Constructing an economic environment.



## COPPERAS COVE Т E X

Fostering a team spirit.

Mentoring even the youngest minds.

Providing a protective environment.

City Built for Family Living.

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**Fiscal Year** 2009-2010 **Adopted Budget** and Plan of **Municipal Services** 

> John Hull, Mayor Frank Seffrood, Mayor Pro Tem

**Cheryl L. Meredith Charlie Youngs Chuck Downard Danny Palmer Bill L. Stephens** Willie C. Goode

> **Copperas Cove** strives to provide Quality Services **Everyday!**

# **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**

## **City Council**

John Hull - Mayor Frank Seffrood - Mayor Pro Tem

Cheryl L. Meredith - Council Member Charlie Youngs - Council Member Chuck Downard - Council Member Danny Palmer - Council Member Bill L. Stephens - Council Member Willie C. Goode - Council Member

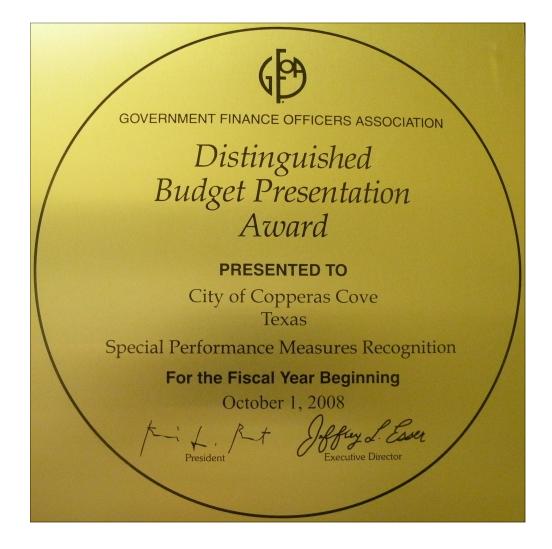
## **City Staff**

#### 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 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 Joseph Pace, Municipal Court Administrator Donna Baker, Public Affairs / Volunteer Coordinator Lisa Wilson, Secretary to the City Manager Kathy Soll, Assistant to the City Manager



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, 2008.** 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. For the annual budget beginning October 1, 2008, the City received award with Special Performance Measures Recognition.

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 Kathy Soll

City Secretary Jane Lees Stefanie Brown

Finance Department Wanda Bunting Imelda Rodriguez Tracy Molnes Cynthia Taylor Kris Kelly Deanna Sloan Linda Hernandez

Human Resources Kelli Sames Desiree Mundell

Information Systems Greg Mitchell Adam Wolf Robert Browning

Solid Waste Mike Mundell Silvia Rhoads

Utility Administration Monika Flom

Library Margaret Handrow Terry Swenson Mava Hyland

Parks & Recreation Ken Wilson

Golf Course Danny Zincke Mike Chandler Planning Benjamin Smith

Building Development Mike Morton Kathy Weber

Police Department Tim Molnes Eddie Wilson Cheryl Forester

Fire Department Mike Baker Gary Young

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 as 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 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 in 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 including ongoing projects and the new five-year Capital Improvement Plan that was adopted by City Council. 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, a list of acronyms, and a glossary.



# Table of Contents

Copperas Cove strives to provide Quality Services Everyday!

N

## CITY OF COPPERAS COVE, TEXAS ANNUAL BUDGET AND PLAN OF MUNICIPAL SERVICES FISCAL YEAR 2009-10



## City Manager's Message

Letter of Transmittal .....i

#### **Budget Summary**

Organization Structure	1
Organizational Matrix – Department/Division Assigned by Fund	2
Budget Overview	3
Reader's Guide to the Budget	9
Budget Process	12
Budget Calendar	13
State Statues – Local Government Code	
Local Law – City Charter Article VI	
Financial Policies	
Summary of Fund Balances, Revenues & Expenses	
Personnel Schedule	
New/Deleted Personnel Schedule	
Recap of New Programs and Services – City's Operating Budget	
Recap of Unfunded Unmet Needs Requested in Operating Funds	
Combined Schedule of Revenues, Expenditures/Expenses and Changes in Fund Balance	
Combined Schedule of Revenues, Expenditures/Expenses and Changes in Fund Balance - Illustration	
Adopted Budget Summary for all Funds	52
Adopted Budget Summary for all Funds – Illustration	
Consolidated Schedule of Receipts of all Funds by Source	
Consolidated Schedule of Receipts of all Funds by Source – Illustration	
Consolidated Schedule of Expenditures/Expenses of all Funds by Object Class	
Consolidated Schedule of Expenditures/Expenses of all Funds by Object Class – Illustration	
Ad Valorem Tax Analysis	
Budget Adoption Ordinance	59
Tax Rate Adoption Ordinance	62

#### **General Fund**

General Fund Description	65
Revenue & Expenditure Summary	
Summary of Revenues, Expenditures and Changes in Fund Balance	67
Budgeted Revenues Comparison by Source – Illustration	68
Budgeted Expenditures Comparison by Function – Illustration	69
Budgeted Expenditures Comparison by Object – Illustration	70
General Fund Revenue Detail	71
Departmental: Organizational Chart, Goals, Expenditure Summary and Performance Measures	
City Council	74

City Manager	80
City Secretary	
City Attorney	92
Finance	
Human Resources	104
Public Affairs Office	
Information Systems	116
Municipal Court	
Police Department	
Animal Control	
Fire/EMS Department	140
Emergency Management	146
Engineering	152
Streets	
Fleet Services	164
Facility Maintenance	170
Planning	
Building and Development	
Code and Health Compliance	
Parks and Recreation	
Library	200
Non-Departmental	

## Water & Sewer Fund

Water & Sewer Fund Description	209
Revenue & Expense Summary	210
Summary of Revenues, Expenses and Changes in Fund Balance	
Budgeted Revenues Comparison by Source – Illustration	212
Budgeted Expenses Comparison by Function – Illustration	
Budgeted Expenses Comparison by Object – Illustration	214
Departmental: Organizational Chart, Goals, Expenditure Summary and Performance Measures	
Public Works	216
Utility Administration	222
Water Distribution	228
Sewer Collection	234
Wastewater Treatment	240
Composting	246
Non-Departmental	252

## Solid Waste Fund

Solid Waste Fund Description	255
Revenue & Expense Summary	
Summary of Revenues, Expenses and Changes in Fund Balance	257
Budgeted Revenues Comparison by Source – Illustration	258
Budgeted Expenses Comparison by Function – Illustration	259
Budgeted Expenses Comparison by Object – Illustration	260
Departmental: Organizational Chart, Goals, Expenditure Summary and Performance Measures	
Solid Waste Operations	262
Solid Waste Collections - Residential	268
Solid Waste Collections - Recycling	274
Solid Waste Collections - Brush and Bulk	280
Solid Waste Collections - Commercial	286
Keep Copperas Cove Beautiful (KCCB)	292
Solid Waste Disposal	298

## **Golf Course Fund**

Golf Course Fund Description	307
Revenue & Expense Summary	
Summary of Revenues, Expenses and Changes in Fund Balance	309
Budgeted Revenues Comparison by Source – Illustration	310
Budgeted Expenses Comparison by Function – Illustration	311
Budgeted Expenses Comparison by Object – Illustration	312
Departmental: Organizational Chart, Goals, Expenditure Summary and Performance Measures	
Golf Course Operations	314
Golf Course Concessions	320
Golf Course Maintenance	326
Non-Departmental	332

## Other Funds

Other Funds Description	335
Debt Service Fund	
Tax Interest and Sinking Fund	336
Creatiel Devenue Funda	
Special Revenue Funds	
Recreation Activities Fund	
Drainage Utility Fund	339
Departmental: Organizational Chart, Goals, Expenditure Summary and Performance Measures	
Drainage Utility	
Drainage – Non-Departmental	346
Cemetery Fund	349
Library Gifts & Memorials Fund	350
Hotel Occupancy Tax Fund	351
Animal Shelter Fund	352
Court Efficiency Fund	353
Court Security Fund	354
Court Technology Fund	355
Other Funds – Summary of Revenues, Expenditures and Changes in Fund Balance	356

#### **Debt Service Requirements**

Debt Service Requirements	
Outstanding Debt Schedule	358
Future Indebtedness Schedule	
Tax Supported Future Indebtedness Schedule – General Obligation Debt	
General Obligation Tax Debt to Maturity – Illustration	
Tax Supported Future Indebtedness Schedule – Certificates of Obligation Debt	
Certificates of Obligation Tax Debt to Maturity – Illustration	
Tax Supported Future Indebtedness Schedule – Tax Notes Debt	
Tax Notes Tax Debt to Maturity – Illustration	
Future Indebtedness Schedule for Water & Sewer Fund Debt	
Water & Sewer Fund Debt to Maturity – Illustration	
Capital Leases - Total Requirements	

## Capital Outlay

Capital Outlay Summary	
Capital Outlay Detail by Fund	

## **Capital Improvements**

Capital Improvements Description	
Capital Improvement Projects - Summary	
Financial Statements for Bond Construction Funds	
2001 Certificates of Obligation – Tax Supported	
2003 Certificates of Obligation – Tax Supported	
2003 Certificates of Obligation – Water/Wastewater	
2006 Limited Tax Notes – Tax Supported	
2007 Certificates of Obligation – Tax Supported	
2008 Limited Tax Notes – Tax Supported	
2008 Limited Tax Notes – Water/Sewer	
2008 Limited Tax Notes – Golf	
2008 Limited Tax Notes – Drainage	
2008A Limited Tax Notes – Tax Supported	
2008A Limited Tax Notes – Water/Sewer	
2008A Limited Tax Notes – Solid Waste	
2008A Limited Tax Notes – Drainage	
2009 General Obligation – Drainage	
2009 General Obligation – Tax Supported	
2009 Limited Tax Notes – Tax Supported	
2009 Limited Tax Notes – Water/Sewer	
2009 Limited Tax Notes – Solid Waste	
2009 Limited Tax Notes – Hotel Occupancy Tax	401

## <u>Appendix</u>

Appendices Description	403
Appendix A Copperas Cove at a Glance	405
Appendix B Personnel Schedule Position Listing and Salary Ranges by Department Incentive Pay Schedule	417
Appendix C Fee Schedule Fee Schedule Definitions	422 437
Appendix D Budget Acronyms	440
Appendix E Budget Glossary	445



# City Manager's Message

Copperas Cove strives to provide Quality Services Everyday!



"The City Built for Family Living"

January 22, 2010

Honorable Mayor, City Council and citizens of Copperas Cove,

I am pleased to present the Fiscal Year 2009-10 Budget and Plan of Municipal Services. The Budget was completed with the guidance and direction of the City Council and in accordance with the City of Copperas Cove City Charter, mission and goals of the City Council and Texas State Law.

Currently, City Council and City staff are working to ensure completion of ongoing projects that will provide infrastructure improvements to the City's water/wastewater system, roadways and drainage systems. Street reconstruction and drainage improvements are complete for Summers Road and are planned for completion on Lutheran Church Road. The two roadways intersect and are expected to provide improved mobility and safety for citizens traveling the roadways and residing in the northern portions of the City. For numerous years, the City of Copperas Cove has pursued State funding for the construction of a Southeast Bypass that would reduce traffic congestion on U. S. Highway 190. The total cost of the 6.2 mile two-lane roadway is anticipated to be approximately \$55 million. The prior year budget assumed the utility relocations and right-of-way purchases would be completed in that year; however, a final tract of land remains outstanding to complete the right-of-way purchases and City Administration and the Texas Department of Transportation agreed to let the utility relocates with the construction contract to reduce the total costs of the project. Thus, the right-of-way purchases are expected to be complete in FY 2010 and the utility relocates will be completed in a future year. Continual progress is also being made to complete a land swap with neighboring Fort Hood. The land swap and Southeast Bypass are expected to be catalysts for major retail economic development on the east end of Copperas Cove. Fort Hood, the Texas Department of Transportation and the City of Copperas Cove are working together to connect Tank Destroyer Boulevard with U.S. Highway 190 providing a northeast bypass from east U.S. Highway 190 to north FM 116. The project is funded and a groundbreaking ceremony is planned for the summer of 2010 and let of the construction contract in August 2010. The water and sewer infrastructure needs for the retail development expected to result from the completion of the land swap and SE Bypass will be partially met with the recent completion of the East Pump Station project and the planned Northeast Sewer Line project, which was approved by voters in November 2008 as a general obligation bond proposition. A temporary funding agreement between the City and the Copperas Cove Economic Development Corporation and a reimbursement resolution approved by the City Council will allow the project to begin in February 2010, six months prior to the issuance of the general obligation bonds. The land purchases for construction of a new

police facility were completed in fiscal year 2006-07 and the design of the new station was completed in fiscal year 2007-08. Construction began in January 2009 and completion of the City's new police facility is scheduled for February 2010.

With the state of the National, State and Local economies over the past eighteen months, both residential and commercial development slowed considerably in 2009. As a result, no noticeable change in residential development from the prior year exists. Nevertheless, the City did welcome a new state of the art cinema in the summer of 2009. Cinergy Cinemas is an eight screen (two digital) movie theatre, with laser tag, game room and party facilities. The cinema brought a new concept for movie goers in Central Texas to eat, drink and be movied. Commercial development planned for 2010 includes the construction of a sixty unit assisted living facility valued at \$6 million and a two hundred plus unit tax credit living facility. Residential development within the City includes the House Creek North Phase II and III development consisting of 295 and 320 lots respectively, Summers Place development located off Summers Road and adjoining the south side of House Creek North with 71 lots, Skyline Flats single family development along west Big Divide Road south of Grimes Crossing Road with 103 lots, the single family development of Walker Place Phase 7, Sections 1 and 2 located off west U.S. 190 and consisting of 60 and 115 lots respectively, Thousand Oaks Addition III consisting of 59 single family lots located in the middle of the City just off U.S. Highway 190 and 130 lots are planned in the single family residential development known as Tonkawa Phase III located just west of the Walker Place Development on west U. S. Hwy 190.

In addition to the projects ongoing, the City applied for public assistance through FEMA's Hazard Mitigation program and funding from the Community Development Block Grant Program. The rehabilitation of Hughes Mountain Tank was completed in 2009 after the completion of the 250' radio communications tower at Hughes Mountain. 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.*"

## Budget Structure

The FY 2010 Budget may have an appearance identical to previous years, however; the process by which the budget was prepared is unique. With the state of the national economy, the executive team began its preparation for FY 2010 in early FY 2009 to ensure the economic downturn did not have drastic financial impacts on City operations. The executive team, realizing the impact one fiscal year has on another, worked together to ensure the expenses incurred in the current fiscal year were absolute to providing the necessary service levels the citizens expect and deserve.

The budget process began with a review of revenue and expense projections for the current fiscal year by the City Manager and Director of Financial Services with each City department. The next phase of the process was a review of the base budget and new program revenues and expenses for the upcoming fiscal year. Following the review process were multiple strategy meetings with the executive team and City Manager to ensure the goals of the City Council and the City Charter requirements were met. Once

the budget in each of the major operating funds was balanced (available resources exceeded expenses), the focus shifted to compliance with the ideal fund balance policy.

Council involvement in the budget process was solicited earlier in the process with the use of an elected officials' budget survey. The budget survey was distributed to each member of the governing body to allow for input prior to the budget workshops conducted with staff and council. The survey requested feedback on current program and service levels, the tax rate, funding of additional police and fire rescue officers, funding of a cost of living adjustment (COLA) and merit increase for employees, staffing levels, user fees and infrastructure improvements. In addition to the survey, the executive team provided an opportunity for input from the governing body during the 2009 Staff/Council Retreat held in June 2009. Plans exist to incorporate the governing body into the budget process much sooner and through the use of strategic planning in future years.

## Budget Challenges

In November 2008, two months into the prior budget year, four members of the City Council were recalled from their council seats by the citizens. From a financial standpoint, this action created the need for court action and an off season election in February 2009. The court action and additional election created an increase in election and legal expenses that were not included in the original FY 2009 Adopted Budget. Furthermore, the voters approved a bond proposition authorizing the issuance of general obligation bonds for the construction of the police facility. Consequently, the project began in January 2009 and required the debt issuance prior to 2009 fiscal year end to ensure the project completion. The additional debt issuance was projected and disclosed to the voters to require a tax rate increase. In March 2009, the newly seated City Council reversed the bulk trash collection fee for three cubic yards or less, which created lost revenue for the Solid Waste Fund. The City's first ever Capital Improvement Plan (CIP) was introduced to the City Council in June 2009 and was adopted by the governing body in October 2009. The economy and troop movement also impacted the 2009 fiscal year revenues in multiple areas.

The decrease in the number of utility connections (accounts) is indicative of the troop movement from Fort Hood. The decrease in the number of utility accounts impacts water, sewer, solid waste and drainage revenues. In addition to the current troop levels declining, new home construction continues to decrease. With both influences on the decline, the revenue levels are insufficient to offset other economic impacts.

Although the sales tax revenues are up slightly when compared to the prior year, the fiscal year 2009 sales tax revenues are not projected to meet budget and only comprise 16.8 percent of the total general fund revenues compared to 17.5 percent in fiscal year 2008. The decline in sales tax revenue over recent months creates concern when considering future projected revenues, thus the increase in sales tax revenues for the upcoming fiscal year is projected with a 4 percent increase over the current year budget. Recent commercial development is anticipated to generate healthy sales tax revenue, thus providing the justification for the percentage increase over the current year.

Current ad valorem tax revenues are budgeted to increase slightly over FY 2009. The increases realized in assessed valuation in prior fiscal years is a trend no longer expected to continue. The 2009 State Legislature granted property tax exemptions for disabled veterans. Considering the close proximity to the largest military installation in the free world, Fort Hood, and the number of disabled veterans residing in our community, the impact on FY 2010 property tax revenues is \$149,749. With the new legislation and the fact property taxes are a leading source of revenue for the general fund and expenses continue to increase by an amount far greater, the budget includes only those expenses required to maintain current service levels. Furthermore, a series of debt issues resulted in a higher debt rate as part of the total property tax rate, leaving fewer property tax dollars to fund general fund operations. At the end of the 2002-03 fiscal year, the City Council 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 (Highway 190). Additionally, the City previously committed \$400,000 toward the extension and improvements of Tank Destroyer Boulevard (State Highway 9) and the voters approved \$1 million to be issued in 2010. 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. In November 2008, the citizens approved a bond proposition authorizing the issuance of general obligation bonds to provide the funding for the remaining expenses associated with the construction and furniture, fixture and equipment purchases for the new police facility.

## ESTABLISHED GOALS FOR FY 2009-10

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 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.

Although the current City Council desires to revise the existing goals, City staff was tasked with ensuring the goals are addressed throughout the budget document. The next several paragraphs will demonstrate how these goals and priorities were addressed during the fiscal year 2010 budget process.

## Fund Highlights (Major Operating Funds)

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.

## General Fund

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. The General Fund provides funding to pave our streets, fight crime, respond to man-made and natural disasters, provide emergency medical services, build and maintain our parks and prepare us for disaster. Comprising 48 percent of the total adopted General Fund revenues in FY 2010 and 47 percent in FY 2009, property tax is the major revenue source for funding General Fund operations. During the budget process, a struggle ensued while attempting to address the City Council of maintaining or reducing the tax rate without reducing service levels and citizen expectations. Given the current state of the economy, legislation and its impact on the budget, it became increasingly clear that maximization of City Council goals would require an increase in the property tax rate. The property tax rate is comprised of two components, maintenance and operating and interest and sinking. The maintenance and operating portion of the property tax rate is utilized to fund General Fund operations and the interest and sinking portion is utilized the repay the debt secured by property tax revenues. Thus, if the amount of debt to be repaid by property tax revenues increases, so does the tax rate associated with the repayment of the debt. The other component of the tax rate, maintenance and operations, is also budgeted to increase for FY 2010. In other words, the existing tax rate will provide fewer property tax dollars to fund maintenance and operating expenses of the General Fund. Therefore, the Adopted Budget for the General Fund is a balanced budget with an increase in the property tax rate to \$.7600 per \$100 of taxable assessed valuation compared to the existing property tax rate of \$.7400 per \$100 of taxable assessed valuation.

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 2009-10 the General Fund budget includes revenues of \$14,496,525 which is \$104,992 lower than the amount that was budgeted in fiscal year 2008-09. Significant revenues in the General Fund include fines, fees, charges for permits, charges for licenses and various other miscellaneous revenues. General fund expenditures are budgeted at \$14,962,574 which is \$130,133 higher than the amount that was budgeted to be expended in fiscal year 2008-09.

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 less capital outlay and debt service (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 2009-10 in the General Fund was \$4,217,395 which, after adjusting for projected revenues and adopted appropriations for each department, leaves an estimated ending fund balance of \$3,751,346. This amount is \$17,502 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 eleven years. City Council and staff continue efforts of maintaining ideal fund balance within the General Fund.

The adopted budget includes a total of 215.5 full-time equivalents for fiscal year 2009-10 in the General Fund budget. The adopted budget does not include any new positions for fiscal year 2009-10. As demand for services increases, population grows, and economic growth continues, the amount of resources necessary to provide quality services also grows. However, the current economic impact gives cause for the City Council and City Management to continue monitoring the growth in personnel to ensure that staffing levels do not exceed the level required to provide quality services. Should the need arise, City Administration is prepared to invoke a freeze on positions that become vacant throughout the year and is currently assessing the need to fill current vacancies based on the merits of the positions.

## 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 providing clean, safe and reliable drinking water that protect the public health, aid in protecting the environment, provide fire protection and ensure an adequate water supply exist to support the growing population and businesses. Wastewater treatment facilities prevent pollutants from reaching our rivers and lakes. Because adequate water and sewer supply is often a major determining factor for economic development opportunities, it is important to continue improvements to the City's existing water and sewer infrastructure and expansion of the system. Unfortunately, the City of Copperas Cove continues to struggle with the costs of complying with increasingly stringent federal and state unfunded mandated regulations. Non-compliance with the mandated regulations only results in stiff fines from the regulating agencies.

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 \$9,354,300 for fiscal year 2009-10, which is \$522,830 or 5.9%, higher than the amount

of revenues budgeted in fiscal year 2008-09. The increase in revenue is attributed to the recommended rate restructure for water and sewer services and the anticipated \$.02 increase in costs of water purchases as provided by Bell County Water Control Improvement District (BCWCID).

The continued need to increase water and sewer rates over prior fiscal years, led City staff to complete a review of the City's existing rate structure and policies that negatively impact the City's ability to raise an appropriate level of water and sewer revenue to offset the costs of providing such services. The recommendations by City staff were approved in part by the City Council to include a \$.10 increase in the water and sewer consumption rates for all customers and the addition of an 8,000 gallon floor for sewer winter averaging. The fee increases may seem unfair to the end user; however, the City is responsible for the implementation of new conservation requirements resulting from the passage of HB 4 and SB 3 during the 80<sup>th</sup> Legislative Session (2007). By charging increased fees to the end users, the City is encouraging residents to use less water, thus assisting with meeting the new conservation requirements.

Total expenses are budgeted at \$9,508,004 which is \$494,444 or 5.5%, more than the amount that was budgeted in fiscal year 2008-09. The water and wastewater debt service continues to experience significant increases as a result of the implementation of a 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's inability to maintain ideal fund balance is the result of multiple instances including an accounting error created in FY 2005, severe weather in 2007, the addition of an increased number of positions over those proposed by staff in the FY 2009 Budget and continual increases in debt service requirements resulting from debt issuances in 2001, 2003 and 2005. As mentioned previously the issuance of debt to expand infrastructure is necessary to the economic development opportunities; however, with continual unfunded mandates at the state and federal levels, it is becoming increasingly difficult to raise enough revenues to cover the costs associated with providing the services without increasing user fees.

The FY 2009-10 Budget includes 47.25 positions in the Water & Sewer Fund for fiscal year 2009-10. This represents no change in staffing levels compared to the level authorized in the 2008-09 Adopted Budget.

## 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, recycling and disposal services to the public. The City implemented automation, recycling, disposal and mandatory waste reduction in 2000. A front load automated collection system for commercial customers 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 are included in the fiscal year 2009-10 Adopted Budget. During the budget process, City staff reviews the existing fee structure to ensure the user fees charged

recover the costs associated with providing the service. As such, a \$1 per month increase in residential fees results from the bulky white goods service provided at no charge for three cubic yards or less, the fee for construction debris collection service is a new fee and the increases in commercial customer service fees are required to eliminate the inconsistent fee application based on the level of service provided. The Solid Waste Fund is also bound by the City's fund balance policy. As in prior fiscal years, aged equipment is responsible for increased equipment maintenance costs. These increases resulted in the decision to purchase equipment in fiscal year 2007-08 and 2008-09 through alternative funding and Council approved staff's recommendation to continue that trend in fiscal year 2009-10. The ideal fund balance is calculated at \$748,743 for fiscal year 2009-10. The ending fund balance is budgeted to be \$779,289, which exceeds ideal fund balance by \$30,546.

Revenues are budgeted at \$3,078,164, which is \$106,600, less than the amount budgeted for fiscal year 2008-09. The decline in revenues is a result of troop relocation from Fort Hood. Total expenses are budgeted at \$3,109,195, which is \$21,224 or less than 1% lower than the amount that was budgeted in fiscal year 2008-09.

There are a total of 21.25 full-time employees included in the Solid Waste Fund budget for fiscal year 2009-10. The fiscal year 2009-10 budget does not include the addition of any new positions.

## Golf Course Fund

Appropriations for the Hills of Cove Golf Course are established in the City's third proprietary fund. 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 and few short years later realized the need to implement further changes. The fiscal year 2009-10 Adopted Budget includes a reduction in force of 5 full-time equivalent positions. To ensure service levels are not compromised, the Parks & Recreation administrative staff members have relocated to the golf course and the employees of the Golf Course and Parks and Recreation staff are being crossed-trained to ensure coverage for golf course operations.

Revenues for this fiscal year are budgeted at \$646,175, which is \$250,810 or 28%, lower than the amount that was budgeted in fiscal year 2008-09. The decrease is considered more realistic conservative budgeting based on historical data. A subsidy will not be provided from the General Fund in fiscal year 2009-10. The objective has been and will remain to be self-sustainment by the Golf Course Fund.

Expenses at the Golf Course are budgeted at \$610,082, which is \$269,925 or 31%, lower than the amount budgeted in fiscal year 2008-09. 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 \$149,795. Budgeted ending fund balance is (\$113,973), which is (\$263,767), less than the amount necessary to achieve ideal fund balance. The Golf Course Fund is being and will continue to be monitored closely to determine if further changes will be necessary throughout the fiscal year.

The fiscal year 2009-10 Adopted Budget includes a total of 9.5 full-time equivalent employees. This represents a decrease in total positions.

## ADDITIONAL SIGNIFICANT ITEMS

## Future Planning

During the 2009-10 fiscal year, it is anticipated that a number of City ordinances or plans will be reviewed, revised and adopted by Council through the use of recommendations from Council appointed Ad Hoc Committees or staff committees. The ordinances and plans include, but are not limited to the Drainage Master Plan, Zoning Ordinance, Sign Ordinance, Strategic Master Plan, Subdivision Ordinance and the International Code Council (ICC) family of codes.

Continued planning for the future, is expected to render many rewards for the City of Copperas Cove and ease the budget process with more clearly defined goals and priorities set by the governing body.

## 2010-2014 Capital Improvement Plan

As outlined in the 2010-2014 Capital Improvement Plan, staff defined capital projects as the purchase or construction of assets with a useful life exceeding at least one year or greater. The guidelines for capital projects/expenses were relaxed during the first year of implementation; however, in future years the guidelines will be enhanced based on the feedback received during the multiple CIP workshops conducted with the governing body. The City's first Five-Year Capital Improvement Plan was submitted to the City Council in June 2009 and was adopted in October 2009 with Council appropriating funds for projects included in fiscal year 2009-10.

The CIP includes projects from streets, fire, water, sewer, drainage, parks and general government. The CIP document provides a large amount of detail (project description, project justification, funding sources and uses and maps depicting the locale of the project) designed to provide the governing body and citizens with valuable information that will allow for constructive feedback to City staff.

Improvements identified in future years (2011-2014) were approved by the City Council solely on a planning basis and did not receive expenditure appropriation.

The following projects are currently included in FY 2010 for appropriation:

- Southeast Bypass (right-of-way and utility relocates)
- Fourth Year Sewer Rehabilitation
- Rolling Heights Drainage
- Fire Station 2 Relocation (land acquisition)
- Library Renovations
- Martin Walker School Area Drainage
- Bradford Drive Extension Phase I
- Long Mountain Tank Rehabilitation
- Taylor Mountain Tank Rehabilitation
- Lutheran Church Road Improvements
- Allin House Renovations
- Civic Center Renovations
- Expansion of Recycling Center Phase II
- Transfer Station Renovation
- Transfer Station Tipping Floor Resurfacing
- South Park Pool Renovations
- 9<sup>th</sup>, 11<sup>th</sup>, 13<sup>th</sup> & 15<sup>th</sup> Streets Waterline Replacement
- West Clarifier Retrofit
- Compost Renovations
- Northeast Bypass (State Highway 9)
- Northeast Sewer Line
- Allen Street Waterline Upgrade
- S. 25<sup>th</sup> to 31<sup>st</sup> Street Drainage Improvement
- Document Management
- Curry Street Drainage
- Parks Needs Assessment

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 the project remains on schedule for completion in early 2010.

Additionally, the City continues to focus on park and recreation facilities located in the City. Funding for Park Needs Assessment was appropriated with the adoption of the FY 2010 CIP and is included in the FY 2009-10 Adopted Budget in the Recreation Activities Fund. The assessment is expected to provide valuable information for the Parks projects included in the Five-Year CIP.

Several projects, including the Southeast Bypass, Northeast Bypass, Lutheran Church Road Reconstruction and Northeast Sewer Line 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.

## Protecting the City's Most Valuable Asset – City Employees

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,

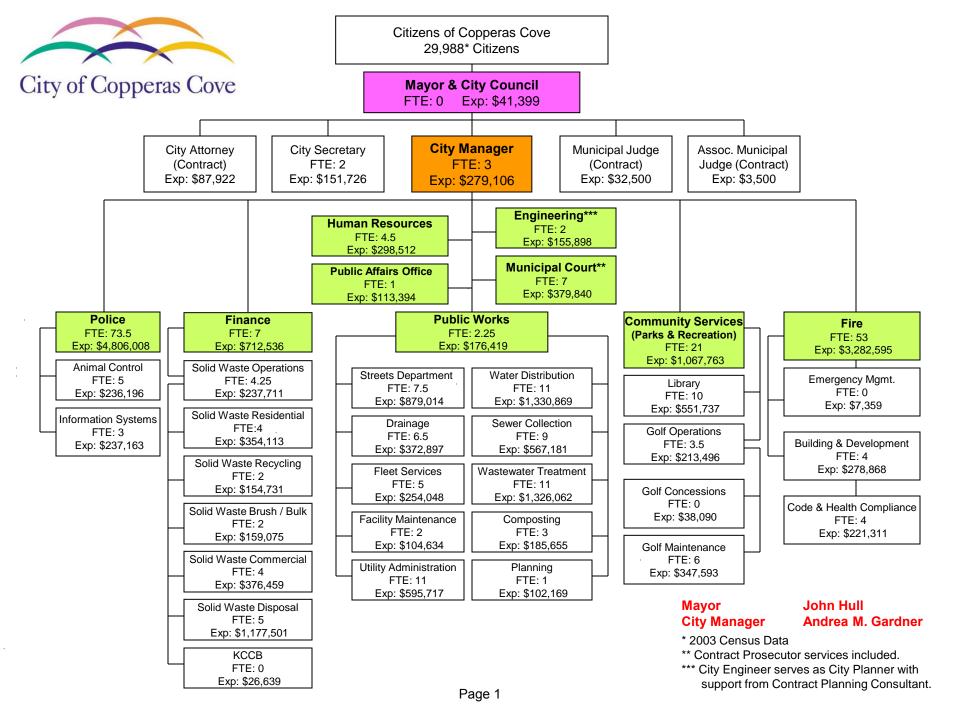
andrea talan

Andrea M. Gardner City Manager



# Budget Summary

Copperas Cove strives to provide Quality Services Everyday!



## **City of Copperas Cove**

2009-2010 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>	Water & Sewer	Solid Waste	Golf Course	Drainage
	City Council	<u>Fund</u>	<u>Fund</u>	<u>Fund</u>	<u>Utility Fund</u>
CITY MANAGER	City Manager's Office				
	Municipal Court				
	Public Affairs Office				
FINANCE	Finance		SW Operations		
			SW Recycling		
			SW Residential		
			SW Commercial		
			SW Brush/Bulk		
			SW Disposal		
			KCCB		
FIRE	Fire				
	Emergency Mgmt.				
	<b>Building &amp; Development</b>				
	Code & Health Compliance				
PUBLIC WORKS	Streets	Public Works			Drainage
	Fleet Services	Water Distribution			
	Facility Maintenance	Sewer Collection			
	Planning	Wastewater Treatment			
		Composting			
		Utility Administration			
HUMAN RESOURCES	Human Resources				
ENGINEERING	Engineering				
POLICE	Police				
	Animal Control				
	Information Systems				
COMMUNITY SERVICES	Parks & Recreation			Golf Operations	
	Library			Golf Concessions	
				Golf Maintenance	

## FY 2009-10 **BUDGET OVERVIEW**



#### **Copperas Cove Elected Officials**

John Hull	Frank Seffrood				
Mayor	Mayor Pro Tem				
Cheryl L. Meredith	Danny Palmer	S			
Council Member	Council Member				
Charlie Youngs	Bill L. Stephens	2			
Council Member	Council Member				
Chuck Downard	Willie C. Goode	S			
Council Member	Council Member				
Copperas Cove Appointed Officials					
Andrea M. Gardner	Charles E. Zech	S			
City Manager	City Attorney				
Jane Lees	William Price	S			
City Secretary	Municipal Judge				
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## 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 2010 Budget Calendar

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- April 8, 2009 Budget Kickoff Meeting with City Departments.
- May 4, 2009 Revenue forecasts due.
- May 7-14, 2009 First Round Department Meetings with City Manager.
- May 8, 2009 Base Budget Requests due to Finance.
- May 22, 2009 New Program Budget Requests due to Finance.
- June 8-12, 2009 Second Round Department Meetings with City Manager.
- June 12, 2009 Elected officials' budget survey due to City Manager.
- July 21, 2009 City Manager presents Proposed Budget to City Council.
- July 27, 2009 Chief Appraiser certifies approved appraisal roll.
- August 3, 11, & 18, 2009 City Council Workshops to discuss Proposed Budget.
- August 18, 2009 Public Hearing on City Manager's Proposed Budget.
- August 25, 2009 First Public Hearing on Tax Rate
- September 8, 2009 Public Hearing on changes to the Proposed Budget.
- September 8, 2009 Final Public Hearing on Tax Rate.
- September 15, 2009 Approval of Budget, City's Fee Schedule, and Tax Rate for Fiscal Year 2010.
- October 1, 2009 Fiscal year 2010 begins.

## FY 2010 Budget Approved by Copperas Cove Elected Officials

On September 15, 2009 the members of the Copperas Cove City Council voted to approve the Annual Budget and Plan of Municipal Services for fiscal year 2009-10. City Council adopted a new tax rate equal to \$.76 per \$100 of assessed valuation. This reflects a \$.02 cent tax rate increase in fiscal year 2009-10. The tax rate is comprised of two components, maintenance & operation rate and the interest & sinking rate. The \$.02 cent increase reflects an increase of \$.00037 for maintenance and operations and a \$.01963 for interest and sinking requirements. 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 \$113,691.

The City's total budget equals \$40,232,426. The General Fund is the main operating fund of the City and was adopted with revenues totaling \$14,496,525. Taxes, which include both property taxes and sales taxes, comprise 75.0% or \$10,879,365 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 fee increases and an increase in the County EMS agreement. (Please see the appendix for the new fee schedule). Total expenses for the General Fund equal \$14,962,574. 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. The Planning Department was restructured at the end of FY 2009. The Director of Development Services position was deleted and the GIS Technician reports to Public Works. The Administrative Assistant was reclassified and moved to the City Manager's office. In FY 2010, the Building and Development Department reports to the Fire Department. Code and Health Compliance also reports to the Fire Department through the Chief Building Official. The Management Analyst/Risk Manager reports to the Human Resources Department.

In an effort to keep cost down and to maintain the ideal fund balance, no merit or COLA increase was budgeted in fiscal year 2009-10. The general fund maintains a fund balance above the 25% reserve fund balance as per the City ordinance. As approved by City Council, capital outlay and debt service was removed from the Ideal Fund Balance calculations in all major funds of the City to include the General Fund, Water and Sewer Fund, Solid Waste Fund, and Golf Course Fund.

In fiscal year 2009-10, the budget includes an increase in the water and sewer rates. The rate for water increased by \$.10 per 1000 gallons. The sewer rate increased by \$.10 per 1000 gallons and the sewer winter averaging calculation for residential customers was updated to include an 8,000 gallon floor. The Water & Sewer Fund budget totaled \$9,508,004 with revenues budgeted at \$9,354,300. Escalation of debt service is expected to continue over the next several years. The Water and Sewer Fund budget does not meet ideal fund balance, however, is very close and should achieve the ideal fund balance next fiscal year. In fiscal year 2009-10, the Utility Administration department will report to Public Works.

The Solid Waste Fund total budget is \$3,109,195 for fiscal year 2009-10. Revenues total \$3,078,164, with Garbage Collection Fees comprising just over 80% of the total revenues. The solid waste rates for the 96 gallon container were increased by \$1 per month for residential and commercial rates were aligned based on the service received. For fiscal year 2009-10, one Solid Waste Driver was reclassified to a Lead Driver, and the Mechanic/Assistant Supervisor of Operations position was reclassified to a Mechanic. Projected ending fund balance is \$779,289, which meets the 25% reserve ideal fund balance requirement.



The revenues are budgeted in the Golf Course Fund at \$646,175 which is 14.3% above prior fiscal year projections and 28.0% below prior year budget. Expenses are budged at \$610,082 which includes paying for the funds own debt service payments for all new debt that is included in the 2008 and 2008A Tax Notes. The Golf Course underwent a major restructuring in fiscal year 2008-09 in order to cut costs and take steps toward achieving a positive fund balance. Three part-time golf course attendants, five food and beverage workers, and a laborer position were deleted in fiscal year 2009-10. No employees will be assigned to Golf Course Concessions in fiscal year 2009-10; Golf Course Operations' staff will provide grab and go concessions to Golf Course patrons. Staff continues its efforts to attract visitors to the course 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 future years.

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. Fiscal year 2009-10 debt service payments include payments for General Obligation debt and Tax Notes that were issued in September 2009 for expenditures associated with Lutheran Church Road, Police Facility, South Park Pool renovations and a Fire Apparatus.

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 consist of drainage utility charges and interest earnings. The total revenue budgeted for fiscal year 2009-10 is \$875,800. 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 capital improvement projects. The Drainage Fund budget totals \$1,096,450 and includes funding for capital improvement projects to include South 25th to 31st Street Drainage, Curry Street Drainage, and Rolling Heights Drainage. The severe weather events during fiscal year 2006-07 highlighted the need for drainage projects in several areas of the City. For future planning purpose, the City staff prepared and the governing body adopted a Five-Year Capital Improvement Plan that includes several drainage projects. No additional positions were added in the Drainage Fund fiscal year 2009-10 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 details regarding the authorized use of hotel occupancy tax. Funding for the Chamber of Commerce to generate tourism within the City, 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, for the Copperas Cove Country Opry, and new debt service payments for the Civic Center and Allin House renovations are provided in the FY 2010 Budget.





Funding in the FY 2010 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 and in the new Five-Year Capital Improvement Plan.

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 \$55 million (including right-of-way acquisition) and cover 6.2 miles.

The 2006 Limited 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. Construction began January 2009; the anticipated project completion is February 2010. The estimated utility cost for the police facility is included in the fiscal year 2009-10 operating budget.

The 2008 Limited Tax Notes include funding for library renovations, land purchase of approximately 4 acres for the relocation of fire station number two, new golf cart storage facility, and funding for the Rolling Heights drainage project.



The 2008A Limited Tax Notes include funding for Bradford Drive road extension, CitySmart lighting upgrade, wastewater clarifier retrofit, Martin Walker area drainage, recycling center expansion project and water tank rehabs.

The 2009 General Obligation Bonds were issued in September 2009. The new debt includes funds for the completion of the Police Facility and the Lutheran Church Road street and drainage project.

The 2009 Limited Tax Notes were issued in September 2009. The new debt includes funding for a Fire Apparatus, South Park Pool renovations, a Vac-con Truck for the Sewer department, Wastewater West Clarifier Retrofit, Long Mountain Tank Rehab, Transfer Station Renovations and Transfer Station Tipping Floor Resurfacing, Phase II of the Recycling Center Expansion, and renovations to the Allin House and the Civic Center.

Further details regarding capital improvements and funding for those improvements is located in the Capital Improvements section of this document and in the new Five-Year Capital Improvement Plan.





## "The City of Five Kills"

Copperas Cove, Texas is located in the heart of Central Texas, neighbors Fort Hood and is just 65 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 the 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 Corvell 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 2009 estimated population of 29,988. Copperas Cove is approximately 17.1 square miles, with 13.6 square miles located in Corvell County. Copperas Cove's crime rate of 3,674 per 100,000 is among the lowest in the Central Texas area and is below the state crime rate of 4,495. The 2009 estimated median household income is \$49,638 and the average home market value is \$93,475. The major employers in the area are Central Texas College with 1,798 employees, City of Copperas Cove with 303 employees, Copperas Cove ISD with 1,300 employees, Fort Hood Civilian (federal and contract) with 17,098 employees, Fort Hood (military soldiers) with 44,000 employees, GC Services (credit collection agency) with 1,200 employees, H.E.B. Grocery Store with 145 employees, Hill Country Rehabilitation with 80 employees, Metroplex Hospital with 1,000 employees, Texas A&M University - Central Texas with 90 employees, Wal-Mart Supercenter with 400 employees, and Windcrest Nursing Center with 101 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 prekindergarten 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 3 Exemplary Campuses. In the 2008-09 school year, each campus and the district made great improvements in all areas of the Texas Assessment of Knowledge and Skills (TAKS).



## FY 2009-10

## **READER'S GUIDE TO THE BUDGET**

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#### 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

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## 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:

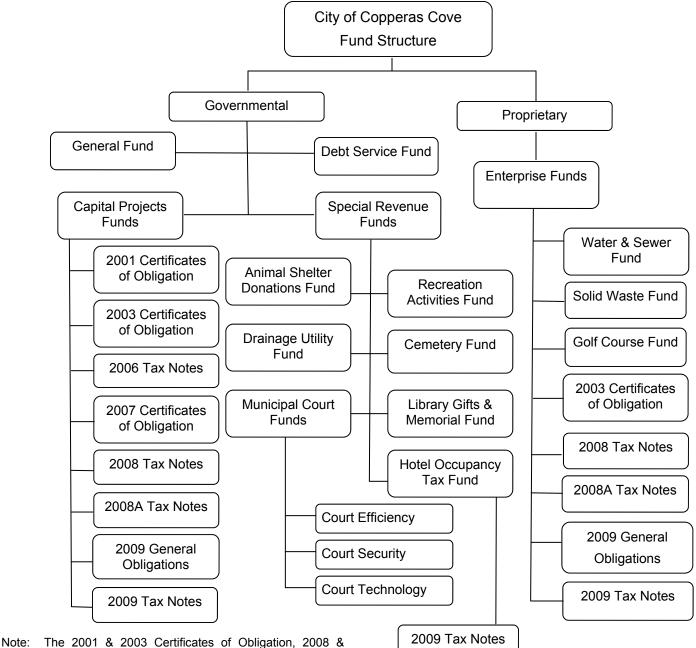
<u>General Fund:</u> This fund is the primary operating fund of the City and is used to account for all financial resources not restricted to special or specific projects and/or funds that are not required to be accounted for in a different fund. The primary funding sources are property tax, sales tax 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 polices protection, parks and recreation facilities and activities, code enforcement, and infrastructure maintenance.

<u>Special Revenue Funds:</u> 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.

<u>Debt Service Fund:</u> 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.

<u>Capital Projects Funds</u>: 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).

<u>Enterprise Funds</u>: 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, 2008 & 2008A Tax Notes, and 2009 General Obligations & 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 2009-10 Budget Process

FY 2009-10 Budget Process STEPS

GOALS

**DUE DATE** 

Kickoff Meeting	Revenue Forecasts	Budget Requests	Budget Presentation	Budget Adoption
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.	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.	Departments prepare and submit the following: •Budget Requests for New Programs, Personnel, Fleet, & Capital Improvement Programs. •Department Program Descriptions, Accomplishmen ts, Objectives and Performance Measures.	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.	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.
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 documentatio n, 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.
April 8,2009	▶ May 4, 2009 ㅣ	> May 8 & 22, 2009	July 21, 2009	September 15, 2009

## City of Copperas Cove FY 2009-10 Budget Calendar

Date	Council Meeting	Required Activity	Legal Requirement Reference
April 8, 2009		Budget Kickoff Meeting for City Departments	
May 4, 2009		Revenue Forecasts for FY 2009-10 Due to Finance	*City Charter Article VI, Sec 6.03
May 4, 2009		FY 2008-09 Revenue and Expenditure Projections Due to Finance	*City Charter Article VI, Sec 6.04
May 7-14, 2009		Budget Meetings with City Manager to Review Revenue Forecasts and Expenditure Projections.	*State Statute Sec 102.004
May 8, 2009		Base Budgets Due to Finance	*City Charter Article VI, Sec 6.04 *State Statute Sec 102.002
May 14, 2009		Budget Kickoff Meeting for Non-City Organizations	
May 22, 2009		Department Program Descriptions, Goals & Achievements, New Position Requests, Supplemental Requests, Fleet Requests & Priority Summary Due to Finance	*City Charter Article VI, Sec 6.04
June 8-12, 2009		Budget Meetings with City Manager to Discuss Budget Submission including New Program Requests	*State Statute Sec 102.004
June 11, 2009		Budget Requests from Non-City Organizations Due to City Finance Department	
June 2, 2009		Budget Survey Provided to City Council Members	
June 12, 2009		Budget Survey Due Back to Finance/City Manager from City Council Members	
July 10, 2009		Proposed Budget Due to City Manager from Finance	
July 21, 2009	Council Workshop	Presentation of FY 2010 Proposed Budget by City Manager	*City Charter Article VI, Sec 6.02 & 6.05 *State Statute Sec 102.001,
July 21, 2009		FY 2010 Proposed Budget Filed with City Secretary	*City Charter Article VI, Sec 6.05 *State Statute Sec 102.005
July 21, 2009	Council Meeting	Set Public Hearing on Proposed Budget for August 6, 2009	*City Charter Article VI, Sec 6.06

## City of Copperas Cove FY 2009-10 Budget Calendar

Date	Council Meeting	Required Activity	Legal Requirement Reference
July 27, 2009		Chief Appraiser Certifies Approved Appraisal Roll	*Texas Property Tax Code 26, Article VIII Sec 21
July 31, 2009		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 3, 2009	Special Council Workshop	Budget Workshop (Departmental Presentations)	
August 7, 2009		Publish Notice of Public Hearing on Proposed Budget	*City Charter Article VI, Sec 6.06 *State Statute Sec 102.006
August 7, 2009		Public Notice of Meeting to Discuss Tax Rate	*Texas Property Tax Code 26, Article VIII Sec 21
August 11, 2009	Special Council Workshop (5:30pm)	Discuss Tax Rate	*Texas Property Tax Code 26, Article VIII Sec 21
August 11, 2009	Special 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 11, 2009	Special Council Meeting	Set Public Hearings on the Tax Increase for August 25, 2009 and September 8, 2009	*Texas Property Tax Code 26, Article VIII Sec 21
August 11, 2009	Special Council Meeting	15, 2009	*Texas Property Tax Code 26, Article VIII Sec 21
August 11, 2009	Special Council Workshop (7:00pm)	Budget Workshop (Non-City Organization Presentations)	
August 14, 2009		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 18, 2009	Council Workshop	Budget Workshop	
August 18, 2009	Council Meeting	Public Hearing on Proposed Budget	*City Charter Article VI, Sec 6.07 *State Statute Sec 102.006

## City of Copperas Cove FY 2009-10 Budget Calendar

Date	Council Meeting	Required Activity	Legal Requirement Reference
August 21, 2009		Public Notice for First Public Hearing on Tax Increase	*Texas Property Tax Code 26, Article VIII Sec 21
August 25, 2009	Special Council Workshop	Review City Council Recommended Changes to the Proposed Budget	*Article VI, Sec 6.08
August 25, 2009	Special Council Meeting	First Public Hearing on Tax Increase (Must be a Separate Council Meeting)	*Texas Property Tax Code 26, Article VIII Sec 21
August 28, 2009		Public Notice of the Changes to the Proposed Budget with Notification of Public Hearing on September 8, 2009	*Article VI, Sec 6.08
September 4, 2009		Public Notice for Second Public Hearing on Tax Increase	*Texas Property Tax Code 26, Article VIII Sec 21
September 4, 2009		Publication of "Notice of Tax Revenue Increase" (Tax Collector prepares for newspaper)	*Texas Property Tax Code 26, Article VIII Sec 21
September 8, 2009	Special Council Meeting	Public Hearing on Changes to Proposed Budget	*City Charter Article VI, Sec 6.08
September 8, 2009	Special Council Meeting	Second Public Hearing on Tax Increase (Must be a Separate Council Meeting.)	*Texas Property Tax Code 26, Article VIII Sec 21
September 11, 2009		2nd Publication of "Notice of Tax Revenue Increase" (Tax Collector prepares for newspaper)	*Texas Property Tax Code 26, Article VIII Sec 21
September 11, 2009		Public Notice for Meeting to Adopt Tax Rate	*Texas Property Tax Code 26, Article VIII Sec 21
September 15, 2009	Council Meeting	Adoption of FY 2010 Proposed Budget	*City Charter Article VI, Sec 6.09 & 6.10 *State Statute Sec 102.007
September 15, 2009	Council Meeting	Action on Amending the City's "Fee Schedule" Ordinance	
September 15, 2009	Council Meeting	Adoption of 2009-10 Tax Rate	*City Charter Article VI, Sec 6.10
September 15, 2009	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

Local Government Code Section	Title	Statute
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	<ul> <li>The budget must contain a complete financial statement of the municipality that shows:</li> <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> </ul>
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	<ul> <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> </ul>

Local Government Code Section	Title	Statute
		<ul> <li>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."</li> <li>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.</li> </ul>
102.006	Public Hearing on Proposed Budget	<ul> <li>a. The governing body of a municipality shall hold a public hearing on the proposed budget. Any person may attend and may participate in the hearing.</li> <li>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.</li> <li>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).</li> </ul>
102.0065	Special Notice by Publication for Budget Hearing	<ul> <li>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.</li> <li>b. Notice published under this section is in addition to notice required by other law,</li> </ul>

		<ul> <li>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.</li> <li>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.</li> <li>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).</li> </ul>
102.007	Adoption of Budget	<ul> <li>a. At the conclusion of the public hearing, the governing body of the municipality shall take action on the proposed budget.</li> <li>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.</li> <li>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.</li> </ul>

## 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.
- I. 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)

#### 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)

#### 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.

#### Fund Balance

Fund balance is the difference between fund assets and fund liabilities in a governmental or trust fund. The City Council has designated a fiscal policy for maintaining adequate levels of reserves in the city's general fund, utility funds, and other funds.

- a) The general fund unencumbered fund balance should be at least twentyfive (25) percent of the general fund annual budget expenditures excluding expenditures planned for capital outlay purchases. This percentage is equivalent to three (3) months operating expenditures.
- b) The utility funds and other funds per city council designation should maintain an unencumbered fund balance (working capital) reserve of at least twenty-five (25) percent of the total annual budget expenditures excluding debt service payments and those expenditures planned for capital outlay purchases or the equivalent of three (3) months' 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 collaterized 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.

#### 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 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.

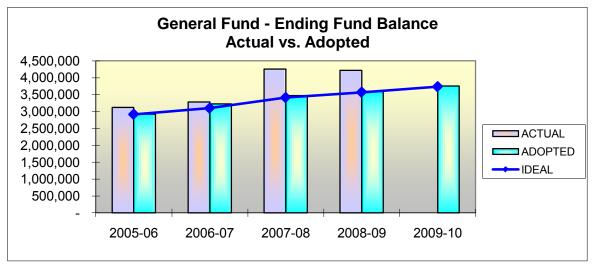
## FUND BALANCE

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 major 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.

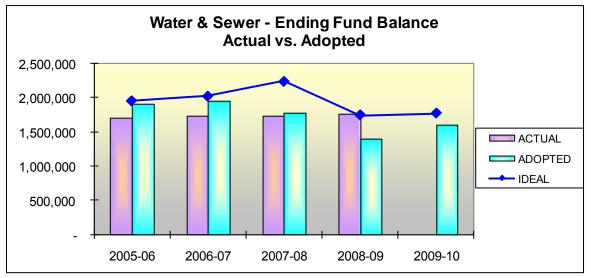


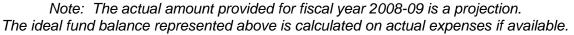
Note: The actual amount provided for fiscal year 2008-09 is a projection. The ideal fund balance represented above is calculated on actual expenditures if available.

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 increasing slightly above the fiscal year 2008-09 budget, however the balance is not budgeted to achieve an ideal fund balance in fiscal year 2009-10. Since fiscal year 2005-06 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, City Council approved a revision to the City's Fund Balance Policy that excludes debt service payments and capital outlay from the ideal fund balance calculation. In fiscal year 2009-10, the adopted fund balance is under ideal by \$158,796. Revenues include an approved fee increase in FY 2009-10 for water and wastewater and are conservatively budgeted 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 within the next two years.

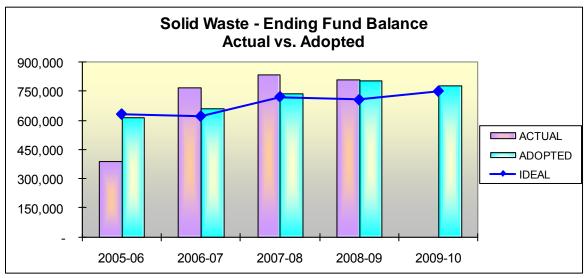




#### Solid Waste Fund

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 in future years. 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 2009-10 by \$30,546. The debt service obligations from certificates of obligation that was issued in 1994 were satisfied in FY 2003-04. This 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, going from approximately \$764,881 in fiscal year 2005-06 to approximately \$908,800 for fiscal year 2009-10

which is an 18.8% 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.

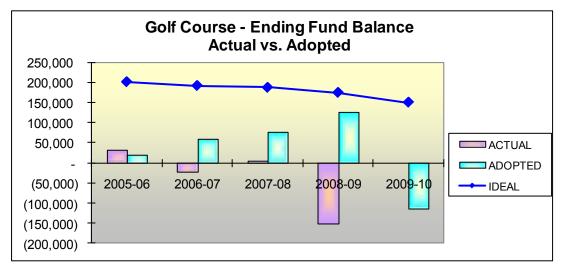


Note: The actual amount provided for fiscal year 2008-09 is a projection. The ideal fund balance represented above is calculated on actual expenses if available.

#### **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 This major renovation project included the addition of nine holes to the Golf Course. 1999. 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 significantly below the 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 did not receive 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. In FY 2008-09, for audit and cash purposes, the general fund loaned cash to the golf course fund without actually transferring funds. The plan is for the golf course to recover and return the cash to the general fund. This should 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. The weather and struggling economy significantly impacted the Golf Course in FY 2008-09. Operational changes were implemented in the last guarter of FY 2008-09 with additional changes to be implemented in FY 2009-10. In FY 2009-10 the grill and bar concessions will only be offered for special events and tournaments and grab and go concessions will be offered on a daily basis to patrons of the golf course. 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 and new tournaments continue to be added each year.



Note: The actual amount provided for fiscal year 2008-09 is a projection. The ideal fund balance represented above is calculated on actual expenses if available.

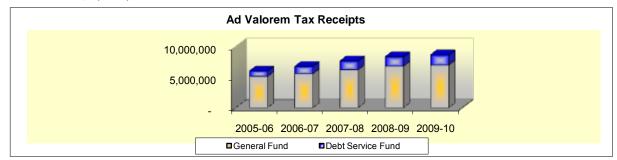
## SIGNIFICANT REVENUES

#### **General Fund**

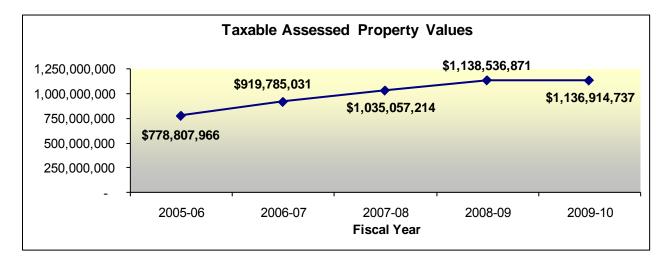
The majority of the General Fund's revenue is derived from ad valorem taxes, sales and use taxes, franchise taxes and transfers from other funds.

#### 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 \$8,634,146 which represents an increase of \$254,959 or 3.0%. A significant portion of the General Fund's revenue is derived from this source at \$6,928,764 or 47.8%.



The 2009-10 tax rate approved by the City Council was increased by 2.0 cents per \$100 of assessed valuation. The increase included 1.963 cents for required debt service payments and 0.037 cents for General Fund operating costs. The tax rate is 76.0 cents per \$100 of assessed valuation with 16.033 cents or 21.1% going to the Debt Service Fund and 59.967 cents or 78.9% to the General Fund. The tax rate set at 76.0 cents per \$100 of assessed valuation is 4.2% higher than the effective tax rate of 72.9596. However, the tax rate adopted at 76.0 cents per \$100 is less than the rollback tax rate of 79.8975. New legislation (disabled veteran exemption) had a significant impact on the City's FY 2009-10 taxable assessed values. The exemption reduced the City's total assessed property values by approximately \$19.7 million. 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.

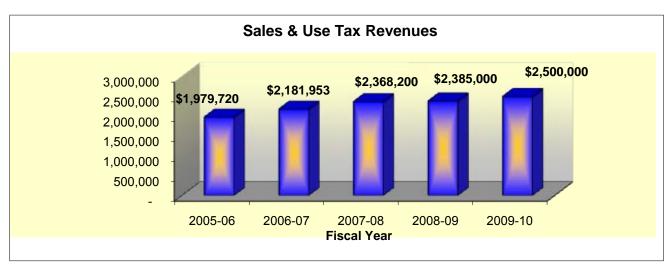


#### Top 10 Property Tax Payers for the City of Copperas Cove

Taxpayer Name	Market Value	Taxable Value
Wal-Mart Real Estate	11,137,720	11,137,720
Oncor Electric Delivery Co. (FKA TXU)	9,523,200	9,523,200
Wal-Mart Properties Stores East	8,065,690	8,065,690
Cove Terrace Associates LTD	7,000,000	7,000,000
Colonial Plaza Partnership	5,871,540	5,871,540
Naman Hospitality Inc.	5,501,970	5,501,970
Central Telephone Company of Texas	5,148,030	5,148,030
Crosstowne LTD	5,130,784	5,130,784
H E Butt Grocery Company	4,159,370	4,159,370
Judy Lane Properties	3,712,170	3,712,170

#### Sales & Use Taxes

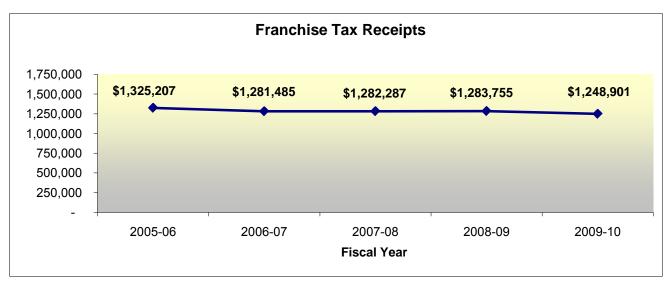
The City of Copperas Cove, along with the State of Texas, collects sales and use taxes on most retail and commercial sales and services. The State Comptroller collects the entire 8.25% tax of which 2.0% is remitted to the local governments, .5% to Coryell County and 1.5% to the City of Copperas Cove. 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 \$2,500,000 in sales and use taxes for fiscal year 2009-10, which is \$115,000 more than the amount projected to be collected in fiscal year 2008-09. Sales and use taxes represent 17.2% of the General Fund's total revenues, making it one of the primary sources of revenue. Budgeting only a 4.8% increase over the 2008-09 projected amount is considered to be conservative budgeting of revenues due to the recent commercial development in the community in addition to the stability in the FY 2008-09 sales tax revenues. The overall growth of \$520,280 or 26.3% between fiscal year 2005-06 and 2009-10 can be attributed to the healthy economy that has been enjoyed by Texas over the past few years and recent commercial growth in the City. Although the increase is not significant, it has been steady.



Note: Actual revenues are provided for FY 2005-06 to FY 2007-08, projected revenues are provided for FY 2008-09 and budgeted revenues are provided for FY 2009-10.

#### Franchise Taxes

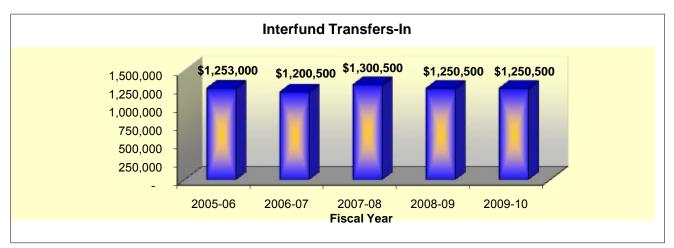
Franchise taxes represent a major source of revenue for the general fund making up approximately 8.6% of the total General Fund revenue. The City taxes the gross receipts of utility providers throughout the City for the privilege of operating in the City of Copperas Cove as well as for the use of the City's "right-of-way." The City is budgeting \$1,248,901 in franchise tax receipts for fiscal year 2009-10 which is slightly under fiscal year 2008-09 projected collections. Franchise tax receipts have remained relatively consistent over the last four years, since 2005-06, franchise fees have shown a slight decrease of \$76,306 or 5.8%.



Note: Actual revenues are provided for FY 2005-06 to FY 2007-08, projected revenues are provided for FY 2008-09 and budgeted revenues are provided for FY 2009-10.

#### 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 2009-10. 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. 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 was 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. An analysis and re-calculation of the interfund transfers from each major fund was completed in FY 2009-10 to ensure compliance with the interfund transfer policy guidelines.

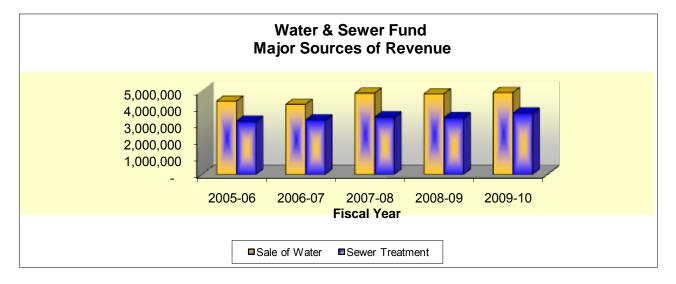


Note: Actual revenues are provided for FY 2005-06 to FY 2007-08, projected revenues are provided for FY 2008-09 and budgeted revenues are provided for FY 2009-10

#### 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 \$4,900,322 or 52.4% (net of the 20% senior citizen discount) of the total revenue budgeted by the Water & Sewer Fund for the 2009-10 fiscal year. This amount is \$83,552 or 1.7% higher than the amount projected to be collected in fiscal year 2008-09. Charges for the collection of sewer make up \$3,676,288 (net of the 20% senior citizen discount) or 39.3% of the total revenues to be collected by the Water & Sewer Fund for the 2009-10 fiscal year. These revenues are conservatively budgeted at \$275,058 or 8.1% above the projected revenues for fiscal year 2008-09. In the 2009-10 fiscal year, there is a 10 cents fee increase per 1,000 gallons for all water and wastewater customers and the City implemented an 8,000 gallon floor in the sewer winter averaging calculation for all residential customers. The increase was included in the City's Adopted Budget to offset the increase in the water purchase from the Water Control and Improvement District and City cost increases related to debt service, fuel and electricity.



Note: Actual revenues are provided for FY 2005-06 to FY 2007-08, projected revenues are provided for FY 2008-09 and budgeted revenues are provided for FY 2009-10.

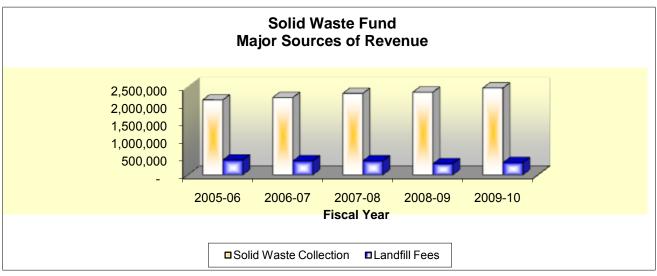
#### Solid Waste Fund

#### 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 \$2,466,364 or 80.1% (net of the 20% discount given to senior citizens age 65 or older) of the total Solid Waste revenues for fiscal year 2009-10. This amount is \$117,964 or 5.0% more when compared to the amount projected to be collected in fiscal year 2008-09. In fiscal year 2009-10, there is a \$1 fee increase per 96 gallon container for residential service and commercial 96 gallon

container service was increased based on the level of service received. There has not been a fee increase for the 96 gallon container service since 2003. The increase was included in the City's Adopted Budget to offset the increase in the cost to provide the service that has occurred in the past several years.

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 \$350,000 or 11.4% of the total revenues for the 2009-10 fiscal year, which is \$31,000 or 9.7% more than the amount projected to be collected in fiscal year 2008-09.



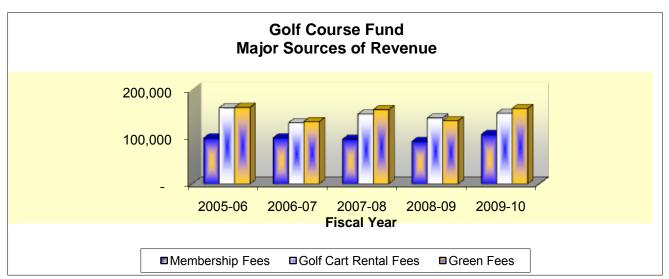
Note: Actual revenues are provided for FY 2005-06 to FY 2007-08, projected revenues are provided for FY 2008-09 and budgeted revenues are provided for FY 2009-10.

#### **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 2009-10 it is expected that the Golf Course will generate \$105,000 in membership dues. This amount is approximately 16.2% of the total Golf Course revenue and is \$15,000 more than the membership dues projected in fiscal year 2008-09. Cart rental fees are generated when golfers rent carts from the City and make up \$150,000 or 23.2% of total Golf Course receipts for fiscal year 2009-10. This amount represents a 7.1% increase as compared to fiscal year 2008-09 golf cart rental fees projected to be collected. Green fees make up a substantial portion of Golf Course receipts amounting to \$160,000 or 24.8% for fiscal year 2009-10. This projected budget represents a \$26,000 or 19.4% increase compared to the green fees projected to be collected in fiscal year 2009-



Note: Actual revenues are provided for FY 2005-06 to FY 2007-08, projected revenues are provided for FY 2008-09 and budgeted revenues are provided for FY 2009-10.

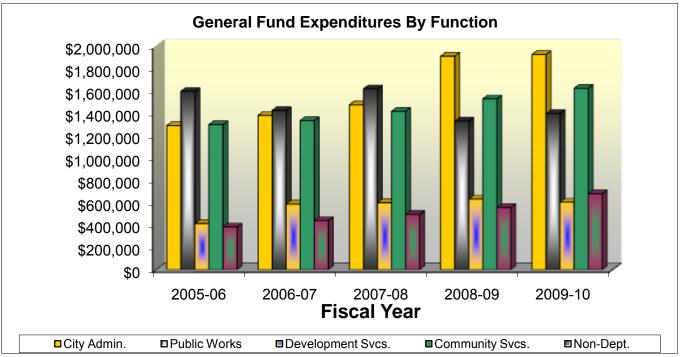
## EXPENDITURES AND EXPENSES

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 2008-09 and fiscal year 2009-10.

#### **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.

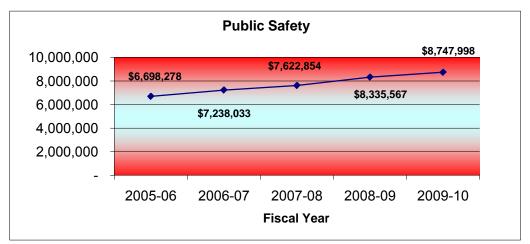
City Administration	Public Safety	Public Works	<u>Development</u>
<u>Svcs.</u> City Council City Manager	Municipal Court Police	Streets Engineering	Planning Building & Dev.
City Secretary City Attorney Finance	Animal Control Fire/EMS Emergency Management	Fleet Services Facility Maintenance	Code & Health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



Summary of Fund Balances, Revenues & Expenses

Note: Actual expenditures are provided for FY 2005-06 to FY 2007-08, projected expenditures are provided for FY 2008-09 and budgeted expenditures are provided for FY 2009-10.

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.



Note: Actual expenditures are provided for FY 2005-06 to FY 2007-08, projected expenditures are provided for FY 2008-09 and budgeted expenditures are provided for FY 2009-10.

No Cost of Living Adjustment (COLA) or annual merit increase was approved in the FY 2009-10 budget. An increase in each department's budget may exist due to employee health and retiree

benefit cost increases, positions funded for full year where the position may have been vacant for a portion of the prior year 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 2009-10 and the projected expenditures for fiscal year 2008-09. 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	2005-06		2006-07		2007-08		2008-09		2009-10		% Variance 2010 to 2009
City Administration	\$	1,286,185	\$	1,377,491	\$	1,472,442	\$	1,907,438	\$	1,921,758	0.8%
Public Works		1,592,470		1,421,315		1,614,442		1,326,242		1,393,594	5.1%
Development Services		411,668		585,882		597,583		629,240		602,348	-4.3%
Community Services		1,295,804		1,331,600		1,413,542		1,525,039		1,619,500	6.2%
Non-Departmental		381,354		437,386		494,013		555,260		677,376	22.0%
Public Safety		6,698,278		7,238,033		7,622,854		8,335,567		8,747,998	4.9%
Totals	\$	11,665,759	\$	12,391,707	\$	13,214,876	\$	14,278,786	\$	14,962,574	4.8%

Note: Actual expenditures are provided for FY 2005-06 to FY 2007-08, projected expenditures are provided for FY 2008-09 and budgeted expenditures are provided for FY 2009-10.

#### City Administration:

The City Administration function increased by 0.8% or \$14,320 compared to what was projected to be expended in fiscal year 2008-09. The increase can be attributed to appraisal district fee increases, funding full year costs for new positions added in FY 2008-09 to include a Management Analyst/Risk Manager and an Assistant Director of Financial Services. City Attorney's budget decreased from fiscal year 2008-09.

#### Public Works:

The Public Works function is reflecting an increase of 5.1% or \$67,352. This increase is attributed to the increase in street maintenance and street improvement costs budgeted in FY 2009-10 operating budget.

#### Development Services:

The Development Services function decreased by 4.3% or (\$26,892) compared to the amount projected to be expended in fiscal year 2008-09. This decrease is partially due to the Director of Development Services position being deleted in FY 2009-10. Partially offsetting the decrease is an increase in Building & Development and Code & Health to fund building lease payments for a full year in FY 2009-10.

#### Community Services:

The Community Services function includes the Library and the Parks and Recreation departments. Amounts appropriated for this function indicate a 6.2% or \$94,461 increase. The increase is

primarily due to positions being vacant including the Library Director in FY 2008-09 and fully funded in FY 2009-10.

#### Non-Departmental:

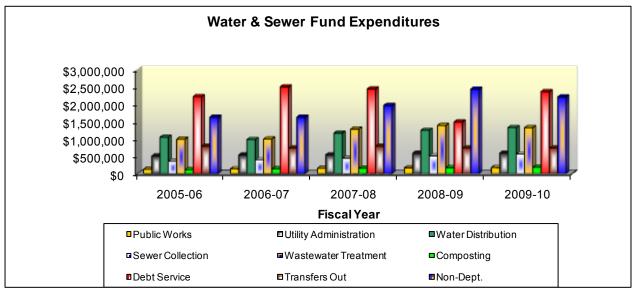
The Non-Departmental budget reflects a 22.0% or \$122,116 increase compared to fiscal year 2008-09 year end projection. This primary change in FY 2009-10 is an increase in the SAFER Grant match requirement and budget included for an SCBA grant match, and CHRP grant match if the grants are approved in FY 2009-10.

#### Public Safety:

The Public Safety function of the City reflects an increase of 4.9% or \$412,431 over the 2008-09 projected expenditures. The increase is partially attributed to City Prosecutor services being funded in Municipal Court in FY 2009-10, increase utility costs related to the new Police Facility, and an increase in personnel costs related to vacancies in FY 2008-09.

#### Water & Sewer Fund

The Water & Sewer Fund's appropriated budget reflects an 8.5% or \$742,143 increase above projected 2008-09 expenses. This net increase results from a variety of issues, which will be discussed below.



Note: Actual expenditures are provided for FY 2005-06 to FY 2007-08, projected expenditures are provided for FY 2008-09 and budgeted expenditures are provided for FY 2009-10.

#### Water & Sewer Operations:

The Water & Sewer Operations budget reflects an increase of 4.6% or \$7,823. The increase is primarily due to the salary benefit increases and computer replacement costs.

#### Utility Administration:

The budget for Utility Administration presents a 1.1% or \$6,359 increase over the 2008-09 projection. The increase is primarily due to full year funding for the new Customer Service Representative position that was approved in FY 2008-09.

#### Water Distribution:

The budget for Water Distribution provides for an increase of 6.4% or \$79,494. The increase is primarily attributed to full year funding for the two new Operator II positions that were approved in FY 2008-09, TCEQ fee increases, and increases in utility and fuel and oil costs.

#### Sewer Collection:

The increase of 10.1% or \$52,186 in Sewer Collection is attributed to full year funding for the two new Operator II positions that were approved in FY 2008-09, capital purchase for root control, and an increase in fuel and oil costs.

#### Wastewater Treatment:

The Wastewater Treatment budget reflects a decrease of 4.6% or (\$64,525). This decrease is due to no capital outlay purchases budgeted in FY 2009-10.

#### Composting:

The 5.4% or \$9,548 increase presented in the Composting budget is attributed to an increase in testing and lab analysis and fuel and oil costs.

#### Debt Service and Transfers Out:

A 58.9% increase or \$877,407 in Debt Service is due to an increase in the debt service payment requirements and a smaller portion of the principal/interest payments being paid directly from the Certificates of Obligation. No change in the transfer to the General Fund in FY 2009-10.

#### Non-Departmental:

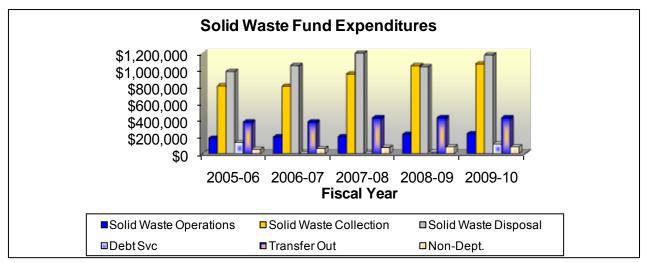
An decrease of 9.3% or (\$226,149) is reflected in the Non-Departmental budget due to lobbyist services and a transfer out to a Capital Improvement Fund for a future debt issuance for the Northeast Sewer Line project included in FY 2008-09.

Function	2005-06	2006-07	2007-08	2008-09	2009-10		% Variance 2010 to 2009
Public Works	\$ 131,324	\$ 140,462	\$ 157,477	\$ 168,596	\$	176,419	4.6%
Utility Administration	513,232	543,242	545,749	589,358		595,717	1.1%
Water Distribution	1,052,056	985,583	1,170,106	1,251,375		1,330,869	6.4%
Sewer Collection	360,062	400,611	449,440	514,995		567,181	10.1%
Wastewater Treatment	992,996	1,000,392	1,285,667	1,390,587		1,326,062	-4.6%
Composting	114,822	146,078	160,577	176,107		185,655	5.4%
Debt Service	2,224,857	2,504,765	2,442,028	1,490,440		2,367,847	58.9%
Transfers Out	795,000	742,500	792,500	742,500		742,500	0.0%
Non- Departmental	1,629,655	1,628,657	1,966,798	2,441,903		2,215,754	-9.3%
Totals	\$ 7,814,004	\$ 8,092,290	\$ 8,970,342	\$ 8,765,861	\$	9,508,004	8.5%

Note: Actual expenditures are provided for FY 2005-06 to FY 2007-08, projected expenditures are provided for FY 2008-09 and budgeted expenditures are provided for FY 2009-10.

#### **Solid Waste Fund**

The Solid Waste Fund's budget reflects a 9.4% increase or \$266,166 in appropriations over the 2008-09 projected expenses.



Note: Actual expenditures are provided for FY 2005-06 to FY 2007-08, projected expenditures are provided for FY 2008-09 and budgeted expenditures are provided for FY 2009-10.

#### Solid Waste Operations:

The Solid Waste Operations budget is showing an increase of 3.5% or \$7,984. Increase is related to employee benefits, fuel and oil costs, and repair and maintenance costs.

#### Residential Collection:

In Residential, there is a 0.8% or \$2,848 increase primarily due to benefit increase in FY 2009-10.

#### Recycling:

The Recycling budget includes a 6.5% or \$9,430 increase primarily due to an increase in fuel and oil costs.

#### Brush and Bulk Collection:

The Brush and Bulk budget includes a 9.6% or \$13,944 increase related to the increase in fuel and oil costs and repair and maintenance costs on aging vehicles.

#### Commercial Collection:

In Commercial, there is a 2.8% or (\$10,860) decrease related to capital lease payments that have been paid in full and an estimated decrease in repair and maintenance costs due to fleet replacements in FY 2009-10.

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

KCCB has an increase in the budget of 37.7% or \$7,300 for project supplies.

#### Solid Waste Disposal:

In Disposal, there is a 13.4% or \$139,310 budget increase. The hauling and disposal costs are expected to increase due to the new contract terms and additional costs are required related to monitoring wells and other TCEQ requirements.

#### Debt Service and Transfers Out:

There are new debt service payments in FY 2009-10 for equipment and improvements that were included in the 2008A and 2009 Tax Notes. The Transfer to the General Fund remained consistent with FY 2008-09.

#### Non-Departmental:

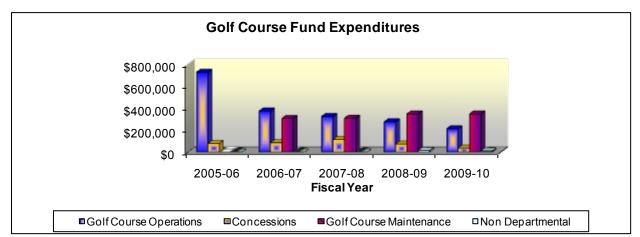
An immaterial increase of 0.2% or \$191 is reflected in the Non-Departmental budget.

Function	2005-06	2006-07	2007-08	2008-09	2009-10	% Variance 2010 to 2009
Solid Waste Operations	184,570	199,864	202,217	229,727	237,711	3.5%
Residential Collection	282,522	279,849	321,548	351,265	354,113	0.8%
Recycling	85,483	110,601	103,752	145,301	154,731	6.5%
Brush and Bulk Collection	123,944	127,633	154,914	145,131	159,075	9.6%
Commercial Collection	306,228	271,902	352,427	387,319	376,459	-2.8%
КССВ	10,633	12,754	18,064	19,339	26,639	37.7%
Solid Waste Disposal	980,162	1,051,020	1,229,312	1,038,191	1,177,501	13.4%
Debt Service	131,875	-	-	18,203	114,222	527.5%
Transfer Out	378,000	378,000	428,000	428,000	428,000	0.0%
Non-Departmental	52,272	60,633	73,844	80,553	80,744	0.2%
Totals	\$ 2,535,689	\$ 2,492,256	\$ 2,884,078	\$ 2,843,029	\$ 3,109,195	9.4%

Note: Actual expenditures are provided for FY 2005-06 to FY 2007-08, projected expenditures are provided for FY 2008-09 and budgeted expenditures are provided for FY 2009-10.

#### **Golf Course Fund**

The Golf Course Fund's appropriated budget reflects a decrease of 14.5% or \$103,579 from the 2008-09 projected expense.



Note: Actual expenditures are provided for FY 2005-06 to FY 2007-08, projected expenditures are provided for FY 2008-09 and budgeted expenditures are provided for FY 2009-10.

#### Golf Course Operations:

The Operations division reflects a 22.9% or (\$63,320) decrease. This decrease is primarily due to the downsizing of the Operations staff and reorganizing the Golf Course by moving the reclassified Golf Course Superintendent position to be fully funded in the Golf Course Maintenance division.

#### Golf Course Concessions:

The Concessions division reflects a 48.0% or (\$35,163) decrease. This decrease is primarily due to downsizing the Concessions staff and the cost of goods sold for food and beverages sold at the Golf Course. In FY 2009-10, concessions sold will primarily be grab and go type concessions.

#### Golf Course Maintenance:

The Maintenance division shows a decrease of 0.1% or (\$407). The decrease is due to capital lease payments being paid in full in FY 2008-09. Offsetting the decrease are increases for sand and soil, radio maintenance costs, and funding the Superintendent position in the maintenance division.

#### Non-Departmental:

Non-Departmental budget includes debt service payments for new 2008 and 2008A Tax Notes.

Function	2005-06	2006-07	2007-08	2008-09	2009-10	% Variance 2010 to 2009
Golf Course Operations	727,712	375,026	325,871	276,816	213,496	-22.9%
Concessions	78,803	86,322	114,655	73,253	38,090	-48.0%
Golf Course Maintenance	-	306,658	308,744	348,000	347,593	-0.1%
Non-Departmental	-	-	-	15,592	10,903	-30.1%
Totals	\$ 806,515	\$ 768,006	\$ 749,270	\$ 713,661	\$ 610,082	-14.5%

Note: Actual expenditures are provided for FY 2005-06 to FY 2007-08, projected expenditures are provided for FY 2008-09 and budgeted expenditures are provided for FY 2009-10.

#### CITY OF COPPERAS COVE, TEXAS

#### PERSONNEL SCHEDULE

	ACTUAL FY 2006-07	ACTUAL FY 2007-08	ACTUAL FY 2008-09	ADOPTED FY 2009-10
GENERAL FUND				
City Manager	2	2	4	3
City Secretary / Elections	2	2	2	2
City Attorney (Contract Labor)	1	1	1	1
Finance	5	6	7	7
Grants Administration	1	0	0	0
Human Resources	2	2	3.5	4.5
Information Systems	2	3	3	3
Municipal Court <sup>(1)</sup>	8	8	7	7
City Judge (Contract Labor)	1	1	1	1
Associate City Judge (Contract Labor)	1	1	1	1
Police	71	71	73.5	73.5
Public Affairs Office	0	1	1	1
Animal Control	4	4	5	5
Fire / EMS	52	52.5	53	53
Emergency Management	1	1	0	0
Engineering	1	2	2	2
Building and Development	5.5	5.5	4	4
Streets	7	7	7.5	7.5
Public Works	0.5	0.5	0	0
Parks & Recreation	18	18	18	18
Fleet Services	5	5	5	5
Facility Maintenance	5	5	2	2
Planning	3	3	2	1
Library	10	10	10	10
Code and Health	3.5	3.5	4	4
TOTAL GENERAL FUND EMPLOYEES	211.5	215	216.5	215.5
WATER & SEWER FUND				
Public Works	2	2	2.25	2.25
Utility Administration	10	10	11	11
Water Distribution	9	9	11	11
Sewer Collection	7	7	9	9
Wastewater Treatment	11	11	11	11
Composting	3	3	3	3
TOTAL WATER & SEWER EMPLOYEES	42	42	47.25	47.25
RECREATION ACTIVITIES FUND				
Recreation Activities	2	2	2	2
TOTAL YOUTH ACTIVITIES FUND EMPLOYEES	2	2	2	2
CEMETERY FUND				
Cemetery	1	1	1	1
TOTAL CEMETERY FUND EMPLOYEES	1	1	1	1
SOLID WASTE FUND				
Solid Waste Collection - Admin.	4	4	4.25	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

	ACTUAL FY 2006-07	ACTUAL FY 2007-08	ACTUAL FY 2008-09	ADOPTED FY 2009-10
Solid Waste Collection - Brush	2	2	2	2
Solid Waste Collection - Commercial	4	4	4	4
Solid Waste Disposal	4	4.5	5	5
TOTAL SOLID WASTE FUND EMPLOYEES	20	20.5	21.25	21.25
DRAINAGE UTILITY FUND				
Drainage Utility	6.5	6.5	6.5	6.5
TOTAL DRAINAGE UTILITY FUND EMPLOYEES	6.5	6.5	6.5	6.5
GOLF COURSE FUND				
Golf Course Operations	6	4	5	3.5
Golf Course Consessions	2	2	2.5	0
Golf Course Maintenance	7	7.5	7	6
TOTAL GOLF COURSE FUND EMPLOYEES	15	13.5	14.5	9.5
TOTAL ALL FUNDS	298	300.5	309	303

<sup>(1)</sup> In FY08-09 & FY09-10, the Court Bailiff funded by Municipal Court Security Fund is a Police Officer in the Police Dept.

#### City of Copperas Cove New / Deleted Personnel Schedule FY 2009-10 Budget

New Positions	Salary	Benefits	Total
I during the FY 2009-10 Budget process.			
Deleted Positions	Salary	Benefits	Total
GENERAL FUND			
Director of Development Services	(67,309)	(21,914)	(89,223)
	\$ (67,309)	\$ (21,914)	\$ (89,223)
GOLF COURSE FUND			
Golf Course Attendant (3 Part-time Positions)	(42,582)	(3,240)	(45,822)
Food & Beverage Worker (5 Part-time Positions)	(41,720)	(3,930)	(45,650)
-	\$ (84,302)	\$ (7,170)	\$ (91,472)
	\$ (151,611)	\$ (29,084)	\$ (180,695)
	I during the FY 2009-10 Budget process.  Deleted Positions  GENERAL FUND Director of Development Services  GOLF COURSE FUND Golf Course Attendant (3 Part-time Positions)	I during the FY 2009-10 Budget process.       Deleted Positions     Salary       GENERAL FUND       Director of Development Services     (67,309)       GOLF COURSE FUND     (42,582)       Golf Course Attendant (3 Part-time Positions)     (42,582)       Food & Beverage Worker (5 Part-time Positions)     (41,720)       \$ (84,302)	I during the FY 2009-10 Budget process.Deleted PositionsSalaryBenefitsGENERAL FUNDDirector of Development Services(67,309)(21,914)\$ (67,309)\$ (21,914)\$GOLF COURSE FUNDGolf Course Attendant (3 Part-time Positions)(42,582)(3,240)Food & Beverage Worker (5 Part-time Positions)(41,720)(3,930)

Note: Benefits include FICA, Medicare, Retirement, and Employee Insurance. Part-time benefits include FICA & Medicare.

#### CITY OF COPPERAS COVE, TEXAS RECAP OF NEW PROGRAMS AND SERVICES CITY'S OPERATING BUDGET FISCAL YEAR 2009-10

Fund/Dept-Division	Description	Cost
General Fund		
Animal Control	Computer - Capital Lease	\$ 2,040
Building & Development	Consulting Fees for New Oil and Gas Well Inspection Program	5,000
Building & Development	Computer - Capital Lease	1,644
City Attorney	Computer - Capital Lease	396
City Council	Computer - Capital Lease	2,724
City Manager	Chair for City Manager's Secretary	150
City Manager	Computer - Capital Lease	1,020
City Secretary	Computer - Capital Lease	1,044
Code & Health Compliance	Computer - Capital Lease	1,020
Engineering	Computer - Capital Lease	1,044
Facility Maintenance	Computer - Capital Lease	396
Finance	Actuarial Services - OPEB Requirement	10,000
Finance	Computer - Capital Lease	2,040
Fire	Replace Thermal Imaging Camera	12,000
Fire	Computer - Capital Lease	4,860
Fleet Services	Computer - Capital Lease	684
Human Resources Information Services	Computer - Capital Lease Computer - Capital Lease	1,044 1,704
Library	Computer - Capital Lease	6,168
Municipal Court	Computer - Capital Lease	396
Non-Dept	Strategic Scorecard	18,000
Non-Dept	Team Building Sessions	4,000
Non-Dept	Fire - Grant Match for SCBA	17,500
Non-Dept	HOP Increase (Contingency)	8,321
Non-Dept	Police - Police Benefits Match for CHRP Grant (3 positions)	35,964
Parks and Recreation	Senior Pool Tournament Prizes	520
Parks and Recreation	Desk (3)	1,200
Parks and Recreation	Computer - Capital Lease	2,364
Planning	Computer - Capital Lease	1,020
Police	Computer - Capital Lease	8,748
Police	Buy Back Program (4) 2010 Harley-Davidson FLHP Motorcycles	15,200
Public Affairs Office	Computer - Capital Lease	720
Streets	Commercial Box Blade with Hyd Shanks	1,970
Streets	Line Driver HD Ride-On System	4,680
Streets	Walk Behind Scarifier	3,292
Streets	Computer - Capital Lease	684
	General Fund Total	179,557
Water & Sewer Fund		
Composting	Computer - Capital Lease	396
Non-Dept	2009 Tax Note - Principal	75,000
Non-Dept	2009 Tax Note - Interest	32,744
Public Works	Computer - Capital Lease	1,380
Sewer	Computer - Capital Lease	396
Sewer	Root Control	21,835
Utilities	Martin Yale Automatic Letter Opener Replacement	650
Utilities	Computer - Capital Lease	3,360
Water Distribution	Taylor Mountain Pump/Chlorine Building Roof Repair	3,000
Water Distribution	State Fees, TCEQ Requirements	21,000
Water Distribution	Computer - Capital Lease	396
Water Distribution	Killeen 20" Pump Storage Facility Fence Rehab	10,000
Water/Wastewater	Computer - Capital Lease	396
Non-Dept	CDBG Grant Match	25,500
	Water & Sewer Fund Total	196,053

#### **CITY OF COPPERAS COVE, TEXAS RECAP OF NEW PROGRAMS AND SERVICES CITY'S OPERATING BUDGET** FISCAL YEAR 2009-10

Fund/Dept-Division	Description		Cost
Solid Waste Fund			
Non-Dept	2009 Tax Note - Principal		50,000
Non-Dept	2009 Tax Note - Interest		24,294
SW Operations	Computer - Capital Lease		1,968
	Solid Waste Fund Tot	al	76,262
Drainage Fund			
Drainage	MS4 Promotional Requirement		5,200
Drainage	SK5RB Rotary Broom with Platform		4,000
Drainage	Tri-Plex Piston Water Pump		9,000
Non-Dept	2009 GO Debt - Principal		5,000
Non-Dept	2009 GO Debt - Interest		5,688
Other	South 25th to 31st Streets (CIP)		120,000
Other	Curry Street Drainage Improvement (CIP)		21,600
Other	Rolling Heights Drainage (CIP)		150,000
	Drainage Fur	nd	320,488
Golf Course Fund			
Golf Operations	Computer - Capital Lease		1,704
	Golf Course Fund Tot	al	1,704
<b>Recreation Activity Fund</b>			
Parks & Recreation	Adult Flag Football Program		2,500
Parks & Recreation	Parks Needs Assessment (CIP)		30,000
	Recreation Activity Fund Tot	al	32,500
Court Technology Fund			0_,000
Court Technology	Incode - Content Manager (CIP)		13,000
	Court Technology Fund Tot	al	13,000
	Total Proposed New Programs in City Operating Fund	s \$	819,564
Recap of New Programs in (			
	General Fund	\$	179,557
	Water & Sewer Fund		196,053
	Solid Waste Fund		76,262
	Drainage Fund		320,488
	Golf Course Fund		1,704
	Descriptions A stight - Evend		00 500

Note: Computer - Capital Lease includes Computer Replacements, E-mail Exchange Server, E-mail Archive Server, Library Server, Laptops for City Council, and a Disk Based Backup System.

**Recreation Activity Fund** 

Court Technology Fund Total All Operating Funds

32,500

13,000

819,564

\$

#### CITY OF COPPERAS COVE, TEXAS RECAP OF UNFUNDED UNMET NEEDS REQUESTED IN OPERATING FUNDS FISCAL YEAR 2009-10

Fund/Dept-Division	Description	Cost
General Fund		
Code & Health Compliance	Code Enforcement Supervisor (including vehicle, uniforms, computer) \$	81,569
Engineering	Laptop and Mounting	4,000
Finance	Administrative Assistant/Accounting Clerk	34,802
Finance	Cubical Divider Walls - Finance Area	1,300
Finance	Investment Advisory Services	25,000
Fire	New Firefighters Paramedic (6)	344,304
Fire	Replace Chevy Truck Unit 44-15	33,650
Fire	New PPE for New Firefighters (6)	9,000
Fire	Replace Generator at Station #3	15,000
Fleet Services	Ford F-150 Truck Replacement	16,864
Library	Magazine Shelving	3,176
Library	Library Seating/Wood - Replace Upholstered Items	2,394
Non-Dept	Replace City Hall Doors with Glass Doors (8)	1,216
Non-Dept	Decal for Glass Doors (11)	330
Parks and Recreation	Administrative Assistant	34,663
Parks and Recreation	Fifteen (15) Passenger Van for Senior Center	35,000
Parks and Recreation	3/4 Ton Truck Replacements (2)	48,000
Parks and Recreation	Kate Street Parking Area/Sidewalk	7,400
Planning	AutoCAD 2007 to Map 3D Crossgrade	2,100
Planning	ESRI ArcEditor Software	7,200
Planning	New Lease Space - Copier and Printer	4,200
Planning	New Lease Space - Furniture and Fixtures	20,000
Planning	New Lease Space - Planning Division	36,800
Planning	New Lease Space - Projector and Meeting Room Accessories	2,200
Planning	New Lease Space - Telephone System	3,000
Planning	Trimble GPS System GeoXM	2,600
Planning	Trimble Terrasync Standard Software	344
Police	Custodian (Part-time to Full-Time) for Six (6) Months	11,292
Police	Patrol Officer (3) - Benefits Funded in Grant Match	135,000
Police	Senior Records Clerk - Six (6) Months	15,636
Police	4-Door Sport Utility Vehicle Replacement	33,600
Police Police	Police Pursuit Vehicle Replacements (3) 2-Door Sedan Replacements for CID (2)	94,800 40,000
Streets	Chevrolet Silverado, 1/2 Ton Truck Replacement	40,000
Streets	Chevrolet Silverado, 3/4 Ton Truck Replacement	21,791
Streets	Sign Retroflectometer	9,600
Streets	Street Maintenance	185,950
010013	General Fund Total	1,340,382
		.,,
Water & Sewer Fund		
Composting	Compost Road Repair	10,000
Utilities	1/2 Ton Truck Replacements (2)	40,122
Utilities	Meter Reader/Service Technician	29,428
Water Distribution	Automatic Flushing Devices (3)	6,000
Water Distribution	Enclosed Hauling Trailer	2,800
Water Distribution	Vibratory Rammer/Tamper Machine	4,500
Water Distribution	3/4 Ton Truck Replacement	31,415
Water Distribution	18-Inch Walk Behind Saw	5,000
Water Distribution	Alarm System for Water Pump/Storage Facilities	45,000
Water Distribution	7-Mile Pump/Storage Facility VFD Upgrade	25,000
	Water & Sewer Fund Total	199,265
Solid Waste Fund		
SW Operations	SW Billing Clerk	36,150
SW Recycling	Driver	37,392
Str i tooyomig		07,002

	36,150
Driver	37,392

#### CITY OF COPPERAS COVE, TEXAS RECAP OF UNFUNDED UNMET NEEDS REQUESTED IN OPERATING FUNDS FISCAL YEAR 2009-10

Fund/Dept-Division	Description		Cost
		Solid Waste Fund Total	73,542
Golf Course Fund			
Golf Concessions	New Grill		1,700
Golf Maintenance	Fairway Mower Replacement		39,623
Golf Maintenance	Tee Box Mower Replacement		30,500
Golf Maintenance	Wide Area Rough Mower Replacement		46,238
Golf Maintenance	Spinner Type Topdresser Replacement		12,500
Golf Maintenance	Utility Vehicle Replacements (2)		15,446
Golf Maintenance	Greens Arifier Replacement		26,550
		Golf Course Fund Total	172,557
Cemetery Fund		—	
Cemetery	Submersible Pump		3,000
·		Cemetery Fund Total	3,000
Joint Image Campaign Fund			
Joint Image Campaign	Grant Research / Tracking Software		25,000
	, i i i i i i i i i i i i i i i i i i i	Cemetery Fund Total	25,000
	Total Draw and New Draws	a in City Onenation Funda	4 040 740
	Total Proposed New Program	s in City Operating Funds	1,813,746
	ds in Operating Funds by City Departments:		

Recap of Unfunded Unmet Needs in Operating Funds by City Departments:	
General Fund	\$ 1,340,382
Water & Sewer Fund	199,265
Solid Waste Fund	73,542
Golf Course Fund	172,557
Cemetery Fund	3,000
Joint Image Campaign Fund	25,000
Total All Operating Funds	\$ 1,813,746



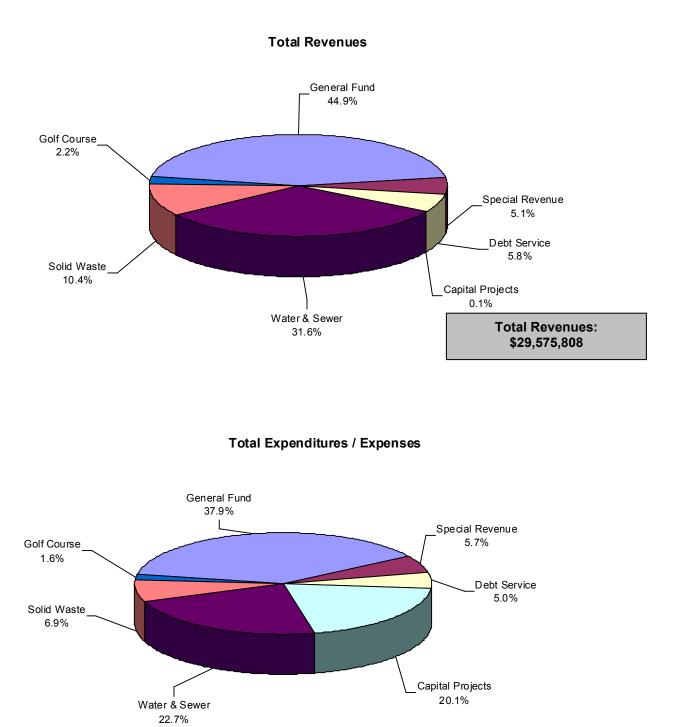
#### CITY OF COPPERAS COVE, TEXAS COMBINED SCHEDULE OF REVENUES, EXPENDITURES/EXPENSES AND CHANGES IN FUND BALANCES ALL FUND TYPES

Fiscal Year 2009-10

(With Comparative Totals for the Years Ended September 30, 2008 and 2009\*)

	General	Special Revenue	Debt Service		Capital Projects		Water & Sewer	Solid Waste	Golf Course	Total Adopted Budget 2009-10		(Memo Onl Reporting 2008-09	g Ent	
REVENUES														
Taxes	\$ 10,879,365	\$ 186,600	\$1,705,382	\$	-	\$	-	\$-	\$-	\$ 12,771,347	\$	12,435,720	\$	11,296,295
Permits & Licenses	180,870	-	-		-		-	-	-	180,870		237,874		244,500
Charges for Services	898,510	1,108,810	-		-		8,691,410	2,816,364	646,100	14,161,194		14,097,801		13,748,143
Fees	-	-	-		-		260,000	133,600	-	393,600		393,000		366,000
Fines	919,398	54,862	11,500		-		-	-	-	985,760		900,169		1,024,708
Miscellaneous	367,882	169,940	7,000		27,050		382,890	128,200	75	1,083,037		3,543,846		2,245,184
Total Revenues	\$ 13,246,025	\$1,520,212	\$1,723,882	\$	27,050	\$	9,334,300	\$ 3,078,164	\$ 646,175	\$ 29,575,808	\$	31,608,410	\$ 2	28,924,830
EXPENDITURES/EXPENSES Current:														
City Administration	\$ 1,921,758	\$ 30,633	\$-	\$	-	\$	176,419	\$ 237,711	\$-	\$ 2,366,521	\$	2,260,921	\$	2,366,741
Public Works	1,393,594	697,905	-		4,395,136		4,005,484	2,248,518	-	12,740,637		13,092,482		10,807,588
Community Services	1,619,500	600,605	-		472,186		-	-	610,082	3,302,373		3,479,198		2,680,027
Development Services	602,348	-	-		-		-	-	-	602,348		966,292		625,642
Public Safety	8,747,998	548,399	-		2,457,374		-	-	-	11,753,771		14,789,374		8,331,306
Non-Departmental	388,073	-			-		2,215,754	80,744	-	2,684,571		2,732,655		1,863,001
Debt service:														
Principal retirement	-	290,000	1,061,037		225,000		1,568,964	80,000	-	3,225,001		2,529,999		2,130,000
Interest and fiscal charges	-	55,569	891,920		216,807		798,883	34,222	-	1,997,401		1,701,418		1,785,673
Bond issuance Costs	-	-			-		-	-	-	-		40,000		-
Total Expenditures	\$ 14,673,271	\$2,223,111	\$1,952,957	\$	7,766,503	\$	8,765,504	\$ 2,681,195	\$ 610,082	\$ 38,672,623	\$	41,592,339	\$	30,589,978
EXCESS (DEFICIENCY) OF REVENUES														
OVER EXPENDITURES/EXPENSES**	\$ (1,427,246)	\$ (702,899)	\$ (229,075)	\$	(7,739,453)	\$	568,796	\$ 396,969	\$ 36,093	\$ (9,096,815)	\$	(9,983,929)	\$	(1,665,148)
	<u> </u>	<u>_</u>				-	<u> </u>			<u>, , , , , , , , , , , , , , , , , ,</u>				
OTHER FINANCING SOURCES (USES)													_	
Operating transfers in	\$ 1,250,500	\$ 289,303	\$ -	\$	-	\$	20,000	\$ -	\$ -	\$ 1,559,803	\$	1,435,737		1,380,651
Operating transfers (out)	(289,303)	(100,000)	-		-		(742,500)	(428,000)	-	(1,559,803)		(1,435,737)		(1,380,651)
Proceeds from bond issue	-	-	-	<b>^</b>	-		(700 500)	-	-	-	<b>•</b>	-	<u>~</u>	-
Total Other Financing Sources (Uses)	\$ 961,197	\$ 189,303	<u>\$</u> -	\$	-	\$	(722,500)	\$ (428,000)	\$ -	\$ -	\$	-	\$	-
EXCESS (DEFICIENCY) OF REVENUES AND OT	THER													
FINANCING SOURCES OVER EXPENDITURES														
OTHER FINANCING USES	\$ (466,049)	\$ (513,596)	\$ (229,075)	\$	(7,739,453)	\$	(153,704)	\$ (31,031)	\$ 36,093	\$ (9,096,815)	\$	(9,983,929)	\$	(1,665,148)
FUND BALANCES BEGINNING OF YEAR	\$ 4,217,395	\$ 984,930	\$ 386,350	\$	8,298,893	\$	1,765,613	\$ 810,320	\$ (150,066)	\$ 16,313,435	\$	17,229,621	\$	16,921,890
RESIDUAL EQUITY TRANSFER IN (OUT)													_	
FUND BALANCES END OF YEAR	\$ 3,751,346	\$ 471,334	\$ 157,275	\$	559,440	\$	1,611,909	\$ 779,289	\$ (113,973)	\$ 7,216,620	\$	7,245,692	\$	15,256,742

#### <u>City of Copperas Cove</u> <u>Combined Schedule of Revenues, Expenditures/Expenses and Changes in Fund</u> <u>Balances All Fund Types (by Funds)</u> <u>Fiscal Year 2009-10</u>



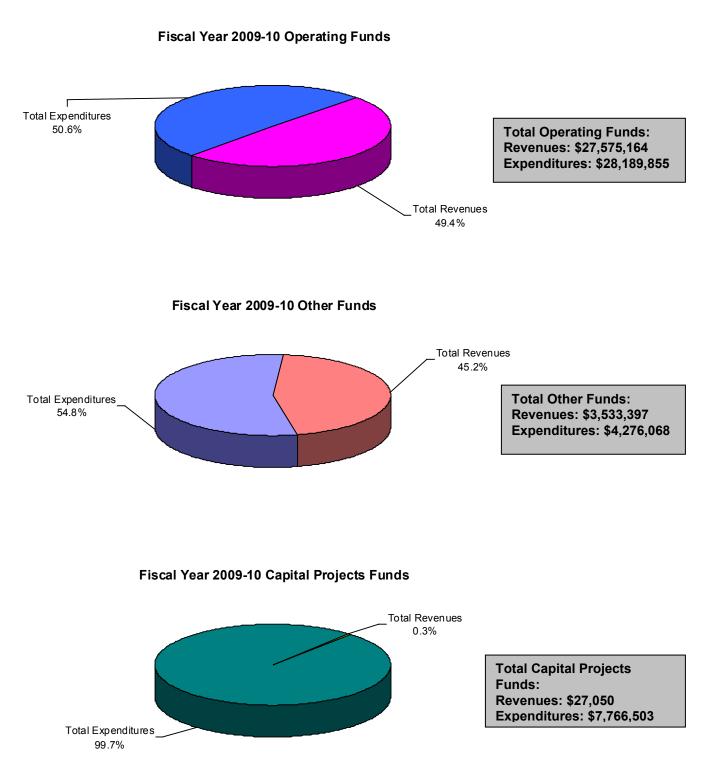
Total Expenditures/Expenses: \$38,672,623

				Fis	cal Year 2009	<u>-10</u>						
Fund		Estimated Beginning Balance	Revenues		Total Resources Available	E	Total Expenditures/ Expenses		Estimated Ending Balance	ldeal Fund Balance	(	Over/(Under) Ideal Fund Balance
i unu		Dalance	Revenues		Available		Lypenses		Dalance	Balance		Dalance
Operating Funds												
General Fund	\$	4,217,395	\$ 14,496,525	\$	18,713,920	\$	14,962,574	\$	3,751,346	\$ 3,733,844	\$	17,502
Water & Sewer Fund		1,765,613	9,354,300		11,119,913		9,508,004		1,611,909	1,770,706		(158,796)
Solid Waste Fund		810,320	3,078,164		3,888,484		3,109,195		779,289	748,743		30,546
Golf Course Fund		(150,066)	646,175		496,109		610,082		(113,973)	149,795		(263,767)
Total Operating Funds	\$	6,643,262	\$ 27,575,164	\$	34,218,426	\$	28,189,855	\$	6,028,571	\$ 6,403,088	\$	(374,515)
Other Funds												
Recreation Activities Fund	\$	96,513	\$ 229,310	\$	325,823	\$	307,526	\$	18,297	\$ -	\$	-
Drainage Utility Fund		328,441	875,800		1,204,241		1,096,450		107,791	-		-
Cemetery Fund		3,131	36,470		39,601		39,586		15	-		-
Interest & Sinking Fund		386,350	1,723,882		2,110,232		1,952,957		157,275	-		-
Library Gifts & Mem. Fund		4,317	415		4,732		4,732		-	-		-
Hotel Occupancy Tax Fund		86,399	187,700		274,099		240,894		33,205	-		-
Animal Shelter Fund		13,772	130		13,902		13,902		-	-		-
Municipal Court Efficiency Fund		14,053	5,270		19,323		7,342		11,981	-		-
Municipal Court Security Fund		27,691	21,122		48,813		36,010		12,803	-		-
Municipal Court Technology Fund		91,194	29,740		120,934		51,854		69,080	-		-
Miscellaneous Other Funds		319,419	423,558		742,977		524,815		218,162	-		-
Total Other Funds	\$	1,371,280	\$ 3,533,397	\$	4,904,677	\$	4,276,068	\$	628,609	\$ -	\$	-
Capital Projects Funds												
2001 C.O (Capital Equip.)	\$	266,463	\$ 1,500	\$	267,963	\$	267,963	\$	-	\$ -	\$	-
2003 C.O (Capital Imprvmt.)	,	424,634	2,000	,	426,634	,	426,634	•	-	-	,	-
2003 C.O. (W&S Fund)		913,305	2,000		915,305		915,305		-	-		-
2006 Ltd. Tax Notes (Cap. Imprvmt.)		74,643	_		74,643		74,643		-	-		-
2006 C.O. (Police Facility)		9,207	-		9,207		9,207		-	-		-
2008 Ltd. Tax Notes (All Funds)		851,027	2,650		853,677		331,068		522,609	-		-
2008A Ltd. Tax Notes (All Funds)		514,497	400		514,897		478,066		36,831	-		-
2009 General Obligation (All Funds)		2,852,769	11,500		2,864,269		2,864,269		-	-		-
2009 Tax Notes (All Funds)		2,392,348	7,000		2,399,348		2,399,348		-	-		-
Total Capital Projects Funds	\$	8,298,893	\$ 27,050	\$	8,325,943	\$	7,766,503	\$	559,440	\$ -	\$	-
Total Funds	\$	16,313,435	\$ 31,135,611	\$	47,449,046	\$	40,232,426	\$	7,216,620	\$ -	\$	-

#### City of Copperas Cove, Texas Adopted Budget Summary for all Funds Fiscal Year 2009-10

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

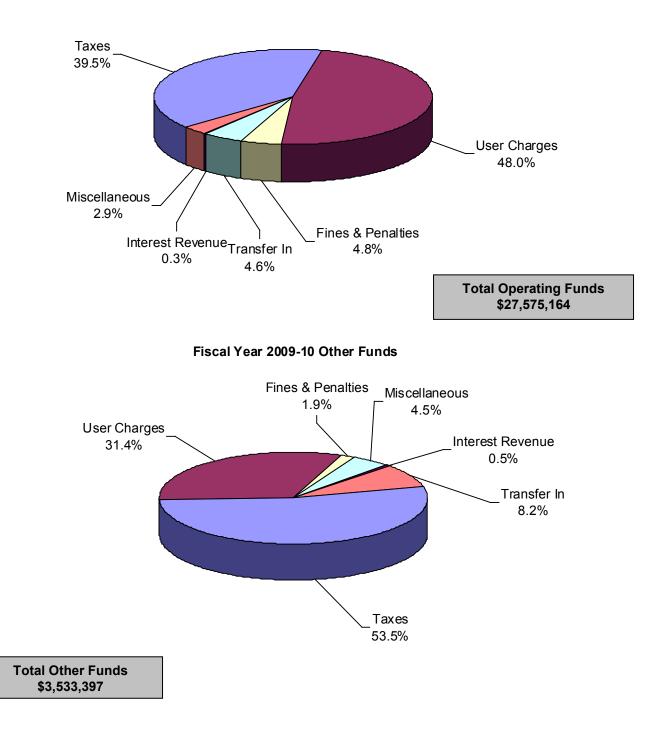
#### <u>City of Copperas Cove</u> <u>Adopted Budget Summary for all Funds</u> <u>Fiscal Year 2009-10</u>



#### City of Copperas Cove, Texas Consolidated Schedule of Receipts of all Funds by Source Fiscal Year 2009-10

Fund	Taxes	User Charges	Fines & Penalties	Transfer-in	Interest Revenue	Bond Proceeds	Miscellaneous	Total
Operating Funds								
General Fund	\$ 10,879,365	\$ 1,079,380	\$ 919,398	\$ 1,250,500	\$ 50,000	\$-	\$ 317,882	\$ 14,496,525
Water & Sewer Fund	-	8,691,410	260,000	20,000	25,000	-	357,890	9,354,300
Solid Waste Fund	-	2,816,364	133,600	-	7,200	-	121,000	3,078,164
Golf Course Fund	-	646,100	-	-	-	-	75	646,175
Total Operating Funds	\$ 10,879,365	\$ 13,233,254	\$ 1,312,998	\$ 1,270,500	\$ 82,200	\$-	\$ 796,847	\$ 27,575,164
Other Funds								
Recreation Activities Fund	\$-	\$ 227,810	\$-	\$-	\$ 1,000	\$-	\$ 500	\$ 229,310
Drainage Utility Fund	-	868,000	-	-	7,600	-	200	875,800
Interest & Sinking Fund	1,705,382	-	11,500	-	7,000	-	-	1,723,882
Cemetery Fund	-	13,000	-	23,400	20	-	50	36,470
Library Gifts & Mem. Fund	-	-	-	-	15	-	400	415
Hotel Occupancy Tax Fund	186,600	-	-	-	1,100	-	-	187,700
Animal Shelter Fund	-	-	-	-	30	-	100	130
Municipal Court Efficiency Fund	-	-	5,150	-	120	-	-	5,270
Municipal Court Security Fund	-	-	20,872	-	250	-	-	21,122
Municipal Court Technology Fund	-	-	28,840	-	900	-	-	29,740
Miscellaneous Other Funds	-	-	-	265,903	695	-	156,960	423,558
Total Other Funds	\$ 1,891,982	\$ 1,108,810	\$ 66,362	\$ 289,303	\$ 18,730	\$ -	\$ 158,210	\$ 3,533,397
Capital Projects Funds								
2001 C.O (Capital Equip.)	-	-	-	-	1,500	-	-	1,500
2003 C.O (Capital Improvement)	-	-	-	-	2,000	-	-	2,000
2003 C.O. (W&S Fund)	-	-	-	-	2,000	-	-	2,000
2008 Ltd. Tax Notes (All Funds)	-	-	-	-	2,650	-	-	2,650
2008A Ltd. Tax Notes (All Funds)	-	-	-	-	400	-	-	400
2009 General Obligation (All Funds)	-	-	-	-	11,500	-	-	11,500
2009 Tax Notes (All Funds)	-	-	-	-	7,000	-	-	7,000
Total Capital Projects Funds	\$-	\$-	\$-	\$-	\$ 27,050	\$-	\$-	\$ 27,050
Total Funds	\$ 12,771,347	\$ 14,342,064	\$ 1,379,360	\$ 1,559,803	\$ 127,980	\$-	\$ 955,057	\$ 31,135,611

#### <u>City of Copperas Cove</u> <u>Consolidated Schedule of Receipts of all Funds by Source</u> <u>Fiscal Year 2009-10</u>



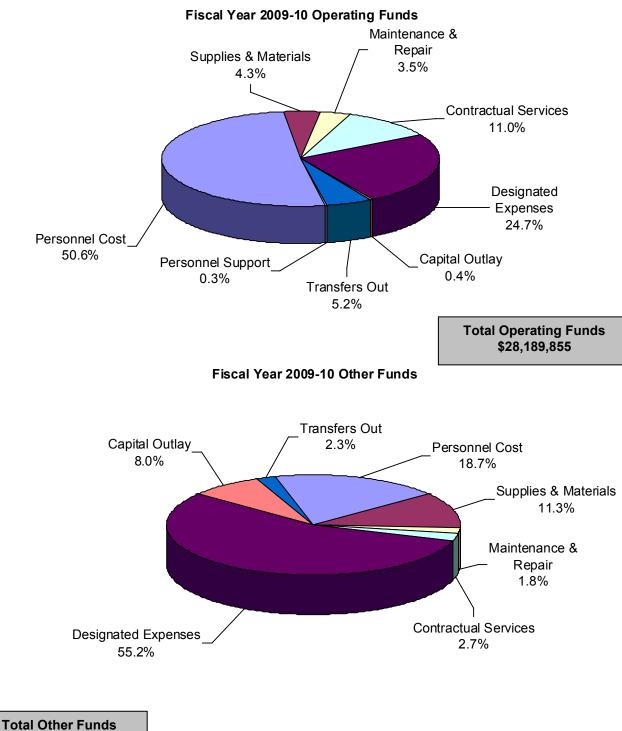
#### Fiscal Year 2009-10 Operating Funds

Fund	I	Personnel Costs	 rsonnel upport		Supplies Materials	intenance Repairs		ntractual services	** Designated Expenses		Capital Outlay & provements		nsfers /Other	Total
Operating Funds														
General Fund	\$	, , . = = -	\$ 85,933	\$	611,610	\$ 471,266		,590,749	\$ 726,287		69,600	-	89,303	\$ 14,962,574
Water & Sewer Fund		2,041,012	-		318,037	323,715	1	,357,615	4,693,290		31,835		42,500	9,508,004
Solid Waste Fund		836,388	-		228,980	140,806		70,903	1,404,118		-	4	28,000	3,109,195
Golf Course Fund		308,995	-		60,800	 38,667		69,123	132,497		-		-	 610,082
Total Operating Funds	\$	14,304,221	\$ 85,933	\$ <sup>-</sup>	1,219,427	\$ 974,454	\$ 3	3,088,390	\$ 6,956,192	\$	101,435	\$1,4	59,803	\$ 28,189,855
Other Funds														
Recreation Activities Fund	\$	86,567	\$ -	\$	159,394	\$ 7,480	\$	43,885	\$ 10,200	\$	-	\$	-	\$ 307,526
Drainage Utility Fund	-	284,675	-		38,787	20,846		19,972	331,570	-	300,600	1	00,000	1,096,450
Cemetery Fund		33,343	-		1,300	2,092		1,558	1,293		-		-	39,586
Interest & Sinking Fund		-	-		-	-		-	1,952,957		-		-	1,952,957
Library Gifts & Mem. Fund		-	-		-	-		-	105		4,627		-	4,732
Hotel Occupancy Tax Fund		-	-		188,500	20,000		-	32,394		-		-	240,894
Animal Shelter Fund		-	-		-	-		-	13,902		-		-	13,902
Municipal Court Efficiency Fund		-	-		2,867	-		4,475	-		-		-	7,342
Municipal Court Security Fund		25,598	-		277	9,635		500	-		-		-	36,010
Municipal Court Technology Fund		-	-		1,180	14,118		4,500	19,056		13,000		-	51,854
Miscellaneous Other Funds		368,263	-		92,770	1,000		38,633	-		24,149		-	524,815
Total Other Funds	\$	798,446	\$ -	\$	485,075	\$ 75,171	\$	113,523	\$ 2,361,477	\$	342,376	\$1	00,000	\$ 4,276,068
Capital Projects Funds														
2001 C.O (Capital Equip.)		-	-		-	-		-	-		267,963		-	267,963
2003 C.O (Capital Imprvmt.)		-	-		-	-		-	-		426,634		-	426,634
2003 C.O (W&S Fund)		-	-		-	-		-	430,000		485,305		-	915,305
2006 Ltd. Tax Note (Cap. Imprvmt.)		-	-		-	-		-			74,643		-	74,643
2007 C.O. (Police Facility)		-	-		-	-		-	-		9,207		-	9,207
2008 Ltd. Tax Notes (All Funds)		-	-		-	-		-	11,807		319,261		-	331,068
2008A Ltd. Tax Notes (All Funds)		-	-		-	-		-			478,066		-	478,066
2009 General Obligation (All Funds)		-	-		-	-		-	-		2,864,269		-	2,864,269
2009 Tax Notes (All Funds)		-	-		-	-		_	-		2,399,348		-	2,399,348
Total Capital Projects Funds	\$	-	\$ -	\$	-	\$ -	\$	-	\$ 441,807	\$	7,324,696	\$	-	\$ 7,766,503
Total Funds	\$	15,102,667	\$ 85,933	\$	1,704,502	\$ 1,049,625	\$ 3	3,201,913	\$ 9,759,476	\$	7,768,507	\$1,5	59,803	\$ 40,232,426

#### City of Copperas Cove, Texas Consolidated Schedule of Expenditures/Expenses of all Funds by Object Class Fiscal Year 2009-10

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

#### <u>City of Copperas Cove</u> <u>Consolidated Schedule of Expenditures/Expenses of all Funds by Object Class</u> <u>Fiscal Year 2009-10</u>



\$4,276,068

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

Taxable Assessed Valuation	1,136,914,737
Proposed Tax Rate of \$100 Valuation	0.76
Gross Revenue from Taxes	8,640,552
Estimated Percent of Collections	99%
Estimated Funds from Tax Levy	8,554,146

#### PROPOSED DISTRIBUTION OF ALL TAX COLLECTIONS

	% of Total	Tax Rate	Collections
General Fund	78.90%	0.599670	6,749,558.86
Interest & Sinking	21.10%	0.160330	1,804,587.14
Total	100.00%	0.760000	8,554,146.00

#### COMPARISON OF PREVIOUS YEARS TAX RATES

	- -	Fiscal Years											
	2005-06	2006-07	2007-08	2008-09	2009-10								
General Fund	0.653285	0.607085	0.598029	0.599300	0.599670								
Interest & Sinking	0.121715	0.132915	0.141971	0.140700	0.160330								
Total	0.775000	0.740000	0.740000	0.740000	0.760000								

PROPERTY VALUE ANALYSIS	Tax	Assessed	Percentage	Amount	Percentage
	Year	Value	Increase	Collected	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%	\$5,490,827	98.82%
	2005	\$778,807,966	8.63%	\$5,972,044	98.94%
	2006	\$919,785,031	18.10%	\$6,738,114	99.00%
	2007	\$1,035,057,214	12.53%	\$7,607,685	99.32%
	2008	\$1,138,536,871	10.00%	\$8,331,105	98.88%
	2009	\$1,136,914,737	-0.14%	\$0	0.00%

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, 2009 AND ENDING ON SEPTEMBER** 30, 2010; APPROPRIATING MONEY FOR THE VARIOUS FUNDS AND PURPOSES OF SUCH BUDGET INCLUDING APPROPRIATIONS OF MONEY TO PAY INTEREST AND PRINCIPAL REQUIREMENTS SINKING FUND 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, 2009, to September 30, 2010, 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:

> Ordinance No. 2009-27 Page 1 of 3

#### 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, 2009, to September 30, 2010, 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 2009-2010 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.

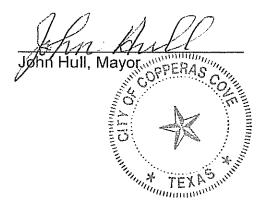
#### SECTION 4.

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 15th day of September 2009, 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.



ATTEST: NO

Jane Lees, City Secretary

**APPROVED AS TO FORM:** 

Denton, Navarro, Rocha & Bernal P.C., City Attorney

> Ordinance No. 2009-27 Page 3 of 3

#### ORDINANCE NO. 2009-28

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 2009 TAX YEAR FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF COPPERAS COVE FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2009 AND ENDING ON SEPTEMBER 30, 2010; 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 15, 2009; 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 2009.

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 2009 be, and is hereby, set at <u>76.0000 cents</u> 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 2009 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) <u>0.59967 cents</u> 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:

0.16033 cents per one hundred dollars (\$100) valuation.

#### SECTION 3

### THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S RATE.

and

THE TAX RATE WILL EFFECTIVELY BE RAISED BY 1.41 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$0.37.

#### 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 Financial Services 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.

Ordinance No. 2009-28 Page 2 of 3

Page 63

That monies collected pursuant to this Ordinance shall be expended as set forth in the City of Copperas Cove Annual Budget for FY 2009-2010.

#### 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 15th day of September 2009, 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.

John Hull, Mayor



ATTEST: Jané/L ees, City Secretary.

**APPROVED AS TO FORM:** 

Denton, Navarro, Rocha & Bernal, P.C., City Attorney

Ordinance No. 2009-28 Page 3 of 3

# General Fund

Copperas Cove strives to provide Quality Services Everyday!

# **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 2010 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.

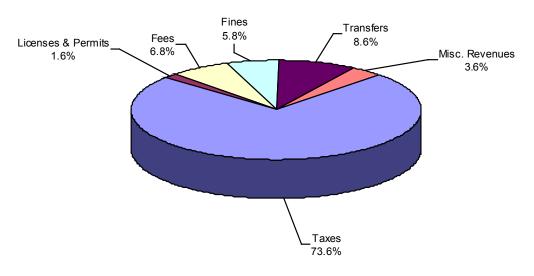
REVENUES	FY 2006 ACTUAL	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 PROJECTION	FY 2010 ADOPTED
Property Taxes	5,133,633	5,517,550	6,223,780	6,808,000	6,986,764
Sales Taxes	1,979,720	2,181,953	2,368,200	2,385,000	2,500,000
Franchise Fees	1,325,207	1,281,485	1,282,287	1,283,755	1,248,901
Other Taxes	104,004	137,375	104,226	143,700	143,700
Licenses & Permits	245,204	218,578	220,202	163,190	180,870
Fines & Forfeitures	772,394	761,074	751,640	867,460	919,398
Charges for Service	754,447	740,008	805,329	888,242	898,510
Miscellaneous	321,915	508,954	483,727	369,582	367,882
Transfers	1,253,000	1,200,500	1,300,500	1,250,500	1,250,500
TOTAL	11,889,525	12,547,477	13,539,891	14,159,429	14,496,525
EXPENDITURES					
Salaries & Benefits	8,740,842	9,426,494	9,808,283	10,844,170	11,203,759
Supplies & Materials	406,284	424,118	497,550	487,943	654,010
Maintenance & Repair	267,369	273,894	305,595	454,232	471,266
Contractual Services	1,041,529	1,045,040	1,242,742	1,461,863	1,590,749
Designated Expenditures	898,526	886,945	900,878	688,119	696,287
Capital Outlay	223,289	276,016	305,309	158,950	27,200
Transfers	87,920	59,200	154,518	183,509	319,303
TOTAL	11,665,759	12,391,707	13,214,876	14,278,786	14,962,574
Revenues Over/(Under)					
Expenditures	223,766	155,770	325,016	(119,357)	(466,049)
TOTAL	11,889,525	12,547,477	13,539,891	14,159,429	14,496,525

#### CITY OF COPPERAS COVE, TEXAS FISCAL YEAR 2009-10 ADOPTED BUDGET GENERAL FUND SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Description	F	Actual Y 2007-08	F	Budget* FY 2008-09		Projected FY 2008-09		Adopted Y 2009-10
BEGINNING FUND BALANCE:								
Unreserved, Undesignated	\$	1,000,000	\$	2,827,839	\$	3,259,675	\$	3,217,395
Prior Yr Enc Voided in Current Yr	Ŧ	53,721	+	_,,	Ŧ	125	Ŧ	
Prior Period Adjustment		600,980		-		76,952		-
Unreserved, Designated		2,279,959		1,000,000		1,000,000		1,000,000
TOTAL BEGINNING FUND BALANCE	\$	3,934,660	\$	3,827,839	\$	4,336,752	\$	4,217,395
REVENUES:	۴	0.070.400	٠	10 740 404	۴	40.000.455	٠	40.070.005
Taxes	\$	9,978,493	\$	10,746,164	\$	10,620,455	\$	10,879,365
Permits & Licenses		220,202		237,874		163,190		180,870
Charges for Services		805,329		999,809		888,242		898,510
Fines		751,640		832,584		867,460		919,398
Administrative Reimbursements		1,300,500		1,250,500		1,250,500		1,250,500
Miscellaneous Revenue	-	483,727	-	534,586	-	369,582	-	367,882
TOTAL REVENUES	\$	13,539,891	\$	14,601,517	\$	14,159,429	\$	14,496,525
TOTAL FUNDS AVAILABLE	\$	17,474,551	\$	18,429,356	\$	18,496,181	\$	18,713,920
EXPENDITURES:								
City Council (21)	\$	30,252	\$	42,240	\$	26,376	\$	41,399
City Manager (22)		199,730		265,412		259,965		279,106
City Secretary (23)		133,462		167,380		166,888		151,726
City Attorney (24)		133,273		218,192		218,071		87,922
Finance (31)		550,358		653,360		638,966		712,536
Human Resources (34)		177,876		241,171		240,670		298,512
Public Affairs Office (4250)		52,716		116,632		115,389		113,394
Information Systems (35)		194,775		242,015		241,113		237,163
Municipal Court (41)		333,868		351,155		339,612		415,840
Police (42)		4,057,023		4,762,190		4,560,574		4,790,808
Animal Control (43)		204,901		240,896		232,539		236,196
Fire/EMS (44)		3,020,474		3,215,045		3,197,297		3,270,595
Emergency Management (4420)		6,588		16,743		5,545		7,359
Engineering (51)		135,701		169,259		161,780		155,898
Streets (53)		1,040,458		819,582		805,326		879,014
Fleet Services (55)		232,269		253,226		252,940		254,048
Public Works (56)		39,508		-		-		-
Facility Maintenance (57)		166,506		111,119		106,196		104,634
Planning (61)		156,602		212,447		177,213		102,169
Building & Development (52)		285,707		274,844		246,768		278,868
Code & Health (72)		155,274		219,902		205,259		221,311
Parks and Recreation (54)		895,698		1,033,544		1,014,813		1,067,763
Library (71)		517,844		533,921		510,226		551,737
Non-Departmental (75)		494,013		672,166		555,260		677,376
TOTAL EXPENDITURES	\$	13,214,876	\$	14,832,441	\$	14,278,786	\$	14,935,374
OTHER EXPENDITURES: Capital Outlay	\$	_	\$	_	¢	-	¢	27,200
	\$		\$		\$ \$		\$	27,200
	Ψ				Ψ			21,200
TOTAL EXPENDITURES	\$	13,214,876	\$	14,832,441	\$	14,278,786	\$	14,962,574
ENDING FUND BALANCE:								
Unreserved, Undesignated	\$	3,259,675	\$	2,596,915	\$	3,217,395	\$	2,751,346
Unreserved, Designated	4	1,000,000	Ψ	1,000,000	Ψ	1,000,000	¥	1,000,000
TOTAL ENDING FUND BALANCE	\$	4,259,675	\$	3,596,915	\$	4,217,395	\$	3,751,346
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IDEAL FUND BALANCE	\$	3,303,719	\$	3,708,110	\$	3,569,697	\$	3,733,844
OVER (UNDER) IDEAL FUND BALANCE	\$	955,956	\$	(111,195)	\$	647,698	\$	17,502

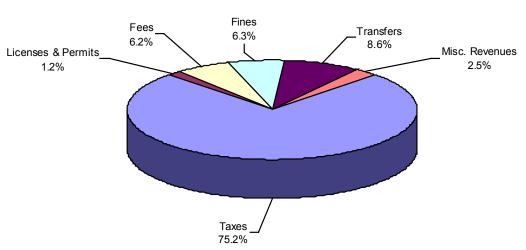
\* Includes budget amendments that were approved by City Council on 11/03/08, 04/07/09, 05/19/09, and 09/15/09.

#### **City of Copperas Cove, Texas** General Fund Comparison of Fiscal Years 2008-09 and 2009-10 Budgeted Revenues By Source



Fiscal Year 2008-09 Budgeted Revenues

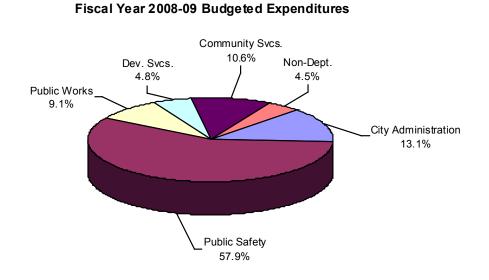
Total Budgeted Revenues for Fiscal Year 2008-09 are \$14,601,517



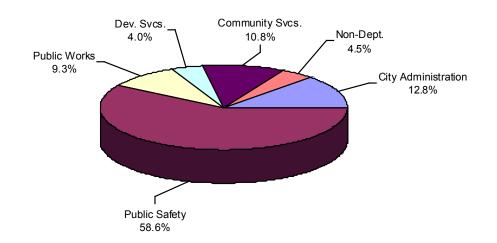
Fiscal Year 2009-10 Budgeted Revenues

Total Budgeted Revenues for Fiscal Year 2009-10 are \$14,496,525

#### **City of Copperas Cove, Texas** General Fund Comparison of Fiscal Years 2008-09 and 2009-10 Budgeted Expenditures By Function



Total Budgeted Expenditures for Fiscal Year 2008-09 are \$14,832,441



#### Fiscal Year 2009-10 Budgeted Expenditures

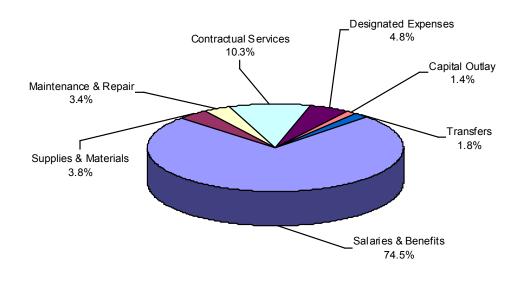
#### Total Budgeted Expenditures for Fiscal Year 2009-10 are \$14,962,574

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

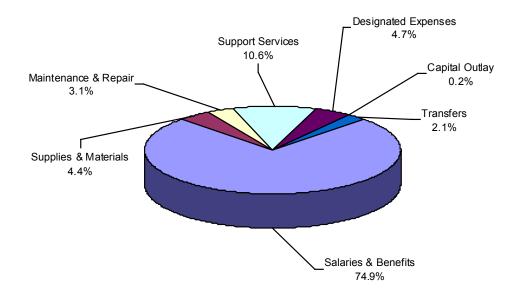
#### **City of Copperas Cove, Texas** General Fund Comparison of Fiscal Years 2008-09 and 2009-10 Budgeted Expenditures By Object

Fiscal Year 2008-09 Budgeted Expenditures



Total Budgeted Expenditures for Fiscal Year 2008-09 are \$14,832,441

Fiscal Year 2009-10 Budgeted Expenditures



Total Budgeted Expenditures for Fiscal Year 2009-10 are \$14,962,574

#### CITY OF COPPERAS COVE, TEXAS GENERAL FUND REVENUES FISCAL YEAR 2009-10

Account	Description	Actual 2007-08	Budget* 2008-09	Projected 2008-09	Adopted 2009-10
01-310-1001	Current Ad Valorem Taxes	\$ 6,101,607	\$ 6,861,331	\$ 6,685,000	\$ 6,863,764
01-310-1002	Delinquent Ad Valorem Taxes	64,236	60,000	65,000	65,000
01-310-1003	Penalty & Interest	57,938	43,000	58,000	58,000
01-310-1004	Sales Tax	2,368,200	2,400,700	2,385,000	2,500,000
01-310-1005.1	Franchise Tax-Telephone	50,992	50,000	38,900	38,000
01-310-1005.2	Franchise Tax-Cable	308,959	310,000	320,000	320,000
01-310-1005.3	Franchise Tax-Electric Franchise Tax-Gas	779,393	758,000	750,000	750,000
01-310-1005.4 01-310-1006	TXU Settlement	107,312 35,633	113,000 35,633	140,901 33,954	140,901
01-310-1000	Mixed Drink Tax	13,702	14,000	13,500	13,500
01-310-1008	Bingo Tax	90,073	100,000	130,000	130,000
01-310-1012	Used Oil-H&H Waste Oil	451	500	200	200
Subtotal Taxes		\$ 9,978,493	\$ 10,746,164	\$ 10,620,455	\$ 10,879,365
01-320-2002	License-Bicycle	\$ 8	\$ 100	\$ 10	\$ 100
01-320-2003	License-Contractors	33,785	35,000	32,000	32,000
01-320-2004	License-Animal	4,245	5,414	5,200	5,200
01-320-2006	Permits-Building	66,352	75,000	45,000	50,000
01-320-2007	Permits-House Moving	50	50	200	100
01-320-2008	Permits-Street Cuts	11,131	9,000	13,000	12,000
01-320-2009	Permits-Electrical Permits-Solicitors	16,740	20,000	10,000	12,000
01-320-2010 01-320-2011	Permits-Solicitors Permits-Natural Gas Lines	3,111 1,620	2,500 14,000	3,200 2,000	3,200 2,000
01-320-2011	Permits-Garage Sales	8,090	7,000	7,000	7,000
01-320-2012	Permits-Plumbing	27,855	34,000	25,000	25,000
01-320-2014	Permits-Mechanical	12,595	16,800	7,000	10,000
01-320-2015	License-Taxicabs	300	300	360	360
01-320-2017	License-Vicious/Dangerous Anim	-	1,500	1,200	1,500
01-320-2021	Permits-Car Washes	435	500	500	500
01-320-2022	Permits-Signs	760	1,500	1,000	1,500
01-320-2023	Permits-Swimming Pools	425	900	700	800
01-320-2026	License-Wrecker	510	510	510	510
01-320-2027	Permit-Certificate of Occupancy	2,040	2,000	2,000	2,000
01-320-2030	Permits-Alarms	3,040	6,200	5,500	5,500
01-320-2031	False Alarm Penalties	1,601	1,000	1,200	1,200
01-320-2032	Permits-Alcohol License	510	600	450	450
01-320-2034 01-320-2049	Permits-Burn Permits Permits-Miscellaneous	-	-	100 60	950
01-320-3024	Permits-Well/Gas Drilling	25,000	4,000	00	- 7,000
Subtotal Permit		\$ 220,202	\$ 237,874	\$ 163,190	\$ 180,870
01-340-3001	Swimming Pool Receipts	\$ 51,203	\$ 53,000	\$ 51,800	\$ 52,800
01-340-3002	Community Building Rental	22,150	24,500	22,395	22,400
01-340-3004 01-340-3005	Miscellaneous Library Receipts	13,214	14,790	12,150 36,000	12,000 36,000
01-340-3005	Animal Shelter Fees Ambulance Fee Revenue	29,318 598,161	36,124 725,600	677,467	680,600
01-340-3007	Notary Fee Revenue		723,000		
01-340-3008	Copy Machine	4,861	4,000	4,100	4,000
01-340-3009	Mowing/Mowing Liens Revenue	11,440	24,000	11,500	11,500
01-340-3010	Sale of City Maps	519	500	325	320
01-340-3012	Service Charge-NSF Checks	9,575	11,500	9,350	9,500
01-340-3013	Plat Filing Fee Revenue	4,000	3,500	4,370	3,950
01-340-3014	Permits-Land Disturbance	-	-	-	175
01-340-3015	RV Park Fees	12,450	12,000	13,000	13,500
01-340-3016	Permits-Floodplain Development	-	-	-	105
01-340-3017	Deed Approval Application Fee	-	-	-	70
01-340-3019	Police Overtime Reimbursement	17,614	20,000	17,000	17,000
01-340-3020	Police Restitution Revenue	2,675	3,000	1,400	1,400
01-340-3021	Festival Reimbursements	13,843	15,000	13,506	15,000
01-340-3022	Special Events Seniors	1,379 3.044	2,000	2,070	2,000
01-340-3023 01-340-3024	Library Meeting Room Rental Open Records Revenue	3,044 1,781	2,800 1,200	1,860 900	3,280 500
01-340-3024	Fax Machine Fees	1,178	800	119	
01 010 0020		1,170	000	113	-

#### CITY OF COPPERAS COVE, TEXAS GENERAL FUND REVENUES FISCAL YEAR 2009-10

Account	Description	Actual 2007-08		Budget* 2008-09	I	Projected 2008-09		Adopted 2009-10
01-340-3027	Pool Rental Revenue	2.898		4.000		4,000		4.000
01-340-3030	Micro Chip of Animals Revenue	1,987		3,500		1,800		2.000
01-340-3031	Re-Inspection Fees	600		700		700		1,260
01-340-3032	Fire Related Response Revenue	-		35,000		-		-
01-340-3033	Animal Tranguilization Fee	-		350		350		350
01-340-3034	Disposal of Farm Animals	-		125		125		125
01-340-3035	Fire Inspection Fees	-		-		500		2,375
01-340-3036	Fire Testing Fees	-		_		125		500
01-350-4105	Rezone Request Fees	1,000		1,600		1,000		1,000
01-350-4110	Variance Request Fees	440		220		330		800
Subtotal Fees		\$ 805,329	\$	999,809	\$	888,242	\$	898,510
		 	-		_		-	
01-350-4001	Municipal Court Fines	\$ 101,960	\$	135,000	\$	125,000	\$	125,000
01-350-4002	Traffic Violation Fines	329,225		325,000		375,000		412,000
01-350-4003	Library Fines	17,942		16,000		15,576		16,000
01-350-4004	Arrest Warrant Fees	88,878		120,000		120,000		123,600
01-350-4005	Child Safety Funds	10,067		12,000		13,000		13,000
01-350-4006	City's % of State Court Fees	53,665		60,000		60,000		67,800
01-350-4007	HB 70 Fees	11,993		11,000		14,000		14,420
01-350-4010	Arresting Officer Fees	25,391		26,000		26,500		28,840
01-350-4042	CCISD Liaison Funding	101,508		106,584		106,584		106,584
01-350-4101	Admin Fee-Teen Court	940		12,000		800		824
01-350-4102	Admin Fee-Defensive Driving	 10,070		9,000		11,000	-	11,330
Subtotal Fines		\$ 751,640	\$	832,584	\$	867,460	\$	919,398
01-360-5001	Admin. ReimbW/S Fund	\$ 792,500	\$	742,500	\$	742,500	\$	742,500
01-360-5002	Admin. Reimb-Solid Waste Fund	428,000		428,000		428,000		428,000
01-360-5004	Admin. Reimb. Drainage Utility	 80,000		80,000		80,000		80,000
Subtotal Intergo	overnmental	\$ 1,300,500	\$	1,250,500	\$	1,250,500	\$	1,250,500
01-360-5007	Transfer from Other Funds	\$ 65,989	\$	9,941	\$	9,941	\$	-
01-370-6001	Interest Revenue	167,230		200,000		47,000		50,000
01-390-6002	Rental Income	18,000		17,280		19,000		19,000
01-390-6005	Miscellaneous Revenues	172,003		165,690		130,000		130,000
01-390-6006	Insurance Proceeds	118		500		2,139		1,000
01-390-6007	Cash Over/(Short)	78		200		(100)		(100)
01-390-6009	Food Workers' Registration	14,628		15,000		15,000		15,000
01-390-6010	Food Establishment Licenses	9,435		12,000		11,000		11,000
01-390-6012	Police Misc. Revenues	4,065		3,000		3,500		3,500
01-390-6016	Street Sign revenue	1,280		3,475		3,105		1,500
01-390-6031	Maint/landscaping Rev-HR Bldg	4,200	-	2,100		4,800		4,800
01-390-6032	County Mutual Aid Revenue	12,697		54,000		59,415		59,400
01-390-6033	Bell County Fire Runs Revenue	-		3,400		4,782		4,782
01-390-6034	County EMS Revenue	-		40,000		40,000		60,000
01-392-1001	Auction Proceeds	 14,005		8,000		20,000		8,000
Subtotal Miscel	Ianeous Revenue	\$ 483,727	\$	534,586	\$	369,582	\$	367,882
Total General F	und Revenues	\$ 13,539,891	\$	14,601,517	\$	14,159,429	\$	14,496,525







#### Left to Right:

**Front Row:** Cheryl L. Meredith; John Hull (Mayor); Frank Seffrood (Mayor Pro Tem).

**Back Row:** Charlie Youngs; Bill L. Stephens; Danny Palmer; Chuck Downard; Willie C. Goode.

# **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

The City Built for Family Living

Page 75

#### **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 2009**

- Adopted the FY 2009-10 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.
- Authorized a contract for implementation of the 2008 Disaster Relief Fund Grant Project.
- Authorized a contract for Summers Road paving and drainage improvements.
- Authorized a contract for the South Wastewater Treatment Plan 2009 Clarifier Rehabilitation Project.
- Authorized a contract for engineering services of the Eastside Infrastructure Improvements Project.
- Authorized a contract concerning a land exchange between the City and Fort Hood.
- Authorized a contract for the Community Development Block Grant Sewer Rehabilitation Project.
- Approved the performance agreement for the sale of the CCEDC spec building to Cinergy Cinemas.
- Authorized a contract for design and engineering services associated with the Lutheran Church Road Street Reconstruction Project.
- Approved the Oil & Gas ordinance rewrite.
- Authorized issuance of General Obligation Bonds, Series 2009 and Limited Tax Notes, Series 2009.
- Completed Groundbreaking Ceremony for Police Facility.
- Authorized a contract for the Taylor Mountain Tank Rehabilitation.

#### **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 2010

- Pursue those priorities established for the current fiscal year.
- Complete Council portion of the Strategic Management Plan.
- Establish a Hotel/Motel Tax Committee, ICC Code Review Committee, Land Disturbance Ordinance & Drainage Criteria Manual Review Committee, and Subdivision Ordinance Review Committee.

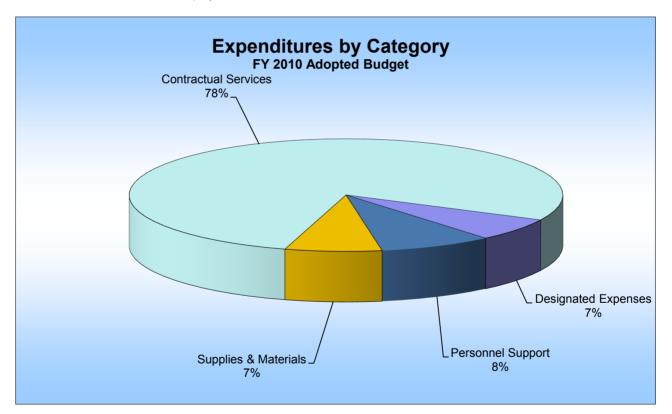
#### EXPENDITURE SUMMARY

	FY 2008	FY 2009 Amended	FY 2009 Year End	FY 2010 Adopted
CITY COUNCIL	Actual	Budget	Projection	Budget
Personnel Support	3,367	2,840	2,840	3,500
Supplies & Materials	2,077	2,840	2,735	2,975
Repairs & Maintenance	11	-	-	-
Contractual Services	24,797	36,360	20,601	32,200
Designated Expenses	-	200	200	2,724
TOTAL	30,252	42,240	26,376	41,399

#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Designated Expenses: \$2,724 for laptop replacements and allocated costs for an e-mail server, an e-mail archive server, and a disk based backup system.



#### 01-2100

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
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
DIVISION TOTAL	8	8	8	8

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
# of Regular City Council Meetings	23	23	17	23
# of Ordinances / Resolutions Passed	90	90	117	100
# of Special Meetings	9	8	15	15
EFFICIENCIES				
Adopt a Strategic Plan that is Aligned with City Council Goals	N/A*	Yes	No	Yes
Adopt a Five-Year Capital Improvement Plan that is Aligned with City Council Goals	N/A*	N/A*	Yes	Yes
EFFECTIVENESS				
Citizens Overall Satisfaction (Good to Excellent)	N/A*	90.0%	**	**

\* New Performance Measure - Data not available. \*\* City staff is working on an online survey to be implemented in future years per Council direction. A mailout survey was last conducted in late 2007.



# **CITY MANAGER**





Andrea M. Gardner (City Manager).



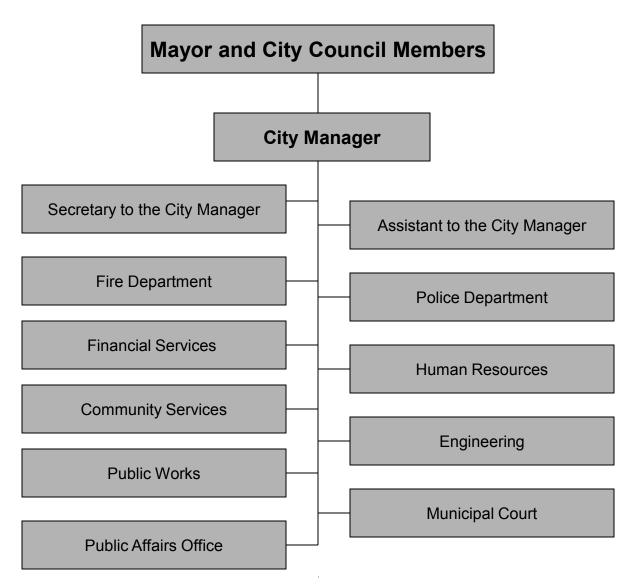


Lisa Wilson (Secretary to the City Manager).

Kathy Soll (Assistant 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

#### The City Built for Family Living

Page 81

## 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 and stakeholders.
- 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 2009**

- Developed annual Budget and Plan of Municipal Services.
- Conducted the 2009 Annual Council Staff Retreat.
- Submitted appropriations request to Federal Elected Officials for 2010.
- Facilitated the preparation of Employee Newsletters.
- Facilitated the rehabilitation of Hughes Mountain Storage Facility.
- Facilitated the reconstruction and drainage improvements of Summers Road.
- Facilitated the development of the Employee Initiative Program (UNITY).
- Facilitated the development of the Employee Recognition Program (Employee of the Quarter).
- Facilitated the construction of the East Pump Station.
- Implemented and hosted Monthly Public Meetings.
- Delivered the 2nd Annual State of the City Address.
- Facilitated the preparation & distribution of the 2nd Annual Report of the City.
- Facilitated the design and implementation of the Meet the City Event.
- Delivered Council Orientation for "New" Council Members.
- Facilitated the preparation and distribution of the City's Quarterly Newsletter.
- Facilitated the preparation of the City's first Five Year Capital Improvement Plan.
- Ensured continuity and completion of government activities during the absence of a governing body quorum.

#### **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.
- Facilitate the preparation of the Employee Newsletters.
- Deliver the Annual State of the City Address.
- Facilitate the development of the Meet the City Event.
- Host Monthly Public Meetings.

- Secure Additional Federal appropriations for transportation projects.
- Improve the Holiday Tree Lighting Event.
- Facilitate the reconstruction of Lutheran Church Road.
- Facilitate the construction of the east end infrastructure for economic development opportunities.
- Facilitate the construction for the new police station.
- Facilitate the land purchase for the relocation of Fire Station #2.

### CITY MANAGER

#### EXPENDITURE SUMMARY

		FY 2009	FY 2009	FY 2010
	FY 2008	Amended	Year End	Adopted
CITY MANAGER	Actual	Budget	Projection	Budget
Salaries & Benefits	187,898	241,105	235,000	254,101
Personnel Support	-	11,228	11,350	11,000
Supplies & Materials	1,575	2,202	1,407	1,670
Repairs & Maintenance	553	377	363	355
Contractual Services	8,181	9,060	10,199	10,960
Designated Expenses	1,524	1,440	1,646	1,020
TOTAL	199,730	265,412	259,965	279,106

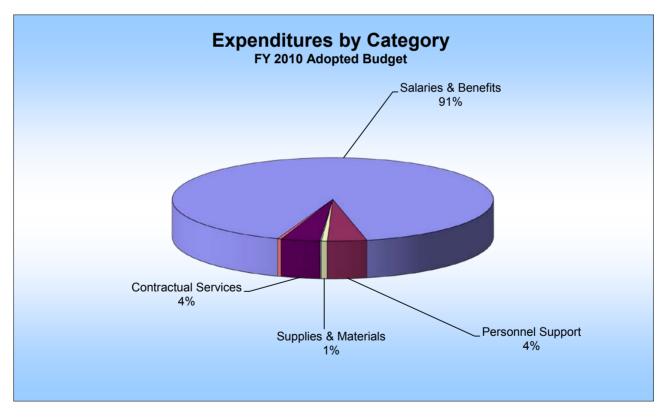
#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Salaries & Benefits: Employee was transferred from the Planning Department to fill the new Assistant to the City Manager position; include increase for employee benefits.

Decreases

- Designated Expenses: \$1,020 for computer replacement and allocated costs for an e-mail server, an e-mail archive server, and a disk based backup system.



### **CITY MANAGER**

#### 01-2200

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
City Manager	1	1	1	1
Secretary to the City Manager	1	1	1	1
Management Analyst / Risk Manager**	0	1	1	0
Assistant to the City Manager	0	1	1	1
DIVISION TOTAL	2	4	4	3

\*\* Management Analyst/Risk Manager position was filled for one-half year in FY 2009 and moved to Human Resources in FY 2010.

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
Developer Meetings Hosted	2	1	1	2
Council Meetings / Workshops Attended	56	52	61	62
Public Meetings Hosted	N/A*	11	11	13
EFFICIENCIES				
Operating Budget (General Fund) \$ per Capita	\$455.12	\$484.72	\$476.15	\$498.95
Full-Time Employees per 1,000 Population	9.95	10.24	10.30	10.09
EFFECTIVENESS				
Citizens Overall Satisfaction (Good to Excellent)	90.0%	90.0%	**	**

\* New Performance Measure - Data not available.

\*\* City staff is working on an online survey to be implemented in future years per Council direction. A mailout survey was last conducted in late 2007.

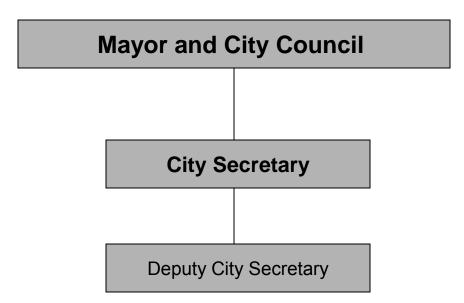






**Left to Right:** Jane Lees (City Secretary); Stefanie Brown (Deputy City Secretary).

## **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

The City Built for Family Living Page 87

#### **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 all 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 2009**

- Ensured compliance with 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 four municipal elections in accordance with Texas Election Law statues.
- Coordinated one Entities Summit meeting.
- Implementation of the Freedom of Information Act (FOIA) system software for open records.
- City Secretary completed the Texas Registered Municipal Clerk (TRMC) certification program with the Texas Municipal Clerks Association (TMCA).
- Deputy City Secretary completed 50% of the Texas Registered Municipal Clerk (TRMC) certification program with the Texas Municipal Clerks Association (TMCA).
- Represented the City at various social and 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 and maintain 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.
- Represent the City at various social and professional events.

- Successfully conduct two elections for the City in accordance with Texas Election Law statues.
- City Secretary enrolled in re-certification process for TRMC.
- Deputy City Secretary to continue pursuing TRMC certification with TMCA.
- Continue re-organization of records storage room for faster retrieval.
- Index permanent records (ordinances and resolutions).
- Continue re-organization of the City's contract files for easier retrieval.
- Pursue implementation of electronic agenda preparation software.

#### **EXPENDITURE SUMMARY**

	FY 2008	FY 2009 Amended	FY 2009 Year End	FY 2010 Adopted
CITY SECRETARY	Actual	Budget	Projection	Budget
Salaries & Benefits	101,234	108,780	108,449	110,809
Supplies & Materials	871	726	666	1,490
Repairs & Maintenance	22	93	83	120
Contractual Services	6,618	6,770	6,516	6,438
Designated Expenses	24,717	51,011	51,174	32,869
TOTAL	133,462	167,380	166,888	151,726

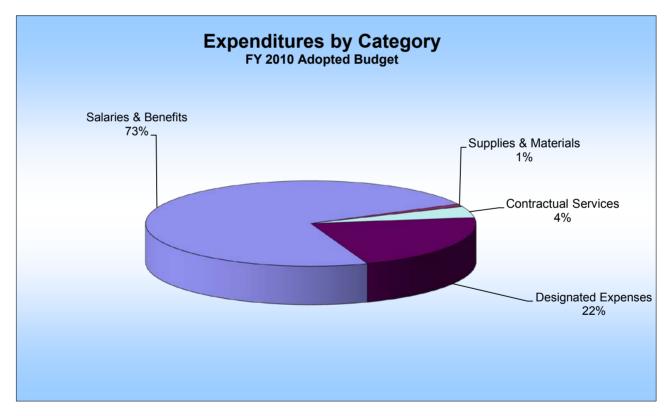
#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Salaries & Benefits: Include increase for employee benefits.

Decreases:

- Designated Expenses: Election expense was reduced by \$18,034; in FY 2010 anticipating a May 2010 General election and a June 2010 Runoff election.



#### 01-2300

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
City Secretary	1	1	1	1
Deputy City Secretary	1	1	1	1
DIVISION TOTAL	2	2	2	2

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
Council Meetings Organized / Records Maintained	23	23	17	23
Workshops Organized / Records Maintained	24	27	29	27
Special Meetings Organized / Records Maintained	9	8	15	12
Elections Conducted	2	5	4	2
EFFICIENCIES				
Average Cost per Council Meeting / Workshop for				
Record Management	\$2,839.62	\$3,347.60	\$3,628.00	\$3,034.52
EFFECTIVENESS				
% of Time Council Minutes are Completed for Approval				
at the next Regular Council Meeting	59.0%	90.0%	100.0%	90.0%
% of Time Adopted Ordinance Titles are Published within 15 Days of Passage*	82.0%	90.0%	31.0%	50.0%

\* The frequency of council meetings in fiscal year 2009 provided for shorter periods between meetings to produce publications of adopted ordinances.

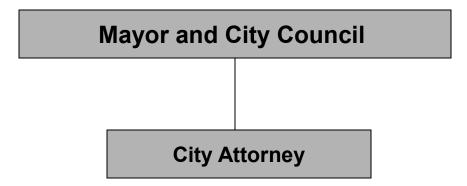






Charles Zech (Law Firm of Denton, Navarro, Rocha & Bernal).

## 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

The City Built for Family Living Page 93

#### 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 with 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 2009**

- Provided Council and Staff with legal opinions and interpretations.
- Reviewed the dangerous animal ordinance.
- 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 procedures for unsafe structures.
- Revised procedures for handling of Public Information Requests.
- Prepared petition to District Court to ensure Special Election was called and held.
- Developed standard Professional Services Agreements.
- Presented legal information in multiple Public Meetings.

#### 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.
- Prepare 10-Day and 15-Day Briefs to Texas Attorney General for Public Information Requests.

- Assist with updating the Zoning Ordinance.
- Assist with updating the Sign Ordinance.
- Participate in Monthly Public Meetings.
- Participate in the delivery of the City Election Candidate Orientation.
- Provide a legal review of the Gas Franchise Agreement.
- Provide legal assistance to Human Resources Department.
- Provide legal assistance to the Charter Review Committee.

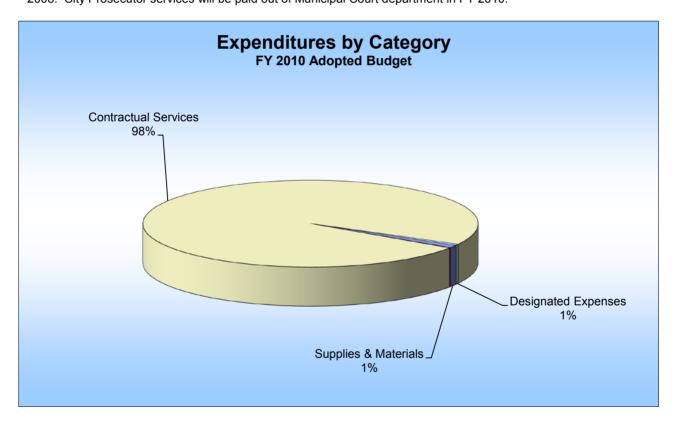
#### EXPENDITURE SUMMARY

	FY 2008	FY 2009 Amended	FY 2009 Year End	FY 2010 Adopted
CITY ATTORNEY	Actual	Budget	Projection	Budget
Supplies & Materials	583	392	400	900
Repairs & Maintenance	11	80	72	120
Contractual Services	132,641	217,441	217,320	86,506
Designated Expenses	37	279	279	396
TOTAL	133,273	218,192	218,071	87,922

#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Decreases:

- Contractual Services: In FY 2009, two attorneys were paid for five months; new attorney was hired in November 2008. City Prosecutor services will be paid out of Municipal Court department in FY 2010.



01-2400

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budaet	FY 2009 Year End Proiection	FY 2010 Adopted Budget
City Attorney (Contract)	<u>Actual</u>	<u>виадег</u> 1	1	1
DIVISION TOTAL	1	1	1	1

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
Disposition Prior to Trial - Fined	5,065	N/A*	4,855	5,341
Disposition Prior to Trial - Dismissed	1,301	N/A*	642	706
Disposition at Trial by Judge - Guilty	83	N/A*	1,910	2,101
Disposition at Trial by Judge - Not Guilty	34	N/A*	10	11
Trial by Jury - Guilty	15	N/A*	2	5
Trial by Jury - Not Guilty	5	N/A*	1	2
Open Records Requests Received and Responded	372	325	316	315
Attorney General Opinion Sought	33	30	51	36
EFFICIENCIES				
% of Open Records Requests where Attorney General Ruling / Opinion was Sought	8.9%	9.2%	16.1%	11.4%
EFFECTIVENESS				
% of Public Information Requests Completed within 10 Business Days	90.0%	100.0%	99.7%	100.0%

\* New Performance Measure - Data not available.

Note: New software was integrated into the court system in FY 2009 enabling output to be measured more effectively.



# **FINANCE**



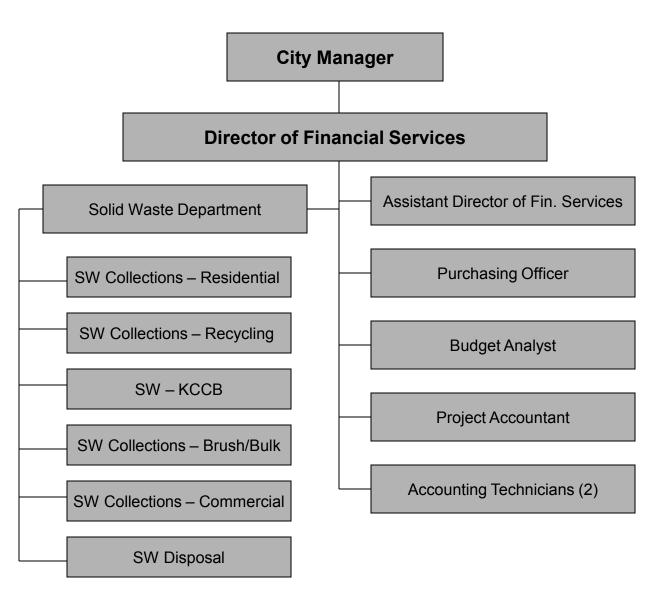


### Left to Right:

**<u>Front Row:</u>** Kris Kelly (Project Accountant); Tracy Molnes (Purchasing Officer).

**Back Row:** Deanna Sloan (Accounting Technician); Cynthia Taylor (Budget Analyst); Wanda Bunting (Director of Financial Services); Linda Hernandez (Accounting Technician); Imelda Rodriguez (Assistant Director of Financial Services).

## **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

### The City Built for Family Living

Page 99

## 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 Solid Waste Division.

#### **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.
- Attract and retain quality employees.
- Research effective internal control processes and identify procedures and procedure revisions to be completed.

#### **ACHIEVEMENTS FOR FISCAL YEAR 2009**

- Completed the CAFR for FY 2008 and received the Certificate of Achievement for Excellence in Financial Reporting Award from GFOA.
- Received the Distinguished Budget Presentation Award with a Special Performance Measures Recognition from GFOA for FY 2009 Budget and Plan of Municipal Services.
- Provided accurate and timely financial reporting to the City Council.
- Issued the 2008A Tax Notes in October for the purchase of various fleet, city renovations, Water and Wastewater projects, Drainage projects and additional funding for Summers Road.
- Issued 2009 General Obligation Bonds for Lutheran Church Road and the remaining funds necessary to complete the Police Facility.
- Issued 2009 Limited Tax Notes for the purchase of a Fire Apparatus, South Park Pool renovations, Water and Wastewater projects, Solid Waste equipment and renovations, and renovations of the Allin House and the Civic Center.
- Provided and updated FY 2008 Annual Investment Report to the City Council.
- Hired an Assistant Director of Financial Services.
- Reviewed and updated current policies and procedures.
- Assisted with the coordination of the CitySmart lighting upgrade program.

#### **CONTINUING OBJECTIVES**

- Obtain Certificate of Achievement for Excellence in Financial Reporting Award for FY 2009 CAFR.
- Obtain the Distinguished Budget Presentation Award for FY 2010 Budget.
- Continue to provide timely financial reports to the City Council.

- Implement automated time entry policy and procedures.
- Complete review of financial system security and setup procedures related to system controls.
- Prepare and distribute a FY 2010 Budget Overview brochure to the citizens.
- Continue to review and update 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.
- 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 FY 2010.
- Issue General Obligation Bonds for FY 2010 CIP approved projects.

#### FINANCE

#### EXPENDITURE SUMMARY

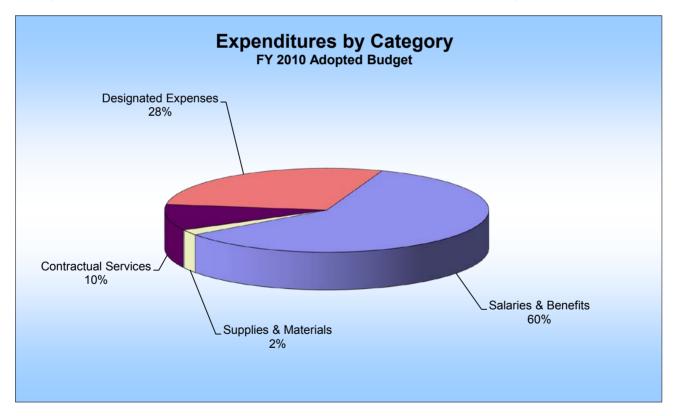
		FY 2009	FY 2009	FY 2010
	FY 2008	Amended	Year End	Adopted
FINANCE	Actual	Budget	Projection	Budget
Salaries & Benefits	311,656	383,367	382,650	423,873
Personnel Support	124	-	-	-
Supplies & Materials	11,936	14,131	13,405	14,579
Repairs & Maintenance	65	833	840	1,170
Contractual Services	44,108	62,968	59,083	71,064
Designated Expenses	177,313	192,061	182,988	201,850
Capital Outlay	5,155	-	-	-
TOTAL	550,358	653,360	638,966	712,536

#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Salaries & Benefits: New Assistant Director of Financial Services position was only authorized for 6 months in FY 2009; full year funding included in FY 2010. Include increase for employee benefits.

- Contractual Services: \$10,000 included for Actuarial Services.
- Designated Expenses: \$18,650 increase in Appraisal District Fees included in FY 2010 budget.



#### FINANCE

#### 01-3100

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
Senior Accountant	1	0	0	0
Accounting Technician	2	2	2	2
Budget Analyst	1	1	1	1
Purchasing Officer	1	1	1	1
Director of Financial Services	1	1	1	1
Assistant Director of Financial Services	0	1	1	1
Project Accountant	0	1	1	1
TOTAL	6	7	7	7

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
# of Internal Audits Performed	2	8	13	10
# of Accounts Receivables Invoiced	931	1000	919	950
# of Bids / RFP's Processed	14	15	18	20
EFFICIENCIES				
% of Accounts Payable Customers Setup with Automatic	2.3%	10.0%	5.4%	10.0%
Draft Payment				
EFFECTIVENESS				
Receive GFOA Certificate of Achievement for Excellence	Yes	Yes	Yes	Yes
in Financial Reporting				
Receive GFOA Distinguished Budget Presentation	Yes	Yes	Yes	Yes
Award				
% of Ending Fund Balance to Total Operating				
Expenditures in Major Operating Funds (Policy is 25%):				
General Fund	32.2%	25.0%	29.5%	25.0%
Water and Sewer Fund**	26.5%	20.0%	25.3%	25.0%
Solid Waste Fund	29.0%	25.0%	28.7%	25.0%
Golf Course Fund*	0.8%	17.5%	-21.5%	5.0%

\* 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.

Note: The City updated the Fund Balance policy in FY 2009 to be in line with the standard to exclude debt and capital expenses from the operating expenses.

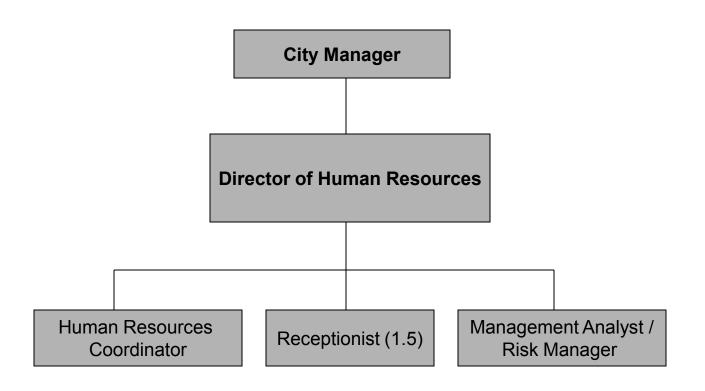






**Left to Right:** Yvonne Davis (Part-time Receptionist); Desiree Mundell (Human Resources Coordinator); Kelli Sames (Human Resources Director); Joan Kelley (Receptionist); Brian Hawkins (Management Analyst / Risk Manager).

## 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.

4.5 Full Time Employees

The City Built for Family Living

Page 105

#### **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, risk management 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.
- Ensure the development, maintenance and management of a cost effective risk management program.

#### ACHIEVEMENTS FOR FISCAL YEAR 2009

- Provided a variety of training and development opportunities.
- Coordinated an annual Volunteer Reception for City of Copperas Cove volunteers.
- Coordinated employee appreciation events.
- Scheduled and attended training for the Human Resources software system (HR Module).
- Coordinated safety training for employees.
- Coordinated a quarterly 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 employees.
- Coordinated the "United Way" drive for all City employees.
- Continued emphasis with the Fire Department on a preventative health program for employees.
- Conducted employee salary surveys.
- Coordinated employee service awards recognition reception.
- Updated existing personnel policies.
- Coordinated, in conjunction with the City Manager's office, open records training for City employees.
- Coordinated a Flu Shot Clinic for City employees.
- Coordinated open enrollment for all City employee benefit elections.

#### **CONTINUING OBJECTIVES**

- Continue to fill all personnel vacancies within target.
- Continue to facilitate wellness and risk management initiatives for City employees.
- Review employee pay plan to determine market competitiveness.
- Continue to provide supervisory and employee personnel training.

- Expand the employee orientation program.
- Refine Human Resources internal processes to increase efficiency and service.
- Review and conduct a records retention 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.

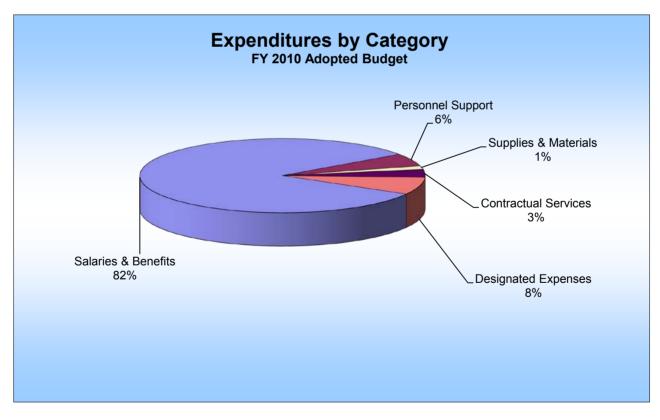
#### **EXPENDITURE SUMMARY**

		FY 2009	FY 2009	FY 2010
	FY 2008	Amended	Year End	Adopted
HUMAN RESOURCES	Actual	Budget	Projection	Budget
Salaries & Benefits	137,635	189,192	188,020	244,477
Personnel Support	16,237	17,815	17,815	16,550
Supplies & Materials	1,963	4,846	3,300	4,578
Repairs & Maintenance	22	159	118	250
Contractual Services	8,949	13,547	15,147	10,113
Designated Expenses	13,070	15,612	16,270	22,544
TOTAL	177,876	241,171	240,670	298,512

#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Salaries & Benefits: Management Analyst / Risk Manager moved from the City Manager in FY 2009; include increase for employee benefits.
- Designated Expenses: \$5,230 increase in Employee Relations expenses for FY 2010 events/activities. *Decreases:*
- Contractual Services: Professional Development account was reduced by \$6,054 due to one time training on HR Incode module in FY 2009.



#### 01-3400

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
Director of Human Resources	1	1	1	1
Human Resources Coordinator	1	1	1	1
Receptionist*	0	1.5	1.5	1.5
Management Analyst / Risk Manager**	0	0	0	1
DIVISION TOTAL	2	3.5	3.5	4.5

\* Receptionist positions previously funded in Building and Development.
 \*\* The Management Analyst / Risk Manager position moved from the City Manager's Office in FY 2009-10.

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
# of Full-Time Positions Recruited / Filled	65	60	55	60
# of Workers Compensation Claims Processed	45	43	52	45
# of Employee Grievances	0	0	0	0
# of Personnel Training Programs Offered / Attended	25	30	33	35
EFFICIENCIES				
% of Personnel Vacancies Filled within 60 Days of Job Opportunity Notice	N/A*	95.0%	95.0%	95.0%
% of Employees Participating in Health Care Plan	84.0%	84.0%	77.0%	80.0%
% of Employees Participating in 125 Cafeteria Plan	23.0%	30.0%	23.0%	20.0%
EFFECTIVENESS				
City Employee Turnover Rate (Full Time)	22.0%	21.0%	19.0%	18.0%

\* New Performance Measure - Data not available.

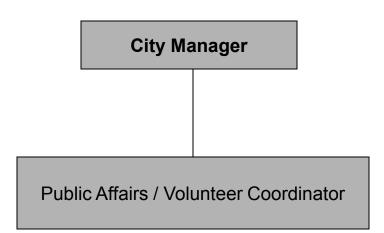






Donna Baker (Public Affairs / Volunteer Coordinator).

## **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

## The City Built for Family Living

Page 111

#### **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 2009

- Published quarterly community newsletters and monthly employee newsletters.
- Completed implementation of the GovQA program; conducted staff and citizen training sessions.
- Created multimedia projects for public and staff education.
- Coordinated Job Shadow mentor partnership between City and School District.
- Improved quality and quantity of community bulletin board announcements on the Government Access Channel to include graphics and video broadcasts.
- Prepared the 2009 Annual Report.
- Assisted with the coordination of State of the City Event.
- Assisted with preparation of State of the City PowerPoint presentation.
- Coordinated Meet the City Event.
- Participated in community outreach programs, i.e., Fort Hood "Hood Howdy" and the United Way Campaign.
- Organized Boards and Commissions Recruitment reception.

#### CONTINUING OBJECTIVES

- Publish the Employee and Community Newsletters.
- Develop and expand the Volunteer Program, including volunteer satisfaction and appreciation programs.
- Support the Adopt-A-Unit Program through partnership with Chamber of Commerce.
- 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.
- Participate in community outreach programs.
- Maintain the City's Government Access Channel.

- Expand the GovQA program to include service request and code enforcement modules.
- Research and acquire an improved bulletin board management system for the Government Access Channel.
- Develop additional citizens' education programs through the use of multimedia.
- Create multimedia public service announcements to broadcast on the Government Access Channel and City website.
- Coordinate with Chamber of Commerce to develop new "Leadership Cove" program.

#### 01-4250

#### **EXPENDITURE SUMMARY**

		FY 2009	FY 2009	FY 2010
	FY 2008	Amended	Year End	Adopted
PUBLIC INFORMATION OFFICE	Actual	Budget	Projection	Budget
Salaries & Benefits	50,511	46,452	46,408	57,502
Personnel Support	-	62,081	60,009	37,383
Supplies & Materials	505	1,558	1,558	10,050
Repairs & Maintenance	24	106	93	120
Contractual Services	1,639	3,884	4,991	7,619
Designated Expenses	37	2,551	2,330	720
TOTAL	52,716	116,632	115,389	113,394

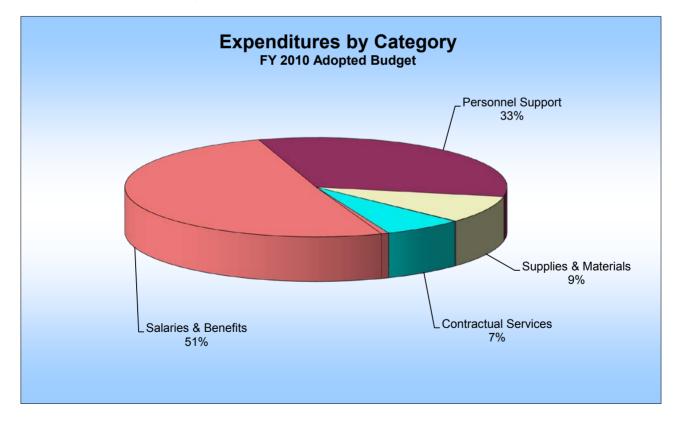
#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Salaries & Benefits: Public Affairs / Volunteer Coordinator was vacant for the first quarter of FY 2009. Include increase for employee benefits.
- Supplies & Materials: Increase in computer and operating supplies, and \$4,950 for printing costs for various publications.
- Contractual Services: \$2,405 increase in advertising costs for various City events.

Decreases:

- Personnel Support: Reduced by \$25,481 for the FY 2009 HOP Bus Replacement City's match.



01-4250

	FY 2008	FY 2009 Amended	FY 2009 Year End	FY 2010 Adopted
STAFFING LEVEL Public Affairs / Volunteer Coordinator	Actual	Budget 1	Projection 1	Budget 1
DIVISION TOTAL	1	1	1	1

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
# of Employee Newsletters Issued	4	12	10	12
# of Quarterly City Newsletters Issued	4	4	4	4
# of Official Press Releases Issued	44	36	62	70
# of Multimedia Projects and/or Training Sessions	N/A*	4	4	4
Conducted for Citizen Education				
# of Multimedia Projects Created for Employee	N/A*	2	2	3
Education and/or Staff Development Sessions				
Conducted				
# of Community Bulletin Board Announcements	N/A*	N/A*	184	200
# of Publications Created	N/A*	N/A*	6	6
# of Volunteer Applications Processed	793	800	450	475
EFFICIENCIES				
% of Media Requests Satisfied within 24 Hours	N/A*	100.0%	100.0%	100.0%
% of Press Releases Issued before Deadline	N/A*	100.0%	95.0%	100.0%
% of Citizens' Requests Satisfied within 24 Hours	N/A*	100.0%	100.0%	100.0%
% of Announcements Posted before Deadline	N/A*	N/A*	95.0%	100.0%
EFFECTIVENESS				
Maintained Same Level of Volunteers from Previous Year	N/A*	Yes	Yes	Yes
% of Quarterly City Newsletters Distributed	N/A*	100.0%	100.0%	100.0%

\* New Performance Measure - Data not available.



# **INFORMATION SYSTEMS**





Greg Mitchell (Director of Information Systems).

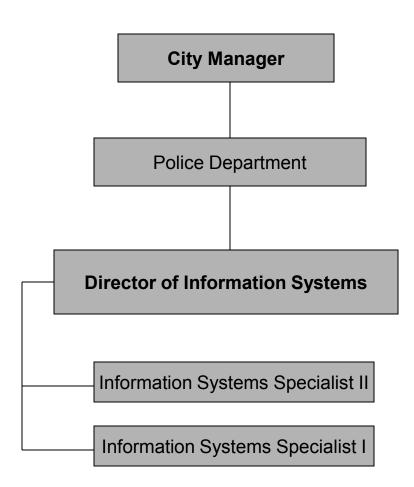


Adam Wolf (Information Systems Specialist II).



Robert Browning (Information Systems Specialist I).

## **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.

## The City Built for Family Living

## **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 2009**

- Setup, configured and installed new upgraded server for the City Website and for the City Incode Application.
- Setup, configured and installed new server for the Planning Department.
- Refurbished the old Fire Department server for the Building Department.
- Setup, configured and installed the network in the new Building Department building.
- Provided technical assistance and support to the Building Department with conversion to the Incode application.
- Moved, setup and configured technology hardware for the Building Department.
- Provided technical assistance and support to Municipal Court with conversion to the Incode application.
- Provided assistance, support and coordinated a major Incode application upgrade.
- Completed installation of Windows XP SP3 and Internet Explorer 7 to all City computers.
- Refurbished, setup and installed PCs for several departments.
- Setup and configured new network copier/scanner/printers for several departments.
- Created and implemented new scripts to wake up computers for network patching to reduce down time during the work day.
- Completed upgrade to the City network anti-virus and security software.
- Installed and configured receipt printers and cash drawers for several departments.
- Completed upgrade to the City email archive software.
- Completed upgrade to the City network patch management software.

#### CONTINUING OBJECTIVES

- 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.

- Replace the City email archive server and the Public Library file and application server.
- Replace the laptops used by the Council and refurbish the existing laptops for use by City staff.
- Replace 115 City computers with new computers.
- Refurbish replaced computers for use by non-essential City staff.
- Provide technical assistance and support for the Police Department for the move to the new building; move and setup technology hardware for the Police Department in the new building.

### **INFORMATION SYSTEMS**

#### **EXPENDITURE SUMMARY**

		FY 2009	FY 2009	FY 2010
	FY 2008	Amended	Year End	Adopted
INFORMATION SYSTEMS	Actual	Budget	Projection	Budget
Salaries & Benefits	132,429	187,924	187,624	207,375
Supplies & Materials	2,280	3,400	3,300	6,525
Repairs & Maintenance	6,659	10,937	11,441	16,035
Contractual Services	2,552	5,400	5,147	5,524
Designated Expenses	36,999	32,914	30,701	1,704
Capital Outlay	13,855	1,440	2,900	-
TOTAL	194,775	242,015	241,113	237,163

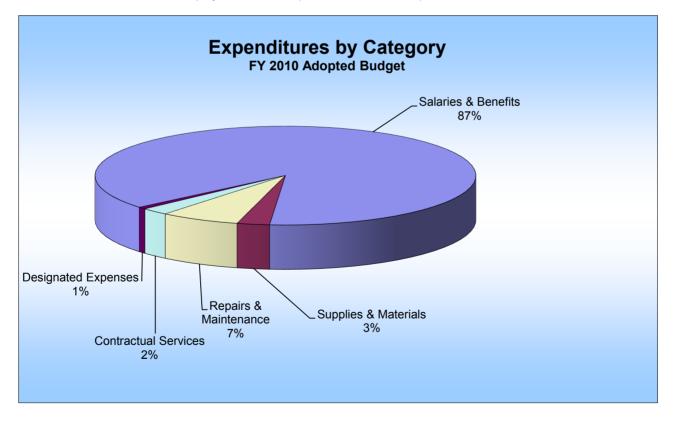
#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Salaries & Benefits: The Information System Specialist I position was vacant for a portion of FY 2009; include increase for employee benefits.
- Supplies & Materials: Increase in computer equipment, supplies, and software.
- Repairs & Maintenance: Increase in costs to maintain City servers.

Decreases:

- Designated Expenses: \$1,704 for computer replacement and allocated costs for an e-mail server, an e-mail archive server, and a disk based backup system. Each department reflects their portion of the cost in FY 2010.



## **INFORMATION SYSTEMS**

01-3500

	FY 2008	FY 2009 Amended	FY 2009 Year End	FY 2010 Adopted
STAFFING LEVEL	Actual	Budget	Projection	Budget
Director of Information Systems	1	1	1	1
Information Systems Specialist I	1	1	1	1
Information Systems Specialist II	1	1	1	1
DIVISION TOTAL	3	3	3	3

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
# of Personal Computers and Laptops Supported	224	224	233	235
# of Network / E-mail / Web Servers Administered and Supported	14	14	15	15
# of Tech Support / Service Requests	1,516	1,500	2,200	2,400
# of Additions / Changes to the City Website	1,013	1,000	1,073	1,025
# of Viruses / Trojans / Malware Blocked / Filtered by Hardware / Software Administered / Configured	36,047	N/A*	21,000	15,000
EFFICIENCIES				
Average Response Time for Support Requests (in minutes)	65	N/A*	15	30
EFFECTIVENESS				
% of Desktop / Tech / User Support Calls Resolved within 24 Hours	90.0%	95.0%	98.0%	95.0%

\* New Performance Measure - Data not available.





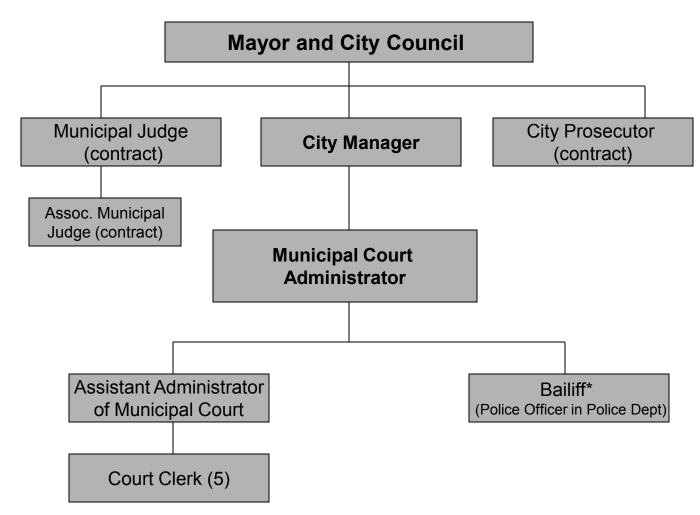


#### Left to Right:

**Front Row:** Andrea Scott-McQuire (Court Clerk); Tana Brown (Court Clerk); Tiffany Oakes (Assistant Administrator of Municipal Court); Mariella Altott (Court Clerk).

**Back Row:** Kevin Sheldon (Bailiff); Jennifer Henry (Court Clerk); Dawn Hitt (Court Clerk); F.W. Price (Judge); Loraine Auguste (Court Assistant with *Experience Works*); Joseph Pace (Municipal Court Administrator); Fred Chavez (Warrant Officer).

## Municipal Court



\*Bailiff position is filled with a Police Officer and actual time worked as a bailiff is funded with Municipal Court Security funds.

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 Full Time Employees 2 Contract Positions

### The City Built for Family Living

Page 123

#### PROGRAM DESCRIPTION

The Copperas Cove Municipal Court provides a neutral, courteous, and fair judicial processing of Class "C" misdemeanors that originate from traffic citations, citizen's 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 2009

- Purchased and implemented INCODE software.
- Instituted on-line payments.
- Coordinated the implementation of four electronic ticket writers for Copperas Cove Police Department (CCPD).
- Bailiff position filled by CCPD officer.
- Updated both Adult and Child Court Procedures pamphlets.
- Posted Court Docket and Adult and Child Court Procedures on the Municipal Court website.
- Collected \$1,411,763 to be dispersed to local merchants, remitted to the state, and deposited in the Efficiency of the Administration of Justice Fund, the Court Technology Fund, the Court Security Fund, and the City's General Fund.
- Filed an estimated 10,299 complaints.
- Issued an estimated 3,258 warrants.
- Cleared an estimated 4,382 warrants.

#### 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 defendants selecting to exercise their rights to trial by jury.

- Continue to cross-train Municipal Court staff.
- Increase the overall collections of delinquent accounts.
- Participate in State Wide Warrant Roundup Program in 2010.
- Update the Municipal Court Procedures Manual.
- Implement document imaging/management system.
- Adopt OMNIBASE.

#### EXPENDITURE SUMMARY

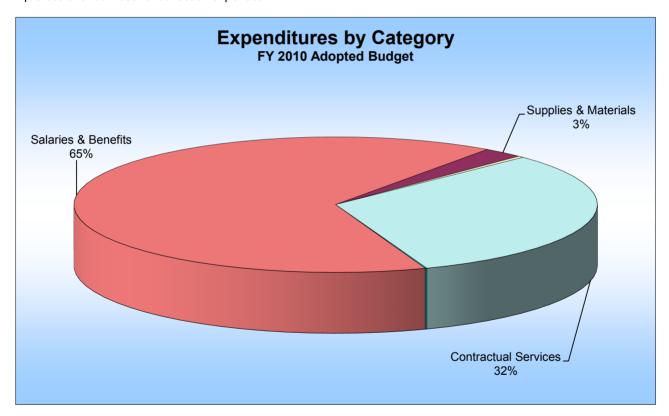
	FY 2008	FY 2009 Amended	FY 2009 Year End	FY 2010 Adopted
MUNICIPAL COURT	Actual	Budget	Projection	Budget
Salaries & Benefits	262,661	265,540	261,900	271,974
Supplies & Materials	11,009	9,502	9,469	10,363
Repairs & Maintenance	1,229	1,558	1,352	1,568
Contractual Services	57,047	74,555	66,891	131,539
Designated Expenses	1,922	-	-	396
TOTAL	333,868	351,155	339,612	415,840

#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Salaries & Benefits: Increase due to vacancies in FY 2009; include increase for employee benefits.

- Contractual Services: \$54,000 increase in consulting fees to pay the Court Prosecutor; \$8,000 increase in professional services for collection expenses.



#### 01-4100

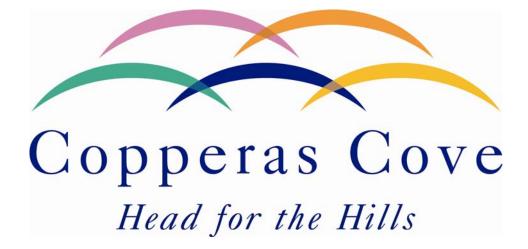
STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
Municipal Court Administrator	0	0	0	1
Assistant Administrator of Municipal Court	0	0	0	1
Municipal Court Supervisor	1	1	1	0
Assistant Supervisor of Municipal Court	1	1	1	0
Court Clerk	5	5	5	5
Bailiff*	1	0	0	0
Contract Municipal Judge**	1	1	1	1
Contract Assoc. Municipal Judge**	1	1	1	1
DIVISION TOTAL	10	9	9	9

\* Funded in Municipal Court Security Special Revenue Fund. Police officer position in FY 08-09 and FY 09-10. \*\* Municipal Judge and Associate Municipal Judge are contract positions.

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
# of Warrants Issued	3,266	3,161	3,258	3,000
# of Warrants Cleared	1,648	1,803	4,382	6,000
# of Violations Processed	10,581	9,350	10,299	10,500
EFFICIENCIES				
Average Collections per Clerk	5,290	4,000	5,149	5,200
Online Payments**	N/A*	N/A*	376	1,000
EFFECTIVENESS				
% of Total Warrants Cleared	8.3%	N/A*	10.6%	12.0%

\* New Performance Measure - Data not available.

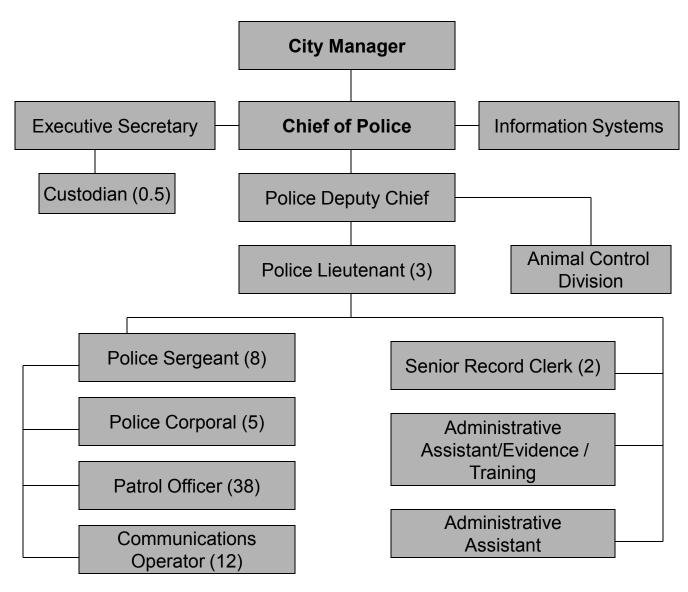
\*\* Online Payments only available since May 2009.







## Police Department



\*A Police Officer performs the Bailiff duties in Municipal Court and actual time worked as a bailiff is funded with Municipal Court Security funds.

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.

73.5 Full Time Employees

#### The City Built for Family Living Page 129

#### **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 2009

- 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 Police involvement with the Copperas Cove Optimist Club.
- 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, the Justice Assistance Grant (JAG) and was awarded a Texas STEP – Click It or Ticket Grant.
- 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 for the construction of the new police facility.
- Held groundbreaking ceremony for the construction of New Police Facility.

#### **CONTINUING OBJECTIVES**

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

- Complete construction of new police facility.
- Transfer records, evidence, radio communications and 9-1-1 from current facility to the new facility while minimizing lost services to the public.

#### **EXPENDITURE SUMMARY**

		FY 2009	FY 2009	FY 2010
	FY 2008	Amended	Year End	Adopted
POLICE DEPARTMENT	Actual	Budget	Projection	Budget
Salaries & Benefits	3,553,361	4,131,838	4,030,663	4,159,740
Personnel Support	1,878	8,111	8,000	6,000
Supplies & Materials	149,000	180,795	134,300	194,589
Repairs & Maintenance	70,262	128,364	98,664	111,605
Contractual Services	127,261	212,064	196,440	305,126
Designated Expenses	19,358	14,059	14,059	13,748
Capital Outlay	135,903	86,959	78,448	15,200
TOTAL	4,057,023	4,762,190	4,560,574	4,806,008

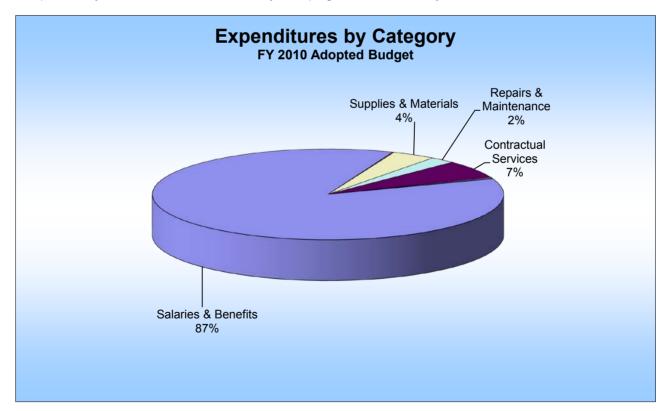
#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Salaries & Benefits: Include increase for employee benefits.
- Supplies & Materials: Include \$34,125 increase for fuel and oil costs; \$18,268 increase primarily for SWAT equipment.
- Contractual Services: Include \$74,000 increase for utilities estimated based on moving to the new police facility; \$20,830 increase to cover uniform costs.

Decreases:

- Capital Outlay: \$15,200 is included for the buy-back program for four motorcycles.



#### 01-4200

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
Communications Officer	12	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*	36	38	38	38
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	0.5	0.5	0.5
DIVISION TOTAL	71	73.5	73.5	73.5

\* In FY 08-09 and FY 09-10, a Police Officer performs the Bailiff duties in Municipal Court and actual time worked as a bailiff is funded with Municipal Court Security funds.

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

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
# of Calls for Service	17,808	21,000	19,000	21,000
# of Part I Violent Crimes Reported	1,161	1,300	1,100	1,300
EFFICIENCIES				
Part I Crime* Clearance Rate:				
Copperas Cove's Rate	27.0%	25.0%	29.0%	30.0%
State Average (Texas Standard)	18.0%	19.0%	19.0%	20.0%
Texas Cities with Population of 25,000 - 50,000	21.0%	22.0%	22.0%	22.0%
Part II Crime** Clearance Rate - Copperas Cove	69.0%	70.0%	70.0%	70.0%
EFFECTIVENESS				
Customer Satisfaction Survey (% Satisfied / Very Satisfied)	85.0%	90.0%	85.0%	90.0%

Note: FY 2010 Target is to reduce crime through police presence and achieve crime clearance rates above the state averages.

\* 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.

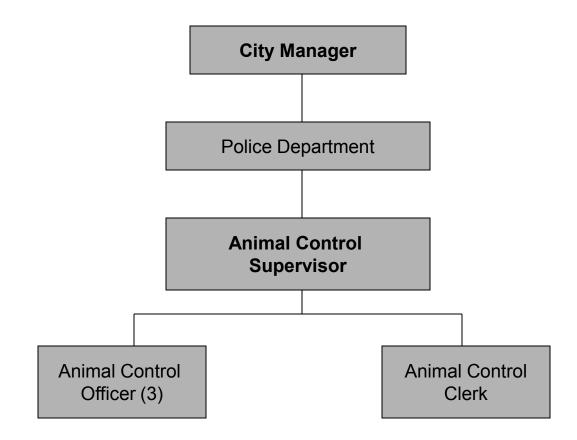






**Left to Right:** Ernie Lee (Animal Control Supervisor); Ilka Perkins-Hagen (Animal Control Clerk); Stephanie Powell (Animal Control Officer); Jorge Oliveras (Animal Control Officer); Beau Brabbin (Animal Control Officer).

## 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

The City Built for Family Living

Page 135

#### **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, dangerous or vicious animals, and those that are ill or 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 for the Copperas Cove Citizens Police Academy, conducting tours for the schools, conducting classes for various civic organizations and one-on-one contact 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 2009**

- Hired one Animal Control Officer to fill the new position.
- Purchased one new Animal Control vehicle with a new transporter and all equipment.
- Built a new outdoor pet acquaintance area for the general public to view and interact with the animals.
- Added on to the existing cat playground area and interior of the play area.
- Certified two (2) Officers through the Texas Department of Health (TDH) Euthanasia class.
- Recertified one Supervisor through the TDH Euthanasia class.
- Appropriate staff completed the Basic Animal Control Class.
- Implemented a work schedule that decreased the overtime budget.
- Taught animal control related classes to approximately 80 citizens and 120 school children.
- Corrected the on-going flooding problem in Kennel "B" due to terrain issues.

#### 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.
- Review and update training program for new Animal Control Officers.
- Continue public education on proper animal care and control.

- Obtain additional training courses for Animal Control Officers.
- Hold an Adopt-A-Thon.
- Coordinate efforts with local veterinarians to increase the amount of animals micro-chipped.

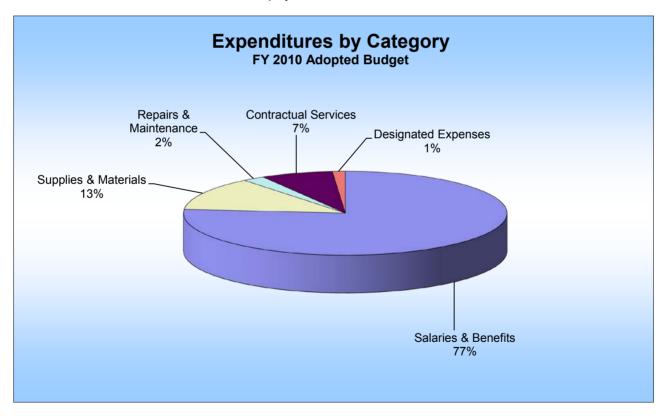
#### EXPENDITURE SUMMARY

	FY 2008	FY 2009 Amended	FY 2009 Year End	FY 2010 Adopted
ANIMAL CONTROL	Actual	Budget	Projection	Budget
Salaries & Benefits	144,109	189,388	186,501	180,545
Personnel Support	186	-	-	-
Supplies & Materials	17,105	26,173	23,991	30,296
Repairs & Maintenance	4,380	5,814	4,547	5,293
Contractual Services	14,625	18,113	16,100	17,022
Designated Expenses	2,929	1,408	1,400	3,040
Capital Outlay	21,567	-	_	-
TOTAL	204,901	240,896	232,539	236,196

#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Supplies & Materials: Include \$2,900 increase in fuel and oil costs, and \$1,192 increase for the costs of chemicals.
- Designated Expenses: Include \$2,040 for computer replacement and allocated costs for an e-mail server, an e-mail archive server, and a disk based backup system; and \$1,000 for vet services.



01-4300

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Proiection	FY 2010 Adopted Budget
Animal Control Clerk	1	1	1	1
Animal Control Officer	2	3	3	3
Animal Control Supervisor	1	1	1	1
DIVISION TOTAL	4	5	5	5

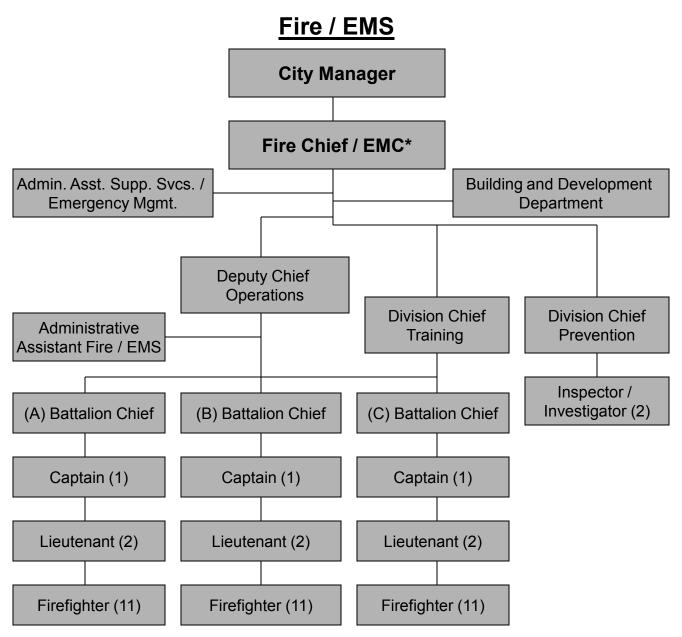
PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
# of Animals Impounded	2,035	2,401	2,409	2,122
# of Animals Euthanized	1,104	1,010	981	832
# of Animals Adopted	638	682	663	686
# of Animals Re-Claimed	612	679	660	574
EFFICIENCIES				
Average Cost to Impound an Animal	\$100.69	\$100.33	\$91.54	\$112.23
Average Response Time per Call (in minutes)	18	16	18	16
EFFECTIVENESS				
% of Eligible Animals Adopted	44.8%	39.6%	37.9%	44.3%



# **FIRE / EMS DEPARTMENT**







\* Emergency Management Coordinator

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.

53 Full Time Employees

## The City Built for Family Living

Page 141

## FIRE / EMERGENCY MEDICAL SERVICES (EMS)

#### PROGRAM DESCRIPTION

The Fire Department provides Fire, Rescue, Hazardous Materials & EMS services to the citizens of Copperas Cove and 88 square miles of Coryell County and portions of Southwest Bell County. In addition, the Department ensures that development, remodeling and structure maintenance meets the adopted fire code through plans review and inspections of all commercial properties to help identify and correct hazards. Life and Fire Safety Community Education Outreach Programs are provided by the department to target audiences. Programs are provided through a variety of delivery options including tours, demonstrations, annual open house, health fairs, school events, civic groups, and other locations and events throughout the community. We also provide community interactive programs like the Citizen Fire Academy (CFA) and Mentoring Industrious Minds & Educating Students (M.I.M.E.S.).

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

- Reduce community risk through a comprehensive program of Education, Engineering, Enforcement, Emergency Response and Economic Incentives.
- Provide a stable and efficient career development program for staff.
- Create and maintain a culture of customer service with both internal and external customers. Everyone we meet is treated like family!

#### ACHIEVEMENTS FOR FISCAL YEAR 2009

- Replaced Training Officer Vehicle (44-04).
- Coordinated the replacement of Fire Engine (44-98) by Coryell County.
- Replaced Ambulance unit (44-11).
- Provided free immunizations through the "Shots through the Firehouse" program.
- Identified and corrected life and fire safety hazards during annual inspections.
- Completed multiple training and certification courses for employee career development.
- Finalized department reorganization and updated job descriptions.
- Created an Arson Task Force to begin the process of clearing unsolved arsons from the annual uniform crime report.
- Created, in partnership with the Library, the "<u>Fired Up About Reading Program</u>" and the "<u>Big</u> <u>Trucks Day</u>."

#### CONTINUING OBJECTIVES

- Maintain average response times of 5 minutes to all emergency calls within the City, 90% of the time.
- Concentrate efforts on equitable delivery of services to all citizens.
- Reduce the overall risk to citizens from all hazards, including but not limited to fire, injury, severe weather, hazardous materials, preventable illnesses, and other emergency events.
- Complete annual Citizen Fire Academy.
- Complete annual M.I.M.E.S. class.

- Replace one (1) ambulance.
- Apply and receive federal and/or State grants to replace Self Contained Breathing Apparatus (SCBA).
- Implement an "Honor Guard" within the Copperas Cove Fire Department.
- Complete land acquisition and Architectural and Engineering design for the Fire Station #2 relocation.
- Replace Fire Engine.
- Replace Inspector / Investigator vehicle.
- Expand Life and Fire Safety Community Education Outreach Programs.

### FIRE / EMERGENCY MEDICAL SERVICES (EMS)

#### **EXPENDITURE SUMMARY**

	FY 2008	FY 2009 Amended	FY 2009 Year End	FY 2010 Adopted
FIRE/EMS	Actual	Budget	Projection	Budget
Salaries & Benefits	2,617,207	2,707,671	2,704,400	2,821,131
Personnel Support	600	3,590	1,590	-
Supplies & Materials	142,379	151,408	134,431	147,338
Repairs & Maintenance	58,591	126,547	131,294	122,296
Contractual Services	130,881	154,407	148,971	153,655
Designated Expenses	35,735	56,319	61,614	26,175
Capital Outlay	35,081	15,103	14,997	12,000
TOTAL	3,020,474	3,215,045	3,197,297	3,282,595

#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

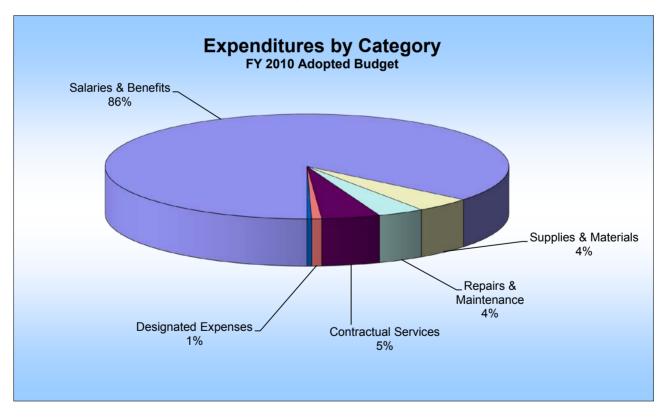
- Salaries & Benefits: Increase due to vacancies in FY 2009; include increase for employee benefits.

- Supplies & Materials: Increase in fuel and oil costs.

Decreases:

- Designated Expenses: Decrease primarily due to a loan payment that is paid in full.

- Capital Outlay: \$12,000 to replace Thermal Imaging Camera.



01-4400

### FIRE / EMERGENCY MEDICAL SERVICES (EMS)

01-4400

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
Fire Chief / EMC	0	1	1	1
Fire Chief	1	0	0	0
Administrative Assistant Support Svcs. / Emer. Mgmt.	0	1	1	1
Administrative Assistant	1.5	0	0	0
Administrative Assistant Fire / EMS	0	1	1	1
Deputy Chief - Operations	0	1	1	1
Deputy Chief / Emergency Manager	1	0	0	0
Division Chief - Training	0	1	1	1
Training / EMS Chief	1	0	0	0
Division Chief - Prevention	0	1	1	1
Inspector / Investigator	0	2	2	2
Inspector	1	0	0	0
Battalion Chief	3	3	3	3
Captain	3	3	3	3
Lieutenant	6	6	6	6
Firefighter*	33	33	33	33
Fire Marshal	1	0	0	0
Support Services/Firefighter	1	0	0	0
DIVISION TOTAL	52.5	53	53	53

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
# of Fire-Related Responses	2,177	2,000	2,200	2,200
# of Emergency Medical Services (EMS) Related	3,402	3,000	3,200	3,200
Responses				
Total Requests for Emergency Services	5,579	5,000	5,400	5,400
# of Citizen Contacts through Public Education	13,520	14,000	14,000	14,000
EFFICIENCIES				
Fire and EMS Cost per capita	\$100.72	\$107.21	\$106.62	\$109.46
EFFECTIVENESS				
% of Responses within the City Under 5 Minutes	79.7%	90.0%	75.0%	80.0%
% of Identified Commercial Fire Hazards Corrected	72.8%	100.0%	75.0%	80.0%



## EMERGENCY MANAGEMENT

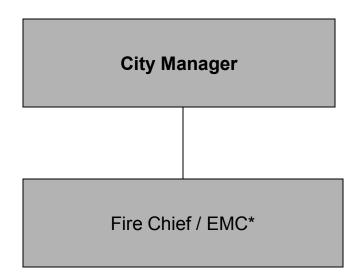


The Emergency Management Department was authorized by City Council to begin in fiscal year 2006-2007. It is currently under the guidance of the Fire Chief.

As shown in the pictures, storms that may cause danger to life and property which require the help of emergency management personnel can come about in several different ways, to include floods, tornados, hurricanes, even lightning.



## **Emergency Management**



\* Emergency Management Coordinator

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.

0 Full Time Employees

The City Built for Family Living

Page 147

## EMERGENCY MANAGEMENT

#### **PROGRAM DESCRIPTION**

Emergency Management functions for the City of Copperas Cove are managed by the Fire Department, including establishment and management of the Emergency Operations Plan (EOP). Emergency Management develops reviews and updates the City's overall Emergency Operations Plan and all annexes, ensuring that they meet all State requirements and is filed with the State of Texas Division of Emergency Management (TDEM).

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

- Review and update the City's Emergency Operations Plan.
- Ensure the Emergency Operations Plan meets all State requirements.
- Be sufficiently prepared through exercises and training in the case of disaster.
- Assist in the recovery of the quality of life for all citizens in the case of a disaster.

#### **ACHIEVEMENTS FOR FISCAL YEAR 2009**

- Conducted table top exercise to test and evaluate the existing Emergency Operations Plan.
- Updated annexes to the EOP.
- Conducted Public Meetings on Preparedness Planning for emergencies.
- Created mandatory certification requirement matrix and instituted training development program.
- Participated in external programs and exercises with regional and state partners.
- Conducted National Incident Management System (NIMS) training for staff and citizens.
- Awarded Emergency Management Performance Grant (EMPG) funding.

#### CONTINUING OBJECTIVES

- Protect and enhance the quality of life through a comprehensive program of services directed towards providing education, prevention and control in the area of natural and manmade disasters.
- Raise community awareness and preparedness for natural and manmade disasters.
- Maintain the accuracy and accountability of the EOP and annexes.
- Submit application for EMPG grant funding.

- Conduct and/or facilitate community awareness and preparedness training.
- Conduct and/or facilitate ongoing training for staff.
- Conduct a table top and a functional exercise to evaluate the EOP.
- Submit updated annexes to the TDEM for approval.

### EMERGENCY MANAGEMENT

#### 01-4420

#### **EXPENDITURE SUMMARY**

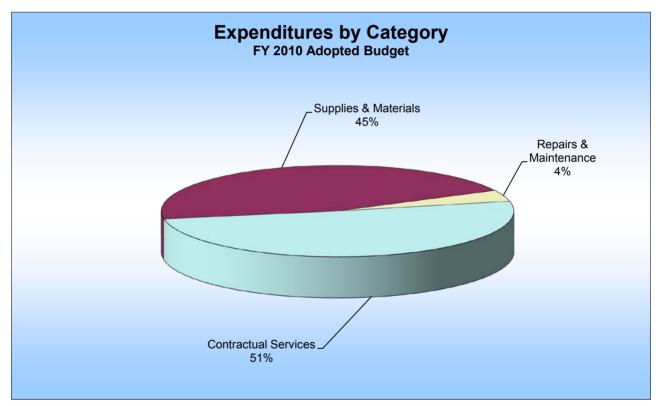
	FY 2008	FY 2009 Amended	FY 2009 Year End	FY 2010 Adopted
EMERGENCY MANAGEMENT	Actual	Budget	Projection	Budget
Salaries & Benefits	4,648	9,086	-	-
Supplies & Materials	18	2,355	2,160	3,336
Repairs & Maintenance	142	189	170	295
Contractual Services	1,741	4,808	2,915	3,728
Designated Expenses	37	305	300	-
Capital Outlay	-	-	-	-
TOTAL	6,588	16,743	5,545	7,359

Note: Grant funds to help offset Emergency Management costs.

#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Contractual Services: Include \$2,800 for required professional development expenses.



## EMERGENCY MANAGEMENT

01-4420

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
Emergency Management Coordinator	1	0	0	0
DIVISION TOTAL	1	0	0	0

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
# of Citizen Contacts through Public Education Programs	500	5,000	5,000	5,000
# of Citizen Contacts through Disaster Response Assistance	114	0	0	0
EFFICIENCIES				
Cost per City Staff Training Opportunity	\$624	\$2,550	\$2,550	\$2,600
EFFECTIVENESS				
% of Emergency Plan Updated	100.0%	100.0%	100.0%	100.0%



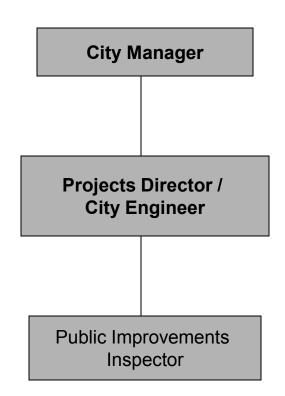
# ENGINEERING





**Left to Right:** Daniel Taylor (Engineering Improvements Inspector); Wesley Wright (Projects Director / City Engineer).

## **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

The City Built for Family Living

Page 153

## ENGINEERING

#### PROGRAM DESCRIPTION

The Engineering Department reviews all subdivision and development plats and plans submitted to the City for compliance with standards in all infrastructure areas: water, wastewater, streets, and drainage. During subdivision construction, the department inspects the project for compliance with plans, specifications, and ordinances. Upon completion of subdivision construction, the department gives final acceptance and tracks the project through its warranty period. The Engineering Department also reviews construction plans for infrastructure construction for city, county, and state projects and provides assistance where needed. The Engineering Department oversees implementation of the city's Storm Water Management Program as approved by the state. 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 consistency.
- Review of the City of Copperas Cove Construction Standards and Details.

#### **ACHIEVEMENTS FOR FISCAL YEAR 2009**

- Coordinated with TxDOT with the design phase of the Hwy. 90 Reliever Route Southbound Access Road.
- Provided Drainage Department with support by identifying and inspecting of flooding and drainage problems resulting from abnormal weather events.
- Continued to provide subdivision and development plan and plat review.
- Worked with Development Services on a draft Land Disturbance Ordinance.
- Initiated the Drainage Criteria Manual approval process.
- Completed all storm water management requirements for program year 2.

#### CONTINUING OBJECTIVES

- Retain quality employees and keep department morale high.
- Review subdivision and development plats and plans submitted to the City for compliance with the City's Standards.
- Review of construction plans for all infrastructure improvements.
- Provide Drainage Department, as well as all City departments, with support as necessary.
- Maintain City's Storm Water Management Program and comply with all TCEQ requirements.

- Guide Drainage Criteria Manual and Land Disturbance Ordinance through committee and Council approval.
- Continue to prioritize and resolve drainage problems as presented.
- Continue to review and update the City of Copperas Cove Construction Standards and Details and Engineering Design Standards.
- Continue with the Olive Street railroad crossing closure and new crossing at Bradford Drive.
- Continue to assist TxDOT with Northeast and Southeast Bypass plan review.
- Complete all storm water management requirements for program year 3.
- Attend technical training as well as management training to ensure retention of quality employees.
- Serve as City's Floodplain Manager.

### ENGINEERING

#### EXPENDITURE SUMMARY

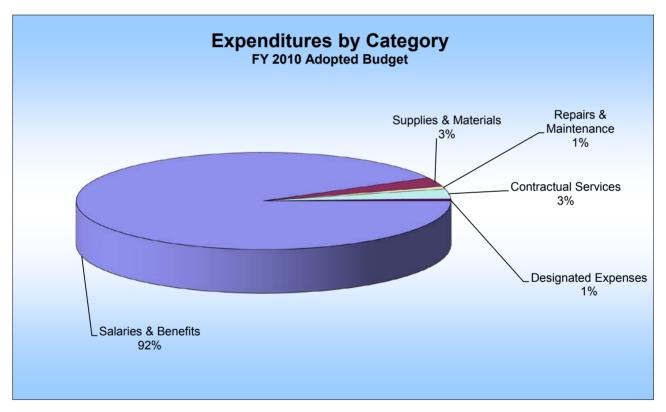
01-5100

			FY 2009	FY 2010
	FY 2008	Amended	Year End	Adopted
ENGINEERING	Actual	Budget	Projection	Budget
Salaries & Benefits	75,827	151,349	151,636	143,642
Supplies & Materials	5,068	6,920	3,228	4,752
Repairs & Maintenance	1,171	1,174	853	1,310
Contractual Services	51,806	9,566	6,063	5,150
Designated Expenses	1,829	250	-	1,044
Capital Outlay	-	-	-	-
TOTAL	135,701	169,259	161,780	155,898

#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Decreases:

- Salaries & Benefits: Decrease due to projected engineering services being charged to CIP projects in FY 2010.



## ENGINEERING

### 01-5100

	FY 2008	FY 2009 Amended	FY 2009 Year End	FY 2010 Adopted
STAFFING LEVEL	Actual	Budget	Projection	Budget
Projects Director / City Engineer	1	1	1	1
Public Improvements Inspector	1	1	1	1
DIVISION TOTAL	2	2	2	2

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
# of Inspections Completed	3,350	2,000	3,900	2,500
# of Projected City Projects	6	5	8	4
# of Completed City Projects	7	5	8	4
EFFICIENCIES				
Average Cost per Inspection	\$41	\$85	\$41	\$62
EFFECTIVENESS				
% of Inspections Completed within 5 Working Days	100.0%	100.0%	100.0%	100.0%



# **STREETS**



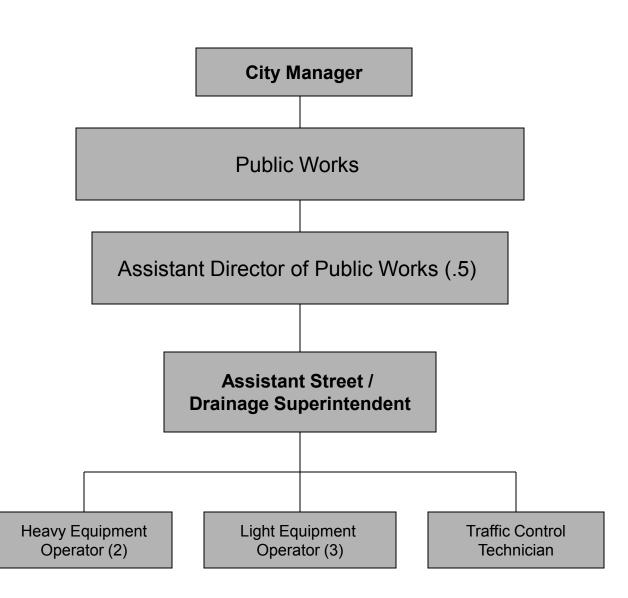
James Trevino (Assistant Director of Public Works).





**Left to Right:** Will Colby (Light Equipment Operator); James Mullen (Assistant Street / Drainage Superintendent); Frank Tamagyow (Traffic Control Technician); Billy Butler (Heavy Equipment Operator); Bobby Boone (Heavy Equipment Operator); Steven Hollenbach (Light Equipment Operator); Andrew Lowrey (Light Equipment Operator).

## Street Department



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

7.5 Full Time Employees

## The City Built for Family Living

## STREET DEPARTMENT

#### **PROGRAM DESCRIPTION**

The Street Department provides necessary services of roadway maintenance, overlay, seal coating, level-up, repair of utility cuts, mowing of right of ways, barricade maintenance, severe weather response and maintaining regulatory and traffic control devices 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 in accordance with the Texas Manual of Uniform Traffic Control Devices.

#### ACHIEVEMENTS FOR FISCAL YEAR 2009

- Compacted and asphalted 70 utility cuts.
- Installed and repaired 565 signs.
- Provided periodic mowing of right-of-ways.
- Acquired Herbicide License recertification.
- Constructed off-road parking on Kate Street.
- Trained employee for Traffic Signal Repair and Maintenance.
- Rebuilt 1600 feet of walking trail at South Park.
- Rebuilt damaged section of road at City's Transfer Station.
- Provided support for Rabbit Festival, Krist Kindl Markt, Downtown Party's and Central Texas Bike Run.
- Completed shoulder work on Colorado Drive, Freedom Lane, Big Divide, Taylor Creek roads.
- Completed Summers Road street reconstruction project.

#### CONTINUING OBJECTIVES

- Manage a street / road repair program.
- Manage the right-of-way mowing program.
- Maintain a sweeper program.
- Maintain herbicide program.
- Continue safety programs.
- Support all City festivals and activities.
- 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.
- Maintain school zones and crosswalks throughout the City.

- Enhance the traffic control program.
- Ensure completion of Lutheran Church Road Improvement Project.
- Expand the crack-seal program.

#### STREETS

#### EXPENDITURE SUMMARY

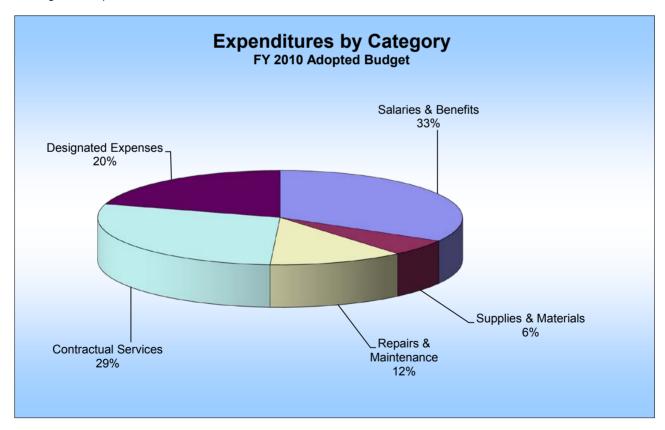
		FY 2009	FY 2009	FY 2010
	FY 2008	Amended	Year End	Adopted
STREETS	Actual	Budget	Projection	Budget
Salaries & Benefits	237,742	278,717	278,717	292,423
Supplies & Materials	40,095	41,292	36,911	49,395
Repairs & Maintenance	82,120	102,514	100,329	105,350
Contractual Services	252,880	252,276	244,586	252,644
Designated Expenses	419,670	144,783	144,783	179,202
Capital Outlay	7,950	-	-	-
TOTAL	1,040,458	819,582	805,326	879,014

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 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Salaries & Benefits: Include increase for employee benefits.
- Supplies & Materials: Include the purchase of a commercial box blade with hydraulic shanks, line driver HD ride-on system, and a walk behind scarifier.
- Designated Expenses: Include street maintenance funds.



## **STREETS**

### 01-5300

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
Assistant Director of Public Works	0	0.5	0.5	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	1	1	0
Street Supervisor	1	0	0	0
Street and Drainage Superintendent*	0.5	0	0	0
Assistant Street / Drainage Superintendent	0	0	0	1
DIVISION TOTAL	7.5	7.5	7.5	7.5

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

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
Seal Coat Resurfacing (lane miles)	10.1	0.0	0.0	0.0
Asphalt Overlay (lane miles)	0.0	0.0	0.0	1.6
# of Utility Excavation Repairs	97	120	70	85
Street Sweeping (curb miles)	3,218	3,300	3,164	3,200
# of City Lane Miles	132	132	132	132
EFFICIENCIES				
Operating Cost Budgeted per City Lane Mile	\$7,882	\$6,209	\$6,101	\$6,659
EFFECTIVENESS				
% of Pothole and Utility Cut Requests Repaired within 48 Hours	90.0%	91.0%	91.2%	91.4%







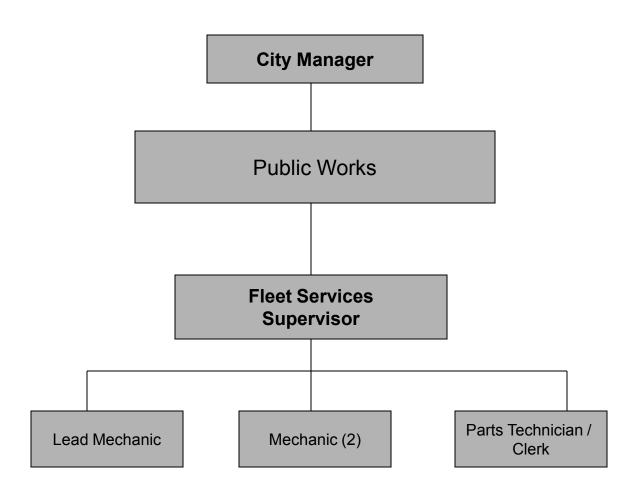


### Left to Right:

**<u>Front Row:</u>** Roger Bekkerus (Mechanic); Mike King (Lead Mechanic); Joe Fox (Parts Technician).

Back Row: Gilbert Fletcher (Mechanic); Jon Pilgrim (Fleet Services Supervisor).

## 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

## The City Built for Family Living

## 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 city-wide fleet services.
- Keep our fleet downtime 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 2009**

- Recertified as an ASE Blue Seal of Excellence Shop for the seventh year.
- Performed 345 preventive maintenance services.
- Performed 137 State Vehicle Inspections.
- Performed 198 Winterization Services.
- Completed 1,646 Work Orders internally, with shop sales of \$117,541.

#### **CONTINUING OBJECTIVES**

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

- Ensure all active City Vehicles maintain 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

#### **EXPENDITURE SUMMARY**

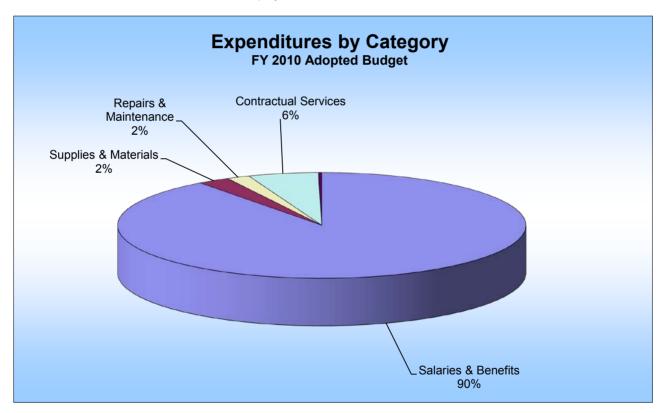
#### 01-5500

	FY 2008	FY 2009 Amended	FY 2009 Year End	FY 2010 Adopted
FLEET SERVICES	Actual	Budget	Projection	Budget
Salaries & Benefits	209,745	222,655	222,644	228,197
Supplies & Materials	5,138	6,624	6,315	6,434
Repairs & Maintenance	1,598	4,339	4,300	4,600
Contractual Services	12,318	13,766	13,839	14,133
Designated Expenses	2,429	2,774	2,774	684
Capital Outlay	1,041	3,068	3,068	-
TOTAL	232,269	253,226	252,940	254,048

#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Salaries & Benefits: Include increase for employee benefits.



## FLEET SERVICES

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### 01-5500

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 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
DIVISION TOTAL	5	5	5	5

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
# of Work Orders Completed	1,595	1,500	1,646	1,650
EFFICIENCIES				
Average Operating Cost per Work Order	\$146	\$169	\$154	\$154
EFFECTIVENESS				
Percentage Work Orders on Preventive Maintenance	23.0%	25.0%	22.0%	25.0%

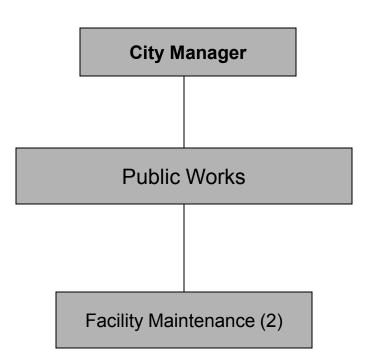






**Left to Right:** James Dixon (Facility Maintenance); Terry Price (Facility Maintenance).

## **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

The City Built for Family Living

#### **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 2009

- Provided critical support to Water / Wastewater.
- Provided continued support for the City Christmas lighting and decorations.
- Provided continued support for Rabbit Fest.
- Improved work order form and management system.
- Addressed all work orders within 24 hours of receipt.
- Assisted with the coordination of the CitySmart lighting upgrade program.

#### 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.

- 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.
- Identify and / or implement cost saving maintenance where possible.

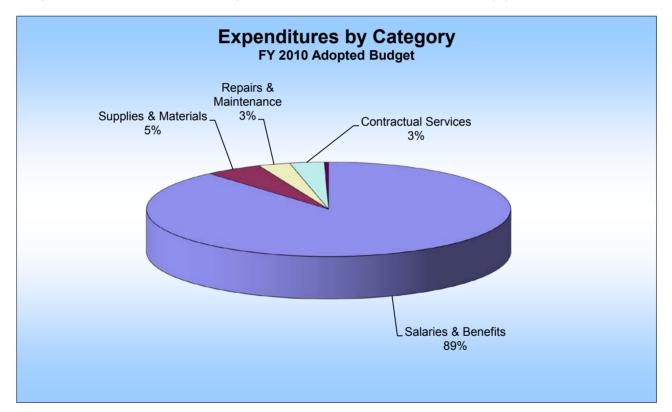
#### **EXPENDITURE SUMMARY**

	FY 2008	FY 2009 Amended	FY 2009 Year End	FY 2010 Adopted
FACILITY MAINTENANCE	Actual	Budget	Projection	Budget
Salaries & Benefits	156,165	95,789	95,787	92,756
Supplies & Materials	5,000	7,831	5,200	5,328
Repairs & Maintenance	2,071	2,619	2,000	2,954
Contractual Services	3,269	4,482	2,850	3,200
Designated Expenses	-	398	359	396
TOTAL	166,506	111,119	106,196	104,634

#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Repairs & Maintenance: Increase for repairs and maintenance costs for vehicles and equipment.



### 01-5700

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
Facility Maintenance	2	2	2	2
Custodian*	3	0	0	0
DIVISION TOTAL	5	2	2	2

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

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
# of Work Orders Completed	990	1,141	1,150	1,150
# of City Facilities Maintained	57	58	59	60
EFFICIENCIES				
Average Maintenance Cost per Work Order	\$168	\$97	\$92	\$91
EFFECTIVENESS				
% of Work Orders Completed within 2 Working Days	95.0%	95.0%	95.0%	97.0%

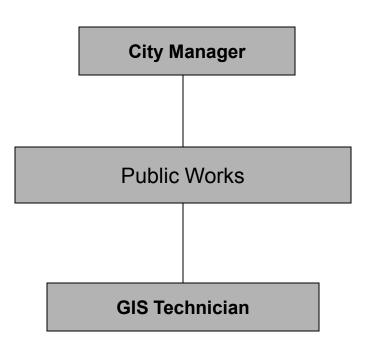






Benjamin Smith III (GIS Technician).

## **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.

1 Full Time Employee

The City Built for Family Living

#### **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 2009**

- Processed 14 subdivision plats (13 minor and one major), two zoning change requests, five variance requests, one vacated plat, and one easement abandonment.
- Maintained the City's Zoning Map and infrastructure library.
- Coordinated with City Council on changes to the sign and floodplain ordinances.
- Continued to develop GIS system to include more city-wide data use by multiple departments.
- Attended GIS workshop meetings with CTCOG and various cities.
- Coordinated a builder / developer luncheon.
- Completed the 2010 Decennial Census Local Update of Census Addresses (LUCA) Program.
- Assisted FEMA in data collection for Flood Insurance Study.
- Assisted with the development of an Oil and Gas Well Ordinance.
- Assisted with developing maps for the new five-year Capital Improvement Plan.

#### 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.

- Place the Zoning Map update on the City web site.
- Begin researching landscaping and parking ordinances.
- Assist with the development of a land disturbance ordinance.
- Review procedures for future annexation plans.
- Improve plat application / development procedures and developer relations.
- Coordinate with Engineering to develop and adopt erosion control regulations (Environmental Protection Agency mandated Storm Water Phase II program).
- Coordinate with Engineering to update subdivision regulations.
- Assist with the ongoing implementation of the City's Storm Water Management Plan.
- Obtain and provide job related training to retain quality employees.
- Coordinate services provided by Planning Consultant.

#### EXPENDITURE SUMMARY

	FY 2008	FY 2009 Amended	FY 2009 Year End	FY 2010 Adopted
PLANNING	Actual	Budget	Projection	Budget
Salaries & Benefits	136,781	198,620	169,476	52,736
Supplies & Materials	1,916	2,070	1,392	2,391
Repairs & Maintenance	1,398	1,590	802	3,045
Contractual Services	5,703	9,241	5,207	42,217
Designated Expenses	2,626	926	336	1,780
Capital Outlay	8,178	-	-	-
TOTAL	156,602	212,447	177,213	102,169

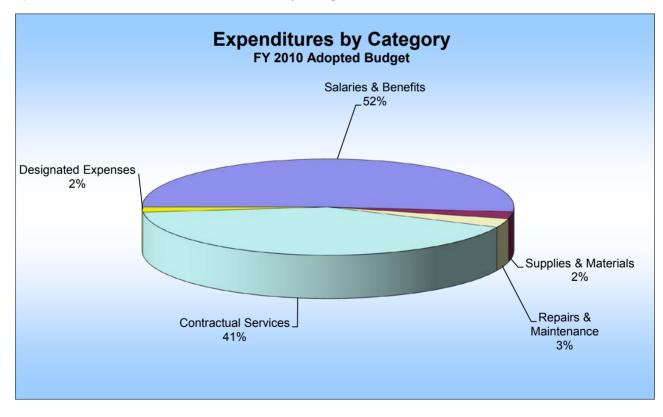
#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Repairs & Maintenance: Include \$1,750 for ESRI contracts for ArcView and an ArcGIS server.
- Contractual Services: Increase \$40,000 for Planning / GIS consultants.
- Designated Expenses: Include \$1,020 for computer replacement and allocated costs for an e-mail server, an e-mail archive server, and a disk based backup system.

#### Decreases:

- Salaries & Benefits: The Planning Department was restructured downsizing from three employees to one. One position was reclassified and transferred to the City Manager's Office.



### 01-6100

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
Director of Development Services	1	1	1	0
GIS Technician	1	1	1	1
Administrative Assistant	1	0	0	0
DIVISION TOTAL	3	2	2	1

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
# of Plats Processed	10	15	14	16
# of Zoning Changes Processed	6	10	2	3
# of Variance Requests Processed	3	2	5	7
# of Land Transactions Recorded in GIS**	N/A*	20	N/A*	20
EFFICIENCIES				
% of Responses to Zoning Verifications within One Day	99.0%	99.0%	99.0%	99.0%
% of Staff Reports to Boards at least 5 days in Advance	96.0%	97.0%	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%
EFFECTIVENESS				
% of Plat Cases Processed to Completion within State Mandated Timelines without Error	99.0%	99.0%	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.



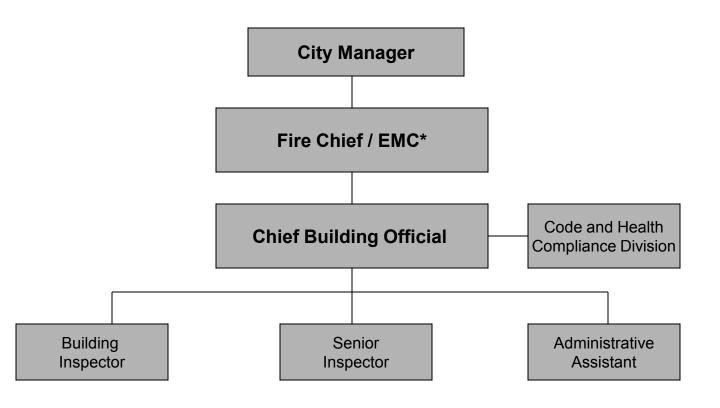
# **BUILDING AND DEVELOPMENT**





**Left to Right:** Kenneth Quakenbush (Senior Building Inspector); Kathy Weber (Administrative Assistant); Mike Morton (Chief Building Official).

## **Building and Development Department**



\* Emergency Management Coordinator

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

## The City Built for Family Living

## **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 and the greater good for the community.
- Increase public awareness through the development of informational and educational materials and opportunities.

#### ACHIEVEMENTS FOR FISCAL YEAR 2009

- Issued permits for 143 new Single Family Houses having a total valuation of \$17,802,655.
- Issued permits for 994 Residential remodels for a total valuation of \$1,523,494 (including sheds, fences, re-roofs etc.).
- Issued permits for 6 Multi-family Residential Houses having a total valuation of \$834,860.
- Issued permits for 7 new Commercial Buildings having a total valuation of \$8,250,816.
- Issued permits for 115 Non-Residential Remodels for a total valuation of \$715,360.
- Issued permits for 1,190 (including miscellaneous permits such as garage sales, car washes solicitations, signs, swimming pools, etc.) for a total valuation of \$558,706.
- Coordinated with City Attorney to remove 8 unsafe structures.

#### **CONTINUING OBJECTIVES**

- Promote continued education training program for department personnel.
- Provide education and certification opportunities for all Inspectors.
- Support department personnel and promote a positive working environment.
- Continue participation in Builder / Developer luncheons.
- Continue to revise and train on system procedures.

- Increase a positive work environment between department personnel.
- Cross-train department personnel to ensure positive production.
- Maintain a good continuing education program for the inspectors.
- Complete all inspections within four hours.

### BUILDING AND DEVELOPMENT

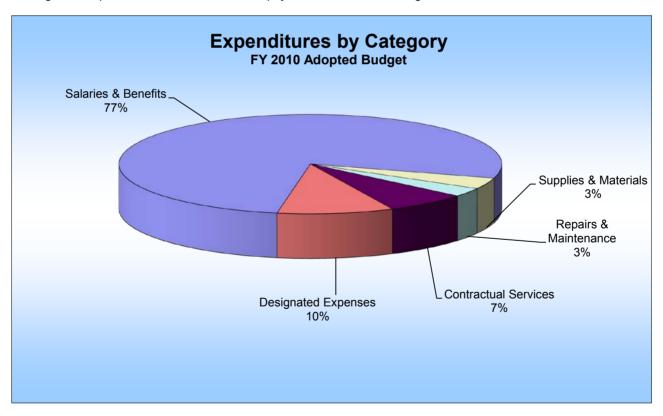
#### **EXPENDITURE SUMMARY**

		FY 2009	FY 2009	FY 2010
	FY 2008	Amended	Year End	Adopted
BUILDING AND DEVELOPMENT	Actual	Budget	Projection	Budget
Salaries & Benefits	261,566	215,141	196,765	214,251
Personnel Support	124	-	-	-
Supplies & Materials	4,426	10,129	8,413	10,106
Repairs & Maintenance	3,512	7,053	5,303	7,953
Contractual Services	7,331	16,450	15,177	19,198
Designated Expenses	976	12,871	11,910	27,360
Capital Outlay & Improvement	7,772	13,200	9,200	-
TOTAL	285,707	274,844	246,768	278,868

#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Salaries & Benefits: The Inspector position was vacant the first quarter of FY 2009. Include increase for employee benefits.
- Repairs & Maintenance: Include the annual cost for the Incode maintenance agreement.
- Contractual Services: Include \$5,000 for consulting fees related to the inspection of new oil and gas wells.
- Designated Expenses: Include \$13,800 lease payment for the new building.



## BUILDING AND DEVELOPMENT

### 01-5200

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
Chief Building Official	1	1	1	1
Administrative Assistant	1	1	1	1
Receptionist*	1.5	0	0	0
Senior Inspector	1	1	1	1
Inspector	1	1	1	1
DIVISION TOTAL	5.5	4	4	4

\* Receptionist positions moved to Human Resources in FY 2008-09.

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
# of Permits Issued	2,178	2,200	2,455	2,500
# of Inspections Performed	10,299	9,500	5,505	7,000
EFFICIENCIES				
Average Time to Process a Permit Application (minutes)	15	15	15	15
Average Time to Complete an Inspection (minutes)	25	25	30	30
EFFECTIVENESS				
% of Inspections Performed within 4 Working Hours of Request	98.0%	99.0%	99.0%	99.0%
Ensure all Building Projects Meet Recognized Standards for Building Safety and Code Compliance	99.0%	99.0%	99.0%	99.0%



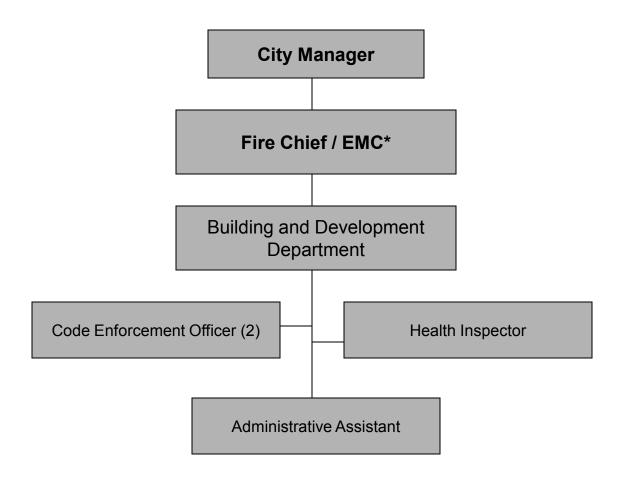
# CODE AND HEALTH COMPLIANCE





**Left to Right:** Angel Martinez (Code Enforcement Officer); Christine Mandanici (Administrative Assistant); Autumn Downing (Code Enforcement Officer); Don Denniston (Health Inspector).

## Code & Health Compliance



\* Emergency Management Coordinator

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

## The City Built for Family Living

## CODE AND HEALTH COMPLIANCE

### PROGRAM DESCRIPTION

The Code and Health Enforcement Department is a multi-compliance enforcement division under management of the Fire 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 experience by the Code & Health 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 city-wide 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 2009

- Received and managed 4,398 code enforcement complaints from citizens and city employees.
- Conducted 34 food handler classes to 1,264 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 like 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 106 health inspections.

### 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 2010**

- 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 a video as part of 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.
- Develop a take-home health certification course for food handlers.

## CODE AND HEALTH COMPLIANCE

#### 01-7200

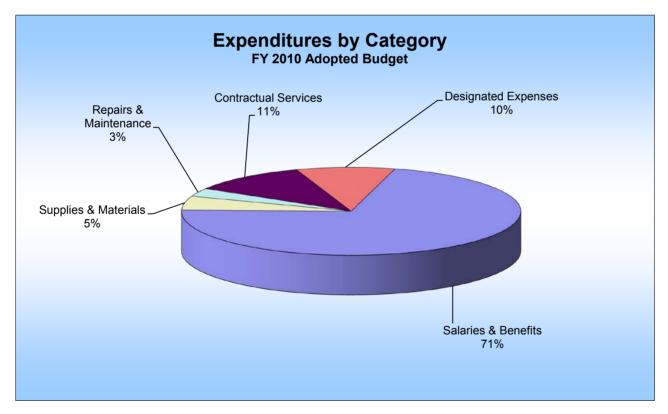
### EXPENDITURE SUMMARY

	FY 2008	FY 2009 Amended	FY 2009 Year End	FY 2010 Adopted
CODE AND HEALTH ENFORCEMENT	Actual	Budget	Projection	Adopted Budget
Salaries & Benefits	128,359	159,439	149,503	157,726
Personnel Support	-	-	-	-
Supplies & Materials	7,120	11,110	10,463	11,233
Repairs & Maintenance	1,244	4,041	3,016	6,805
Contractual Services	15,972	23,118	22,583	24,763
Designated Expenses	930	8,994	10,494	20,784
Capital Outlay	1,650	13,200	9,200	-
TOTAL	155,274	219,902	205,259	221,311

#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Salaries and Benefits: One of the Code Enforcement Officer positions was vacant a portion of FY 2009. Include increase for employee benefits.
- Repairs & Maintenance: Increase in repairs and maintenance cost for vehicles, equipment, and computer software.
- Designated Expenses: Include \$13,800 lease payment for the new building.



## CODE AND HEALTH COMPLIANCE

01-7200

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
Code Enforcement Officer	2	2	2	2
Health Inspector	1	1	1	1
Code Enforcement Clerk	0.5	0	0	0
Administrative Assistant	0	1	1	1
DIVISION TOTAL	3.5	4	4	4

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
# of Complaints Received and Investigated	4,171	4,000	4,398	4,500
EFFICIENCIES				
Complaints per Code Enforcement Officer / Health Inspector	1,390	1,333	1,466	1,500
EFFECTIVENESS				
% of Complaints Resulting in Voluntary Compliance	94.0%	98.0%	97.0%	98.0%



# **PARKS AND RECREATION**





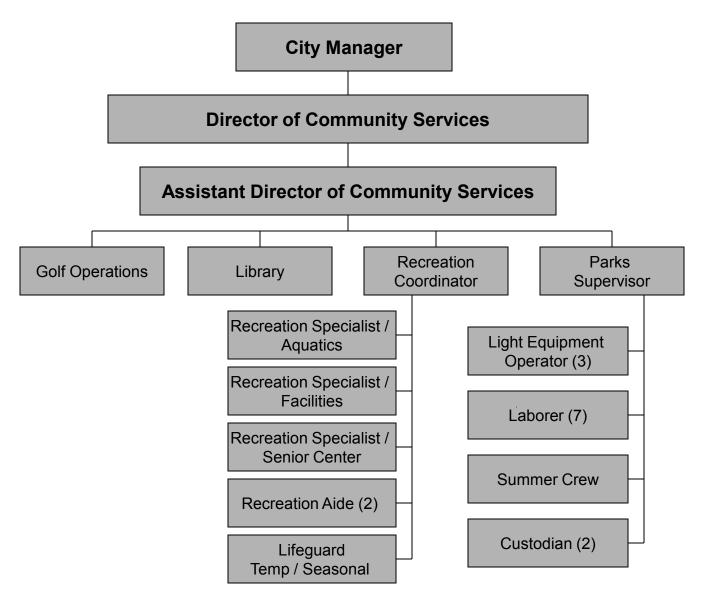
## Left to Right:

**Front Row:** Lee Corr (Recreation Specialist / Senior Center); Nancy Gerlecz (Custodian); Karin Johnson (Custodian); Dan Woolard (Laborer); Anibal Figueroa (Laborer); Joseph Ngiraklang (Laborer); Brittany Waechter (Recreation Specialist / Facilities); Ken Wilson (Director of Community Services).

**Back Row:** Trudy Chapman (Laborer); Jose Velazco (Light Equipment Operator); Kevin Bell (Light Equipment Operator); Charles Hudson (Recreation Coordinator); Billy King (Light Equipment Operator); James Corr (Laborer); Chad Cullar (Laborer); Kari Dominowski (Laborer); Danny Zincke (Assistant Director of Community Services); Gene Williams (Parks Supervisor).

## **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.

21 Full Time Employees (One Light Equipment Operator is funded by the Cemetery Special Revenue fund and one Recreation Specialist and one Recreation Coordinator are funded from the Recreation Activities Special Revenue Fund).

## The City Built for Family Living

Page 195

## 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, Boys and Girls Club and the YMCA) in the planning, organization and execution of festivals, events and community enhancement programs. The Department also provides for the maintenance of 400 acres of parkland and the administration and maintenance of the municipal cemetery.

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

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

## ACHIEVEMENTS FOR FISCAL YEAR 2009

- Implemented new Active Net Software for online registration and credit card payments.
- Installed new playground equipment at City Park and Kate Street Park.
- Installed four (4) new shade structures, ten (10) grills and ten (10) picnic tables within the park system.
- Expanded adult recreational programming opportunities.
- Installed a new parking lot at Kate Street Park.
- Conducted two youth soccer leagues with 933 participants.
- Conducted Youth Baseball / Softball program with over 766 participants.
- Coordinated and ran 2009 Rabbit Festival Adult Softball Tournament.
- Installed new ball field lighting system on Fields 5 and 8.
- Conducted Youth Flag Football with 356 participates.
- Conducted Youth Tackle Football program with 292 participants.
- Conducted Youth Basketball with 474 participants.
- 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 preventive and annual maintenance.
- Attract and retain quality employees.
- Continue cooperative efforts with Chamber of Commerce for events.

## GOALS FOR FISCAL YEAR 2010

- Expand bi-annual department brochure of activities to the internet.
- Increase number of rentals at City facilities by 3%.
- Complete a needs assessment for future park land development.
- Update quality of Parks facilities through preventive maintenance.
- Complete South Park Pool and Civic Center renovations.

## PARKS & RECREATION

## **EXPENDITURE SUMMARY**

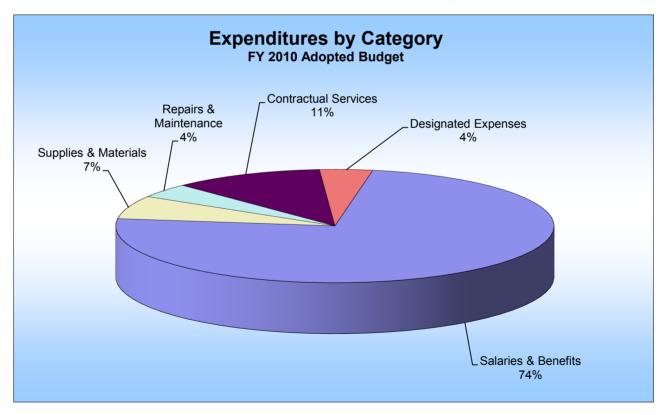
		FY 2009	FY 2009	FY 2010	
	FY 2008	Amended	Year End	Adopted	
PARKS & RECREATION	Actual	Budget	Projection	Budget	
Salaries & Benefits	629,939	763,576	759,239	793,014	
Personnel Support	124	-	-	-	
Supplies & Materials	60,198	58,502	60,012	70,735	
Repairs & Maintenance	37,300	52,910	43,289	43,241	
Contractual Services	110,917	115,389	110,805	118,991	
Designated Expenses	40,402	43,167	41,468	41,782	
Capital Outlay	16,818	-	-	-	
TOTAL	895,698	1,033,544	1,014,813	1,067,763	

### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Salaries & Benefits: Include full year funding for a position reclassification to Assistant Director of Community Services during 2009, and benefits increased cost for all full-time employees.

- Supplies & Materials: \$7,000 increase in chemical costs.
- Contractual Services: \$4,200 increase in utilities; \$3,526 increase in special programs / events costs.



## PARKS AND RECREATION

Γ

#### 01-5400

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget	
Director of Community Services	1	1	1	1	
Assistant Director of Community Services	0	0	0	1	
Recreation Superintendent	1	1	1	0	
Recreation Coordinator***	0	1	1	1	
Parks Supervisor	1	1	1	1	
Recreation Specialist / Aquatics	1	1	1	1	
Recreation Specialist / Facilities	0	0	0	1	
Recreation Specialist / Senior Center	0	0	0	1	
Facilities / Senior Specialist	1	0	0	0	
Recreation Aide	2	2	2	2	
Recreation Specialist***	2	2	2	0	
Light Equipment Operator**	3	3	3	3	
Laborer	7	7	7	7	
Custodian*	0	2	2	2	
DIVISION TOTAL	19	21	21	21	

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

\*\* One position is funded in the Cemetery Special Revenue Fund. \*\*\* Recreation Coordinator and one Recreation Specialist are funded in the Recreation Activities Special Revenue Fund.

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
# of Acres Maintained by Park Personnel	385	385	385	385
# of Participants in Sports Activities	2,700	2,850	3,499	3,500
# of Coaches Certified	602	640	619	625
# of Classes / Workshops Conducted	284	300	362	362
# of Athletic Games Scheduled - Rec. Programs	1,650	1,640	1,782	1,850
EFFICIENCIES				
Parks / Facility Operating Cost per Capita	\$29.87	\$34.47	\$33.84	\$35.61
% of Cost Recovery Rate for Recreation Events	95.9%	84.3%	89.5%	74.6%
EFFECTIVENESS*				
Athletics and Aquatics Customer Satisfaction Survey	3.61	3.75	4.16	4.25
Park Maintenance Customer Satisfaction Survey	3.8	3	3.95	4

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



# LIBRARY





## Left to Right:

**Front Row:** Barbara Schwab (Part-time Outreach Specialist / Library Assistant); Inez Edwards (Library Assistant I).

**Back Row:** Abilehi Berrios (Children's Specialist); Margaret Handrow (Library Director); Anita Schultz (Circulation Supervisor).

**Not Pictured:** Melissa Barlow (Part-time Library Assistant II); Elke Hutto (Reference Assistant / Electronic Technology Coordinator); Valerie Reynolds (Technical Services Specialist); Terry Swenson (Assistant Library Director / Reference Specialist).

# **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

## The City Built for Family Living

Page 201

## 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 2009**

- Maintained accreditation by the Texas State Library & Archives Commission.
- Circulated 119,403 items.
- Answered 7,015 reference questions, processed 159 Inter Library Loan (ILL) requests, and 1,802 requests to reserve material.
- Added 2,934 items to Library collection.
- Planned and conducted children's programs for 8,502 attendees.
- Dial-A-Story had 1,857 listening attendees.
- Conducted a Summer Reading Program for children with 590 registered children and a total program attendance of 5,381.
- Provided computer access for 28,117 patrons and 1,541 WiFi users.
- Beginning computer classes were provided for adults with a total attendance of 16.
- There were 10,391 users that printed pages from the public computers.
- Conducted an adult book club with total attendance of 111.
- Planned and conducted senior outreach for 2,304.
- Added 5,568 new patron accounts and renewed 3,524 accounts.
- Improved the library's collection of genealogy materials with a special genealogy section.
- Created a designated Teen Area with books and materials of interest to Tweens, Teens, and Young Adults.
- Addressed ongoing repairs to the library facility.

### **CONTINUING OBJECTIVES**

- Provide accurate information to patrons in a courteous helpful manner.
- Select timely, useful, appealing, and high quality materials for all library collections.
- Continue to implement the approved long-range plan for the library.
- Promote the Talking Book Program from the Texas State Library & Archives Commission.
- Maintain accreditation by the State Library & Archives Commission.

### **GOALS FOR FISCAL YEAR 2010**

- Develop and conduct more programs for adults.
- Research integrated library systems with new / up-to-date software and databases.
- Increase materials circulation by 3% and increase library card registration by 3%.
- Continue to update the library's web page with new programs and activities.

## LIBRARY

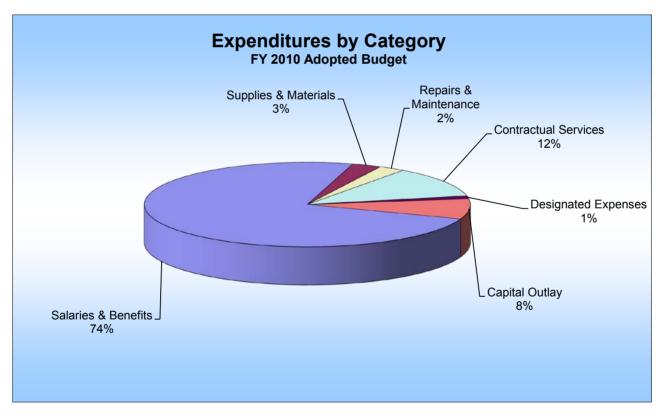
## EXPENDITURE SUMMARY

		FY 2009	FY 2009	FY 2010	
	FY 2008	Amended	Year End	Adopted	
LIBRARY	Actual	Budget	Projection	Budget	
Salaries & Benefits	383,130	393,342	375,579	408,054	
Supplies & Materials	17,148	15,963	16,910	16,027	
Repairs & Maintenance	9,590	19,012	18,943	14,278	
Contractual Services	59,168	62,683	57,530	64,630	
Designated Expenses	1,843	153	127	6,348	
Capital Outlay	46,964	42,768	41,137	42,400	
TOTAL	517,844	533,921	510,226	551,737	

#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Salaries & Benefits: The Library Director position was vacant for the first part of FY 2009. Include increase for employee benefits.
- Contractual Services: \$6,400 estimated increase in utilities cost.
- Designated Expenses: \$6,168 for server replacement and allocated costs for an e-mail server, an e-mail archive server, and a disk based backup system.



## LIBRARY

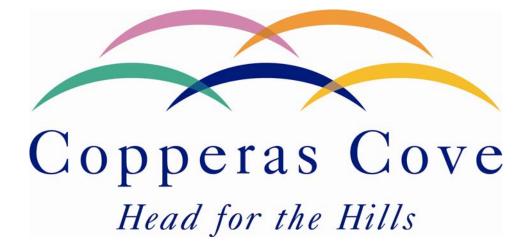
## 01-7100

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
Assistant Director / Reference Specialist	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 / Library Assistant	0.5	0.5	0.5	0.5
Reference Asst./Electronic Tech. Coordinator	1	1	1	1
Library Director	1	1	1	1
DIVISION TOTAL	10	10	10	10

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
Attendance at Children Programs	9,287	9,600	10,359	11,000
Attendance at Senior Programs (New)	1,876	2,000	2,304	2,500
Circulated Items	97,057	100,000	120,224	125,000
Reference Questions Answered	7,577	7,500	9,175	10,000
EFFICIENCIES				
# of Library Visits per Each Library Employee	10,058	10,000	8,849	10,000
Operating Costs per Library User (\$)	5	5	5	5
EFFECTIVENESS				
% Increase in Children Program Attendance	6.0%	3.0%	11.5%	6.2%
% Increase in Circulated Items*	14.0%	3.0%	23.9%	4.0%
% Increase in Collection Size	2.0%	2.0%	4.5%	5.0%

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

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



# GENERAL FUND NON-DEPARTMENTAL



The City of Copperas Cove, in partnership with the Copperas Cove Chamber of Commerce held the second annual State of the City Address and the first annual Meet the City event on September 23, 2009. Both events were opened to the public for an opportunity to learn more about the services and the people that provide the services in the City of Copperas Cove.







The State of the City presentation was presented by City Manager, Andrea Gardner, and hosted by the Chamber of Commerce in the Copperas Cove City Hall.



The Meet the City event was held at the Copperas Cove Civic Center.

## 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).



The Hot Bowl Event held each December is partially funded with Hotel Occupancy Tax Funds.

## NON - DEPARTMENTAL

## **EXPENDITURE SUMMARY**

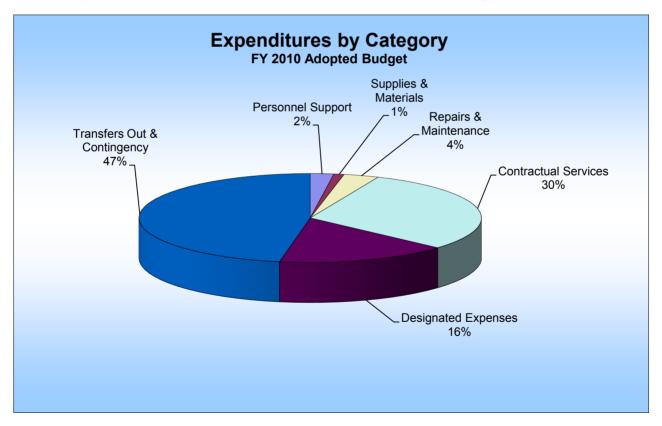
#### 01-7500

	FY 2008	FY 2009 Amended	FY 2009 Year End	FY 2010 Adopted
NON-DEPARTMENTAL	Actual	Budget	Projection	Budget
Personnel Support	29,812	12,786	11,605	15,000
Supplies & Materials	8,506	5,313	6,977	6,520
Repairs & Maintenance	23,195	30,814	26,360	22,503
Contractual Services	158,114	205,131	213,902	204,329
Designated Expenses	116,493	128,001	112,907	109,721
Capital Outlay	3,375	24,884	-	-
Transfers Out & Contingency	154,518	265,237	183,509	319,303
TOTAL	494,013	672,166	555,260	677,376

## HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Personnel Support: Increase in unemployment compensation.
- Transfers Out & Contingency: Include \$212,439 for SAFER grant match; \$17,500 for SCBA grant match; \$35,964 for CHRP grant match; \$23,400 transfer to the Cemetery Fund; and \$30,000 in Contingency Funds.



Water & Sewer Fund

> Copperas Cove strives to provide Quality Services Everyday!

## **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, debt service requirements and interfund transfers to the General Fund for reimbursement of administrative expenditures.

The City Built for Family Living

## FY2010 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 11,937 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.

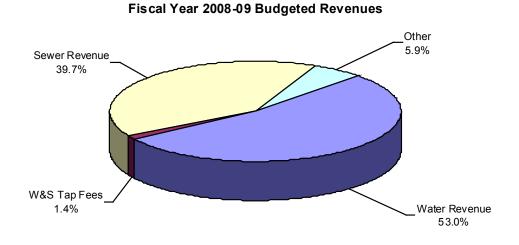
	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
REVENUES	ACTUAL	ACTUAL	ACTUAL	PROJECTION	ADOPTED
Sale of Water	4,387,042	4,139,039	4,800,494	4,758,000	4,900,322
Sewer Revenues	3,187,779	3,320,234	3,497,471	3,460,000	3,676,288
Service Charges	185,303	193,293	174,460	114,650	114,800
Interest Income	112,471	151,974	83,344	25,000	25,000
Other Income	295,692	305,684	329,338	361,790	637,890
TOTAL	8,168,287	8,110,224	8,885,107	8,719,440	9,354,300
EXPENSES					
Salaries & Benefits	1,533,409	1,651,638	1,732,445	1,957,016	2,041,012
Supplies & Materials	262,009	229,994	300,004	299,555	318,037
Repair & Maintenance	239,257	332,448	270,457	315,551	323,715
Contractual Services	1,024,501	895,252	1,352,127	1,339,567	1,357,615
Designated Expenses	167,351	168,224	152,928	180,747	242,843
Capital Outlay	55,282	54,096	75,854	116,275	31,835
Transfers / Other	4,532,195	4,760,638	5,086,526	4,557,150	5,192,947
TOTAL	7,814,004	8,092,290	8,970,342	8,765,861	9,508,004
Revenues Over/(Under)					
Expenses	354,283	17,934	(85,235)	(46,421)	(153,704)
TOTAL	8,168,287	8,110,224	8,885,107	8,719,440	9,354,300

#### CITY OF COPPERAS COVE FISCAL YEAR 2009-10 ADOPTED BUDGET WATER & SEWER FUND SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE

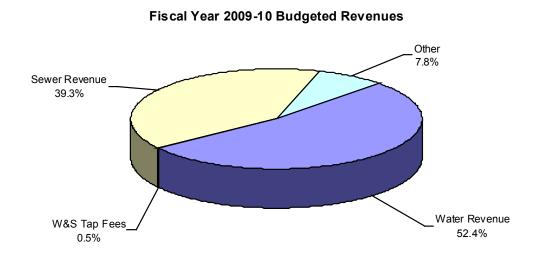
Description	F	Actual Y 2007-08	F	Budget* TY 2008-09		Projected TY 2008-09	F	Adopted Y 2009-10
BEGINNING FUND BALANCE:								
Unreserved, Undesignated	\$	1,730,982	\$	1,579,636	\$	1,730,313	\$	1,765,613
Prior Yr Enc Voided in Current Yr	φ	7,117	φ	1,579,050	φ	1,730,313	φ	1,705,015
Prior Period Adjustment		77,449		_		81,721		
TOTAL BEGINNING FUND BALANCE	\$	1,815,548	\$	1,579,636	\$	1,812,034	\$	1,765,613
Water Revenue	\$	4,942,575	\$	4,756,780	\$	4,900,000	\$	4,981,455
Sewer Revenue		3,497,471		3,570,000		3,460,000		3,737,155
Senior Citizen Discount		(142,081)		(140,800)		(142,000)		(142,000)
Water Tap Fees		79,954		100,000		35,000		35,000
Sewer Tap Fees Connect Fee		23,060		26,000 60,000		11,500		11,500
Meter Box Reset Fee		59,650 325		500		53,000 150		53,000 300
Composting Sales Revenue		525 11,471		12,000		15,000		15,000
Subtotal	\$	8,472,425	\$	8,384,480	\$	8,332,650	\$	8,691,410
Cubicital	_Ψ_	0,172,120	_Ψ_	0,001,100	_Ψ_	0,002,000	_Ψ	0,001,410
Admin Reimb-Drainage	\$	20,000	\$	20,000	\$	20,000	\$	20,000
Transfer from Bond Funds		3,873		-				300,000
Interest Revenue		83,344		100,000		25,000		25,000
Late Charge For Billing		251,855		270,000		265,000		260,000
Miscellaneous Revenues		52,043		54,990		60,890		54,890
Insurance Proceeds		779		-		3,400		-
Riser Forfeiture Revenue Auction Proceeds		790		1,000 1.000		2,000		2,000
Subtotal	\$	412,682	\$	446,990	\$	<u> </u>	\$	<u>1,000</u> 662,890
Subiotal	_Ψ_	+12,002			Ψ	300,730	_Ψ	002,030
TOTAL REVENUE	\$	8,885,107	\$	8,831,470	\$	8,719,440	\$	9,354,300
TOTAL FUNDS AVAILABLE	\$	10,700,655	\$	10,411,106	\$	10,531,474	\$	11,119,913
OPERATING EXPENSES:								
Public Works (80)	\$	157,477	\$	169,683	\$	168,596	\$	176,419
Utility Administration (81)		545,749		593,848		589,358		595,717
Water Distribution (82)		1,170,106		1,304,571		1,251,375		1,320,869
Sewer Collection (83)		449,440		555,986		514,995		545,346
Wastewater Treatment (84)		1,285,667		1,529,202		1,390,587		1,326,062
Composting (84-01)		160,577		184,989		176,107		185,655
Non-Departmental (85)		2,759,299		2,862,680		2,884,403		2,932,754
TOTAL OPERATING EXPENSES	\$	6,528,314	\$	7,200,959	\$	6,975,421	\$	7,082,822
OTHER EXPENSES:								
Capital Outlay	\$	_	\$	_	\$	-	\$	31.835
Principal & Int Debt Pymts	Ψ	2,442,028	Ψ	2,697,636	Ψ	2,675,475	Ψ	2,797,847
Principal & Int Pymts in Bond Funds		_,,o_o		(1,185,035)		(1,185,035)		(430,000)
Transfer to Bond Funds		-		300,000		300,000		25,500
TOTAL OTHER EXPENSES	\$	2,442,028	\$	1,812,601	\$	1,790,440	\$	2,425,182
TOTAL EXPENSES	\$	8,970,342	\$	9,013,560	\$	8,765,861	\$	9,508,004
ENDING FUND BALANCE:	¢	1 720 242	¢	1 307 E46	¢	1 765 610	¢	1 611 000
Unreserved, Undesignated TOTAL ENDING FUND BALANCE	<u>\$</u> \$	<u>1,730,313</u> 1,730,313	<u>\$</u> \$	<u>1,397,546</u> 1,397,546	\$ \$	<u>1,765,613</u> 1,765,613	\$ \$	<u>1,611,909</u> 1,611,909
	Ψ	.,	Ψ	.,,		.,	Ψ	.,,
IDEAL FUND BALANCE	\$	1,632,079	\$	1,800,240	\$	1,743,855	\$	1,770,706
OVER (UNDER) IDEAL FUND BALANCE	\$	98,235	\$	(402,694)	\$	21,758	\$	(158,796)

\* Includes budget amendments that were approved by City Council on 11/03/08, 04/07/09, 05/19/09, and 09/15/09.

## **City of Copperas Cove, Texas** Water & Sewer Fund Comparison of Fiscal Years 2008-09 and 2009-10 Budgeted Revenues By Source

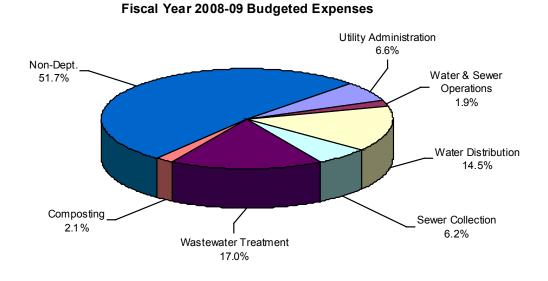


Total Budgeted Revenues for Fiscal Year 2008-09 are \$8,831,470

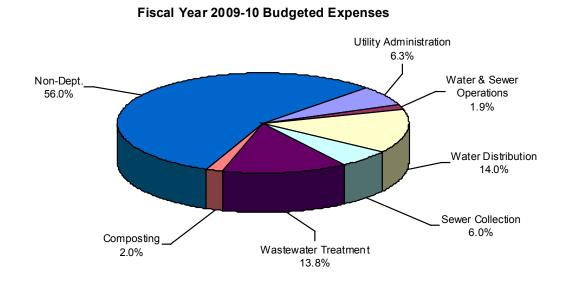


Total Budgeted Revenues for Fiscal Year 2009-10 are \$9,354,300

## **City of Copperas Cove, Texas** Water & Sewer Fund Comparison of Fiscal Years 2008-09 and 2009-10 Budgeted Expenses By Function

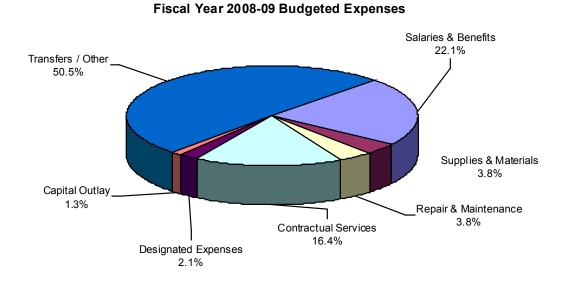


Total Budgeted Expenses for Fiscal Year 2008-09 are \$9,013,560

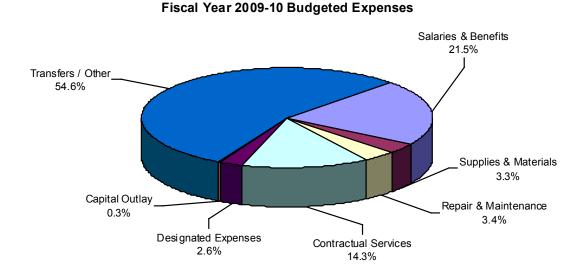


Total Budgeted Expenses for Fiscal Year 2009-10 are \$9,508,004

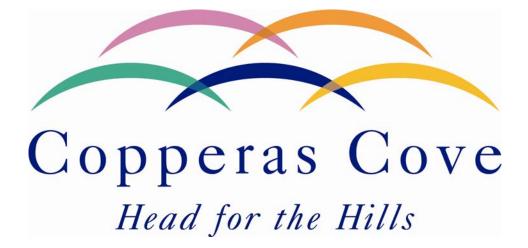
## **City of Copperas Cove, Texas** Water & Sewer Fund Comparison of Fiscal Years 2008-09 and 2009-10 Budgeted Expenses By Object



Total Budgeted Expenses for Fiscal Year 2008-09 are \$9,013,560



Total Budgeted Expenses for Fiscal Year 2009-10 are \$9,508,004



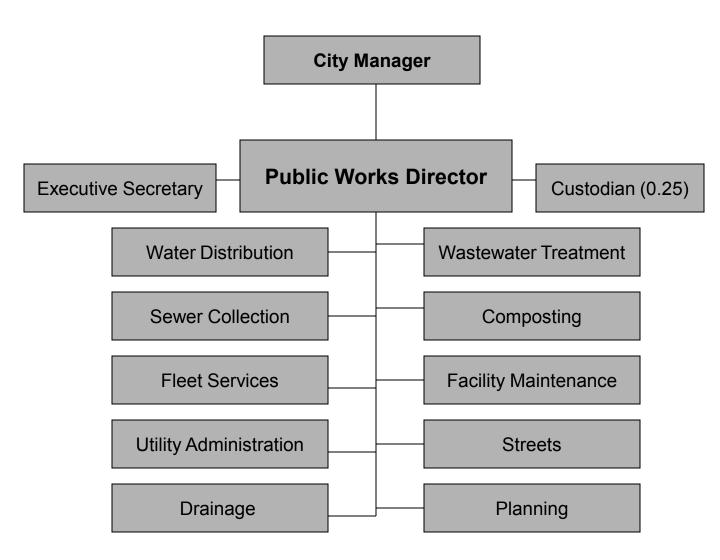




**Left to Right:** Robert McKinnon (Director of Public Works); Leslie Christensen (Executive Secretary).

# **CITY OF COPPERAS COVE, TEXAS**

## Public Works



The mission of the Public Works Administration 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

## The City Built for Family Living

Page 217

### **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 2009**

- Ensure all Federal, State and Local requirements were met.
- Added a new dump truck to Compost operations' fleet.
- All departments maintained effective operations within budget constraints.
- 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 Turkey Run Pump Station Rehabilitation (except for pump service).
- Completed construction of the East Pump Station and Tank.
- Completed Repairs / Renovations to the Allin House.
- Held a Ribbon Cutting Ceremony for East Pump Station and Tank.

#### **CONTINUING OBJECTIVES**

- Continue operations within approved budgets.
- Provide continued training opportunities for all personnel.
- Improve customer service and maintain positive public relations.
- Plan and provide present and future infrastructure needs.

#### **GOALS FOR FISCAL YEAR 2010**

- Complete Turkey Run Pump Station Project.
- Complete Fourth Year Sewer Rehabilitation Projects.
- Complete 2008 & 2010 CDBG projects.
- Complete Rehabilitation of 250,000-gallon Storage Tank at Taylor Mountain.
- Complete design for Rehabilitation of Long Mountain Storage Tank.
- Complete Rehabilitation of South Wastewater Plant Clarifier #2.
- Complete installation of sewer line from Highway 190 to Northeast Wastewater Plant (Northeast Sewer Line Project).
- 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.

## **EXPENDITURE SUMMARY**

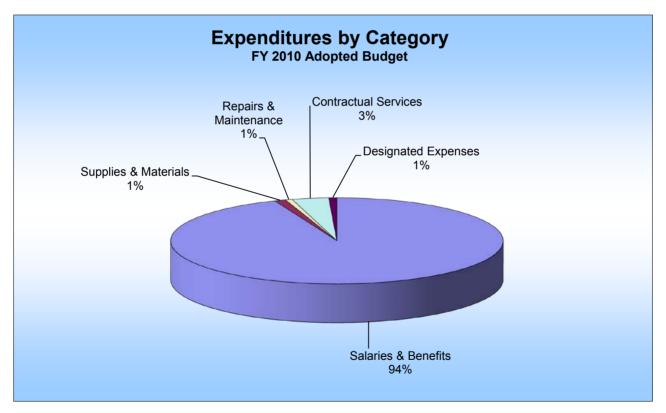
### 02-8000

		FY 2009	FY 2009	FY 2010
	FY 2008	Amended	Year End	Adopted
WATER & SEWER OPERATIONS	Actual	Budget	Projection	Budget
Salaries & Benefits	147,852	158,467	158,712	165,652
Supplies & Materials	1,766	1,744	1,400	1,923
Repairs & Maintenance	700	1,068	780	1,170
Contractual Services	6,004	6,547	5,988	6,294
Designated Expenses	1,154	757	756	1,380
Capital Outlay	-	1,100	960	-
TOTAL	157,477	169,683	168,596	176,419

#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Salaries & Benefits: Include increase for employee benefits.
- Designated Expenses: \$1,380 for computer replacement and allocated costs for an e-mail server, an e-mail archive server, and a disk based backup system.

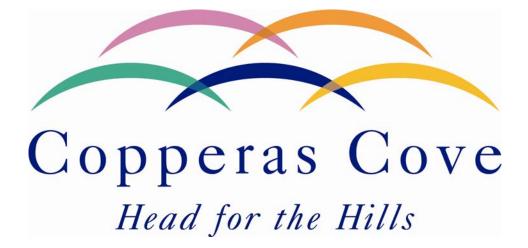


## 02-8000

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
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	0.25	0.25	0.25
DIVISION TOTAL	2	2.25	2.25	2.25

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

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
# of State and Federal Correspondences (TCEQ, EPA, etc.)	16	<20	20	<20
EFFICIENCIES				
% of Department Purchase Orders / Check Requests Processed with 2 Working Days	90.0%	98.0%	98.0%	100.0%
EFFECTIVENESS				
% of Citizen Inquiries Responded to Favorably within 24 Hours	100.0%	100.0%	100.0%	100.0%



# **UTILITY ADMINISTRATION**

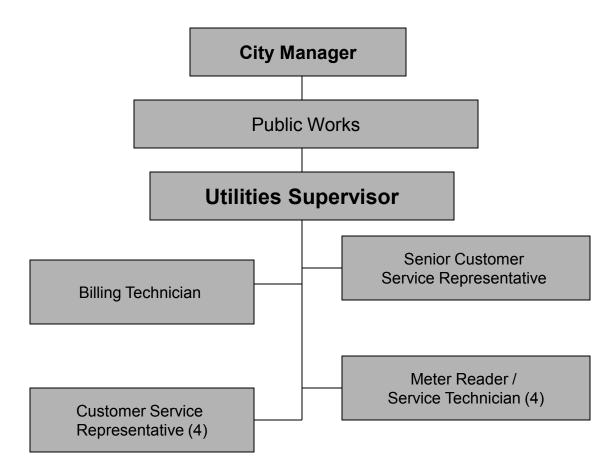




Left to Right: Jean Williams (Senior Customer Service Representative); Chong Kim (Customer Service Representative); June Mantanona (Customer Service Representative); Krystal Baker (Customer Service Representative); Lela Taylor (Billing Technician); Monika Flom (Utilities Supervisor); William Hoover (Meter Reader / Service Technician); Carroll Merrell (Meter Reader / Service Technician); Daniela Ramos (Meter Reader / Service Technician); Greg Higgins (Meter Reader / 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

The City Built for Family Living

Page 223

## UTILITY ADMINISTRATION

### **PROGRAM DESCRIPTION**

The Utility Administration Division of the Public Works 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 responses to customer billing issues.

### **ACHIEVEMENTS FOR FISCAL YEAR 2009**

- Initiated research to obtain the steps necessary to consolidate seven billing zones to four zones.
- Implemented monthly credit card draft 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.
- Implemented electronic customer billing.
- Provided additional staff customer service training to improve communication skills with citizens on a daily basis.

#### **CONTINUING OBJECTIVES**

- Reduce operating 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 2010**

- Implement Automated Service Order program providing improved service levels to citizens.
- Research costs and options to automate phone payment system providing customers with an additional payment option.
- Consolidate seven billing zones to four to improve efficiency with the current financial system.
- Review outstanding drainage accounts and determine best collection method for delinquent accounts.
- Research options for a pilot program for electronic meter reading.
- Continue providing customer service training to improve communication skills with citizens.

#### UTILITY ADMINISTRATION

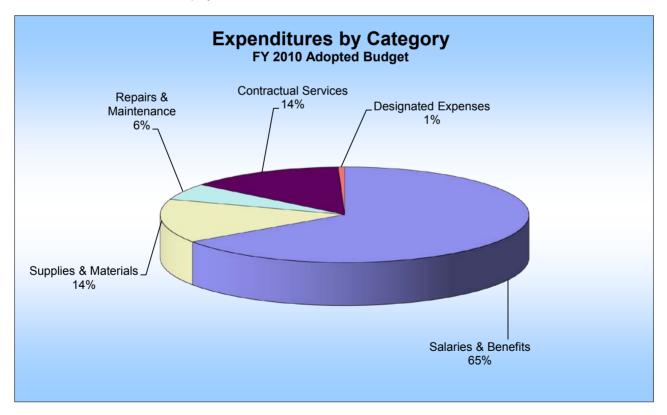
#### **EXPENDITURE SUMMARY**

		FY 2009	FY 2009	FY 2010
	FY 2008	Amended	Year End	Adopted
UTILITY ADMINISTRATION	Actual	Budget	Projection	Budget
Salaries & Benefits	338,317	373,365	369,400	389,641
Personnel Support	-	-	-	-
Supplies & Materials	90,987	95,122	92,566	88,099
Repairs & Maintenance	27,766	31,728	32,211	33,320
Contractual Services	84,610	86,457	86,671	81,297
Designated Expenses	4,069	4,601	5,935	3,360
Capital Outlay	-	2,575	2,575	-
TOTAL	545,749	593,848	589,358	595,717

#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Salaries & Benefits: Include increase for employee benefits.
- Decreases:
- Supplies & Materials: Decrease in postage cost due to elimination of second notices.
- Contractual Services: Decrease in professional services due to elimination of second notices.
- Designated Expenses: \$3,360 for computer replacement and allocated costs for an e-mail server, an e-mail archive server, and a disk based backup system.



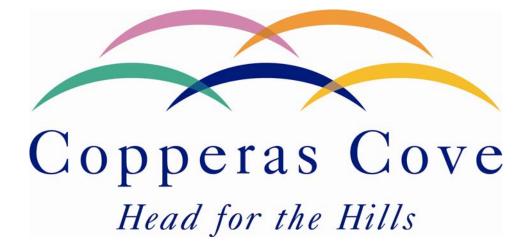
#### UTILITY ADMINISTRATION

#### 02-8100

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
Senior Customer Service Representative	1	1	1	1
Customer Services Representative	3	4	4	4
Meter Reader / Customer Service	4	0	0	0
Utilities Supervisor	1	1	1	1
Billing Technician	1	1	1	1
Meter Reader	0	2	2	0
Service Technician	0	2	2	0
Meter Reader / Service Technician	0	0	0	4
DIVISION TOTAL	10	11	11	11

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
# of Utility Customers	12,516	13,337	11,936	11,950
# of Meters Reads	152,088	154,200	143,232	143,400
# of Disconnects for Non-Payment	889	1,688	870	860
# of Payment Transactions	123,422	123,500	118,394	111,348
EFFICIENCIES				
# of Meter Reads per Month per Reader	6,337	6,425	5,968	5,975
# of Customers per Utility Customer Service Representative	3,129	3,334	2,984	2,988
# of Payment Transactions per Utility Customer Service Representative	24,684	24,700	23,679	22,270
EFFECTIVENESS				
Meter Reading Error Rate	<1.0%	<1.0%	<1.0%	<1.0%
% of Payments Received via Bank Draft / Credit Card**	7.0%	30.0%	14.0%	21.0%
% of Payments Received Online	7.0%	10.0%	13.0%	15.0%

\*\* Implemented Credit Card Drafts in FY 08.





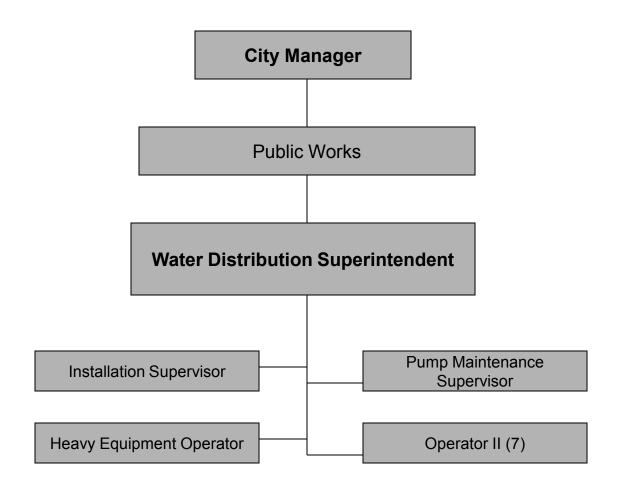


**Left to Right:** Daniel Joost (Pump Maintenance Supervisor); Ed Gallen (Operator II); Daniel Hawbecker (Water Distribution Superintendent); Thomas Haire (Installation Supervisor); Jerry Hardcastle (Operator II / Heavy Equipment Operator); Lorens Mora (Operator II); Philip Dobbs (Operator II); Fritz Weilbacher (Operator II); Fred Purvis (Operator II).

Not Pictured: Mark Flock (Operator II); Timothy Burson (Operator 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

The City Built for Family Living

Page 229

#### 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 225 miles of water distribution lines, 13 water storage tanks, 11 pump / motor stations, approximately 1,000 fire hydrants, 12,225 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 water system meets or exceeds EPA / TCEQ requirements for a public water system.
- Maintain the "Superior Water System" rating with TCEQ.
- Provide courteous and quality customer service with limited interruptions of water service.

#### ACHIEVEMENTS FOR FISCAL YEAR 2009

- 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.
- Received from TCEQ "The Total Coliform Rule Program Award" for the third consecutive year.
- Coordinated inspection of the 1-MG Ground Storage Water Tank at the Turkey Run Pump / Storage Facility.
- Completed the Taylor Mountain VFD upgrade.
- Continued the automation of dead-end water mains by installing five automatic flushing assemblies.
- Replaced security fence at the Mickan Mountain Pump / Storage Facility.
- Replaced roof at the 7-Mile Pump / Storage Facility.
- Received recognition from TCEQ as a "Superior" public water supply system.
- Completed required quarterly testing of THM's and HAA's, and monthly bacteriological water sampling.
- Rehab of Hughes Mountain's 300,000-gallon Elevated Storage Tank.
- Replaced pump / motor at Terrace Drive Pump Station.
- Completed 500 work orders, repaired 48 water main breaks, repaired 43 service line leaks, repaired 13 fire hydrants, replaced 82 curb stops, and made 14 water taps.
- Published the Water Department's 2008 Consumer Confidence Report.

#### **CONTINUING OBJECTIVES**

- Continue the 5 Year Water CIP Plan.
- Continue training and certifying personnel.
- Continue to improve customer service and maintain positive public relations.
- Publish the annual Consumer Confidence Report on schedule.
- Continue to upgrade and implement a Water Model to enhance capabilities of accurately solving and preventing problems as the water system expands.
- Continue to update water maps and SCADA System.
- Continue to update and enforce the Backflow / Cross-Connections Ordinance, Water Conservation / Drought Contingency Plan, and the Water Monitoring Plan.
- Continue automation of the dead-end water mains.

#### **GOALS FOR FISCAL YEAR 2010**

- Rehab Long Mountain 200,000-gallon Ground Storage Tank.
- Upgrade electrical system at the 7-Mile Pump / Storage Facility.
- Install security alarm for the City's Pump / Storage Facilities.
- Upgrade waterline on Allen Street.
- Collect Lead / Copper samples required by TCEQ every three years.
- Rehab Taylor Mountain 200,000-gallon Storage Tank.
- Upgrade the Killeen 20" Soft Start Project.
- Complete Turkey Run Pump Station and the 30" Water Line Project.

#### **EXPENDITURE SUMMARY**

		FY 2009	FY 2009	FY 2010
	FY 2008	Amended	Year End	Adopted
WATER DISTRIBUTION	Actual	Budget	Projection	Budget
Salaries & Benefits	386,694	473,102	462,750	483,626
Supplies & Materials	74,348	86,785	80,500	94,096
Repairs & Maintenance	113,463	130,650	120,200	118,950
Contractual Services	532,397	539,235	512,725	562,902
Designated Expenses	22,725	37,799	36,700	61,295
Capital Outlay	40,479	37,000	38,500	10,000
TOTAL	1,170,106	1,304,571	1,251,375	1,330,869

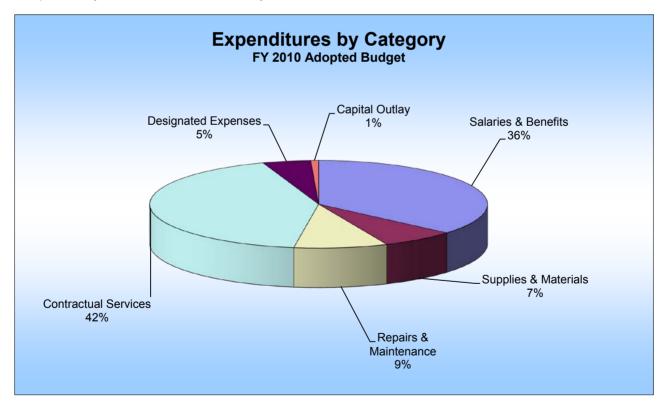
#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Salaries & Benefits: The new Operator II positions were vacant a portion of FY 2009. Include increase for employee benefits.
- Supplies & Materials: Include \$12,690 increase for fuel and oil costs.
- Contractual Services: Include \$45,000 increase in utilities cost.
- Designated Expenses: Include estimated \$21,000 fee increase by TCEQ.

Decreases:

- Capital Outlay: \$10,000 for Killeen 20" facility fence rehab.

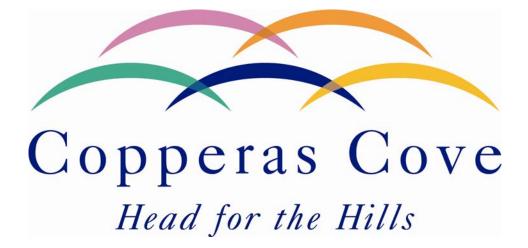


#### 02-8200

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 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	7	7	7
Pump Maintenance Supervisor	1	1	1	1
DIVISION TOTAL	9	11	11	11

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
# of Water Meters Installed for New Construction	239	275	162	75
Water Lines Maintained (in miles)	183	183	225	225
# of Service Lines Repaired	52	33	43	44
# of Water Mains Repaired	49	35	48	45
# of Fire Hydrants Repaired	13	20	13	24
Water Storage Capacity (gallons)	8,055,000	11,555,000	8,055,000	8,055,000
EFFICIENCIES				
Maintenance Cost per Mile of Water Lines	\$6,394.02	\$7,128.80	\$5,561.67	\$5,914.97
EFFECTIVENESS				
% of Unaccounted Water Loss*	22.7%	8.0%	19.3%	18.0%
% of Bacteriological Water Sample Positives	0.0%	0.0%	0.0%	0.0%

\* Reviewed and updated the calculation of unaccounted water loss in FY 2010.



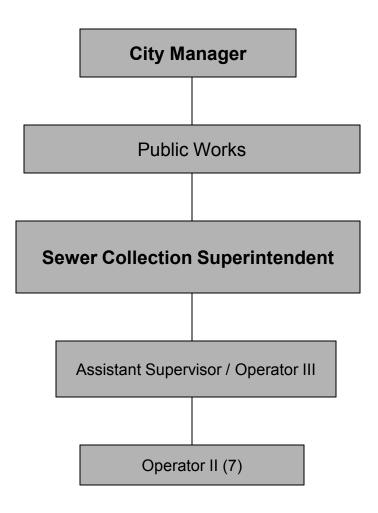




**Left to Right:** John Rogers (Operator II); Joseph Martinez (Operator II); Dennis Courtney (Superintendent); Frank Lagunero (Operator II); Nelson Seda (Operator II); Michael Merrell (Operator II); Paul Cuevas (Operator II); Calvin Aplaca (Assistant Supervisor / Operator III); Mike Coats (Operator II).

# **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

The City Built for Family Living

Page 235

#### **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 the 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 2009**

- Removed / repaired and replaced major components from six of the 15 sewer lift stations throughout the city.
- Responded to 144 service calls.
- Cleaned approximately 1,126,500 linear feet of City sewer main.
- Repaired force main at Dryden #2 Lift Station.
- Completed effluent water line installation at the Golf Course.
- Repaired three manholes at South Park.
- Raised 72 manholes throughout the City.

#### 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.
- Maintain certification requirements as prescribed by TCEQ.

#### **GOALS FOR FISCAL YEAR 2010**

- Establish incentive program(s) to assist with retention efforts, especially for highly skilled, certified and dedicated operators.
- 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.

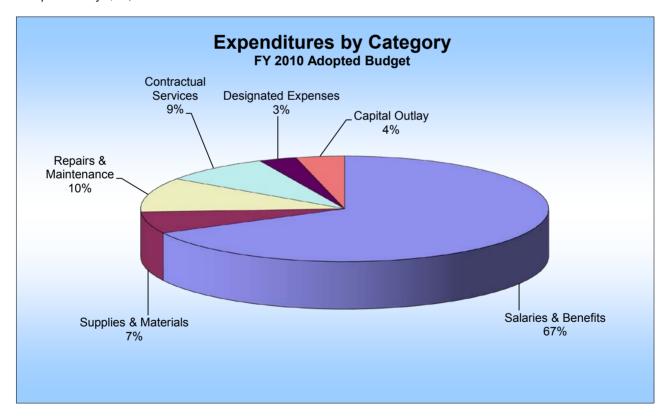
#### **EXPENDITURE SUMMARY**

		FY 2009	FY 2009	FY 2010
	FY 2008	Amended	Year End	Adopted
SEWER COLLECTION	Actual	Budget	Projection	Budget
Salaries & Benefits	286,995	382,747	358,250	382,130
Supplies & Materials	41,384	49,950	34,212	37,651
Repairs & Maintenance	42,119	56,588	62,009	59,919
Contractual Services	40,310	49,280	43,103	48,740
Designated Expenses	18,450	16,509	16,509	16,906
Capital Outlay	20,183	912	912	21,835
TOTAL	449,440	555,986	514,995	567,181

#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Salaries & Benefits: New Operator II positions were vacant a portion of FY 2009; include increase in employee benefits.
- Supplies & Materials: Include \$4,160 increase in fuel and oil costs.
- Contractual Services: Utilities cost increased by \$4,366.
- Capital Outlay: \$21,835 for root control in sewer main.

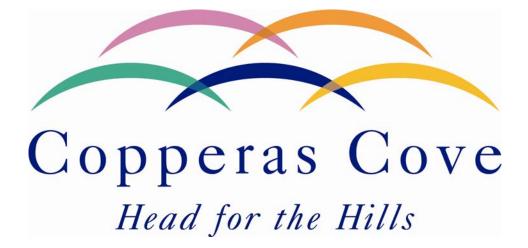


#### 02-8300

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
Superintendent	1	1	1	1
Assistant Supervisor/Operator III	1	1	1	1
Operator II	5	7	7	7
DIVISION TOTAL	7	9	9	9

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
Sewer Lines Maintained (in miles)	350	375	375	375
# of Lift Stations	15	16	16	16
Sewer Lines Cleaned (in linear feet)	725,000	2,000,000	1,126,500	2,000,000
Manholes Cleaned / Inspected	3,001	3,500	2,253	3,600
Sewer Line Stoppages Cleared	67	25	44	25
EFFICIENCIES				
Maintenance Cost per Mile of Sewer Lines	\$1,284	\$1,483	\$1,373	\$1,512
EFFECTIVENESS				
% of Service Calls Responded to Within 30 Minutes	100.0%	N/A*	100.0%	100.0%

\* New Performance Measure - Data not available.





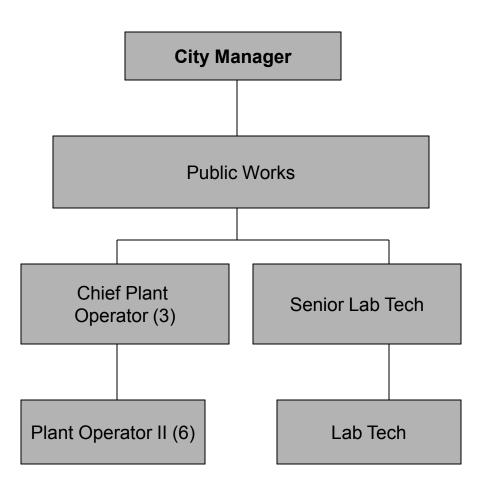


**Left to Right:** Thomas Brooks (Operator II); Richard Kaminski (Operator II); James Malone (Chief Plant Operator); Joe Wooten (Senior Lab Technician); Jim Hillin (Operator II); Patrick Bray (Lab Technician); Mark Summerlin (Operator II); Kenneth Wilgus (Chief Plant Operator); Chris Altott (Operator II); Tony Castro (Operator II).

Not Pictured: Paul Rhone (Chief Plant Operator).

# **CITY OF COPPERAS COVE, TEXAS**

## Wastewater Treatment Department



The mission of the Wastewater Treatment Department is to operate and maintain the City's three wastewater treatment facilities with a total permitted capacity of 9.0 million gallons in accordance with Federal, State permits and local laws.

11 Full Time Employees

The City Built for Family Living

Page 241

#### **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 2009**

- 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 ensure 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 rehabilitation of South Plant Clarifier #1.
- Received new operational permits for Northwest and South Plants.

#### **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.
- 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.

#### **GOALS FOR FISCAL YEAR 2010**

- Identify any / all ways to reduce operational costs at wastewater plants.
- Obtain new operational permit for Northeast Plant.
- Rehabilitation of South Plant Clarifier #2.

#### **EXPENDITURE SUMMARY**

		FY 2009	FY 2009	FY 2010
	FY 2008	Amended	Year End	Adopted
WASTEWATER TREATMENT	Actual	Budget	Projection	Budget
Salaries & Benefits	452,707	480,032	479,330	491,456
Supplies & Materials	72,014	81,690	71,282	69,000
Repairs & Maintenance	69,418	102,360	80,000	90,000
Contractual Services	618,506	711,402	613,300	591,600
Designated Expenses	57,828	80,390	73,347	84,006
Capital Outlay	15,192	73,328	73,328	-
TOTAL	1,285,667	1,529,202	1,390,587	1,326,062

#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

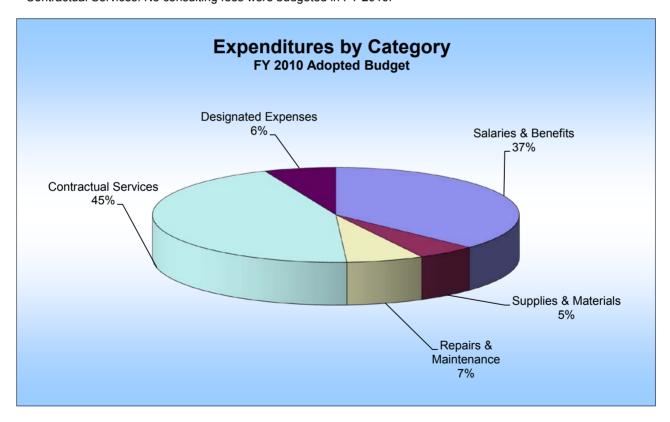
Increases:

- Salaries & Benefits: Include increase in employee benefits.

- Repairs & Maintenance: \$10,000 combined increase in facilities and equipment repairs and maintenance for concrete, basins, pumps, motors and blowers for the three plants.

- Designated Expenses: Include a fee increase for a Water Quality Assessment. *Decreases:* 

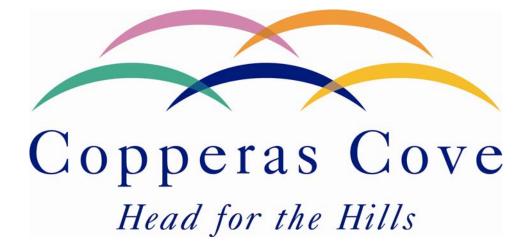
- Contractual Services: No consulting fees were budgeted in FY 2010.



#### 02-8400

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
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
DIVISION TOTAL	11	11	11	11

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
# of Wastewater Treatment Plants	3	3	3	3
Total Gallons of Wastewater Treated (million)	896	1,100	1,100	1,100
EFFICIENCIES				
Operating Cost per Million Gallons of Wastewater Treated	\$1,434.90	\$1,390.18	\$1,264.17	\$1,205.51
EFFECTIVENESS				
In Full Compliance with all State and Federal Regulations (# of Minor Excursions)	Yes	Yes	Yes	Yes



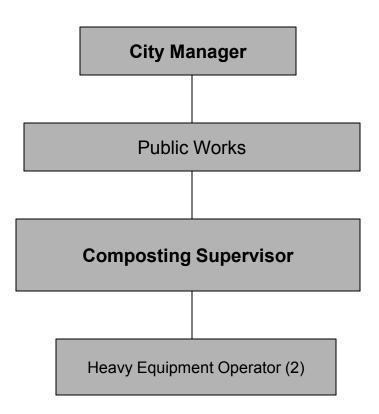




**Left to Right:** Tom Camacho (Supervisor); Noel Watson (Heavy Equipment Operator); Joseph Pangelinan (Heavy Equipment Operator).

# **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

The City Built for Family Living Page 247

#### 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 2009**

- Increased the awareness of the City of Copperas Cove Composting Facility by advertising and presentations.
- Improved mulch sales to the citizens and customers of Copperas Cove.
- 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.
- Obtained classification of Municipal Solid Waste Facilities and level of license required by TCEQ, from a Class C to a Class B.

#### CONTINUING OBJECTIVES

- Operate the Facility by controlling litter and stock piles, preventing fire spread, and controlling vector and odor.
- Operate laboratory for testing of compost (MPN) windrow (most probable number) on each windrow made to ensure 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 2010**

- 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.

#### EXPENDITURE SUMMARY

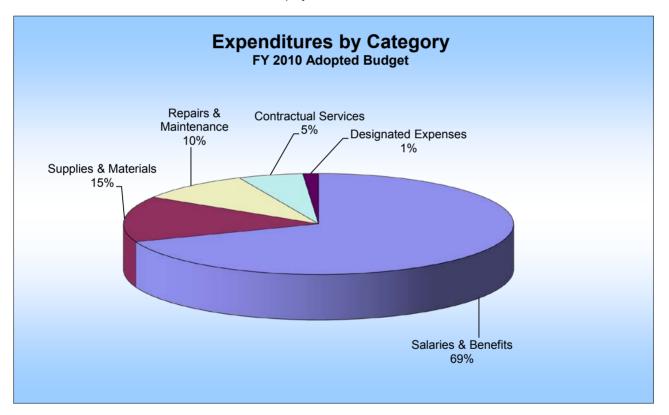
#### 02-8401

COMPOSTING	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
Salaries & Benefits	119.879	128.476	128.574	128.507
	,	-, -	- , -	- ,
Supplies & Materials	19,506	28,844	19,595	27,268
Repairs & Maintenance	11,932	16,308	17,495	17,500
Contractual Services	7,125	9,361	8,443	9,984
Designated Expenses	2,135	2,000	2,000	2,396
TOTAL	160,577	184,989	176,107	185,655

#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

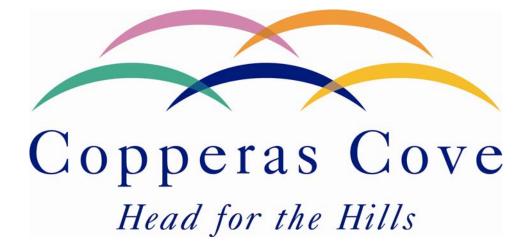
- Supplies & Materials: Include \$8,650 increase in fuel and oil costs.
- Designated Expenses: \$2,000 budgeted for Testing and Lab Analysis; \$396 for allocated costs for an e-mail server, an e-mail archive server, and a disk based backup system.



#### 02-8401

	FY 2008	FY 2009 Amended	FY 2009 Year End	FY 2010 Adopted
STAFFING LEVEL	Actual	Budget	Projection	Budget
Supervisor	1	1	1	1
Heavy Equipment Operator	2	2	2	2
DIVISION TOTAL	3	3	3	3

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
Finished Compost (square yards)	2,280	2,000	2,100	2,100
Brush Chipped (square yards)	10,005	5,000	6,000	6,000
Compost Used in City (square yards)	236	300	300	300
Compost Sold (square yards)	1,520	1,100	1,200	1,200
Mulch Sold (square yards)	120	300	150	150
Deliveries	51	65	55	55
EFFICIENCIES				
Total Amount of Sludge Converted to Compost	2,711	2,850	2,850	2,850
(wet tons)				
EFFECTIVENESS				
% of Finished Compost Sold	66.7%	55.0%	57.1%	57.1%
% of Compost Used by the City	10.4%	15.0%	14.3%	14.3%



# WATER AND SEWER NON-DEPARTMENTAL





Turkey Run - New 30-inch Connection.



Turkey Run - New Pump Cans.

#### 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.



**Pump Station for Golf Course Irrigation** 



Holding Pond for Golf Course Irrigation

#### NON - DEPARTMENTAL

#### **EXPENDITURE SUMMARY**

02-8500
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NON-DEPARTMENTAL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
Salaries & Benefits	-	-	-	-
Supplies & Materials	-	-	-	-
Repairs & Maintenance	5,059	2,856	2,856	2,856
Contractual Services	63,176	71,450	69,337	56,798
Designated Expenses	1,898,565	2,018,505	2,069,710	2,156,100
Transfers Out	792,500	1,042,500	1,042,500	742,500
Debt Service	2,442,027	1,539,970	1,490,440	2,367,847
TOTAL	5,201,327	4,675,281	4,674,843	5,326,101

#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

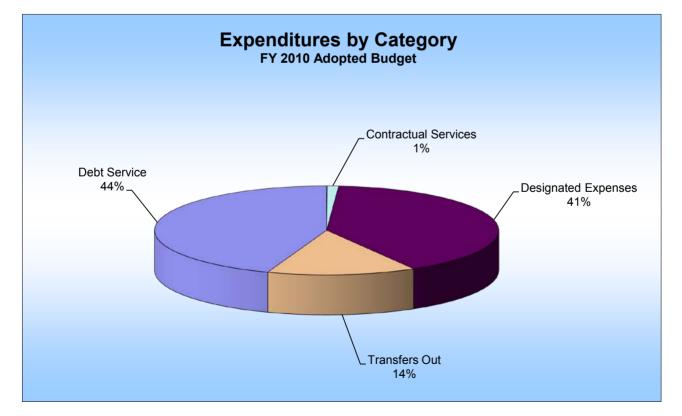
Increases:

- Designated Expenses: Include the expense for water purchases, \$30,000 contingency budgeted, and \$25,500 CDBG grant match.

- Debt Service: Increase for the portion of debt to be paid from the Water and Sewer Fund in FY 2010. (A portion of the debt service is funded in the Capital Improvement Project Funds - 2003 Certificate of Obligation.) Decreases:

- Contractual Services: No funds were budgeted for professional services in FY 2010 due to not extending a contract for lobbyist services.

- Transfers Out: Decrease due to reimbursement resolution approved in FY 2009. The funds will be returned to the Water and Sewer Fund as a revenue in FY 2010.





# Solid Waste Fund

Copperas Cove strives to provide Quality Services Everyday!

## **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 debt as well as interfund transfers to the General Fund for reimbursement of administrative expenditures.

#### The City Built for Family Living

#### FY2010 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 11,800 residential and commercial customers through the Solid Waste Fund. Garbage Collection Fees provides 80.1% 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.

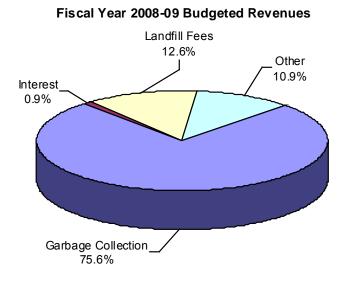
REVENUES	FY 2006 ACTUAL	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 PROJECTION	FY 2010 ADOPTED
Garbage Collection Fees	2,128,806	2,199,202	2,314,434	2,348,400	2,466,364
Sanitary Landfill Fees	425,816	398,508	402,194	319,000	350,000
Charges for Services	89,617	122,222	133,389	159,900	133,600
Interest Income	22,419	32,913	25,554	7,200	7,200
Other Income	150,896	120,874	133,268	128,000	121,000
TOTAL	2,817,554	2,873,719	3,008,838	2,962,500	3,078,164
EXPENSES					
Salaries & Benefits	677,523	688,536	704,625	795,199	836,388
Supplies & Materials	164,462	157,292	208,081	181,162	228,980
Repairs & Maintenance	75,032	104,346	123,024	146,788	140,806
Contractual Services	50,718	41,188	55,290	67,747	70,903
Designated Expenses	1,048,110	1,103,109	1,347,312	1,200,824	1,284,896
Capital Outlay	9,672	19,785	17,747	5,106	-
Transfers / Other	510,172	378,000	428,000	446,203	547,222
TOTAL	2,535,689	2,492,256	2,884,078	2,843,029	3,109,195
Revenues Over / (Under)					
Expenses	281,865	381,463	124,760	119,471	(31,031)
TOTAL	2,817,554	2,873,719	3,008,838	2,962,500	3,078,164

#### CITY OF COPPERAS COVE FISCAL YEAR 2009-10 ADOPTED BUDGET SOLID WASTE FUND SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE

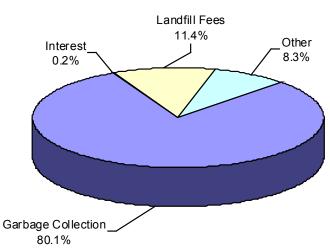
Description	Actual FY 2007-08	Budget* FY 2008-09	Projected FY 2008-09	Adopted FY 2009-10
BEGINNING FUND BALANCE:				
Unreserved, Undesignated	\$ 769,843	\$ 750,357	\$ 837,422	\$ 810,320
Prior Yr Enc Voided in Current Yr	¢ 700,040 296	φ 100,001	4,338	φ 010,020
Prior Period Adjustment	(57,476)		(150,911)	
TOTAL BEGINNING FUND BALANCE	\$ 712,663	\$ 750,357	\$ 690,849	\$ 810,320
REVENUES:	¢ 0.050.440	¢ 0 454 700	¢ 0.007.400	¢ 0 504 004
Refuse Collection Fees	\$ 2,352,449 (28,015)	\$ 2,451,700 (40,700)	\$ 2,387,100	\$ 2,504,264
Senior Discount Sanitary Landfill Fees	(38,015) 402,194	(40,700) 400,000	(38,700) 319,000	(37,900) 350,000
Recycling Proceeds	402,194 48,908	400,000	26,500	30,000
Sale of Kraft Bags	48,900	13,000	9,000	9,000
Sale of Scrap Metal	13,185	16,000	6,500	12,000
Container Reload-On Site	9,561	7,500	10,500	8,500
Rtn Svce-Overload Container	541	500	700	500
Auto-Lid Locks	998	1,000	900	900
Rear Load Dumpster Rental	3,196	2,000	3,900	2,700
Roll-Off Rental Income	48,016	45,000	34,000	30,000
Bulky/White Goods Collection		68,040	62,900	31,000
Container Removal from Curb	_	15,450	5,000	7,500
Miscellaneous Solid Waste Fees	_	3,274	5,000	1,500
Subtotal	\$ 2,850,017	\$ 3,027,764	\$ 2,827,300	2.949.964
Cubiciai	φ 2,000,011	<u> </u>	<u> </u>	2,040,004
Transfer from 1999 CO SW	\$ 4,222	\$-	\$-	\$-
Interest Revenue	25,554	28,000	7,200	7,200
Late Charge For Billing	125,945	123,000	118,000	118,000
Auction Proceeds	-	5,000	5,000	-
Miscellaneous Revenues	3,099	1,000	5,000	3,000
Subtotal	\$ 158,820	\$ 157,000	\$ 135,200	128,200
TOTAL REVENUES	\$ 3,008,838	\$ 3,184,764	\$ 2,962,500	\$ 3,078,164
TOTAL FUNDS AVAILABLE	\$ 3,721,501	\$ 3,935,120	\$ 3,653,349	\$ 3,888,484
OPERATING EXPENSES:				
Solid Waste Operations (90)	\$ 202,217	\$ 232,100	\$ 229,727	\$ 237,711
Solid Waste Collection - Residential (91-01)	φ 202,217 321,548	396,737	351,265	354,113
Solid Waste Collection - Recycling (91-02)	103,752	148,667	145,301	154,731
Solid Waste Collection - Brush (91-03)	154,914	153,951	145,131	159,075
Solid Waste Collection - Commercial (91-04)	352,429	435,344	387,319	376,459
Solid Waste Collection - KCCB (91-05)	18,064	24,789	19,339	26,639
Solid Waste Disposal (92)	1,229,312	1,184,862	1,038,191	1,177,501
Non-Departmental (95)	501,844	520,169	508,553	508,744
TOTAL OPERATING EXPENSES	\$ 2,884,078	\$ 3,096,619	\$ 2,824,826	\$ 2,994,973
ATUED EVDENCES.				
OTHER EXPENSES:	¢	¢ 00.000	¢ 40.000	¢ 111000
Principal & Int Debt Pymts TOTAL OTHER EXPENSES	<u>\$</u> - \$-	\$ 33,800 \$ 33,800	<u>\$ 18,203</u> \$ 18,203	<u>\$ 114,222</u> \$ 114,222
TOTAL OTHER EXPENSES	φ -	φ 55,600	φ 10,203	φ 114,222
TOTAL EXPENSES	\$ 2,884,078	\$ 3,130,419	\$ 2,843,029	\$ 3,109,195
ENDING FUND BALANCE:				
Unreserved, Undesignated	\$ 837,422	\$ 804,702	\$ 810,320	\$ 779,289
TOTAL ENDING FUND BALANCE	\$ 837,422	\$ 804,702	\$ 810,320	\$ 779,289
IDEAL FUND BALANCE	\$ 721,020	\$ 774,155	\$ 706,207	\$ 748,743
OVER (UNDER) IDEAL FUND BALANCE	\$ 116,403	\$ 30,547	\$ 104,114	\$ 30,546

\* Includes budget amendments that were approved by City Council on 11/03/08, 04/07/09, 05/19/09, and 09/15/09.

#### **City of Copperas Cove, Texas** Solid Waste Fund Comparison of Fiscal Years 2008-09 and 2009-10 Budgeted Revenues By Source



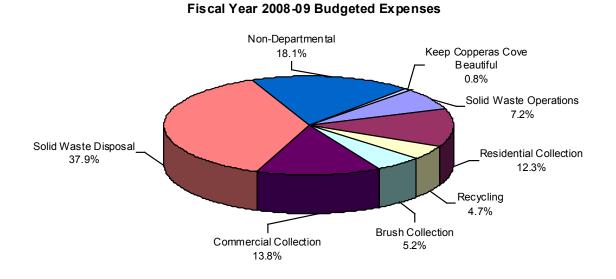
Total Budgeted Revenues for Fiscal Year 2008-09 are \$3,184,764



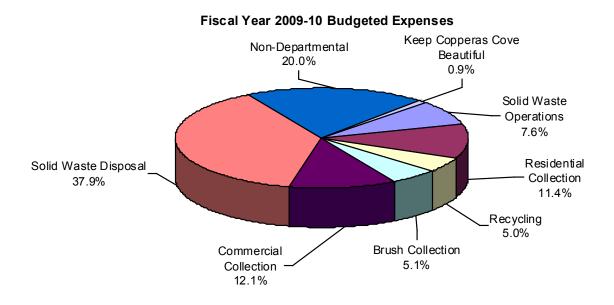
#### Fiscal Year 2009-10 Budgeted Revenues

Total Budgeted Revenues for Fiscal Year 2009-10 are \$3,078,164

#### City of Copperas Cove, Texas Solid Waste Fund Comparison of Fiscal Years 2008-09 and 2009-10 Budgeted Expenses By Function

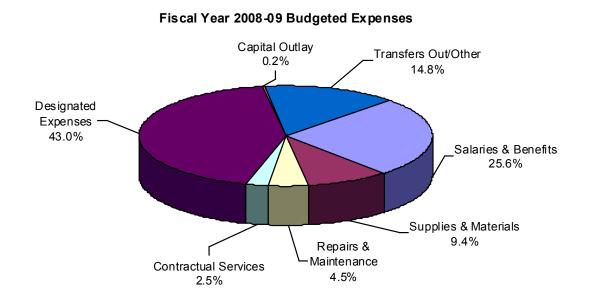


Total Budgeted Expenses for Fiscal Year 2008-09 are \$3,130,419

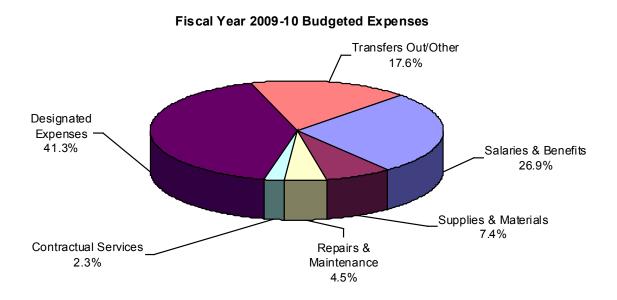


Total Budgeted Expenses for Fiscal Year 2009-10 are \$3,109,195

### City of Copperas Cove, Texas Solid Waste Fund Comparison of Fiscal Years 2008-09 and 2009-10 Budgeted Expenses By Object



Total Budgeted Expenses for Fiscal Year 2008-09 are \$3,130,419



Total Budgeted Expenses for Fiscal Year 2009-10 are \$3,109,195



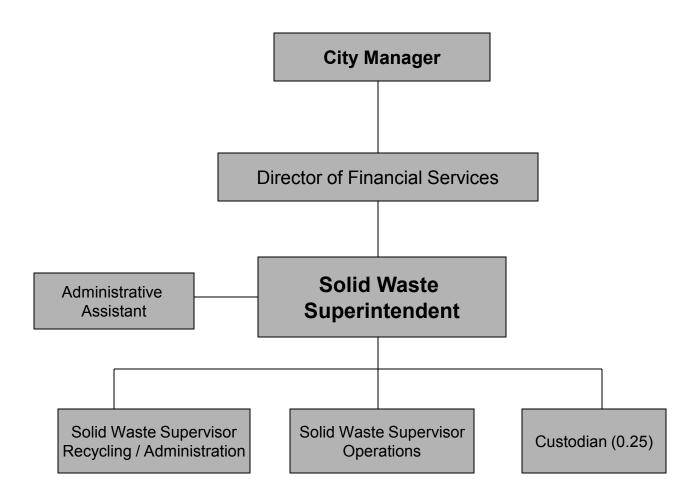




**Left to Right:** Michael Mundell (Solid Waste Superintendent); Loretta Bell (Administrative Assistant); Silvia Rhoads (SW Supervisor - Recycling / Administration / Executive Director of KCCB); John Mantanona (SW Supervisor -Operations).

## **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

### The City Built for Family Living

Page 263

### **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 2009**

- 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.
- Implemented a new Solid Waste collection and disposal ordinance.
- Secured a new Transportation and Disposal contract for the next two years providing a decrease in haul and disposal costs for the Disposal Division.

### **CONTINUING OBJECTIVES**

- Improve container accountability in our residential division.
- 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.

- Implement an incentive program to create esprit de corps and a safer work environment.
- Reorganize the Brush & Bulk Collection Division to reduce operating costs.
- Sponsor and support as many clean up events and as many community events as possible.
- Encourage and support the Recycling Coordinator/Supervisor of Administration in obtaining a Municipal Solid Waste "B" license.

### **EXPENDITURE SUMMARY**

		FY 2009	FY 2009	FY 2010
	FY 2008	Amended	Year End	Adopted
SOLID WASTE OPERATIONS	Actual	Budget	Projection	Budget
Salaries & Benefits	189,337	207,989	207,090	212,111
Supplies & Materials	3,229	4,660	3,943	6,262
Repairs & Maintenance	640	1,604	1,800	3,080
Contractual Services	7,125	14,831	13,878	14,290
Designated Expenses	1,885	3,016	3,016	1,968
TOTAL	202,217	232,100	229,727	237,711

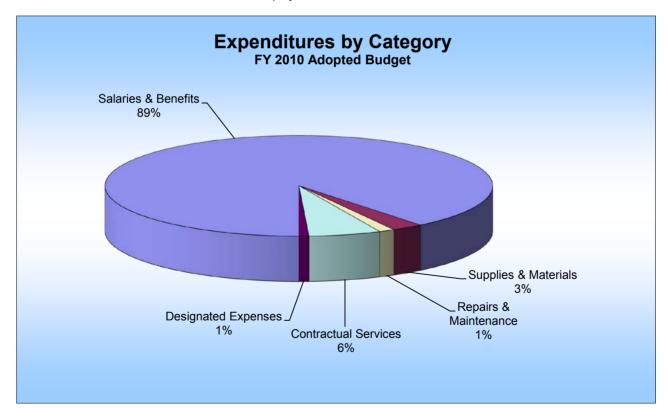
#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Salaries & Benefits: Include increase in employee benefits.
- Supplies & Materials: Increased cost for operating supplies, and fuel and oil costs.
- Repairs & Maintenance: Increase for building repairs and for maintaining and repairing vehicles.

Decreases:

- Designated Expenses: Include \$1,968 for computer replacement and allocated costs for an e-mail server, an e-mail archive server, and a disk based backup system.

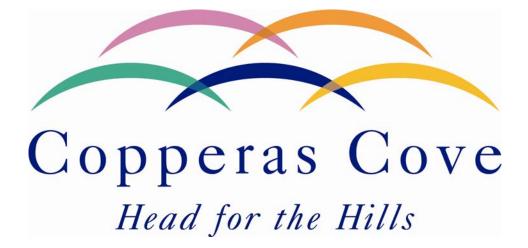


### 03-9000

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 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	0.25	0.25	0.25
DIVISION TOTAL	4	4.25	4.25	4.25

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

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
Total Tons Collected	22,564	26,000	23,858	24,500
Total # of Complaints	517	500	359	300
EFFICIENCIES				
Operating Cost to Collect One Ton of Garbage	\$8.96	\$8.93	\$9.63	\$9.70
EFFECTIVENESS				
% of Customer Service Complaints Resolved in 24 Hours or Less	92.0%	90.0%	94.0%	98.0%



## **SOLID WASTE - RESIDENTIAL**

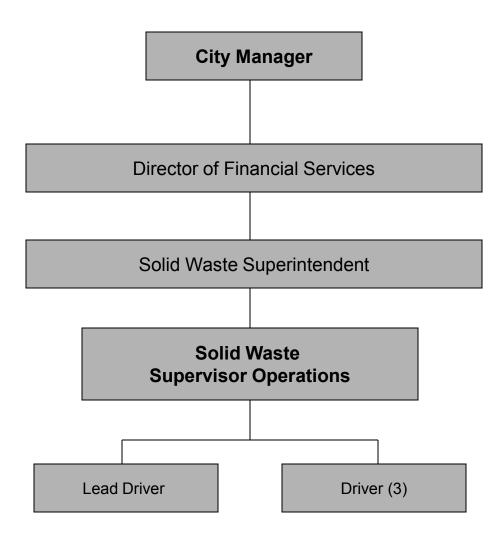




**Left to Right:** Mark Turner (Lead Driver); Travis Daniels (Driver); Coy Stallings (Driver).

## **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

The City Built for Family Living

Page 269

## 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 monthly collection of brush up to eight (8) cubic yards and twice monthly collection of yard waste. 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 2009**

- Supported five events beneficial to the City's image with Solid Waste services.
- Implemented the new Solid Waste ordinance.
- Maintained complaint resolution (within 24 hours) of more than 95%.

### 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.

- 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.
- Add a new collection vehicle to the Solid Waste fleet.
- Implement increased monthly rate of \$1.00 to keep up with operating costs.

### SOLID WASTE COLLECTIONS - RESIDENTIAL

### **EXPENDITURE SUMMARY**

		FY 2009	FY 2009	FY 2010
	FY 2008	Amended	Year End	Adopted
SW COLLECTIONS - RESIDENTIAL	Actual	Budget	Projection	Budget
Salaries & Benefits	114,964	132,726	129,885	149,249
Supplies & Materials	87,518	109,453	72,110	70,600
Repairs & Maintenance	43,698	69,833	62,500	55,000
Contractual Services	2,614	2,855	2,400	3,181
Designated Expenses	69,690	81,870	84,370	76,083
Capital Outlay	3,064	-	-	-
TOTAL	321,548	396,737	351,265	354,113

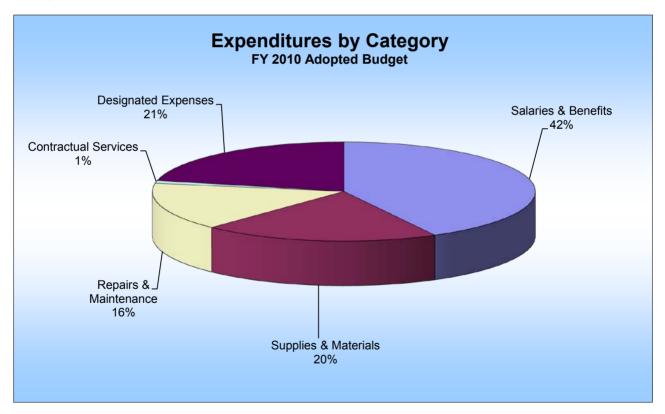
### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Salaries & Benefits: A Driver position was vacant for a portion of FY 2009. Include increase for employee benefits. *Decreases:* 

- Repairs & Maintenance: Cost to repair and maintain vehicles are estimated to decrease due to fleet replacement.

- Designated Expenses: Reduction in capital lease payments for equipment purchased in prior years.



03-9101

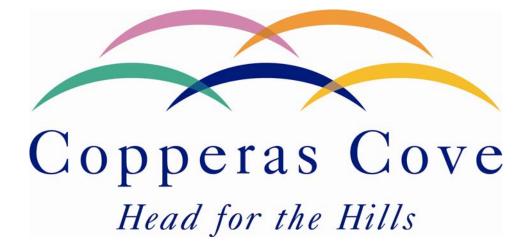
## SOLID WASTE COLLECTIONS - RESIDENTIAL

.

### 03-9101

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
Driver	4	4	4	3
Lead Driver	0	0	0	1
DIVISION TOTAL	4	4	4	4

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
Tons Collected by Residential Collection Vehicles	10,049	10,500	9,840	10,000
EFFICIENCIES				
Cost to Collect One Ton of Residential Garbage	\$32.00	\$37.78	\$35.70	\$35.41
EFFECTIVENESS				
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%



# **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

The City Built for Family Living

Page 275

## 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 trash in a managed format that is timely, safe, environmentally sound, efficient, and in compliance with Federal, State, and City laws.

### ACHIEVEMENTS FOR FISCAL YEAR 2009

- Continued to enhance working relationship with the Copperas Cove Independent School District by conducting Recycling classes and tours at the Solid Waste Operational Facility and Recycling Center and at various schools.
- Participated in events held by the Downtown Association, Chamber of Commerce and the City (Employee Health Fair).
- Supported and participated in two City-wide clean up events.
- Held two telephone book recycling drives netting 2,500 pounds of telephone books which were diverted from the landfill.
- Increased recycling participation by increasing public knowledge about the recycling program.
- Increased participation from large commercial accounts and smaller business accounts.
- Enhanced the program with the addition of a new curb side collection vehicle.

### CONTINUING OBJECTIVES

- Continue to operate and maintain the recycling center in accordance with all regulatory requirements.
- 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 our relationship with CCISD by visiting classes and hosting field trips to the Solid Waste Operational and Recycling centers.
- Maintain professional driving and work safety records.
- Maintain highest quality customer service for citizens and businesses that we serve.
- Continue to look for ways to expand the program.

- As commercial growth occurs, increase commercial / business recycling.
- Host two City-wide clean up events.
- Strive for an increase in diversions.
- Expand recycling center footprint.
- Work on increasing residential participation rate.

### SOLID WASTE COLLECTIONS - RECYCLING

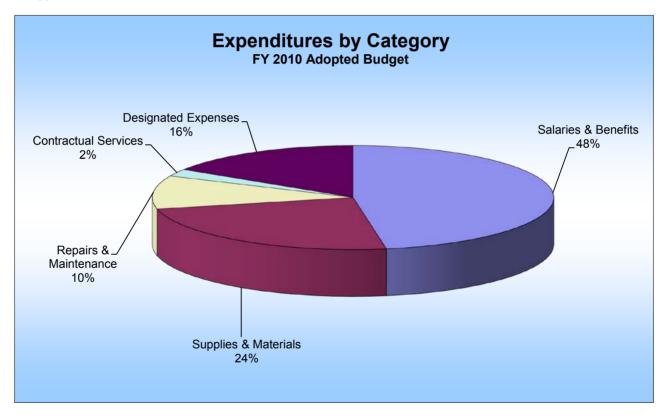
### **EXPENDITURE SUMMARY**

		FY 2009	FY 2009	FY 2010
	FY 2008	Amended	Year End	Adopted
SW COLLECTIONS - RECYCLING	Actual	Budget	Projection	Budget
Salaries & Benefits	47,843	71,581	74,105	73,260
Supplies & Materials	21,209	28,806	24,147	37,250
Repairs & Maintenance	9,153	17,500	17,500	16,000
Contractual Services	2,622	4,006	2,775	3,475
Designated Expenses	22,926	24,746	24,746	24,746
Capital Outlay	-	2,028	2,028	-
TOTAL	103,752	148,667	145,301	154,731

### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

#### Increases:

- Supplies & Materials: Include \$11,200 increase in fuel and oil costs.

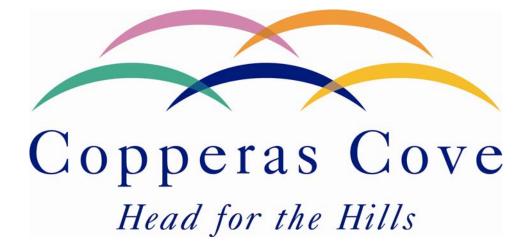


## SOLID WASTE COLLECTIONS - RECYCLING

### 03-9102

			FY 2009	FY 2009	FY 2010
		FY 2008	Amended	Year End	Adopted
STAFFING	LEVEL	Actual	Budget	Projection	Budget
Driver		2	2	2	2
	DIVISION TOTAL	2	2	2	2

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
Tons of Recyclables Collected (excluding scrap metal)	340	450	400	500
Tons of Scrap Metal Collected	114	180	134	150
EFFICIENCIES				
Operating Cost per Ton to Process Recycled Materials	\$228.53	\$235.98	\$272.10	\$238.05
EFFECTIVENESS				
Solid Waste Diverted from the Landfill (tons)	1,870	2,350	1,647	1,900
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%



# SOLID WASTE - BRUSH AND BULK

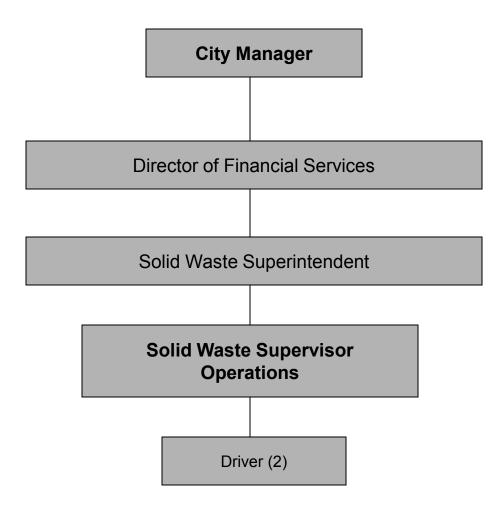




Left to Right: Christopher Schaub (Driver); Robert Butler (Driver).

## 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

The City Built for Family Living

Page 281

## SOLID WASTE COLLECTIONS – BRUSH AND BULK

### **PROGRAM DESCRIPTION**

The Brush and Bulk Division provides a once monthly collection of brush up to eight (8) cubic yards and a twice monthly collection of yard waste. The bulky waste / white goods are collected once every other week up to three (3) cubic yards. 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, and 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 2009**

- Participated in two City-wide clean up events.
- Brush diversion savings of \$33,600.
- Implemented new Solid Waste ordinance.

### **CONTINUING OBJECTIVES**

 Further development of our program to improve customer service, increase revenues, and reduce operating costs.

- Increase public awareness about the brush / bulk operation.
- Reduce customer complaints by 25%.
- Reorganize the brush operation and explore options within the Composting Division.

### SOLID WASTE COLLECTIONS - BRUSH AND BULK

### **EXPENDITURE SUMMARY**

#### 03-9103

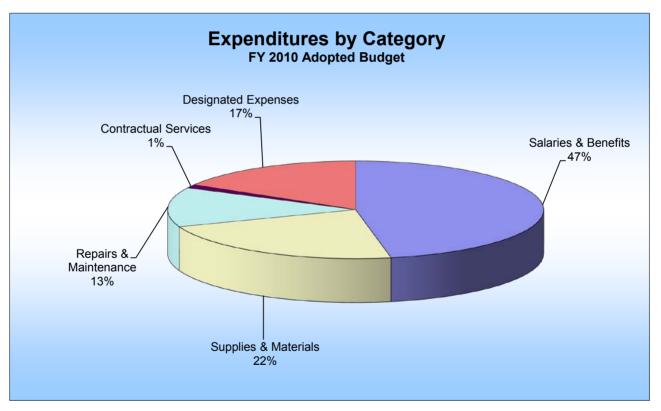
	FY 2008	FY 2009 Amended	FY 2009 Year End	FY 2010 Adopted
SW COLLECTIONS - BRUSH AND BULK	Actual	Budget	Projection	Budget
Salaries & Benefits	68,815	73,975	72,510	74,743
Personnel Support	-	-	-	-
Supplies & Materials	34,255	40,641	28,550	35,500
Repairs & Maintenance	26,404	9,517	15,000	20,800
Contractual Services	1,647	2,036	1,350	1,850
Designated Expenses	23,793	26,182	26,182	26,182
Capital Outlay	-	1,600	1,539	-
TOTAL	154,914	153,951	145,131	159,075

### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Supplies & Materials: Include \$7,900 increase in fuel and oil costs.

- Repairs & Maintenance: Increased cost to repair aging vehicles.



## SOLID WASTE COLLECTIONS - BRUSH AND BULK

1

### 03-9103

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
Driver	2	2	2	2
DIVISION TOTAL	2	2	2	2

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
Tons of Brush Collected	1,315	2,000	1,113	1,250
Tons of Bulk Items Collected	1,779	1,650	1,193	1,500
EFFICIENCIES				
Cost per Ton to Collect Brush and Bulk	\$50.07	\$42.18	\$62.94	\$57.85
EFFECTIVENESS				
Tons of Brush Diverted from the Landfill	1,315	2,000	1,113	1,250
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%



# **SOLID WASTE - COMMERCIAL**

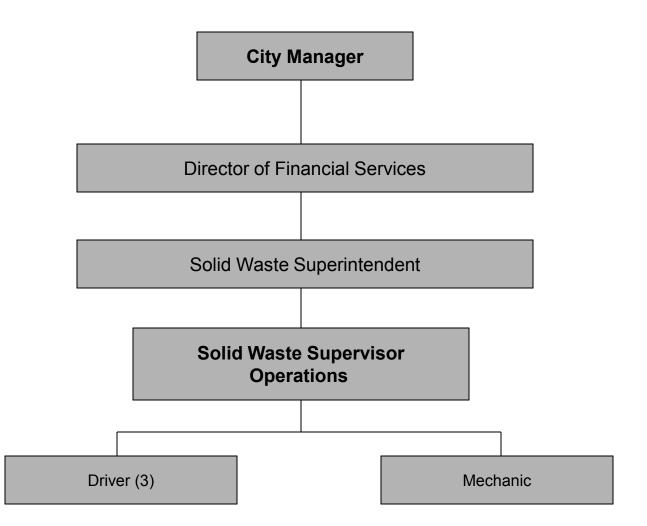




Left to Right: Gary Jones III (Driver); Allan Essenburg (Driver).

## **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

The City Built for Family Living

Page 287

## 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 2009**

- Ended the fiscal year with 315 front load dumpsters issued to commercial customers with a weekly pickup total of 600 for an annual total of 31,200 collections.
- Purchased 12 dumpsters of various sizes to service the needs of our growing customer base.
- Implemented the new Solid Waste ordinance.

### 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 our safety and drivers' training programs to reduce the amount of accidents and insurance costs.
- Audit the commercial accounts and adjust service levels as necessary.

- 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.
- Increase 96-gallon container rate to match the residential rate for the same amount of service to keep up with operating costs.
- Start a dumpster service plan to keep all dumpsters in a serviceable condition.

### SOLID WASTE COLLECTIONS - COMMERCIAL

### **EXPENDITURE SUMMARY**

SW COLLECTIONS - COMMERCIAL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
Salaries & Benefits	127,128	148,716	146,517	155,792
Personnel Support	62	-	-	-
Supplies & Materials	38,522	75,093	27,453	45,300
Repairs & Maintenance	15,807	24,000	30,000	25,000
Contractual Services	3,259	3,475	1,850	3,150
Designated Expenses	155,964	182,460	179,960	147,217
Capital Outlay	11,687	1,600	1,539	-
TOTAL	352,429	435,344	387,319	376,459

### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

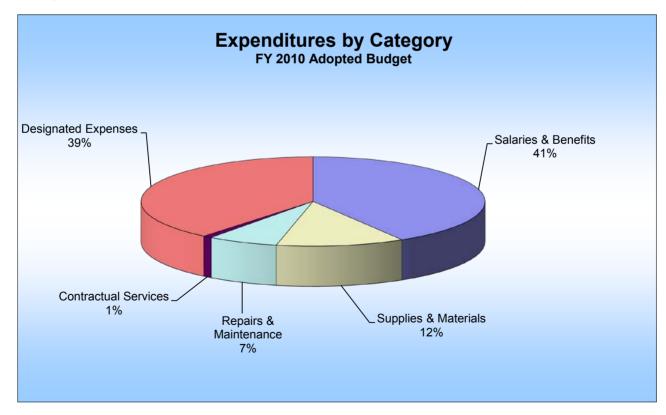
- Salaries & Benefits: Include increase in employee benefits and increase in overtime to cover service necessary on city holidays.

- Supplies & Materials: Include \$14,400 increase in fuel and oil costs.

Decreases:

- Repairs & Maintenance: Cost to repair and maintain vehicles are estimated to decrease due to fleet replacement.

- Designated Expenses: Reduction in capital lease payments for equipment purchased in prior years.

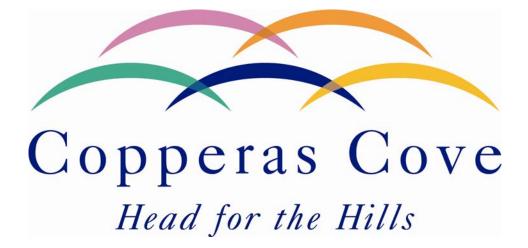


### SOLID WASTE COLLECTIONS - COMMERCIAL

### 03-9104

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
Driver	3	3	3	3
Mechanic / Relief Driver	1	0	0	0
Mechanic / Assistant Supervisor of Operations	0	1	1	0
Mechanic	0	0	0	1
DIVISION TOTAL	4	4	4	4

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
Tons Collected by Commercial Collection Vehicles	6,579	7,850	5,751	7,000
EFFICIENCIES				
Operating Cost to Collect One Ton of Commercial Garbage	\$53.57	\$55.46	\$67.35	\$53.78
EFFECTIVENESS				
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%



# KEEP COPPERAS COVE BEAUTIFUL (KCCB)





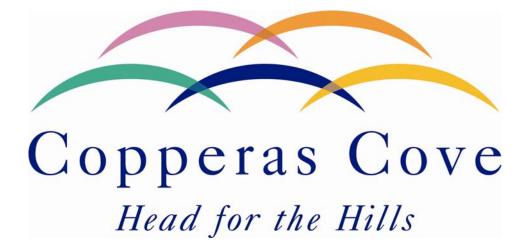
Tree planting with Girl Scout Troop at South Park.







During the 2009 "Tire Drive," Cove residents were given the opportunity to drop off tires free of charge.



## SOLID WASTE - KCCB

### PROGRAM DESCRIPTION

The mission of Keep Copperas Cove Beautiful is to empower the citizens of Copperas Cove through education and community action 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 2009**

- Organized, managed and participated in the Make A Difference Day beautification project.
- Sponsored and took part in four (4) clean up events including Texas Recycles Day e-cycling event, Don't Mess with Texas Trash-off, Fall Cleanup and Spring Cleanup.
- Took part in events such as the Rabbit Fest, Ogletree Gap Festival and Safe Halloween where 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 and advertising.
- Held one (1) Waterway cleanup.
- Continued the anti-cigarette litter campaign by placing almost 80 clay pots at various businesses.
- 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), Fort Hood Environmental, the Chamber, EDC, CCISD, Downtown Association, various civic groups, private entities, media, and Solid Waste Partners.
- Held two telephone book recycling drives resulting in 2,500 pounds of telephone books being recycled instead of ending up in the landfill.
- Held a school calendar sale for fund raising where the most calendars ever were sold.
- Worked with two Boy Scouts who were trying to obtain Eagle Scout.
- Held training for all board members on Board functions.
- Submitted an award application for the Governor's Community Achievement Award. Scored above 90 for the fourth year in a row being awarded the Sustained Award of Excellence.
- Continued the Keep America Beautiful certification.

### **CONTINUING OBJECTIVES**

- Continue with clean-up events throughout the year.
- Continue to enhance relationship with local government, Chamber, EDC, Downtown Association, CCISD, civic groups, private entities, media, and Solid Waste partners.
- Hold fundraising events to help generate funding.
- Keep awarding Business / Residential Yard of the Month.
- Continue with the Adopt-a-Spot Program including local roadways.
- Continue to find training opportunities for KCCB board members.
- Maintain partnership with Boy and Girl Scouts by doing projects throughout the community.
- Continue with beautification and clean up projects.

- Hold two telephone book recycling drives with the goal of doubling the pounds recycled over last year.
- Sponsor a Poster contest for Texas Recycles day.
- Schedule "Tire Round Up" events to curtail illegal dumping of tires.
- Improve Public Awareness to increase membership.
- Enhance Fundraising techniques.

### KEEP COPPERAS COVE BEAUTIFUL (KCCB)

### **EXPENDITURE SUMMARY**

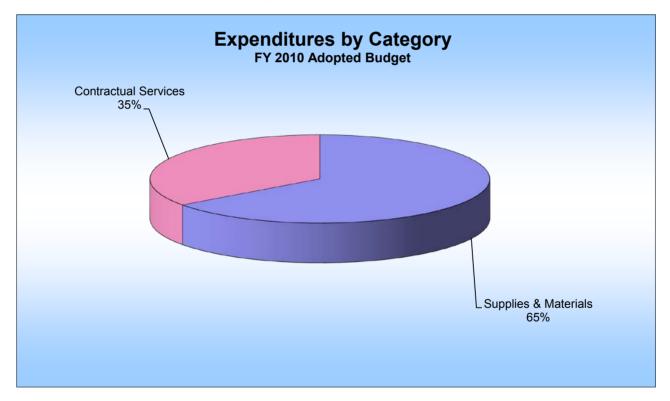
KEEP COPPERAS COVE BEAUTIFUL (KCCB)	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
Supplies & Materials	9,015	13,293	12,000	17,300
Repairs & Maintenance	101	-	-	-
Contractual Services	8,947	11,496	7,339	9,339
Designated Expenses	-	-	-	-
TOTAL	18,064	24,789	19,339	26,639

### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increase:

- Supplies & Materials: Increase for program/project supplies.

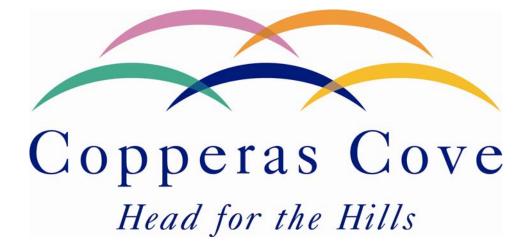
- Contractual Services: Increase for advertising and professional development costs.



# KEEP COPPERAS COVE BEAUTIFUL (KCCB)

# 03-9105

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
# of Clean-Up / Beautification Projects	18	10	9	12
# of Public Education Hours	50	55	54	60
EFFICIENCIES				
Funding Available per Project	\$1,004	\$2,479	\$2,149	\$2,220
EFFECTIVENESS				
% Increase in Memberships	25%	27%	0%	20%
% Increase in Projects	200%	5%	0%	5%
% Increase in Fund Raising	10%	50%	1%	10%



# **SOLID WASTE - DISPOSAL**





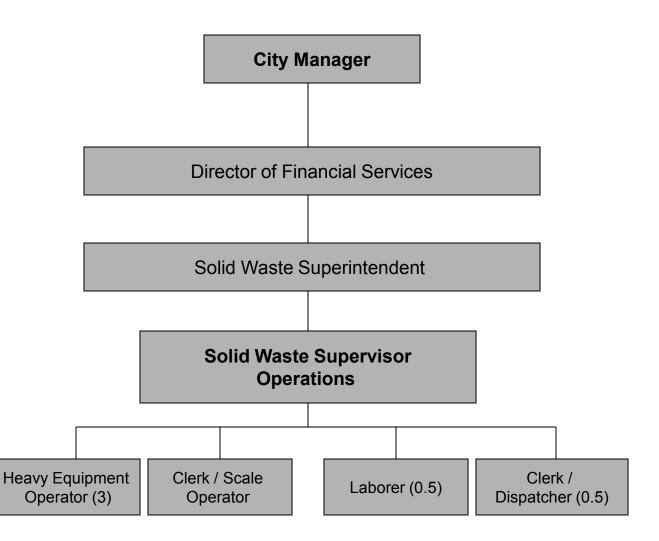
**Left to Right:** William "Willie" Ortiz (Heavy Equipment Operator); Randall Hermes (Heavy Equipment Operator); Richard "Rick" Buttshaw (Heavy Equipment Operator).



Michael Parsons (Clerk/Dispatcher); Ann Hamilton (Scale 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

The City Built for Family Living

Page 299

# 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 2009

- Remained in compliance with sampling requirements for the Storm Water Pollution Prevention Plan (SWPPP) in accordance with TCEQ storm water regulations.
- Hosted two City-wide clean up events.
- Replaced one transfer trailer moving vehicle (yard mule).
- Added a part time laborer to help maintain and monitor the area.

### **CONTINUING OBJECTIVES**

- Maintain the highest quality facility and service 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 2010**

- Establish a continuing education program for all employees in waste screening and Transfer Station operations.
- Achieve benchmark goals for storm water pollutants in accordance with SWPPP.
- Install a cover at the citizen drop off and container storage area.
- Resurface the transfer station tipping floor.

# SOLID WASTE - DISPOSAL

### **EXPENDITURE SUMMARY**

		FY 2009	FY 2009	FY 2010
	FY 2008	Amended	Year End	Adopted
SOLID WASTE - DISPOSAL	Actual	Budget	Projection	Budget
Salaries & Benefits	156,414	165,161	165,092	171,233
Personnel Support	62	-	-	-
Supplies & Materials	14,333	20,814	12,959	16,768
Repairs & Maintenance	25,122	14,902	17,340	16,000
Contractual Services	17,472	19,435	18,250	25,700
Designated Expenses	1,012,915	964,550	824,550	947,800
Capital Outlay	2,995	-	-	-
TOTAL	1,229,312	1,184,862	1,038,191	1,177,501

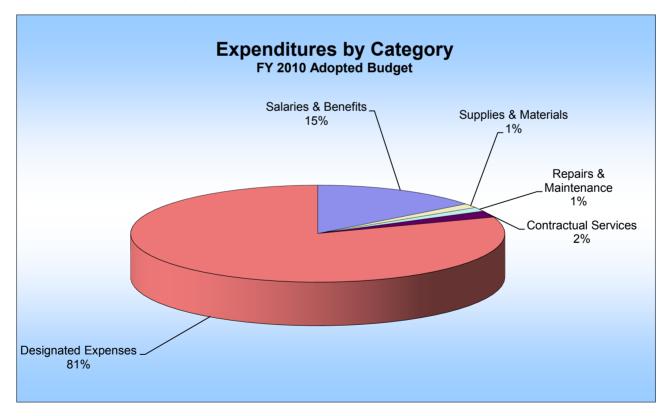
### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Supplies & Materials: Include \$2,000 increase in fuel & oil costs, and \$2,750 for minor general equipment to include fire extinguishers, shop vacuum, eye wash, and spill kits.

- Contractual Services: \$4,400 increase for consulting fees to comply with TCEQ requirements.

- Designated Expenses: Include \$108,800 increase for hauling and disposal costs, and \$13,200 increase for cost to monitor wells as required by TCEQ.



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

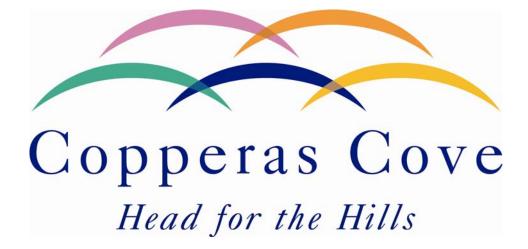
# SOLID WASTE - DISPOSAL

## 03-9200

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
Heavy Equipment Operator	3	3	3	3
Scale Operator	1	1	1	1
Clerk/Dispatcher	0.5	0.5	0.5	0.5
Laborer	0	0.5	0.5	0.5
DIVISION TOTAL	4.5	5	5	5

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
# of Tons Transferred and Landfilled	22,564	26,000	21,634	25,000
# of City Vehicles Utilizing Transfer Station	4,768	4,760	4,763	4,850
# of Non-City Vehicles Utilizing Transfer Station	13,259	15,000	14,837	15,000
Contract Cost per Ton to Transport and Landfill	\$33.10	\$35.00	\$37.25	\$37.25
EFFICIENCIES				
Cost per Ton for Operation of Facility	\$54.48	\$45.57	\$47.99	\$47.10
EFFECTIVENESS				
Number of Complaints from Neighbors Adjacent to the Facility	0	0	0	0

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



# SOLID WASTE NON-DEPARTMENTAL





Phone Books Recycle.



"Recycle Michael" encourages everyone to recycle.

# 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 New Recycle Curb Sorter Trough Loader

# **NON - DEPARTMENTAL**

### **EXPENDITURE SUMMARY**

	FY 2008	FY 2009 Amended	FY 2009 Year End	FY 2010 Adopted
NON-DEPARTMENTAL	Actual	Budget	Projection	Budget
Salaries & Benefits	-	4,797	-	-
Supplies & Materials	-	-	-	-
Repairs & Maintenance	2,099	2,650	2,648	4,926
Contractual Services	11,604	20,007	19,905	9,918
Designated Expenses	60,140	64,715	58,000	65,900
Transfers Out	428,000	428,000	428,000	428,000
Debt Service	-	33,800	18,203	114,222
TOTAL	501,844	553,969	526,756	622,966

### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

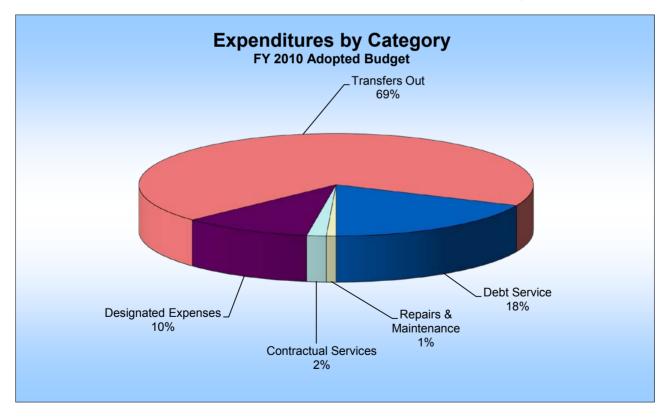
- Repairs & Maintenance: Increase in radio maintenance.

- Debt Service: Increase for the portion of debt to be paid from the Solid Waste Fund in FY 2010.

- Designated Expenses: Increase for a \$5,000 contingency budgeted in FY 2010.

Decrease:

- Contractual Services: Include \$10,000 decrease in professional services due to not extending lobbyist services.



03-9500



# Golf Course Fund

Copperas Cove strives to provide Quality Services Everyday!

# **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 reports to the Director of Community Services.

The City Built for Family Living

# FY2010 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 pro shop with knowledgeable staff willing and able to provide assistance and direction. The Hills of Cove Golf Course provides these services to approximately 240 members. Green fees and Cart Rental fees provide 48% of the total revenue generated in the Golf Course Fund. The activities at the golf course are closely monitored by staff, City Administration, and City Council on a regular basis in effort to continue improving the financial position of the fund.

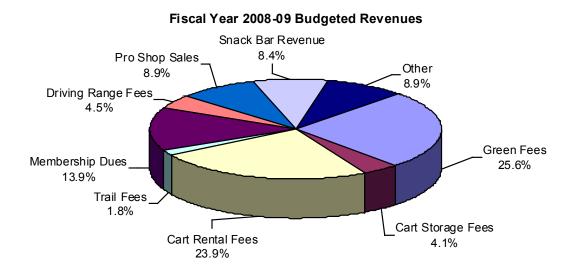
	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
REVENUES	ACTUAL	ACTUAL	ACTUAL	PROJECTION	ADOPTED
Green Fees	162,432	132,385	157,620	134,000	160,000
Cart Rental Fees	161,415	129,729	148,136	140,000	150,000
Membership Dues	97,319	97,707	94,695	90,000	105,000
Pro Shop Sales	99,227	84,854	69,255	42,000	34,000
Other Operating Income	229,443	185,108	208,518	159,250	197,175
Transfers In	60,000	55,000	59,072	-	-
TOTAL	809,836	684,783	737,296	565,250	646,175
EXPENSES					
Salaries & Benefits	451,826	435,059	375,562	386,274	308,995
Supplies & Materials	49,058	-53,059 51,840	66,153	45,428	60,800
Maintenance & Repair	35,561	37,877	23,546	36,951	38,667
Contractual Services	60,217	56,526	80,181	60,228	69,123
Designated Expenses	171,736	186,704	203,573	163,188	121,594
Capital Outlay	38,117	-	255	6,000	-
Transfers / Other	-	-	-	15,592	10,903
TOTAL	806,515	768,006	749,270	713,661	610,082
Revenues Over/(Under)	· -	, -	, -	,	,
Expenses	3,321	(83,223)	(11,974)	(148,411)	36,093
TOTAL	809,836	684,783	737,296	565,250	646,175

#### CITY OF COPPERAS COVE FISCAL YEAR 2009-10 ADOPTED BUDGET GOLF COURSE FUND SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE

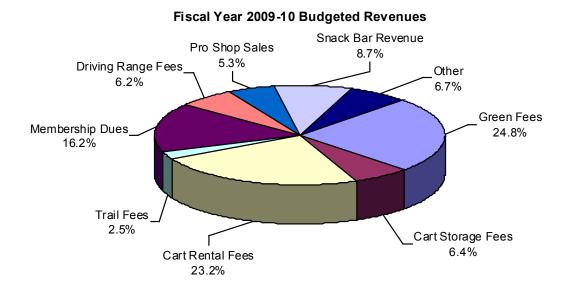
Description	F	Actual Y 2007-08	F	Budget* Y 2008-09		Projected Y 2008-09		Adopted Y 2009-10
BEGINNING FUND BALANCE: Unreserved, Undesignated	\$	(22,335)	\$	109,343	\$	6,076	\$	(150,066)
Prior Yr Enc Voided in Current Yr	φ	(22,335) 666	Φ	109,343	φ	0,070	φ	(150,000)
Prior Period Adjustment		39,719				- (7,731)		
TOTAL BEGINNING FUND BALANCE	\$	18,050	\$	109,343	\$	(1,655)	\$	(150,066)
		<u>/</u>		<u> </u>				
REVENUES:								
Swimming Pool Receipts	\$	563	\$	500	\$	375	\$	500
Green Fees		157,620		229,705		134,000		160,000
Cart Rental Fees Equipment Rental Fees		148,136		214,800		140,000		150,000
		- 94,695		- 124,340		90,000		- 105,000
Membership Dues Tournament-Green Fees								
Tournament-Cart Fees		17,571 9,195		15,500 12,500		10,000 5,625		15,500 12,500
Tournament Fees		9,195		12,300		5,025		12,500
Cart Storage Fees		- 21,642		36,800		23,000		- 41,400
		450		1,500		23,000		41,400
Handicap Fees Trail Fees		17,975				17 000		16 200
				16,200		17,000		16,200
Pro Shop Sales		69,255		80,000		42,000		34,000
Facility Rental Income		795		3,000		1,000		3,000
Driving Range Fees		30,477		40,000		26,000		40,000
Snack Bar Revenue-Food & Beverage		63,342		75,000		46,000		36,000
Food & Beverage (Non-Tax)		1,934		1,000		1,100		1,000
Snack Bar Revenue-Alcohol Sale		22,756		25,000		17,000		20,000
Interest Revenue		6		50		-		-
Miscellaneous Revenue		133		140		1,900		75
Auction Proceeds		11,306		-		-		-
Transfer from General Fund		59,072		-		-		-
Special Green Fees		6,634		6,500		8,500		6,500
Special Cart Fees		-		-		-		-
Special Lunch		3,544		3,200		1,500		3,500
Golf Lesson Revenue		195		1,000		250		1,000
TOTAL REVENUES	\$	737,296	\$	896,985	\$	565,250	\$	646,175
TOTAL FUNDS AVAILABLE	\$	755,346	\$	1,006,328	\$	563,595	\$	496,109
OPERATING EXPENSES:								
Golf Course - Operations	\$	325,871	\$	320,347	\$	276,816	\$	213,496
Golf Course - Concessions		114,655		112,079		73,253		38,090
Golf Course - Maintenance		308,744		424,250		348,000		347,593
Golf Course - Non-Departmental		-		3,053		-		-
TOTAL OPERATING EXPENSES	\$	749,270	\$	859,729	\$	698,069	\$	599,179
OTHER EXPENSES:	<b>~</b>		*	00.007	•	40.004	~	00 740
Principal & Int Debt Pymts	\$	-	\$	23,287	\$	18,601	\$	22,710
Principal & Int Pymts in Bond Funds		-		(3,009)		(3,009)		(11,807)
TOTAL OTHER EXPENSES	\$	-	\$	20,278	\$	15,592	\$	10,903
TOTAL EXPENSES	\$	749,270	\$	880,007	\$	713,661	\$	610,082
ENDING FUND BALANCE:								
Unreserved, Undesignated	\$	6,076	\$	126,321	\$	(150,066)	\$	(113,973)
TOTAL ENDING FUND BALANCE	\$	6,076	\$	126,321	\$	(150,000)	\$	(113,973)
	Ψ	3,010	Ψ	120,021	Ψ	(100,000)	Ψ	(110,010)
IDEAL FUND BALANCE	\$	187,318	\$	214,932	\$	174,517	\$	149,795
OVER (UNDER) IDEAL FUND BALANCE	\$	(181,242)	\$	(88,611)	\$	(324,583)	\$	(263,767)

\* Includes budget amendments that were approved by City Council on 11/03/08, 04/07/09, 05/19/09, and 09/15/09.

# **City of Copperas Cove, Texas** Golf Course Fund Comparison of Fiscal Years 2008-09 and 2009-10 Budgeted Revenues By Source

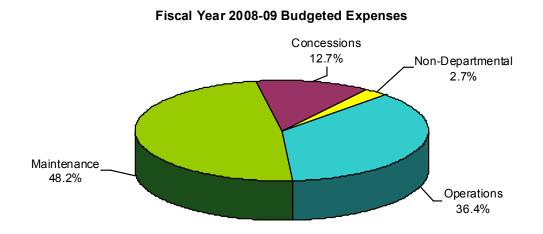


Total Budgeted Revenues for Fiscal Year 2008-09 are \$896,985

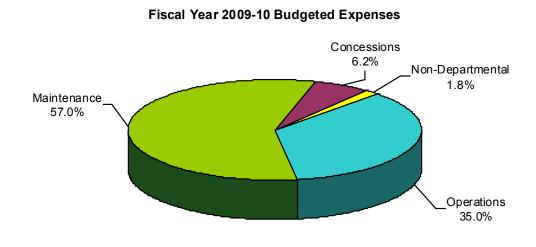


Total Budgeted Revenues for Fiscal Year 2009-10 are \$646,175

# City of Copperas Cove, Texas Golf Course Fund Comparison of Fiscal Years 2008-09 and 2009-10 Budgeted Expenses By Function

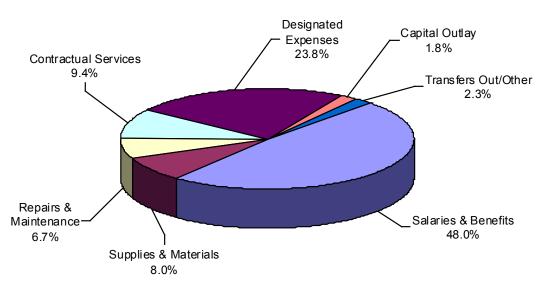


Total Budgeted Expenses for Fiscal Year 2008-09 are \$880,007



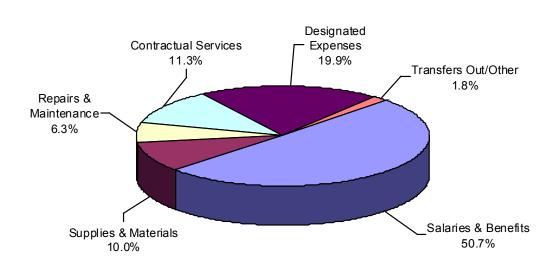
Total Budgeted Expenses for Fiscal Year 2009-10 are \$610,082

# City of Copperas Cove, Texas Golf Course Fund Comparison of Fiscal Years 2008-09 and 2009-10 Budgeted Expenses By Object



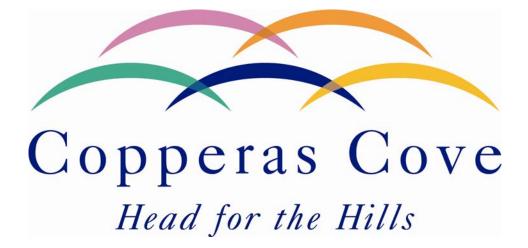
Fiscal Year 2008-09 Budgeted Expenses

Total Budgeted Expenses for Fiscal Year 2008-09 are \$880,007



Fiscal Year 2009-10 Budgeted Expenses

Total Budgeted Expenses for Fiscal Year 2009-10 are \$610,082







**Left to Right:** Nancy Nyberg (Clerk / Golf Shop Assistant); Angel Pagan (Parttime Clerk / Golf Shop Assistant); Davis Dewald (Part-time Clerk / Golf Shop Assistant).

# **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.

3.5 Full Time Employees

The City Built for Family Living

Page 315

### **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

- Attract and retain quality employees.
- Provide professionally run tournaments and programs.
- Provide the best possible customer service and golfing experience to each and every patron.

#### **ACHIEVEMENTS FOR FISCAL YEAR 2009**

- Hosted eight Copperas Cove Golf Association Tournaments throughout the year.
- Hosted two Junior Golf Camps in the summer.
- Hosted 17 Charity Golf Tournaments for local charities.
- Hosted 15 military events including Military Appreciation Day.
- Started construction on a new cart storage shed.
- Converted the Course's irrigation system to effluent.
- Renewed the rental cart fleet.
- Hosted the first City Championship for the Hills of Cove Golf Course.

### **CONTINUING OBJECTIVES**

- Continue to improve the working relationship between the Golf Course and Golf Association.
- Increase the rounds of golf played.
- Control operational costs with effective management.
- Continue marketing of the Golf Course and club house.

### GOALS FOR FISCAL YEAR 2010

- Narrow the focus of the product line available for sale in the pro-shop.
- Research a viable replacement for the current Point-of-Sale (POS) system.
- Increase the quantity and quality of tournaments hosted by the course.

### **EXPENDITURE SUMMARY**

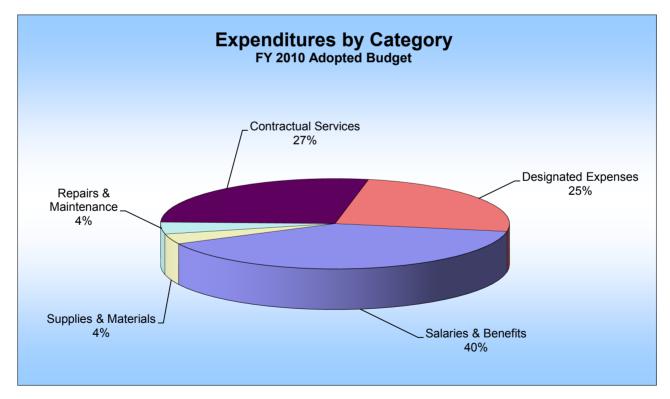
		FY 2009	FY 2009	FY 2010
	FY 2008	Amended	Year End	Adopted
GOLF COURSE OPERATIONS	Actual	Budget	Projection	Budget
Salaries & Benefits	144,472	157,377	155,066	85,082
Personnel Support	-	-	-	-
Supplies & Materials	7,457	5,129	4,278	7,800
Repairs & Maintenance	3,676	11,681	12,871	9,075
Contractual Services	67,232	64,046	50,121	58,815
Designated Expenses	103,035	82,114	54,480	52,724
TOTAL	325,871	320,347	276,816	213,496

Note: The Golf Course Fund underwent a major restructuring in FY 2009 in order to cut costs and take steps toward achieving a positive fund balance.

#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Supplies & Materials: Include replacing outdoor tables and chairs for tournaments.
- Contractual Services: Increase in consulting fees for credit card fees and point-of-sale system.
- Decreases:
- Salaries & Benefits: Operations staff was downsized in FY 2009.



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

### 09-7400

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
Golf Course Attendant	1.5	1.5	1.5	0
Clerk - Cashier	1	1	1	0
Golf Shop Assistant	1	1	1	0
General Manager	0.5	0	0	0
PT Seasonal Clerk	0	0.5	0.5	0
Pro Shop Supervisor	0	1	1	1
Clerk / Golf Shop Assistant	0	0	0	2.5
DIVISION TOTAL	4	5	5	3.5

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
Rounds of Golf Played (annually)	32,954	35,000	27,911	33,000
# of Tournament Rounds per Year	1,495	1,600	1,190	1,500
# of Annual Dues (Memberships)	240	265	240	265
EFFICIENCIES				
Average Revenue per Round of Golf Played	\$22.37	N/A*	\$20.25	\$19.58
Proshop Profit Margin	32.3%	N/A*	26.5%	50.0%
EFFECTIVENESS				
% Increase in Annual Dues	3.4%	10.0%	0.0%	10.0%
Customer Satisfaction Rating for Operations	90.0%	95.0%	87.0%	95.0%
Customer Satisfaction Rating for Jr. Camp	95.0%	95.0%	92.0%	97.0%

\* New Performance Measure - Data not available.

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







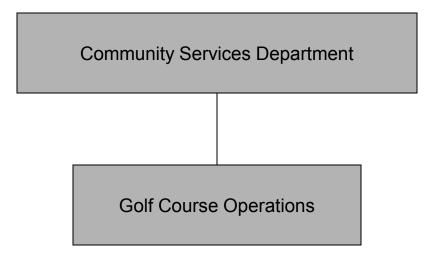
Golf Course Concessions offers a variety of grab and go concessions on a daily basis, and catering options for special events and tournaments upon request.



The Copperas Cove Golf Course hosted the 2009 Super Bowl Scramble.

# **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.

0 Full Time Employees

The City Built for Family Living

Page 321

### PROGRAM DESCRIPTION

The Golf Course Operation's staff is responsible for the operation of the Hills of Cove Golf Course grill and bar during special events and tournaments. 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 a variety of grab and go concessions on a daily basis, and catering options for special events and tournaments upon request.

### ACHIEVEMENTS FOR FISCAL YEAR 2009

- Provided quality customer service to all customers.
- Hosted Optimist Club Meetings.
- Rented facility for parties and functions throughout the year.
- Offered Daily Lunch Specials.

### **CONTINUING OBJECTIVES**

• Continue providing outstanding customer service to all patrons.

#### **GOALS FOR FISCAL YEAR 2010**

- Provide a variety of high quality grab and go concessions for patrons.
- Research available options for leasing the available grill space to an outside concessionaire.

#### **EXPENDITURE SUMMARY**

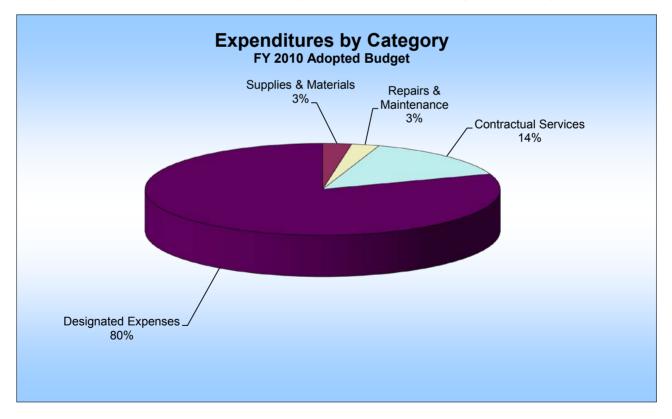
	FY 2008	FY 2009 Amended	FY 2009 Year End	FY 2010 Adopted
GOLF COURSE CONCESSIONS	Actual	Budget	Projection	Budget
Salaries & Benefits	44,337	42,547	29,361	-
Supplies & Materials	4,269	5,274	1,500	1,000
Repairs & Maintenance	411	2,180	2,180	960
Contractual Services	5,735	9,568	5,102	5,500
Designated Expenses	59,648	50,610	35,110	30,630
Capital Outlay	255	1,900	-	-
TOTAL	114,655	112,079	73,253	38,090

Note: The Golf Course Fund underwent a major restructuring in FY 2009 in order to cut costs and take steps toward achieving a positive fund balance.

#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Decreases:

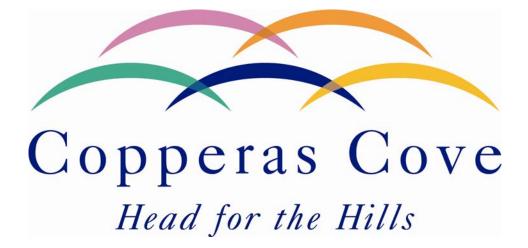
- Salaries & Benefits: Concessions staff was downsized in FY 2009. Operations staff will provide grab and go concessions in FY 2010.
- Designated Expenses: \$6,000 decrease in cost of goods sold for food and beverages due to change in operations.



## 09-7401

	FY 2008	FY 2009 Amended	FY 2009 Year End	FY 2010 Adopted
STAFFING LEVEL	Actual	Budget	Projection	Budget
Food & Beverage Worker	2	2.5	2.5	0
DIVISION TOTAL	2	2.5	2.5	0

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
# of Tournament Meals Prepared	1,555	1,600	1,525	1,000
Food sales	\$65,276	\$76,000	\$43,402	\$37,000
Beverage sales	\$22,756	\$25,000	\$17,179	\$20,000
EFFICIENCIES				
Average Revenue per Round of Golf	\$2.67	\$2.89	\$2.17	\$1.73
EFFECTIVENESS				
Customer Satisfaction Survey	90.0%	85.0%	75.0%	90.0%



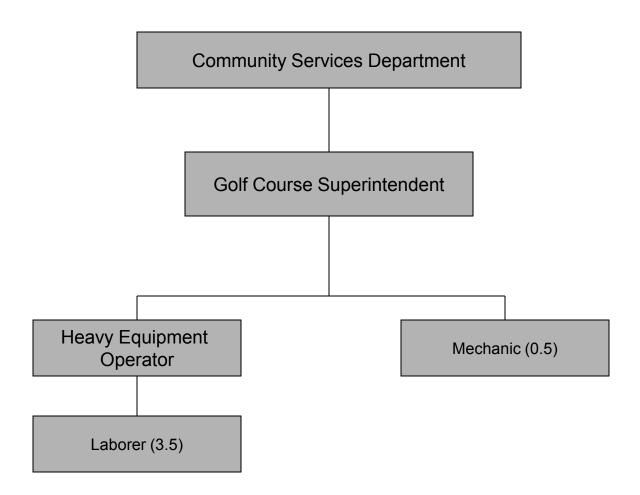




**Left to Right:** Leonel Guajardo (Mechanic); Gregorio Hernandez (Laborer); Margarito Garcia (Laborer); Mike Chandler (Superintendent); Marcel McGinnis (Laborer); Dave Barr (Heavy Equipment Operator).

# **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 Full Time Employees

# The City Built for Family Living

Page 327

### **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 the consistency and quality of the course is maintained year round.
- Operate the golf course maintenance functions in a friendly, professional manner.
- Maintain the highest level of playing conditions while operating within budget.

### **ACHIEVEMENTS FOR FISCAL YEAR 2009**

- Removed the pond on Hole #9 and re-vegetated the disturbed area.
- Converted the existing potable irrigation system to effluent.
- Over seeded all tee boxes and greens.

### **CONTINUING OBJECTIVES**

- Continue to improve on the quality of the course and the consistency of play.
- Replace remaining wooden bridges on the front nine.
- Continue trimming and removing trees that are causing problems.
- Continue with aggressive weed control program.

### **GOALS FOR FISCAL YEAR 2010**

- 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.
- Develop and execute a plan to strategically renovate or remove bunkers.
- Develop a plan to renovate and reshape the front 9 greens.
- Level and expand selective tee boxes to improve quality of play.

#### EXPENDITURE SUMMARY

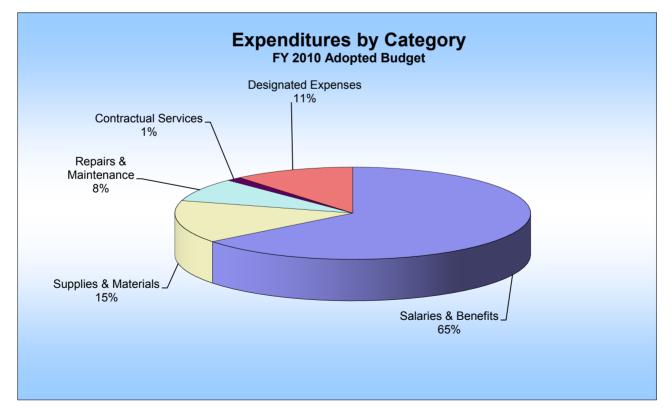
		FY 2009	FY 2009	FY 2010
	FY 2008	Amended	Year End	Adopted
GOLF COURSE MAINTENANCE	Actual	Budget	Projection	Budget
Salaries & Benefits	186,753	219,635	201,847	223,913
Personnel Support	-	-	-	-
Supplies & Materials	54,428	60,272	39,650	52,000
Repairs & Maintenance	19,459	44,878	21,900	28,632
Contractual Services	7,214	9,067	5,005	4,808
Designated Expenses	40,890	76,598	73,598	38,240
Capital Outlay	-	13,800	6,000	-
TOTAL	308,744	424,250	348,000	347,593

Note: The Golf Course Fund underwent a major restructuring in FY 2009 in order to cut costs and take steps toward achieving a positive fund balance.

#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Salaries & Benefits: The General Manager position is no longer split 50/50 between Operations and Maintenance; the General Manager position was reclassified to Golf Course Superintendent and is funded 100% in Maintenance.
- Supplies & Materials: Include \$7,000 increase for sand and soil costs.
- Repairs & Maintenance: Include \$4,112 increase for radios and equipment.
- Decreases:
- Designated Expenses: Capital lease payments reduced due to payment completion on some capital leases in FY 2009.



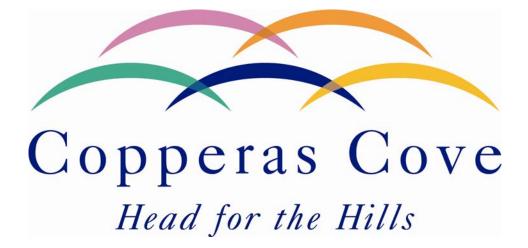
\*\* "Highlights" are not necessarily all-inclusive.

## 09-7402

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
Golf Course Superintendent	1	1	1	1
General Manager	0.5	0	0	0
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	3.5
DIVISION TOTAL	7.5	7	7	6

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
# 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	4
EFFICIENCIES				
Operating Cost per Acre to Maintain	\$2,530.69	\$3,477.46	\$2,852.46	\$2,849.12
EFFECTIVENESS				
% of Golfers Rating the Course Overall as Good to Excellent	95.0%	99.0%	90.0%	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 fundwide 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

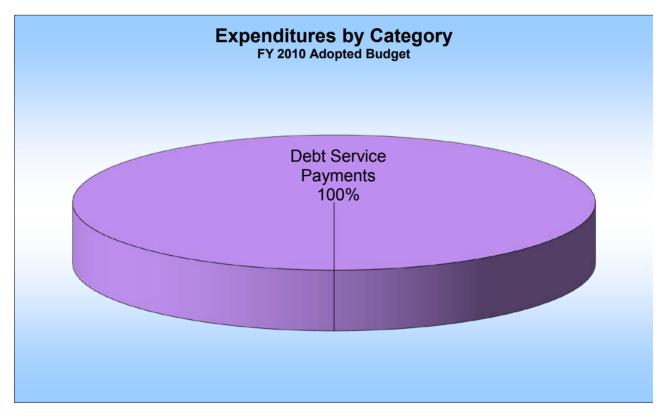
#### **EXPENDITURE SUMMARY**

NON-DEPARTMENTAL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
Salaries & Benefits	-	3,053	-	-
Supplies & Materials	-	-	-	-
Repairs & Maintenance	-	-	-	-
Contractual Services	-	-	-	-
Designated Expenses	-	-	-	-
Debt Service Payments	-	20,278	15,592	10,903
TOTAL	-	23,331	15,592	10,903

#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

#### Decreases:

- Debt Service Payments: A portion of the 2008 Tax Note debt will be paid out of the Capital Improvement fund in FY 2010.



# Other Funds

Copperas Cove strives to provide Quality Services Everyday!

### **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 2009-10 ADOPTED BUDGET TAX INTEREST AND SINKING FUND SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Account	Description	Actual FY 2007-08	Budget* FY 2008-09	Projected FY 2008-09	Adopted FY 2009-10
	Unreserved, Undesignated	\$ 143,493	\$ 280,195	\$ 366,565	\$ 386,350
	Prior Period Adjustment	13,438	\$ -	-	0
TOTAL BEGINNIN	IG FUND BALANCE	\$ 156,931	\$ 280,195	\$ 366,565	\$ 386,350
REVENUES					
07-310-1001	Ad Valorem Taxes	\$ 1,450,536	\$ 1,463,071	\$ 1,560,000	\$ 1,690,382
07-310-1002	Delinguent Ad Valorem Taxes	15,250	14,000	14,500	15,000
07-310-1003	Penalty & Interest	13,754	11,000	11,200	11,500
07-360-5044	Transfer from 1994 Fire GO Fund	33,888	-	-	-
07-360-5046	Transfer from Library Contrib.	1,327	-	-	-
07-360-5050	Transfer from 97 CO GC Phase 2	26,922	-	-	-
07-360-5094	Transfer from 1998 GO Bond	462	-	-	-
07-370-6001	Interest Revenue	22,985	22,000	6,600	7,000
TOTAL REVENUE	S	\$ 1,565,124	\$ 1,510,071	\$ 1,592,300	\$ 1,723,882
TOTAL FUNDS AV	AILABLE	\$ 1,722,055	\$ 1,790,266	\$ 1,958,864	\$ 2,110,232
EXPENDITURES					
4701-0700-2216	Principal (Aug)-'97C/O	\$-	\$ -	\$-	\$-
4701-0700-2218	Principal (Aug)-'98G.O.	v 70,000	۳ 75,000	¢ 75,000	¢ 75,000
4701-0700-2219	Principal (Aug)-'99C/O	55,000	60,000	60,000	-
4701-0700-2220	Principal (Aug)-'01C/O	100,000	100,000	100,000	105,000
4701-0700-2221	Principal '99 C/O (Golf)	-	-	-	
4701-0700-2225	Principal '03 C/O	50,000	65,000	65,000	70,000
4701-0700-2227	Principal Refunding C/O	290,323	246,451	246,451	394,037
4701-0700-2227	Principal (Aug) Ref '06 C/O	-	-	-	1,000
4701-0700-2228	Principal '06 Tax Notes	145,000	150,000	150,000	160,000
4701-0700-2229	Principal '07 C/O	-	20,000	20,000	5,000
4701-0700-2230	Principal '07 C/O Refunding	4,500	4,500	4,500	6,000
4701-0700-2231	Principal '08 Tax Notes	-	160,000	160,000	130,000
4701-0700-2232	Principal '08A Tax Notes	-	25,000	25,000	40,000
4701-0700-XXXX	Principal '09 GO	-	-	-	25,000
4701-0700-XXXX	Principal '09 Tax Notes	-	-	-	50,000
4701-0700-2318	Interest (Fb/Ag)-'98 G.O.	20,633	17,623	17,623	14,435
4701-0700-2319	Interest (Fb/Ag)-'99 C/O	3,806	1,911	1,911	-
4701-0700-2320	Interest (Fb/Ag)-'01 C/O	21,787	17,622	17,622	13,272
4701-0700-2321	Interest '99 C/O (Golf)	-	-	-	-
4701-0700-2325	Interest '03 C/O	118,508	115,729	115,729	112,632
4701-0700-2326	Interest Refunding C/O '06	37,422	37,422	37,422	37,422
4701-0700-2327	Interest Refunding C/O	93,169	85,274	85,274	76,193
4701-0700-2328	Interest '06 Tax Notes	38,050	32,554	32,554	26,599
4701-0700-2329	Interest '07 Proposed C/O Bond	251,744	208,820	208,820	208,032
4701-0700-2330	Interest '07 C/O Refund	54,649	54,490	54,490	54,313
4701-0700-2331	Interest '08 Tax Notes	-	50,985	50,986	35,028
4701-0700-2332	Interest '08A Tax Notes	-	70,975	30,507	37,364
4701-0700-XXXX	Interest '09 GO	-	-	-	252,688
4701-0700-XXXX	Interest '09 Tax Notes	-	-	-	23,942
4701-0700-2401	Bond Paying Agent Fees	900	4,500	1,000	-
4701-0700-6014	Arbitrage Rebate Service	\$ 1,355,491	<u>19,215</u> \$ 1,623,071	<u>12,625</u>	¢ 1 052 057
TOTAL EXPENDIT	UNEO	\$ 1,355,491	\$ 1,623,071	\$ 1,572,514	\$ 1,952,957
TOTAL ENDING F	UND BALANCE	\$ 366,565	\$ 167,195	\$ 386,350	\$ 157,275

#### CITY OF COPPERAS COVE FISCAL YEAR 2009-10 ADOPTED BUDGET RECREATION ACTIVITIES FUND SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Account	Description	F۱	Actual ( 2007-08		Budget* ( 2008-09		rojected ( 2008-09		Adopted ( 2009-10
<b>BEGINNING FUND B</b>									
BEGINNING FUND B	Unreserved, Undesignated Prior Yr Enc Voided in Current Yr Prior Period Adjustment	\$	88,184 4,250 14,759	\$	84,493	\$	97,951 24,720 (891)	\$	96,513
TOTAL BEGINNING	2	\$	107,193	\$	84,493	\$	121,781	\$	96,513
Revenues									
04-340-1002	Football Revenue	\$	25,448	\$	24.650	\$	24,650	\$	25,500
04-340-1004	Basketball Fees	Ŧ	15,130	Ŧ	15,500	Ŧ	16,546	Ŧ	17,150
04-340-1006	Baseball/Softball Fees-Youth		31,830		31,000		41,580		42,130
04-340-1007	Adult Softball Fees		575		3,500		5,800		8,800
04-340-1008	Soccer Fees		31,940		34,000		33,000		33,005
04-340-1012	Special Events Revenue		2,264		1,500		1,500		1,200
04-340-1014	Softball Fees - Youth		5,235		5,500		-		-
04-340-1015	Concession Sales		12,773		11,250		12,000		12,500
04-340-1016	Flag Football Fees		12,843		10,885		12,460		16,550
04-340-1017	Track Revenue				350				-
04-340-1020	Summer Camp Registration		44,025		41,250		41,250		44,100
04-340-1030	Recreation Classes Revenue		5,955		4,100		4,100		4,150
04-340-1040	Start Smart Revenue		735		750		940		1,225
04-340-1050	Kickball Revenue		-		-		-		-,
04-340-1060	Cheerleader Revenue		2,940		3,100		3,100		3,300
04-340-1400	Swimming Lessons		18,193		17,000		17,185		18,200
04-370-6001	Interest Revenue		3,297		3,800		1,000		1,000
04-390-6005	Miscellaneous Revenue		590		1,000		400		500
TOTAL REVENUES		\$	213,772	\$	209,135	\$	215,511	\$	229,310
TOTAL FUNDS AVAI	LABLE	\$	320,965	\$	293,628	\$	337,292	\$	325,823
Expandituras									
Expenditures 04-4310-5400-1XXX	Personnel Services	\$	65,483	\$	72,507	\$	71,730	\$	86,567
04-4310-5400-2000	Supplies	φ	2,843	φ	4,592	φ	2,000	φ	80,507
04-4310-5400-2000	Football Program Costs		2,643		4,592		2,000 24,675		- 24,890
04-4310-5400-2002	Special Events Expense		2,248		3,000		3,000		2,550
04-4310-5400-2002	Basketball Program Costs		11,346		16,928		16,618		15,106
04-4310-5400-2005	Aquatics Costs		4,291		5,235		5,235		5,395
04-4310-5400-2007	Baseball Program Costs		28,871		38,061		40,183		39,725
04-4310-5400-2008	Adult Softball		20,011		5,720		5,720		3,985
04-4310-5400-2009	Soccer Program Costs		20,023		27,480		27,480		29,485
04-4310-5400-2010	Day Camp		10,618		15,500		15,500		16,250
04-4310-5400-2012	Track Expense				350		350		
04-4310-5400-2014	Sports Camp Expense		-		500		-		-
04-4310-5400-2015	Recreation Classes Costs		59		1,200		1,200		3,290
04-4310-5400-2017	Flag Football Expenses		1,813		4,070		4,070		12,089
04-4310-5400-2018	Youth Softball		6,202		7,688		-		
04-4310-5400-2019	Cheerleader Expense		3,698		2,500		2,500		2,280
04-4310-5400-2030	Office Supplies		-		2,000		_,000		500
04-4310-5400-2035	Cleaning Supplies		-		-		_		2,111
04-4310-5400-2065	Field/Shop Supplies		-		_		_		500
04-4310-5400-2003	Computer Supplies		440		553		553		93
04-4310-5400-2200	Postage				-		-		645
04-4310-5400-2600	Chemicals		-		615		615		500
04-4310-5400-4400	Repairs & Maint Equipment		517		-		-		480
04-4310-5400-4600	Repairs & Maint Software		-		1,200		1,200		7,000

#### CITY OF COPPERAS COVE FISCAL YEAR 2009-10 ADOPTED BUDGET RECREATION ACTIVITIES FUND SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Account	Description	Actual FY 2007-08	Budget* FY 2008-09	Projected FY 2008-09	Adopted FY 2009-10
Expenditures (Conti	nued)				
04-4310-5400-6012	Consulting Fees	-	-	3,500	38,000
04-4310-5400-6100	Advertising	2,606	2,900	2,000	2,050
04-4310-5400-6200	Communication	445	600	650	432
04-4310-5400-6400	Dues & Subscriptions	80	430	300	300
04-4310-5400-6600	Professional Development	45	1,921	1,800	2,703
04-4310-5400-6700	Uniforms	-	600	600	400
04-4310-5400-7200	CCISD Admin Reimbursement	-	400	400	200
04-4310-5400-7300	Cost of Goods-Food & Bev	7,047	8,500	8,500	10,000
04-4310-5400-7800	Operating Capital	-	400	400	-
04-4310-5400-8500	Facilities	24,720	-	-	-
Subtotal		\$ 223,015	\$ 248,125	\$ 240,779	\$ 307,526
TOTAL EXPENDITU	RES	\$ 223,015	\$ 248,125	\$ 240,779	\$ 307,526
ENDING FUND BAL	ANCE	\$ 97,951	\$ 45,503	\$ 96,513	\$ 18,297

\* Includes budget amendments that were approved by City Council on 11/03/08, 04/07/09, 05/19/09, and 09/15/09.

#### FULL-TIME EQUIVALENT (FTE) PERSONNEL SCHEDULE :

	Number of Positions					
Position Title	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10		
Recreation Specialist Recreation Coordinator	1 1	1 1	1 1	1 1		
Total	2	2	2	2		

#### CITY OF COPPERAS COVE FISCAL YEAR 2009-10 ADOPTED BUDGET DRAINAGE UTILITY FUND SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Account	Description	Actual FY 2007-08			3udget* 7 2008-09		Projected Y 2008-09		Adopted Y 2009-10
REGINNING	FUND BALANCE:								
BEGINNING	Unreserved, Undesignated Prior Yr Enc Voided in Current Yr	\$	324,584	\$	72,479	\$	126,827 139,500	\$	328,441
	Prior Period Adjustment		(72,769)				(10,818)		
TOTAL BEG	INNING FUND BALANCE	\$	251,815	\$	72,479	\$	255,509	\$	328,441
	Drainage Utility Fee Maintenance Revenue	\$	841,294	\$	870,000	\$	852,000	\$	868,000
Subtotal	Maintenance Revenue	\$	841,294	\$	870,000	\$	852,000	\$	868,000
Other Rever	nue	Ψ	0+1,20+		070,000	Ψ	002,000	Ψ	000,000
05-390-6005	Miscellaneous Revenues	\$	3	\$	10	\$	-	\$	-
05-370-6001	Interest Revenue	•	27,862		35,000	,	7,600	,	7,600
	Late Charge for Billing		-		500		-		-
05-390-6006	Insurance Proceeds		1,825		-		-		-
05-392-1001	Auction Proceeds		926		200		380		200
Subtotal		\$	30,616	\$	35,710	\$	7,980	\$	7,800
TOTAL REV	ENUES	\$	871,910	\$	905,710	\$	859,980	\$	875,800
TOTAL FUN	DS AVAILABLE	\$	1,123,725	\$	978,189	\$	1,115,489	\$	1,204,241
OPERATING	EXPENDITURES								
Drainage		\$	317,905	\$	367,186	\$	364,373	\$	372,897
	artmental	Ψ	106,212	Ψ	131,230	Ψ	119,778	Ψ	109,778
	RATING EXPENDITURES	\$	424,117	\$	498,416	\$	484,151	\$	482,675
			, ,		, -		- , -		_ ,
OTHER EXP	ENDITURES								
Drainage	Projects	\$	300,876	\$	-	\$	-	\$	-
	nprovement Projects		-		-		-		291,600
Capital C			-		-		-		9,000
	& Int Debt Pymts		271,905		323,360		302,897		313,175
TOTAL OTH	ER EXPENDITURES	\$	572,781	\$	323,360	\$	302,897	\$	613,775
TOTAL EXP	ENDITURES	\$	996,898	\$	821,776	\$	787,048	\$	1,096,450
ENDING FUI	ND BALANCE								
	ed, Undesignated	\$	126,827	\$	156,413	\$	328,441	\$	107,791
	ING FUND BALANCE	\$	126,827	\$	156,413	\$	328,441	\$	107,791





James Trevino (Assistant Director of Public Works).

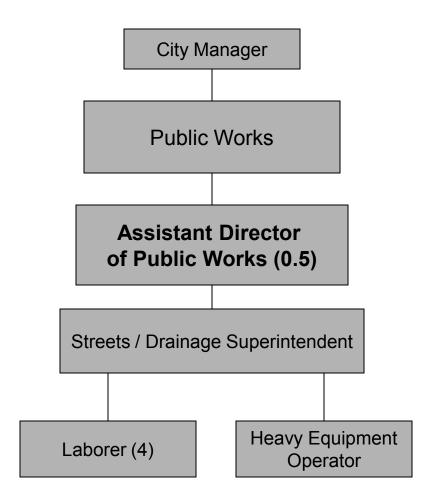


#### Left to Right:

**Front Row:** Danny Hamilton (Heavy Equipment Operator); Ernest Wilkins (Laborer); Elmer Gothard (Street / Drainage Superintendent).

**<u>Back Row:</u>** David Boone (Laborer); Jessie Smith (Laborer); Frank Haase (Laborer).

### **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

The City Built for Family Living

Page 341

#### **PROGRAM DESCRIPTION**

The Drainage Department is responsible for the maintenance of the municipal storm water sewer system, which consists of cleaning, mowing, repairing and vegetative control throughout the City to include Texas Department of Transportation (TXDOT) right-of-way.

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

- Reduce flooding within the City's infrastructure.
- Control vegetation and erosion in drainage channels to acceptable levels.
- Manage capital drainage projects.

#### **ACHIEVEMENTS FOR FISCAL YEAR 2009**

- Removed silt and debris out of 42 inlet boxes.
- Removed silt buildup from ditch between Creek Street and Judy Lane.
- Removed silt buildup from ditch on Erby Avenue.
- Regraded ditch between Ashley Drive and Matt Drive for positive flow.
- Repaired erosion in ditch on Colorado Drive.
- Installed required MS4 drain markers on 100 inlet boxes.
- Repaired erosion in ditch between Wagon Train Trail and Rodeo Circle.
- Completed Summers Road drainage project.

#### **CONTINUING OBJECTIVES**

- Control vegetation in drainage ditches by mowing.
- Control erosion in drainage channels by replacing washed out soil and revegetating.
- Control weed growth in gutters by use of herbicide.
- Clean out concrete channels as needed.

#### GOALS FOR FISCAL YEAR 2010

- Complete the South 25<sup>th</sup> Street Improvement Project.
- Complete Rolling Heights Drainage Improvement Project.
- Install required MS4 drain markers on remaining 300 inlet boxes.
- Reshape ditch on Summers Road between Janelle Drive and Longhorn Drive.
- Clean out and re-establish eroded areas in ditch at Heritage Park.
- Clean out and reshape ditch on Courtney Lane.

#### **EXPENDITURE SUMMARY**

		FY 2009	FY 2009	FY 2010
	FY 2008	Amended	Year End	Adopted
DRAINAGE	Actual	Budget	Projection	Budget
Salaries & Benefits	212,116	275,028	273,528	284,675
Supplies & Materials	19,377	27,916	26,385	38,787
Repairs & Maintenance	15,818	18,304	18,720	20,846
Contractual Services	26,252	26,098	25,900	10,694
Designated Expenses	44,340	19,840	19,840	17,895
Capital Outlay	-	-	-	9,000
TOTAL	317,905	367,186	364,373	381,897

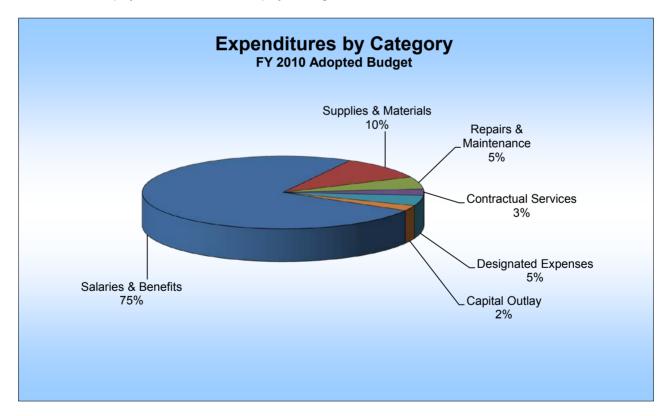
#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Salaries & Benefits: Include increase for employee benefits.
- Supplies & Materials: Include increase for MS4 drain markers and informational materials, and for a rotary broom with platform.
- Capital Outlay: Include purchase of a Tri-plex Piston Water Pump.

Decreases:

- Contractual Services: Include \$15,500 decrease for consultants for engineering services; engineering services related to future projects are included in the project budget.

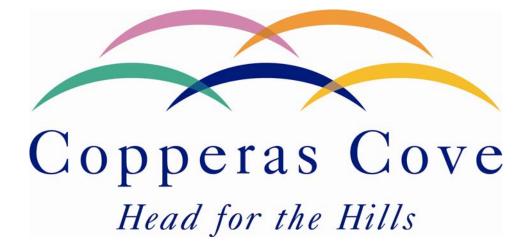


#### 05-7600

STAFFING LEVEL	FY 2008 Actual	FY 2009 Amended Budget	FY 2009 Year End Projection	FY 2010 Adopted Budget
Assistant Director of Public Works	0	0.5	0.5	0.5
Street / Drainage Superintendent	0.5	1	1	1
Drainage Supervisor	1	0	0	0
Heavy Equipment Operator	1	1	1	1
Laborer	4	4	4	4
DIVISION TOTAL	6.5	6.5	6.5	6.5

PERFORMANCE MEASURES	FY 2008 Actual	FY 2009 Budget	FY 2009 Projection	FY 2010 Target
OUTPUTS				
Mowing Events per Year	8.0	N/A*	9.0	10.0
Drainage Areas Maintained (in miles)	14.0	N/A*	14.0	14.0
# of Drainage Miles Mowed per Month	11.2	N/A*	11.2	12.6
EFFICIENCIES				
Estimated Drainage Areas (in miles) Mowed per	2.2	N/A*	2.2	2.2
Employee				
EFFECTIVENESS				
% of Drainage Miles Mowed per Month	80.0%	N/A*	80.0%	90.0%

\* New Performance Measure - Data not available.



### DRAINAGE NON-DEPARTMENTAL





Workers Clearing Vegetation and Debris from Drainage Ditch

#### NON-DEPARTMENTAL PROGRAM DESCRIPTION

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.



Worker Cutting an Opening in an Underground Corrugated Metal Pipe to Remove Debris Blockage

#### NON - DEPARTMENTAL

#### **EXPENDITURE SUMMARY**

		FY 2009	FY 2009	FY 2010
	FY 2008	Amended	Year End	Adopted
NON-DEPARTMENTAL	Actual	Budget	Projection	Budget
Salaries & Benefits	-	1,448	-	-
Supplies & Materials	-	-	-	-
Repairs & Maintenance	-	-	-	-
Contractual Services	5,908	29,282	19,278	9,278
Designated Expenses	304	500	500	500
Capital Improvement Projects	300,876	-	-	291,600
Transfers Out	100,000	100,000	100,000	100,000
Debt Service Payments	271,905	323,360	302,897	313,175
TOTAL	678,993	454,590	422,675	714,553

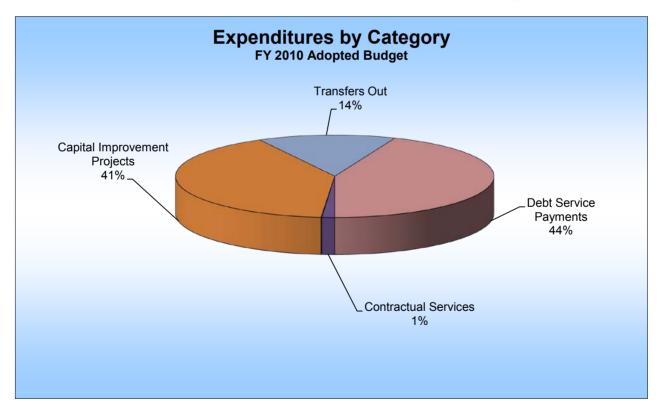
#### HIGHLIGHTS (FY 2010 Adopted Over/Under FY 2009 Projected) \*\*

Increases:

- Capital Improvement Projects: Include South 25th to 31st streets drainage, Curry Street drainage, and Rolling Heights drainage projects.

Decreases:

- Contractual Services: Include \$10,000 decrease in professional services due to not extending lobbyist services.



#### CITY OF COPPERAS COVE FISCAL YEAR 2009-10 ADOPTED BUDGET CEMETERY FUND SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Account	Description	_	Actual 2007-08	udget* 2008-09	ojected 2008-09	dopted 2009-10
BEGINNING F	UND BALANCE					
	Unreserved, Undesignated Prior Period Adjustment	\$	1,109 5,762	\$ 937	\$ 2,237 (236)	\$ 3,131
	NNING FUND BALANCE	\$	6,871	\$ 937	\$ 2,001	\$ 3,131
REVENUES						
06-340-1001	Cemetery Plot Sales	\$	15,235	\$ 16,112	\$ 14,000	\$ 13,000
	Interest Revenue Transfer from General Fund		30 14,079	40 24,000	20 24.000	20 23.400
	Miscellaneous Revenue		169	55	50	50
TOTAL REVE	NUES	\$	29,512	\$ 40,207	\$ 38,070	\$ 36,470
TOTAL FUND	S AVAILABLE	\$	36,383	\$ 41,144	\$ 40,071	\$ 39,601
EXPENDITUR	ES					
	Salaries & Benefits	\$	30,316	\$ 32,345	\$ 32,619	\$ 33,343
	Supplies		147	2,371	100	1,300
	Repairs & Maintenance		1,294	2,178	1,678	2,092
	Contractual Services		1,096	2,018	750	1,558
	Designated Expenses		1,293	1,793	1,793	1,293
	Capital Outlay & Improvements		-	-	-	-
TOTAL EXPE	NDITURES	\$	34,146	\$ 40,705	\$ 36,940	\$ 39,586
ENDING FUN	D BALANCE:					
	Unreserved, Undesignated	\$	2,237	\$ 439	\$ 3,131	\$ 15
TOTAL ENDI	NG FUND BALANCE	\$	2,237	\$ 439	\$ 3,131	\$ 15

\* Includes budget amendments that were approved by City Council on 11/03/08, 04/07/09, 05/19/09, and 09/15/09.

#### FULL-TIME EQUIVALENT (FTE) PERSONNEL SCHEDULE :

	Number of Positions								
Position Title	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10					
Light Equipment Operator	1	1	1	1					
Total	1	1	1	1					

#### CITY OF COPPERAS COVE FISCAL YEAR 2009-10 ADOPTED BUDGET LIBRARY GIFTS & MEMORIALS SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Account	Description	Actual FY 2007-08		Budget* FY 2008-09		Projected FY 2008-09		Adopted FY 2009-10	
BEGINNING FUND	BALANCE								
	Unreserved, Undesignated Unreserved, Undesignated Prior Period Adjustment	\$	8,894 (604)	\$	8,572	\$	8,572 - -	\$	4,317
TOTAL BEGINNING		\$	8,290		\$8,572	\$	8,572	\$	4,317
REVENUES									
11-370-6001 11-390-1001	Interest Revenue Library Gifts & Memorials	\$	35 505	\$	35 500	\$	18 400	\$	15 400
TOTAL REVENUES		\$	540	\$	535	\$	418	\$	415
TOTAL FUNDS AVAILABLE		\$	8,830	\$	9,107	\$	8,990	\$	4,732
EXPENDITURES									
11-4320-7100-7100 11-4320-7100-8501 11-4320-7100-8502 11-4320-7100-8503 11-4320-7100-8505	Memorial Brickpavers Adult & Young Adult Books Children's Books Reference Books Genealogy Material	\$	35 21 96 107	\$	- 90 4,333 250 -	\$	105 90 4,228 48 202	\$	105 100 4,277 250
TOTAL EXPENDITU	RES	\$	259	\$	4,673	\$	4,673	\$	4,732
ENDING FUND BAL	ANCE:								
Unreserved, Unde		<u>\$</u> \$	8,572	\$	4,434	\$	4,317	\$	-
TOTAL ENDING FUI	ND BALANCE	\$	8,572	\$	4,434	\$	4,317	\$	-

#### CITY OF COPPERAS COVE FISCAL YEAR 2009-10 ADOPTED BUDGET HOTEL OCCUPANCY TAX FUND SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Account	Description		Actual FY 2007-08		Budget* FY 2008-09		Projected FY 2008-09		Adopted FY 2009-10	
BEGINNING FUND	BALANCE									
	Unreserved, Undesignated	\$	61,905	\$	83,009	\$	95,939	\$	86,399	
	Prior Period Adjustment		36,684				13,189			
TOTAL BEGINNIN	G FUND BALANCE	\$	98,589	\$	83,009	\$	109,128	\$	86,399	
REVENUES										
14-310-1001.1	Hotel Occupancy Tax - Best Western	\$	57,553	\$	58,000	\$	41,000	\$	42,200	
14-310-1001.2	Hotel Occupancy Tax - Luxury Inn		7,811		7,200		7,000		7,200	
14-310-1001.3	Hotel Occupancy Tax - Cactus Lodge		10,597		12,000		11,200		11,500	
14-310-1001.4	Hotel Occupancy Tax - Motel 8		29,736		32,000		17,000		17,500	
14-310-1001.5	Hotel Occupancy Tax - Relax Inn		10,447		12,500		9,000		9,300	
14-370-6001.6	Hotel Occupancy Tax - Comfort Suites		50,977		65,000		72,000		74,200	
14-310-1001.7	Hotel Occupancy Tax - Days Inn		11,795		45,000		24,000		24,700	
14-370-6001	Interest Revenue		5,124		6,000		1,100		1,100	
TOTAL REVENUES	5	\$	184,040	\$	237,700	\$	182,300	\$	187,700	
TOTAL FUNDS AV	AILABLE	\$	282,629	\$	320,709	\$	291,428	\$	274,099	
EXPENDITURES										
14-4502-1400-2200	Promo of Tourism - Chamber of Commerce	\$	125,000	\$	180,000	\$	150,000	\$	170,000	
14-4502-1400-2204	Promo Tourism - Boys & Girls		13,000		13,000		13,000		-	
14-4502-1400-2205	Promo Tourism - Downtown		9,216		12,000		12,000		12,000	
14-4502-1400-2210			6,000		3,000		3,000		-	
14-4502-1400-2212			2,229		3,000		2,229		2,500	
14-4502-1400-2360			-		3,000		3,000		4,000	
14-4502-1400-4450			8,000		20,000		20,000		20,000	
14-4502-1400-7800			461		-		-		-	
14-4502-1400-8400			3,804		-		-		-	
14-4502-1400-8402			-		1,801		1,800		-	
14-4502-1400-8500			18,979		-		-		-	
14-4502-1400-9300			-		10,000		-		25,000	
14-4502-1400-9400			-		9,042		-		7,394	
TOTAL EXPENDIT	UKES	\$	186,689	\$	254,843	\$	205,029	\$	240,894	
ENDING FUND BA	ANCE									
Unreserved, Unc	-	\$	95,939	\$	65,866	\$	86,399	\$	33,205	
TOTAL ENDING FL		<u>φ</u> \$	95,939	\$	65,866	\$	86,399	\$	33,205	
		Ψ	00,000	Ψ	00,000	Ψ	00,000	Ψ	30,200	

#### CITY OF COPPERAS COVE FISCAL YEAR 2009-10 ADOPTED BUDGET ANIMAL SHELTER FUND SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Account	Description	Actual FY 2007-08		Budget* FY 2008-09		Projected FY 2008-09		Adopted FY 2009-10	
BEGINNING FUN									
	Inreserved, Undesignated Prior Period Adjustment	\$	21,147	\$	19,283	\$	19,328	\$	13,772
	IG FUND BALANCE	\$	21,147	\$	19,283	\$	19,328	\$	13,772
REVENUES									
	nterest Revenue	\$	143	\$	50	\$	40	\$	30
	Shelter Donation		496		500		-		100
TOTAL REVENUE	ES	\$	638	\$	550	\$	40	\$	130
TOTAL FUNDS A	VAILABLE	\$	21,785	\$	19,833	\$	19,368	\$	13,902
EXPENDITURES									
Designated Ex	penses	\$	2,457	\$	14,837	\$	600	\$	13,902
. ,	& Improvements		-		4,996		4,996		-
TOTAL EXPENDI	TURES	\$	2,457	\$	19,833	\$	5,596	\$	13,902
ENDING FUND B	ALANCE:								
Unreserved, Ur		\$	19,328	\$	-	\$	13,772	\$	0
TOTAL ENDING F	UND BALANCE	\$	19,328	\$	-	\$	13,772	\$	0

#### CITY OF COPPERAS COVE FISCAL YEAR 2009-10 ADOPTED BUDGET COURT EFFICIENCY FUND SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Description		tual )07-08		udget* 2008-09		ojected 2008-09		dopted 2009-10
BEGINNING FUND BALANCE:								
Unreserved, Undesignated Prior Period Adjustment	\$	-	\$	15,727 -	\$	15,727 156	\$	14,053 -
Prior Yr Enc Voided in Current Yr TOTAL BEGINNING FUND BALANCE	¢		•	-	•	-	\$	-
TOTAL BEGINNING FUND BALANCE	\$		\$	15,727	\$	15,883	Þ	14,053
REVENUES								
Court Efficiency Revenue Interest Revenue	\$	-	\$	5,000 700	\$	5,000 120	\$	5,150 120
TOTAL REVENUES	\$	-	\$	5,700	\$	5,120	\$	5,270
TOTAL FUNDS AVAILABLE	\$		\$	21,427	\$	21,003	\$	19,323
TOTAL EXPENDITURES	\$	-	\$	8,925	\$	6,950	\$	7,342
ENDING FUND BALANCE:								
Unreserved, Undesignated	\$	-	\$	12,502	\$	14,053	\$	11,981
TOTAL ENDING FUND BALANCE	\$	-	\$	12,502	\$	14,053	\$	11,981

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 2009-10 ADOPTED BUDGET COURT SECURITY FUND SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Description	Actual FY 2007-08		Budget* FY 2008-09		Projected FY 2008-09		Adopted FY 2009-10	
BEGINNING FUND BALANCE:								
Unreserved, Undesignated	\$	-	\$	26,383	\$	26,383	\$	27,691
Prior Period Adjustment	·	-		-	•	7,365		-
Prior Yr Enc Voided in Current Yr		-		-		-		-
TOTAL BEGINNING FUND BALANCE	\$	-	\$	26,383	\$	33,748	\$	27,691
REVENUES								
Court Security Revenue	\$	-	\$	20,265	\$	20,000	\$	20,872
Interest Revenue		-		2,800		263		250
TOTAL REVENUES	\$	-	\$	23,065	\$	20,263	\$	21,122
TOTAL FUNDS AVAILABLE	\$	-	\$	49,448	\$	54,011	\$	48,813
							_	
TOTAL EXPENDITURES	\$	-	\$	34,510	\$	26,320	\$	36,010
ENDING FUND BALANCE:								
Unreserved, Undesignated	\$		\$	14,938	\$	27,691	\$	12,803
TOTAL ENDING FUND BALANCE	\$	-	\$	14,938	\$	27,691	\$	12,803

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 2009-10 ADOPTED BUDGET COURT TECHNOLOGY FUND SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Description	Actual FY 2007-08		Budget* FY 2008-09		Projected FY 2008-09		Adopted FY 2009-10	
BEGINNING FUND BALANCE:								
Unreserved, Undesignated Prior Period Adjustment	\$	-	\$	117,175 -	\$	117,175 8,814	\$	91,194 -
Prior Yr Enc Voided in Current Yr TOTAL BEGINNING FUND BALANCE	\$	-	\$	- 117,175	\$	- 125,989	\$	- 91,194
REVENUES								
Court Technology Revenue	\$	-	\$	29,000 4,200	\$	28,000 900	\$	28,840 900
TOTAL REVENUES	\$	-	\$	33,200	\$	28,900	\$	29,740
TOTAL FUNDS AVAILABLE	\$		\$	150,375	\$	154,889	\$	120,934
TOTAL EXPENDITURES	\$		\$	82,272	\$	63,695	\$	51,854
ENDING FUND BALANCE:								
Unreserved, Undesignated TOTAL ENDING FUND BALANCE	\$ \$	-	\$ \$	68,103 68,103	\$ \$	91,194 91,194	\$ \$	69,080 69,080

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 2009-10 ADOPTED BUDGET OTHER FUNDS SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Fund Description	Beginning Fund Balance		Revenues		Expenditures	Ending Fund Balance	
Revolving Loan Fund	\$	199,662	\$	500	\$-	\$	200,162
City-Wide Donation Fund		49,749		26,700	76,449		-
City-Wide Grants (SAFER Grant)		-		365,263	365,263		-
Joint Image Campaign Fund		17,583		28,050	30,633		15,000
Police State Seizure Fund		9,720		25	9,745		-
Police Federal Seizure Fund		2,104		-	2,104		-
Law Enforcement Block Grant Fund		10,930		-	10,930		-
Fire Department Grants Fund		9,404		-	9,404		-
Library Grants Fund		17,267		20	17,287		-
Tobacco Grant Fund		3,000		3,000	3,000		3,000
Total Other Funds	\$	319,419	\$	423,558	\$ 524,815	\$	218,162



## Debt Service Requirements

Copperas Cove strives to provide Quality Services Everyday!

### **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

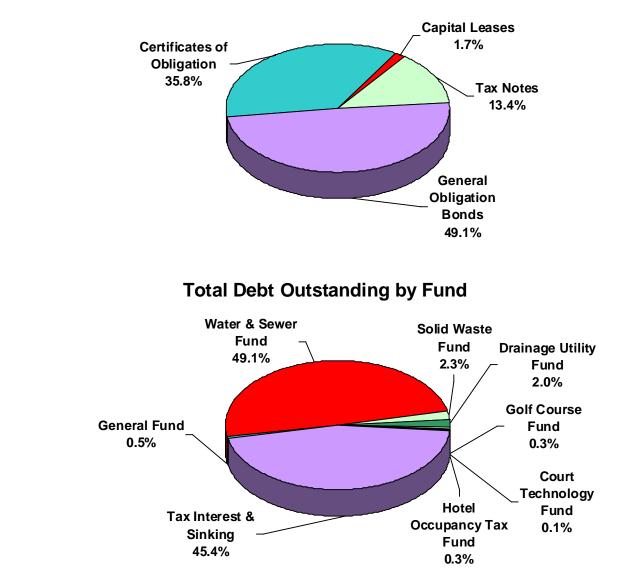
\*Standard & Poor's upgraded the City's GO Bond rating from A- to A+ after review of credit strength in June 2009.

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, 2009 Tax Roll	\$ 1	,136,914,737
Limit on Amount Designated for Debt Service Legal Limit	\$	<u>x 1.5%</u> 17,053,721
Actual Amount to be Expended from Ad Valorem Taxes for General Obligation Debt Service During the Year Ended September 30, 2010	<u>\$</u>	2,079,057

#### The City Built for Family Living

#### City of Copperas Cove Outstanding Debt Fiscal Year 2009-10



#### Total Debt Outstanding by Type of Debt

Fund	General	Certificate of	Тах	Capital Leases	Total Debt
	Obligation	Obligation	Notes		Service
Tax Interest & Sinking Fund	\$14,134,753	\$11,629,471	\$4,162,902	\$-	\$29,927,126
General Fund	-	-	-	324,010	324,010
Water & Sewer Fund	17,312,891	11,991,321	2,905,952	152,151	32,362,315
Solid Waste Fund	-	-	1,082,069	467,492	1,549,561
Drainage Utility Fund	925,705	-	354,224	19,386	1,299,315
Cemetery Fund	-	-	-	1,832	1,832
Golf Course Fund	-	-	102,128	101,584	203,712
Court Technology Fund	-	-	-	46,044	46,044
Hotel Occupancy Tax Fund	-	-	231,312	-	231,312
Total All Funds	\$32,373,349	\$23,620,792	\$8,838,587	\$1,112,499	\$65,945,227

		2009-20	-		
Year	General	Certificates of	Tax	Capital	Total Debt
	Obligation	Obligation	Notes	Leases	Service
2009 - 2010	2,604,782	1,545,898	1,002,803	586,866	5,740,349
2010 - 2011	2,680,211	1,557,384	1,158,811	367,760	5,764,16
2011 - 2012	2,644,922	1,561,595	1,353,460	153,569	5,713,54
2012 - 2013	2,671,628	1,288,034	1,481,014	4,304	5,444,98
2013 - 2014	2,409,000	1,490,448	1,620,777	-	5,520,22
2014 - 2015	1,624,999	2,072,960	1,521,321	-	5,219,280
2015 - 2016	1,766,376	2,072,787	700,400	-	4,539,563
2016 - 2017	1,705,651	2,019,393	-	-	3,725,044
2017 - 2018	1,605,620	2,084,654	-	-	3,690,27
2018 - 2019	2,202,591	1,253,593	-	-	3,456,184
2019 - 2020	2,053,927	1,086,467	-	-	3,140,394
2020 - 2021	2,032,123	1,075,264	-	-	3,107,38
2021 - 2022	1,373,579	1,072,971	-	-	2,446,55
2022 - 2023	1,307,261	1,054,223	-	-	2,361,484
2023 - 2024	331,675	704,772	-	-	1,036,44
2024 - 2025	332,675	710,979	-	-	1,043,654
2025 - 2026	333,225	486,051	-	-	819,27
2026 - 2027	333,325	483,321	-	-	816,64
2027 - 2028	332,975	-	-	-	332,97
2028 - 2029	337,175	-	-	-	337,17
2029 - 2030	340,700	-	-	-	340,70
2030 - 2031	338,010	-	-	-	338,01
2031 - 2032	339,850	-	-	-	339,85
2032 - 2033	335,469	-	-	-	335,46
2033 - 2034	335,600	-	-	-	335,600
	32,373,349	23,620,792	8,838,587	1,112,499	65,945,22
s Interest	8,573,349	6,375,792	943,587	45,004	15,937,73
TAL DEBT	23,800,000	17,245,000	7,895,000	1,067,495	50,007,490

#### CITY OF COPPERAS COVE, TEXAS FUTURE INDEBTEDNESS SCHEDULE 2009-2010

#### Series Name

Series 1998 General Obligation Refunding	1,060,000
Series 2001 Combination Tax & Revenue Certificates of Obligation	1,215,000
Series 2003 Combination Tax & Revenue Certificates of Obligation	8,060,000
Series 2003A General Obligation Refunding	3,280,000
Series 2005 Combination Tax & Revenue Certificates of Obligation	2,690,000
Series 2005 General Obligation Refunding	5,145,000
Series 2006 General Obligation Refunding	4,950,000
Series 2007 General Obligation Refunding	4,595,000
Series 2006 Tax Notes	670,000
Series 2007 Combination Tax & Revenue Certificates of Obligation	5,280,000
Series 2008 Tax Notes	2,595,000
Series 2008A Tax Notes	2,120,000
Series 2009 General Obligation Bonds	4,770,000
Series 2009 Tax Notes	2,510,000

#### TOTAL

48,940,000

#### CITY OF COPPERAS COVE, TEXAS FUTURE INDEBTEDNESS SCHEDULE 2009-2010

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
2009 - 2010	1,650,000	954,782	2,604,782	2009 - 2010	810,000	735,898	1,545,898	2009 - 2010	770,000	232,803	1,002,803
2010 - 2011	1,790,000	890,211	2,680,211	2010 - 2011	855,000	702,384	1,557,384	2010 - 2011	950,000	208,811	1,158,811
2011 - 2012	1,825,000	819,922	2,644,922	2011 - 2012	895,000	666,595	1,561,595	2011 - 2012	1,175,000	178,460	1,353,460
2012 - 2013	1,924,999	746,629	2,671,628	2012 - 2013	660,000	628,034	1,288,034	2012 - 2013	1,340,000	141,014	1,481,014
2013 - 2014	1,740,001	668,999	2,409,000	2013 - 2014	890,000	600,448	1,490,448	2013 - 2014	1,525,000	95,777	1,620,777
2014 - 2015	1,025,000	599,999	1,624,999	2014 - 2015	1,510,000	562,960	2,072,960	2014 - 2015	1,455,000	66,321	1,521,321
2015 - 2016	1,205,000	561,376	1,766,376	2015 - 2016	1,575,000	497,787	2,072,787	2015 - 2016	680,000	20,400	700,400
2016 - 2017	1,190,000	515,651	1,705,651	2016 - 2017	1,595,000	424,393	2,019,393	2016 - 2017	-	-	-
2017 - 2018	1,135,000	470,620	1,605,620	2017 - 2018	1,730,000	354,654	2,084,654	2017 - 2018	-	-	-
2018 - 2019	1,775,000	427,591	2,202,591	2018 - 2019	975,000	278,593	1,253,593	2018 - 2019	-	-	-
2019 - 2020	1,695,000	358,927	2,053,927	2019 - 2020	850,000	236,467	1,086,467	2019 - 2020	-	-	-
2020 - 2021	1,740,000	292,123	2,032,123	2020 - 2021	875,000	200,264	1,075,264	2020 - 2021	-	-	-
2021 - 2022	1,150,000	223,579	1,373,579	2021 - 2022	910,000	162,971	1,072,971	2021 - 2022	-	-	-
2022 - 2023	1,130,000	177,261	1,307,261	2022 - 2023	930,000	124,223	1,054,223	2022 - 2023	-	-	-
2023 - 2024	200,000	131,675	331,675	2023 - 2024	620,000	84,772	704,772	2023 - 2024	-	-	-
2024 - 2025	210,000	122,675	332,675	2024 - 2025	650,000	60,979	710,979	2024 - 2025	-	-	-
2025 - 2026	220,000	113,225	333,225	2025 - 2026	450,000	36,051	486,051				
2026 - 2027	230,000	103,325	333,325	2026 - 2027	465,000	18,321	483,321				
2027 - 2028	240,000	92,975	332,975								
2028 - 2029	255,000	82,175	337,175								
2029 - 2030	270,000	70,700	340,700								
2030 - 2031	280,000	58,010	338,010								
2031 - 2032	295,000	44,850	339,850								
2032 - 2033	305,000	30,469	335,469								
2033 - 2034	320,000	15,600	335,600								
TOTAL	23,800,000	8,573,349	32,373,349	TOTAL	17,245,000	6,375,792	23,620,792	TOTAL	7,895,000	943,587	8,838,587

Series Name	Principal Amount
Series 1998 General Obligation Refunding	1,060,000
Series 2001 Combination Tax & Revenue Certificates of Obligation	1,215,000
Series 2003 Combination Tax & Revenue Certificates of Obligation	8,060,000
Series 2003A General Obligation Refunding	3,280,000
Series 2005 Combination Tax & Revenue Certificates of Obligation	2,690,000
Series 2005 General Obligation Refunding	5,145,000
Series 2006 General Obligation Refunding	4,950,000
Series 2007 General Obligation Refunding	4,595,000
Series 2006 Tax Notes	670,000
Series 2007 Combination Tax & Revenue Certificates of Obligation	5,280,000
Series 2008 Tax Notes	2,595,000
Series 2008A Tax Notes	2,120,000
Series 2009 General Obligation Bonds	4,770,000
Series 2009 Tax Notes	2,510,000
TOTAL	48,940,000

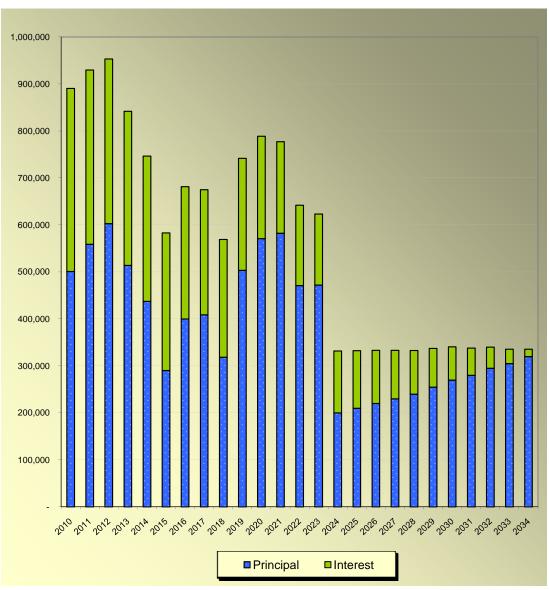
### TAX SUPPORTED FUTURE INDEBTEDNESS SCHEDULE 2009-2010

GENERAL OBLIGATION DEBT				
	Principal	Interest	Total	
2009 - 2010	501,037	389,538	890,575	
2010 - 2011	558,932	370,834	929,766	
2011 - 2012	603,033	350,145	953,178	
2012 - 2013	513,873	328,138	842,011	
2013 - 2014	437,509	308,969	746,478	
2014 - 2015	290,267	292,870	583,137	
2015 - 2016	399,804	281,777	681,581	
2016 - 2017	408,822	266,363	675,185	
2017 - 2018	318,500	250,683	569,183	
2018 - 2019	503,500	238,191	741,691	
2019 - 2020	571,000	217,919	788,919	
2020 - 2021	582,500	194,633	777,133	
2021 - 2022	471,000	170,901	641,901	
2022 - 2023	472,000	151,336	623,336	
2023 - 2024	200,000	131,675	331,675	
2024 - 2025	210,000	122,675	332,675	
2025 - 2026	220,000	113,225	333,225	
2026 - 2027	230,000	103,325	333,325	
2027 - 2028	240,000	92,975	332,975	
2028 - 2029	255,000	82,175	337,175	
2029 - 2030	270,000	70,700	340,700	
2030 - 2031	280,000	58,010	338,010	
2031 - 2032	295,000	44,850	339,850	
2032 - 2033	305,000	30,469	335,469	
2033 - 2034	320,000	15,600	335,600	
TOTAL	9,456,777	4,677,976	14,134,753	

#### Series Name

Series 1998 General Obligation Refunding Series 2005 General Obligation Refunding Series 2006 General Obligation Refunding Series 2007 General Obligation Refunding Series 2009 General Obligation Bonds **TOTAL**  **Principal Amount** 

9,456,777
4,665,000
1,378,500
990,000
2,098,277
325,000



### GENERAL OBLIGATION TAX DEBT TO MATURITY 2009-2010

## TAX SUPPORTED FUTURE INDEBTEDNESS SCHEDULE 2009-2010

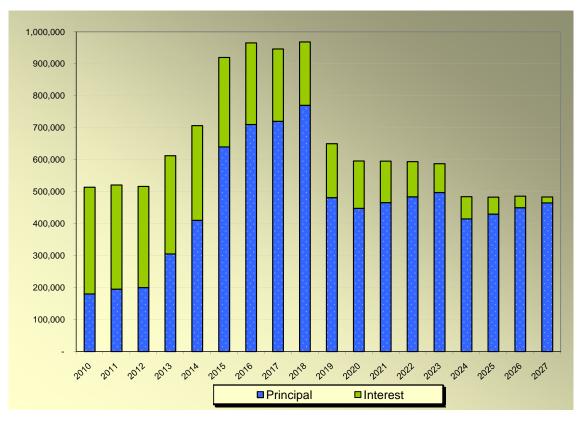
CERTIFICATES OF OBLIGATION DEBT				
	Principal	Interest	Total	
2009 - 2010	180,000	333,936	513,936	
2010 - 2011	195,000	325,787	520,787	
2011 - 2012	200,000	316,599	516,599	
2012 - 2013	305,000	307,440	612,440	
2013 - 2014	410,000	296,276	706,276	
2014 - 2015	640,000	279,935	919,935	
2015 - 2016	710,000	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	
TOTAL	8,267,000	3,362,471	11,629,471	

#### Series Name

Series 2001 Combination Tax & Revenue Series 2003 Combination Tax & Revenue Series 2007 Combination Tax & Revenue **TOTAL** 

#### **Principal Amount**

8,267,000
5,280,000
2,692,000
295,000



### CERTIFICATES OF OBLIGATION TAX DEBT TO MATURITY 2009-2010

# TAX SUPPORTED FUTURE INDEBTEDNESS SCHEDULE 2009-2010

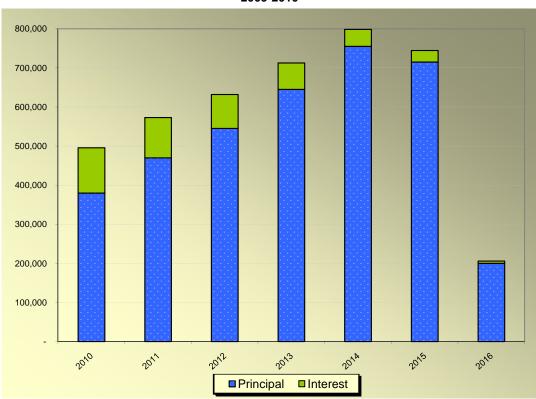
TAX NOTES DEBT						
	Principal	Interest	Total			
2009 - 2010	380,000	115,809	495,809			
2010 - 2011	470,000	103,191	573,191			
2011 - 2012	545,000	87,152	632,152			
2012 - 2013	645,000	67,657	712,657			
2013 - 2014	755,000	43,446	798,446			
2014 - 2015	715,000	29,647	744,647			
2015 - 2016	200,000	6,000	206,000			
2016 - 2017	-	-	-			
2017 - 2018	-	-	-			
2018 - 2019	-	-	-			
2019 - 2020	-	-	-			
2020 - 2021	-	-	-			
2021 - 2022	-	-	-			
2022 - 2023	-	-	-			
TOTAL	3,710,000	452,902	4,162,902			

#### Series Name

Series 2006 Tax Notes Series 2008 Tax Notes Series 2008A Tax Notes Series 2009 Tax Notes TOTAL **Principal Amount** 

670,000 1,325,000 1,035,000 680,000 **3,710,000** 

008A Tax Notes 009 Tax Notes



# TAX NOTES TAX DEBT TO MATURITY 2009-2010

### FUTURE INDEBTEDNESS SCHEDULE

2009-2010

	TER & SEWER IERAL OBLIGA		;	CO		R FUND DEBT XX & REVENUE F OBLIGATION	_
Year	Principal	Interest	Total	Year	Principal	Interest	Total
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
TOTAL	13,503,224	3,809,667	17,312,891	TOTAL	8,978,000	3,013,321	11,991,321

#### WATER & SEWER FUND DEBT TAX NOTES

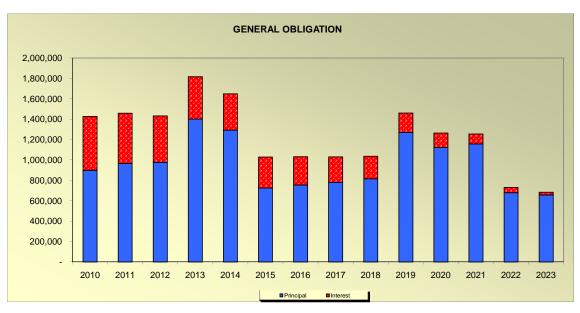
TAX NOTES						
Year	Principal	Interest	Total			
2009 - 2010	250,000	73,191	323,191			
2010 - 2011	280,000	65,845	345,845			
2011 - 2012	365,000	56,759	421,759			
2012 - 2013	420,000	45,866	465,866			
2013 - 2014	500,000	32,260	532,260			
2014 - 2015	505,000	23,634	528,634			
2015 - 2016	280,000	8,400	288,400			
2016 - 2017	-	-	-			
2017 - 2018	-	-	-			
2018 - 2019	-	-	-			
2019 - 2020	-	-	-			
2020 - 2021	-	-	-			
2021 - 2022	-	-	-			
2022 - 2023	-	-	-			
2023 - 2024	-	-	-			
2024 - 2025	-	-	-			
TOTAL	2,600,000	305,952	2,905,952			

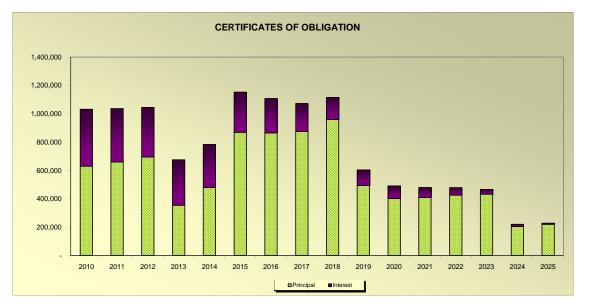
### Series Name

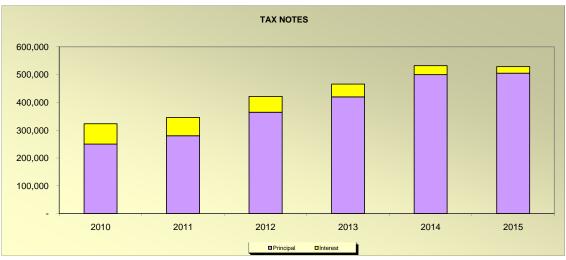
Series Name	Principal Amount
Series 2001 Combination Tax & Revenue Certificates of Obligation	920,000
Series 2003 Combination Tax & Revenue Certificates of Obligation	5,368,000
Series 2003A General Obligation Refunding	3,280,000
Series 2005 Combination Tax & Revenue Certificates of Obligation	2,690,000
Series 2005 General Obligation Refunding	3,046,724
Series 2006 General Obligation Refunding	3,960,000
Series 2007 General Obligation Refunding	3,216,500
Series 2008 Tax Note	1,055,000
Series 2008A Tax Note	615,000
Series 2009 Tax Note	930,000
TOTAL	25,081,224

# WATER & SEWER FUND DEBT TO MATURITY

2009-2010





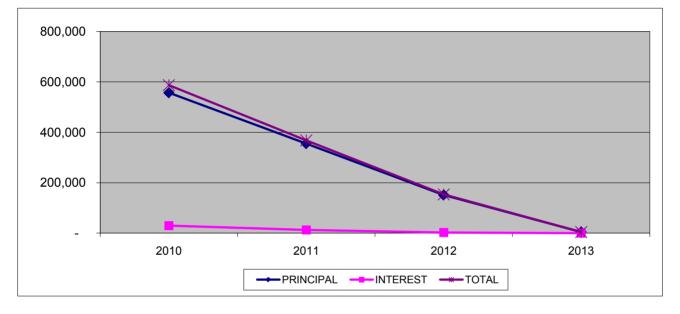


# CAPITAL LEASES TOTAL REQUIREMENTS

**OUTSTANDING OCTOBER 2009** 

\$ 1,112,499

			TOTAL	DEBT
YEAR	PRINCIPAL	INTEREST	REQUIREMENTS	OUTSTANDING
2010	556,921	29,944	586,865	525,635
2011	355,119	12,641	367,760	157,874
2012	151,163	2,407	153,569	4,304
2013	4,292	12	4,304	-



# **CAPITAL LEASES**

# \$639,481 CAPITAL LEASE - SOLID WASTE TRUCK AND CONTAINERS - JUNE 2004

# **OUTSTANDING OCTOBER 2009**

\$ 108,094

			INTEREST	TOTAL	DEBT
YEAR	PRINCIPAL	INTEREST	RATE	REQUIREMENTS	OUTSTANDING
2010	106,565	1,529	3.43%	108,094	0

# **CAPITAL LEASES**

# \$140,689 CAPITAL LEASE - VARIOUS GOLF COURSE EQUIPMENT - NOVEMBER 2004

### **OUTSTANDING OCTOBER 2009**

\$ 6,472

			INTEREST	TOTAL	DEBT
YEAR	PRINCIPAL	INTEREST	RATE	REQUIREMENTS	OUTSTANDING
2010	6,445	26	3.28%	6,472	0

# CAPITAL LEASES \$92,725 CAPITAL LEASE - AMBULANCE - MAY 2005

**OUTSTANDING OCTOBER 2009** 

\$ 14,726

			INTEREST	TOTAL	DEBT
YEAR	PRINCIPAL	INTEREST	RATE	REQUIREMENTS	OUTSTANDING
2010	14,509	217	3.97%	14,726	0

# **CAPITAL LEASES**

# \$98,561 CAPITAL LEASE - BACKHOE FOR DRAINAGE & DEFIBRILLATOR - JULY 2005

**OUTSTANDING OCTOBER 2009** 

\$ 23,814

			INTEREST	TOTAL	DEBT
YEAR	PRINCIPAL	INTEREST	RATE	REQUIREMENTS	OUTSTANDING
2010	21,446	536	3.97%	21,982	1,832
2011	1,826	6	3.97%	1,832	0

# CAPITAL LEASES

# \$552,002 CAPITAL LEASE - VARIOUS EQUIPMENT, BACKHOE LOADER - FEBRUARY 2006

# **OUTSTANDING OCTOBER 2009**

\$ 172,390

			INTEREST	TOTAL	DEBT
YEAR	PRINCIPAL	INTEREST	RATE	REQUIREMENTS	OUTSTANDING
2010	117,239	4,447	3.898%	121,687	50,703
2011	50,213	490	3.898%	50,703	(0)

### CAPITAL LEASES

# \$185,538 CAPITAL LEASE - DELL COMPUTERS/RECYCLING EQUIPMENT - APRIL 2006

# **OUTSTANDING OCTOBER 2009**

\$ 36,344

			INTEREST	TOTAL	DEBT
YEAR	PRINCIPAL	INTEREST	RATE	REQUIREMENTS	OUTSTANDING
2010	17,110	1,062	3.918%	18,172	18,172
2011	17,792	380	3.918%	18,172	(0)

# CAPITAL LEASES \$525,227 CAPITAL LEASE - VARIOUS SOLID WASTE EQUIPMENT - DECEMBER 2007

OUTSTANDING OCTOBER 2009

\$ 317,159

			INTEREST	TOTAL	DEBT
YEAR	PRINCIPAL	INTEREST	RATE	REQUIREMENTS	OUTSTANDING
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 2009**

\$ 232,718

			INTEREST	TOTAL	DEBT
YEAR	PRINCIPAL	INTEREST	RATE	REQUIREMENTS	OUTSTANDING
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	0

# CAPITAL LEASES \$50,612 CAPITAL LEASE - MUNICIPAL COURT MODULE - June 2009

# **OUTSTANDING OCTOBER 2009**

\$ 46,044

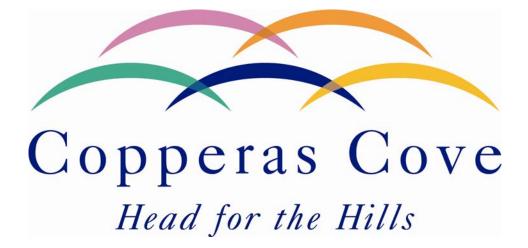
			INTEREST	TOTAL	DEBT
YEAR	PRINCIPAL	INTEREST	RATE	REQUIREMENTS	OUTSTANDING
2010	15,968	3,085	8.000%	19,053	26,991
2011	17,479	1,574	8.000%	19,053	7,939
2012	7,761	177	8.000%	7,939	-

# CAPITAL LEASES \$146,800 CAPITAL LEASE - COMPUTERS AND SERVERS - OCTOBER 2009

# **OUTSTANDING OCTOBER 2009**

\$ 154,739

			INTEREST	TOTAL	DEBT
YEAR	PRINCIPAL	INTEREST	RATE	REQUIREMENTS	OUTSTANDING
2010	43,255	4,024	3.450%	47,279	107,460
2011	48,772	2,806	3.450%	51,578	55,882
2012	50,481	1,096	3.450%	51,578	4,304
2013	4,292	12	3.450%	4,304	-







# Capital Outlay

Copperas Cove strives to provide Quality Services Everyday!

# **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 2009-10 Adopted Budget and Plan of Municipal Services for capital outlay is \$140,362. This amount represents a decrease of \$90,983 or 39% below the amount of capital outlay that was budgeted in fiscal year 2008-09.

Fund	FY 2006 Budget	FY 2007 Budget	FY 2008 Budget	FY 2009 Budget	FY 2010 Budget
General Fund	\$251,015	\$294,832	\$284,231	\$110,584	\$69,600
Water & Sewer Fund	\$208,106	\$104,142	\$121,107	\$42,200	\$31,835
Solid Waste Fund	\$30,237	\$44,650	\$33,500	\$4,300	-
Golf Course Fund	\$17,334	-	\$1,700	\$15,700	-
Recreation Activities	\$34,200	\$3,500	\$24,720	-	-
Drainage Utility Fund	\$228,830	\$241,200	\$206,975	-	\$9,000
Cemetery Fund	\$6,838	\$2,500	-	-	-
Hotel / Motel Fund	\$30,000	\$30,000	-	-	-
Library Gifts & Memorials	-	-	-	\$4,673	\$4,627
Library Grants	-	-	-	\$19,521	\$12,300
Animal Shelter Fund	-	-	-	\$4,996	-
Municipal Court	-	\$1,065	-	\$1,085	-
Municipal Court	\$5,700	\$8,373	\$15,600	\$28,286	\$13,000
Municipal Court Security	\$1,400	\$700	-	-	-
Total	\$813,660	\$730,962	\$687,833	\$231,345	\$140,362

# The City Built for Family Living

#### CITY OF COPPERAS COVE, TEXAS DETAILED LISTING OF BUDGETED CAPITAL OUTLAY FISCAL YEAR 2009-10

Account Description			Amount		Fotal by Account
	GENERAL FUND				
Police Department					
01-4230-4200-8300	Harley-Davidson Motorcycles Replaced (4) <b>Total</b>	\$ <b>\$</b>	15,200 <b>15,200</b>	\$ <b>\$</b>	15,200 <b>15,200</b>
Fire Department					
01-4240-4400-8400	Thermal Imaging Camera Replaced <b>Total</b>	\$ <b>\$</b>	12,000 <b>12,000</b>	\$ <b>\$</b>	12,000 <b>12,000</b>
Library					
01-4320-7100-8501 01-4320-7100-8501 01-4320-7100-8501 01-4320-7100-8502 01-4320-7100-8503 01-4320-7100-8504 01-4320-7100-8505	Adult & Teen Books (Fiction) Adult & Teen Books (Non-Fiction) Adult & Teen Books (Large Print) Children's Books Reference Books Audio Books Genealogy Books <b>Total</b>	\$	8,000 5,000 9,000 11,000 7,900 600 <b>42,400</b>	\$ <b>\$</b>	8,000 5,000 9,000 11,000 7,900 600 <b>42,400</b>
TOTAL GENERAL FUND		\$	69,600	\$	69,600
	WATER & SEWER FUND				
Sewer					
02-4425-8300-8400	Root Control in Sewer Pipes <b>Total</b>	\$ <b>\$</b>	21,835 <b>21,835</b>	\$ <b>\$</b>	21,835 <b>21,835</b>
Water Distribution					
02-4425-8200-8500	Killeen 20" Facility Fence Rehab. <b>Total</b>	\$ <b>\$</b>	10,000 <b>10,000</b>	\$ <b>\$</b>	10,000 <b>10,000</b>
TOTAL WATER & SEWER FUND		\$	31,835	\$	31,835
	DRAINAGE UTILITY FUND				
Drainage					
05-4410-7600-8400	Tri-Plex Piston Water Pump	\$ <b>\$</b>	9,000 <b>9,000</b>	\$ <b>\$</b>	9,000 <b>9,000</b>
TOTAL DRAINAGE UTILITY FUND		\$	9,000	\$	9,000
	LIBRARY GIFTS & MEMORIALS FUN	ID			
11-4320-7100-8501 11-4320-7100-8502 11-4320-7100-8503	Adult & Young Adult Books Children's Books Reference Books <b>Total</b>	\$ <b>\$</b>	100 4,277 250 <b>4,627</b>	\$ <b>\$</b>	100 4,277 <u>250</u> <b>4,627</b>
TOTAL LIBRARY GIFTS & MEMORIA	LS FUND	\$	4,627	\$	4,627

#### CITY OF COPPERAS COVE, TEXAS DETAILED LISTING OF BUDGETED CAPITAL OUTLAY FISCAL YEAR 2009-10

Account	Description		Amount		Total by Account
	LIBRARY GRANTS FUND				
49-4603-4972-8502	\$ <b>\$</b>	12,300 <b>12,300</b>	\$ <b>\$</b>	12,300 <b>12,300</b>	
TOTAL LIBRARY GRANTS F	UND	\$	12,300	\$	12,300
	MUNICIPAL COURT TECHNOLOGY	FUND			
54-4220-4102-8402 54-4220-4102-8404	Incode - Content Manager (Electronic) Incode - Content Manager (Software) Total	\$ <b>\$</b>	7,000 6,000 <b>13,000</b>	\$ <b>\$</b>	7,000 6,000 <b>13,000</b>
TOTAL MUNICIPAL COURT	OTAL MUNICIPAL COURT TECHNOLOGY FUND				13,000
	TOTAL ALL FUNDS	\$	140,362	\$	140,362



# Capital Improvements

Copperas Cove strives to provide Quality Services Everyday!

# **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. This section of the Annual Budget and Plan of Municipal Services attempts to identify the capital improvements the City has budgeted for in the 2009-10 fiscal year. In addition to this section of the Budget and Plan of Municipal Services, the City adopted a five year Capital Improvement Plan with appropriated funds for FY 2009-10.

In this section of the budget book, 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:

- Operating Fund Revenues (General Fund, Water and Sewer Fund, Solid Waste Fund, Golf Course, and Drainage Utility Fund)
- General Obligation Bonds
- Revenue Bonds
- Combination Tax and Revenue Certificates of Obligation
- Limited Tax Notes

# PROJECT IDENTIFICATION AND APPROVAL

During FY 2008-09, the City of Copperas Cove implemented a new Five-Year Capital Improvement Plan. The process began with each department identifying capital improvement projects that are necessary for their departmental goals and objectives to be attained. The departments submitted each project, provided a written justification for the project, prioritized the project by level of importance and included possible sources of funding. The City Manager with the department heads reviewed these requests with the City Council and based on funding limitations determined which projects would be included in FY 2010. Additionally, the City Council may make requests for major projects to be included in the Capital Improvement Plan. 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. The Five-Year Capital Improvement Plan will be expanded in the future to also include the annual operating cost impact.

# 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. In October 2009, a formal Capital Improvement Plan was adopted by the City Council; however, the plan did not include major equipment purchases. A separate fixed asset plan to include City fleet is in the process of being developed for approval by City Council within the next two years.

# FUNDING SUMMARY BY SOURCE

# Operating Fund Revenues (General, Water & Sewer, Solid Waste, and Golf Course):

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.

# 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. City staff has received hazard mitigation funding to assist with the various drainage issues revealed by the flooding events in prior years.

# 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 will issue General Obligation Bonds for the 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.

# 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.).

# 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 works (construction of major facilities and the purchase of major equipment), excluding the operations and maintenance expenditures of the City.

# CAPITAL IMPROVEMENT PROJECTS BUDGET

The Capital Improvement Projects budget for fiscal year 2009-10 includes various new capital projects. Please refer to the Adopted Capital Improvement Plan for FY 2010 - FY 2014.

Funding source information is included in the Capital Improvement Plan. Projects are identified to be funded either through funds that have been obtained by the City or future debt issuances. Potential grant funding is also identified in the Capital Improvement Plan. Should the grant funds not be awarded, the City would seek other funding sources prior to the start of the project.

Projects that were under construction prior to the development of the five year Capital Improvement Plan are not included in the Plan, however are included below and in the Financial Statements for the Bond Construction Funds at the end of the Capital Improvements section. The following table provides a quick look at the various ongoing capital improvement projects and the funding sources being utilized to complete these projects. Estimated operating costs related to the projects below are included in the FY 2010 budget.

# FY 2009-10 CAPITAL IMPROVEMENT PROJECTS BY FUNDING SOURCE

**Ongoing Projects** 

# (See FY 2010 - FY 2014 Capital Improvement Plan for All Other Projects)

Fund/Project	General Obligation Bonds	Limited Tax Notes	Certificates of Obligation	Total
	2006 Lim	ited Tax Note	es	
Professional Services - PD		74,643		74,643
	2007 Certific	ates of Oblig	jation	
Police Facility			9,207	9,207
	2008 Lim	ited Tax Note	es	
Turkey Run Pump Station		106,927		106,927
Golf Cart Storage		2,922		2,922
	2008A Lir	nited Tax Not	tes	
Recycling Center Expansion		73,667		73,667
	2009 Genera	l Obligation E	Bonds	
Police Facility	1,908,524			1,908,524

# **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.
- 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.
- **2009 General Obligation Bonds** The construction of the Policy Facility and Lutheran Church Road and Lutheran Church Road Drainage. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund and the Drainage Fund. The issue was for \$4,770,000.
- 2009 Limited Tax Notes The purchase of fire apparatus, south park pool renovations, retrofit of west clarifier, Long Mountain tank rehab, vac con for sewer department, recycling center expansion, transfer station tipping floor renovations, rearloader and sideloader for the Solid Waste Department, and Allin House and Civic Center renovations. 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, and Hotel Occupancy Tax Fund. The issue was for \$2,510,000.

### City of Copperas Cove, Texas 2001 Certificates of Obligation (Capital Equipment/Improvements) FY 2009-10

Account	Total Project Description Budget**		F	As of Y 2007-08	Projected Y 2008-09	Adopted ( 2009-10	
Beginning Fund Balanc	e						
90-300-0001	Fund Balance	\$	-	\$	-	265,028	266,463
Revenues		-				,	
90-390-1001	Bond Proceeds	\$	1,914,227	\$	1,914,227	\$ -	\$ -
90-370-6001	Interest Income	-	94,500		91,503	2,100	1,500
90-370-6005	Miscellaneous Revenue		1,500		1,500	-	-
Total Revenues		\$	2,010,227	\$	2,007,231	\$ 2,100	\$ 1,500
Expenditures*							
90-4606-9000-8600	Bond Issuance Costs	\$	56,766	\$	56,766	\$ -	\$ -
90-4606-9000-6050	Inspection Services		3,263		3,263	-	-
90-4606-3500-xxxx	City-Wide Network		148,622		148,622	-	-
90-4606-4100-8500	Municipal Court		196,779		196,780	-	-
90-4606-4300-xxxx	Animal Control Facility		60,119		60,120	-	-
90-4606-4400-8500	Fire Station No. 3		215,496		215,496	-	-
90-4606-4400-8300	Fire Equipment		248,855		248,855	-	-
90-4606-5300-8400	Street Equipment		126,170		126,170	-	-
90-4606-5300-8500	Reliever Route ROW Acquisition		437,016		172,155	-	267,963
90-4606-5400-8505	Ogletree Improvements		394,604		394,604	-	-
90-4606-5600-8500	Public Works Facility (1/2)		113,119		113,119	-	-
90-4606-9000-6014	Arbitrage Rebate Service		9,418		6,253	665	-
Total Expenditures		\$	2,010,227	\$	1,742,203	\$ 665	\$ 267,963
Ending Fund Balance							
90-300-0001	Fund Balance	\$	-	\$	265,028	\$ 266,463	\$ 0

\* Prior year expenditures have been reconciled to the fund cash balance.

### City of Copperas Cove, Texas 2003 Certificates of Obligation Tax Supported Capital Projects FY 2009-10

Account	Description	Total Project Budget**												Adopted ( 2009-10
Beginning Fund Balanc	e													
70-300-0001	Fund Balance	\$	-	\$	-	\$ 424,484	\$	424,634						
Revenues														
70-390-1003	Bond Proceeds	\$	4,190,000	\$	4,190,000	\$ -	\$	-						
70-370-6001	Interest Income		235,900		232,009	2,900		2,000						
70-370-6005	Miscellaneous Revenue		1,953		1,953	-		-						
Total Revenues		\$	4,427,853	\$	4,423,962	\$ 2,900	\$	2,000						
Expenditures*														
70-231-0920	Bond Issuance Costs	\$	82,543	\$	82,543	\$ -	\$	-						
70-231-0922	Unamortized Bond Discount		20,061		20,061	-		-						
70-4615-4400-9021	Communications System		1,611,545		1,611,545	-		-						
70-4615-4400-9023	Fire Department Pumper Truck		247,064		247,064	-		-						
70-4615-5100-xxxx	Salary/Benefits		5,344		5,344	-		-						
70-4615-4200-9039	Police Department Bldg. Repairs		22,537		22,537	-		-						
70-4615-5300-9029	Improvements to FM 1113		444,187		444,187	-		-						
70-4615-5400-9025	Renovation of Civic Center		132,691		132,691	-		-						
70-4615-5400-9027	Construction of Skate Park		24,750		24,750	-		-						
70-4615-5400-9033	Feeder Road (SE Bypass)		520,647		95,021	-		426,634						
70-4615-5400-9035	City Hall Roof Repairs		11,441		11,441	-		-						
70-4615-5400-9037	Human Resources Bldg. Repairs		94,312		94,313	-		-						
	Arbitrage Rebate Service Fee		2,750		-	2,750		-						
70-4615-8500-9019	Construction of Big Divide		957,924		957,924	-		-						
70-4615-8500-9043	Street Reconstruction		250,058		250,058	-		-						
Total Expenditures		\$	4,427,853	\$	3,999,478	\$ 2,750	\$	426,634						
Ending Fund Balance						 								
70-300-0001	Fund Balance	\$	-	\$	424,484	\$ 424,634	\$	(0)						

\* 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 2009-10

Account	Description	otal Project Budget**	F	As of Y 2007-08		rojected ( 2008-09	Adopted ( 2009-10
Beginning Fund Balanc	e						
71-300-0001	Fund Balance	\$ -	\$	-	\$ ^	1,465,800	\$ 913,305
Revenues							
71-390-1003	Bond Proceeds	\$ 9,820,000	\$	9,820,000	\$	-	\$ -
71-370-6001	Interest Income	552,400		544,517		7,300	2,000
71-390-1001	Developer Contributions	21,085		21,085		-	-
71-370-6005	Miscellaneous Revenue	167,966		167,966		-	-
Total Revenues		\$ 10,561,451	\$	10,553,567	\$	7,300	\$ 2,000
Expenditures*							
71-4615-xxxx-xxxx	Bond Issuance Costs	\$ 192,601	\$	192,601	\$	-	\$ -
71-4615-xxxx-xxxx	Bond Discount	46,809		46,809		-	-
71-4615-4400-9021	Communications System	181,613		181,613		-	-
71-4615-5100-xxxx	Salaries/Benefits	87,689		87,689		-	-
71-4615-8500-6014	Arbitrage Rebate Service Fee	9,995		-		9,760	-
71-4615-8500-9003	Meadow Brook Sewer Project	158,996		158,996		-	-
71-4615-8500-9005	Hwy 190 Sewer Project	181,203		181,203		-	-
71-4615-8500-9007	Mountain Top Water Project	565,131		565,131		-	-
71-4615-8500-9009	Big Divide (Sewer)	630,650		630,650		-	-
71-4615-8500-9011	Big Divide (Water)	982,358		982,358		-	-
71-4615-8500-9013	NE WW Plant Expansion	4,422,900		4,422,900		-	-
71-4615-8100-9041	Utility Admin. Bldg. Repairs	3,876		3,876		-	-
	South Plant-Fine Screens	101,500		101,500		-	-
71-4615-8500-9015	NW WW Plant Expansion	1,134,003		1,134,003		-	-
71-4615-8500-9017	4th Year Sewer Improvement	847,895		314,242		50,000	485,305
	Water Model Study	84,196		84,196		-	-
71-4615-8500-9322	Principal 2003 CO	445,000		-		230,000	215,000
71-4615-8500-9422	Interest 2003 CO	485,035		-		270,035	215,000
Total Expenditures		\$ 10,561,451	\$	9,087,765	\$	559,795	\$ 915,305
Ending Fund Balance							
71-300-0001	Fund Balance	\$ -	\$	1,465,800	\$	913,305	\$ (0)

\* Prior year expenditures have been reconciled to the fund cash balance.

# City of Copperas Cove, Texas 2006 Limited Tax Notes Capital Equipment/Land & Professional Services FY 2009-10

Account	Description	-		rojected ( 2008-09	Adopted FY 2009-10		
Beginning Fund Balance	e						
73-300-0001	Fund Balance	\$ -	\$	-	\$ 256,874	\$	74,643
Revenues							
73-390-1003	Bond Proceeds	\$ 1,260,000	\$	1,260,000	\$ -	\$	-
73-370-6001	Interest Revenue	 84,450		82,582	1,700		
Total Revenues		\$ 1,344,450	\$	1,342,582	\$ 1,700	\$	-
Expenditures*							
73-4617-9900-9500	Bond Issuance Costs	\$ 25,796	\$	25,796	\$ -	\$	-
73-4617-9900-6014	Arbitrage Rebate Service Fee	5,025		-	2,525		-
73-4617-4200-2200	Postage	20		20	-		-
73-4617-4200-6800	Professional Services	853,504		599,787	181,406		74,643
73-4617-4200-8600	Land	197,134		197,134	-		-
73-4617-4400-8300	Ambulance	97,525		97,525	-		-
73-4617-5300-8300	Street Sweeper	165,445		165,445	-		-
Total Expenditures		\$ 1,344,450	\$	- 1,085,708	\$ 183,931	\$	74,643
Ending Fund Balance							
73-253-0001	Fund Balance	\$ -	\$	256,874	\$ 74,643	\$	-

\* Prior year expenditures have been reconciled to the fund cash balance.

# City of Copperas Cove, Texas 2007 Certificates of Obligation Police Facility FY 2009-10

Account	Description	otal Project Budget**	F	As of Y 2007-08	Projected FY 2008-09		Adopted FY 2009-10	
Beginning Fund Balance	e							
74-300-0001	Fund Balance	\$ -	\$	-	\$ 5,515	6,872	\$ 9,207	
Revenues								
74-390-1001	Bond Proceeds	\$ 5,300,000	\$	5,300,000	\$	-	\$ -	
74-370-6001	Interest Revenue	 311,400		272,636	39	,000,		
Total Revenues		\$ 5,611,400	\$	5,572,636	\$ 39	,000	\$ -	
Expenditures*								
74-4618-4200-8600	Bond Issuance Costs	\$ 54,030	\$	54,030	\$	-	\$ -	
74-4618-4200-6014	Arbitrage Rebate Service Fee	3,335		-		835	-	
74-4618-4200-2200	Postage	23		23		-	-	
74-4618-4200-6100	Advertising	1,129		541		588	-	
74-4618-4200-6800	Professional Services	70,968		2,170	37	,862	9,207	
74-4617-4200-8500	Police Facility	5,481,916		-	5,506	6,380	-	
Total Expenditures		\$ 5,611,400	\$	56,764	\$ 5,545	665	\$ 9,207	
Ending Fund Balance								
74-253-0001	Fund Balance	\$ -	\$	5,515,872	\$9	,207	\$ 0	

\* Prior year expenditures have been reconciled to the fund cash balance.

### City of Copperas Cove, Texas 2008 Limited Tax Notes Tax Supported FY 2009-10

Account	Description	otal Project Budget**	F	As of Y 2007-08		rojected 7 2008-09	Adopted 2009-10
Beginning Fund Balance	e						
75-300-0001	Fund Balance	\$ -	\$	-	\$ <sup>^</sup>	1,436,314	\$ 578,509
Revenues							
75-390-1001	Bond Proceeds	\$ 1,485,000		1,485,000	\$	-	\$ -
75-370-6001	Interest Revenue	25,600		13,917		10,000	2,000
75-390-6005	Miscellaneous Revenue	83,000		83,000		-	-
Total Revenues		\$ 1,593,600	\$	1,581,917	\$	12,000	\$ 2,000
Expenditures*							
75-4190-7500-6014	Arbitrage Rebate Services	\$ 1,040	\$	-	\$	-	\$ -
	Bond Issuance Costs	22,919		22,894		25	-
75-4190-7500-9032	Baseball Field Lighting	58,230		-		58,230	-
75-4190-7500-9033	Camp Liveoak Renovation	20,000		-		20,000	-
75-4190-7500-9034	Cash Receipts - City Wide	16,471		16,471		-	-
75-4190-7500-9035	Fire Station Reloc. Land	125,000		-		125,000	-
75-4190-7500-9036	Playscape - City Park	33,113		33,113		-	-
75-4190-7500-9037	Playscape - Kate Street	35,030		35,030		-	-
75-4190-7500-9038	Recreation Center	500,000		9,095		-	-
75-4190-7500-9039	Park Renovations	31,781		-		31,781	-
75-4190-7500-9040	Library Renovations	50,000		-		2,500	47,500
75-4190-7500-9041	Soccer Field Lighting	71,670		-		71,670	-
75-4190-7500-9042	Active Software (Parks)	15,000		-		6,600	8,400
75-4190-7500-9043	Summers Rd/Street Reconstruction	613,347		29,000		554,000	-
Total Expenditures		\$ 1,593,600	\$	145,603	\$	869,806	\$ 55,900
Ending Fund Balance							 
75-253-0001	Fund Balance	\$ -	\$	1,436,314	\$	578,509	\$ 524,609

\* Prior year expenditures have been reconciled to the fund cash balance.

## City of Copperas Cove, Texas 2008 Limited Tax Notes Water & Sewer Fund (Phase III) FY 2009-10

Account	Description		otal Project Budget**	F	As of Y 2007-08	Projected FY 2008-09		Adopted ( 2009-10
Beginning Fund Balan	ce							
76-300-0001	Fund Balance	\$	-	\$	-	\$	1,032,348	\$ 106,827
Revenues								
76-390-1001	Bond Proceeds	\$	1,135,000	\$	1,135,000	\$	-	\$ -
76-370-6001	Interest Revenue		18,600		10,691		8,000	100
Total Revenues		\$	1,153,600	\$	1,145,691	\$	8,000	\$ 100
Expenditures*								
76-4615-8500-6014	Arbitrage Rebate Services	\$	2,000	\$	-	\$	-	\$ -
76-4615-8500-9500	Bond Issuance Costs		18,447		18,447		-	-
76-4615-8500-9034	Turkey Run Pump Station		604,851		115		450,000	106,927
76-4615-8500-9036	6 Mesa Verde II-380 Agreement		108,302		94,782		13,520	-
	) Principal - 2001 G/O		270,000		-		270,000	-
	5 Principal - 2005 C/O		120,000		-		120,000	-
76-4615-8500-9333	3 Principal - 2008 Tax Note		30,000		-		80,000	-
Total Expenditures		\$	1,153,600	\$	113,343	\$	933,520	\$ 106,927
Ending Fund Balance		_						
76-253-0001	Fund Balance	\$	-	\$	1,032,348	\$	106,827	\$ 0

\* Prior year expenditures have been reconciled to the fund cash balance.

# City of Copperas Cove, Texas 2008 Limited Tax Notes Golf FY 2009-10

Account	Description	al Project udget**	FY	As of 2007-08	ojected 2008-09	dopted 2009-10
Beginning Fund Balance	e					
77-300-0001	Fund Balance	\$ -	\$	-	\$ 80,770	\$ 14,679
Revenues						
77-390-1001	Bond Proceeds	\$ 80,000	\$	80,000	\$ -	\$ -
77-370-6001	Interest Revenue	1,250		770	410	50
Total Revenues		\$ 81,250	\$	80,770	\$ 410	\$ 50
Expenditures*						
77-4310-7400-9044	Golf Cart Storage	\$ 69,443	\$	-	\$ 66,501	\$ 2,922
77-4310-7400-9233	Principal - '08 Tax Notes	10,000		-	-	10,000
77-4310-7400-9333	Interest - ' 08 Tax Notes	1,807		-	-	1,807
Total Expenditures		\$ 81,250	\$	-	\$ 66,501	\$ 14,729
Ending Fund Balance						
77-253-0001	Fund Balance	\$ -	\$	80,770	\$ 14,679	\$ -

\* Prior year expenditures have been reconciled to the fund cash balance.

# City of Copperas Cove, Texas 2008 Limited Tax Notes Drainage FY 2009-10

Account	Description	al Project udget**	F١	As of ( 2007-08	rojected ( 2008-09	Adopted 2009-10
Beginning Fund Baland	ce					
78-300-0001	Fund Balance	\$ -	\$	-	\$ 152,012	\$ 153,012
Revenues						
78-390-1001	Bond Proceeds	\$ 155,000	\$	155,000	\$ -	\$ -
78-370-6001	Interest Revenue	2,700		1,445	1,000	500
Total Revenues		\$ 157,700	\$	156,445	\$ 1,000	\$ 500
Expenditures*						
78-4410-7600-9500	Bond Issuance Cost	\$ 4,433	\$	4,433	\$ -	\$ -
78-4410-7600-9037	Rolling Heights Drainage	153,267		-	-	153,512
Total Expenditures		\$ 157,700	\$	4,433	\$ -	\$ 153,512
Ending Fund Balance						
78-253-0001	Fund Balance	\$ -	\$	152,012	\$ 153,012	\$ (0)

\* Prior year expenditures have been reconciled to the fund cash balance.

# City of Copperas Cove, Texas 2008A Limited Tax Notes Tax Supported FY 2009-10

Account	Description	tal Project Budget**	-	of 07-08		rojected ⁄ 2008-09	Adopted 7 2009-10
Beginning Fund Balance	e						
79-300-0001	Fund Balance	\$ -	\$	-	\$	-	\$ 254,692
Revenues							
79-390-1001	Bond Proceeds	\$ 1,060,000	\$	-	\$ 1	,060,000	\$ -
79-370-6001	Interest Revenue	6,000		-		5,900	200
Total Revenues		\$ 1,066,000	\$	-	\$1	,065,900	\$ 200
Expenditures*							
79-4190-7500-8200	Furniture	\$ 15,839	\$	-	\$	15,839	\$ -
79-4190-7500-8300		309,619		-		309,619	-
	General Equipment	37,346		-		37,356	-
79-4190-7500-8402	Electronic Equipment	225,508		-		225,508	-
79-4190-7500-8500		9,500		-		12,750	
	City Smart Lighting Upgrade	57,800		-		57,800	-
	Bradford Drive Road Extension	269,699		-		17,000	254,892
	Summers Rd/Street Reconstruction	120,990		-		115,637	-
79-4190-7500-9500	Bond Issuance Costs	19,699		-		19,699	-
Total Expenditures		\$ 1,066,000	\$	-	\$	811,208	\$ 254,892
Ending Fund Balance							 
79-300-0001	Fund Balance	\$ -	\$	-	\$	254,692	\$ (0)

\* Prior year expenditures have been reconciled to the fund cash balance.

### City of Copperas Cove, Texas 2008A Limited Tax Notes Water & Sewer FY 2009-10

Account	Description	tal Project Budget**	As FY 20	of 07-08	Projected Y 2008-09	dopted 2009-10
Beginning Fund Balanc	e					
80-300-001	Fund Balance	\$ -	\$	-	\$ -	\$ 99,457
Revenues						
80-390-1001	Bond Proceeds	\$ 640,000	\$	-	\$ 640,000	\$ -
80-370-6001	Interest Revenue	 3,600		-	3,600	50
Total Revenues		\$ 643,600	\$	-	\$ 643,600	\$ 50
Expenditures*						
80-4615-8500-8300	Vehicles	\$ 79,261	\$	-	\$ 79,261	\$ -
80-4615-8500-8400	General Equipment	34,505		-	34,505	-
80-4615-8500-8500	Facilities	50,278		-	50,278	-
80-4615-8500-9049	Retrofit One Clarifier at South Plant	329,729		-	270,272	-
80-4615-8500-9050	Water Tank Rehabs	140,000		-	100,000	99,507
80-4615-8500-9500	Bond Issuance Costs	9,827		-	9,827	-
Total Expenditures		\$ 643,600	\$	-	\$ 544,143	\$ 99,507
Ending Fund Balance		 				
80-300-0001	Fund Balance	\$ -	\$	-	\$ 99,457	\$ 0

\* Prior year expenditures have been reconciled to the fund cash balance.

# City of Copperas Cove, Texas 2008A Limited Tax Notes Solid Waste FY 2009-10

Account	Description	al Project udget**	of 07-08	rojected ( 2008-09	dopted 2009-10
Beginning Fund Balance	e				
81-300-0001	Fund Balance	\$ -	\$ -	\$ -	\$ 73,617
Revenues					
81-390-1001	Bond Proceeds	\$ 285,000	\$ -	\$ 285,000	\$ -
81-370-6001	Interest Revenue	1,700	-	1,550	50
Total Revenues		\$ 286,700	\$ -	\$ 286,550	\$ 50
Expenditures*					
81-4430-9500-8400	General Equipment	\$ 208,380	\$ -	\$ 208,380	\$ -
81-4430-9500-9051	Recycling Center Expansion	73,767	-	-	73,667
81-4430-9500-9500	Bond Issuance Cost	4,553	-	4,553	-
Total Expenditures		\$ 286,700	\$ -	\$ 212,933	\$ 73,667
Ending Fund Balance					
81-300-0001	Fund Balance	\$ -	\$ -	\$ 73,617	\$ (0)

\* Prior year expenditures have been reconciled to the fund cash balance.

# City of Copperas Cove, Texas 2008A Limited Tax Notes Drainage FY 2009-10

Account	Description	al Project Sudget**	F١	As of ⁄ 2007-08	rojected 7 2008-09	dopted 2009-10
Beginning Fund Balanc	e					
82-300-0001	Fund Balance	\$ -	\$	-	\$ -	\$ 86,731
Revenues						
82-390-1001	Bond Proceeds	\$ 175,000	\$	-	\$ 175,000	\$ -
82-370-6001	Interest Revenue	840		-	800	100
Total Revenues		\$ 175,840	\$	-	\$ 175,800	\$ 100
Expenditures*						
82-4410-8000-8400	General Equipment	\$ 62,786	\$	-	\$ 62,786	\$ -
82-4410-8000-9052	Martin Walker Study / Detention Design	86,771		-	-	50,000
	Eastside Drainage Infrastructure Desigr	-		-	-	-
82-4410-8000-9054	Tonkawa Village - Katelyn Circle	23,892		-	23,892	-
82-4410-8000-9500	Bond Issuance Costs	2,391		-	2,391	-
Total Expenditures	- -	\$ 175,840	\$	-	\$ 89,069	\$ 50,000
Ending Fund Balance						
82-300-0001	Fund Balance	\$ -	\$	-	\$ 86,731	\$ 36,831

\* Prior year expenditures have been reconciled to the fund cash balance.

### City of Copperas Cove, Texas 2009 General Obligation Drainage FY 2009-10

Account	Description		al Project udget**	As o FY 2007		rojected 7 2008-09	Adopted 2009-10
Beginning Fund Balanc	e						
64-300-0001	Fund Balance	\$	-	\$	-	\$ -	\$ 99,285
Revenues							
64-390-1001	Bond Proceeds	\$	105,000	\$	-	\$ 105,000	\$ -
64-370-6001	Interest Revenue	_	1,500		-	15	1,500
Total Revenues		\$	106,500	\$	-	\$ 105,015	\$ 1,500
Expenditures*							
64-4410-8000-9030	Lutheran Church Road - Drainage	\$	100,770	\$	-	\$ -	\$ 100,785
64-4410-8000-9500	Bond Issuance Costs		5,730		-	5,730	-
Total Expenditures		\$	106,500	\$	-	\$ 5,730	\$ 100,785
Ending Fund Balance							
64-300-0001	Fund Balance	\$	-	\$	-	\$ 99,285	\$ -

\* Prior year expenditures have been reconciled to the fund cash balance.

### City of Copperas Cove, Texas 2009 General Obligation Tax Supported FY 2009-10

Account	Description	otal Project Budget**	As of FY 2007-08	Projected FY 2008-09	Adopted FY 2009-10
Beginning Fund Balan	ce				
65-300-0001	Fund Balance	\$ -	\$-	\$-	\$ 2,753,484
Revenues					
65-390-1001	Bond Proceeds	\$ 4,665,000	\$-	\$ 4,665,000	\$-
65-370-6001	Interest Revenue	 10,000	-	555	10,000
Total Revenues		\$ 4,675,000	\$-	\$ 4,665,555	\$ 10,000
Expenditures*					
65-4190-7500-8500	Police Facility	\$ 3,670,000	\$-	\$ 1,762,031	\$ 1,908,524
65-4190-7500-9030	Lutheran Church Road	950,960	-	96,000	854,960
65-4190-7500-9500	Bond Issuance Costs	54,040	-	54,040	-
Total Expenditures		\$ 4,675,000	\$-	\$ 1,912,071	\$ 2,763,484
Ending Fund Balance					
65-300-0001	Fund Balance	\$ -	\$-	\$ 2,753,484	\$-

\* Prior year expenditures have been reconciled to the fund cash balance.

### City of Copperas Cove, Texas 2009 Limited Tax Notes Tax Supported FY 2009-10

Account	Description	al Project udget**	of 07-08	rojected 7 2008-09	Adopted ( 2009-10
Beginning Fund Balance	e				
66-300-0001	Fund Balance	\$ -	\$ -	\$ -	\$ 670,330
Revenues					
66-390-1001	Bond Proceeds	\$ 680,000	\$ -	\$ 680,000	\$ -
66-370-6001	Interest Revenue	 1,000	-	97	1,000
Total Revenues		\$ 681,000	\$ -	\$ 680,097	\$ 1,000
Expenditures*					
66-4190-7500-8300	Fire Apparatus	\$ 465,000	\$ -	\$ -	\$ 465,000
66-4190-7500-9040	South Park Pool Renovations	206,233	-	-	206,330
66-4190-7500-9500	Bond Issuance Costs	9,767	-	9,767	-
Total Expenditures		\$ 681,000	\$ -	\$ 9,767	\$ 671,330
Ending Fund Balance					
66-300-0001	Fund Balance	\$ -	\$ -	\$ 670,330	\$ -

\* Prior year expenditures have been reconciled to the fund cash balance.

# City of Copperas Cove, Texas 2009 Limited Tax Notes Water & Sewer FY 2009-10

Account	Description	al Project Sudget**	As FY 20	of 07-08	rojected ( 2008-09	dopted 2009-10
Beginning Fund Balanc	e					
67-300-0001	Fund Balance	\$ -	\$	-	\$ -	\$ 836,148
Revenues						
67-390-1001	Bond Proceeds	\$ 930,000	\$	-	\$ 930,000	\$ -
67-370-6001	Interest Revenue	 3,000		-	132	3,000
Total Revenues		\$ 933,000	\$	-	\$ 930,132	\$ 3,000
Expenditures*						
67-4615-8500-8300	Vac-Con Truck	\$ 251,000	\$	-	\$ -	\$ 251,000
	9th, 11th, 13th, 15th Street Water	24,500		-	-	24,500
	West Clarifier Retrofit	465,016		-	76,500	388,648
	Long Mountain Tank Rehabilitation	175,000		-	-	175,000
67-4615-8500-9500	Bond Issuance Costs	17,484		-	17,484	-
Total Expenditures		\$ 933,000	\$	-	\$ 93,984	\$ 839,148
Ending Fund Balance						
67-300-0001	Fund Balance	\$ -	\$	-	\$ 836,148	\$ -

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement budget amendments that were approved by City Council.

# City of Copperas Cove, Texas 2009 Limited Tax Notes Solid Waste FY 2009-10

Account	Description	Total Project Budget**		As of FY 2007-08		Projected FY 2008-09		Adopted FY 2009-10	
Beginning Fund Balanc	e								
68-300-0001	Fund Balance	\$	-	\$	-	\$	-	\$	679,836
Revenues									
68-390-1001	Bond Proceeds	\$	690,000	\$	-	\$	690,000	\$	-
68-370-6001	Interest Revenue		2,000		-		98		2,000
Total Revenues		\$	692,000	\$	-	\$	690,098	\$	2,000
Expenditures*									
68-4430-9500-8300	Rearloader and Sideloader	\$	339,218	\$	-	\$	-	\$	339,218
68-4430-9500-9051	Expansion of Recycle Center - Phase II		97,939		-		-		98,038
68-4430-9500-9052	Transfer Station Tipping / Renovations		244,580		-		-		244,580
68-4430-9500-9500	Bond Issuance Costs		10,263		-		10,263		-
Total Expenditures		\$	692,000	\$	-	\$	10,263	\$	681,836
Ending Fund Balance									
68-300-0001	Fund Balance	\$	-	\$	-	\$	679,836	\$	-

\* Prior year expenditures have been reconciled to the fund cash balance.

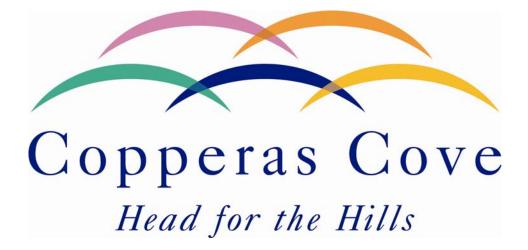
\*\* This budget reflects all previous Capital Improvement budget amendments that were approved by City Council.

# City of Copperas Cove, Texas 2009 Limited Tax Notes Hotel Occupancy Tax FY 2009-10

Account	Description	Total Project Budget**		As of FY 2007-08		• •		•	Adopted FY 2009-10	
Beginning Fund Balan	ce									
69-300-0001	Fund Balance	\$	-	\$	-	\$	-	\$	206,034	
Revenues										
69-390-1001	Bond Proceeds	\$	210,000	\$	-	\$	210,000	\$	-	
69-370-6001	Interest Revenue	_	1,000		-		30		1,000	
Total Revenues		\$	211,000	\$	-	\$	210,030	\$	1,000	
Expenditures*										
69-4190-7500-9030	Allin House Roof Renovations	\$	42,004	\$	-	\$	-	\$	42,004	
69-4190-7500-9031	Civic Center Renovations		165,000		-		-		165,030	
69-4190-7500-9500	Bond Issuance Costs		3,996		-		3,996		-	
Total Expenditures		\$	211,000	\$	-	\$	3,996	\$	207,034	
Ending Fund Balance										
69-300-0001	Fund Balance	\$	-	\$	-	\$	206,034	\$	-	

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement budget amendments that were approved by City Council.





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# Appendix

Copperas Cove strives to provide Quality Services Everyday!

# **Copperas Cove, Texas**

# APPENDICES

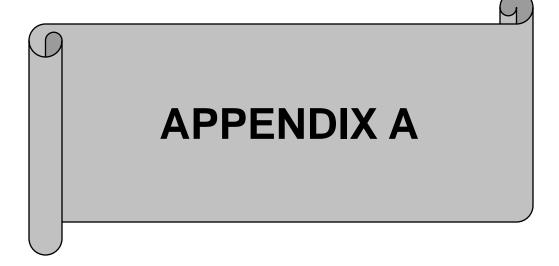
**A.** Copperas Cove at a Glance: The Copperas Cove at a Glance appendix provides the reader with a brief synopsis of the make-up of the city and its municipal government.

**B.** City of Copperas Cove Personnel Schedule, Employee Position Listing and Salary Ranges 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 2009-10 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. Acronyms:** This schedule provides definitions of acronyms frequently used in the course of Municipal government operations.

**E. Glossary:** The glossary provides a listing of terminology pertaining to governmental fund accounting and municipal government.



# 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 July boasting an average high of 95 degrees. The annual average temperature is pleasant at 69.7 degrees.

On the average, Copperas Cove has an annual rainfall of 33 inches.

Monthly Average High Temperature

Monthly Average Low Temperature

January 58 degrees July

95 degrees

January 34 degrees 72 degrees July

# POPULATION

2009 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	2,549	8.5%
10-14	2,219	7.4%
15-19	2,039	6.8%
20-24	2,459	8.2%
25-34	5,638	18.8%
35-44	3,988	13.3%
45-54	3,629	12.1%
55-64	2,309	7.7%
65-74	1,349	4.5%
75-84	600	2.0%
<u>85+</u>	240	0.8%
Total	29,988	100.0%

# **ETHNIC CHARACTERISTICS**

Ethnicity	Percent
White Alone	64.2%
Black Alone	19.0%
Hispanic	14.8%
Some other races	2.0%
Total	100.0%

State: 4,494.7

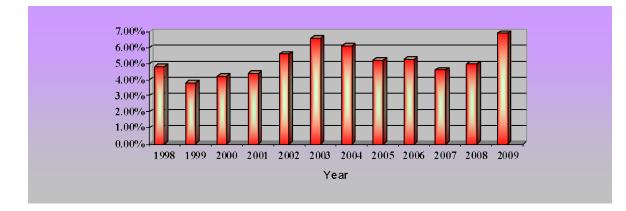
# **CRIME RATES:**

Calendar Year 2009 Crime Ra	ate per 100,000:	
Copperas Cove: 3,673.6	Killeen: 4,867.7	Temple: 5,163.9

# LABOR FORCE

	Copperas Cove	Coryell County	Killeen- Temple MSA
Total Labor Force	13,182	24,828	161,768
Total Employment	12,273	22,654	150,018
Unemployment Rate	6.9%	8.8%	7.3%

# UNEMPLOYMENT RATE



# **EMPLOYERS**

Employer	Product	Employees
Fort Hood	Military Soldiers	44,000
	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	303
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

# **OPERATING INDICATORS BY FUNCTIONS**

Government Facilities	
Fire Protection	
Use or Nature: Public Safety	
Number of stations:	
Number of hydrants (approx.):	1,105
Number of volunteer firefighters:	12
Number of paid firefighters:	51
Fire officers per 1,000 population:	1.70
Police Protection	
Use or Nature: Public Safety	
Stations	1
Number of reserve police officers:	-
Number of sworn officers:	56
Officers per 1,000 population:	1.87
Libraries	
Use or Nature: Community Services	
Number of public libraries:	1
Number of volumes:	68,972
Circulated items:	120,224
Circulated items per capita:	4.01
Parks and Recreation	
Use or Nature: Community Services	
Park acreage developed:	380
Park acreage undeveloped:	5
Playgrounds:	7

<u>Streets</u>	
Use or Nature: Public Works	
Paved streets:	132 miles
Unpaved streets:	0 miles
<u>Utilities</u>	
Water System	
Use or Nature: Public Works	
Miles of water mains:	225
Daily average consumption:	4.2 MGD
Maximum daily capacity:	13.5 MGD
Number of service connections:	11,936
Source of water:	Belton Lake
Sewage System	
Use or Nature: Public Works	
Miles of sanitary sewers:	375
Number of lift stations:	16
Daily average treatment:	3.1 MGD
Maximum capacity of treatment plants:	9.0 MGD
Number of service connections:	10,947

Source: Various Departments, City of Copperas Cove

# 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. Copperas Cove ISD serves over 8,000 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. For more information, visit: 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:



http://www.thehighschoolgraduate.com/profiles/CentralTexasColl/index.htm.

### University:

Texas A&M University - Central Texas in Killeen is a unique university, offering upper-level undergraduate and graduate courses toward bachelor and master degrees. The University currently serves over 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.

Texas A&M University - Central Texas became a stand-alone university on May 27, 2009 as a member of the Texas A&M University System. Texas A&M - Central Texas is an upper-level institution offering bachelor and master degrees. For more information, visit <u>www.tarleton.edu/centraltexas</u>.

# UTILITIES

**Electricity** (TXU Electric Delivery)

Gas (Atmos Energy)

Local Telephone Service (CenturyLink Texas)

# **Long Distance Service** (AT&T, Sprint, MCI and others)

# 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 7 hotels including Best Western Inn and Suites, Luxury Inn and Suites, Cactus Inn and Suites, Comfort Suites, Days Inn, Relax Inn, and Super 8, totaling approximately 350 rooms. Also, within 15 miles are numerous lodging facilities to include Plaza Hotel, Econo Lodge, La Quinta Inn, Holiday Inn, Baymont Inn, Fairfield Inn, Quality Inn and Suites, and Residence Inn by Marriott.

# CHURCHES

There are approximately 40 churches of numerous faiths and religious activities.

# **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 Chaparral 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 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 including a proshop, renovated driving range and other amenities.

# ANNUAL EVENTS INCLUDE:



**Polar Bear Swim** – The annual Polar Bear Swim will be held on Saturday, January 30, 2010. The event will take place at the City Park Pool. All participants that register and dare to take the plunge will receive a 2010 "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 13, 2010 at the Duck Pond in the City Park. This event is free for all registrants. Participants registering in advance will be able to pre-order the "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 of Copperas Cove will be turning 131 years old on Saturday, March 25, 2010. The City's Birthday celebration activities will be on March 20, 2010. This all day event will take place in downtown Copperas Cove.



*Easter Egg Hunt* – The annual Easter Egg Hunt and Picnic will be held on Saturday, April 3, 2010. The Easter Egg Hunt has been a wonderful family tradition enjoyed by generations of family and friends. The event is free to the public.



**Bike Central Texas** – Copperas Cove is known as "Bike Central Texas" because of the many scenic routes and bike friendly community. The year begins with Texas Bicycles Incorporated (TBI) Bike Race on January 23, 2010. Cove House Classic Tour is scheduled for August 14, 2010, and the State Championship Bike Race is scheduled for October 9<sup>th</sup> and 10<sup>th</sup>. Four routes provide a challenging ride and scenic beauty for riders of all ages and fitness levels. The scenic routes are not only available during the annual events, but throughout the year. Maps are available at the Chamber of Commerce or on line at 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 2010 will be the third weekend of May (May 13<sup>th</sup> - 16<sup>th</sup>) at the Copperas Cove City Park. On May 13<sup>th</sup> the Rabbit Fest will kick off with the Carnival's opening night where everyone can take advantage of special rates. The 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 will also be 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 Woman's Duathlon during the month of March. The Jack Rabbit Run will be held on May 8, 2010 and the Gallop or Trot will be held on September 18, 2010. 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.

*City Wide Garage Sale* – The City Wide Garage Sale is held on Saturday, June 5, 2010. Something for everyone! Come out and peruse the merchandise of over 50 garage sale vendors in one place.





*Fourth of July Parade* – The Fourth of July Parade is 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.

**MLB Pitch Hit and Run** – Major League Baseball (MLB) Pitch Hit and Run (PHR) is a local competition that will be held on March 13<sup>th</sup>, 2010 at City Park at 10:00 a.m. The MLB Pitch Hit and Run is the official skills competition of Major League Baseball. Pitch Hit and Run is intended to encourage youth participation and emphasize the fun element of baseball and softball. Pitch Hit and Run is free of charge to both the participants and the local hosting organization. The ages are 7 years old to 14 years old. Please contact the Parks and Recreation office for more details.

Restored

*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 who lost lives on September 11, 2001, all veterans, past and present, and "First Responders" (police and fire rescue officers).



**Ogletree Gap Carnival** – The Copperas Cove Ogletree Gap Carnival will be held in September 2010. Contact the Chamber of Commerce or online at <u>www.copperascove.com</u> for dates and details.



**Downtown Halloween -** Copperas Cove residents have two large-scale Halloween events: (1) a haunted hayride through the woods, and (2) a one-stop shop for trick-or-treating and games. On the **Spooktacular Haunted Trail Ride**, which will take place October  $18^{th} - 31^{st}$ , 2010, 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. The second event, the **Downtown Safe Trick or Treat**, which will be held on October  $31^{st}$ , children may stroll around downtown, trickor-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 Downtown event will feature costume contests for adults and children of all ages.



*Veteran's Day Parade* – An annual event winding through downtown Copperas Cove to honor our veterans.

**Children's Christmas Parade** – Scheduled for Saturday, December 4, 2010. The 2010 parade will be the 5th 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 (H.O.T.) Bowl Game** – Scheduled for December 4, 2010. Kick off is scheduled for 2pm. The H.O.T. Bowl game is 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 C.H.A.M.P.S. (Communities Helping Americans Mature, Progress and Succeed) program in Copperas Cove.

**TOY Bowl** – The Toy Bowl includes the championship games for the Division I and II youth tackle football programs. The Toy Bowl immediately follows the H.O.T. Bowl game. The price of admission is an unwrapped toy or monetary donation. The donations will be given to the Blue Santa program. The Toy Bowl is scheduled for December 4, 2010.

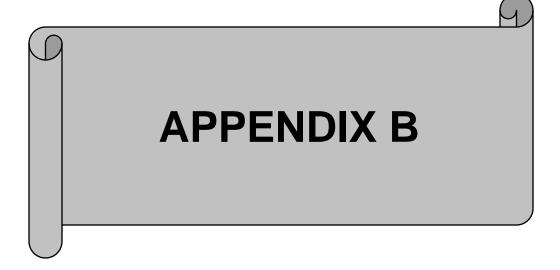




*Christmas Tree Lighting Ceremony* – Anticipated to be held in early December 2010 behind City Hall. The City Parks and Recreation and Facility Maintenance personnel assist Human Resources with decorating the Christmas tree. The event is open to the public and kicks off the Christmas season for the City of Copperas Cove.

*Krist Kindl Markt* – The first weekend in December comes to life in downtown Copperas Cove with the charm of a German Christmas. The Krist Kindl Markt takes place on December  $3^{rd} - 5^{th}$ , 2010. The festivities include food, entertainment, and plenty of arts and crafts to peruse and purchase. 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 Salary Ranges by Department & Schedule of Incentives

# CITY OF COPPERAS COVE, TEXAS

# PERSONNEL SCHEDULE

	ACTUAL FY 2006-07	ACTUAL FY 2007-08	ACTUAL FY 2008-09	ADOPTED FY 2009-10
GENERAL FUND				
City Manager	2	2	4	3
City Secretary / Elections	2	2	2	2
City Attorney (Contract Labor)	1	1	1	1
Finance	5	6	7	7
Grants Administration	1	0	0	0
Human Resources	2	2	3.5	4.5
Information Systems	2	3	3	3
Municipal Court <sup>(1)</sup>	8	8	7	7
City Judge (Contract Labor)	1	1	1	1
Associate City Judge (Contract Labor)	1	1	1	1
Police	71	71	73.5	73.5
Public Affairs Office	0	1	1	1
Animal Control	4	4	5	5
Fire / EMS	52	52.5	53	53
Emergency Management	1	1	0	0
Engineering	1	2	2	2
Building and Development	5.5	5.5	4	4
Streets	7	7	7.5	7.5
Public Works	0.5	0.5	0	0
Parks & Recreation	18	18	18	18
Fleet Services	5	5	5	5
Facility Maintenance	5	5	2	2
Planning	3	3	2	1
Library	10	10	10	10
Code and Health	3.5	3.5	4	4
TOTAL GENERAL FUND EMPLOYEES	211.5	215	216.5	215.5
WATER & SEWER FUND				
Public Works	2	2	2.25	2.25
Utility Administration	10	10	11	11
Water Distribution	9	9	11	11
Sewer Collection	7	7	9	9
Wastewater Treatment	11	11	11	11
Composting	3	3	3	3
TOTAL WATER & SEWER EMPLOYEES	42	42	47.25	47.25
	<u>.</u>			
RECREATION ACTIVITIES FUND	-	-	-	-
Recreation Activities	2	2	2	2
TOTAL YOUTH ACTIVITIES FUND EMPLOYEES	2	2	2	2
CEMETERY FUND				
Cemetery	1	1	1	1
TOTAL CEMETERY FUND EMPLOYEES	1	1	1	1
SOLID WASTE FUND	A	Α	4.05	4.05
Solid Waste Collection - Admin.	4	4	4.25	4.25
Solid Waste Collection - Residential	4 2	4	4	4
Solid Waste Collection - Recycling	2	2	2	2

# CITY OF COPPERAS COVE, TEXAS

#### PERSONNEL SCHEDULE

	ACTUAL FY 2006-07	ACTUAL FY 2007-08	ACTUAL FY 2008-09	ADOPTED FY 2009-10
Solid Waste Collection - Brush	2	2	2	2
Solid Waste Collection - Commercial	4	4	4	4
Solid Waste Disposal	4	4.5	5	5
TOTAL SOLID WASTE FUND EMPLOYEES	20	20.5	21.25	21.25
DRAINAGE UTILITY FUND Drainage Utility TOTAL DRAINAGE UTILITY FUND EMPLOYEES	<u> </u>	<u> </u>	<u> </u>	<u>6.5</u> 6.5
GOLF COURSE FUND				
Golf Course Operations	6	4	5	3.5
Golf Course Consessions	2	2	2.5	0
Golf Course Maintenance	7	7.5	7	6
TOTAL GOLF COURSE FUND EMPLOYEES	15	13.5	14.5	9.5
TOTAL ALL FUNDS	298	300.5	309	303

<sup>(1)</sup> In FY08-09 & FY09-10, the Court Bailiff funded by Municipal Court Security Fund is a Police Officer in the Police Dept.

# City of Copperas Cove 2009/2010 Position Listing and Salary Ranges by Department

Fund #	Dept #	t No. Department Position EE's Name Title		Hourly Salary Minimum	Hourly Salary Maximum	
		EES		Title	Minimum	
01	22	1	City Manager	Assistant to the City Manager	\$ 11.71	
01	22	1	City Manager	Secretary to the City Manager	\$ 13.43	
01 01	22 23	1	City Manager	City Manager	Unclassified	Unclassified
01	23 23	1	City Secretary City Secretary	Deputy City Secretary City Secretary	\$ 13.88 Unclassified	\$ 20.45 Unclassified
01	23 31	2	Finance	Accounting Technician	\$ 12.88	\$ 18.97
01	31	2 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	
01	34	1	Human Resources	Management Analyst/Risk Manager	\$ 21.50	\$ 31.67
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 Administrator of Municipal Court	\$ 12.69	\$ 18.69
01	41	1	Municipal Court	Administrator - Municipal 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	20	Police	Patrol Officer - Certified in FTP	\$ 14.25	-
01	42 42	38	Police	Patrol Officer - Certified Police Corporal	\$ 17.51 \$ 21.50	\$ 25.79 \$ 21.67
01 01	42 42	5 8	Police Police	Police Sergeant	\$ 21.50 \$ 23.26	\$ 31.67 \$ 34.26
01	42 42	o 3	Police	Police Lieutenant	\$ 25.20 \$ 26.37	\$ 38.84
01	42 42	3 1	Police	Police Deputy Chief	\$ 29.78	\$ <u>38.84</u> \$ <u>43.87</u>
01	42	1	Police	Chief of Police	Unclassified	Unclassified
01	4250	1	Public Affairs	Public Affairs/Volunteer Coordinator	\$ 21.08	\$ 31.05
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	
01	44	33	Fire	Firefighter (2904 hour work year)	\$ 11.46	
01	44	1	Fire	Administrative Assistant - Fire and EMS	\$ 11.71	
01	44	1	Fire	Administrative Assistant - Support Services/Emerg Mgt	\$ 11.71	
01	44	6	Fire	Fire Lieutenant (2904 hour work year)	\$ 13.69	
01	44	3	Fire	Fire Captain (2904 hour work year)	\$ 14.94	
01	44	3	Fire	Fire Battalion Chief (2904 hour work year)	\$ 17.81	\$ 26.23
01	44	2	Fire	Fire Inspector/Investigator	\$ 19.11	
01	44	1	Fire	Division Chief - Prevention	\$ 24.86	
01	44	1	Fire	Division Chief - Training	\$ 24.86	
01	44	1	Fire	Deputy Fire Chief	\$ 27.09	\$ 39.90
01	44	1	Fire	Fire Chief/Emergency Management Coordinator	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
01	52	1	Building & Development Svcs.	Inspector	\$ 16.16	
01	52	1	Building & Development Svcs.	Inspector Senior	\$ 18.38	
01	52	1	Building & Development Svcs.	Chief Building Official	\$ 29.18	\$ 42.98
01	53	3	Street	Light Equipment Operator	\$ 10.22	
01	53	2	Street	Heavy Equipment Operator	\$ 11.73	
01	53 52	1	Street	Traffic Control Technician	\$ 11.73 \$ 15.00	
01 01	53 53	1 0.5	Street	Assistant Street/Drainage Superintendent Assistant Director of Public Works	\$ 15.00 \$ 21.32	
01	55	0.0	Street		ψ 21.32	\$ 31.40

# City of Copperas Cove 2009/2010 Position Listing and Salary Ranges by Department

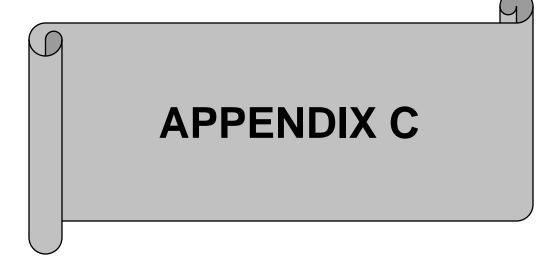
Fund #	Dept #	No. EE's	Department Name	Position Title	5	lourly Salary nimum		Hourly Salary aximum
		-				-		
01	54	2	Parks & Recreation	Recreation Aide	\$	8.00	\$	11.78
01	54 54	2 7	Parks & Recreation Parks & Recreation	Custodian	\$	8.88	\$ \$	13.08 13.93
01 01	54 54	7 2	Parks & Recreation	Laborer Light Equipment Operator	\$ \$	9.46 10.22	ֆ \$	15.05
01	54 54	2 1	Parks & Recreation	Recreation/Aquatics Specialist	۰ ۶	10.22	ֆ \$	17.85
01	54 54	1	Parks & Recreation	Recreation Specialist	۰ ۶	12.12	φ \$	17.85
01	54	1	Parks & Recreation	Supervisor - Parks	\$	15.30	\$	22.54
01	54	1	Parks & Recreation	Assistant Director of Community Services	\$	28.85	\$	42.50
01	54	1	Parks & Recreation	Director of Community Services	Ť	lassified	· ·	classified
04	54	1	Parks & Recreation	Recreation Specialist	\$	12.12	\$	17.85
04	54	1	Parks & Recreation	Recreation Coordinator	\$		\$	22.54
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	Planning	GIS Technician	\$	18.87	\$	27.80
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		lassified		classified
01	72 72	1	Code & Health Compliance	Administrative Assistant	\$	11.71	\$	17.25 21.05
01 01	72 72	2 1	Code & Health Compliance Code & Health Compliance	Code Enforcement Officer	\$	14.29 14.29	\$ \$	21.05
01		2.5	Golf Course	Health Inspector Clerk/Golf Shop Assistant	\$ \$	9.46	ֆ \$	13.93
09	7400	2.5	Golf Course	Pro Shop Supervisor	\$	15.30	\$	22.54
09		3.5	Golf Course	Laborer	\$	9.46	\$	13.93
09	7402	1	Golf Course	Heavy Equipment Operator	\$		\$	17.28
09		0.5	Golf Course	Golf Course Mechanic	\$	11.73	\$	17.28
09	7402	1	Golf Course	Golf Course Superintendent	\$	27.41	\$	40.37
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	Street/Drainage Superintendent	\$	17.00	\$	25.04
05	76	0.5	Drainage Utility	Assistant Director of Public Works	\$	21.32	\$	31.40
02	80		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	Unc	lassified	Un	classified
02	81	4	Utility Administration	Customer Service Representative	\$	9.98	\$	14.70
02	81	4	Utility Administration	Meter Reader/Service Technician	\$	9.98	\$	14.70
02	81	1	Utility Administration	Senior Customer Service Representative	\$		\$	16.20
02	81	1	Utility Administration	Billing Technician	\$		\$	17.72
02	81	1	Utility Administration	Supervisor - Utilities	\$	19.99	\$	29.45
02	82	1	Water Distribution	Operator II / Heavy Equipment Operator	\$			17.82
02	82	7	Water Distribution	Operator II Water Distribution	\$		\$	17.82
02	82	1	Water Distribution	Supervisor Installation	\$		_	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	\$		\$	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		6	Wastewater Treatment	Operator II Wastewater	\$	12.10		17.82
02 02	84 84	1	Wastewater Treatment	Laboratory Technician Wastewater	\$	13.59	\$ ¢	20.02
	84 94	3	Wastewater Treatment	Chief Plant Operator Wastewater	\$	17.62	\$ ¢	25.95
02 02-01	84 84	1 2	Wastewater Treatment Composting	Laboratory Technician - Senior Wastewater Heavy Equipment Operator	\$ \$	17.62 11.73		25.95 17.28
	84 84	<u>د</u> 1	Composting	Supervisor Composting	۶ ۶	15.30	ֆ \$	22.54
02-01	84 90	0.25	Solid Waste Collection	Custodian	ծ \$	8.88	ֆ \$	13.08
00	30	0.20		Oustoulan	ψ	0.00	ψ	15.00

# City of Copperas Cove 2009/2010 Position Listing and Salary Ranges by Department

Fund #	Dept #	No. EE's	Department Name	Position Title	S	ourly alary nimum	S	lourly Salary Iximum
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	10	Solid Waste Collection	Driver	\$	11.73	\$	17.28
03	91	1	Solid Waste Collection	Lead Driver	\$	12.59	\$	18.55
03	91	1	Solid Waste Collection	Mechanic	\$	13.44	\$	19.80
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
03	92	0.5	Solid Waste Disposal	Laborer	\$	9.46	\$	13.93

# CITY OF COPPERAS COVE, TEXAS INCENTIVE/REIMBURSEMENT PAY FY 2009-10

FIRE/EMS-Certified or Licensed M Paramedic	lonthly
Assigned Non-Assigned	\$500 \$350
Intermediate Certification Advanced Certification Master Certification Paramedic assigned to an ambulance unit	\$ 40 \$ 75 \$100
and works the entire shift (no partial credit) (Chief excluded from Incentives)	\$ 25/Shift
POLICE Shift Differential	
2 <sup>nd</sup> Shift 3 <sup>rd</sup> Shift	\$35 \$45
5 Shift	φ 40
Master Certification	\$100
Advanced Certification	\$ 75
Intermediate Certification	\$ 40
Instructor Certificate	\$ 15 \$ 50
Motorcycle Unit Special Response Team	\$ 50 \$ 50
(Chief excluded from Incentives)	ψ 50
ANIMAL CONTROL	
Advanced Certification	\$ 40
WATER DISTRIBUTION	
Backflow Prevention Assembly Tester License	\$ 25



# Fee Schedule Fee Schedule Definitions

Ordinance 2009-36 (Exhibit 1)

	Fee
POLICE DEPARTMENT	
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
Police Station Meeting Room Rental (Reservations Required):	
- Government Entity	No Charge
- Youth Groups (per hour)	\$15.00 \$15.00
- Non-Profit Organizations not affiliated with the COCC (per hour)	\$15.00 \$20.00
- Private Organizations (per hour)	\$30.00

## 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
<ul> <li>If the animal was tranquilized (adding to the impound fee)</li> </ul>	\$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
Dangerous Animal Sign	\$25.00
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
Deer Feeding Violation (Ord 2007-03) - 2nd Offense	\$100.00
Deer Feeding Violation (Ord 2007-03) - 3rd Offense & Beyond	\$150.00

Ordinance 2009-36 (Exhibit 1)

#### FIRE DEPARTMENT

\$125.00

\$125.00

FIRE DEPARTMENT	
EMS	
Annual License Fee - Private Ambulance Service	\$2,500.00
(Above fee may be waived by the Fire Chief with approval of the City Manager according to the City's	
Non-Emergency Service Call (per half hour)	\$50.00
Witness Fees (per half hour)	\$50.00
Stand-by-Time (per half hour)	\$50.00
Ambulance Transport Rates:	,
- 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
- Outside City Limits	\$800.00 + mileage
(does not apply if covered by separate contract)	÷••••••5•
- Mileage Charge from Station to Delivery Point (per mile rounded to whole miles)	\$15.00
- "No Transport Fee" - City (if requested by patient or family)	\$150.00 + \$15/mile
- "No Transport Fee" - County (if requested by patient or family)	\$200.00 + \$15/mile
(does not apply if County is covered by separate contract)	φ200.000 Φ φ Ιολιτικό
(Above "No Transport Fee" may be waived by the Fire Chief with approval of the City Manager accord	ling to the City's internal policy )
	ing to the only s memal policy.)
FIRE	
Used for Hazardous Materials Incidents, criminal/administrative restitution, and disaster reimbur	sement
Engine with up to 3 personnel (per hour)	\$500.00
Ladder with up to 3 personnel (per hour)	\$600.00
Brush truck with up to 2 personnel (per hour)	\$400.00
Command / Support Vehicle (per hour)	\$200.00
Each additional personnel (per hour)	\$50.00
Investigator (per hour)	\$50.00
Extrication tools (per hour)	\$50.00
Disposable supplies, damaged or contaminated equipment, fire hose, nozzles, etc.	Replacement Cost including Shipping
Disposable supplies, damaged of containinated equipment, life hose, hozzles, etc.	Replacement Cost including Shipping
FIRE INSPECTIONS	
Fixed Piping Systems Permit	\$125.00
Permit covers the following:	φ120.00
- Plans review	
- Necessary meetings	
- Witnessing tests	
- Final inspection/approval	
Fire Alarm Systems Permit	\$125.00
Permit covers the following:	¢120.00
- Plans review	
- Necessary meetings	
- Witnessing tests	
- Final inspection/approval	
(Note: permit fee covers up to 200 devices. Each additional device over 200 is \$1.00 per	
device. Maximum permit fee is \$1,000.00.)	

#### **Fire Protection Systems Permit**

- Permit covers the following:
- Plans review
- Necessary meetings
- Witnessing tests
- Final inspection/approval

#### Above & Below Ground Fuel Storage Tank Installation and Removal

- Permit covers the following:
- Plans review
- Necessary meetings (if necessary)
- Witnessing tests
- Final inspection/approval

Ordinance 2009-36 (Exhibit 1)

	Fee
Fireworks Display (Public Display) Permit Permit covers the following: - Plans review & site inspections - Necessary meetings - Witnessing tests - Final inspection/approval	\$250.00
Licensed Facility Inspections -Private Schools, Day Care, Nursing Home, Assisted Living Centers (less than 50 occupants) -Private Schools, Day Care, Nursing Home, Assisted Living Centers (50 or more occupants) -Foster Home, Adoptive Home	\$50.00 \$100.00 No Charge
Re-inspection Fee (charged when both the initial and one re-inspection have failed) Burn Permit Fee (per permit, per day) (one permit per property location)	\$100.00 \$100.00
CENTRAL FIRE STATION MEETING ROOM RENTAL (Reservations Required) - Government Entity - Youth Groups (per 4 hour block) - Non-Profit Organizations not affiliated with the COCC (per 4 hour block) - Private Organizations (per 4 hour block) - Birthday Party at the Fire House (includes half-sheet cake)	No Charge \$20.00 \$20.00 \$30.00 \$30.00

## **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:

Plumbing:	
Alarm - excessive false alarm fee	\$50.00
- Non-Residential Alarm Permit	\$20.00
Alarm Permit	
- Private Above-Ground (Including Hot Tubs)	\$20.00
- Private In-Ground	\$30.00
Swimming Pool Construction Permit:	
- Deposit	\$200.00
Demolition Permit	\$50.00
- Deposit	\$200.00
Structure Relocation Permit	\$50.00
Thereafter, per 1,000	\$5.00
- 10,001 to 11,000	\$65.00
- 9,001 to 10,000	\$60.00
- 8,001 to 9,000	\$55.00
- 7,001 to 8,000	\$50.00
- 6,001 to 7,000	\$45.00
- 5,001 to 6,000	\$40.00
- 4,001 to 5,000	\$35.00
- 3,001 to 4,000	\$30.00
- 0 to 3,000	\$25.00
Material Cost.	

Ordinance 2009-36 (Exhibit 1)

	Fee
Per Drain, Trap, Fixture Minor Residential Alteration, Repair or Replacement of Existing Water or Sewer	\$3.00 \$20.00
Piping, Water Heater (no base fee required)	
Minor Commercial Alteration, Repair or Replacement of Existing Water or Sewer Piping, Water Heater (no base fee required)	\$25.00
Underground Sprinkler Systems:	¢25.00
- Irrigation System & Protective Devices - Water Treatment System	\$35.00 \$25.00
Building Sprinkler Systems: Fire Suppression	¢1.00
- Sprinkler Heads (each) or \$30.00 maximum fees for 1st 50 heads Additional Fee for every 25 heads over 50	\$1.00 \$5.00
- Cut-Off Valves (each)	\$5.00
Reinspection Fees	\$50.00
Mechanical:	<b>*</b> 50.00
Base Permit Fee Each Heating, Ventilating, Duct Work, AC or Refrigeration System	\$50.00 \$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 1,165,001-3,330,000	\$15.00 \$25.00
Over 3,330,000	\$35.00
Reinspection Fee	\$50.00
Gas:	<b>405 00</b>
Inspection of Consumers Piping (rough and final piping) Mobile Home Gas Test	\$25.00 \$25.00
Reinspection Fee	\$25.00
Electrical:	
Single Family Residence:	¢40.00
- Less than 2,000 sq. ft. - Over 2,000 sq. ft	\$40.00 \$50.00
Duplex:	¢00.00
- Per Structure Multi-Family:	\$60.00
- First Unit	\$40.00
- Each Additional Unit Commercial:	\$20.00
- 200 AMP Service	\$50.00
- 400 AMP Service - 600 AMP Service	\$100.00 \$150.00
- 800 AMP Service	\$200.00
Remodeling and Service Sign Circuit	\$50.00 \$50.00
Residential:	
- Change-Out Services - Remodeling	\$50.00 \$50.00
- Garage Conversion	\$50.00
- Residential Add-on Swimming Pools	\$50.00 \$50.00
Mobile Homes (New and Change Out Service)	\$50.00
Reinspection Fee	\$50.00
Electrical License Fees:	
- Master Electrician (new) - Master Yearly Renewal	\$35.00 \$25.00
- Journeyman/Limited Journeyman/Maintenance (new)	\$35.00

	Fee
- 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
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
Construction Devicturations	
Contractor Registration:	¢110.00
- Registration Fee	\$110.00
- Less than 90 Days - Annual Renewal Fee	\$60.00 \$85.00
	\$85.00 \$40.00
Certificate of Occupancy Mobil Home Park License	*
Adult Oriented Business Permit	\$125.00 \$200.00
	\$300.00
Oil/Gas Drilling Permits (per well)	\$1,000.00

	STREETS
Street Cuts	\$200.00 + 10.00/sq. ft.
Signs: Street Sign (each) Stop or Yield Sign (each) Combination (stop & street)	\$90.00 \$90.00 \$135.00

# 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
Swim Lessons	\$35.00
Swim Club (per month)	\$35.00
Life Guard Certification Class	\$150.00

	Fee
Buildings: Turkey Creek Activity Center: (4 hour rental)	\$200.00
Civic Center: (8 hour rental) - Deposit - Fee - Fee Each Additional Hour - Stage Rental / Set-up	\$500.00 \$400.00 \$50.00 \$100.00
Allin House: (5 hour rental) - Deposit - Fee - Fee Each Additional Hour Community/Civic Meetings per Hour	\$200.00 \$100.00 \$20.00 \$15.00
Ogletree Pavilion: (8 hour rental) - Deposit - Fee - Fee each additional hour	\$200.00 \$200.00 \$35.00
City Park Facilities: Fester's House: (5 hour rental) - Deposit - Fee - Each Additional Hour	\$50.00 \$50.00 \$10.00
Pavilion: (all day) - Deposit - Fee	\$25.00 \$50.00
R.V. Park: - Daily - Weekly - Monthly	\$20.00 \$100.00 \$275.00
Pool Parties (2 hour rental): - Deposit - Fee (up to 50 people) - Additional Fee (51 - 75 people) - Additional Fee (76 - 100 people) - Additional Fee (101 - 125 people) - Fee each additional hour (Based on Lifeguards required)	\$50.00 \$100.00 \$25.00 \$50.00 \$75.00 \$50.00
Inflatable Jump Castle Party (2 hour rental): - Deposit - Rental Fee	\$100.00 \$100.00
Ball Fields: (3 hour rental) - Softball - Baseball - Football - Soccer - Each Additional Hour (fields) - Lights (per hour)	\$30.00 \$30.00 \$30.00 \$30.00 \$10.00 \$20.00

Non-profit rate is 50% of standard deposit and rental fee rate. Applicant must show proof of non-profit status at time of rental / booking of facilities and must be recognized as a 501.3c non-profit entity. Non-profits are responsible for following all established rental guidelines including setup, teardown, and cleanup of facility.

Ordinance 2009-36 (Exhibit 1)

<b>-</b> ,	Fee
Tournaments:	\$200.00
Equip. and Clean-up Deposit for all Tournaments Tournament Fees-to be determined by number of hours used	\$200.00
- 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
Youth Activities:	
Youth Sports Fee (per sport) (2nd child \$5.00 discount):	
- Soccer, Basketball, Flag Football, Volleyball	\$35.00
- Softball, Baseball	\$55.00
- Football	\$85.00
- Cheerleading	\$55.00
- Non Resident (Soccer, Basketball, Flag Football, Volleyball)	\$40.00
Adult Sports Fee (per sport):	
- Softball (per team)	\$300.00
- Flag Football (4 v. 4) (per team)	\$160.00
- Flag Football (8 v. 8) (per team)	\$300.00
- Basketball (3 v. 3) (per team)	\$120.00
- Basketball (4 v. 4) (per team)	\$200.00
-Tournament Fee (range based on tournament type and cost incurred)	\$100.00 - \$300.00
Water Aerobics	
- Per class	\$1.00
- Per month	\$15.00
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
(All plots purchased through the Cemetery plot purchase plan must be paid in full prior to date of internment.)	

### PLANNING

Plats:	
Minor Plats - Preliminary and Final	\$250.00
Minor Replats - Preliminary and Final	\$250.00
Amended Plats	\$150.00

	Fee
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	<b>*</b> 200.00
- Less than 10.0 Acres	\$300.00
- 10.0 to 50.0 Acres	\$400.00
- Over 50.0 Acres	\$500.00
Major Plat - Final	\$300.00
- Less than 10.0 Acres - 10.0 to 50.0 Acres	\$300.00
	\$400.00
- Over 50.0 Acres	\$500.00
Rezoning Application Fee	\$200.00 \$200.00
Variance Application Fee Land Disturbance Permit	\$35.00
Floodplain Development Permit	\$35.00
Deed Approval Application	\$35.00
Document Copies:	\$35.00
- Comprehensive Plan	\$25.00
- Adult Oriented Business Ordinance	\$25.00
- Zoning Ordinance	\$25.00
- Subdivision Ordinance	\$10.00
Standard Construction Specifications	\$10.00
Drainage Master Plan	\$35.00
Plat/Map Copies (Black & White):	\$00.00
- 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 Plots (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	\$8.00
- 11 x 17	\$16.00
- 17 x 22	\$24.00
- 24 x 36	\$32.00
- 30 x 40	\$40.00
- 36 x 48	\$48.00
Electronic File:	
Street Map AutoCAD File	\$60.00
Adobe Acrobat/PDF File	\$30.00

# 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) - Overdue Maximum Fine - Overdue Interlibrary-loan (per day)	\$0.25 Cost of Item \$1.00

	Fee
- 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
Typing Paper (per sheet)	\$0.10
Computer Printout (per page)	\$0.10
Blank Computer Disk	\$1.00
Meeting Room Rental:	
	N. Oherman

No Charge
\$15.00/meeting/per 2 hr. block
\$15.00
\$30.00

### 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
<ul> <li>Out of City Residents (first application w/ \$1,000.00 bond)</li> </ul>	\$110.00
Administrative Mowing Fee for Code Violations	cost + \$150.00
Junkyard/Wrecking Yard	\$100.00
Health Permits	\$75.00
Page 430	

Ordinance 2009-36 (Exhibit 1)

Health Permits (for Non-Profit use) Temporary Health Permit (Up to Three Days) Temporary Health Permit (Up to Three Days) (for Non-Profit use) Retail Food Store Permit	Fee \$25.00 \$35.00 \$12.50 \$60.00
Food Handlers Card: - One year - Two Year Food Handlers Card (for Non-Profit use) Replacement of Lost Food Handlers Card	\$10.00 \$15.00 \$2.00/student \$5.00
Manager Accreditation: - Course and Certification - Renewal	\$0.00 \$0.00

## **GOLF COURSE**

\* The Director of Community Services with approval of 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
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
Cart Rental:	
9 Holes - per person	\$10.50
18 Holes - per person	\$14.00
Driving Range:	
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
Annual Green Fees:	
Single (annual payment)	\$625.00
Single (semi annual payment)	\$375.00
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
Dece 494	

	Fee
<b>Equipment Rental: (+tax)</b> Pull Carts - 9 Holes Pull Carts - 18 Holes	\$4.00 \$6.00
Cart Storage: (Includes Trails Fees) Cart Storage (annual payment) Cart Storage (semi annual payment)	\$575.00 \$350.00
<b>Trail Fees:(private)</b> Annual (one payment) Semi Annual (payment plan) Daily (per round)	\$300.00 \$200.00 \$12.00
Handicaps - Annual	\$20.00
ADMINISTRATIVE FEES-NON DEPARTMENTAL	
Returned Checks Fee NSF Electronic Draft Fee Online Credit Card Processing Fee "Convenience Fee" (Municipal Court)	\$30.00 \$30.00 \$1.50
Charges for providing copies of public information: Paper Copy - Standard Size 81/2 x 11 (per page) Oversized Paper Copies 11x17 (per page) Posting/Shipping Charges Compact Disc DVD	\$0.10 \$0.50 Actual Cost \$1.00 \$3.00
Non-standard Size Copies: - Diskette (each) - Magnetic Tape (each) - VHS Video Cassette (each) - Audio Cassette (each) - Other Charges	\$1.00 \$12.00 \$2.50 \$1.00 Actual Cost
Computer Resource Charges: - Mainframe (per minute) - Midrange (per minute) - Client/Server (per hour) - PC or LAN (per hour)	\$10.00 \$1.50 \$2.20 \$1.00
Labor Charges: - Programming Time (per hour) - Personnel for locating, compiling, and reproducing (per hour)	\$28.50 \$15.00
Overhead Charge	20% of Labor Charge

# 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	\$25.00
Fire Hydrant Meter Deposit	\$650.00
Fire Hydrant Water use - per 1,000 Gallons	\$4.49
Fire Hydrant Meter Monthly Rental Charge	\$50.00

Ordinance 2009-36 (Exhibit 1)

	EFFECTIVE OCTOBER 13, 2009	Ordinance 2009-36 (Exhibit 1)
		Fee
Unauthorized Service - (when meter is turned on o	r off by	\$75.00
anyone other than water department personne	-	\$75.00
Utilities Automatic Draft from Checking/Savings	")	FREE
Utilities Pay by Credit Card Processing Fees		\$1.25
Riser Deposit		\$50.00
Reconnect Fee		\$25.00
New 3/4" Water Tap ** into city water main (incl. sr	v conn )	\$575.00
Water Tap 1" and larger into city water main (incl. s		3/4" tap fee + add'l time and materials
New 3/4" Water Tap srv. Connection for an existing		\$200.00
New Water Tap 1" and larger srv. Connection for a		3/4" tap fee + add'l time and materials
The following cash deposits shall be required f	or 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:		\$2.0C
3/4" meter		\$2.95
1" meter 1-1/2" meter		\$3.21 \$3.59
2" meter		\$3.75
3" meter		\$3.75
4" meter		\$3.75
6" meter		\$3.75
Bulk Meter		\$4.59
Contractor		\$4.59
<b></b>		
Sale of water to customers-outside city limits	Minimum Rates:	A10.55
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

#### CITY OF COPPERAS COVE ADOPTED FEE SCHEDULE EFFECTIVE OCTOBER 13, 2009

Ordinance 2009-36 (Exhibit 1)

	Fee
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 & 11-6. 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 & 11-6. City uses a formula to assess the charge.	\$17.86/acre
Sewer	
Sewer minimum rate (all customers)	\$11.00
Rate per 1,000 Gallons of Water (all customers)	\$3.60
(Residential customers only: Winter average - 8,000 gallon floor)	
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.

SOLID WASTE		
Solid Waste Deposit (residential)	\$35.00	
Solid Waste Deposit (commercial)	\$60.00	
Residential Monthly Rates:		
One-family residence	\$14.00	
Two-family residence on one water meter	\$28.00	
Two-family residence on separate water meters	\$14.00	
Additional container	\$14.00	
Bulky items/White goods at the curb pick up (3 cubic yards)	No Charge	
Bulky items/White goods in excess of 3 cubic yards - per cubic yard	\$6.00	
Construction debris at the curb (minimum fee for service includes one cubic yard)	\$6.00	
Construction debris at the curb (per cubic yard in excess of minimum)	\$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		
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 8 cubic yards (5'x4'x11') - per cubic yard	\$6.00	
Commercial Monthly Rates for 96 Gallon Container:		
Twice-a-week pickup of one automated container	\$28.00	
Twice-a-week pickup for one additional container	\$56.00	
Twice-a-week pickup for two additional containers	\$84.00	
Automated container reload for excess garbage (per load; 2 loads max)	\$4.50	
Fee for overloaded container	\$4.50	

#### CITY OF COPPERAS COVE ADOPTED FEE SCHEDULE EFFECTIVE OCTOBER 13, 2009

Fee

\$57.99 \$77.31 \$96.65 \$119.55 \$152.85 \$109.72 \$133.79 \$172.12 \$212.86 \$268.73 \$148.78 \$182.24 \$236.46 \$302.72 \$384.12 \$193.97 \$238.32 \$309.82 \$397.70 \$500.50 \$237.92 \$294.40 \$380.73 \$489.36 \$616.88

commercial conection Dump
3 cubic yard for 1 day Pickup
4 cubic yard for 1 day Pickup
6 cubic yard for 1 day Pickup
8 cubic yard for 1 day Pickup
10 cubic yard for 1 day Pickup
3 cubic yard for 2 day Pickup
4 cubic yard for 2 day Pickup
6 cubic yard for 2 day Pickup
8 cubic yard for 2 day Pickup
10 cubic yard for 2 day Pickup
3 cubic yard for 3 day Pickup
4 cubic yard for 3 day Pickup
6 cubic yard for 3 day Pickup
8 cubic yard for 3 day Pickup
10 cubic yard for 3 day Pickup
3 cubic yard for 4 day Pickup
4 cubic yard for 4 day Pickup
6 cubic yard for 4 day Pickup
8 cubic yard for 4 day Pickup
10 cubic yard for 4 day Pickup
3 cubic yard for 5 day Pickup
4 cubic yard for 5 day Pickup
6 cubic yard for 5 day Pickup
8 cubic yard for 5 day Pickup
10 cubic yard for 5 day Pickup

### **Commercial Collection Compactor Rates:**

3 cubic yard for 1 day Pickup	\$192.00
4 cubic yard for 1 day Pickup	\$256.12
6 cubic yard for 1 day Pickup	\$367.60
3 cubic yard for 2 day Pickup	\$384.00
4 cubic yard for 2 day Pickup	\$512.24
6 cubic yard for 2 day Pickup	\$735.20
3 cubic yard for 3 day Pickup	\$576.00
4 cubic yard for 3 day Pickup	\$768.36
6 cubic yard for 3 day Pickup	\$1,102.80
3 cubic yard for 4 day Pickup	\$768.00
4 cubic yard for 4 day Pickup	\$1,024.48
6 cubic yard for 4 day Pickup	\$1,470.40
3 cubic yard for 5 day Pickup	\$960.00
4 cubic yard for 5 day Pickup	\$1,280.60
6 cubic yard for 5 day Pickup	\$1,838.00
20 cubic yard or larger compactor	\$125.00 + current tipping fee
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
Disposal Fees:	
- 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

#### CITY OF COPPERAS COVE ADOPTED FEE SCHEDULE EFFECTIVE OCTOBER 13, 2009

	Fee
Compost: - 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
Tire Disposal:	<b>*</b> 2.00
- Passenger/light truck tire, less than 17.5 " rim diameter	\$3.00
- Truck Tire, greater than or equal to 17.5 " rim diameter Used Oil Filters	\$7.00 \$1.00
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) - Deposit	\$47.00 \$250.00
- Deposit	φ230.00
Auto-Lid Locks	\$25.00 installation fee, plus
	\$2.50 monthly rental
Excess Garbage or Overloaded Containers:	
Container Reload Fees while on site	
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
Return Service	<b>4</b> 00 <b>5</b> 0
3 yard container	\$28.53
4 yard container 6 yard container	\$32.09 \$37.88
8 yard container	\$37.88 \$43.19
10 yard container	\$43.19
	ψ <del>τ</del> 0.17
Deposit for recurring use of the Transfer Station	\$750.00

## CITY OF COPPERAS COVE ADOPTED FEE SCHEDULE DEFINITIONS EFFECTIVE OCTOBER 13, 2009

# Ordinance 2009-36 (Exhibit 1)

Ambulance:	Any motor vehicle certified by the Texas Department of State Health Services and used,
	designed, redesigned or constructed and equipped for emergencies and used for the purpose of transporting a person who may be sick or injured.
Animal:	Any living creature other than Homo sapiens. Unless indicated otherwise, the term shall include livestock, fowl, mammals, reptiles, amphibians, insects, and wildlife as well as dogs, cats, birds, fish, turtles, and other creatures commonly owned as pets.
Adoptive Home:	Residential household in which a person or persons legally assume the parenting for another and, in so doing, permanently transfers all rights and responsibilities from the original parent or parents. Unlike guardianship or other systems designed for the care of the young,
Assisted Living Centers:	adoption is intended to effect a permanent change in status. Facilities that provide supervision or assistance with activities of daily living; coordination of services by outside health care providers; and monitoring of resident activities to help to ensure their health, safety, and well-being.
Cat:	A domesticated animal that is a member of the feline family (Felis domesticus).
Cemetery:	A place that is used, or intended to be used, for interment and includes a graveyard, burial
	park, or mausoleum owned and operated by the City of Copperas Cove.
City:	City limits of the City of Copperas Cove in Coryell County, Lampasas County, and Bell
	County in the State of Texas.
Commercial:	Any enterprise or establishment whose main purpose is to carry on a commercial activity whether for profit or not, and typically includes, but not limited to, such enterprises as: hotels, motels, restaurants, fast food establishments, retail stores, schools, offices, shopping centers/malls/plazas, factories/manufacturing facilities, warehouses, and high density occupied dwellings such as apartment complexes and mobile home parks.
Construction debris /	Debris or waste resulting from construction or demolition projects, remodeling or repair;
waste:	includes all materials that are directly or indirectly by-products of construction work or that result from demolition of buildings and other structures, including, but not limited to paper, cartons, gypsum board, wood, rubber, and plastics.
Dangerous Animal:	Any animal that:
	<ul> <li>(1) Makes an unprovoked attack on a person causing bodily injury ; or</li> <li>(2) Commits an unprovoked act of attack in a place other than the premises of the owner</li> </ul>
	within a house, building or other enclosure and said act causes a person to reasonably
	believe that the animal will attack and cause bodily injury to that person. If the premises is
	enclosed with a fence, the animal should not be able to extend any part of its body over,
	under, or through the fence. Further such enclosure should be of a structure and design
	<ul><li>reasonably certain to prevent the animal from leaving the enclosure on its own; or</li><li>(3) Attacks and bites another animal without provocation.</li></ul>
Day Care:	An establishment for the care and/or instruction, whether or not for compensation, of seven
	(7) or more persons at any one (1) time. Child nurseries, preschools and adult care facilities
	are included in this definition.
Dog:	A domesticated animal that is a member of the canine family (Canis familiaris).
Emergency Medical	Services used to respond to an individual's perceived need for immediate medical care and
Service (EMS): Family:	to prevent death or aggravation of physiological or psychological illness or injury. One (1) or more persons who are related by blood or marriage, living together and
i anny:	occupying a single dwelling with single kitchen facilities, or a group of not more than five (5)
	(excluding caretakers) living together by joint agreement and occupying a single dwelling
	with single kitchen facilities, on a nonprofit cost-sharing basis.
Family Member:	Includes mother, father, grandmother, grandfather, grandchild, son, daughter, sister, brother,
Fireworks:	spouse, step-brother, step-mother, step-father, step-sister, or legal guardian. All contrivances of inflammable and explosive materials combined of various proportions for
	the purpose of producing in combustion beautiful, amusing, audible or scenic effects.
Floodplain:	Any land area susceptible to being inundated by water from any source.
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## CITY OF COPPERAS COVE ADOPTED FEE SCHEDULE DEFINITIONS EFFECTIVE OCTOBER 13, 2009

# Ordinance 2009-36 (Exhibit 1)

Food Handler:	Any person employed or working in a food establishment who handles food and/or drink during preparation or serving, who comes in contact with eating, drinking or cooking utensils, or who works in a room or rooms in which food or drink is prepared, served or stored. Professionally trained personnel such as dieticians, nutritionists and certified managers or supervisors are excluded from this definition.
Foster Home:	Residential household in which a certified, stand-in "parent(s)" cares for minor children or young people who have been removed from their birth parents or other custodial adults by state authority.
Government Entity:	An entity that is a direct part of a governmental agency, office. (i.e. Federal, State, County, City)
Home Based:	Operating from one's home.
Missed Service:	Residential or commercial customers whose containers were not collected because they were not placed at the required point of collection on time or were blocked when the collection vehicle arrived.
"No Transport Fee:"	Service which may include the administration of treatment, aid, and/or patient evaluation by City EMS personnel, but no transportation of the individual is made in a City ambulance. If multiple parties are involved at the same scene and at least one person is transported, the other parties shall not be charged a "No Transport Fee." If no parties are transported the "No Transport Fee" shall be assessed to the patient(s) the ambulance was called for if the ambulance was requested by a patient or family member. ("No Transport Fee" is waived for Medicare/Medicaid recipients.)
Non-Profit Organization:	An organization that does not distribute its surplus funds to owners or shareholders, but instead uses them to help pursue its goals. Examples include the Chamber of Commerce, Adopt-a-Unit, etc.
Nursing Home:	A home where ill or elderly people are provided with lodging and meals with or without nursing care.
Overloaded Container:	A container in which the capacity is exceeded, which is indicated by trash extending above the container rim, so the lid will not close properly.
Patient:	Any person who receives medical attention, care, or treatment.
Plat (Final):	The map of a subdivision which is presented to the planning and zoning commission for review and recommendation, and which, if approved by the City Council, is recorded in the county deed records of the county in which the property is located.
Plat (Preliminary):	The preliminary maps and plans which indicate the proposed layout of the subdivision which are presented to the planning and zoning commission for review and approval.
Private Organization:	An organization that is nongovernmentally owned.
Private Schools:	Schools that are not administered by local, state or national governments.
Residential Solid Waste:	Solid waste generated from single and multifamily sources; frequently called household solid waste or household waste.
Structure:	A walled and roofed building, including a gas or liquid storage tank that is principally above ground, as well as a manufactured home.
Vacated Subdivision Plat:	Vacated subdivision plat. A recorded instrument approved by the City nullifying a preceding recorded plat to the pre-existing legal description of the property, upon request of the owner.
Variance:	A grant of relief by a community from the terms of a floodplain management regulation.
White Goods:	Major appliances such as refrigerators, freezers, washing machines, dryers, hot water heaters, stoves, and dishwashers.
Youth Groups:	Groups set up to provide young people within an area with activities designed to keep them off the streets, and give them a job and an interest in activity.
Zoning Ordinance:	The official zoning ordinance of the City together with any and all amendments.



**Budget Acronyms** 

- 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
- <u>CD</u> Compact Disc
- **CDBG** Community Development Block Grant
- **<u>CERT</u>** Community Emergency Response Team
- CHAMPS Communities Helping Americans Mature Progress and Succeed
- **<u>CID</u>** Criminal Investigation Division
- **<u>CIP</u>** 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

- 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
- **<u>GIS</u>** Geographical Information Systems
- GO General Obligation
- GPD Gallons Per Day
- HAA Halo acetic Acids
- HMAC Hot Mix Asphaltic Concrete

<u>HOP</u> – Refers to program performed by Hill Country Transit to provide bus transportation to the community.

- HOT Heart of Texas
- HR Human Resources
- H/VAC Heating Venting & Air Conditioning
- ILL Inter Library Loan
- 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
- MLB Major League Baseball

- MPN Most Probable Number
- NIMS National Incident Management System
- NJCAA National Junior College Athletic Association
- Non-Dept Non-Departmental
- **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
- PHR Pitch Hit and Run
- 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
- <u>SR</u> Senior
- SRF State Revolving Fund
- SRTS Safe Routes to School
- Svcs Services
- TAKS Texas Assessment of Knowledge and Skills
- TCEQ Texas Commission on Environmental Quality
- TCLEOSE Texas Commission on Law Enforcement Officer Standards and Education
- **TDEM** Texas Division of Emergency Management

# **BUDGET ACRONYMS**

- **THM** Trihalomethanes
- TIRZ Tax Increment Reinvestment Zone
- TMCA Texas Municipal Clerk Association
- TMRS Texas Municipal Retirement System
- **TNRCC** Texas Natural Resources Conservation Commission
- TRMC Texas Registered Municipal Clerk
- **TXDOT** Texas Department of Transportation
- TWDB Texas Water Development Board
- W&S Water & Sewer
- WWTP Waste Water Treatment Plant
- **ZBA** Zoning Board of Adjustment



**Budget Glossary** 

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, 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 that 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.

**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 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 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.

Estimated Revenue – The amount of projected revenue to be collected during the fiscal year.

**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.

**Fiduciary Funds** – Funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs.

**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.

**Generally Accepted Accounting Principles (GAAP)** – 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 long-term, attainable target for an organization.

**Governmental Funds** – Funds that are generally used to account for tax-supported activities. Governmental funds include the general fund, the debt service fund, special revenue funds, and capital projects funds.

## BUDGET GLOSSARY

**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.

**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 is 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.

**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 earning of an enterprise fund.

**Risk Management** – An organized attempt to protect a government's assets against the accidental loss in the most economical method.

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.

**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.

**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.