

City of Copperas Cove

**T E X A S**

**FISCAL YEAR  
2010-2011  
ADOPTED BUDGET  
and  
PLAN of MUNICIPAL  
SERVICES**



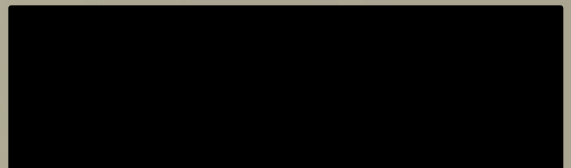
**John Hull, Mayor  
Frank Seffrood, Mayor Pro Tem**

**Members of the City Council:  
Cheryl L. Meredith  
Charlie D. Youngs  
Gary L. Kent  
Danny Palmer  
Kenn Smith  
Jim Schmitz**

**Andrea Gardner,  
City Manager**



**City Built for Family Living.**



Pictured on Cover:

Top Picture: Police Department new building Ribbon Cutting Event held on February 16, 2010.

Bottom Picture: Fire Department 2009 new fire truck "Wet Down" ceremony.

# **CITY OF COPPERAS COVE, TEXAS**

## **VISION STATEMENT**

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

## **MISSION STATEMENT**

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

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



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

# City of Copperas Cove, Texas

## List of Principal Officials

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### City Council

John Hull - Mayor  
Frank Seffrood - Mayor Pro Tem

Cheryl L. Meredith - Council Member  
Charlie Youngs - Council Member  
Gary Kent - Council Member

Danny Palmer - Council Member  
Kenn Smith - Council Member  
Jim Schmitz - Council Member

### City Staff

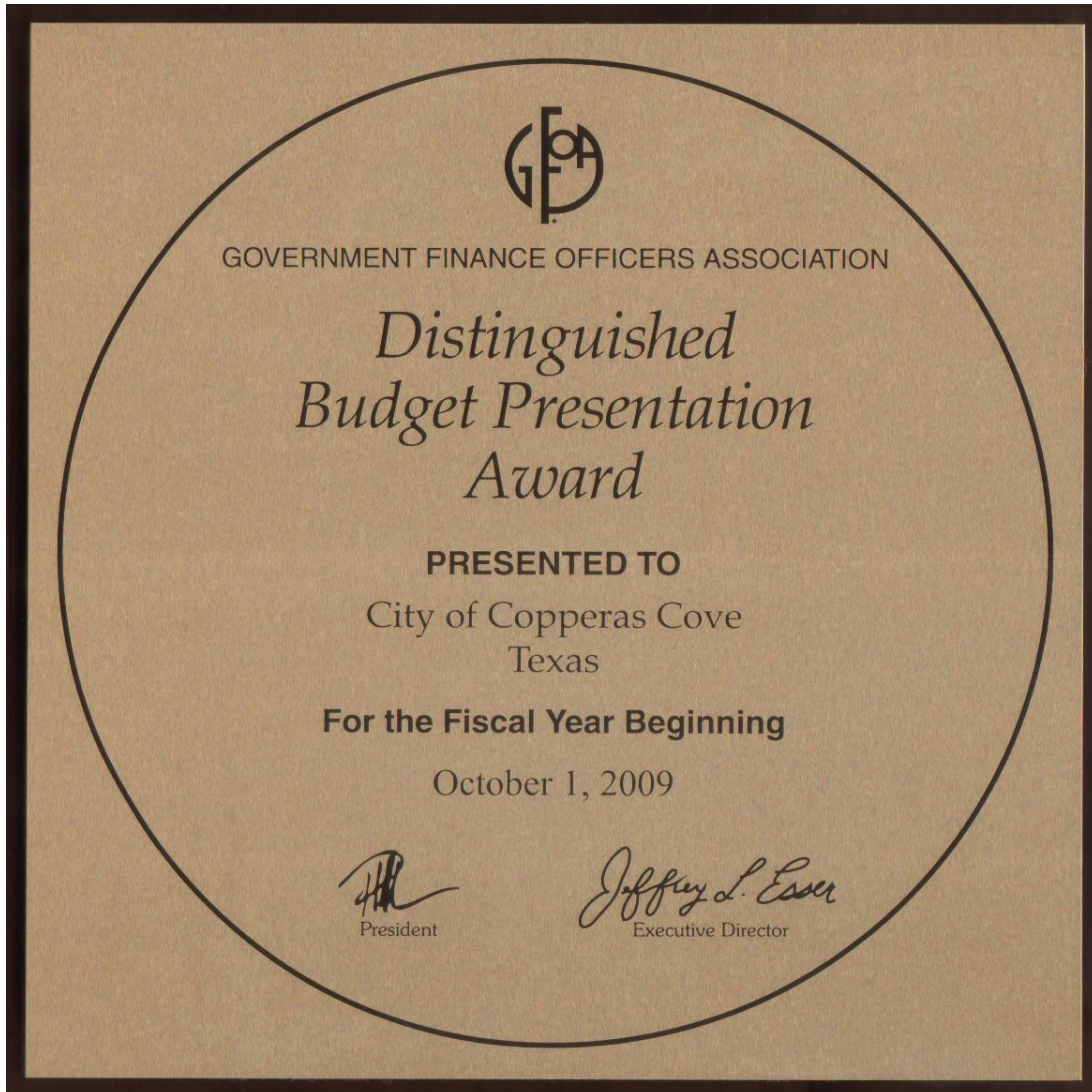
#### Reporting to City Council

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/Assistant City Manager  
Vacant, Director of Financial Services  
James M. Baker, Fire Chief  
Robert M. McKinnon, Public Works Division Head  
Kelli T. Sames, Human Resources Division Head  
Wesley Wright, Project Director/City Engineer  
Ken E. Wilson, Division Head of Parks & Leisure Services  
Lisa Wilson, Secretary 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, 2009**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



## **ACKNOWLEDGEMENTS**

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

**City Manager**  
Andrea Gardner  
Lisa Wilson

**City Secretary**  
Jane Lees  
Stefanie Brown

**Finance Department**  
Cynthia Taylor  
Imelda Rodriguez  
Tracy Molnes  
Deanna Sloan  
Linda Hernandez  
Stephanie Potvin

**Human Resources**  
Kelli Sames  
Desiree Mundell

**Information Systems**  
Greg Mitchell  
Adam Wolf  
Robert Browning

**Solid Waste**  
John Mantanona  
Silvia Rhoads

**Utility Administration**  
Monika Flom

**Library**  
Margaret Handrow  
Terry Swenson

**Parks & Recreation**  
Ken Wilson  
Danny Zincke

**Golf Course**  
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  
Michael Ramminger  
Steven Spink  
Michael Fleming  
Katy Wolf

**Municipal Court**  
Joseph Pace  
Tiffany Oakes

**Animal Control**  
Mike Heintzelman  
Ilka Perkins

**Engineering**  
Wesley Wright

**Fleet Services**  
Joseph Fox

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

## Budget Format

This budget document is divided into eleven 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, 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.

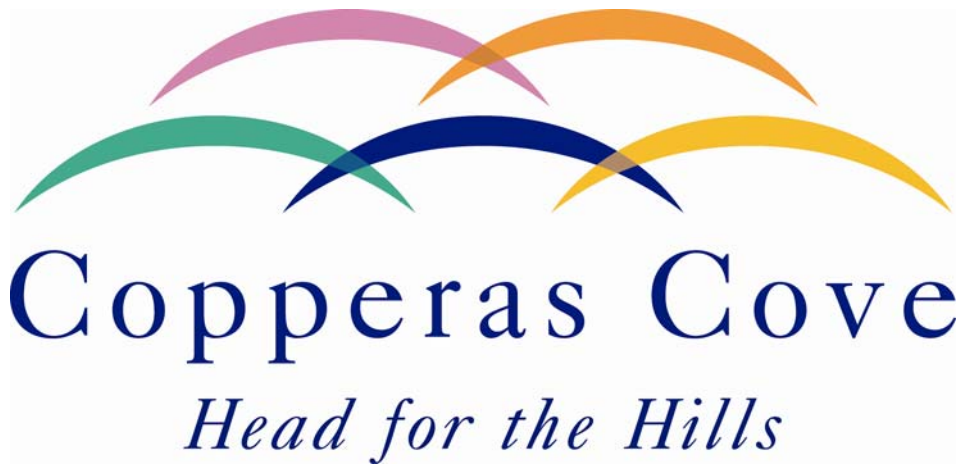
The **General Fund** section through the **Golf Course Fund** section provides the reader with more detailed financial and operational information by department. The financial information provided depicts the manner in which resources are to be utilized during the fiscal year. The operational information 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.

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.

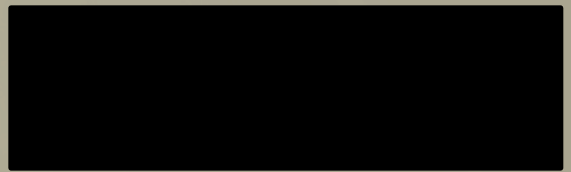


Copperas Cove

*Head for the Hills*



# Table of Contents





Pictured on Front of this Tab Page:

Top Picture: Shooting baskets at "Meet the City" event, September 15, 2010.

Bottom Picture: Easter Egg Hunt, April 3, 2010.

**CITY OF COPPERAS COVE, TEXAS  
ANNUAL BUDGET AND PLAN OF MUNICIPAL SERVICES  
FISCAL YEAR 2010-11**

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# City Manager's Message



City Built for Family Living.



Pictured on Front of this Tab Page:

Top Picture: City Manager and Mayor Pro Tem, Frank Seffrood.

Bottom Picture: City Manager and Major General William Grimsley at Military Affairs Dinner hosted by Copperas Cove Chamber of Commerce, July 2010.



“The City Built for Family Living”

January 5, 2011

The Honorable Mayor, Mayor Pro-Tem and City Council,

Presented together with this budget message is the City Manager’s proposed budget and plan of municipal services for fiscal year October 1, 2010 through September 30, 2011. This document contains spending plans and revenue estimates for the General Fund, the Water & Sewer Fund, the Solid Waste Fund, the Drainage Fund, the Debt Service Fund, Golf Course Fund and the Special Revenue Funds.

The total operating budget is \$29,212,599. This total includes \$15,442,528 for the General Fund, \$9,996,725 for the Water & Sewer Fund, \$3,154,328 for the Solid Waste Fund and \$619,018 for the Golf Course Fund.

The municipal services plan and revenue estimates are provided for the Special Revenue Funds with expenditures as follows: \$244,563 for the Hotel Occupancy Tax Fund, \$299,321 for the Recreation Activities Fund, \$929,335 for the Drainage Fund, \$9,178 for the Court Efficiency Fund, \$56,449 for the Court Technology Fund and \$35,428 for the Court Security Fund.

Following the direction of the governing body, population projections, departmental operating plans and a particular guiding philosophy issued by the City Manager, the operating departments developed the basic spending plan contained in the document. The municipal services plan provides funding for basic services, essential needs, equipment replacement and minor facility improvements as discussed throughout the document.

The City’s operating departments have continued the development of single year budgets this year along with the update of the City’s multiple year capital improvements plan (CIP).

This budget plan adheres to the City’s financial policies, charter, state law requirements and preserves the City’s strong financial position while continuing to provide excellent levels of service.

## **Document Organization and Presentation**

This budget document along with its companion document, the CIP, is intended to provide the reader with a comprehensive view of funding for the City’s daily operations, scheduled capital improvement projects, principal and interest payments for outstanding long-term debt and capital leases. The operations are organized into functional areas of service or operating departments to provide the citizens with a clear vision of how resources are allocated.

The **City Manager’s Message Tab** presents an overview of the budget and plan of municipal services to include a summary of expenditures and revenues for each major operating fund and the special revenue funds.

The **Budget Summary Tab** serves as a reader's digest version of the budget that includes the organizational structure, budget calendar, sample ordinance adopting the budget, recap of new programs and recap of unmet needs.

The **General Fund Tab** provides a plan of municipal services for each operating department with prior year actual revenues and expenditures, current year revenue and expenditure projections and the upcoming year estimates of revenue and expenses. Similarly, a presentation of expenditures is provided for the water and sewer, solid waste and golf course fund operations under the **Water and Sewer Fund Tab**, the **Solid Waste Fund Tab** and the **Golf Course Fund Tab**.

The **Others Funds Tab** includes a plan of municipal services for various special revenue funds not limited to but including drainage utility, hotel occupancy tax, cemetery, recreation activities and municipal court funds.

The **Debt Service Requirements Fund Tab** provides details on outstanding debt including the amount outstanding and a payment schedule.

The **Capital Outlay Tab** provides a listing of all major capital purchases planned for acquisition in the major operating funds for the upcoming year. The Capital Improvements Tab contains financial statements detailing revenues and expenditures for bond construction funds established prior to FY 2010.

The **Capital Improvements Tab** contains financial statements detailing revenues and expenditures for bond construction funds established prior to FY 2010.

The **Appendix Tab** contains supporting data that ensures the public understands the budget process and the information contained in the budget document.

## **Vision Statement for the City**

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.

## **City Council Goals**

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

Plans exist to develop strategic goals for the City. During the 2010 Council/Staff Retreat, the Council directed staff to complete a citizen survey and employee survey which will begin the process of developing a Strategic Plan for the City. As of this writing, the process of completing a citizen survey is under way and expected to be complete prior to the March 2011 Council/Staff Retreat and the employee survey was completed prior to the end of the previous fiscal year.

### **Budget Priorities and Changes in Funding**

The development of the budget for fiscal year 2010-2011 was established by the Council's expressed direction during the Council/Staff Retreat held in April of 2010. The direction provided included to maintain the City's existing tax rate at .7600 per \$100 of assessed valuation and continue providing key City services to our community without increasing the number of existing full time equivalents unless a result of an authorized and approved grant application. Furthermore, the members of the governing body completed a budget survey that resulted in additional direction not to increase the number of police officers or fire fighters if an increase in the tax rate would result.

In an effort to ensure the vision of the City, the goals of the Council and the budget direction provided by the Council were met during an extremely difficult economic downturn; a conservative budget strategy was applied to the development of the budget and plan of municipal services. Reduced property valuations, the over 65/disabled persons tax freeze and disabled veterans exemption created great challenges for departments when developing spending plans for the upcoming year. The General Fund's dependency on property tax revenue coupled with the Council directive to maintain the existing tax rate, served as a requirement to reduce spending. With 27 pay periods in FY 2011 and the need to reduce operating expenses, City Administration along with the executive staff began prioritizing the many functions of the City and determined the essential needs in order to reduce expenses without jeopardizing services. The strategy deployed to reduce personnel costs actually began in December 2009 when the variance reporting indicated a decline in revenues. As a result, City Administration evaluated the need of each vacant position in the City and placed a "hold" on those positions not considered essential to achieving the department goals. Many of the responsibilities of the vacant positions have been assumed by existing personnel. While this short term strategy will serve a valuable purpose, the future plan will be to restore the funding of the positions once the economic slowdown has improved.

Sales tax revenue estimates are conservative, although favorable increases in sales tax revenue in recent months have resulted. In order for the trends to change the conservative nature of predicting sales tax revenue, the positive pattern must sustain itself long term. City Administration was somewhat reluctant to fund new programs until projected revenue levels are established.

### **Budget Development Process**

Development of the 2011 Budget is primarily a managerial process that is influenced by the political aspects of local government and the involvement of the elected officials in the adoption process. The process also includes financial and technical dimensions that are rather complex in nature, thus the document filed with the City Secretary and presented to the governing body as required by State Law takes months of planning, preparation and discussion among the operating departments of the City. The operating departments work with the City Manager to determine the best way to provide services to the community that are considered a good value for the tax dollar. Specifically, the process for the 2011 Budget began with the budget planning session conducted during the annual Council/Staff Retreat held in the spring. The budget



kickoff followed the Council planning session and set the tone for the development of the operating budgets. A budget calendar, instructions and guidelines were provided to the operating departments during the kickoff. The City Manager, Finance Department and operating departments worked to develop revenue and expense projections for the current fiscal year. The review of the projected current year revenue and expenses was completed by the City Manager and followed by the submission of the operating departments' draft budget spending plans. After the submission of the initial operating requirements and new program proposals, the executive team worked together to develop a budget proposal that fit within the revenue expectations and key department goals.

As required by the City's Charter, the City Manager submitted the budget to the City Council between ninety and sixty days prior to the beginning of each fiscal year. The budget was filed with the City Secretary in accordance with State Law and copies of the budget were made available at the City's public library and on the City's website. The City Council considers the budget during multiple budget workshops with staff and provides an opportunity for public input as required by State Law and the City Charter. Additional communication on the budget and the budget process is provided on the government access channel and through the local newspaper.

The budget was formally adopted by the City Council on September 7, 2010 at a regularly scheduled Council Meeting. The 2011 Budget went into effect on October 1, 2010.

## **Trend Analysis**

The City of Copperas Cove utilizes conservative strategies when projecting revenues and expenditures. Revenue and expenditure trends are monitored on a monthly basis so necessary adjustments can be made to control spending. As evidenced in 2010, regular monitoring of revenues and expenditures can limit extreme fluctuations in available funds from one fiscal year to the next.

In the spring of 2009, after the budget planning was complete and a proposed budget was submitted to the governing body, the legislature passed a bill that amended the Texas Property Tax Code to provide a homestead exemption to disabled veterans equaling one hundred percent. The impact of this action was tremendous and resulted in the reduction of funds available for street maintenance.

## **Revenue Trends**

The revenues in the general fund have steadily increased since 2004; however, in 2008 and 2009 the revenues began to level off. The changes in revenue trends have generated the need for change in expenditure budgets. Hence, the personnel changes recommended in the 2011 funding plan are critical until the revenues begin to improve. It is also important to disclose the use of bond proceeds to repay some tax supported debt. The use of the bond proceeds allowed a larger percentage than normal of the property tax revenues to be utilized for maintenance and operations. This situation is not likely to occur in the future and shouldn't be mistaken for a considerable improvement in general fund revenues. In the water and sewer fund, revenues spiked in 2005 and 2006; however, the impact of weather on water and sewer revenues was felt in 2007 when the severe flooding occurred in the Central Texas Region. The solid waste fund revenues have remained relatively steady since 2002 with only minor increases recognized each year since 2006.

The potential new development planned for east Copperas Cove is expected to generate considerable increases in sales tax revenues within the next 3 to 4 years and will help reduce the general fund dependency on property tax revenues. Cities with large numbers of disabled veterans residing in their communities are also feeling the impact of the 100 percent exemption on property tax revenues. If the legislature doesn't limit the exemption in the next session or include legislation that limits the local exposure, cities with a high dependency on property tax revenues will be forced to consider raising user fees, reducing service levels or generating sufficient increases in sales tax revenue to offset the loss. For FY 2011, the impact on the City's property tax revenue is anticipated to be \$287,460 with the exemption being provided to 383 Copperas Cove residents having property values qualifying for the exemption of \$37,823,658.

## **Expenditure Trends**

The expenditures in the major operating funds are being closely monitored at a minimum interval of monthly. With the opening of a new police facility, the impact of the disabled veteran's exemption, reductions in property tax values and Council direction to maintain the existing tax rate, expenses for FY 2011 were limited to those items essential for maintaining the current service levels. As previously mentioned, twelve positions are included in the spending plan to be unfunded for 2011. Many capital improvement projects were also pushed to future years in the CIP in order to provide some financial relief to the operating funds and keep the debt issuance to a minimum for 2011. This type of spending control is being utilized by state and local governments across the nation according to a June 2010 article in the USA Today. "Investment in infrastructure is on pace to drop almost 7% this year to \$269 billion, according to a USA TODAY analysis of federal data." (Source: June 25-27, 2010 USA Today). The total savings to the general fund for the seven unfunded positions and two deleted positions is \$408,062. City Administration worked countless hours to develop a personnel plan that allowed an employee in a currently funded position but identified as an unfunded position for next year, to transfer to another vacant and essential position in the organization that is closely aligned with the skill sets of the employee. As a result, no employees were faced with losing a job with the City; however, two employees did transfer to positions in the City that are of a different pay range than the previously held position. Without this type of planning, the City could face the need for reductions in force in the future.

Other measures to control spending were implemented in October 2009 and included requiring all out of state travel to receive prior approval from the City Manager and travel not considered essential for continuing education was placed on hold and reviewed for approval on a case by case basis.

## **Fund Summaries for the 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's purpose is to fund operations, such as police services, streets maintenance, fire protection, library services, parks and recreation and emergency medical services.

Comprising 47.0 percent of the total projected General Fund revenues in FY 2011 and 46.8 percent in FY 2010, property tax is the major revenue source for funding General Fund operations. A calculation of the tax rate levy is provided further in the **Budget Summary Tab** section of this document.

To fund operations, such as paving of streets, police services, fire and emergency medical services, building and maintaining our parks, preparing us for a disaster and debt service on outstanding debt, the City levies a tax on all taxable property. This budget plan includes a tax rate of 76.00 cents per \$100 of property value, which was directed by the governing body at the annual retreat and is equal to last year's rate.

In summary, the tax levy funds general operations and debt service, of which examples include the following:

- A consistent level of service in light of increased operating expenses and a growing population;
- Debt service (principal and interest payments on outstanding debt);
- Fleet and equipment replacement;
- Minor facility improvements.

While attention on the property tax rate is normally centered on the cost to the taxpayer, it is also important to understand the technical aspects of setting the tax rate. Under state law, five separate tax rates are calculated by the County tax assessor/collector.

#### **1. The Effective Tax Rate**

The rate that provides the same amount of revenue collected in the current year from properties on the tax roll last year. This rate calculation requires the taxing entity to account for changes in the value of existing properties, but isn't affected by new properties.

#### **2. The Maintenance and Operations (M&O) Rate**

This rate is one of two component rates that make up the total tax rate. Revenue generated by this rate is utilized to fund general fund operations of the City.

#### **3. The Debt Service Rate**

This rate is the second of two component rates that make up the total tax rate. This rate is set by law as the amount required for generating sufficient revenue to pay the City's current debt obligation.

#### **4. The Rollback Rate**

This rate provides the same amount of revenue collected for the current year plus 8%. If a City elects to adopt a tax rate that exceeds the rollback rate, it is subject to being rolled back through a petition and vote of the electorate.

#### **5. The Proposed Tax Rate**

This is the rate considered by the City Council for adoption and is determined necessary to fund operations and pay principal and interest on outstanding debt.

The City's economy generated just over \$2.4 million in sales tax revenue for fiscal year 2009-10. This amount doesn't include the ½ cent in sales and use tax for economic development. The one cent retained by the City is utilized for general fund operations and capital projects. This figure is slightly under the original budget and 2.7% above the FY 2009 actual collections. For 2010-11, the budget is \$2.6 million in sales tax revenue for general fund operations, a 10.4% increase from the FY 2008-09 actual.

Franchise fee revenue represents 9% of the general fund revenue. This revenue is generated from major public utilities operating within the City and reimburses the City for use of public streets and rights of way. The fee is applicable to Oncor Electric, ATMOS energy, Time Warner Cable, telecommunications companies and other cable providers. The fee is generally computed as a percentage of gross receipts.

Licenses, permits and fees are intended to cover the costs of general government services such as building inspections, plat recording, subdivision review, site plan fees and fire inspection fees. Although the building permit fees exceeded expectations in the current year, no significant changes are planned for these revenue sources.

Municipal Court fines and traffic violation fines revenue is produced through the payment of citations, warrants and court costs. The citations issued by the Police Department are processed by and collected or adjudicated by the Municipal Court. No significant changes are anticipated for these revenue sources, although traffic law enforcement remains a priority in hopes of changing driver behavior.

The transfer from the Water & Sewer Fund, Solid Waste Fund and Drainage Fund to the General Fund is \$742,500, \$428,000 and \$80,000 respectively and is designed to reimburse the General Fund for services that fund provides to the Water & Sewer Fund such as financial services, administrative services, engineering services, information technology and various other services and benefits.

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 2010-11, the General Fund budget includes revenues of \$14,459,731, which is \$36,794 less than the amount adopted in the 2009-2010 Budget.

Fund balance is considered excess funds that the City Council has available for appropriation. The City Council has adopted, by ordinance, a very strict fund balance policy, that limits the expenditure of these funds. This fund balance policy dictates that the major operating funds must carry a fund balance equivalent to three months operating expenditures (ideal fund balance). The ending fund balance for fiscal year 2010-11 in the General Fund is \$3,743,160. This amount is \$16,746 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 twelve years. City Council and staff continue efforts of maintaining ideal fund balance within the General Fund.

The budget includes a total of 210 full-time equivalents for fiscal year 2010-11 in the General Fund budget. The budget includes one new position for fiscal year 2010-11; however, the new position is planned to be funded by the savings from the deleted Assistant to the City Manager

position and the savings from the reclassification of the Assistant Director of Finance to Senior Accountant.

The Police Department operating budget comprises 33% of the total General Fund expenditures as planned for fiscal year 2010-11. This department's spending plan includes increases associated with the operations and maintenance of the new facility, the purchase of three vehicles totaling \$96,800 and the annual buyback program expense for the Harley Davidson motorcycles. The maintenance and repair on the vehicles recommended for replacement has reached a level that is no longer sustainable, thus proposed for replacement. The Fire Department operating budget consumes 22% of the proposed General Fund appropriations and includes \$9,500 for rescue equipment, \$7,500 for Fire Prevention community outreach programs, and \$15,000 for replacing ten sets of PPE. Additionally, \$12,000 for personal protective equipment (PPE) storage racks and \$13,000 for hydrant replacements is included in the Fire Department funding provided by the November 2010 Tax Notes. The Street Department operating budget includes the purchase of a sign reflector in the amount of \$9,750. No other major capital purchases are included in the proposed budget spending plan; however, the spending plan does include a cost of living adjustment (COLA) for all employees of 1.5%. The remaining expense budget includes those items essential to the daily operations of the General Fund operating departments and transfers to the Golf Course Fund in the amount of \$4,316, the Cemetery Fund for \$26,826, the Recreation Activities Fund for \$7,234 and the Court Security Fund for \$1,513.

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 gave cause for City Management to reduce staffing levels by deleting two positions and leaving positions unfunded for fiscal year 2010-11. City Administration conducted position evaluations of all positions in which a vacancy existed or was created, thus several vacant positions were not authorized to be filled and have remained vacant since early in the current fiscal year. If the personnel measures implemented don't appear to be adequate during the economic downturn, City Administration will continue to assess the need for filling vacancies based on the merits and classification 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 citizens. 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 exists to support the growing population and commercial customers. 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. 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 estimated conservatively and are continually monitored by City Administration for necessary 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 projected at \$9,031,550 for fiscal year 2010-11, which



is \$322,750 less than the amount of revenues adopted for fiscal year 2009-10. The decrease is attributed to the weather patterns for the current year and applying that outcome to fiscal year 2011 projections. Although the summer of 2010 was extremely hot, it wasn't considered a dry summer, thus creating the need for less watering. The water revenues for FY 2010 were slightly below the amount included in the adopted budget; however, the sewer revenues were higher than the original budget. The total water revenues projected for fiscal year 2010-11 does include a recommended rate structure adjustment for water services and the \$.03 increase in costs of water purchases as provided by Bell County Water Control Improvement District (BCWCID).

Total expenses are estimated at \$9,996,725, which is \$488,721 or 5.1% more than the amount adopted for the fiscal year 2009-10. The water and wastewater debt service continues to experience significant increases as a result of the implementation of a three phase, five year, capital improvement program. The Water & Sewer Fund will begin seeing some relief in debt service requirements in fiscal year 2014-15. Until such time, Council and City Administration are evaluating the need of capital improvements that would create additional debt for the fund against the anticipated benefit to the City. As such, several projects in the CIP for FY 2011 were recommended for future allocation of funds. The Water & Sewer Fund is also restricted by the City's fund balance policy. The ideal fund balance for the Water & Sewer Fund is calculated at \$1,799,736 for fiscal year 2010-11. 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 and continual increases in debt service requirements resulting from debt issuances in 2001, 2003 and 2005. In last year's budget message, the addition of positions in year 2008-09, has been remedied to a degree by placing a full-time and one part-time shared position that became vacant during FY 2010 on hold and including those positions in the 2010-11 Budget as unfunded positions. Although, all measures to control expenses are necessary, the savings through an unfunded position will only keep the amount over ideal fund balance from increasing further, as the increase in debt service far outweighs the savings generated from a single position. 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 2010-11 Budget includes 48.25 positions in the Water & Sewer Fund, an increase of 1 position as a result of relocating the funding for the shared Assistant Director of Public Works from the General Fund and Drainage Fund to the Water and Sewer Fund. Additionally, this spending plan doesn't include funding for capital outlay purchases for the fiscal year 2010-11. The budget for 2010-11 includes only those items considered essential to the daily operations of the Water & Sewer Fund departments and the retirement payout for the Public Works Director position to occur in April 2011 and the same pay plan adjustments as included for the general fund.

### **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 commercial rates in fiscal year 2006-07. Rate increases for base service to residential and commercial customers was implemented with the adoption of the 2009-10 Budget.

Revenues are projected at \$3,073,450, which is \$4,714 less than the total revenues included in the FY 2009-10 Adopted Budget. The revenues are projected conservatively given the unstable national economy. Total expenses are estimated at \$3,154,328, which is \$45,133 or 1.5% more than the amount adopted for fiscal year 2009-10.

There are a total of 21.25 full-time equivalents included in the Solid Waste Fund budget for fiscal year 2010-11. The fiscal year 2010-11 spending plan doesn't include the addition of any new positions. However, the pay plan adjustments proposed for the general fund and water & sewer fund are also included in the Solid Waste Fund. The 2010-11 spending plan includes no major capital outlay purchases funded through Solid Waste operating funds; however, a total of three collection vehicles are planned for replacement and funding through the issuance of a November 2010 Tax Note. The 2010-11 Budget includes a reduction in capital lease expense due to a capital lease retirement in 2010. City Administration is recommending a tax note rather than a capital lease due to the interest rate difference between the two financial tools, which generates reduced interest costs to the City.

### **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. Again in FY 2010, costs saving measures were implemented to include a reduction in force of 5 full-time equivalent positions and the outsourcing of the restaurant operations.

Revenues for the 2010-11 fiscal year are projected at \$628,766, which is \$17,409 or 2.7% lower than the amount adopted for fiscal year 2009-10. The decrease is considered to be a more realistic conservative budget based on historical data. A transfer from the general fund is included in the 2010-11 spending plan in the amount of \$4,316 for the 1.5% COLA. The objective for this fund may require a shift from self-sustainment to elimination of the fund as an enterprise fund and transfer of the golf course operations to the general fund. While the relocation appears to be inevitable, City Administration cautions the governing body to make such change without proper planning and analysis.

Expenses at the Golf Course are projected at \$619,018, which is \$8,936 or 1.5% more than the amount adopted in fiscal year 2009-10. Expenses are projected conservatively and are lower than the amount of revenues expected to be generated. The increase in expenses is primarily a result of increased debt service payment requirements for fiscal year 2010-11. The fund balance policy also applies to this fund; however, achieving ideal fund balance will not be possible this fiscal year. Reaching a break-even point will continue to be a struggle for this fund. Ideal fund balance for this fund is \$141,312 and the projected ending fund balance is (\$121,165), which is, 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 2010-11 Proposed Budget includes a total of 9.5 full-time equivalent employees, with 2 part-time positions unfunded for FY 2011. The spending plan for this fund only includes those purchases essential to the daily operations of the course and the same pay plan adjustment as included in the other funds of the City.

## **Future Planning**

During the 2009-10 fiscal year, a number of City ordinances and plans were reviewed, revised and planned for adoption by the City Council prior to fiscal year end. The ordinances and plans include the 2010-2014 Capital Improvement Plan Update, Sign Ordinance, Subdivision Ordinance, Drainage Criteria Manual and Land Disturbance Ordinance. Other ordinances being reviewed, but not planned for consideration by the Council prior to fiscal year end include the Drainage Master Plan, Strategic Master Plan, Animal Ordinance and the International Code Council (ICC) family of codes. The City's Zoning Ordinance is planned for review and revision in fiscal year 2011.

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**

The City's first Five-Year Capital Improvement Plan was adopted by the City Council in October 2009 with Council appropriating funds for projects included in fiscal year 2009-10. The adopted CIP includes projects from streets, fire, water, sewer, drainage, parks and general government. The CIP 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. The plan will be presented each year to the governing body for review, discussion and update. Such review and discussion occurred in June 2010 and the plan was amended on August 31, 2010, prior to the adoption of the annual operating budget. The CIP is included as a component document to the operating budget.

The following projects are included in FY 2011 Capital Improvement Plan as approved in August 2010:

- Southeast Bypass
- Northeast Bypass
- West Ave F Reconstruction Phase I
- West Ave F Reconstruction Phase II
- Bradford Drive Extension Phase I
- Northeast Waterline Phase I
- Northeast Waterline Phase II
- Weir Gate
- Transfer Station Tipping Floor Resurfacing
- Golf Course Effluent
- Curry Street Drainage

## **City Employees**

### **Personnel**

The City currently has 298 approved full-time equivalent employees allocated among the operating departments. As part of the cost reduction measures mentioned in the spending plan, funding for twelve of these positions has not been included in this budget. These positions may be funded during the year if the local economy will support them. This employment level allows the City to maintain our current level of service to the citizens of Copperas Cove. Additionally, two positions have been identified as non-essential to the City and are being recommended for deletion.

### **Personnel Compensation**

In response to the legislative action of the State to provide a disabled veterans exemption, which resulted in lost property tax revenue to the general fund, the decision was made to suspend the performance based payroll increases beginning April 1, 2009. The pay for performance program will resume once the City's revenue collections can sustain the program. Additionally, the COLA portion of the pay plan was suspended for fiscal year 2009-10. With the City's opportunity to reduce the use of property tax revenues to make the required principal and interest payments on existing debt for 2010-11, the spending plan includes resuming the COLA for 2010-11 in a revised manner. The COLA included in the FY 2011 spending plan provides a 1.5% increase for all employees.

Fiscal year 2010-11 also includes a non-recurring 27 pay periods that equates to \$311,516 in the general fund, \$74,196 in the water & sewer fund, \$27,175 in the solid waste fund, \$9,759 in the golf course fund, \$3,456 in the safer grant fund, \$1,137 in the cemetery fund, \$3,255 in the recreation activities fund, \$6,706 in the drainage fund and \$974 in the court security fund. A typical budget year includes 26 pay periods, thus all of the funds will experience a decrease in personnel expense to begin the 2011-12 fiscal year.

### **Texas Municipal Retirement System (TMRS)**

The City provides pension benefits for all of its full-time employees through the state-wide Texas Municipal Retirement System. Along with employee contributions, the City has allocated approximately \$1,261,336 in this spending plan for funding of future retirement benefits for employees. Several changes have been adopted by TMRS. The major changes include a change in actuarial cost methods and changing the amortization period for actuarial liabilities. Thus, the City elected to participate in an eight year program to correct the funding shortages created by the actuarial calculations. The FY 2010-11 spending plan includes funding for year three of the eight year plan in the amount of \$97,439.

### **Educational Assistance**

In an effort to allow employees the advantage of further education, the City offers all regular full-time qualifying employees educational assistance. This budget includes approximately \$1,500 for the 2010-11 fiscal year.

### **Healthcare Benefits**

The City provides healthcare, dental and vision benefits to all of its full-time employees through the Scott & White Health Plan and United Concordia Dental. Along with employee contributions payroll deducted, the City has allocated approximately \$1,426,164 in this spending plan for funding of healthcare, dental and vision benefits for employees. Additionally, employees opting not to participate in the healthcare plan are provided contributions by the City of \$200 per month that is deposited into a flexible spending account.

As is customary, the City will conduct Employee Benefit meetings to provide plan details and premium requirements for all medical and dental benefits.

### **Long Term Disability**

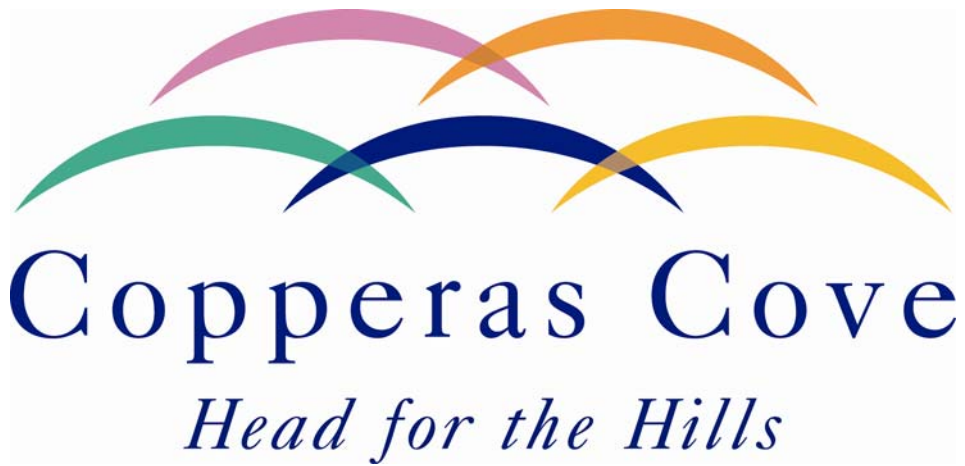
In an effort to provide employees with salary protection benefits at the expiration of the short term disability coverage provided, the City began providing long term disability coverage for its employees in fiscal year 2007-08. This budget includes approximately \$25,737 for the 2010-11 fiscal year.

This budget communicates a tremendous amount of financial data and information. As in the past, this budget is a program budget that clearly addresses the various programs of the City and their effectiveness. On behalf of the City staff and administration, we believe this budget provides the traditional level of quality service to the citizens of Copperas Cove. With the prudent spending strategies implemented and the planned economic development, the City can expect to achieve the revenue diversification required to sustain the City operations. 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, the Copperas Cove Economic Development Corporation, the Copperas Cove Chamber of Commerce and the citizens of this community to make decisions and develop plans that will have a positive and lasting impact on our community.

Sincerely,



Andrea M. Gardner  
City Manager



Copperas Cove

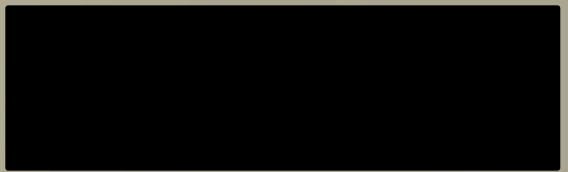
*Head for the Hills*



# Budget Summary



City Built for Family Living.



Pictured on Front of this Tab Page:

Top Picture: Fishing in the City Park, February 2010.

Bottom Picture: Copperas Cove "Fill the Boot," September 2010.





Citizens of Copperas Cove  
29,988\* Citizens

**Mayor & City Council**  
FTE: 0 Exp: \$47,920

City Attorney (Contract) Exp: \$83,256	City Secretary FTE: 2 Exp: \$166,819	<b>City Manager</b> FTE: 2 Exp: \$259,891	Municipal Judge (Contract) Exp: \$33,000	Assoc. Municipal Judge (Contract) Exp: \$3,500
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**Human Resources**  
FTE: 3.5  
Exp: \$274,268

**Engineering\*\*\***  
FTE: 2  
Exp: \$149,043

**Finance**  
FTE: 8  
Exp: \$785,049

**Municipal Court\*\***  
FTE: 7.5  
Exp: \$424,738

**Police**  
FTE: 73.5  
Exp: \$5,080,404

Animal Control  
FTE: 5  
Exp: \$269,486

Information Systems  
FTE: 4  
Exp: \$275,596

Solid Waste Operations  
FTE: 4.25  
Exp: \$252,058

Solid Waste Residential  
FTE: 4  
Exp: \$357,081

Solid Waste Recycling  
FTE: 2  
Exp: \$159,231

Solid Waste Brush / Bulk  
FTE: 2  
Exp: \$173,475

Solid Waste Commercial  
FTE: 4  
Exp: \$301,703

Solid Waste Disposal  
FTE: 5  
Exp: \$1,238,017

**Public Works**  
FTE: 3.25  
Exp: \$325,206

Streets Department  
FTE: 6.5  
Exp: \$891,841

Drainage  
FTE: 5.5  
Exp: \$491,379

Fleet Services  
FTE: 4.5  
Exp: \$241,369

Facility Maintenance  
FTE: 2  
Exp: \$68,956

Utility Administration  
FTE: 11  
Exp: \$638,276

KCCB  
FTE: 0  
Exp: \$26,239

Water Distribution  
FTE: 11  
Exp: \$1,418,187

Sewer Collection  
FTE: 9  
Exp: \$534,875

Wastewater Treatment  
FTE: 11  
Exp: \$1,160,753

Composting  
FTE: 3  
Exp: \$198,768

Planning  
FTE: 1  
Exp: \$91,456

**Community Services  
(Parks & Recreation)**  
FTE: 21  
Exp: \$1,111,123

Library  
FTE: 10  
Exp: \$583,248

Golf Operations  
FTE: 3.5  
Exp: \$240,220

Golf Maintenance  
FTE: 6  
Exp: \$356,796

**Fire**  
FTE: 53  
Exp: \$3,365,909

Emergency Mgmt.  
FTE: 0  
Exp: \$5,548

Building & Development  
FTE: 4  
Exp: \$249,334

Code & Health Compliance  
FTE: 4  
Exp: \$232,109

**Mayor** John Hull  
**City Manager** Andrea M. Gardner

\* 2003 Census Data  
\*\* Contract Prosecutor services included.  
\*\*\* City Engineer serves as City Planner with support from Contract Planning Consultant.

# City of Copperas Cove

## 2010-2011 Annual Budget

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

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

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

**FY 2010-11  
BUDGET OVERVIEW**



**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.

**Copperas Cove Elected Officials**

John Hull Mayor	Frank Seffrood Mayor Pro Tem
Cheryl L. Meredith Council Member	Danny Palmer Council Member
Charlie D. Youngs Council Member	Kenn Smith Council Member
Gary L. Kent Council Member	Jim Schmitz Council Member

**Copperas Cove Appointed Officials**

Andrea M. Gardner City Manager	Denton, Navarro, Rocha & Bernal City Attorney
Jane Lees City Secretary	William Price Municipal Judge

## FY 2011 Budget Calendar

- April 21, 2010 - Budget Kickoff Meeting with City Departments.
- May 3, 2010 - Revenue forecasts due.
- May 6-12, 2010 - First Round Department Meetings with City Manager.
- May 10, 2010 - Base Budget Requests due to Finance.
- May 24, 2010 - New Program Budget Requests due to Finance.
- June 3-8, 2010 - Second Round Department Meetings with City Manager.
- July 20, 2010 - City Manager presents Proposed Budget to City Council.
- July 26, 2010 - Chief Appraiser certifies approved appraisal roll.
- July 27, August 3 & 5, 2010 - City Council Workshops to discuss Proposed Budget.
- August 5, 2010 - Public Hearing on City Manager's Proposed Budget.
- August 17, 2010 - First Public Hearing on Tax Rate
- August 31, 2010 - Public Hearing on changes to the Proposed Budget.
- August 31, 2010 - Final Public Hearing on Tax Rate.
- September 7, 2010 - Approval of Budget, City's Fee Schedule, and Tax Rate for Fiscal Year 2011.
- October 1, 2010 - Fiscal year 2011 begins.

## FY 2011 Budget Approved by Copperas Cove Elected Officials

On September 7, 2010 the members of the Copperas Cove City Council voted to approve the Annual Budget and Plan of Municipal Services for fiscal year 2010-11. City Council adopted a tax rate equal to \$.76 per \$100 of assessed valuation, the same as the previous year. The tax rate is comprised of two components, maintenance & operation rate and the interest & sinking rate. The revenue generated by the maintenance & operation rate is used to fund the expenses associated with general government activities and the revenue generated by the interest & sinking rate is required by law to be used for payment of both principal and interest due in the current year for the outstanding governmental debt. One cent on the tax rate is equal to \$106,746.

The City's total budget equals \$36,513,072. The General Fund is the main operating fund of the City and was adopted with revenues totaling \$14,459,731. Taxes, which include both property taxes and sales taxes, comprise 75.2% or \$10,880,942 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. (Please see the appendix for the new fee schedule). Total expenses for the General Fund equal \$15,442,528. Thirty-three percent of total expenses is utilized for Police protection, 22% for fire and EMS services, and 7% for parks & recreation activities.

For FY 2011, the General Fund will be experiencing some restructuring to include the deletion of the Public Affairs Office, the Assistant to the City Manager, and the Management Analyst/Risk Manager positions. The Director of Budget is a new position budgeted for FY 2011 and is planned to be funded with savings from the deleted Assistant to the City Manager position and savings from the reclassification of the Assistant Director of Financial Services to Senior Accountant. The Assistant Director of Public Works is no longer funded 50% in the Street Department, but was moved solely to Public Works Administration. The Assistant Street/Drainage Superintendent was reclassified to Street/Drainage Crew Leader and is funded 50/50 between Street and Drainage Utility.

Although efforts were made to keep cost down and to maintain the ideal fund balance, a 1.5% COLA increase was budgeted in fiscal year 2010-11 to aid in achieving the goal to retain and attract quality employees. The general fund maintains a fund balance above the 25% reserve fund balance as per the City ordinance. As approved by City Council, in addition to capital outlay and debt service, which 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 FY 2009-10, capital lease payments were also approved to be removed from Ideal Fund Balance for FY 2010-11.

In fiscal year 2010-11, the budget includes a \$.03 per 1000 gallons of water increase in the water rates. The increase in rates was included to pass the increase of \$.03 per 1000 gallons of water that WCID imposed on the City in the new year on to the end users. The sewer rate was not changed for FY 2010-11. The Water & Sewer Fund budget totaled \$9,996,725 with revenues budgeted at \$9,031,550. The Water and Sewer Fund budget does not meet ideal fund balance. The Assistant Director of Public Works position is funded solely from Public Works Administration.

The Solid Waste Fund total budget is \$3,154,328 for fiscal year 2010-11. Revenues total \$3,073,450, with Garbage Collection Fees comprising just over 80% of the total revenues. For fiscal year 2010-11, the Solid Waste Division reports to Public Works. Projected ending fund balance is \$726,076, which meets the 25% reserve ideal fund balance requirement.



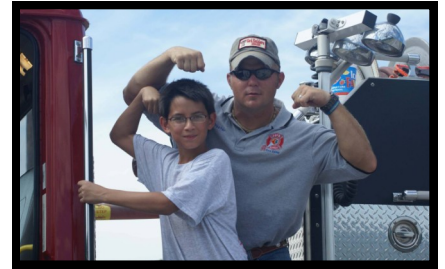
The revenues are budgeted in the Golf Course Fund at \$628,766 which is 9.6% above prior fiscal year projections and just 2.7% below prior year budget. Expenses are budgeted at \$619,018 which includes paying for the funds own debt service payments for all new debt that is included in the 2008 and 2008A 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. For FY 2010-11, the Pro Shop Supervisor position was deleted and a Head Golf Professional position was added. The Golf Course Concessions Department is being deleted in fiscal year 2010-11, but Golf Course Operations' staff will continue to provide grab and go concessions to Golf Course patrons. Funding for the concessions has been moved to the Operations Department. 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 2010-11 debt service payments include payments for General Obligation debt and Tax Notes that were issued in May 2010 for expenditures associated with the Northeast Bypass project, the Bradford Drive road extension and the Northloop Waterline project.

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 2010-11 is \$871,600. 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 \$929,335 and includes funding for capital improvement projects to include South 25th to 31st 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 purposes, the City staff prepared and the governing body adopted a five year Adopted Capital Improvement Plan that includes several drainage projects. For FY 2010-11, the Assistant Director of Public Works is no longer funded 50% in Drainage Utility. As stated previously, the Assistant Street/Drainage Superintendent was reclassified to Street/Drainage Crew Leader and is funded 50/50 between Street and Drainage Utility.



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 C.H.A.M.P.S. (Communities Helping Americans Mature Progress and Succeed) to promote the Heart of Texas Bowl, and debt service payments for the Civic Center renovations are provided in the FY 2011 Budget.





Funding in the FY 2011 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 five year Adopted 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 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. Both projects were completed in FY 2010.

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 Five Year Adopted Capital Improvement Plan.



# Copperas Cove

*Head for the Hills*

## *"The City of Five Hills"*

Copperas Cove, Texas is located in the heart of Central Texas, neighbors Fort Hood and is just 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 Coryell counties. This facility helped provide a much needed boost to Copperas Cove. The military established Fort Hood as a permanent base in 1950. Job opportunities at Fort Hood and military personnel retiring from the military choosing to remain in the area helped bring about the population growth in Copperas Cove. Copperas Cove is the largest municipality in Coryell County with an estimated population of 29,988. Copperas Cove is approximately 17.3 square miles, with 13.9 square miles located in Coryell 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 \$93,979. The major employers in the area are Central Texas College with 1,798 employees, City of Copperas Cove with 300 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 10 campuses with a new elementary school schedule to open in 2011. Six of the ten schools are elementary schools serving pre-kindergarten through fifth grade, two junior high schools that serve sixth, seventh and eighth grades, an alternative learning center, and Copperas Cove High School. Copperas Cove High School has served as a Texas mentor school since 1993 because of its innovative education and social programs. Educators from across the state regularly visit CCHS to learn more about its programs and services. CCISD is a Recognized Rated District that includes 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).







Key Topics

- Fund Accounting
- Basis of Accounting
  - Modified Accrual
  - Full Accrual
- Budget Process
- Budget Calendar
- State Statutes
- Local Law
- Financial Policies
- Summary of Fund Balances, Revenues & Expenses
- Personnel Schedule
- "New / Deleted / Unfunded" Personnel Schedule
- Recap of New Programs
- Recap of New Programs as Part of the 2010 Tax Note Issue
- Recap of Unfunded Unmet Needs
- Combined Schedule of Revenues, Expenditures and Changes in Fund Balance
- Adopted Budget Summary
- Consolidated Schedule of Receipts
- Consolidated Schedule of Expenditures
- Ad Valorem Taxes Analysis
- Budget Adoption Ordinance
- Adoption of Tax Rate Ordinance

FUND ACCOUNTING

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

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

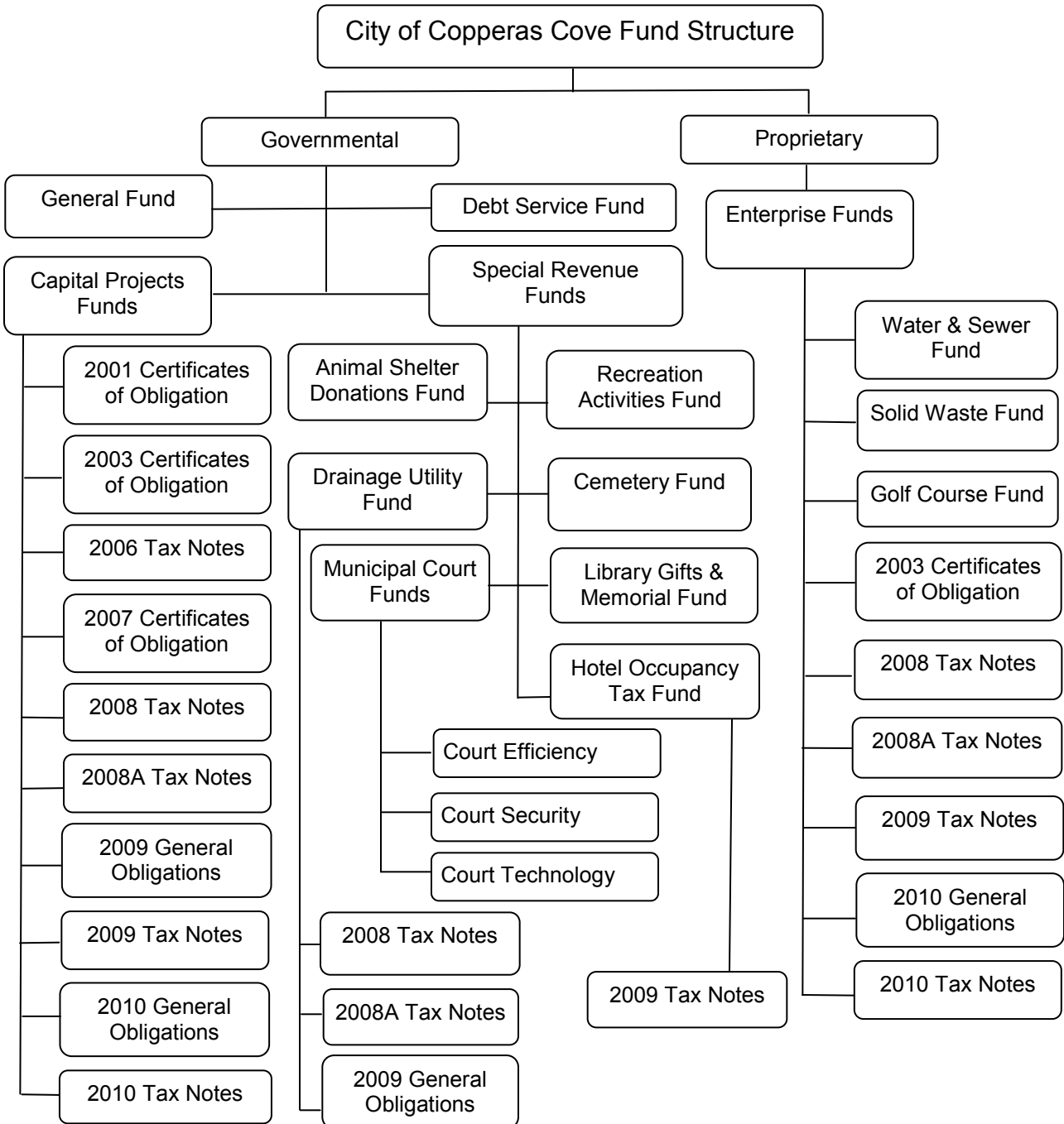
Special Revenue Funds: These funds are budgeted to account for revenue sources that are designated for specific purposes. This includes hotel occupancy taxes collected, which are used to promote tourism, preserve historical sites, and promote the arts. It also includes drainage utility fees collected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

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

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

The City's proprietary funds include:

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



Note: Several Certificates of Obligation, Tax Notes, and General Obligations were issued for tax supported (governmental), enterprise, and drainage utility fund projects, thus some debt appear under more than one 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 2010-11 Budget Process

## FY 2010-11 Budget Process STEPS

### Kickoff Meeting

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

Optional Tutorial Workshops conducted by Finance Department Staff.

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

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

April 8, 2010

### Revenue Forecasts

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

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

**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.**

May 3, 2010

### Budget Requests

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

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

May 10 & 24, 2010

### Budget Presentation

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

Finance Department compiles all approved requests and prepares proposed budget.

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

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

July 20, 2010

### Budget Adoption

Multiple Budget Workshops are conducted with Staff & City Council

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

City Council adopts FY 2011 Budget.

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

September 7, 2010

## GOALS

## DUE DATE

**City of Copperas Cove  
FY 2010-11 Budget Calendar**

<b>Date</b>	<b>Council Meeting</b>	<b>Required Activity</b>	<b>Legal Requirement Reference</b>
April 8, 2010		Begin Budget Process with Instructions and Schedule Email to Departments	
April 21, 2010		Budget Kickoff Meeting for City Departments	
May 3, 2010		Revenue Forecasts for FY 2010-11 Due to Finance	*City Charter Article VI, Sec 6.03
May 3, 2010		FY 2009-10 Revenue and Expenditure Projections Due to Finance	*City Charter Article VI, Sec 6.04
May 6-12, 2010		Budget Meetings with City Manager to Review Revenue Forecasts and Expenditure Projections (Met with departments as needed)	*State Statute Sec 102.004
May 10, 2010		Base Budgets Due to Finance	*City Charter Article VI, Sec 6.04 *State Statute Sec 102.002
May 24, 2010		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 3-8, 2010		Budget Meetings with City Manager to Discuss Budget Submission including New Program Requests	*State Statute Sec 102.004
June 30, 2010		Proposed Budget Due to City Manager from Finance	
July 20, 2010	Council Workshop	Presentation of FY 2011 Proposed Budget by City Manager	*City Charter Article VI, Sec 6.02 & 6.05 *State Statute Sec 102.001,
July 20, 2010		FY 2011 Proposed Budget Filed with City Secretary	*City Charter Article VI, Sec 6.05 *State Statute Sec 102.005
July 20, 2010	Council Meeting	Set Public Hearing on Proposed Budget for August 5, 2010	*City Charter Article VI, Sec 6.06
July 23, 2010		Publish Notice of Public Hearing on Proposed Budget	*City Charter Article VI, Sec 6.06 *State Statute Sec 102.006
July 26, 2010		Chief Appraiser Certifies Approved Appraisal Roll	*Texas Property Tax Code 26, Article VIII Sec 21
July 27, 2010	Special Council Workshop	Budget Workshop (Departmental Presentations) - Major Operating Funds	
July 30, 2010		Publication of Effective and Rollback Tax Rates, Statements, and Schedules (Tax Collector prepares for newspaper)	*Texas Property Tax Code 26, Article VIII Sec 21

**City of Copperas Cove  
FY 2010-11 Budget Calendar**

<b>Date</b>	<b>Council Meeting</b>	<b>Required Activity</b>	<b>Legal Requirement Reference</b>
July 30, 2010		Public Notice of Meeting to Discuss Tax Rate	*Texas Property Tax Code 26, Article VIII Sec 21
August 3, 2010	Special Council Workshop (6:00pm)	Budget Workshop (Departmental Presentations)	
		Discuss Tax Rate	*Texas Property Tax Code 26, Article VIII Sec 21
August 5, 2010	Special Council Meeting (6:00pm)	Public Hearing on Proposed Budget	*City Charter Article VI, Sec 6.07
			*State Statute Sec 102.006
August 5, 2010	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 5, 2010	Special Council Meeting	Set Public Hearings on the Tax Increase for August 17, 2010 and August 31, 2010	*Texas Property Tax Code 26, Article VIII Sec 21
August 5, 2010	Special Council Meeting	Set meeting to Adopt Tax Rate for September 7, 2010	*Texas Property Tax Code 26, Article VIII Sec 21
August 5, 2010	Special Council Workshop (7:00pm)	Budget Workshop (Hotel Occupancy Tax Committee Presentation and Outside Organization Presentations)	
August 10, 2010		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 13, 2010		Public Notice for First Public Hearing on Tax Increase	*Texas Property Tax Code 26, Article VIII Sec 21
August 17, 2010	Council Workshop (6:00pm)	Review City Council Recommended Changes to the Proposed Budget	*Article VI, Sec 6.08
August 17, 2010	Special Council Meeting (7:00pm)	First Public Hearing on Tax Increase (Must be a Separate Council Meeting)	*Texas Property Tax Code 26, Article VIII Sec 21
August 24, 2010		Public Notice of the Changes to the Proposed Budget with Notification of Public Hearing on August 31, 2010	*Article VI, Sec 6.08
August 24, 2010		Public Notice for Second Public Hearing on Tax Increase	*Texas Property Tax Code 26, Article VIII Sec 21
August 31, 2010	Council Meeting	Public Hearing on Changes to Proposed Budget	*City Charter Article VI, Sec 6.08
August 31, 2010	Special Council Meeting	Second Public Hearing on Tax Increase (Must be a Separate Council Meeting)	*Texas Property Tax Code 26, Article VIII Sec 21

**City of Copperas Cove  
FY 2010-11 Budget Calendar**

<b>Date</b>	<b>Council Meeting</b>	<b>Required Activity</b>	<b>Legal Requirement Reference</b>
August 31, 2010		Publication of "Notice of Tax Revenue Increase" (Tax Collector prepares for newspaper)	*Texas Property Tax Code 26, Article VIII Sec 21
August 31, 2010		Public Notice for Meeting to Adopt Tax Rate	*Texas Property Tax Code 26, Article VIII Sec 21
September 7, 2010	Council Meeting	Adoption of FY 2011 Proposed Budget	*City Charter Article VI, Sec 6.09 & 6.10 *State Statute Sec 102.007
September 7, 2010	Council Meeting	Action on Amending the City's "Fee Schedule" Ordinance	
September 7, 2010	Council Meeting	Adoption of 2010-11 Tax Rate	*City Charter Article VI, Sec 6.10 *Texas Property Tax Code Sec 26.05a & b
September 7, 2010	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 *Texas Property Tax Code Sec 26.05a & b
September 23, 2010	Special Council Meeting	Amend Ordinance Adopting the FY 2010-11 Tax Rate	*City Charter Article VI, Sec 6.10 *Texas Property Tax Code Sec 26.05a & b

## State Statutes – Local Government Code

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	<p>The budget must contain a complete financial statement of the municipality that shows:</p> <ol style="list-style-type: none"> <li>1. the outstanding obligations of the municipality;</li> <li>2. the cash on hand to the credit of each fund;</li> <li>3. the funds received from all sources during the preceding year;</li> <li>4. the funds available from all sources during the ensuing year;</li> <li>5. the estimated revenue available to cover the proposed budget; and</li> <li>6. the estimated tax rate required to cover the proposed budget.</li> </ol>
102.004	Information Furnished by Municipal Officers and Boards	In preparing the budget, the budget officer may require any municipal officer or board to furnish information necessary for the budget officer to properly prepare the budget.
102.005	Proposed Budget Filed with Municipal Clerk; Public Inspection	<ol style="list-style-type: none"> <li>a. The budget officer shall file the proposed budget with the municipal clerk before the 30<sup>th</sup> day before the date the governing body of the municipality makes its tax levy for the fiscal year.</li> <li>b. A proposed budget that will require raising more revenue from property taxes</li> </ol>



## State Statutes – Local Government Code

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

## State Statutes – Local Government Code

		<p>except that if another law requires the governing body to give notice, by publication, of a hearing on a budget this section does not apply.</p> <ul style="list-style-type: none"> <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 style="list-style-type: none"> <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>

## Local Law – City Charter Article VI

### Section 6.01

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

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

### Section 6.02

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

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

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

## Local Law – City Charter Article VI

### Section 6.03

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

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

### Section 6.04

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

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

### Section 6.05

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

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

### Section 6.06

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

At the meeting of the council at which the proposed budget is submitted, the council shall fix the time and place of a public hearing on the budget and shall cause to be published in a local newspaper a notice of hearing, setting forth the time and place thereof at least five (5) days before the date of hearing. (As amended 5-1-93; As amended 05-20-08)

### Section 6.07

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

At the time and place set forth in the notice required by Section 6.06, the council shall hold a public hearing on the proposed budget submitted, and all interested persons shall be given an opportunity to be heard, for or against any item or the amount of any item therein contained. (As amended 5-1-93; As amended 05-20-08)

### Section 6.08

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

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

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

## Local Law – City Charter Article VI

### Section 6.09

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

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

### Section 6.10

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

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

### Section 6.11

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

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

### Section 6.12

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

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

## Financial Policies

### ***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 twenty-five (25) percent of the general fund annual budget expenditures excluding capital lease payments and those 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, capital lease 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 collateralized repurchase agreements, as defined by the Public Funds Investment Act.
7. Eligible investment pools in accordance with the Public Funds Investment Act. Section 2256.016 – 2256.019
8. Any other securities which may be added by the State of Texas as permissible investments for municipal governments which are in compliance with the Public Funds Investment Act.

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

According to the City Charter Section 7.02. *Issuance of bonds, time warrants, and certificates of obligation*, all bonds warrants, and certificates of obligation of the City of Copperas Cove shall be issued pursuant to the procedures and

## Financial Policies

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.

## Financial Policies

- (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.



# Summary of Fund Balances, Revenues & Expenses

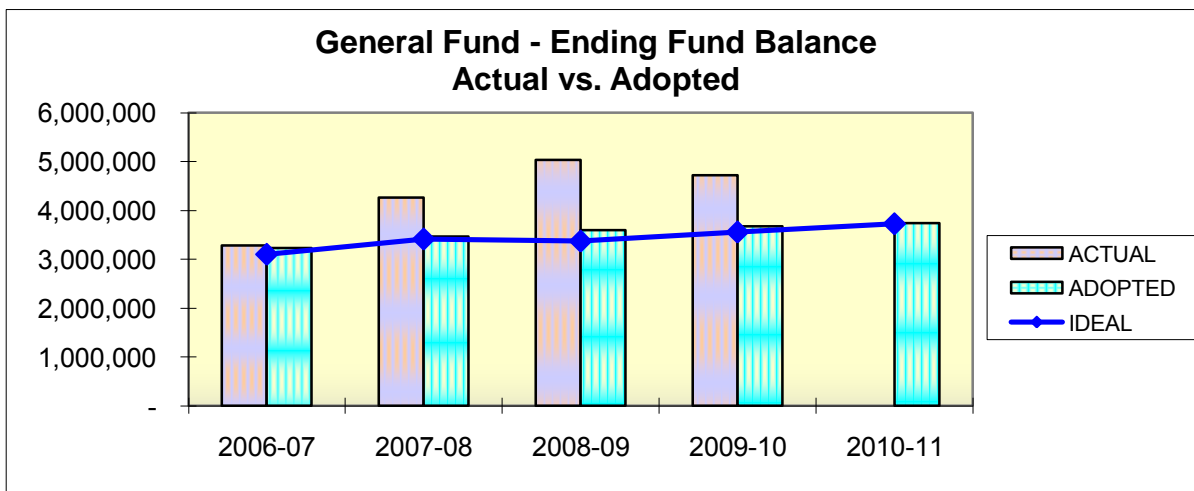
## FUND BALANCE

Fund Balance is the amount of fund equity that the City has available for appropriation. The City of Copperas Cove strives to maintain a policy of having a minimum of three (3) months operating fund balance in each 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 six 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.



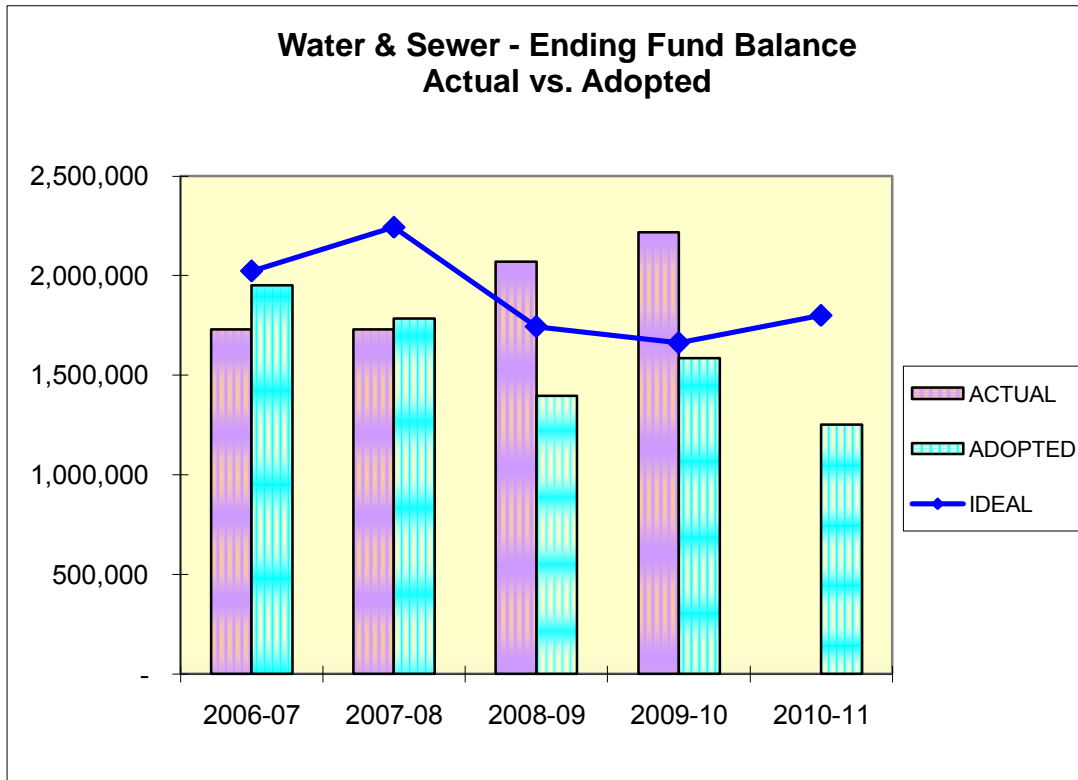
*Note: The actual amount provided for fiscal year 2009-10 is a projection. The ideal fund balance represented above is calculated on actual expenditures if available.*

## Summary of Fund Balances, Revenues & Expenses

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

<b>Water &amp; Sewer Fund</b>
-------------------------------

The fund balance position in the Water and Sewer Fund is below the fiscal year 2009-10 budget and is not budgeted to achieve an ideal fund balance in fiscal year 2010-11. The fund balance remained steady from fiscal year 2006-07 to fiscal year 2007-08 while adjusting to increases in electric utility costs, rising fuel costs, debt service payments, and other operating costs. In the last two fiscal years the fund balance has experienced consistent increases. 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. The policy was revised again in FY 2009-10 to exclude capital lease payments from the ideal fund balance calculation. In fiscal year 2010-11, the adopted fund balance is under ideal by \$546,370. Revenues include an approved fee increase in FY 2010-11 for water to cover a WCID increase. Revenues are conservatively budgeted to preserve the fund balance. City staff will work with the City Council to achieve an ideal fund balance within the next four years.

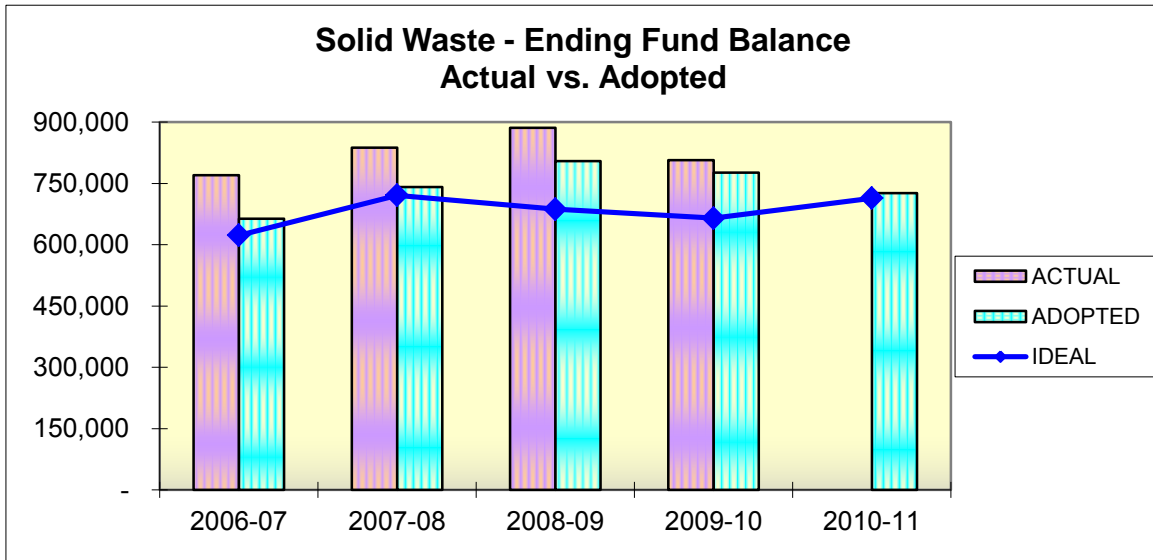


*Note: The actual amount provided for fiscal year 2009-10 is a projection. The ideal fund balance represented above is calculated on actual expenses if available.*

## Summary of Fund Balances, Revenues & Expenses

### 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 2010-11 by \$12,070. 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 \$769,843 in fiscal year 2006-07 to approximately \$962,500 for fiscal year 2010-11 which is a 25.0% 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.



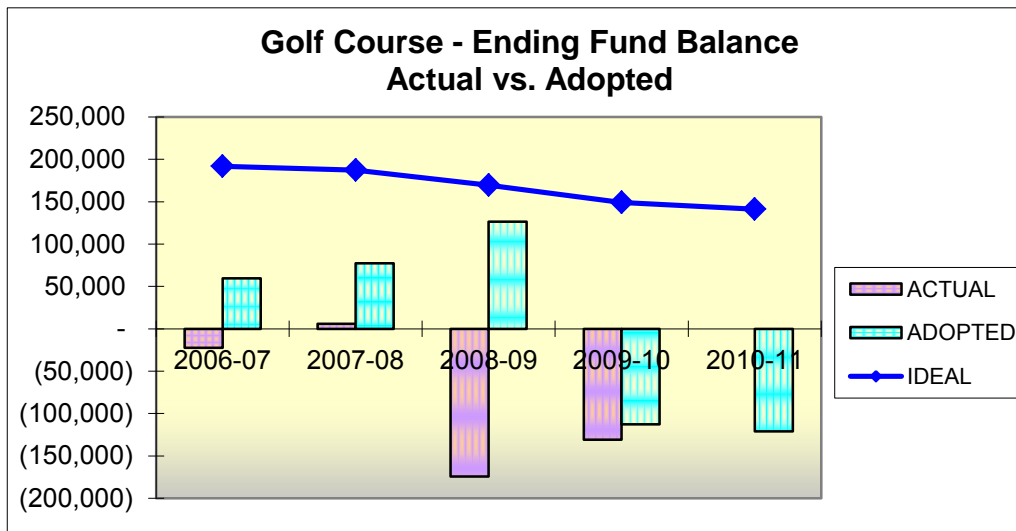
*Note: The actual amount provided for fiscal year 2009-10 is a projection.  
The ideal fund balance represented above is calculated on actual expenses if available.*

### Golf Course Fund

The Municipal Golf Course was accounted for in the General Fund prior to fiscal year 1996-97. A major renovation of the Golf Course that began in the 1996-97 fiscal year was completed in May of 1999. This major renovation project included the addition of nine holes to the Golf Course, acquisition of a new clubhouse, irrigation of the Golf Course, renovation of cart paths and other projects. Upon completion of the renovation, significant increases in rates at the Golf Course were implemented. The fund balance for the Golf Course is dynamic and reflects the financial difficulties the fund has faced and continues to face. While the financial picture provided in the graph below is 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

## Summary of Fund Balances, Revenues & Expenses

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 quarter of FY 2008-09 with additional changes implemented in FY 2009-10. Starting in FY 2009-10 the grill and bar offered concessions only for special events and tournaments and grab and go concessions are sold 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 2009-10 is a projection. The ideal fund balance represented above is calculated on actual expenses if available.*

### SIGNIFICANT REVENUES

#### General Fund

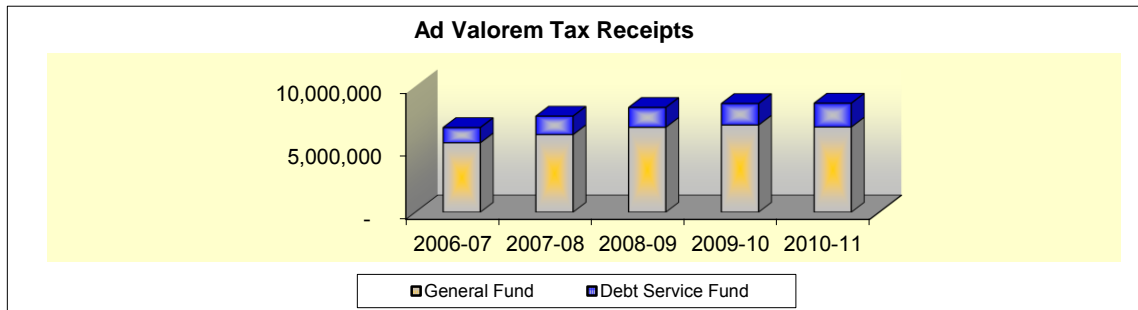
The majority of the General Fund's revenue is derived from ad valorem taxes, sales and use taxes, franchise taxes and transfers from other funds.

#### **Ad Valorem Taxes**

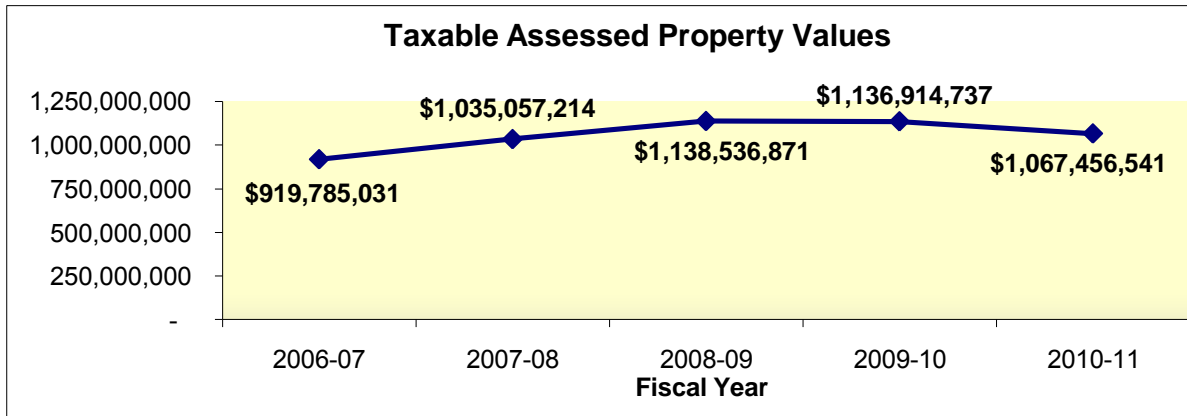
Ad Valorem Taxes are levied, at a tax rate determined annually by the City Council, on the assessed value of all real business and personal property within the city limits. Assessed valuation of real business and personal property is determined by the Coryell County Appraisal District. Tax revenue is 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

## Summary of Fund Balances, Revenues & Expenses

\$8,664,008 which represents a slight increase of \$29,862 or 0.03%. A significant portion of the General Fund's revenue is derived from this source at \$6,772,742 or 46.8%.



The 2010-11 tax rate approved by the City Council was the same as for 2009-10, 76.0 cents per \$100 of assessed valuation with 17.650 cents or 23.2% going to the Debt Service Fund and 58.350 cents or 76.8% to the General Fund. The tax rate set at 76.0 cents per \$100 of assessed valuation is 0.4% higher than the effective tax rate of 75.7000. However, the tax rate adopted at 76.0 cents per \$100 is less than the rollback tax rate of 82.15000. Legislation enacted in the last two years (disabled veteran exemption) had a significant lowering impact on the City's FY 2009-10 and FY 2010-11 taxable assessed values. 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, followed by a list of the top ten tax payers for the City, are provided below.



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

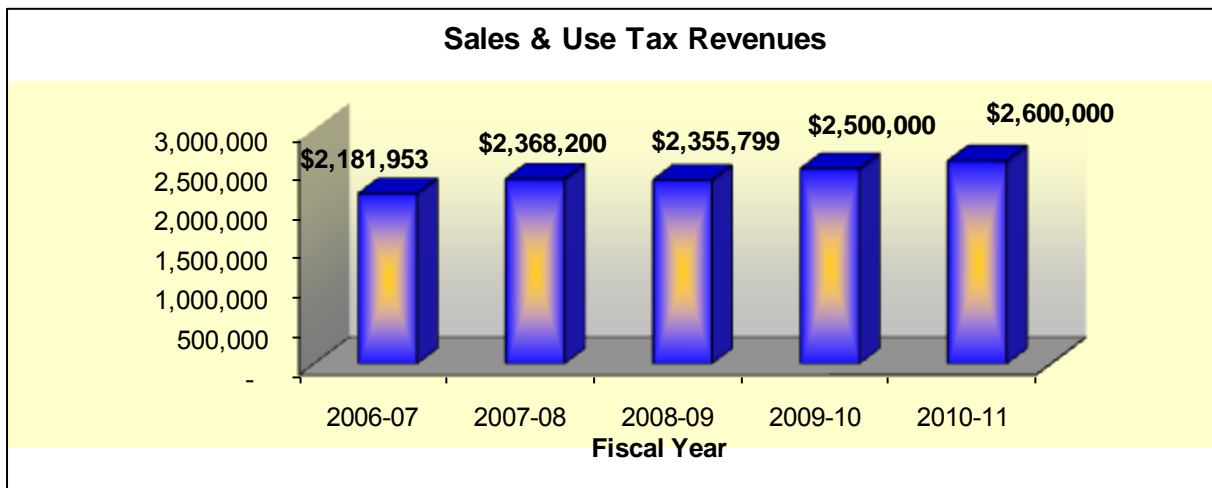
Taxpayer Name	Market Value	Taxable Value
Wal-Mart Real Estate	11,500,000	11,500,000
Oncor Electric Delivery Co. (FKA TXU)	9,519,340	9,519,340
Wal-Mart Properties Stores East	8,443,870	8,443,870
Cinergy Cinemas LP	7,402,570	7,402,570
Cove Terrace Associates LTD	5,930,000	5,930,000

## Summary of Fund Balances, Revenues & Expenses

Colonial Plaza Partnership	5,870,950	5,870,950
TWE-ADV/Newhouse Partnership	5,634,530	5,634,530
H E Butt Grocery Company	4,913,210	4,913,210
Central Telephone Company of Texas	4,890,220	4,890,220
Crosstowne LTD	4,415,230	4,415,230

### 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 \$2,600,000 in sales and use taxes for fiscal year 2010-11, which is \$100,000 more than the amount projected to be collected in fiscal year 2009-10. Sales and use taxes represent 18.0% of the General Fund's total revenues, making it one of the primary sources of revenue. Budgeting only a 4.0% increase over the 2009-10 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 2009-10 sales tax revenues. The overall growth of \$418,047 or 19.2% between fiscal year 2006-07 and 2010-11 can be attributed to the relatively healthy economy that has been enjoyed by Texas over the past few years and recent commercial growth in the City.



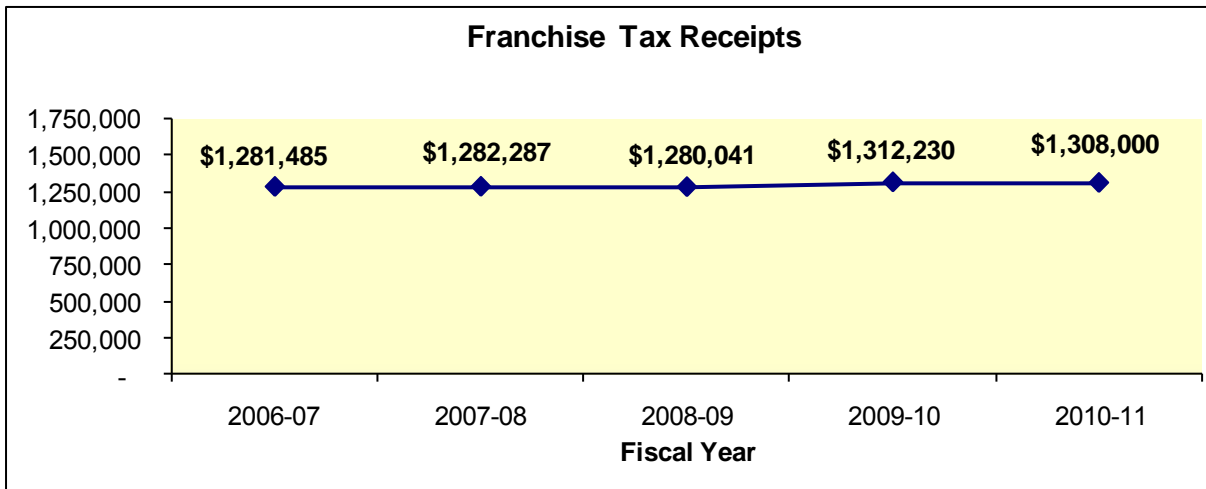
*Note: Actual revenues are provided for FY 2006-07 to FY 2008-09, projected revenues are provided for FY 2009-10 and budgeted revenues are provided for FY 2010-11.*

### Franchise Taxes

Franchise taxes represent a major source of revenue for the general fund making up approximately 9.0% 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 \$1,308,000 in franchise tax receipts for fiscal year 2010-11 which is slightly under fiscal year 2009-10 projected collections.

## Summary of Fund Balances, Revenues & Expenses

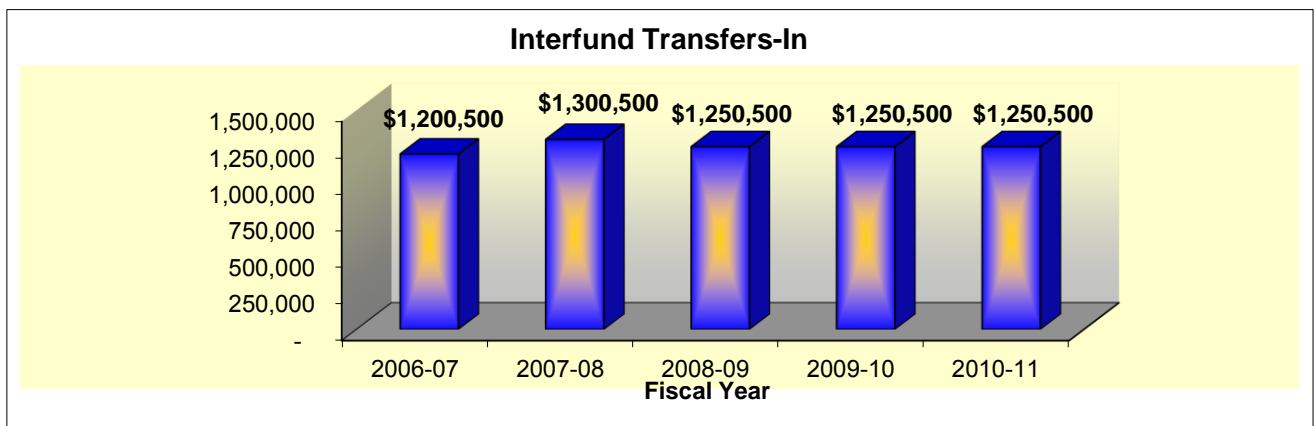
Franchise tax receipts have remained relatively consistent over the last four years since 2006-07 showing an overall slight increase of \$26,515 or 2.1%.



*Note: Actual revenues are provided for FY 2006-07 to FY 2008-09, projected revenues are provided for FY 2009-10 and budgeted revenues are provided for FY 2010-11.*

### 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 2010-11. 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. The decrease 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 2006-07 to FY 2008-09, projected revenues are provided for FY 2009-10 and budgeted revenues are provided for FY 2010-11.*

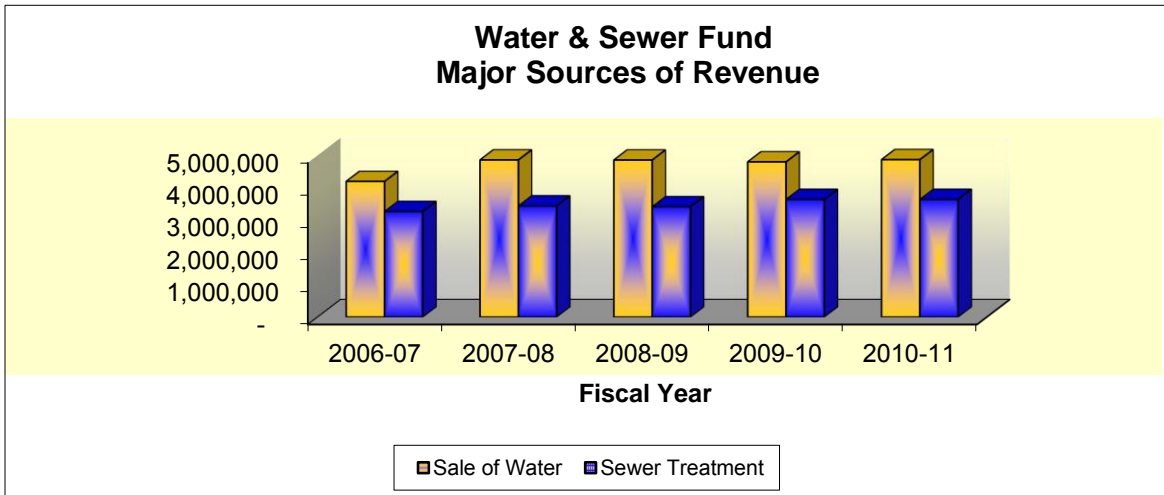


## Summary of Fund Balances, Revenues & Expenses

### Water & Sewer Fund

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

The Water & Sewer Fund has two primary sources of revenue, fees collected from the sale of water and charges for the treatment of sewer water. Receipts from the sale of water make up \$4,868,740 or 53.9% (net of the 20% senior citizen discount) of the total revenue budgeted by the Water & Sewer Fund for the 2010-11 fiscal year. This amount is \$69,360 or 1.4% higher than the amount projected to be collected in fiscal year 2009-10. Charges for the collection of sewer make up \$3,639,260 (net of the 20% senior citizen discount) or 40.3% of the total revenues to be collected by the Water & Sewer Fund for the 2010-11 fiscal year. These revenues are equivalently budgeted to the projected revenues for fiscal year 2009-10. In the 2010-11 fiscal year, there is a 3 cents fee increase per 1,000 gallons for all water 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.



*Note: Actual revenues are provided for FY 2006-07 to FY 2008-09, projected revenues are provided for FY 2009-10 and budgeted revenues are provided for FY 2010-11.*

### Solid Waste Fund

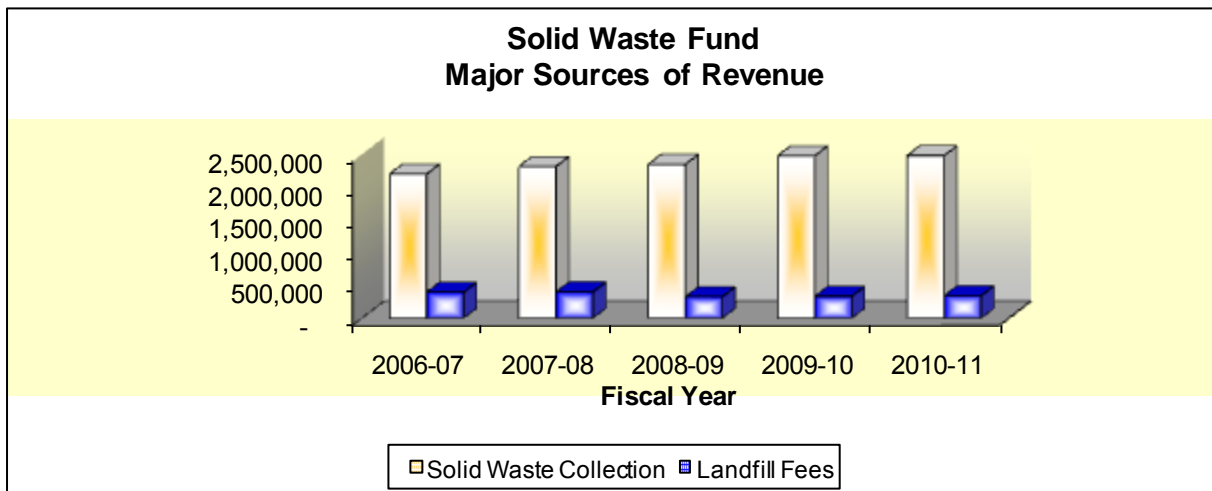
***Solid Waste Collection and Landfill Fees***

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 \$2,480,800 or 80.7% (net of the 20% discount given to senior citizens age 65 or older) of the total Solid Waste revenues for fiscal year 2010-11 which is only slightly higher when compared to the amount projected to be collected in fiscal year 2009-10 of \$2,478,100.

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 \$345,000 or 11.2% of the total revenues for the 2010-11 fiscal year, which is \$10,000 or 3.0% more than the amount projected to be collected in fiscal year 2009-10.



## Summary of Fund Balances, Revenues & Expenses



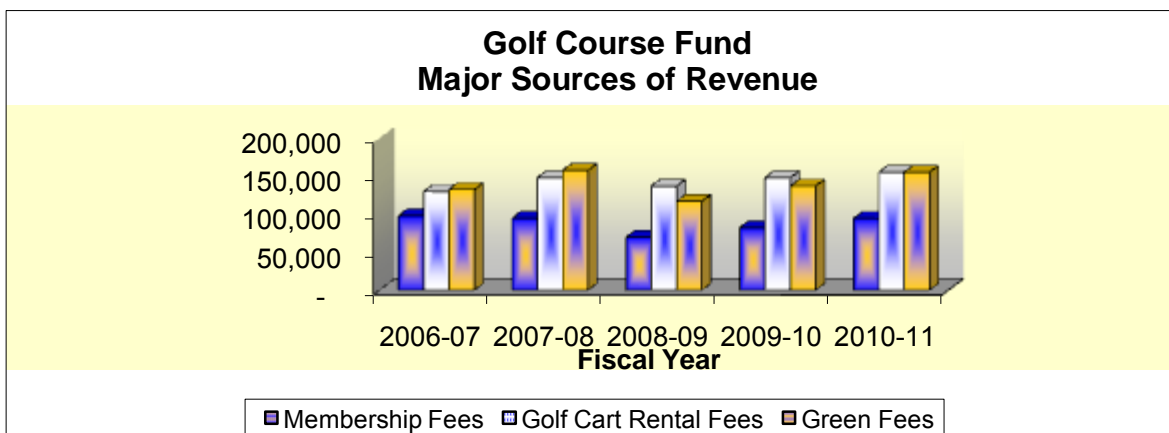
*Note: Actual revenues are provided for FY 2006-07 to FY 2008-09, projected revenues are provided for FY 2009-10 and budgeted revenues are provided for FY 2010-11.*

### 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 2010-11 it is expected that the Golf Course will generate \$94,250 in membership dues. This amount is approximately 15.0% of the total Golf Course revenue and is \$12,101 more than the membership dues projected in fiscal year 2009-10. Cart rental fees are generated when golfers rent carts from the City and make up \$155,000 or 24.7% of total Golf Course receipts for fiscal year 2010-11. This amount represents a 4.7% increase as compared to fiscal year 2009-10 golf cart rental fees projected to be collected. Green fees are budgeted at the same amount as cart rental fees for fiscal year 2010-11. The FY 2010-11 amount budgeted for green fees represents an \$18,000 or 13.1% increase compared to the green fees projected to be collected in fiscal year 2009-10.



*Note: Actual revenues are provided for FY 2006-07 to FY 2008-09, projected revenues are provided for FY 2009-10 and budgeted revenues are provided for FY 2010-11.*

# Summary of Fund Balances, Revenues & Expenses

## 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 2009-10 and fiscal year 2010-11.

### General Fund

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

#### City Administration

City Council  
City Manager  
City Secretary  
City Attorney  
Finance  
Human Resources  
Information Systems

#### Public Safety

Municipal Court  
Police  
Animal Control  
Fire/EMS  
Emergency Mgmt.

#### Public Works

Street  
Engineering  
Fleet Services  
Facility Maint.

#### Development Svcs.

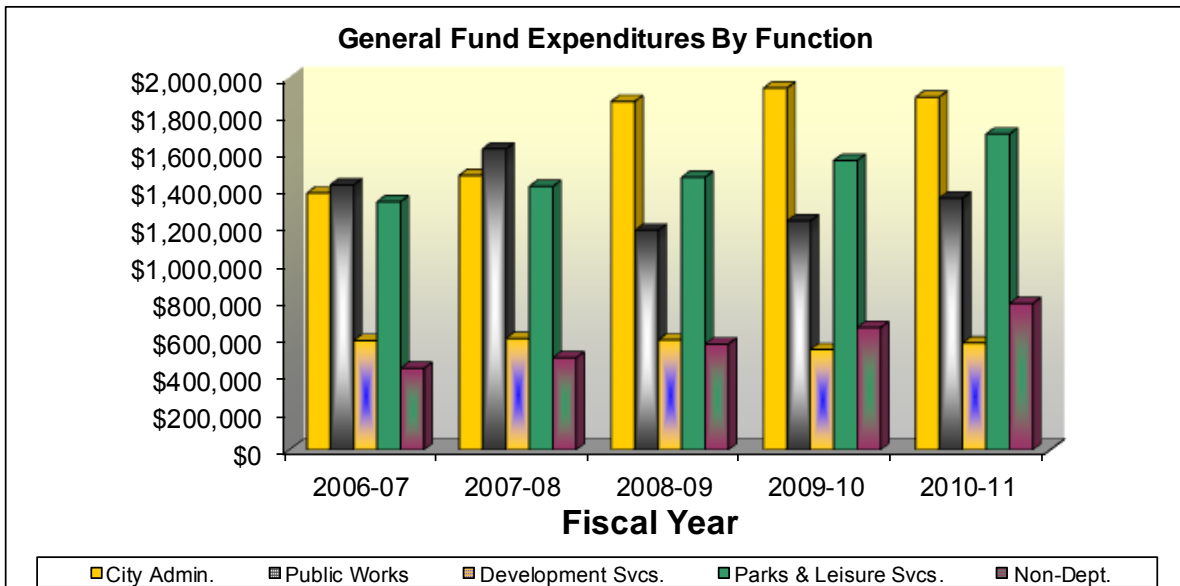
Planning  
Building & Dev.  
Code & Health

#### Community Svcs.

Parks & Recreation  
Library

#### Non-Dept.

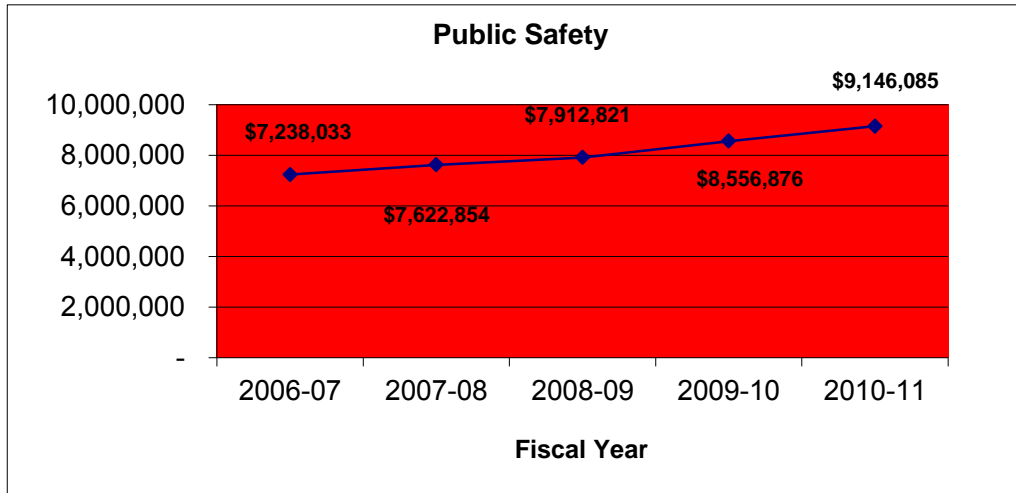
Non-Dept.



*Note: Actual expenditures are provided for FY 2006-07 to FY 2008-09, projected expenditures are provided for FY 2009-10 and budgeted expenditures are provided for FY 2010-11.*

## Summary of Fund Balances, Revenues & Expenses

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 2006-07 to FY 2008-09, projected expenditures are provided for FY 2009-10 and budgeted expenditures are provided for FY 2010-11.*

An increase in each department's budget exists due to a 1.5% Cost of Living Adjustment (COLA) increase that was approved in the FY 2010-11 budget.

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 2010-11 and the projected expenditures for fiscal year 2009-10. 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	2006-07	2007-08	2008-09	2009-10	2010-11	% Variance 2011 to 2010
City Administration	\$ 1,377,491	\$ 1,472,442	\$ 1,869,707	\$ 1,941,020	\$ 1,892,799	-2.5%
Public Works	1,421,315	1,614,442	1,177,788	1,228,185	1,351,209	10.0%
Development Services	585,882	597,583	588,922	537,322	572,899	6.6%
Community Services	1,331,600	1,413,542	1,462,129	1,552,448	1,694,371	9.1%
Non-Departmental	437,386	494,013	567,358	656,358	785,165	19.6%
Public Safety	7,238,033	7,622,854	7,912,821	8,556,876	9,146,085	6.9%
<b>Totals</b>	<b>\$ 12,391,707</b>	<b>\$ 13,214,876</b>	<b>\$ 13,578,725</b>	<b>\$ 14,472,209</b>	<b>\$ 15,442,528</b>	<b>6.7%</b>

*Note: Actual expenditures are provided for FY 2006-07 to FY 2008-09, projected expenditures are provided for FY 2009-10 and budgeted expenditures are provided for FY 2010-11.*

## Summary of Fund Balances, Revenues & Expenses

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

The City Administration function decreased by 2.5% or (\$48,221) compared to what was projected to be expended in fiscal year 2009-10. The decrease is primarily due to the deletion of the Management Analyst/Risk Manager and the Assistant to the City Manager positions. City Attorney's budget decreased from fiscal year 2009-10.

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

The Public Works function is reflecting an increase of 10.0% or \$123,024. This increase is attributed to the increase in street maintenance and street improvement costs budgeted in FY 2010-11 operating budget.

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

The Development Services function increased by 6.6% or \$35,577 compared to the amount projected to be expended in fiscal year 2009-10. This increase is due partially to a Code Enforcement Officer position being vacant for six months of FY 2009-10. Included in the FY 2010-11 budget are funds for consulting fees for inspections of the new oil and gas wells.

### ***Community Services:***

The Community Services function includes the Library and the Parks and Recreation departments. Amounts appropriated for this function indicate a 9.1% or \$141,923 increase. The increase is primarily due to positions being vacant in FY 2009-10 and fully funded in FY 2010-11 and increases in operating costs.

### ***Non-Departmental:***

The Non-Departmental budget reflects a 19.6% or \$128,807 increase compared to fiscal year 2009-10 year end projection. This primary change in FY 2010-11 is an increase in the SAFER Grant match requirement and budget included for Hill Country Transit and other public relations that was previously budgeted in the Public Affairs Office.

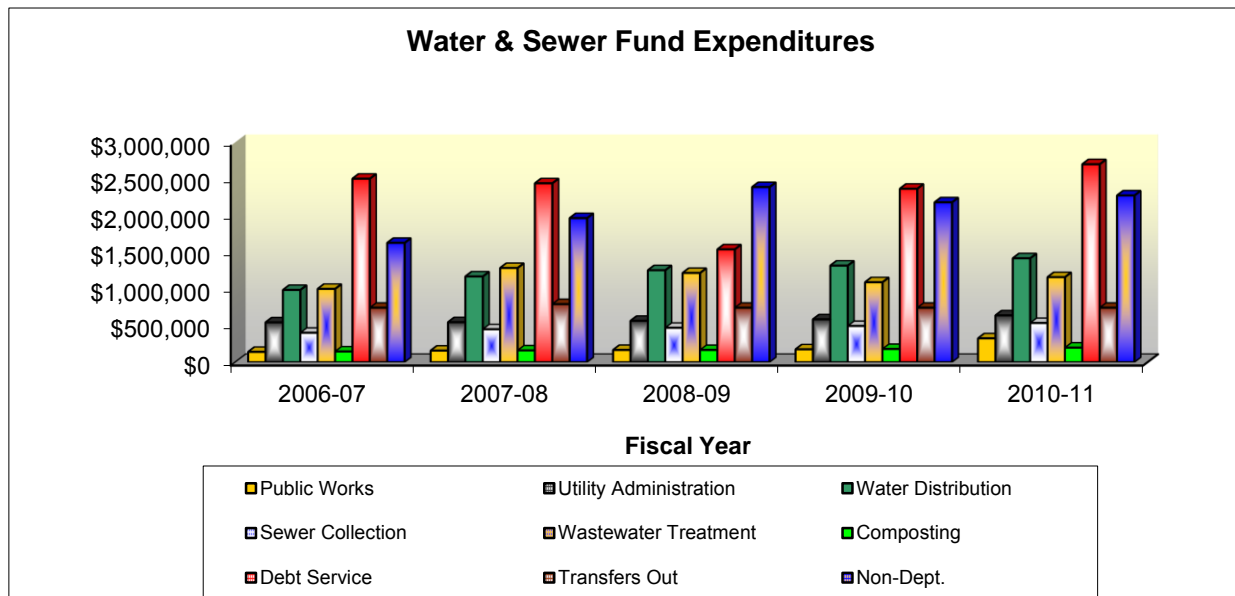
### ***Public Safety:***

The Public Safety function of the City reflects an increase of 6.9% or \$589,209 over the 2009-10 projected expenditures. The increase is partially attributed to increased utility costs related to the new Police Facility, an increase in personnel costs related to vacancies in FY 2009-10, and increases in other operating costs.

<b>Water &amp; Sewer Fund</b>
-------------------------------

The Water & Sewer Fund's appropriated budget reflects a 9.4% or \$860,080 increase above projected 2009-10 expenses. This net increase results from a variety of issues, which will be discussed below. As mentioned earlier, an increase in each department's budget exist due to a 1.5% Cost of Living Adjustment (COLA) increase that was approved in the FY 2010-11 budget.

## Summary of Fund Balances, Revenues & Expenses



*Note: Actual expenditures are provided for FY 2006-07 to FY 2008-09, projected expenditures are provided for FY 2009-10 and budgeted expenditures are provided for FY 2010-11.*

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

The Water & Sewer Operations budget reflects an increase of 85.5% or \$149,858. The increase is primarily due to fully funding the Director of Public Works position which was previously funded in the Street and Drainage Utility departments, and funding 12 of the City Engineer's pay periods in FY 2010-11. Additionally, a portion of the increase includes a budget for the retirement pay for the Public Works Division Head projected to retire in April 2011.

### **Utility Administration:**

The budget for Utility Administration presents a 9.1% or \$53,241 increase over the 2009-10 projection. The increase is primarily due to full year funding for positions that were vacant for a portion of FY 2009-10.

### **Water Distribution:**

The budget for Water Distribution provides for an increase of 7.6% or \$99,912. The increase is primarily attributed to increases in operational supplies to include fuel and oil costs, pipe supplies and water meters, lab expenses and minor equipment. Additional costs also include increases in utility and fuel and oil costs, and consulting fees for the Water Module update. The increases are offset by a \$25,000 decrease in facilities repairs and maintenance costs.

### **Sewer Collection:**

The increase of 8.3% or \$40,841 in Sewer Collection is primarily attributed to full year funding for an Operator II position that was vacant in FY 2009-10.

### **Wastewater Treatment:**

The Wastewater Treatment budget reflects an increase of 6.4% or \$69,398. The increase is mainly due to full year funding for positions that were vacant for a portion of FY 2009-10 and an increase in utility costs.

## Summary of Fund Balances, Revenues & Expenses

### **Composting:**

The 10.3% or \$18,604 increase presented in the Composting budget is attributed to an increase in fuel and oil costs and the COLA increase.

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

A 14.1% increase or \$334,247 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 2010-11.

### **Non-Departmental:**

An increase of 4.3% or \$93,979 is reflected in the Non-Departmental budget due to an increase in water purchases and debt to be paid from the Water and Sewer Fund.

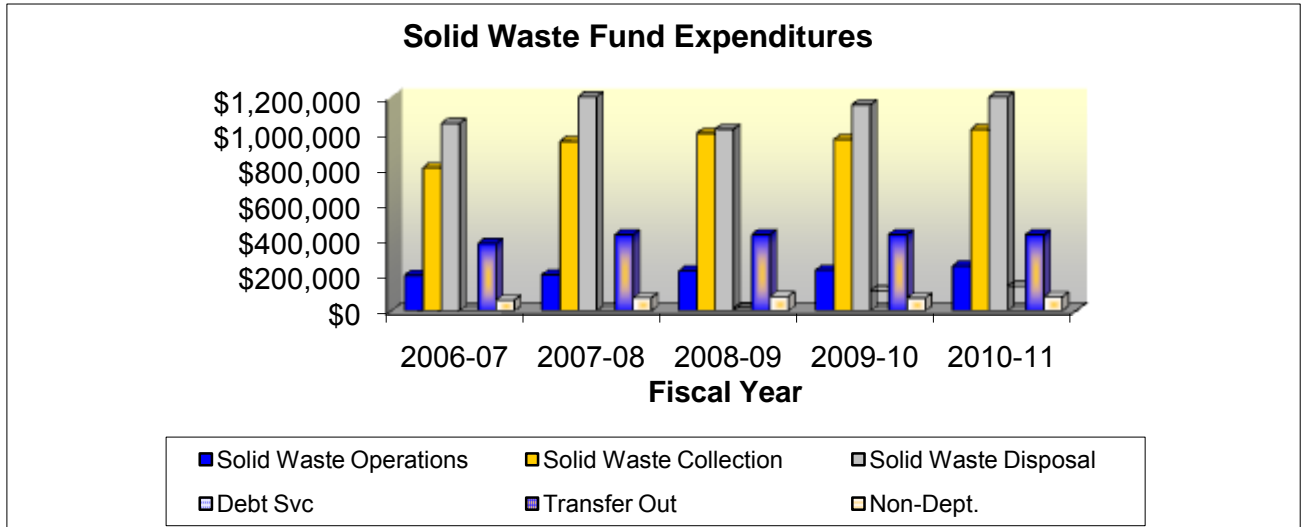
Function	2006-07	2007-08	2008-09	2009-10	2010-11	% Variance 2011 to 2010
Public Works	\$ 140,462	\$ 157,477	\$ 166,941	\$ 175,348	\$ 325,206	85.5%
Utility Administration	543,242	545,749	564,328	585,035	638,276	9.1%
Water Distribution	985,583	1,170,106	1,254,997	1,318,275	1,418,187	7.6%
Sewer Collection	400,611	449,440	469,055	494,034	534,875	8.3%
Wastewater Treatment	1,000,392	1,285,667	1,217,791	1,091,355	1,160,753	6.4%
Composting	146,078	160,577	166,517	180,164	198,768	10.3%
Debt Service	2,504,765	2,442,028	1,539,967	2,367,848	2,702,095	14.1%
Transfers Out	742,500	792,500	742,500	742,500	742,500	0.0%
Non-Departmental	1,628,657	1,966,798	2,390,491	2,182,086	2,276,065	4.3%
<b>Totals</b>	<b>\$ 8,092,290</b>	<b>\$ 8,970,342</b>	<b>\$ 8,512,585</b>	<b>\$ 9,136,645</b>	<b>\$ 9,996,725</b>	<b>9.4%</b>

*Note: Actual expenditures are provided for FY 2006-07 to FY 2008-09, projected expenditures are provided for FY 2009-10 and budgeted expenditures are provided for FY 2010-11.*

<b>Solid Waste Fund</b>
-------------------------

The Solid Waste Fund's budget reflects a 6.5% increase or \$193,322 in appropriations over the 2009-10 projected expenses. An increase exists in each department's budget due to a 1.5% Cost of Living Adjustment (COLA) increase that was approved in the FY 2010-11 budget.

## Summary of Fund Balances, Revenues & Expenses



*Note: Actual expenditures are provided for FY 2006-07 to FY 2008-09, projected expenditures are provided for FY 2009-10 and budgeted expenditures are provided for FY 2010-11.*

### **Solid Waste Operations:**

The Solid Waste Operations budget is showing an increase of 10.3% or \$23,608. Increase is partially due to the Solid Waste Superintendent position becoming vacant in July 2010 and an increase to upgrade the phone system.

### **Residential Collection:**

In Residential, there is a 13.1% or \$41,237 increase primarily due to a driver position being vacant for a portion of FY 2009-10.

### **Recycling:**

The Recycling budget includes a 9.8% or \$14,244 increase primarily due to new recycle bins and lids.

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

The Brush and Bulk budget includes a 16.6% or \$24,756 increase for the purchase of kraft bags and increased repair and maintenance costs on aging vehicles.

### **Commercial Collection:**

In Commercial, there is a 7.7% or (\$25,149) decrease related to capital lease payments that have been paid in full.

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

KCCB has an increase in the budget of 4.5% or \$1,130 for professional development.

### **Solid Waste Disposal:**

In Disposal, there is a 7.1% or \$81,759 budget increase. The increase is primarily due an increase in hauling and disposal costs but is offset by a decrease in the cost to monitor wells.

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

Debt service reflects an increase of 21.8% or \$24,948 when compared to FY 2009-10 payments. The Transfer to the General Fund remained consistent with FY 2009-10.

## Summary of Fund Balances, Revenues & Expenses

### **Non-Departmental:**

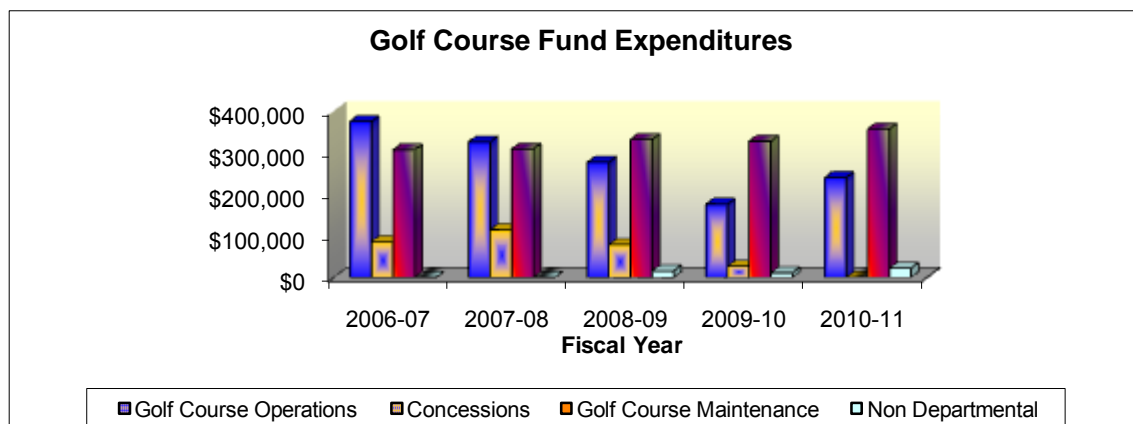
The Non-Departmental budget includes a 9.4% or \$6,789 increase primarily due to \$5,000 in contingency funds.

Function	2006-07	2007-08	2008-09	2009-10	2010-11	% Variance 2011 to 2010
Solid Waste Operations	199,864	202,217	223,889	228,450	252,058	10.3%
Residential Collection	279,849	321,548	342,505	315,844	357,081	13.1%
Recycling	110,601	103,752	133,217	144,987	159,231	9.8%
Brush and Bulk Collection	127,633	154,914	133,460	148,719	173,475	16.6%
Commercial Collection	271,902	352,427	369,909	326,852	301,703	-7.7%
KCCB	12,754	18,064	17,090	25,109	26,239	4.5%
Solid Waste Disposal	1,051,020	1,229,312	1,019,240	1,156,258	1,238,017	7.1%
Debt Service	-	-	18,202	114,222	139,170	21.8%
Transfer Out	378,000	428,000	428,000	428,000	428,000	0.0%
Non-Departmental	60,633	73,844	80,640	72,565	79,354	9.4%
<b>Totals</b>	<b>\$ 2,492,256</b>	<b>\$ 2,884,078</b>	<b>\$ 2,766,152</b>	<b>\$ 2,961,006</b>	<b>\$ 3,154,328</b>	<b>6.5%</b>

*Note: Actual expenditures are provided for FY 2006-07 to FY 2008-09, projected expenditures are provided for FY 2009-10 and budgeted expenditures are provided for FY 2010-11.*

### Golf Course Fund

The Golf Course Fund's appropriated budget reflects an increase of 14.3% or \$77,403 from the 2009-10 projected expense. An increase exists in each department's budget due to a 1.5% Cost of Living Adjustment (COLA) increase that was approved in the FY 2010-11 budget.



*Note: Actual expenditures are provided for FY 2006-07 to FY 2008-09, projected expenditures are provided for FY 2009-10 and budgeted expenditures are provided for FY 2010-11.*



## Summary of Fund Balances, Revenues & Expenses

***Golf Course Operations:***

The Operations division reflects a 36.3% or \$63,959 increase. This increase is primarily due to the addition of a Head Golf Professional position and the movement of Golf Course Concessions cost of goods sold to Operations.

***Golf Course Concessions:***

The Concessions division sells primarily grab and go type concessions. The Golf Course Concessions' budget has been moved to Operations for FY 2010-11.

***Golf Course Maintenance:***

The Maintenance division shows an increase of 9.0% or \$29,383. The increase is primarily due to an increase in the cost of chemicals and other operating costs.

***Non-Departmental:***

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

Function	2006-07	2007-08	2008-09	2009-10	2010-11	% Variance 2011 to 2010
Golf Course Operations	375,026	325,871	276,918	176,261	240,220	36.3%
Golf Course Concessions	86,322	114,655	79,101	27,038	-	-100.0%
Golf Course Maintenance	306,658	308,744	331,802	327,413	356,796	9.0%
Non-Departmental	-	-	15,583	10,903	22,002	101.8%
<b>Totals</b>	<b>\$ 768,006</b>	<b>\$ 749,270</b>	<b>\$ 703,404</b>	<b>\$ 541,615</b>	<b>\$ 619,018</b>	<b>14.3%</b>

*Note: Actual expenditures are provided for FY 2006-07 to FY 2008-09, projected expenditures are provided for FY 2009-10 and budgeted expenditures are provided for FY 2010-11.*

# CITY OF COPPERAS COVE, TEXAS

## PERSONNEL SCHEDULE

	ACTUAL FY 2007-08	ACTUAL FY 2008-09	ACTUAL FY 2009-10	ADOPTED FY 2010-11
<b>GENERAL FUND</b>				
City Manager	2	4	3	2
City Secretary / Elections	2	2	2	2
Finance	6	7	7	8
Human Resources	2	3.5	4.5	3.5
Information Systems	3	3	3	4
Municipal Court	8	7	7	7
Police	71	73.5	73.5	73.5
Public Affairs Office	1	1	1	0
Animal Control	4	5	5	5
Fire / EMS	52.5	53	53	53
Emergency Management	1	0	0	0
Engineering	2	2	2	2
Street	7.5	7.5	7.5	6.5
Fleet Services	5	5	5	4.5
Public Works	0.5	0	0	0
Facility Maintenance	5	2	2	2
Planning	3	2	1	1
Building and Development	5.5	4	4	4
Code and Health Compliance	3.5	4	4	4
Parks & Recreation	16	18	18	18
Library	10	10	10	10
<b>TOTAL GENERAL FUND EMPLOYEES</b>	<u>210.5</u>	<u>213.5</u>	<u>212.5</u>	<u>210</u>
<b>WATER &amp; SEWER FUND</b>				
Public Works	2	2.25	2.25	3.25
Utility Administration	10	11	11	11
Water Distribution	9	11	11	11
Sewer Collection	7	9	9	9
Wastewater Treatment	11	11	11	11
Composting	3	3	3	3
<b>TOTAL WATER &amp; SEWER EMPLOYEES</b>	<u>42</u>	<u>47.25</u>	<u>47.25</u>	<u>48.25</u>
<b>RECREATION ACTIVITIES FUND</b>				
Recreation Activities	2	2	2	2
<b>TOTAL YOUTH ACTIVITIES FUND EMPLOYEES</b>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>CEMETERY FUND</b>				
Cemetery	1	1	1	1
<b>TOTAL CEMETERY FUND EMPLOYEES</b>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>SOLID WASTE FUND</b>				
Solid Waste Collection - Admin.	4	4.25	4.25	4.25
Solid Waste Collection - Residential	4	4	4	4
Solid Waste Collection - Recycling	2	2	2	2
Solid Waste Collection - Brush	2	2	2	2
Solid Waste Collection - Commercial	4	4	4	4
Solid Waste Disposal	4.5	5	5	5
<b>TOTAL SOLID WASTE FUND EMPLOYEES</b>	<u>20.5</u>	<u>21.25</u>	<u>21.25</u>	<u>21.25</u>

**CITY OF COPPERAS COVE, TEXAS**

**PERSONNEL SCHEDULE**

	<b>ACTUAL FY 2007-08</b>	<b>ACTUAL FY 2008-09</b>	<b>ACTUAL FY 2009-10</b>	<b>ADOPTED FY 2010-11</b>
<b>DRAINAGE UTILITY FUND</b>				
Drainage Utility	<u>6.5</u>	<u>6.5</u>	<u>6.5</u>	<u>5.5</u>
<b>TOTAL DRAINAGE UTILITY FUND EMPLOYEES</b>	<u>6.5</u>	<u>6.5</u>	<u>6.5</u>	<u>5.5</u>
<b>GOLF COURSE FUND</b>				
Golf Course Operations	4	5	3.5	3.5
Golf Course Concessions	2	2.5	0	0
Golf Course Maintenance	<u>7.5</u>	<u>7</u>	<u>6</u>	<u>6</u>
<b>TOTAL GOLF COURSE FUND EMPLOYEES</b>	<u>13.5</u>	<u>14.5</u>	<u>9.5</u>	<u>9.5</u>
<b>MUNICIPAL COURT SECURITY FUND</b>				
Municipal Court Security	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.5</u>
<b>TOTAL MUNICIPAL COURT SECURITY FUND EMPLOYEES</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.5</u>
<b>TOTAL ALL FUNDS</b>	<u><u>296</u></u>	<u><u>306</u></u>	<u><u>300</u></u>	<u><u>298</u></u>

**City of Copperas Cove  
New / Deleted / Unfunded / Reclassified Personnel Schedule  
FY 2010-11 Budget**

Department	New Positions	Salary	Benefits	Total
<b>GENERAL FUND</b>				
Finance	Budget Director*	62,316	17,028	79,344
<b>Total General Fund</b>		<b>\$ 62,316</b>	<b>\$ 17,028</b>	<b>\$ 79,344</b>
Department	Deleted Positions	Salary	Benefits	Total
<b>GENERAL FUND</b>				
City Manager	Assistant to the City Manager	(25,673)	(10,031)	(35,704)
Human Resources	Management Analyst/Risk Manager	(44,768)	(13,537)	(58,305)
<b>Total General Fund</b>		<b>\$ (70,441)</b>	<b>\$ (23,568)</b>	<b>\$ (94,009)</b>
Department	Unfunded Positions	Salary	Benefits	Total
<b>GENERAL FUND</b>				
Information Systems	Information Systems Specialist I	(30,102)	(10,863)	(40,965)
Municipal Court	Court Clerk	(25,607)	(10,024)	(35,631)
Police	Patrol Officer - Certified	(38,389)	(12,442)	(50,831)
Fire	Fire Inspector/Investigator	(41,902)	(13,912)	(55,814)
Building & Development	Inspector	(35,429)	(11,878)	(47,307)
Street	Light Equipment Operator	(22,406)	(9,407)	(31,813)
Facility Maintenance	Facility Maintenance	(39,112)	(12,580)	(51,692)
<b>Total General Fund</b>		<b>\$ (232,947)</b>	<b>\$ (81,106)</b>	<b>\$ (314,053)</b>
<b>WATER AND SEWER FUND</b>				
Public Works	Custodian	\$ (4,507)	\$ (345)	(4,852)
Sewer Collection	Operator II Sewer Collection	\$ (26,528)	\$ (7,619)	(34,147)
<b>Total Water and Sewer Fund</b>		<b>\$ (31,035)</b>	<b>\$ (7,964)</b>	<b>\$ (38,999)</b>
<b>SOLID WASTE FUND</b>				
Solid Waste Operations	Custodian	\$ (4,507)	\$ (345)	(4,852)
<b>Total Solid Waste Fund</b>		<b>\$ (4,507)</b>	<b>\$ (345)</b>	<b>\$ (4,852)</b>
<b>GOLF COURSE FUND</b>				
Golf Course Operations	Clerk/Golf Shop Assistant	(9,602)	(735)	(10,337)
Golf Course Maintenance	Laborer	(9,602)	(735)	(10,337)
<b>Total Golf Course Fund</b>		<b>\$ (19,204)</b>	<b>\$ (1,470)</b>	<b>\$ (20,674)</b>
Reclassified Positions				
<b>Previous Title</b>		<b>New Title</b>		
Assistant Director of Financial Services		Senior Accountant		
Public Communications/Media Specialist		Information Systems Supervisor		
Street/Drainage Superintendent		Heavy Equipment Operator		
Assistant Street/Drainage Superintendent		Street/Drainage Crew Leader**		
Facility Maintenance		Light Equipment Operator/HVAC Technician		
Parts Technician (Full-time)		Parts Technician (Part-time)		
<b>TOTAL ALL FUNDS</b>		<b>\$ (295,818)</b>	<b>\$ (97,425)</b>	<b>\$ (393,243)</b>

\* The Budget Director position is funded primarily with the combined salary savings from the Assistant to the City Manager position and the remaining savings from the reclassification of the Assistant Director of Financial Services to the Senior Accountant position.

\*\* Street/Drainage Crew Leader position is split 50/50 between General Fund and Drainage Utility Fund.

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 2010-11**

Fund/Dept-Division	Description	Cost
<b>General Fund</b>		
Animal Control	Emergency Light bar Replacement	\$ 566
Animal Control	2011 Ford Ranger	22,414
Building & Development	Consulting Fees for New Oil and Gas Well Inspection Program	6,560
City Council	LaserJet Color Printer 4700n (Sharing Cost with CM & City Council)	467
City Manager	LaserJet Color Printer 4700n (Sharing Cost with CM & City Council)	467
City Manager	Document Scanner and Software	500
City Secretary	LaserJet Color Printer 4700n (Sharing Cost with CM & City Council)	467
Fire	Training Programs and Supplies	4,100
Fire	Body Armor	700
Fire	Community Outreach Programs	7,500
Fire	Volunteer Firefighter Badges and Uniforms	1,000
Fire	Volunteer Firefighter Dues	500
Fire	Recliners (2) and Bedding Cabinets	3,000
Fire	PPE Replacement Program	15,000
Fire	Rescue Equipment and Mounting Brackets	9,500
Human Resources	Document Scanner and Software	500
Human Resources	Department Name Plates (4)	600
Information Services	Department Name Plates (2)	300
Library	Online Subscription - Career Testing	2,100
Library	Books on Tape, Downloadables, Subscription	2,500
Planning	Department Name Plates (2)	300
Police	Buy Back Program - 2010 Harley-Davidson FLHP Motorcycle (4)	16,000
Police	2011 Police Pursuit Vehicle (2)	63,200
Streets	Sign Retroflectometer	9,750
	<b>General Fund Total</b>	<b><u>167,991</u></b>
<b>Solid Waste Fund</b>		
SW Operations	Telephone System Upgrade	4,500
	<b>Solid Waste Fund Total</b>	<b><u>4,500</u></b>
<b>Drainage Fund</b>		
Drainage	Chevrolet Silverado Pickup - HD 2500	20,949
Other	Rolling Heights Drainage Project (CIP)	150,000
	<b>Drainage Fund</b>	<b><u>170,949</u></b>
<b>Recreation Activity Fund</b>		
Parks & Recreation	Certifications for Youth Coaches	7,000
Parks & Recreation	Creation of Youth Volleyball for Grades 3-6	4,050
	<b>Recreation Activity Fund Total</b>	<b><u>11,050</u></b>
<b>Court Efficiency Fund</b>		
Court Efficiency	Outbound Calling System	2,500
	<b>Court Efficiency Fund Total</b>	<b><u>2,500</u></b>
<b>Court Technology Fund</b>		
Court Technology	Personal Computers	15,495
	<b>Court Technology Fund Total</b>	<b><u>15,495</u></b>
	<b>Total Proposed New Programs in City Operating Funds</b>	<b><u>\$ 372,485</u></b>

<b>Recap of New Programs in City Operating Funds:</b>	
General Fund	\$ 167,991
Solid Waste Fund	4,500
Drainage Fund	170,949
Recreation Activity Fund	11,050
Court Efficiency Fund	2,500
Court Technology Fund	15,495
<b>Total All Operating Funds</b>	<b><u>\$ 372,485</u></b>

**CITY OF COPPERAS COVE, TEXAS  
 RECAP OF NEW PROGRAMS AND SERVICES  
 ADOPTED AS PART OF THE 2010 TAX NOTE ISSUE\*  
 FISCAL YEAR 2010-11**

Fund/Dept-Division	Description	Cost
<b>Tax Supported</b>		
City Secretary	Document Imaging Software	\$ 45,000
Finance	CIP Planner	50,000
Finance	Payroll Time Keeping Module	56,000
Fire	Repair Station #1 Parking Lot	14,000
Fire	New Replacement Ambulance & Defibrillator	144,322
Fire	New Prevention Vehicle	40,853
Fire	Replacement SCBA Units	136,500
Fire	New Fire House Software	10,100
Fire	Repair Fire Station #1	44,000
Fire	PPE Storage Racks	12,000
Fire	Replace Hydrant, Hose, and Nozzle	13,000
Human Resources	Online Applicant Tracking System	7,500
Information Services	RushWorks Vdesk Video Production System	24,818
Information Services	New Server with SAN Storage	16,000
Parks and Recreation	Pick up Truck - 1/2 Ton (2)	44,000
Parks and Recreation	Pull Type Top Dresser Self-Contained	14,000
Parks and Recreation	Utility Vehicle with Sprayer	37,000
Parks and Recreation	Utility Tractor	37,000
Parks and Recreation	Ztrac Mower (3)	29,574
Parks and Recreation	Sod Cutter	4,825
Planning	Zoning Ordinance Update	75,000
Planning	Development Process Consultant	50,000
Police	2011 4-Door Sport Utility Vehicle	33,600
Streets	Ford F-550 with Altec AT37G Bucket Truck	65,985
Streets	CAT 420D Backhoe Loader	100,000
	<b>Tax Supported Total</b>	<b><u>1,105,077</u></b>
<b>Water &amp; Sewer Fund</b>		
Public Works	Water/Wasterwater Rate Study	40,000
Utilities	Tyler Content Manager SE	7,230
Utilities	Tele-Works Outbound Notification	4,980
Water Distribution	Replacement of Fleet Unit 82-15 (GMC Sierra Truck)	26,300
Water Distribution	7-Mile Pump/Storage Facility VFD Upgrade	25,000
Non-Dept	CDBG Grant	50,000
	<b>Water &amp; Sewer Fund Total</b>	<b><u>153,510</u></b>
<b>Solid Waste Fund</b>		
SW Commercial	Replacement of Sideloader Truck - Unit #901-32	168,800
SW Disposal	Replacement of Komatsu Tractor - Unit #902-1	150,000
SW Recycling	Replacement Roll Off Truck	135,250
	<b>Solid Waste Fund Total</b>	<b><u>454,050</u></b>
<b>Golf Course Fund</b>		
Golf Maintenance	Effluent Storage Pond	199,675
	<b>Golf Course Fund Total</b>	<b><u>199,675</u></b>
	<b>Bond Issues Costs</b>	<b>50,000</b>
	<b>Total Proposed 2010 Tax Note Issue</b>	<b><u>\$ 1,962,312</u></b>

<b>Recap of New Programs Proposed in the 2010 Tax Note Issue:</b>	
Tax Supported	\$ 1,105,077
Water & Sewer Fund	153,510
Solid Waste Fund	454,050
Golf Course Fund	199,675
Bond Issue Costs	50,000
<b>Total Proposed 2010 Tax Note Issue</b>	<b><u>\$ 1,962,312</u></b>

\* Tax Note Issue will require future governing body action planned for November 2010 prior to funding of programs and services.

**CITY OF COPPERAS COVE, TEXAS  
 RECAP OF UNFUNDED UNMET NEEDS REQUESTED IN OPERATING FUNDS BY CITY DEPARTMENTS  
 FISCAL YEAR 2010-11**

Fund/Dept-Division	Description	Cost
<b>General Fund</b>		
City Manager	Department Name Plates (4)	\$ 600
Code & Health Compliance	Code Enforcement Supervisor (including vehicle, uniforms, computer)	78,613
Finance	Department Name Plates (5)	750
Fire	New Firefighters Paramedic (6)	345,240
Fire	Firefighter Fitness Medical Evaluations/Equipment	30,000
Human Resources	Part-time Benefit Analyst Position	13,500
Human Resources	Customer Service Training	2,500
Human Resources	Wire Shelving	1,000
Human Resources	Identification Maker	4,000
Library	Shelving	850
Parks and Recreation	Mini Van	20,000
Planning	Entry Level Planner	64,358
Planning	Administrative Assistant	36,640
Police	Reclassification of Custodian from Part-Time to Full-Time	19,289
Police	Patrol Officer (3)	178,629
Police	Senior Records Clerk	33,483
Police	2011 Police Pursuit Vehicle	31,600
Police	2011 2-Door Sedan for CID (2)	40,000
Streets	Chevrolet Silverado, 3/4 Ton Pick-up	20,949
Streets	Light Equipment Operator/Crack Sealer (3)	102,822
<b>General Fund Total</b>		<b><u>1,024,823</u></b>
<b>Water &amp; Sewer Fund</b>		
Sewer	Rehabilitation of 18-inch to 24-inch Sewer Main	413,500
Utilities	Reclassification of Customer Service Rep (CSR) to Billing Asst./CSR - 6 mths	1,928
Utilities	Teleasy - Payment Kiosk	30,500
Utilities	New Vehicle - GMC Sierra SL	22,100
Water Distribution	Replacement of Fleet Unit 82-40 (Ford F-250)	26,300
<b>Water &amp; Sewer Fund Total</b>		<b><u>494,328</u></b>
<b>Solid Waste Fund</b>		
SW Disposal	Dispatcher - Full-Time	20,886
SW Operations	SW Billing Clerk - Full-Time	41,238
SW Recycling	Driver	39,324
<b>Solid Waste Fund Total</b>		<b><u>101,448</u></b>
<b>Golf Course Fund</b>		
Golf Maintenance	John Deere 2500 Gas Diesel Mower (Annual Lease Amount)	6,580
Golf Maintenance	John Deere 5045D Utility Tractor (Annual Lease Amount)	2,884
Golf Maintenance	Landpride Finish Mower 11 Foot All Flex (Annual Lease Amount)	3,723
Golf Maintenance	John Deere Z925A Ztrak w 60" Deck (Annual Lease Amount)	2,206
Golf Maintenance	John Deere TX Turf Gator Utility Vehicle (Annual Lease Amount)	1,814
<b>Golf Course Fund Total</b>		<b><u>28,983</u></b>
<b>Court Technology Fund</b>		
Court Technology	Kiosk Machine	15,000
<b>Court Technology Fund Total</b>		<b><u>15,000</u></b>
<b>Total Proposed New Programs in City Operating Funds</b>		<b><u>\$ 1,664,582</u></b>

<b>Recap of Unfunded Unmet Needs in Operating Funds by City Departments:</b>		
General Fund		\$ 1,024,823
Water & Sewer Fund		494,328
Solid Waste Fund		101,448
Golf Course Fund		28,983
Court Technology Fund		15,000
<b>Total All Operating Funds</b>		<b><u>\$ 1,664,582</u></b>

**CITY OF COPPERAS COVE, TEXAS**  
**COMBINED SCHEDULE OF REVENUES, EXPENDITURES/EXPENSES AND CHANGES IN**  
**FUND BALANCES ALL FUND TYPES**  
**Fiscal Year 2010-11**

(With Comparative Totals for the Years Ended September 30, 2009 and 2010, actual and projected, respectively)

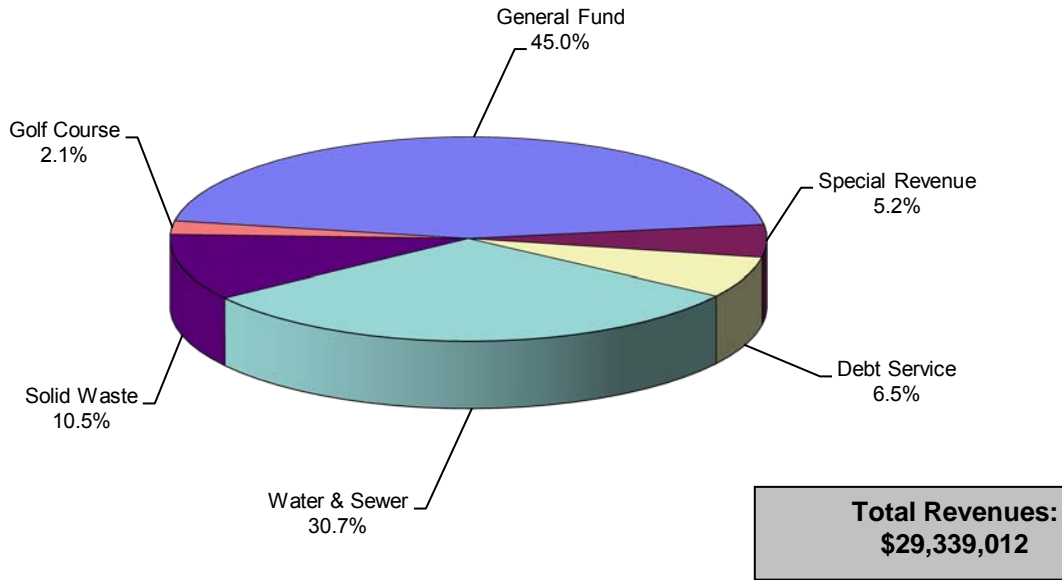
	General	Special Revenue	Debt Service	Capital Projects	Water & Sewer	Solid Waste	Golf Course	Total Adopted Budget 2010-11	(Memo Only) Totals Reporting Entity	
									2009-10	2008-09
<b>REVENUES</b>										
Taxes	\$ 10,880,942	\$ 223,000	\$ 1,891,266	\$ -	\$ -	\$ -	\$ -	\$ 12,995,208	\$ 12,766,959	\$ 12,490,346
Permits & Licenses	227,680	-	-	-	-	-	-	227,680	221,980	171,361
Charges for Services	878,635	1,130,340	-	-	8,671,650	2,825,800	624,450	14,130,875	13,973,838	13,569,783
Fees	-	-	-	-	278,000	125,000	-	403,000	409,000	370,000
Fines	892,984	55,050	12,000	-	-	-	-	960,034	949,654	937,501
Miscellaneous	328,990	103,853	2,600	2,222	61,900	122,650	-	622,215	777,503	10,614,254
Total Revenues	<u>\$ 13,209,231</u>	<u>\$ 1,512,243</u>	<u>\$ 1,905,866</u>	<u>\$ 2,222</u>	<u>\$ 9,011,550</u>	<u>\$ 3,073,450</u>	<u>\$ 624,450</u>	<u>\$ 29,339,012</u>	<u>\$ 29,098,934</u>	<u>\$ 38,153,245</u>
<b>EXPENDITURES/EXPENSES</b>										
Current:										
City Administration	\$ 1,892,799	\$ -	\$ -	\$ -	\$ 325,206	\$ 252,058	\$ -	\$ 2,470,063	\$ 2,371,780	\$ 2,830,244
Public Works	1,351,209	511,175	-	1,875,165	3,950,859	2,255,746	-	9,944,154	9,682,719	10,935,650
Community Services	1,694,371	597,243	-	492,350	-	-	597,016	3,380,980	2,740,062	2,917,039
Development Services	572,899	-	-	-	-	-	-	572,899	537,322	588,922
Public Safety	9,146,085	573,388	-	98,889	-	-	-	9,818,362	10,600,347	15,839,968
Non-Departmental	442,383	-	-	-	2,276,065	79,354	-	2,797,802	3,250,258	2,642,959
Debt service:										
Principal retirement	-	330,000	1,103,932	360,000	1,691,068	115,000	20,000	3,620,000	3,228,833	2,805,000
Interest and fiscal charges	-	39,129	971,832	247,370	1,011,027	24,170	2,002	2,295,530	1,989,088	1,790,274
Bond issuance Costs	-	-	-	-	-	-	-	-	(3,807)	164,770
Total Expenditures	<u>\$ 15,099,746</u>	<u>\$ 2,050,935</u>	<u>\$ 2,075,764</u>	<u>\$ 3,073,774</u>	<u>\$ 9,254,225</u>	<u>\$ 2,726,328</u>	<u>\$ 619,018</u>	<u>\$ 34,899,790</u>	<u>\$ 34,396,602</u>	<u>\$ 40,514,825</u>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES/EXPENSES</b>										
	\$ (1,890,515)	\$ (538,692)	\$ (169,898)	\$ (3,071,552)	\$ (242,675)	\$ 347,122	\$ 5,432	\$ (5,560,778)	\$ (5,297,668)	\$ (2,361,580)
<b>OTHER FINANCING SOURCES (USES)</b>										
Operating transfers in*	\$ 1,250,500	\$ 338,466	\$ -	\$ -	\$ 20,000	\$ -	\$ 4,316	\$ 1,613,282	\$ 1,809,674	\$ 1,435,737
Operating transfers (out)*	(342,782)	(100,000)	-	-	(742,500)	(428,000)	-	(1,613,282)	(1,509,674)	(1,735,737)
Proceeds from bond issue	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	<u>\$ 907,718</u>	<u>\$ 238,466</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (722,500)</u>	<u>\$ (428,000)</u>	<u>\$ 4,316</u>	<u>\$ -</u>	<u>\$ 300,000</u>	<u>\$ (300,000)</u>
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES</b>										
	\$ (982,797)	\$ (300,226)	\$ (169,898)	\$ (3,071,552)	\$ (965,175)	\$ (80,878)	\$ 9,748	\$ (5,560,778)	\$ (4,997,668)	\$ (2,661,580)
<b>FUND BALANCES BEGINNING OF YEAR</b>										
	\$ 4,725,957	\$ 908,634	\$ 326,868	\$ 3,071,552	\$ 2,218,541	\$ 806,954	\$ (130,913)	\$ 11,927,593	\$ 16,925,261	\$ 20,594,952
<b>RESIDUAL EQUITY TRANSFER IN (OUT)</b>										
<b>FUND BALANCES END OF YEAR</b>										
	<u>\$ 3,743,160</u>	<u>\$ 608,408</u>	<u>\$ 156,970</u>	<u>\$ -</u>	<u>\$ 1,253,366</u>	<u>\$ 726,076</u>	<u>\$ (121,165)</u>	<u>\$ 6,366,815</u>	<u>\$ 11,927,593</u>	<u>\$ 17,933,372</u>

\* In FY 2008-09, \$300,000 were transferred from the Water & Sewer Fund to begin funding the Northeast Sewer Line Project that began in FY 2009-10; the Water & Sewer Fund was reimbursed in FY 2009-10. For FY 2010-11, Capital Improvements Projects are represented in a separate document, a five-year Adopted Capital Improvement Plan.

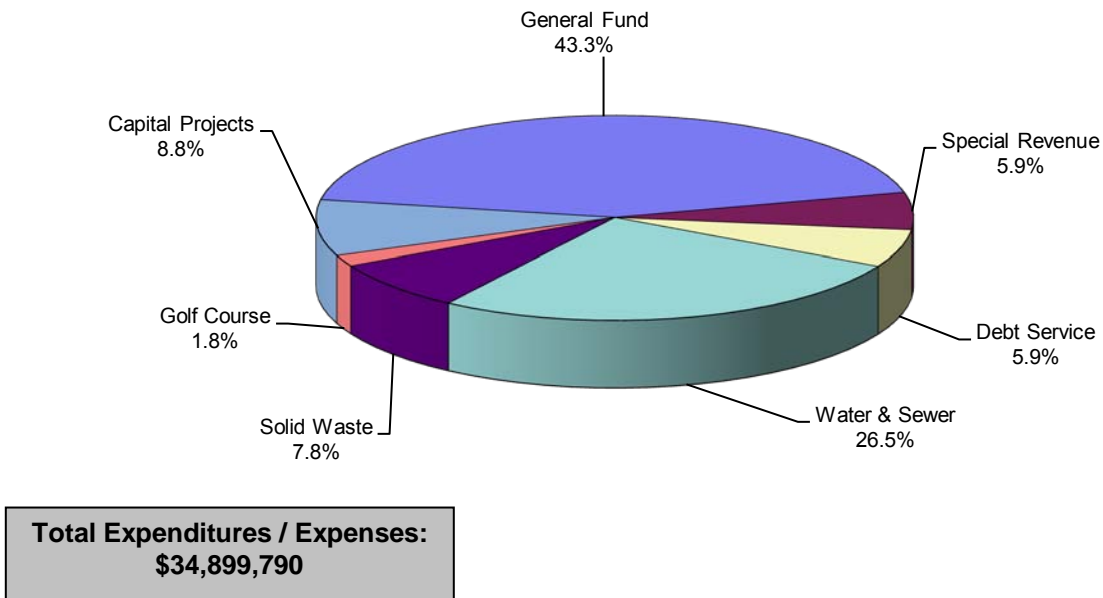


**City of Copperas Cove**  
**Combined Schedule of Revenues, Expenditures/Expenses and Changes in Fund**  
**Balances All Fund Types (by Funds)**  
**Fiscal Year 2010-11**

**Total Revenues**



**Total Expenditures / Expenses**



**City of Copperas Cove, Texas**  
**Adopted Budget Summary for all Funds**  
**Fiscal Year 2010-11**

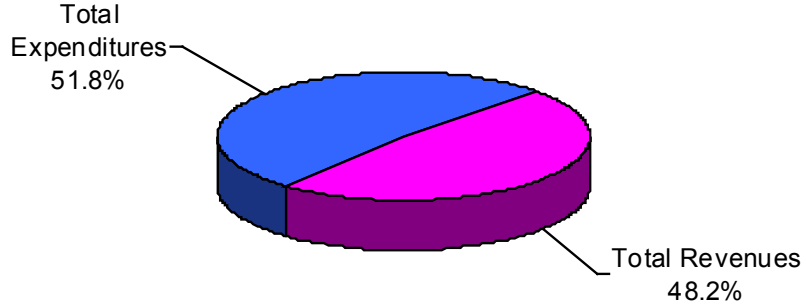
Fund	Estimated Beginning Balance	Revenues	Total Resources Available	Total Operating Expenses/ Expenditures	Total Other Expenditures	Estimated Ending Balance	Ideal Fund Balance	Over/(Under) Ideal Fund Balance
<b>Operating Funds</b>								
General Fund	\$ 4,725,957	\$ 14,459,731	\$ 19,185,688	\$ 14,905,657	\$ 536,871	\$ 3,743,160	\$ 3,726,414	\$ 16,746
Water & Sewer Fund	2,218,541	9,031,550	11,250,091	7,198,942	2,797,783	1,253,366	1,799,736	(546,370)
Solid Waste Fund	806,954	3,073,450	3,880,404	2,856,025	298,303	726,076	714,006	12,070
Golf Course Fund	(130,913)	628,766	497,853	565,248	53,770	(121,165)	141,312	(262,477)
<b>Total Operating Funds</b>	<b>\$ 7,620,539</b>	<b>\$ 27,193,497</b>	<b>\$ 34,814,036</b>	<b>\$ 25,525,872</b>	<b>\$ 3,686,727</b>	<b>\$ 5,601,437</b>	<b>\$ 6,381,468</b>	<b>\$ (780,031)</b>
<b>Other Funds*</b>								
Recreation Activities Fund	\$ 44,822	\$ 254,499	\$ 299,321	\$ 299,321	\$ -	\$ -	\$ -	\$ -
Drainage Utility Fund	467,888	871,600	1,339,488	422,078	507,257	410,153	-	-
Cemetery Fund	794	40,196	40,990	40,110	-	880	-	-
Interest & Sinking Fund	326,868	1,905,866	2,232,734	2,075,764	-	156,970	-	-
Library Gifts & Mem. Fund	4,227	20	4,247	4,247	-	-	-	-
Hotel Occupancy Tax Fund	56,463	223,200	279,663	244,563	-	35,101	-	-
Animal Shelter Fund	15,406	140	15,546	15,546	-	-	-	-
Municipal Court Efficiency Fund	15,473	5,180	20,653	9,178	-	11,475	-	-
Municipal Court Security Fund	12,955	22,473	35,428	35,428	-	-	-	-
Municipal Court Technology Fund	80,360	29,200	109,560	56,449	-	53,111	-	-
Miscellaneous Other Funds	210,246	404,201	614,447	516,758	-	97,689	-	-
<b>Total Other Funds</b>	<b>\$ 1,235,502</b>	<b>\$ 3,756,575</b>	<b>\$ 4,992,077</b>	<b>\$ 3,719,442</b>	<b>\$ 507,257</b>	<b>\$ 765,379</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Capital Projects Funds*</b>								
2001 C.O. - (Capital Equip.Imprvmt.)	\$ 264,409	\$ 452	\$ 264,861	\$ -	\$ 264,861	\$ -	\$ -	\$ -
2003 C.O. - (Capital Improvement)	365,898	500	366,398	-	366,398	-	-	-
2003 C.O. - (W&S Fund)	430,950	214	431,164	-	431,164	-	-	-
2006 Ltd. Tax Notes (Cap. Imprvmt.)	98,862	27	98,889	-	98,889	-	-	-
2008 Ltd. Tax Notes (All Funds)	637,690	500	638,190	-	638,190	-	-	-
2008A Ltd. Tax Notes (All Funds)	458,474	179	458,653	-	458,653	-	-	-
2009 General Obligation (All Funds)	148,959	50	149,009	-	149,009	-	-	-
2009 Ltd. Tax Notes (All Funds)	666,310	300	666,610	-	666,610	-	-	-
<b>Total Capital Projects Funds</b>	<b>\$ 3,071,552</b>	<b>\$ 2,222</b>	<b>\$ 3,073,774</b>	<b>\$ -</b>	<b>\$ 3,073,774</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Funds</b>	<b>\$ 11,927,593</b>	<b>\$ 30,952,294</b>	<b>\$ 42,879,887</b>	<b>\$ 29,245,314</b>	<b>\$ 7,267,758</b>	<b>\$ 6,366,815</b>	<b>\$ -</b>	<b>\$ -</b>

\* Ideal fund balances do not apply.

Note: Beginning FY 2010-11, Capital Improvements Projects started after 2009 are represented in a separate five-year Adopted Capital Improvement Plan.

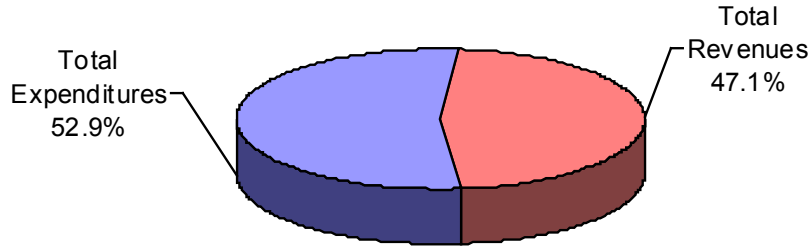
**City of Copperas Cove**  
**Adopted Budget Summary for all Funds**  
**Fiscal Year 2010-11**

**Fiscal Year 2010-11 Operating Funds**



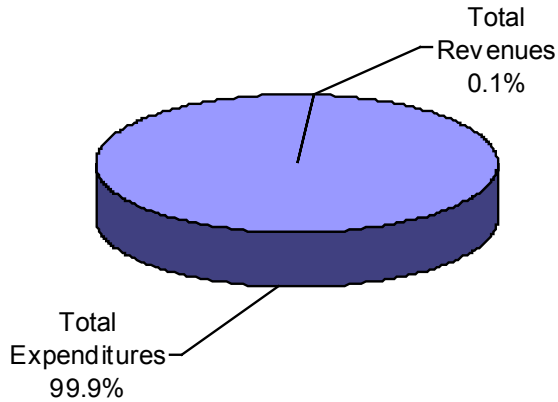
**Total Operating Funds:**  
**Revenues: \$27,193,497**  
**Expenditures: \$29,212,599**

**Fiscal Year 2010-11 Other Funds**



**Total Other Funds:**  
**Revenues: \$3,756,575**  
**Expenditures: \$4,226,699**

**Fiscal Year 2010-11 Capital Projects Funds**



**Total Other Funds:**  
**Revenues: \$2,222**  
**Expenditures: \$3,073,774**

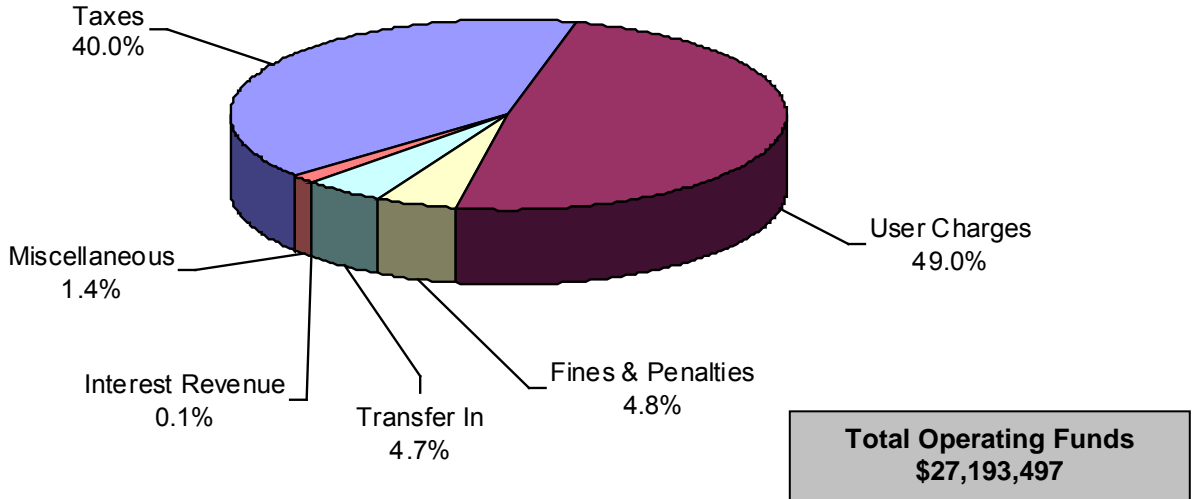
**City of Copperas Cove, Texas**  
**Consolidated Schedule of Receipts of all Funds by Source**  
**Fiscal Year 2010-11**

Fund	Taxes	User Charges	Fines & Penalties	Transfer-in	Interest Revenue	Bond Proceeds	Miscellaneous	Total
<b>Operating Funds</b>								
General Fund	\$ 10,880,942	\$ 1,106,315	\$ 892,984	\$ 1,250,500	\$ 15,000	\$ -	\$ 313,990	\$ 14,459,731
Water & Sewer Fund	-	8,671,650	278,000	20,000	6,000	-	55,900	9,031,550
Solid Waste Fund	-	2,940,250	125,000	-	1,700	-	6,500	3,073,450
Golf Course Fund	-	624,450	-	4,316	-	-	-	628,766
<b>Total Operating Funds</b>	<b>\$ 10,880,942</b>	<b>\$ 13,342,665</b>	<b>\$ 1,295,984</b>	<b>\$ 1,274,816</b>	<b>\$ 22,700</b>	<b>\$ -</b>	<b>\$ 376,390</b>	<b>\$ 27,193,497</b>
<b>Other Funds</b>								
Recreation Activities Fund	\$ -	\$ 247,040	\$ -	\$ 7,234	\$ 225	\$ -	\$ -	\$ 254,499
Drainage Utility Fund	-	870,000	-	-	1,600	-	-	871,600
Interest & Sinking Fund	1,891,266	-	12,000	-	2,600	-	-	1,905,866
Cemetery Fund	-	13,300	-	26,826	20	-	50	40,196
Library Gifts & Mem. Fund	-	-	-	-	20	-	-	20
Hotel Occupancy Tax Fund	223,000	-	-	-	200	-	-	223,200
Animal Shelter Fund	-	-	-	-	40	-	100	140
Municipal Court Efficiency Fund	-	-	5,150	-	30	-	-	5,180
Municipal Court Technology Fund	-	-	29,000	-	200	-	-	29,200
Municipal Court Security Fund	-	-	20,900	1,513	60	-	-	22,473
Miscellaneous Other Funds	-	-	-	302,893	580	-	100,728	404,201
<b>Total Other Funds</b>	<b>\$ 2,114,266</b>	<b>\$ 1,130,340</b>	<b>\$ 67,050</b>	<b>\$ 338,466</b>	<b>\$ 5,575</b>	<b>\$ -</b>	<b>\$ 100,878</b>	<b>\$ 3,756,575</b>
<b>Capital Projects Funds</b>								
2001 C.O. - (Capital Equip.Imprvmt.)	\$ -	\$ -	\$ -	\$ -	\$ 452	\$ -	\$ -	\$ 452
2003 C.O. - (Capital Improvement)	-	-	-	-	500	-	-	500
2003 C.O. - (W&S Fund)	-	-	-	-	214	-	-	214
2006 Ltd. Tax Notes (Cap. Imprvmt.)	-	-	-	-	27	-	-	27
2008 Ltd. Tax Notes (All Funds)	-	-	-	-	500	-	-	500
2008A Ltd. Tax Notes (All Funds)	-	-	-	-	179	-	-	179
2009 General Obligation (All Funds)	-	-	-	-	50	-	-	50
2009 Ltd. Tax Notes (All Funds)	-	-	-	-	300	-	-	300
<b>Total Capital Projects Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,222</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,222</b>
<b>Total Funds</b>	<b>\$ 12,995,208</b>	<b>\$ 14,473,005</b>	<b>\$ 1,363,034</b>	<b>\$ 1,613,282</b>	<b>\$ 30,497</b>	<b>\$ -</b>	<b>\$ 477,268</b>	<b>\$ 30,952,294</b>

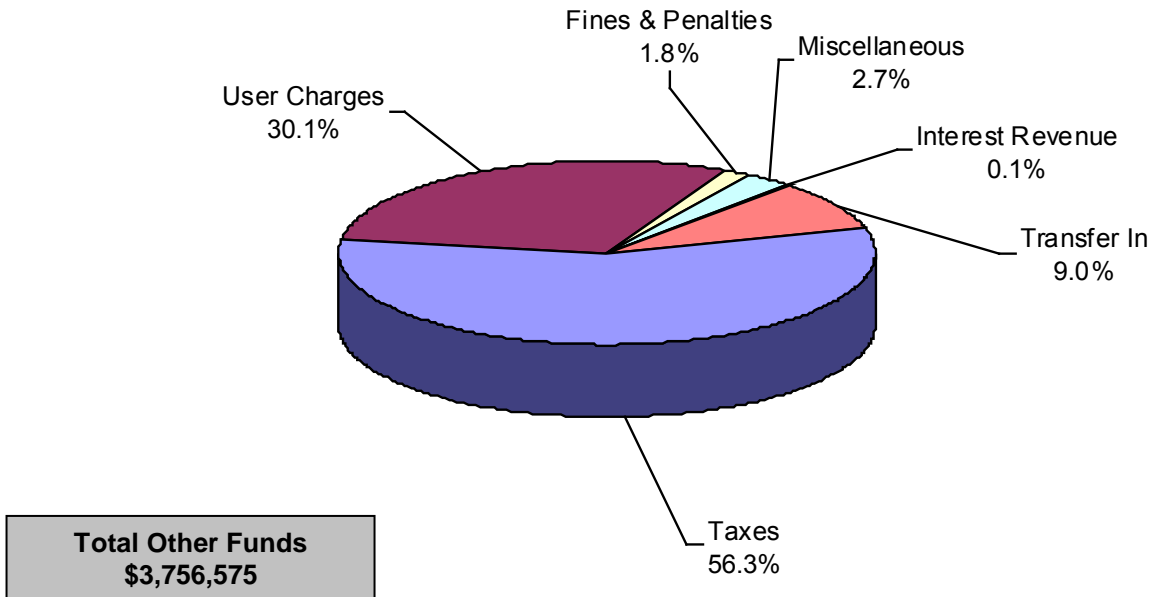
**Note: Beginning FY 2010-11, Capital Improvements Projects started after 2009 are represented in a separate five-year Adopted Capital Improvement Plan.**

**City of Copperas Cove**  
**Consolidated Schedule of Receipts of all Funds by Source**  
**Fiscal Year 2010-11**

**Fiscal Year 2010-11 Operating Funds**



**Fiscal Year 2010-11 Other Funds**



**City of Copperas Cove, Texas**  
**Consolidated Schedule of Expenditures/Expenses of all Funds by Object Class**  
**Fiscal Year 2010-11**

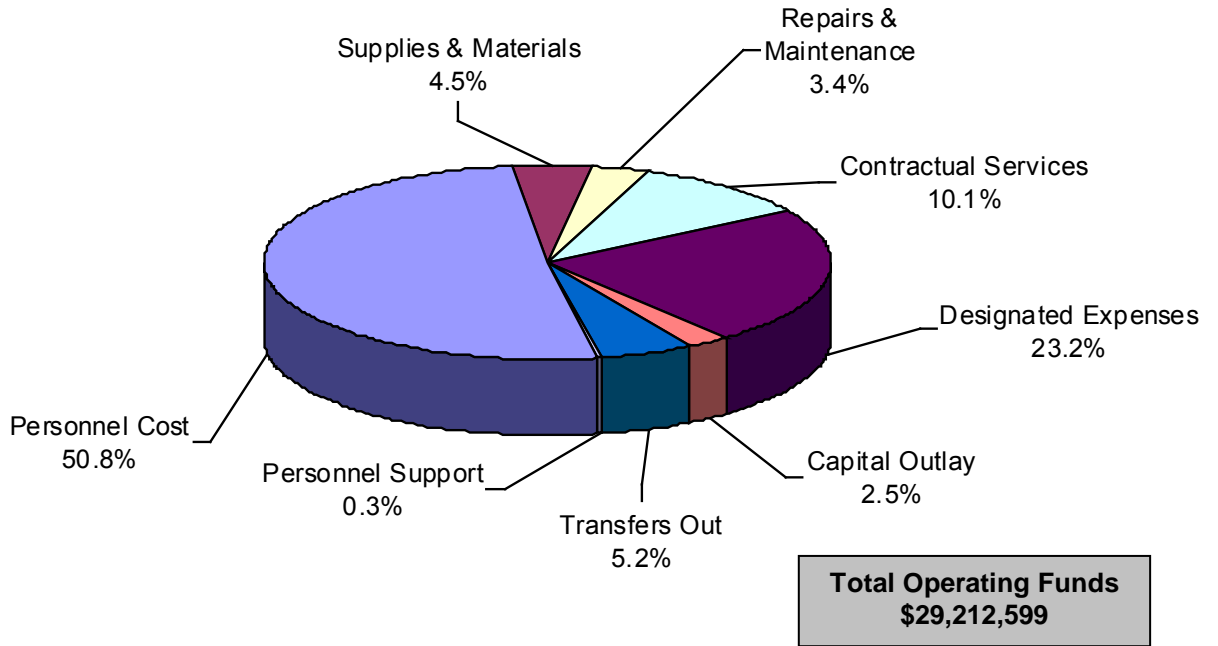
Fund	Personnel Costs	Personnel Support	Supplies & Materials	Repairs & Maintenance	Contractual Services	** Designated Expenses	Capital Lease Payments, Capital Outlay & Improvements	Transfers Out	Total
<b>Operating Funds</b>									
General Fund	\$ 11,343,638	\$ 89,406	\$ 614,339	\$ 493,371	\$ 1,581,178	\$ 484,553	\$ 493,261	\$ 342,782	\$ 15,442,528
Water & Sewer Fund	2,305,233	-	387,930	310,693	1,185,428	5,019,253	45,688	742,500	9,996,725
Solid Waste Fund	887,340	-	241,177	150,186	73,757	1,214,735	159,133	428,000	3,154,328
Golf Course Fund	330,476	-	63,468	33,076	95,527	64,703	31,768	-	619,018
<b>Total Operating Funds</b>	<b>\$ 14,866,687</b>	<b>\$ 89,406</b>	<b>\$ 1,306,914</b>	<b>\$ 987,326</b>	<b>\$ 2,935,890</b>	<b>\$ 6,783,244</b>	<b>\$ 729,850</b>	<b>\$ 1,513,282</b>	<b>\$ 29,212,599</b>
<b>Other Funds</b>									
Recreation Activities Fund	\$ 98,022	\$ -	\$ 167,394	\$ 1,980	\$ 21,725	\$ 10,200	\$ -	\$ -	\$ 299,321
Drainage Utility Fund	243,252	-	36,232	22,608	19,986	334,816	172,441	100,000	929,335
Cemetery Fund	35,989	-	860	1,787	935	539	-	-	40,110
Interest & Sinking Fund	-	-	-	-	-	2,075,764	-	-	2,075,764
Library Gifts & Memorials Fund	-	-	2,647	-	-	1,600	-	-	4,247
Hotel Occupancy Tax Fund	-	-	180,250	30,000	-	34,313	-	-	244,563
Animal Shelter Fund	-	-	-	-	-	15,546	-	-	15,546
Municipal Court Efficiency Fund	-	-	5,403	-	3,775	-	-	-	9,178
Municipal Court Technology Fund	-	-	1,180	14,610	6,111	19,053	15,495	-	56,449
Municipal Court Security Fund	25,536	-	277	9,615	-	-	-	-	35,428
Miscellaneous Other Funds	361,024	2,553	95,227	-	21,574	7,024	29,356	-	516,758
<b>Total Other Funds</b>	<b>\$ 763,823</b>	<b>\$ 2,553</b>	<b>\$ 489,470</b>	<b>\$ 80,600</b>	<b>\$ 74,106</b>	<b>\$ 2,498,855</b>	<b>\$ 217,292</b>	<b>\$ 100,000</b>	<b>\$ 4,226,699</b>
<b>Capital Projects Funds</b>									
2001 C.O. - (Capital Equip. Imprvmt.)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 264,861	\$ -	\$ 264,861
2003 C.O. - (Capital Improvement)	-	-	-	-	-	-	366,398	-	366,398
2003 C.O. - (W&S Fund)	-	-	-	-	-	431,164	-	-	431,164
2006 Ltd. Tax Notes (Cap. Imprvmt.)	-	-	-	-	-	-	98,889	-	98,889
2008 Ltd. Tax Notes (All Funds)	-	-	-	-	-	176,206	461,984	-	638,190
2008A Ltd. Tax Notes (All Funds)	-	-	-	-	-	-	458,653	-	458,653
2009 General Obligation (All Funds)	-	-	-	-	-	-	149,009	-	149,009
2009 Ltd. Tax Notes (All Funds)	-	-	-	-	-	-	666,610	-	666,610
<b>Total Capital Projects Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 607,370</b>	<b>\$ 2,466,404</b>	<b>\$ -</b>	<b>\$ 3,073,774</b>
<b>Total Funds</b>	<b>\$ 15,630,510</b>	<b>\$ 91,959</b>	<b>\$ 1,796,384</b>	<b>\$ 1,067,926</b>	<b>\$ 3,009,996</b>	<b>\$ 9,889,469</b>	<b>\$ 3,413,546</b>	<b>\$ 1,613,282</b>	<b>\$ 36,513,072</b>

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

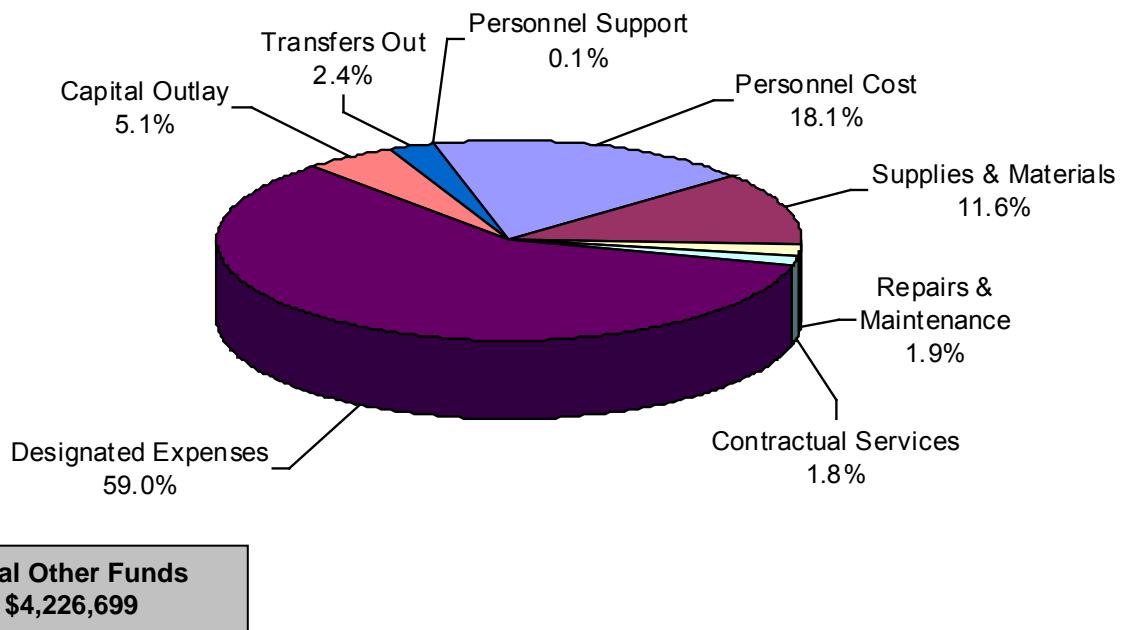
Note: Beginning FY 2010-11, Capital Improvements Projects started after 2009 are represented in a separate five-year Adopted Capital Improvement Plan.

**City of Copperas Cove**  
**Consolidated Schedule of Expenditures/Expenses of all Funds by Object Class**  
**Fiscal Year 2010-11**

**Fiscal Year 2010-11 Operating Funds**



**Fiscal Year 2010-11 Other Funds**



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

Taxable Assessed Valuation	1,067,456,541
Proposed Tax Rate of \$100 Valuation	0.76
Non-Freeze Tax Levy	8,112,669.71
Freeze Tax Levy	527,987.86
Total Tax Levy	8,640,658
Estimated Percent of Collections	99%
Estimated Funds from Tax Levy	8,554,251

PROPOSED DISTRIBUTION OF ALL TAX COLLECTIONS

	<u>% of Total</u>	<u>Tax Rate</u>	<u>Collections</u>
General Fund	76.78%	0.583500	6,567,638.76
Interest & Sinking	23.22%	0.176500	1,986,612.24
Total	<u>100.00%</u>	<u>0.760000</u>	<u>8,554,251.00</u>

COMPARISON OF PREVIOUS YEARS TAX RATES

	<u>Fiscal Years</u>				
	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>
General Fund	0.607085	0.598029	0.599300	0.612852	0.583500
Interest & Sinking	0.132915	0.141971	0.140700	0.147148	0.176500
Total	<u>0.740000</u>	<u>0.740000</u>	<u>0.740000</u>	<u>0.760000</u>	<u>0.760000</u>

PROPERTY VALUE ANALYSIS

Tax Year	<u>Assessed Value</u>	<u>Percentage Increase</u>	<u>Amount Collected</u>	<u>Percentage Collected</u>
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%	\$8,467,715	98.00%
2010	\$1,067,456,541	-6.11%	\$0	0.00%



**ORDINANCE NO. 2010-41**

**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, 2010 AND ENDING ON SEPTEMBER 30, 2011; APPROPRIATING MONEY FOR THE VARIOUS FUNDS AND PURPOSES OF SUCH BUDGET INCLUDING APPROPRIATIONS OF MONEY TO PAY INTEREST AND PRINCIPAL SINKING FUND REQUIREMENTS ON ALL INDEBTEDNESS; PROVIDING A SAVINGS AND SEVERABILITY CLAUSE; REPEALING ALL ORDINANCES AND APPROPRIATIONS IN CONFLICT WITH THE PROVISIONS OF THIS ORDINANCE; AND ESTABLISHING AN EFFECTIVE DATE.**

**WHEREAS,** A budget for operating the municipal government of City of Copperas Cove for the fiscal year October 1, 2010, to September 30, 2011, 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 state law; and

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

**WHEREAS,** Said public hearing on the Proposed Budget has been held as required by City Charter and state law; and

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

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

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

**SECTION 1.**

That the City Council of the City of Copperas Cove ratifies, approves and adopts the budget as finally considered for the fiscal year of October 1, 2010, to September 30, 2011, 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 2010-2011 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.

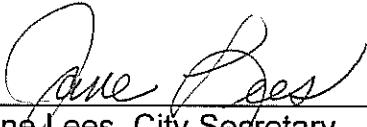
**SECTION 5.**

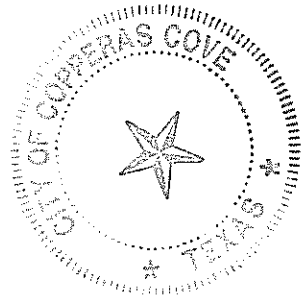
That this ordinance shall take effect and be in full force and effect from and after its passage and approval according to law.

**PASSED, APPROVED AND ADOPTED** this 7th day of September 2010, 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.

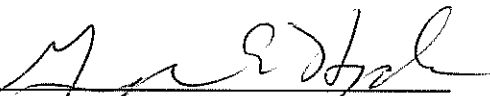
  
\_\_\_\_\_  
John Hull, Mayor

**ATTEST:**

  
\_\_\_\_\_  
Jane Lees, City Secretary



**APPROVED AS TO FORM:**

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

**ORDINANCE NO. 2010-46**

**AN ORDINANCE AMENDING ORDINANCE NO. 2010-40, ADOPTING THE TAX RATE AND LEVYING A TAX UPON ALL PROPERTY SUBJECT TO TAXATION WITHIN THE CITY OF COPPERAS COVE, TEXAS, FOR THE 2010 TAX YEAR FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF COPPERAS COVE FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2010 AND ENDING ON SEPTEMBER 30, 2011; 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 7, 2010; 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 2010.

**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 2010 be, and is hereby, set at 76.0000 cents on each one hundred dollars (\$100) of the taxable value of real and personal property not exempt from taxation by the constitution and laws of this state situated within the corporate limits of said City.

## SECTION 2.

That there is hereby levied for the tax year 2010 upon all real and personal property not exempt from taxation by the constitution and laws of this state situated within the corporate limits of said City, and there shall be collected for the use and support of the municipal government of the City of Copperas Cove, Texas, to provide sinking fund for the retirement of the bonded debt of said City and to provide for permanent improvements in said City, said tax; and said tax, so levied and collected, shall be apportioned to the specific purposes hereinafter set forth; to-wit:

- A. For the payment of current expenses and to be deposited in the general fund (for the purposes of maintenance and operations) 0.5835 cents on each one hundred dollars (\$100) of the taxable value of such property; and,
- B. To provide for sinking funds for the payment of the principal and interest and the retirement of the bonded debt, and the same shall become due as shall be necessary to pay the principal and interest of the current year as follows:

0.1765 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 (.023) PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY (\$16.17).

## 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.**

That monies collected pursuant to this Ordinance shall be expended as set forth in the City of Copperas Cove Annual Budget for FY 2010-2011.


**SECTION 7.**

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

**SECTION 8.**

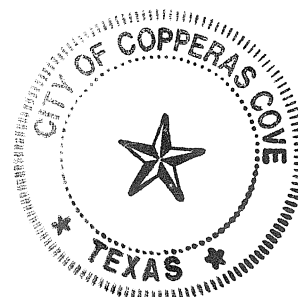
That this ordinance shall take effect and be in full force and effect from and after its passage and approval according to law.

**PASSED, APPROVED AND ADOPTED** this 23rd day of September 2010, 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.

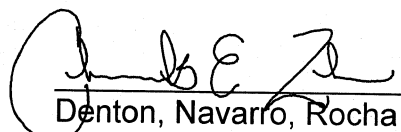
  
\_\_\_\_\_  
John Hull, Mayor

**ATTEST:**

  
\_\_\_\_\_  
Jane Lees, City Secretary



**APPROVED AS TO FORM:**

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



# General Fund



City Built for Family Living.

Pictured on Front of this Tab Page:

Top Picture: Jorge Oliveras, Animal Control Officer.

Bottom Picture: M.I.M.E.S. (Mentoring Industrious Minds & Educating Students) Camp, August 2010.



# 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 2011 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, Parks and Leisure Services, and Non-Departmental. Public Safety provides all emergency services to the citizens of Copperas Cove. City Administration includes departments such as City Council, City Manager, Finance, Legal and Human Resources. General Government departments usually are not revenue generating departments, but are considered to be vital functions to the City.

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

<b>REVENUES</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 ACTUAL</b>	<b>FY 2009 ACTUAL</b>	<b>FY 2010 PROJECTION</b>	<b>FY 2011 ADOPTED</b>
Property Taxes	5,517,550	6,223,780	6,866,735	6,796,824	6,822,742
Sales Taxes	2,181,953	2,368,200	2,355,799	2,500,000	2,600,000
Franchise Fees	1,281,485	1,282,287	1,318,681	1,312,230	1,308,000
Other Taxes	137,375	104,226	148,670	150,805	150,200
Licenses & Permits	218,578	220,202	171,361	221,980	227,680
Fines & Forfeitures	761,074	751,640	868,420	880,104	892,984
Charges for Service	740,008	805,329	887,869	867,328	878,635
Miscellaneous	508,954	483,727	411,360	307,222	328,990
Transfers	1,200,500	1,300,500	1,250,500	1,250,500	1,250,500
<b>TOTAL</b>	<b>12,547,477</b>	<b>13,539,891</b>	<b>14,279,395</b>	<b>14,286,993</b>	<b>14,459,731</b>
<b>EXPENDITURES</b>					
Salaries & Benefits	9,426,494	9,808,283	10,444,906	11,023,018	11,433,044
Supplies & Materials	424,118	497,550	409,601	526,416	614,339
Repairs & Maintenance	273,894	305,595	427,565	423,194	493,371
Contractual Services	1,045,040	1,242,742	1,311,233	1,512,501	1,581,178
Designated Expenditures	886,945	900,878	717,426	524,622	484,553
Capital Outlay	276,016	305,309	102,756	223,284	493,261
Transfers	59,200	154,518	165,237	239,174	342,782
<b>TOTAL</b>	<b>12,391,707</b>	<b>13,214,876</b>	<b>13,578,725</b>	<b>14,472,209</b>	<b>15,442,528</b>
Revenues Over/(Under)					
Expenditures	155,770	325,016	700,670	(185,216)	(982,797)
<b>TOTAL</b>	<b>12,547,477</b>	<b>13,539,891</b>	<b>14,279,395</b>	<b>14,286,993</b>	<b>14,459,731</b>

**CITY OF COPPERAS COVE, TEXAS  
FISCAL YEAR 2010-11 ADOPTED BUDGET  
GENERAL FUND  
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2008-09	Budget* FY 2009-10	Projected FY 2009-10	Adopted FY 2010-11
<b>BEGINNING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 3,259,675	\$ 3,292,395	\$ 4,037,422	\$ 3,725,957
Prior Yr Enc Voided in Current Yr	125	-	-	-
Prior Period Adjustment	76,952	-	(126,249)	-
Unreserved, Designated	1,000,000	1,000,000	1,000,000	1,000,000
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>\$ 4,336,752</b>	<b>\$ 4,292,395</b>	<b>\$ 4,911,173</b>	<b>\$ 4,725,957</b>
<b>REVENUES:</b>				
Taxes	\$ 10,689,885	\$ 10,879,365	\$ 10,759,859	\$ 10,880,942
Permits & Licenses	171,361	180,870	221,980	227,680
Charges for Services	887,869	898,510	867,328	878,635
Fines	868,420	919,398	880,104	892,984
Administrative Reimbursements	1,250,500	1,250,500	1,250,500	1,250,500
Miscellaneous Revenue	411,361	367,882	307,222	328,990
<b>TOTAL REVENUES</b>	<b>\$ 14,279,395</b>	<b>\$ 14,496,525</b>	<b>\$ 14,286,993</b>	<b>\$ 14,459,731</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>\$ 18,616,147</b>	<b>\$ 18,788,920</b>	<b>\$ 19,198,166</b>	<b>\$ 19,185,688</b>
<b>EXPENDITURES:</b>				
City Council (21)	\$ 24,177	\$ 41,399	\$ 41,158	\$ 47,920
City Manager (22)	256,939	288,542	278,360	259,891
City Secretary (23)	165,440	173,712	178,404	166,819
City Attorney (24)	218,056	92,922	91,929	83,256
Finance (31)	621,029	715,340	698,898	785,049
Human Resources (34)	236,631	311,666	309,699	274,268
Public Affairs Office (4250)	108,657	122,263	104,861	-
Information Systems (35)	238,778	247,899	221,154	275,596
Municipal Court (41)	320,035	442,634	434,656	424,738
Police (42)	4,197,936	4,787,144	4,722,354	5,001,204
Animal Control (43)	205,542	234,331	226,791	247,072
Fire/EMS (44)	3,103,956	3,302,101	3,125,000	3,347,568
Emergency Management (4420)	3,526	7,359	4,692	5,548
Engineering (51)	147,911	191,554	152,929	149,043
Street (53)	682,797	767,337	654,846	591,179
Fleet Services (55)	245,785	269,053	253,669	241,369
Facility Maintenance (57)	101,294	105,730	102,273	68,956
Planning (61)	164,239	102,717	102,651	91,456
Building Development (52)	237,846	244,748	223,725	239,408
Code & Health Compliance (72)	186,836	218,150	193,079	227,146
Parks and Recreation (54)	984,070	1,077,549	988,166	1,094,698
Library (71)	478,059	557,032	483,273	541,918
Non-Departmental (75)	546,426	664,805	632,958	741,555
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$ 13,475,969</b>	<b>\$ 14,965,987</b>	<b>\$ 14,225,525</b>	<b>\$ 14,905,657</b>
<b>OTHER EXPENDITURES:</b>				
Capital Outlay	\$ 102,756	\$ 33,025	\$ 82,711	\$ 170,694
Capital Lease Payments	-	-	140,573	58,517
Capital Improvement Projects	-	114,050	-	264,050
Transfers Out	-	-	23,400	43,610
<b>TOTAL OTHER EXPENDITURES</b>	<b>\$ 102,756</b>	<b>\$ 147,075</b>	<b>\$ 246,684</b>	<b>\$ 536,871</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 13,578,725</b>	<b>\$ 15,113,062</b>	<b>\$ 14,472,209</b>	<b>\$ 15,442,528</b>
<b>ENDING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 4,037,422	\$ 2,675,858	\$ 3,725,957	\$ 2,743,160
Unreserved, Designated	1,000,000	1,000,000	1,000,000	1,000,000
<b>TOTAL ENDING FUND BALANCE</b>	<b>\$ 5,037,422</b>	<b>\$ 3,675,858</b>	<b>\$ 4,725,957</b>	<b>\$ 3,743,160</b>
<b>IDEAL FUND BALANCE</b>	<b>\$ 3,368,992</b>	<b>\$ 3,741,497</b>	<b>\$ 3,556,381</b>	<b>\$ 3,726,414</b>
<b>OVER (UNDER) IDEAL FUND BALANCE</b>	<b>\$ 1,668,430</b>	<b>\$ (65,639)</b>	<b>\$ 1,169,576</b>	<b>\$ 16,746</b>

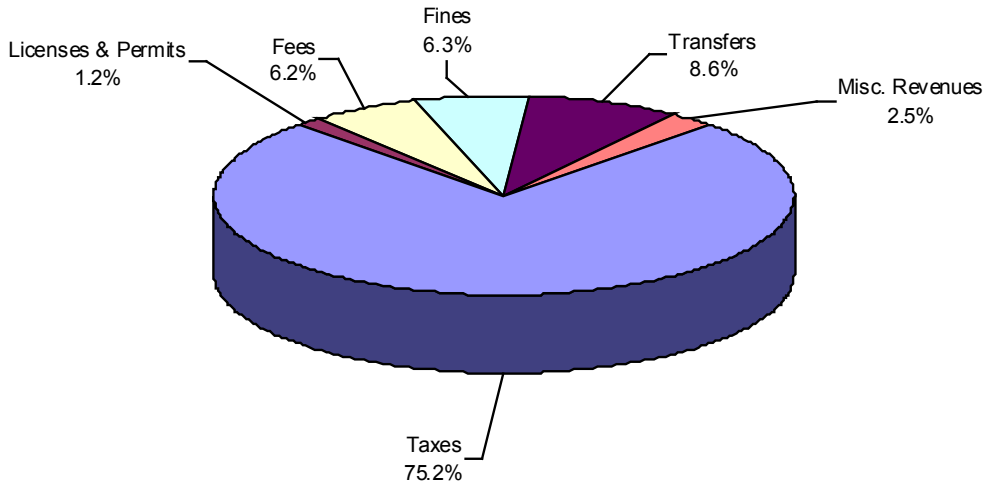
\* Includes budget amendments that were approved by City Council on 10/13/09, 11/03/09, 03/02/10, 06/15/2010 and 11/02/10.

# City of Copperas Cove, Texas

## General Fund

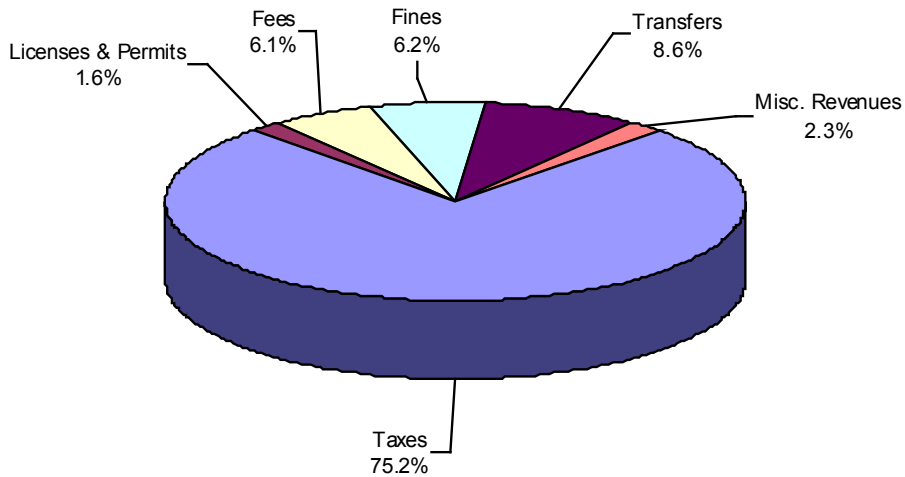
### Comparison of Fiscal Years 2009-10 and 2010-11 Budgeted Revenues By Source

**Fiscal Year 2009-10 Budgeted Revenues**



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

**Fiscal Year 2010-11 Budgeted Revenues**



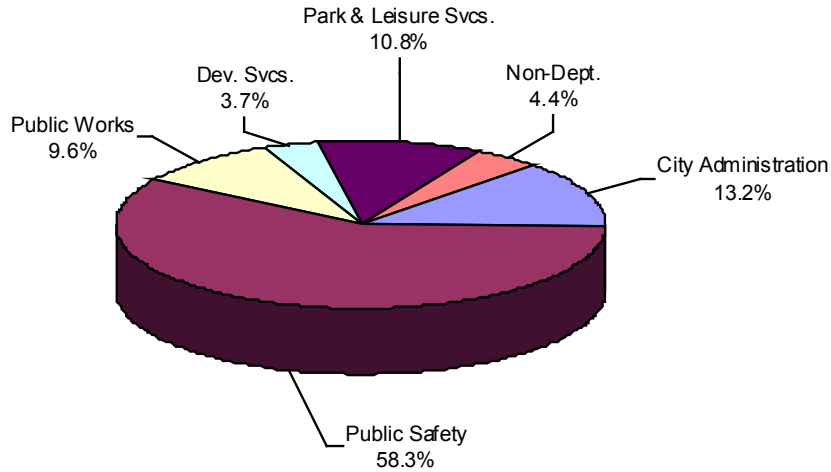
Total Budgeted Revenues for Fiscal Year 2010-11 are **\$14,459,731**

# City of Copperas Cove, Texas

## General Fund

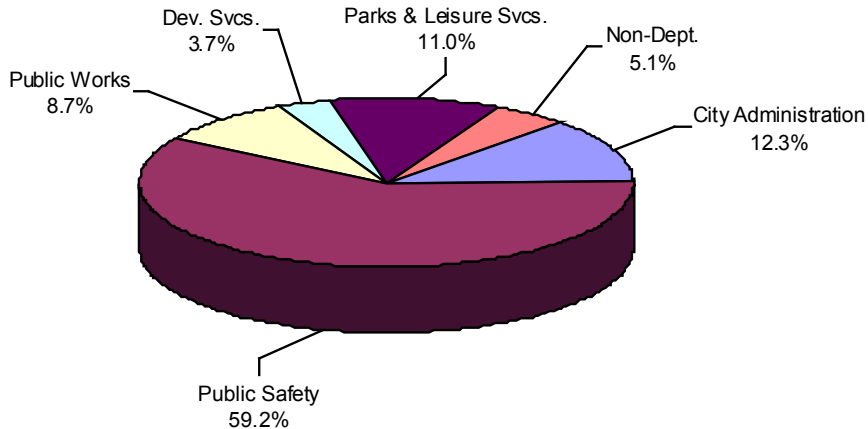
### Comparison of Fiscal Years 2009-10 and 2010-11 Budgeted Expenditures By Function

**Fiscal Year 2009-10 Budgeted Expenditures**



Total Budgeted Expenditures for Fiscal Year 2009-10 are [\\$15,113,062](#)

**Fiscal Year 2010-11 Budgeted Expenditures**



Total Budgeted Expenditures for Fiscal Year 2010-11 are [\\$15,442,528](#)

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

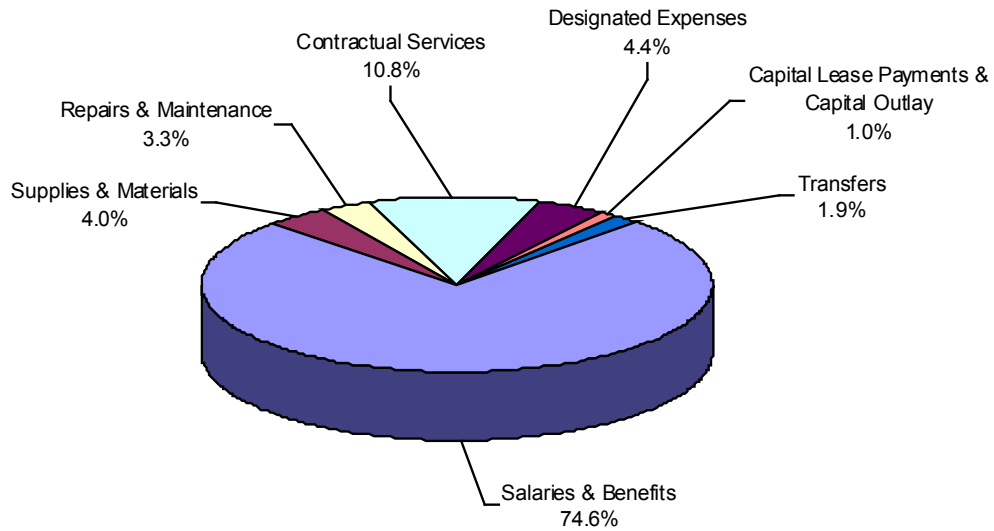
Note: This table demonstrates the various departments included in each function on which the above graphs are based. The graphs above are illustrated by function and do not depict the organizational structure of the city.

# City of Copperas Cove, Texas

## General Fund

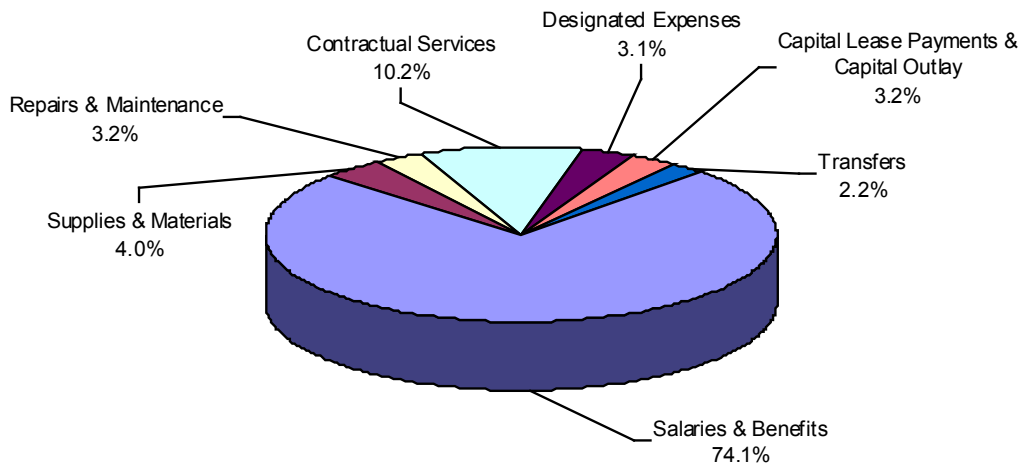
### Comparison of Fiscal Years 2009-10 and 2010-11 Budgeted Expenditures By Object

#### Fiscal Year 2009-10 Budgeted Expenditures



Total Budgeted Expenditures for Fiscal Year 2009-10 are [\\$15,113,062](#)

#### Fiscal Year 2010-11 Budgeted Expenditures



Total Budgeted Expenditures for Fiscal Year 2010-11 are [\\$15,442,528](#)

**CITY OF COPPERAS COVE, TEXAS  
GENERAL FUND REVENUES  
FISCAL YEAR 2010-11**

<b>Account</b>	<b>Description</b>	<b>Actual 2008-09</b>	<b>Budget* 2009-10</b>	<b>Projected 2009-10</b>	<b>Adopted 2010-11</b>
01-310-1001	Current Ad Valorem Taxes	\$ 6,741,026	\$ 6,863,764	\$ 6,683,764	\$ 6,717,742
01-310-1002	Delinquent Ad Valorem Taxes	67,073	65,000	60,000	55,000
01-310-1003	Penalty & Interest	58,636	58,000	53,060	50,000
01-310-1004	Sales Tax	2,355,799	2,500,000	2,500,000	2,600,000
01-310-1005.1	Franchise Tax-Telephone	50,281	38,000	53,094	53,000
01-310-1005.2	Franchise Tax-Cable	323,398	320,000	333,500	335,000
01-310-1005.3	Franchise Tax-Electric	765,461	750,000	780,636	775,000
01-310-1005.4	Franchise Tax-Gas	140,901	140,901	145,000	145,000
01-310-1006	TXU Settlement	38,640	-	-	-
01-310-1007	Mixed Drink Tax	14,132	13,500	15,480	15,000
01-310-1008	Bingo Tax	134,439	130,000	135,000	135,000
01-310-1012	Used Oil-H&H Waste Oil	99	200	325	200
<b>Subtotal Taxes</b>		<b>\$ 10,689,885</b>	<b>\$ 10,879,365</b>	<b>\$ 10,759,859</b>	<b>\$ 10,880,942</b>
01-320-2002	License-Bicycle	\$ 10	\$ 100	\$ 10	\$ 10
01-320-2003	License-Contractors	32,755	32,000	32,000	32,000
01-320-2004	License-Animal	6,159	5,200	5,200	5,400
01-320-2006	Permits-Building	44,436	50,000	77,500	77,500
01-320-2007	Permits-House Moving	175	100	-	-
01-320-2008	Permits-Street Cuts	15,576	12,000	7,000	10,000
01-320-2009	Permits-Electrical	12,045	12,000	17,500	16,500
01-320-2010	Permits-Solicitors	3,515	3,200	3,200	3,200
01-320-2011	Permits-Natural Gas Lines	1,375	2,000	1,500	1,500
01-320-2012	Permits-Garage Sales	8,560	7,000	7,000	7,000
01-320-2013	Permits-Plumbing	27,270	25,000	36,500	36,500
01-320-2014	Permits-Mechanical	9,401	10,000	21,500	21,500
01-320-2015	License-Taxicabs	360	360	360	360
01-320-2017	License-Vicious/Dangerous Animal	900	1,500	1,500	1,500
01-320-2021	Permits-Car Washes	585	500	500	500
01-320-2022	Permits-Signs	985	1,500	1,500	1,500
01-320-2023	Permits-Swimming Pools	470	800	800	800
01-320-2026	License-Wrecker	510	510	510	510
01-320-2027	Permit-Certificate of Occupancy	1,680	2,000	2,100	3,000
01-320-2030	Permits-Alarms	3,100	5,500	4,000	4,000
01-320-2031	False Alarm Penalties	1,150	1,200	800	1,200
01-320-2032	Permits-Alcohol License	270	450	300	300
01-320-2034	Permits-Burn Permits	15	950	700	900
01-320-2049	Permits-Miscellaneous	60	-	-	-
01-320-3024	Permits-Well/Gas Drilling	-	7,000	-	2,000
<b>Subtotal Permits and Licenses</b>		<b>\$ 171,361</b>	<b>\$ 180,870</b>	<b>\$ 221,980</b>	<b>\$ 227,680</b>
01-340-3001	Swimming Pool Receipts	\$ 38,083	\$ 52,800	\$ 40,000	\$ 40,500
01-340-3002	Community Building Rental	20,670	22,400	18,000	22,000
01-340-3004	Miscellaneous Library Receipts	12,870	12,000	14,000	14,000
01-340-3005	Animal Shelter Fees	30,980	36,000	33,000	34,750
01-340-3006	Ambulance Fee Revenue	688,137	680,600	650,000	655,000
01-340-3007	Notary Fee Revenue	-	-	-	-
01-340-3008	Copy Machine	3,788	4,000	4,000	4,000
01-340-3009	Mowing/Mowing Liens Revenue	14,899	11,500	17,000	17,500
01-340-3010	Sale of City Maps	328	320	20	100
01-340-3012	Service Charge-NSF Checks	10,525	9,500	8,000	8,000
01-340-3013	Plat Filing Fee Revenue	4,132	3,950	4,686	5,100
01-340-3014	Permits-Land Disturbance	-	175	-	35
01-340-3015	RV Park Fees	12,505	13,500	17,500	18,000
01-340-3016	Permits-Floodplain Development	-	105	-	-
01-340-3017	Deed Approval Application Fee	-	70	-	-
01-340-3019	Police Overtime Reimbursement	20,919	17,000	18,000	17,000
01-340-3020	Police Restitution Revenue	1,083	1,400	3,295	3,000
01-340-3021	Festival Reimbursements	13,764	15,000	15,000	15,000
01-340-3022	Special Events Seniors	2,320	2,000	2,000	2,000
01-340-3023	Library Meeting Room Rental	1,600	3,280	3,600	3,600
01-340-3024	Open Records Revenue	876	500	275	275
01-340-3026	Fax Machine Fees	119	-	2	-

\* Includes budget amendments that were approved by City Council on 10/13/09, 11/03/09, 03/02/10, 06/15/10 and 11/02/10.

**CITY OF COPPERAS COVE, TEXAS  
GENERAL FUND REVENUES  
FISCAL YEAR 2010-11**

<b>Account</b>	<b>Description</b>	<b>Actual 2008-09</b>	<b>Budget* 2009-10</b>	<b>Projected 2009-10</b>	<b>Adopted 2010-11</b>
01-340-3027	Pool Rental Revenue	5,620	4,000	5,600	5,600
01-340-3030	Micro Chip of Animals Revenue	1,371	2,000	1,500	1,500
01-340-3031	Re-Inspection Fees	1,375	1,260	8,700	8,500
01-340-3032	Fire Related Response Revenue	-	-	-	-
01-340-3033	Animal Tranquilization Fee	260	350	350	350
01-340-3034	Disposal of Farm Animals	-	125	-	125
01-340-3035	Fire Inspection Fees	305	2,375	1,000	1,000
01-340-3036	Fire Testing Fees	300	500	300	200
01-350-4105	Rezone Request Fees	600	1,000	1,200	1,000
01-350-4110	Variance Request Fees	440	800	300	500
<b>Subtotal Fees</b>		<b>\$ 887,869</b>	<b>\$ 898,510</b>	<b>\$ 867,328</b>	<b>\$ 878,635</b>
01-350-4001	Municipal Court Fines	\$ 157,920	\$ 125,000	\$ 305,000	\$ 310,000
01-350-4002	Traffic Violation Fines	340,839	412,000	225,000	225,000
01-350-4003	Library Fines	14,688	16,000	15,475	16,000
01-350-4004	Arrest Warrant Fees	110,312	123,600	99,000	102,000
01-350-4005	Child Safety Funds	10,708	13,000	6,100	6,500
01-350-4006	City's % of State Court Fees	71,974	67,800	65,000	67,000
01-350-4007	HB 70 Fees	13,712	14,420	14,420	15,000
01-350-4010	Arresting Officer Fees	29,173	28,840	31,000	32,000
01-350-4011	Civil Justice Fee	-	-	25	-
01-350-4042	CCISD Liaison Funding	106,584	106,584	106,584	106,584
01-350-4101	Admin Fee-Teen Court	910	824	1,000	900
01-350-4102	Admin Fee-Defensive Driving	11,600	11,330	11,500	12,000
<b>Subtotal Fines</b>		<b>\$ 868,420</b>	<b>\$ 919,398</b>	<b>\$ 880,104</b>	<b>\$ 892,984</b>
01-360-5001	Admin. Reimb.-W/S Fund	\$ 742,500	\$ 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
<b>Subtotal Intergovernmental</b>		<b>\$ 1,250,500</b>	<b>\$ 1,250,500</b>	<b>\$ 1,250,500</b>	<b>\$ 1,250,500</b>
01-360-5007	Transfer from Other Funds	\$ 9,941	\$ -	\$ -	\$ -
01-370-6001	Interest Revenue	42,887	50,000	12,000	15,000
01-390-6002	Rental Income	19,008	19,000	15,000	15,000
01-390-6005	Miscellaneous Revenues	179,135	130,000	130,000	130,000
01-390-6006	Insurance Proceeds	2,139	1,000	-	-
01-390-6007	Cash Over/(Short)	111	(100)	200	200
01-390-6008	Credit Bureau Collection Fees	-	-	24	-
01-390-6009	Food Workers' Registration	12,830	15,000	10,000	10,000
01-390-6010	Food Establishment Licenses	10,653	11,000	11,000	10,000
01-390-6012	Police Misc. Revenues	3,543	3,500	3,500	3,500
01-390-6016	Street Sign revenue	2,980	1,500	1,000	1,000
01-390-6031	Maint/Landscaping Revenue-HR Bldg	3,600	4,800	6,000	4,812
01-390-6032	County Mutual Aid Revenue	59,415	59,400	45,998	48,478
01-390-6033	Bell County Fire Runs Revenue	4,782	4,782	4,000	4,000
01-390-6034	County EMS Revenue	40,000	60,000	60,000	80,000
01-390-6035	Tax Abatement Application Fee	-	-	1,500	-
01-392-1001	Auction Proceeds	20,337	8,000	7,000	7,000
<b>Subtotal Miscellaneous Revenue</b>		<b>\$ 411,360</b>	<b>\$ 367,882</b>	<b>\$ 307,222</b>	<b>\$ 328,990</b>
<b>Total General Fund Revenues</b>		<b>\$ 14,279,395</b>	<b>\$ 14,496,525</b>	<b>\$ 14,286,993</b>	<b>\$ 14,459,731</b>

\* Includes budget amendments that were approved by City Council on 10/13/09, 11/03/09, 03/02/10, 06/15/10 and 11/02/10.



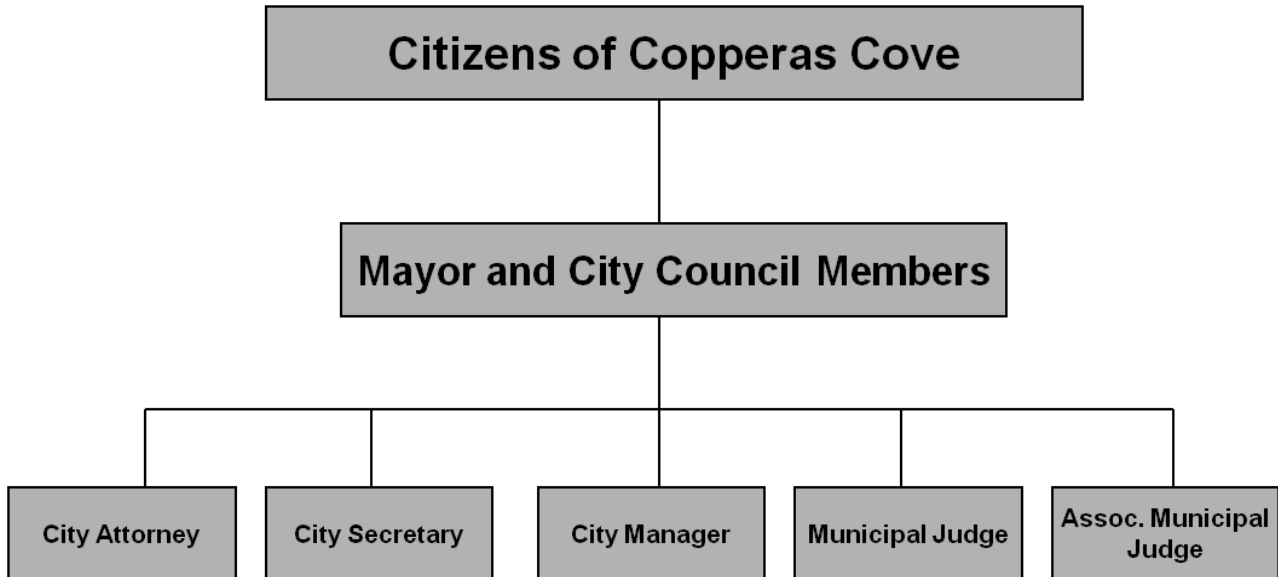
# CITY COUNCIL



**Left to Right:**

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

**Back Row:** Jim Schmitz; Charlie D. Youngs; Danny Palmer; Kenn Smith; Gary L. Kent.



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

7 Council Members and a Mayor

# **CITY COUNCIL**

## **PROGRAM DESCRIPTION**

The City Council for the City of Copperas Cove consists of the Mayor and seven Council Members, all elected at large. The City Council is the policy making body for the City under the Council-Manager form of government.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Monitor progress toward achieving the City's top ten goals and make decisions that facilitate that progress.
- Monitor and ensure the financial integrity of the City is maintained through policy decisions.
- Measure the effectiveness and efficiency of ongoing municipal services through the annual operating and capital improvement budget processes.

## **ACHIEVEMENTS FOR FISCAL YEAR 2010**

- Adopted the FY 2010-11 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.
- Adopted a Capital Improvement Plan (CIP) for FY 2010-2014.
- Accepted petition for annexation from Lampasas ISD and approved annexation for Taylor Creek Elementary School to be constructed.
- Established a Land Disturbance Ordinance and Drainage Criteria Manual Review Committee and adopted the proposed ordinance and manual.
- Adopted Tax Abatement Guidelines.
- Designated Reinvestment Zone No. 2.
- Authorized a land purchase agreement for Fire Station #2 relocation project and annexed the purchased property.
- Authorized a construction contract for Lutheran Church Road street/drainage improvements project.
- Authorized an Advance Funding Agreement with TxDOT for voluntary utility relocation for the SE Bypass (Reliever Route) project.
- Authorized a contract for the construction of Phase I of the NE Sewer Line project.
- Approved Charter Committee recommendations for proposed changes to be on the May 2010 ballot for voter consideration.
- Approved a franchise agreement with Atmos Energy Corporation to construct, maintain and operate pipelines in the City through 2024.
- Authorized an agreement with KBR for utility relocation associated with State Highway 9 (NE Bypass) project.
- Approved construction contract for South 25<sup>th</sup> Street Drainage project.
- Authorized a contract to conduct a "Parks Needs Assessment."
- Issued Limited Tax Notes Series 2010 in the amount of \$4,050,000.
- Issued General Obligation bonds Series 2010 in the amount of \$4,685,000.
- Approved a City Travel Policy to be added to the Code of Ordinances, Chapter 2.
- Accepted a petition for annexation and annexed 155.8906 acres from the Copperas Cove EDC.

## **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."
- Conduct Regular Meetings and Workshop of the City as required by the City Charter.

## **GOALS FOR FISCAL YEAR 2011**

- Pursue those priorities established for the current fiscal year.
- Complete Council portion of the Strategic Management Plan.
- Approve revisions to Chapter 3 of the Code of Ordinances.
- Review and approve revisions to Chapter 20 of the Code of Ordinances.
- Review and adopt the FY 2012 Budget and Plan of Municipal Services.
- Review and adopt the FY 2012 Capital Improvement Plan.
- Participate in the annual Council/Staff Retreat.

**CITY COUNCIL**

01-2100

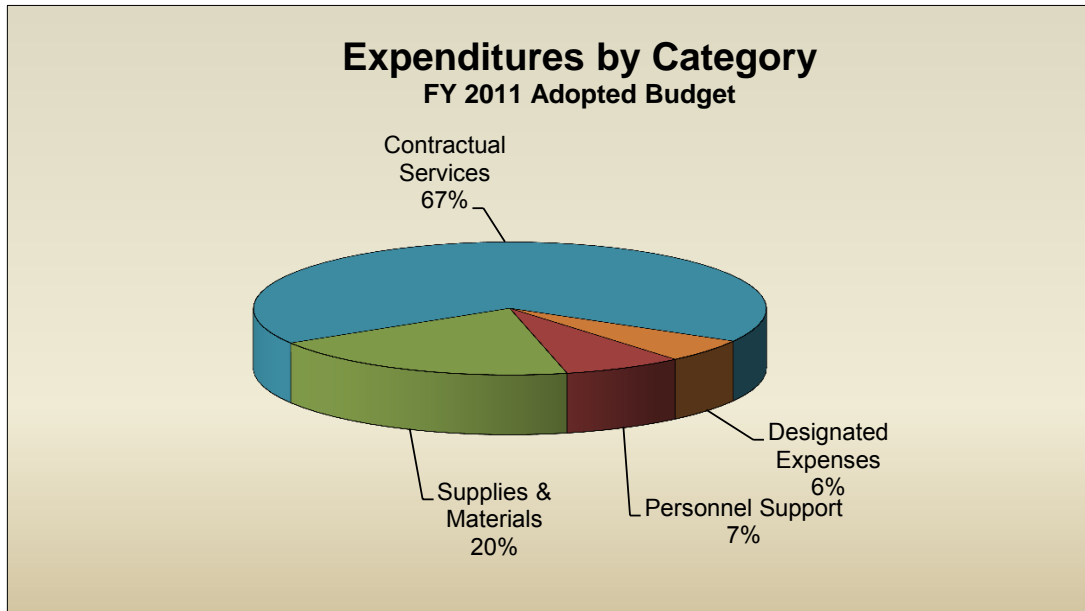
**EXPENDITURE SUMMARY**

<b>CITY COUNCIL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Salaries & Benefits	-	-	-	-
Personnel Support	2,336	2,921	3,500	3,610
Supplies & Materials	2,609	3,339	3,165	9,506
Repairs & Maintenance	-	-	-	-
Contractual Services	19,032	32,415	32,001	32,085
Designated Expenses	200	2,724	2,492	2,719
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>24,177</b>	<b>41,399</b>	<b>41,158</b>	<b>47,920</b>

**HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\***

*Increases:*

- Supplies & Materials: Include \$4,453 increase for public relations' events and the Council Retreat; these events were previously funded in the Public Information Office (department was deleted in FY 2011); also include increases for printing costs, signage for Council Chambers and 1/3 cost of a shared printer with City Manager & City Secretary offices.



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

**CITY COUNCIL**

01-2100

	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
<b>STAFFING LEVEL</b>				
Council Member Position No. 1	1	1	1	1
Council Member Position No. 2	1	1	1	1
Council Member Position No. 3	1	1	1	1
Council Member Position No. 4	1	1	1	1
Council Member Position No. 5	1	1	1	1
Council Member Position No. 6	1	1	1	1
Council Member Position No. 7	1	1	1	1
Mayor	1	1	1	1
<b>DIVISION TOTAL</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

PERFORMANCE MEASURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Projection	FY 2011 Target
<b>OUTPUTS</b>				
# of Regular City Council Meetings	17	23	23	23
# of Ordinances / Resolutions Passed	117	100	104	105
# of Special Meetings	15	15	14	15
<b>EFFICIENCIES</b>				
Adopt a Strategic Plan that is Aligned with City Council Goals	No	Yes	No	Yes
Adopt a Five-Year Capital Improvement Plan that is Aligned with City Council Goals	Yes	Yes	Yes	Yes
<b>EFFECTIVENESS</b>				
Citizens Overall Satisfaction (Good to Excellent)	*	*	*	*

\* 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.

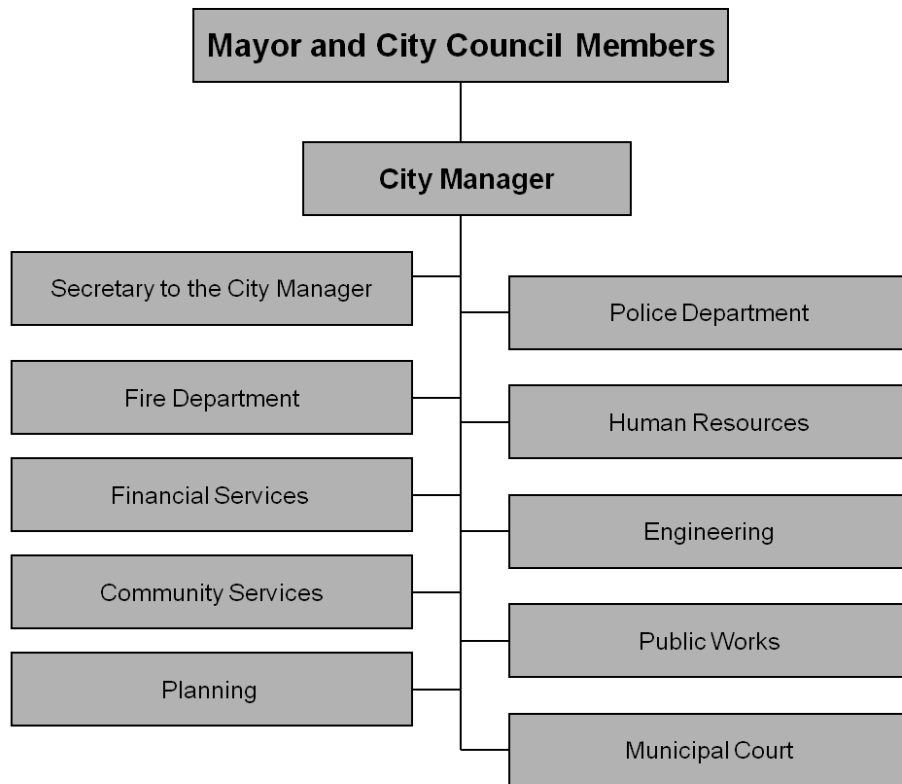
# CITY MANAGER



Andrea M. Gardner (City Manager).



Lisa Wilson (Secretary to the City Manager).



*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.*

2 Full Time Employees

# **CITY MANAGER**

## **PROGRAM DESCRIPTION**

The City Manager's office is directly responsible for seven (7) divisions and the various operations. 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 2010**

- Developed annual Budget and Plan of Municipal Services.
- Conducted the 2010 Annual Council/Staff Retreat.
- Submitted appropriations request to Federal Elected Officials for 2011.
- Combined the Monthly Employee Newsletter with the City Quarterly Newsletter into one on-line Newsletter provided on a quarterly basis.
- Facilitated the reconstruction and drainage improvements of Lutheran Church Road.
- Facilitated the construction of the Northeast Sewer Line project.
- Implemented and hosted Monthly Public Meetings.
- Delivered the 3rd Annual State of the City Address.
- Facilitated the preparation & distribution of the 3rd Annual Report of the City.
- Facilitated the design and implementation of the Meet the City Event.
- Delivered Council Orientation for "New" Council Members.
- Facilitated updating and amending the City's Five Year Capital Improvement Plan.
- Facilitated the construction of drainage improvements along 25<sup>th</sup> Street.
- Facilitated the construction of water line improvements along 9<sup>th</sup>, 11<sup>th</sup>, 13<sup>th</sup> and 15<sup>th</sup> Streets.
- Facilitated the completion of the Police Station project.
- Facilitated the land purchase for the Fire Station 2 Relocation project.

## **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.
- Deliver the Annual State of the City Address.
- Facilitate the development of the Meet the City Event.

## **GOALS FOR FISCAL YEAR 2011**

- Secure additional State and/or Federal appropriations for transportation projects.
- Improve the Holiday Tree Lighting Event.
- Facilitate the reconstruction of Avenue F.
- Facilitate the construction of the Northeast Water Line project for economic development opportunities.
- Facilitate the design of the Relocation of Fire Station 2 project.
- Facilitate the implementation of Capital Improvements software tracking.
- Facilitate the submission of the 2012 Community Development Block Grant Application to the Department of Rural Affairs.

## CITY MANAGER

01-2200

### EXPENDITURE SUMMARY

CITY MANAGER	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	233,374	263,533	253,715	230,225
Personnel Support	11,228	11,000	11,000	11,000
Supplies & Materials	2,047	1,521	1,267	2,650
Repairs & Maintenance	371	419	415	403
Contractual Services	8,613	11,049	11,035	14,601
Designated Expenses	1,307	1,020	928	1,012
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>256,939</b>	<b>288,542</b>	<b>278,360</b>	<b>259,891</b>

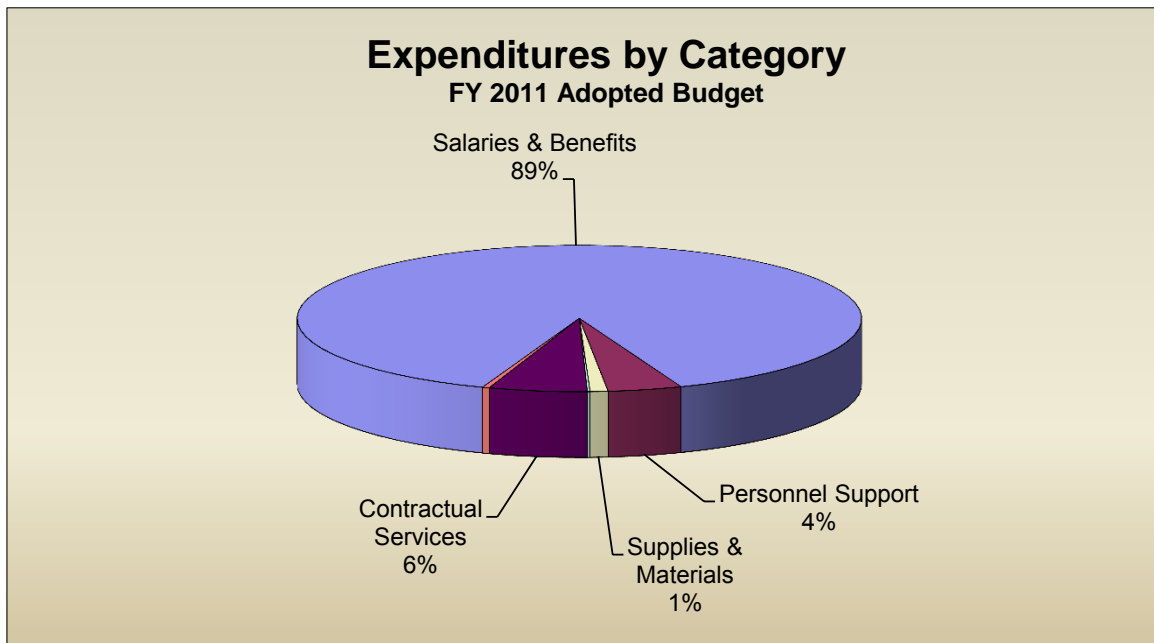
#### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Supplies & Materials: Increase for document scanner & software, and 1/3 cost of sharing a printer with City Council and City Secretary's office.
- Contractual Services: Increase for 1/3 cost of sharing a copier with City Attorney and City Secretary office.

*Decreases*

- Salaries & Benefits: The Assistant to the City Manager position was deleted; include a 1.5 percent COLA increase.



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

## CITY MANAGER

01-2200

<b>STAFFING LEVEL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
City Manager	1	1	1	1
Secretary to the City Manager	1	1	1	1
Management Analyst / Risk Manager**	1	0	0	0
Assistant to the City Manager	1	1	1	0
<b>DIVISION TOTAL</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>2</b>

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

<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b><i>OUTPUTS</i></b>				
Developer Meetings Hosted	1	2	1	1
Council Meetings / Workshops Attended	61	62	56	63
Public Meetings Hosted	11	13	10	4
<b><i>EFFICIENCIES</i></b>				
Operating Budget (General Fund) \$ per Capita	\$449.38	\$499.29	\$474.37	\$497.05
Full-Time Employees per 1,000 Population	10.20	10.10	10.00	9.97
<b><i>EFFECTIVENESS</i></b>				
Citizens Overall Satisfaction (Good to Excellent)	*	*	*	*

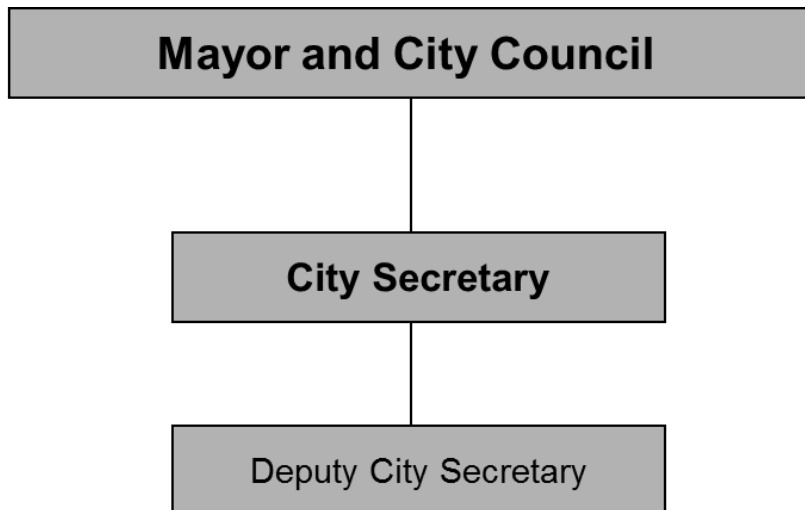
\* City staff is working on an online survey to be implemented in future years per Council direction. A mailout survey was last conducted in late 2007.



# CITY SECRETARY



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



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

2 Full Time Employees

# **CITY SECRETARY**

## **PROGRAM DESCRIPTION**

The City Secretary's office is committed to professionalism, efficiency and a high work ethic. The office is responsible for recording and maintaining all city records, to include city council minutes, agendas, ordinances, resolutions, deeds, contracts, and 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**

- Timely publication and codification of ordinances.
- Timely completion of council meeting minutes.
- Timely processing of all Open Records Requests in accordance with State laws.
- Conduct municipal election(s).
- Maintain all City records in accordance with State laws.

## **ACHIEVEMENTS FOR FISCAL YEAR 2010**

- Trained and implemented a City-wide agenda preparation software (AgendaQuick) program.
- Conducted two municipal elections in accordance with Texas Election Law statutes.
- Ensured compliance of operating budgets for City Secretary and City Council Departments.
- Prepared three supplements for the City of Copperas Cove Code of Ordinances.
- Assisted with Planning & Zoning/Board of Adjustment agenda postings and minutes.
- Coordinated one Entities Summit meeting and assisted with one Builder/Developer Luncheon.
- Completed first full year using Freedom of Information Act (FOIA) software system to process Open Records Requests.

## **CONTINUING OBJECTIVES**

- Maintain the integrity of City records stored in accordance with State law and complete legal destruction of scheduled municipal records.
- Process and maintain all ordinances, resolutions, minutes, contracts and all other official documents in an efficient manner.
- Process and maintain all Open Records requests in a timely manner through the FOIA software system.
- Administer City elections in accordance with State law.
- Monitor all expenditures of the City Secretary and City Council budgets.
- Maintain a professional and cooperative relationship with citizens, City Council and City staff.
- Attend seminars and conferences to enhance knowledge of municipal laws and procedural changes.
- Represent the City at various social and professional events.

## **GOALS FOR FISCAL YEAR 2011**

- Successfully conduct two elections for the City in accordance with Texas Election Law statutes.
- Implement an electronic records system for records storage that complies with State law.
- Use AgendaQuick tracker software to maintain member information for City Boards & Committees and lien information, as well as assist in setup for tracking City easements and grant information.
- City Secretary to attend three seminars to continue re-certification process to maintain Texas Registered Municipal Clerk (TRMC) certification status with the Texas Municipal Clerks Association.
- Deputy City Secretary to take two required exams and one required seminar towards completion of a Texas Registered Municipal Clerk (TRMC) certification with the Texas Municipal Clerks Association.

# CITY SECRETARY

01-2300

## EXPENDITURE SUMMARY

CITY SECRETARY	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	107,802	113,542	114,787	120,629
Personnel Support	-	-	-	-
Supplies & Materials	636	2,054	1,244	3,267
Repairs & Maintenance	92	123	122	176
Contractual Services	5,915	7,585	7,694	6,503
Designated Expenses	50,995	50,408	54,557	36,244
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>165,440</b>	<b>173,712</b>	<b>178,404</b>	<b>166,819</b>

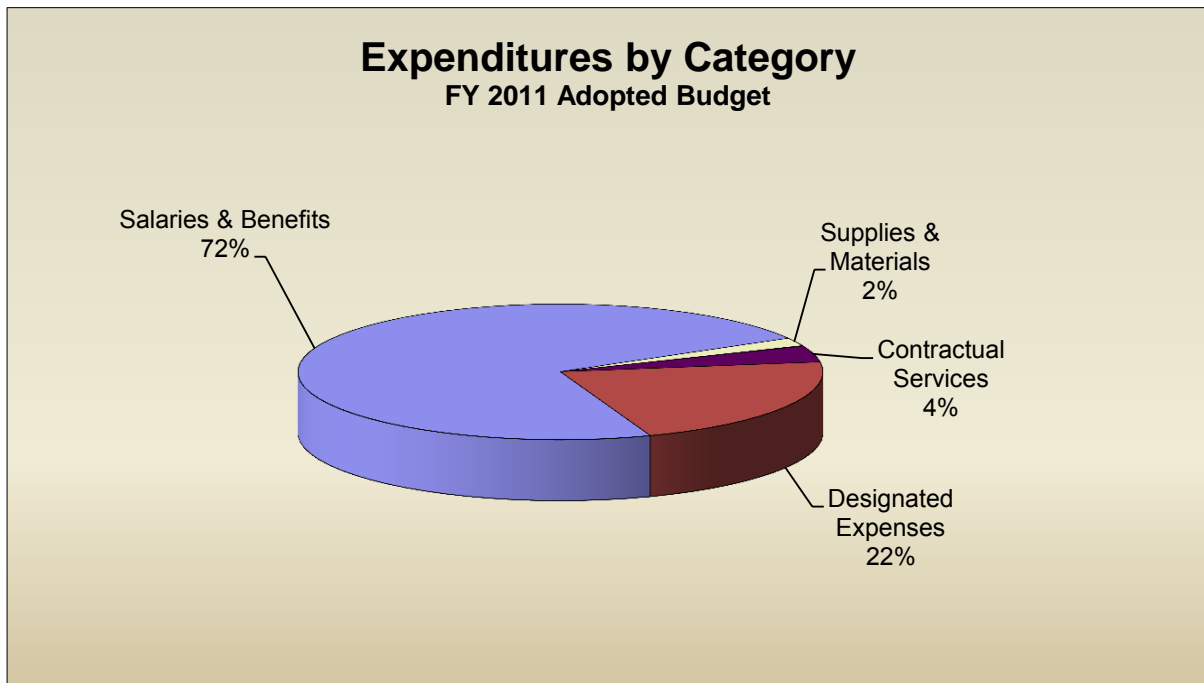
### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Salaries & Benefits: Include a 1.5 percent COLA increase.
- Supplies & Materials: Include increase for 1/3 cost of sharing a printer with City Council and City Manager's office.

*Decreases:*

- Designated Expenses: Election expense was reduced by \$23,975; in FY 2011 anticipating a May 2011 General election and a June 2011 Runoff election.



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

## CITY SECRETARY

01-2300

STAFFING LEVEL	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
City Secretary	1	1	1	1
Deputy City Secretary	1	1	1	1
<b>DIVISION TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

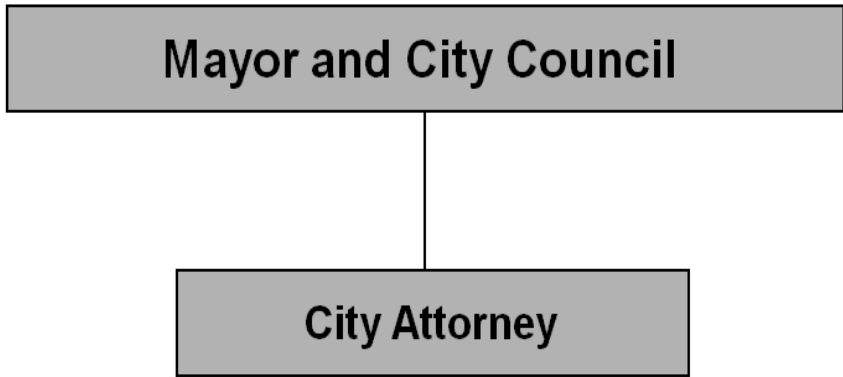
PERFORMANCE MEASURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Projection	FY 2011 Target
<b><i>OUTPUTS</i></b>				
Council Meetings Organized / Records Maintained	17	23	23	23
Workshops Organized / Records Maintained	29	27	19	25
Special Meetings Organized / Records Maintained	15	12	14	15
Elections Conducted	4	2	2	2
<b><i>EFFICIENCIES</i></b>				
Average Cost per Council Meeting / Workshop for Record Management	\$3,596.53	\$3,474.24	\$4,247.71	\$3,475.40
<b><i>EFFECTIVENESS</i></b>				
% of Time Council Minutes are Completed for Approval at the next Regular Council Meeting	100.0%	90.0%	100.0%	90.0%
% of Time Adopted Ordinance Titles are Published within 15 Days of Passage*	31.0%	50.0%	90.0%	90.0%

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

# CITY ATTORNEY



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



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

1 Contract Position

# **CITY ATTORNEY**

## **PROGRAM DESCRIPTION**

The City Attorney is responsible for the delivery of all legal services for the City Council and City administrative staff. The City Attorney is required to be licensed to practice law in the State of Texas and be a member in good standing 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 2010**

- Provided Council and Staff with legal opinions and interpretations.
- Reviewed the Sign 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.
- Provided legal assistance to the Charter Review Committee.
- Provided legal guidance to Animal Control "Adhoc" Committee.
- Completed legal review of Gas Franchise agreement.
- Completed legal review of land swap documents between the city and Fort Hood.

## **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.
- 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.

## **GOALS FOR FISCAL YEAR 2011**

- Assist with updating the Zoning Ordinance.
- Participate in the delivery of the City Election Candidate Orientation.
- Provide legal assistance to Human Resources Department.
- Prepare 380 Agreement for Mountain Top Water project.
- Provide legal guidance for easement issues related to Capital Improvement Project completion.
- Participate in the Development Review Process.
- Prepare Interlocal Agreement for construction of SE Bypass between the City of Copperas Cove and the Copperas Cove Economic Development Corporation.

## CITY ATTORNEY

01-2400

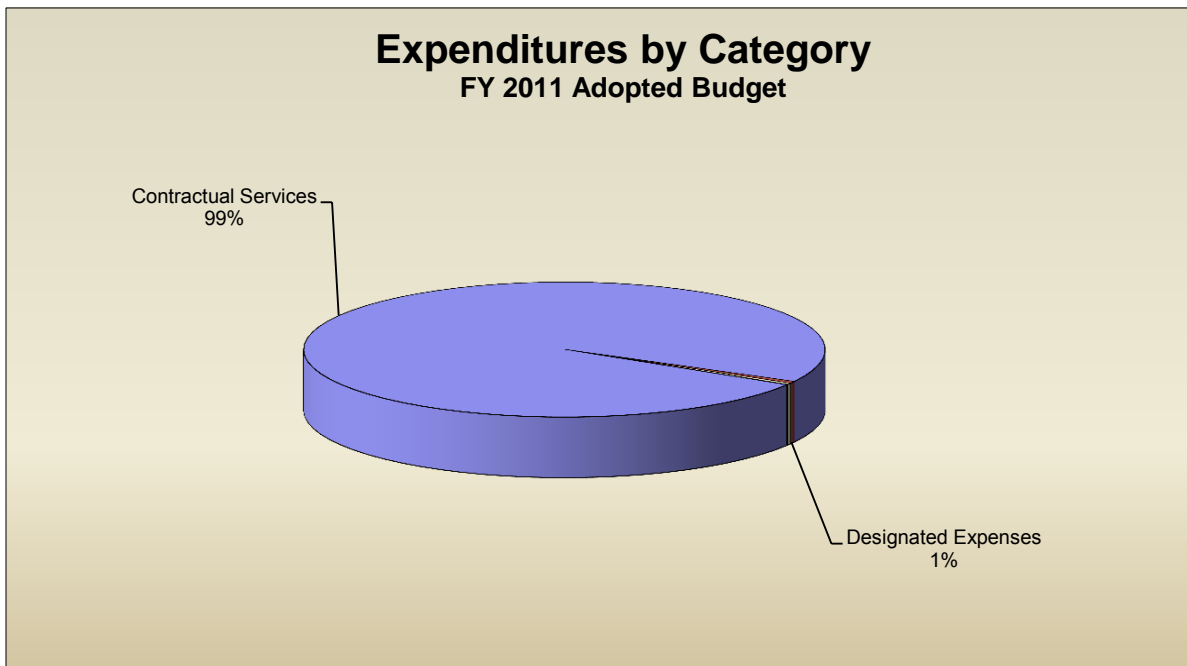
### EXPENDITURE SUMMARY

CITY ATTORNEY	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	-	-	-	-
Supplies & Materials	339	409	209	300
Repairs & Maintenance	80	62	62	72
Contractual Services	217,359	92,055	91,303	82,497
Designated Expenses	279	396	355	387
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>218,056</b>	<b>92,922</b>	<b>91,929</b>	<b>83,256</b>

### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Decreases:*

- Contractual Services: Decrease due to attorneys' pay being changed from a flat fee on Council Meeting dates to an hourly rate.



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

## CITY ATTORNEY

01-2400

STAFFING LEVEL	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
City Attorney (Contract)	1	1	1	1
<b>DIVISION TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

PERFORMANCE MEASURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Projection	FY 2011 Target
<b><i>OUTPUTS</i></b>				
Disposition Prior to Trial - Fined	4,855	5,341	4,008	4,500
Disposition Prior to Trial - Dismissed	642	706	689	700
Disposition at Trial by Judge - Guilty	1,910	2,101	2,670	2,675
Disposition at Trial by Judge - Not Guilty	10	11	4	10
Trial by Jury - Guilty	2	5	0	5
Trial by Jury - Not Guilty	1	2	0	5
# of Council Meetings/Council Meetings Attended	19/19	N/A*	24/23	23/23
Open Records Requests Received and Responded	316	315	320	315
Attorney General Opinion Sought	51	36	50	50
<b><i>EFFICIENCIES</i></b>				
% of Open Records Requests where Attorney General Ruling/Opinion was Sought	16.1%	11.4%	15.6%	15.9%
<b><i>EFFECTIVENESS</i></b>				
% of Public Information Requests Completed within 10 Business Days	99.7%	100.0%	100.0%	100.0%

\* New Performance Measure - Data not available.



# FINANCE

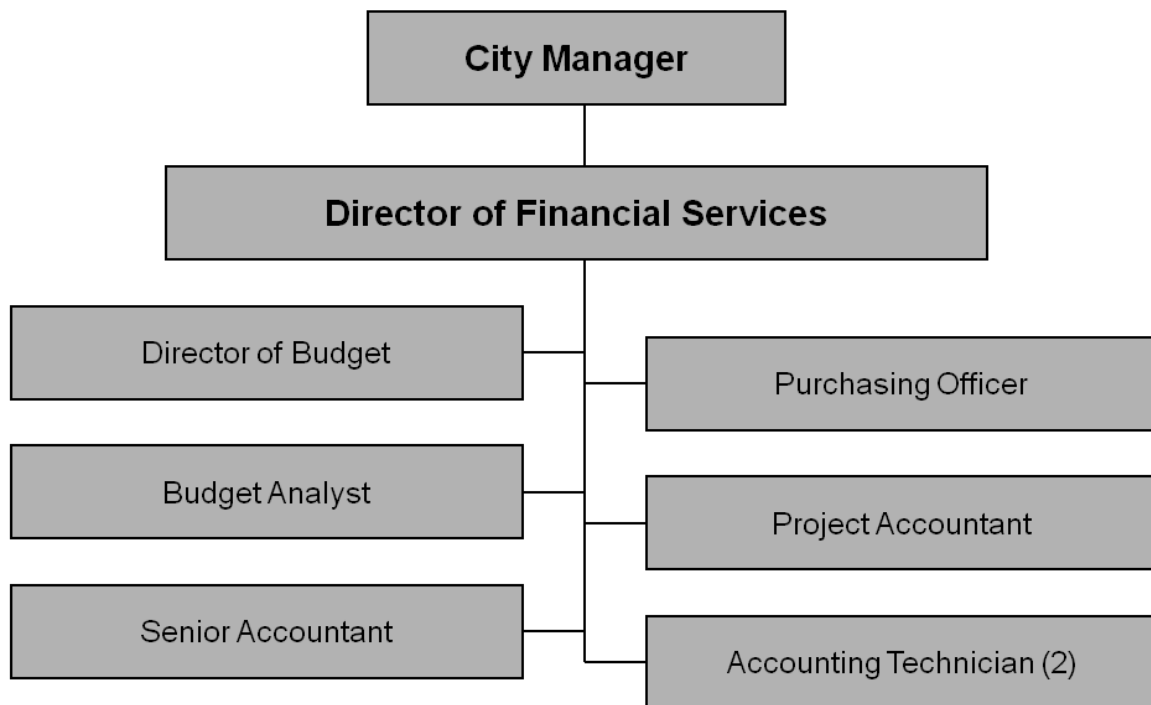


**Kneeling:** Linda Hernandez (Accounting Technician).

**Left to Right:**

**Front Row:** Dawn Farmer (Accounting Technician); Stephanie Potvin (Project Accountant); Cynthia Taylor (Budget Analyst).

**Back Row:** Deanna Sloan (Senior Accountant); Tracy Molnes (Purchasing Officer).



*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.*

8 Full Time Employees

# **FINANCE DEPARTMENT**

## **PROGRAM DESCRIPTION**

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

## **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 2010**

- Completed the CAFR for FY 2009 and received the Certificate of Achievement for Excellence in Financial Reporting Award from GFOA.
- Received the Distinguished Budget Presentation Award from GFOA for FY 2010 Budget and Plan of Municipal Services.
- Provided accurate and timely financial reporting to the City Council.
- Issued the 2010 Tax Notes in May to cover Water and Wastewater projects and the Bradford Drive Road Extension project.
- Issued 2010 General Obligation Bonds for Northeast Sewer and Water Lines (Eastside Infrastructure) and the Northeast Bypass Project.
- Provided and updated FY 2009 Annual Investment Report to the City Council.
- Reviewed and updated current policies and procedures.
- Hired a Senior Accountant.
- Implemented automated time entry policy and procedures.
- Completed a review of financial system.
- Prepared and distributed a FY 2010 Budget Overview brochure to the citizens.

## **CONTINUING OBJECTIVES**

- Obtain Certificate of Achievement for Excellence in Financial Reporting Award for FY 2010 CAFR.
- Obtain the Distinguished Budget Presentation Award for FY 2011 Budget.
- Continue to provide timely financial reports to the City Council.
- Set up procedures related to system controls.
- Continue to review and update the Finance Department's policies and procedures.

## **GOALS FOR FISCAL YEAR 2011**

- Implement automated time entry policy and procedures.
- Prepare and distribute a FY 2011 Budget Overview brochure to the citizens.
- Review the structure of the Finance Department and setup a cross training schedule to improve staff knowledge and efficiency in the department.
- Issue 2010 Tax Note for various software, equipment, and vehicles.

## FINANCE

01-3100

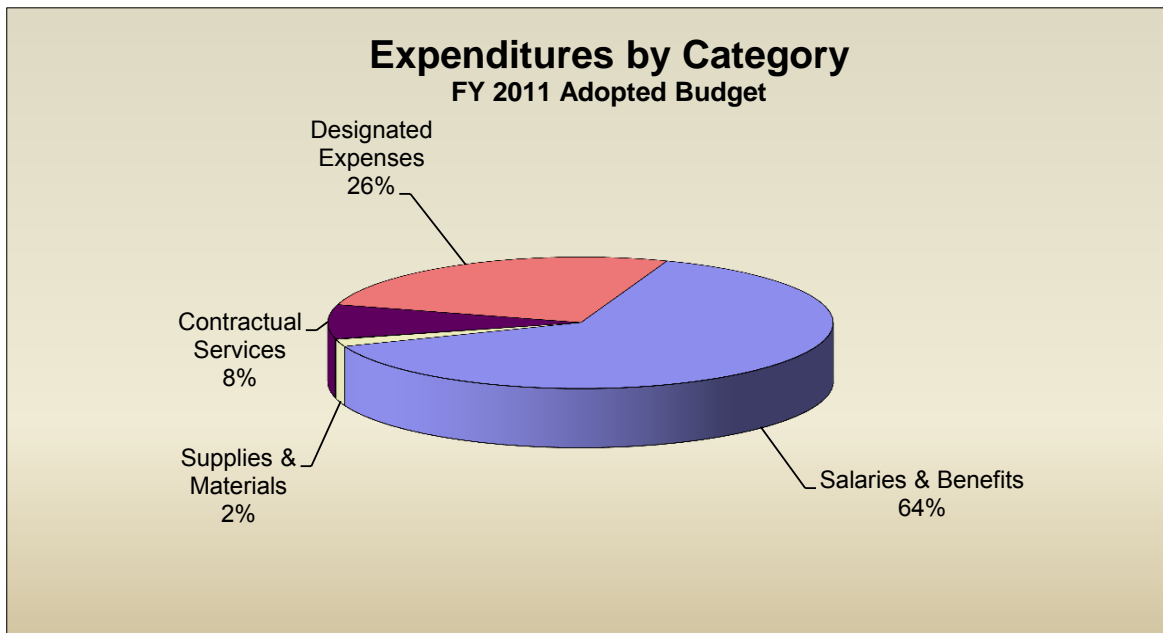
### EXPENDITURE SUMMARY

FINANCE	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	371,673	425,365	422,906	498,927
Personnel Support	-	-	-	-
Supplies & Materials	13,475	13,949	13,317	13,829
Repairs & Maintenance	833	1,170	1,170	1,198
Contractual Services	52,937	73,006	59,490	65,801
Designated Expenses	182,111	201,850	202,015	205,294
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>621,029</b>	<b>715,340</b>	<b>698,898</b>	<b>785,049</b>

#### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Salaries & Benefits: New Senior Accountant position was filled in August 2010; the Assistant Director of Financial Services position was vacated in May 2010; full year funding included for both positions in FY 2011. Include a 1.5 percent COLA increase.
- Contractual Services: Include increase for professional development.



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

## FINANCE

01-3100

<b>STAFFING LEVEL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Senior Accountant	0	0	1	1
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	1	1	0	0
Director of Budget	0	0	0	1
Project Accountant	1	1	1	1
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>8</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b>OUTPUTS</b>				
# of Internal Audits Performed	13	10	5	11
# of Accounts Receivables Invoiced	927	950	950	950
# of Bids / RFP's Processed	18	20	12	15
<b>EFFICIENCIES</b>				
% of Accounts Payable Customers Setup with Automatic Draft Payment	5.4%	10.0%	6.4%	10.0%
<b>EFFECTIVENESS</b>				
Receive GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes
Receive GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes
% of Ending Fund Balance to Total Operating Expenditures in Major Operating Funds (Policy is 25%):				
General Fund	29.5%	25.0%	33.2%	25.0%
Water and Sewer Fund**	25.3%	25.0%	33.4%	25.0%
Solid Waste Fund	28.7%	25.0%	31.3%	25.0%
Golf Course Fund*	-21.5%	5.0%	-26.6%	5.0%

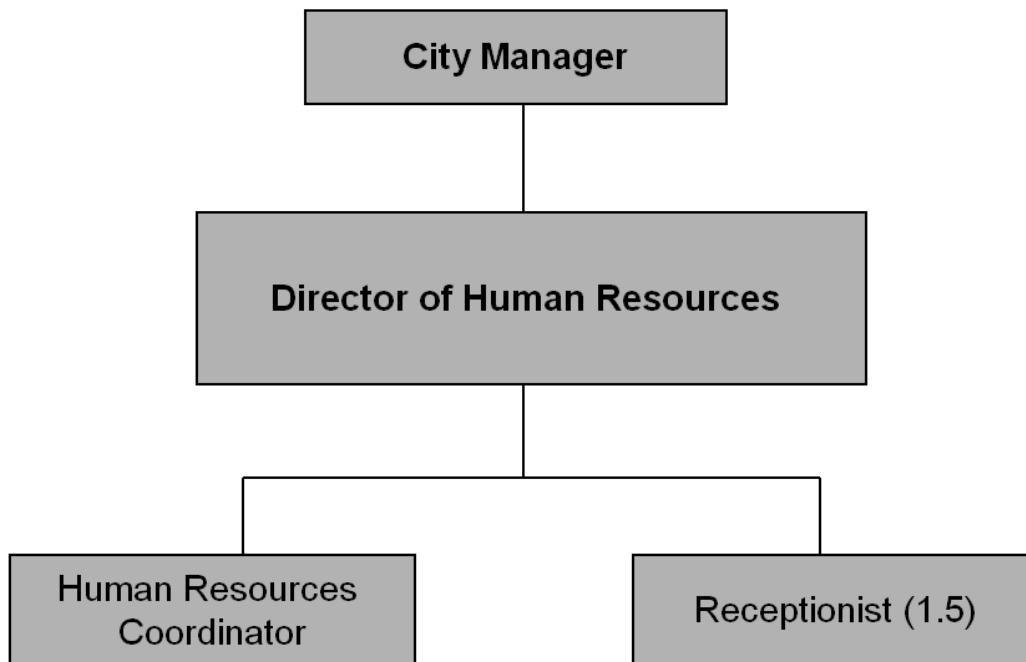
\* Administrative changes have been made at the golf course and goals are being set to gradually increase the fund balance in accordance with the City policy.

Note: The City updated the Fund Balance policy in FY 2009 & FY 2010 to be in line with the standard to exclude debt, capital outlay, and capital expenses from the operating expenses.

# HUMAN RESOURCES



**Left to Right:** Desiree Mundell (Human Resources Coordinator); Kelli Sames (Director of Human Resources); Joan Kelley (Receptionist); Yvonne Davis (Part-time Receptionist).



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

3.5 Full Time Employees

# **HUMAN RESOURCES**

## **PROGRAM DESCRIPTION**

The Human Resources Department develops and administers programs and activities to ensure organizational needs are met pertaining to personnel services. In addition, Human Resources manages employee benefits, compensation, training and development, volunteer opportunities, 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.
- Provide effective human resource training opportunities for all levels of employees.
- Review labor market salary data of comparable municipalities and specific competitive industries.
- Maintain and update personnel policies and procedures, as needed.
- Assist departments with human resource related issues.
- Ensure the development, maintenance and management of a cost effective risk management program.

## **ACHIEVEMENTS FOR FISCAL YEAR 2010**

- Provided a variety of training and development opportunities.
- Provided monthly CPR training for City employees.
- Coordinated with TX-DOT a regional training for Work Zone Safety.
- Coordinated an annual Volunteer Reception for City of Copperas Cove volunteers.
- Conducted employee and supervisory training on "Drug and Alcohol Awareness."
- Coordinated several employee appreciation events to include employee appreciation luncheons and employee holiday events.
- Coordinated safety training for employees, with assistance from the TML Risk Pool.
- Facilitated the hiring and in-processing of approximately 40 summer hires.
- Coordinated with outside entities training on Retirement and Social Security benefits.
- 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 drivers.
- Coordinated the "United Way" drive for all City employees.
- Continued emphasis with the Fire Department on a preventative health program for employees.
- Conducted various human resources surveys.
- Coordinated a monthly and annual employee service awards recognition program and reception.
- 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.
- Continue to review employee benefit and salary plans to determine market competitiveness.
- Continue to provide supervisory and employee personnel training.
- Continue to prioritize and resolve human resources related issues as presented.

## **GOALS FOR FISCAL YEAR 2011**

- Revamp volunteer processes to increase efficiency and timeliness.
- Explore alternative recruiting efforts to advertise City employment vacancies.
- Expand the annual employee health fair that includes activities not currently offered.

## HUMAN RESOURCES

01-3400

### EXPENDITURE SUMMARY

HUMAN RESOURCES	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	186,721	256,303	255,681	212,617
Personnel Support	16,679	15,606	15,800	21,750
Supplies & Materials	4,691	4,746	4,746	6,630
Repairs & Maintenance	159	485	485	500
Contractual Services	12,769	12,278	10,826	11,402
Designated Expenses	15,612	22,248	22,161	21,369
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>236,631</b>	<b>311,666</b>	<b>309,699</b>	<b>274,268</b>

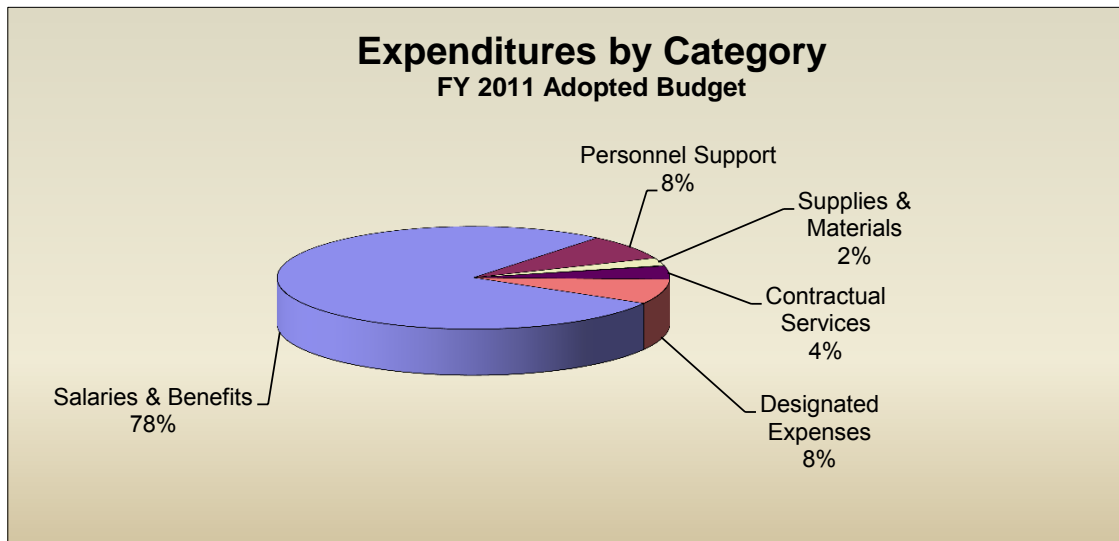
### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Personnel Support: \$5,950 increase in Public Relations expenses for FY 2011 events/activities; the bulk of these expenses were funded in the Public Information Office in FY 2010; the Public Information office was deleted for FY 2011.
- Supplies & Materials: Include increases for new document scanner & software, office name plates and printing costs.

*Decreases:*

- Salaries & Benefits: Management Analyst / Risk Manager position was deleted in FY 2010. Include a 1.5 percent COLA increase.



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

## HUMAN RESOURCES

01-3400

<b>STAFFING LEVEL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Director of Human Resources	1	1	1	1
Human Resources Coordinator	1	1	1	1
Receptionist*	1.5	1.5	1.5	1.5
Management Analyst / Risk Manager**	0	1	1	0
<b>DIVISION TOTAL</b>	<b>3.5</b>	<b>4.5</b>	<b>4.5</b>	<b>3.5</b>

\*\* The Management Analyst / Risk Manager position moved from the City Manager's Office in FY 2010.

<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b>OUTPUTS</b>				
# of Full-Time Positions Filled	51	60	23*	45
# of Workers Compensation Claims Processed	52	45	41	45
# of Employee Grievances	0	0	0	0
# of Personnel Training Programs Offered / Attended	33	35	44	45
<b>EFFICIENCIES</b>				
% of Personnel Vacancies Filled within 60 Days of Job Opportunity Notice	95.0%	95.0%	95.0%	95.0%
% of Employees Participating in Health Care Plan	77.0%	80.0%	78.0%	76.0%
% of Employees Participating in 125 Cafeteria Plan	23.0%	20.0%	22.0%	24.0%
<b>EFFECTIVENESS</b>				
City Employee Turnover Rate (Full Time)	14.0%	18.0%	16.0%	15.0%

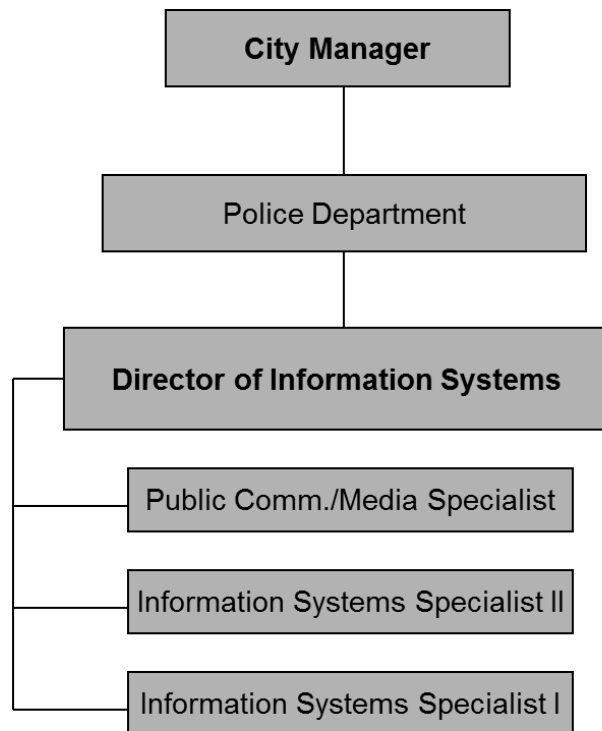
\* To reduce expenditures, numerous positions that became vacant in FY 2010 were not filled.



# INFORMATION SYSTEMS



**Left to Right:** Robert Browning (Information Systems Specialist II); Greg Mitchell (Director of Information Systems); Adam Wolf (Public Communications/Media Specialist).



*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.*

4 Full Time Employees

# **INFORMATION SYSTEMS**

## **PROGRAM DESCRIPTION**

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

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Provide technical service to enhance the efficiency and effectiveness of the City staff, maximizing their productivity.
- Research, recommend and provide consultation to other city departments on upgrading, replacing, installing and improving technology systems utilized by the City.
- Broadcast and record City Council meetings and workshops.
- Maintain the content of the City's Government Access Channel.
- 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 2010**

- Setup, configured and installed a new City email archive server.
- Setup, configured and installed a new City email server with a Storage Area Network appliance.
- Setup, configured and installed a new Public Library file and application server.
- Setup, configured and installed a new Backup server with a Storage Area Network appliance to be used for disk based server backups.
- Setup, configured and installed a new server in the Police Department.
- Replaced 8 laptops used by the City Council.
- Replaced 115 City computers with new computers.
- Refurbished old computers for use by City Staff.
- Refurbished old City Council laptops to be used by City staff.
- Provided technical assistance and support for the Police Department for the move to the new building. Moved and setup technology hardware for the Police Department in the new building.
- Setup 38 new computers in the Police Department.
- Setup 11 new laptops for the Police Department to be used in the EOC.

## **CONTINUING OBJECTIVES**

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

## **GOALS FOR FISCAL YEAR 2011**

- Replace and consolidate City1 and City2 servers with new server and storage.
- Replace Channel 10 broadcast production system.
- Replace computers at the Municipal Court.
- Replace old Public Works and Parks servers with refurbished servers.
- Purchase, setup and configure new GIS server and storage.

# INFORMATION SYSTEMS

01-3500

## EXPENDITURE SUMMARY

INFORMATION SYSTEMS	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	187,409	209,671	193,342	247,670
Personnel Support	-	-	-	-
Supplies & Materials	2,682	8,825	6,885	5,450
Repairs & Maintenance	10,652	14,435	15,000	14,242
Contractual Services	4,183	4,824	4,367	5,817
Designated Expenses	32,812	1,704	1,560	2,417
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	1,039	8,440	8,440	-
<b>Total</b>	<b>238,778</b>	<b>247,899</b>	<b>229,594</b>	<b>275,596</b>

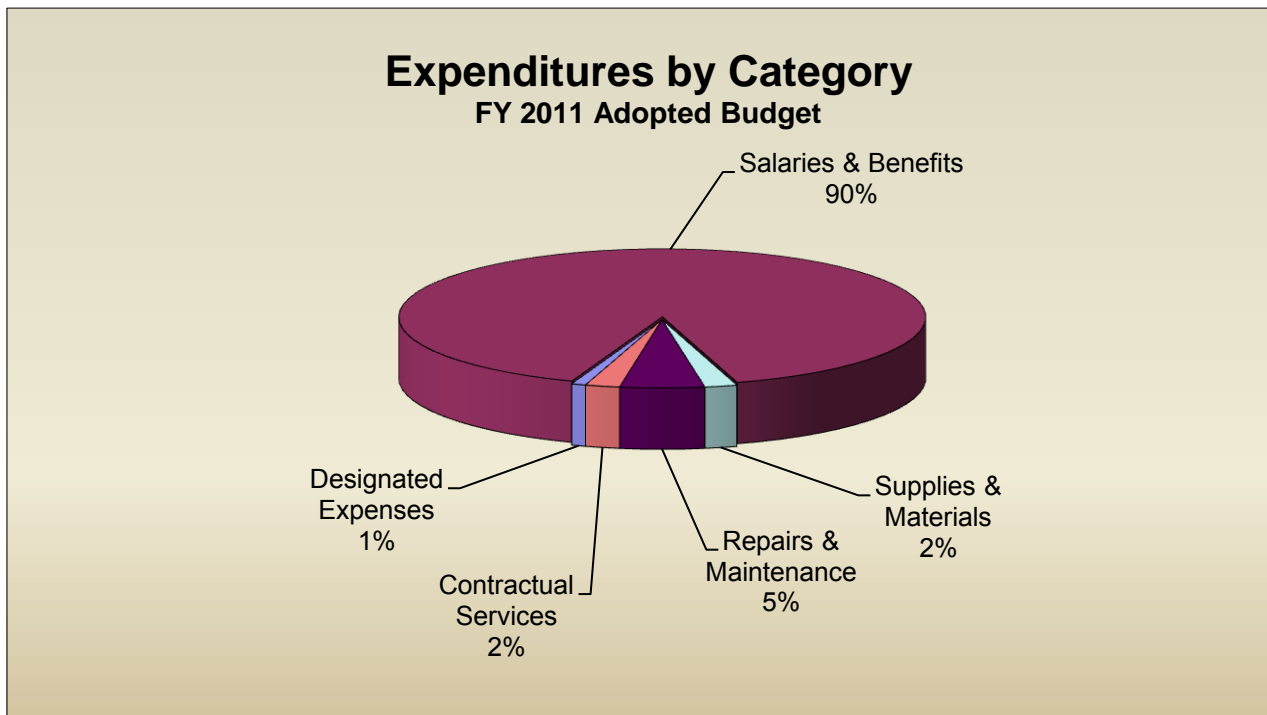
### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Salaries & Benefits: The Public Communications/Media Specialist position was added for FY 2011; include a 1.5 percent COLA increase.
- Contractual Services: Include \$2,200 for PC/networking related consulting.

*Decreases:*

- Capital Outlay & Improvements: No new electronic equipment funded for FY 2011.



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

## INFORMATION SYSTEMS

01-3500

<b>STAFFING LEVEL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Director of Information Systems	1	1	1	1
Public Communications/Media Specialist	0	0	0	1
Information Systems Specialist I	1	1	1	1
Information Systems Specialist II	1	1	1	1
<b>DIVISION TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b>OUTPUTS</b>				
# of Personal Computers and Laptops Supported	233	235	292	300
Number of Network / Email / Web / File / Application Servers Administered and Supported	15	15	19	22
# of Tech Support / Service Requests	2,200	2,400	2,400	3,200
# of Additions / Changes to the City Website	1,073	1,025	700	900
# of Viruses / Trojans / Malware Blocked / Filtered by Hardware / Software Administered / Configured	21,000	15,000	15,000	20,000
<b>EFFICIENCIES</b>				
Average Response Time for Support Requests (in minutes)	15	30	30	15
<b>EFFECTIVENESS</b>				
% of Desktop / Tech / User Support Calls Resolved within 24 Hours	98.0%	95.0%	95.0%	95.0%

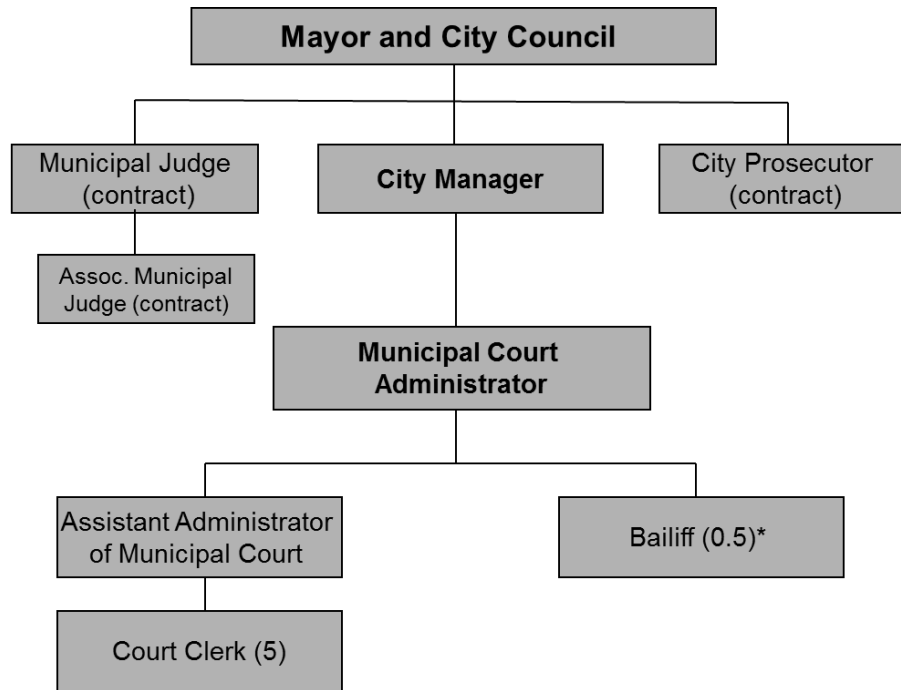
# MUNICIPAL COURT



**Left to Right:**

**Front Row:** Tiffany Truque (Court Clerk); Jameene Banks (City Prosecutor); Tiffany Oakes (Assistant Administrator of Municipal Court); Mariela Altott (Court Clerk); Alfredo Chavez (Part-time Bailiff).

**Back Row:** Jennifer Henry (Court Clerk); Joseph Pace (Municipal Court Administrator); Bernard Jones (Associate Municipal Judge); F. W. Price (Judge).



\*Bailiff position is funded in Municipal Court Security Fund.

*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  
 1 City Prosecutor (Law Firm of Denton, Navarro, Rocha, & Bernal)

# **MUNICIPAL COURT**

## **PROGRAM DESCRIPTION**

The Copperas Cove Municipal Court provides a neutral, courteous, and fair judicial processing of Class "C" misdemeanors that originate from traffic citations, 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 defendants, who violate city ordinances and state laws, are held accountable.

## **ACHIEVEMENTS FOR FISCAL YEAR 2010**

- Purchased and implemented INCODE Content Manager software.
- Participated in the 2010 State-wide Warrant Roundup.
- Posted Court Docket and Adult and Child Court Procedures on the Municipal Court website.
- Collected \$1,219,304 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 11,159 complaints.
- Issued an estimated 3,243 warrants.
- Cleared an estimated 3,098 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.

## **GOALS FOR FISCAL YEAR 2011**

- Continue to cross-train Municipal Court staff.
- Increase the overall collections of delinquent accounts.
- Participate in State Wide Warrant Roundup Program in 2011.
- Update the Municipal Court Procedures Manual.
- Purchase new computers for the Municipal Court.
- Purchase and implement outbound calling system.
- Reduce outstanding alias warrants for cases beyond 10 years.
- Hire part-time Bailiff, exclusively funded by the Municipal Court Security Fund.

# MUNICIPAL COURT

01-4100

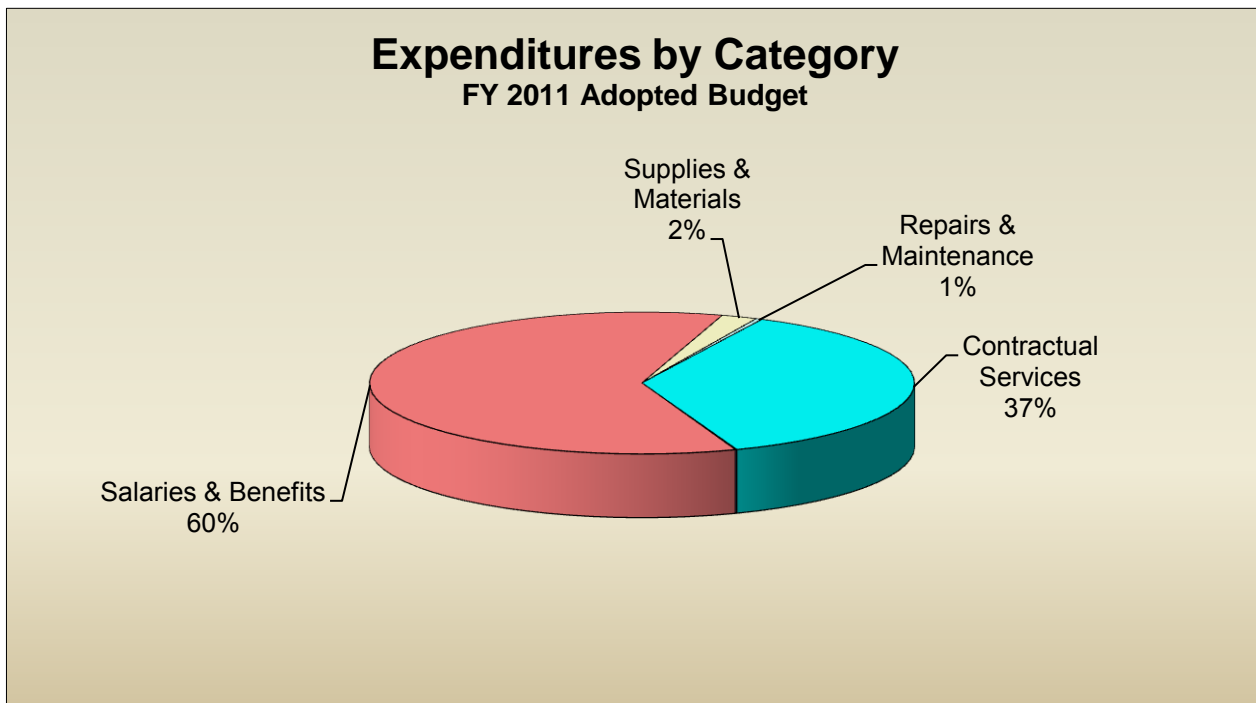
## EXPENDITURE SUMMARY

MUNICIPAL COURT	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	256,685	268,768	269,733	256,215
Personnel Support	-	-	-	-
Supplies & Materials	7,486	10,387	9,228	9,045
Repairs & Maintenance	1,410	2,134	1,893	1,548
Contractual Services	54,454	160,949	153,447	157,543
Designated Expenses	-	396	355	387
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>320,035</b>	<b>442,634</b>	<b>434,656</b>	<b>424,738</b>

### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Salaries & Benefits: Include a 1.5 percent COLA increase.



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

## MUNICIPAL COURT

01-4100

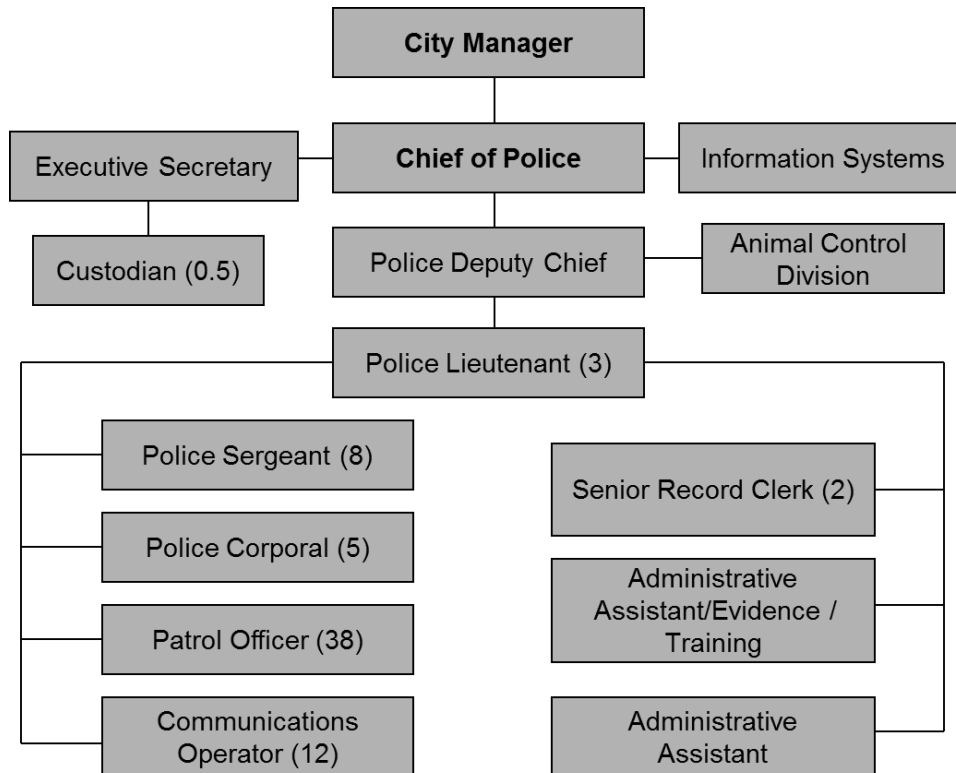
<b>STAFFING LEVEL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Municipal Court Administrator	0	1	1	1
Assistant Administrator of Municipal Court	0	1	1	1
Municipal Court Supervisor	1	0	0	0
Assistant Supervisor of Municipal Court	1	0	0	0
Court Clerk	5	5	5	5
Contract Municipal Judge	1	1	1	1
Contract Assoc. Municipal Judge	1	1	1	1
Contract Prosecutor	1	1	1	1
<b>DIVISION TOTAL</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

Note: A part-time Bailiff position is assigned to Municipal Court funded in Municipal Court Security Fund.

<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b>OUTPUTS</b>				
# of Warrants Issued	3,258	3,000	3,243	3,500
# of Warrants Cleared	2,662	6,000	3,098	3,250
# of Violations Processed	9,846	10,500	11,159	11,000
<b>EFFICIENCIES</b>				
Average Collections per Clerk	4,776	5,200	5,580	5,250
Online Payments**	294	1,000	765	1,100
<b>EFFECTIVENESS</b>				
% of Total Warrants Cleared	12.0%	12.0%	13.5%	12.0%



# POLICE DEPARTMENT



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

73.5 Full Time Employees

# **POLICE DEPARTMENT**

## **PROGRAM DESCRIPTION**

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

## **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 2010**

- Conducted a National Night Out Event and a National Night Out Kick Off Party.
- Provided police protection during the Downtown Halloween Party.
- Conducted a Senior Health & Safety Day – SALT Program.
- Continued the Crime Stoppers Program, Kiddo Card Program, Neighborhood Watch Program, Gunlock Program, and Copperas Cove Citizens Police Academy Program.
- Continued providing crime prevention programs and distribution of safety materials.
- Continued participation with Special Olympics and the Torch Run.
- Continued the Tobacco Grant Program, tobacco stings, and business compliance inspections.
- Continued participation in the Bulletproof Vest Grant Program, the Justice Assistance Grant (JAG) and the Recovery Act Grant.
- Participated in Coryell County Community Planning.
- Maintained above average clearance rates in Part I & Part II crimes as compared to state averages.
- Completed Construction of the new Police Facility.
- Completed Grand Opening and public tours of the new Police Facility.
- Successfully moved all operations into the new Police Facility.
- Initiated the process of repainting all marked police vehicles.

## **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 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 above average clearance rates in Part I & Part II crimes as compared to state averages.
- Convert old police buildings into storage buildings for all City departments.
- Complete the process of repainting the marked police vehicles.

## **GOALS FOR FISCAL YEAR 2011**

- Successful transition of old police buildings into storage areas for all City departments.
- Seek and obtain additional grant funding.
- Continue higher than State averages for crime clearance rates.
- Maintain adequate staffing levels to provide quality police services to the citizens of Copperas Cove.

## POLICE DEPARTMENT

01-4200

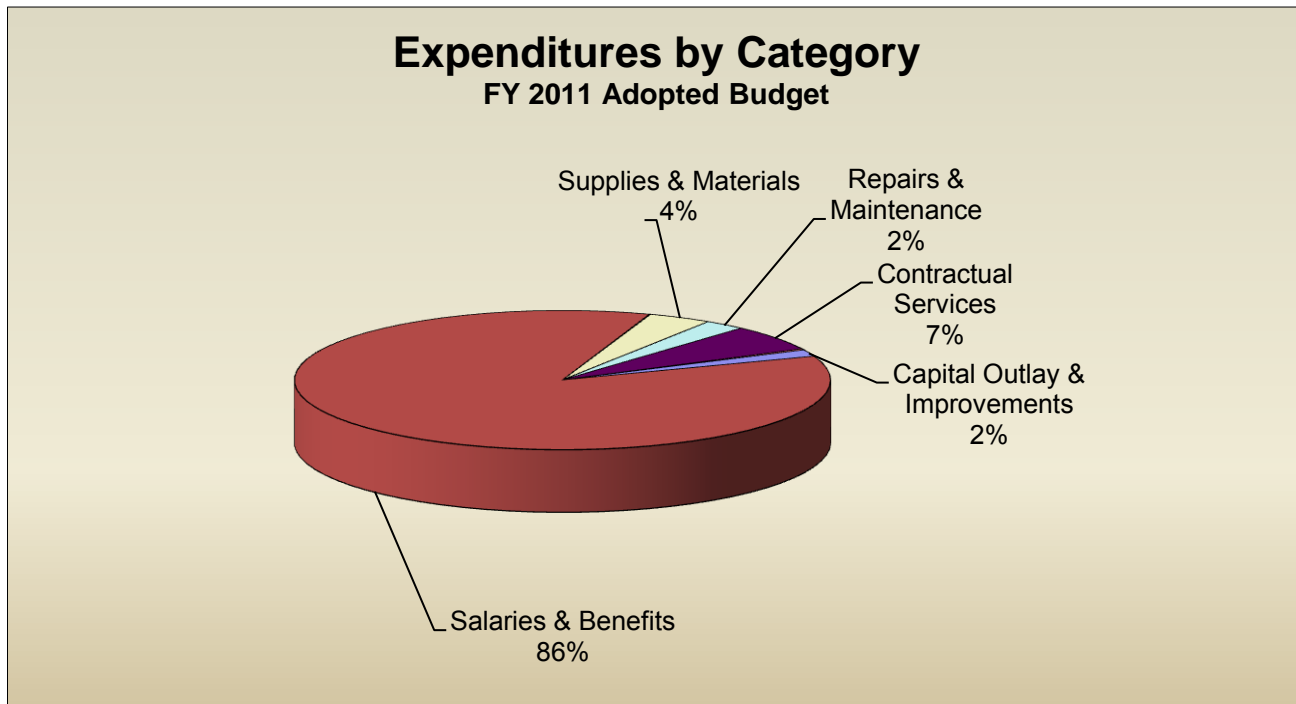
### EXPENDITURE SUMMARY

POLICE DEPARTMENT	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	3,850,639	4,161,901	4,149,000	4,360,026
Personnel Support	6,952	6,000	7,061	3,000
Supplies & Materials	104,640	192,393	163,597	194,568
Repairs & Maintenance	110,146	111,742	105,902	125,082
Contractual Services	118,728	304,360	283,776	304,782
Designated Expenses	6,831	10,748	13,018	13,746
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	81,825	21,025	15,200	79,200
<b>Total</b>	<b>4,279,761</b>	<b>4,808,169</b>	<b>4,737,554</b>	<b>5,080,404</b>

### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Salaries & Benefits: Include a 1.5 percent COLA increase.
- Personnel Support: Victim's physical exams were moved to the City Donations fund.
- Supplies & Materials: Include \$25,000 increase for fuel and oil costs.
- Repairs & Maintenance: Include \$14,382 increase for repairs and maintenance on vehicles and equipment.
- Contractual Services: Include \$13,000 increase for utilities estimated for a full year in the new police facility; \$16,201 increase to cover uniform costs.
- Capital Outlay & Improvements: \$16,000 is included for the buy-back program for four motorcycles; \$63,200 for two pursuit vehicles.



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

## POLICE DEPARTMENT

01-4200

STAFFING LEVEL	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 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*	38	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**	0.5	0.5	0.5	0.5
<b>DIVISION TOTAL</b>	<b>73.5</b>	<b>73.5</b>	<b>73.5</b>	<b>73.5</b>

\* In FY 2009 and FY 2010, a Police Officer performed the Bailiff duties in Municipal Court and actual time worked as a bailiff was funded with Municipal Court Security funds.

\*\* Custodian position moved from Facility Maintenance in FY 2009.

PERFORMANCE MEASURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Projection	FY 2011 Target
<b>OUTPUTS</b>				
# of Calls for Service	19,000	21,000	19,000	20,000
# of Part I Violent Crimes Reported	1,100	1,300	1,300	1,320
<b>EFFICIENCIES</b>				
Part I Crime* Clearance Rate:				
Copperas Cove's Rate	29.0%	30.0%	40.0%	40.0%
State Average (Texas Standard)	19.0%	20.0%	22.0%	22.0%
Texas Cities with Population of 25,000 - 50,000	22.0%	22.0%	23.0%	23.0%
Part II Crime** Clearance Rate - Copperas Cove	70.0%	70.0%	72.0%	72.0%
<b>EFFECTIVENESS</b>				
Customer Satisfaction Survey (% Satisfied / Very Satisfied)	90.0%	90.0%	90.0%	90.0%

Note: FY 2011 Target is to reduce crime through police presence and achieve crime clearance rates above the state averages.

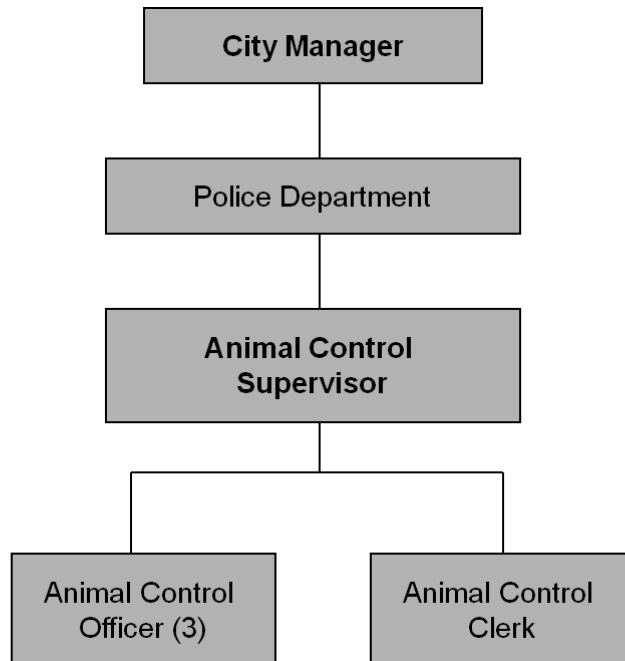
\* Part I Crimes that are serious in nature include these crimes: Murder, Rape, Robbery, Aggravated Assault, Burglary, Larceny, and Motor Vehicle Theft.

\*\* 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.

# ANIMAL CONTROL



**Left to Right:** Beau Brabbin (Animal Control Officer); Ilka Perkins-Hagen (Animal Control Clerk); Jorge Oliveras (Animal Control Officer); David Wellington (Animal Control Officer).



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

5 Full Time Employees

# **ANIMAL CONTROL**

## **PROGRAM DESCRIPTION**

The main function of Animal Control is to provide and maintain a healthy, safe, and sanitary shelter for animals housed at the facility. Animal Control also patrols the city to pick up strays, 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 and training. Animal Control also educates the public through the media by conducting classes for the Copperas Cove Citizens Police Academy, conducting tours for the schools, 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.
- Work with committees and governing body on updating current ordinances regarding animals.

## **ACHIEVEMENTS FOR FISCAL YEAR 2010**

- Continue to update break 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 one (1) Officer through the Texas Department of Health (TDH) Euthanasia class.
- Recertified one (1) Animal Control Officer through the TDH Euthanasia class.
- One (1) Animal Control Officer completed the Basic Animal Control Class.
- Decreased the overtime budget.
- Taught animal control related classes to approximately 72 citizens and 96 school children.
- Presented to civic organizations.

## **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.

## **GOALS FOR FISCAL YEAR 2011**

- 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.

# ANIMAL CONTROL

01-4300

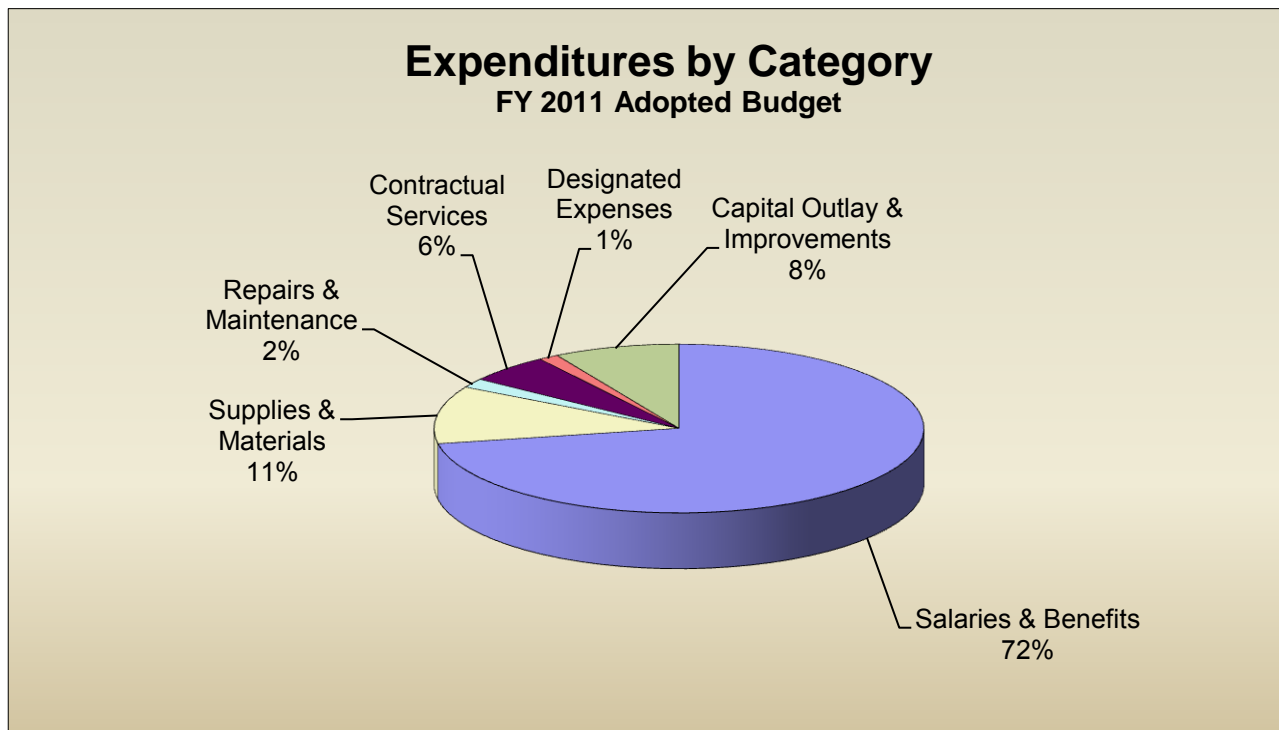
## EXPENDITURE SUMMARY

ANIMAL CONTROL	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	168,425	178,680	178,680	194,233
Personnel Support	-	-	-	-
Supplies & Materials	17,500	30,186	22,935	29,797
Repairs & Maintenance	3,687	5,293	5,293	4,727
Contractual Services	14,745	17,132	17,022	14,785
Designated Expenses	1,185	3,040	2,861	3,530
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	22,414
<b>Total</b>	<b>205,542</b>	<b>234,331</b>	<b>226,791</b>	<b>269,486</b>

### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Salaries & Benefits: Animal Control Supervisor retired June 2010. Include a 1.5 percent COLA increase.
- Supplies & Materials: Include increases for animal shelter supplies, chemicals and printing costs.
- Capital Outlay & Improvements: \$22,414 for a Ford Ranger with equipment.



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

## ANIMAL CONTROL

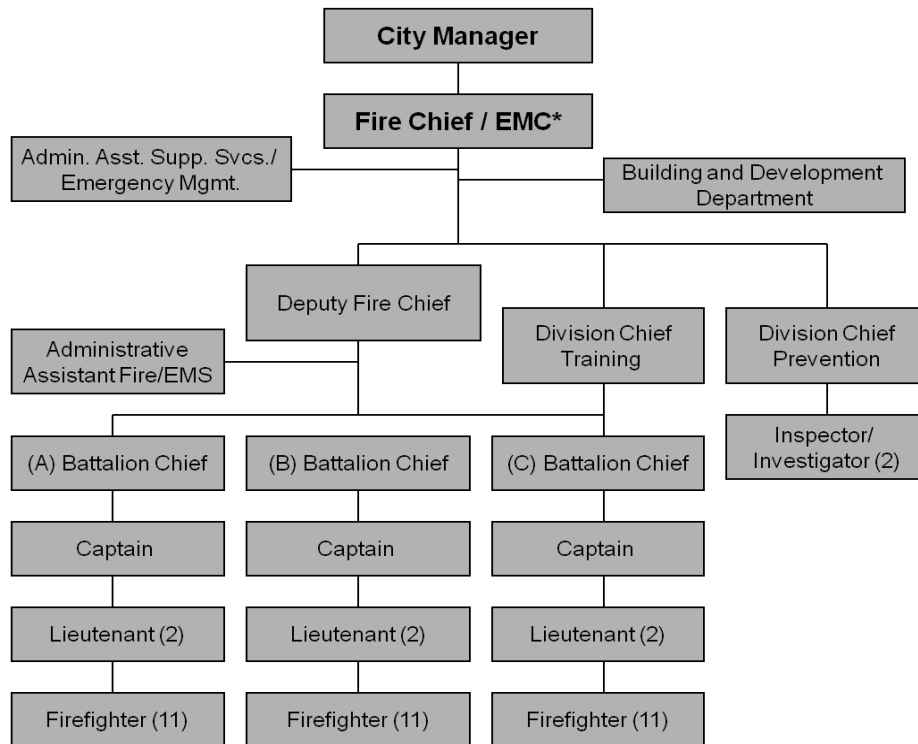
01-4300

<b>STAFFING LEVEL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Animal Control Clerk	1	1	1	1
Animal Control Officer	3	3	3	3
Animal Control Supervisor	1	1	1	1
<b>DIVISION TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b>OUTPUTS</b>				
# of Animals Impounded	2,409	2,122	1,837	2,070
# of Animals Euthanized	981	832	887	850
# of Animals Adopted	663	686	680	650
# of Animals Re-Claimed	660	574	467	530
<b>EFFICIENCIES</b>				
Average Cost to Impound an Animal	\$85.32	\$110.43	\$123.46	\$130.19
Average Response Time per Call (in minutes)	18	16	18	18
<b>EFFECTIVENESS</b>				
% of Eligible Animals Adopted	37.9%	44.3%	49.6%	42.2%



# FIRE / EMS DEPARTMENT



\* Emergency Management Coordinator

*The mission of the Copperas Cove Fire/EMS 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

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

## **PROGRAM DESCRIPTION**

The Fire Department provides first response Fire, Rescue, Hazardous Materials & EMS services to the citizens of Copperas Cove and 88 square miles of Coryell County and a portion 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 others. 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!
- Provide modern, energy efficient and safe facilities for staff to work in.
- Provide necessary apparatus and equipment to allow staff to complete required duties.
- Facilitate Career Advancement for all staff.

## **ACHIEVEMENTS FOR FISCAL YEAR 2010**

- Purchased New Fire Engine.
- 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.
- Continued community outreach programs like the "*Fired Up About Reading Program*" and "*Big Trucks Day.*"
- Purchased property for the Fire Station #2 relocation project.
- Conducted Citizen Fire Academy.
- Conducted a M.I.M.E.S. Camp.

## **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.
- Continue community outreach programs to further reduce property loss.
- Provide continuing education opportunities to all staff.

## **GOALS FOR FISCAL YEAR 2011**

- Replace one (1) ambulance.
- Replace Self Contained Breathing Apparatus (SCBA).
- Implement an "Honor Guard" within the Copperas Cove Fire Department.
- Replace Inspector / Investigator vehicle.
- Expand Life and Fire Safety Community Education Outreach Programs.
- Complete internal needs assessment for the relocation of Fire Station #2.
- Purchase one (1) Fire Engine with Compressed Air Foam System (CAFS).
- Implement a region wide radio interoperability Site on Wheels (SOW) program.
- Facilitate the adoption of the 2009 International Fire Code.
- Update all Code of Ordinances that pertain to Fire and EMS Services.

## FIRE / EMERGENCY MEDICAL SERVICES (EMS)

01-4400

### EXPENDITURE SUMMARY

FIRE/EMS	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	2,659,154	2,845,887	2,766,742	2,901,424
Personnel Support	890	-	-	-
Supplies & Materials	124,768	136,385	137,719	157,538
Repairs & Maintenance	116,033	133,596	76,986	122,029
Contractual Services	137,016	159,748	137,113	152,069
Designated Expenses	54,474	26,485	25,260	14,508
Capital Lease Payments	-	-	-	341
Capital Outlay & Improvements	11,621	12,000	9,363	18,000
<b>Total</b>	<b>3,103,956</b>	<b>3,314,101</b>	<b>3,153,183</b>	<b>3,365,909</b>

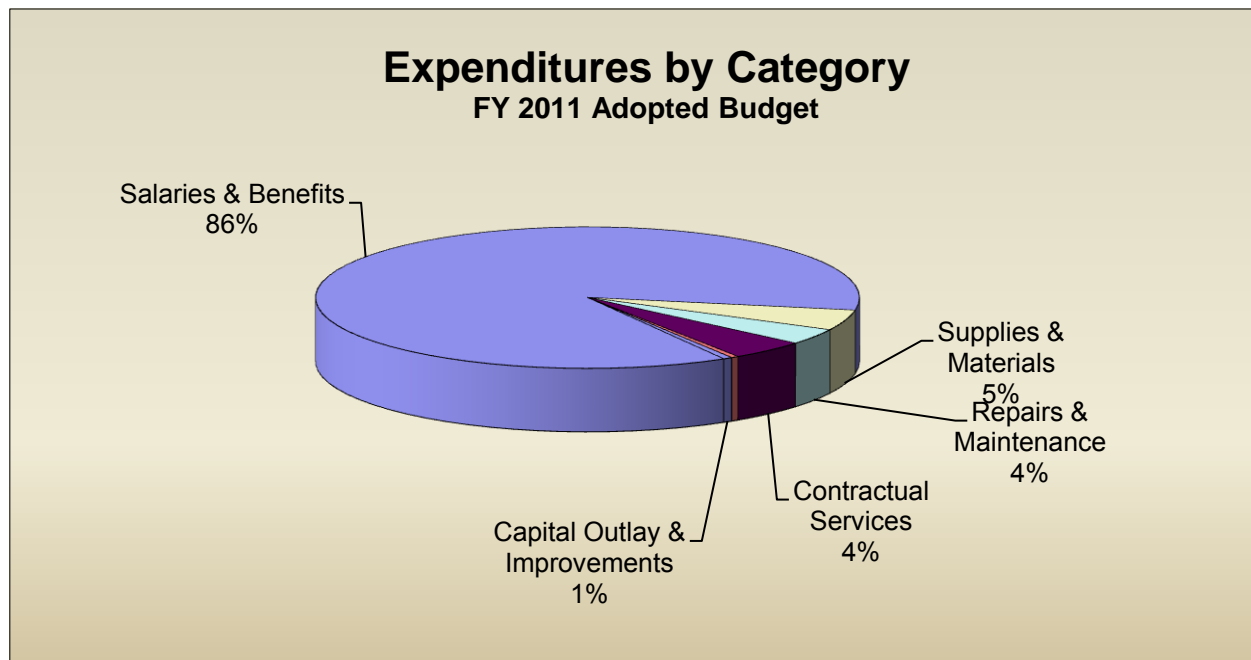
### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Salaries & Benefits: Increase due to vacancies in FY 2010; include a 1.5 percent COLA increase.
- Supplies & Materials: \$10,000 increase in fuel and oil costs; \$10,200 for rescue equipment supplies to include body armor.
- Repairs & Maintenance: Include \$34,000 and \$8,933 to repair and maintain vehicles and equipment, respectively.
- Contractual Services: Include \$11,889 increase for professional development expenses.
- Capital Outlay & Improvements: \$15,000 to replace Personal Protective Equipment; \$3,000 for furniture and fixtures.

*Decreases:*

- Designated Expenses: Decrease due to May 2005 ambulance loan paid in full.



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

## FIRE / EMERGENCY MEDICAL SERVICES (EMS)

01-4400

<b>STAFFING LEVEL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Fire Chief / EMC	1	1	1	1
Administrative Assistant Support Svcs. / Emer. Mgmt.	1	1	1	1
Administrative Assistant Fire / EMS	1	1	1	1
Deputy Fire Chief	1	1	1	1
Division Chief - Training	1	1	1	1
Division Chief - Prevention	1	1	1	1
Inspector / Investigator	2	2	2	2
Battalion Chief	3	3	3	3
Captain	3	3	3	3
Lieutenant	6	6	6	6
Firefighter*	33	33	33	33
<b>DIVISION TOTAL</b>	<b>53</b>	<b>53</b>	<b>53</b>	<b>53</b>

\* Six positions are partially funded by the SAFER Grant.

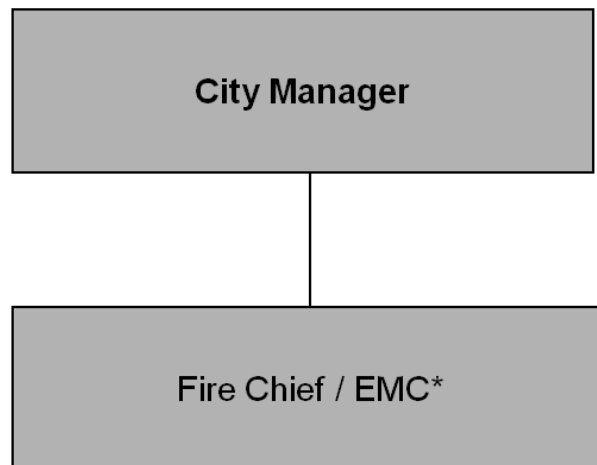
<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b>OUTPUTS</b>				
# of Fire-Related Responses	1,842	2,200	1,694	1,800
# of Emergency Medical Services (EMS) Related Responses	2,882	3,200	2,694	3,200
Total Requests for Emergency Services	4,724	5,400	4,388	5,400
# of Citizen Contacts through Public Education Programs	11,902	14,000	16,192	14,000
<b>EFFICIENCIES</b>				
Fire and EMS Cost per Capita	\$103.51	\$110.51	\$105.15	\$112.24
<b>EFFECTIVENESS</b>				
% of Responses within the City Under 5 Minutes	66.8%	90.0%	87.2%	90.0%
% of Identified Commercial Fire Hazards Corrected	58.9%	80.0%	80.0%	85.0%

# 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.

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 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 (Position funded in Fire Department)

# **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 are 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 2010**

- Conducted table top and functional exercises to test and evaluate the existing Emergency Operations Plan.
- Updated annexes to the EOP.
- Conducted educational programs on Preparedness Planning for emergencies.
- Continued mandatory certification requirement matrix and 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 continued EMPG grant funding.

## **GOALS FOR FISCAL YEAR 2011**

- 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

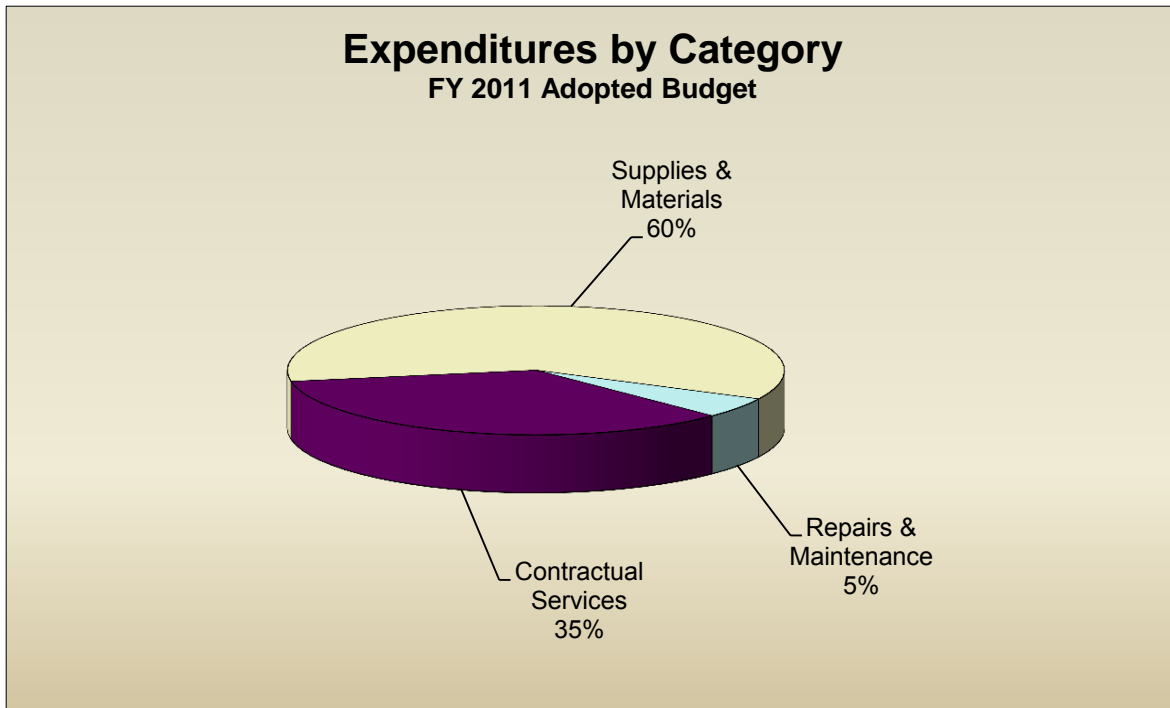
EMERGENCY MANAGEMENT	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	-	-	-	-
Supplies & Materials	1,806	3,328	1,961	3,336
Repairs & Maintenance	185	296	295	284
Contractual Services	1,535	3,735	2,436	1,928
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>3,526</b>	<b>7,359</b>	<b>4,692</b>	<b>5,548</b>

Note: Grant funds to help offset Emergency Management costs.

### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Supplies & Materials: Include increases for office and computer supplies.



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

**EMERGENCY MANAGEMENT**

01-4420

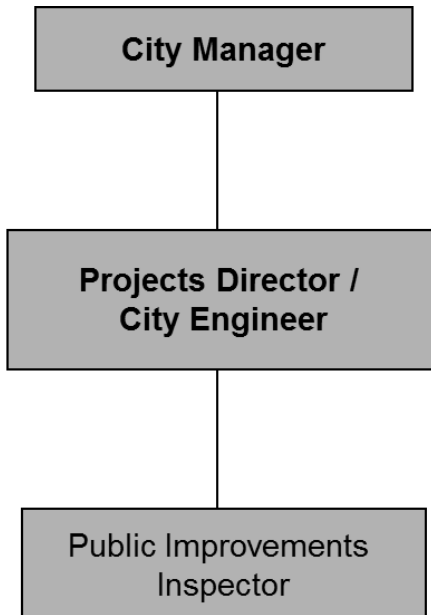
<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b><i>OUTPUTS</i></b>				
# of Citizen Contacts through Public Education Programs	1,350	5,000	3,125	5,000
# of Citizen Contacts through Disaster Response Assistance	0	0	0	0
<b><i>EFFICIENCIES</i></b>				
Cost per City Staff Training Opportunity	\$2,550	\$1,000	\$882	\$1,250
<b><i>EFFECTIVENESS</i></b>				
% of Emergency Plan Updated	100.0%	100.0%	100.0%	100.0%



# ENGINEERING



**Left to Right:** Dan Taylor (Public Improvements Inspector); Wesley Wright (Project Director/City Engineer).



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

2 Full Time Employees

# **ENGINEERING**

## **PROGRAM DESCRIPTION**

The Engineering Department 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 2010**

- Coordinated with TxDOT with the design phase of the SH 9 North Bypass including utility relocates.
- 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.
- Council approval of a new Land Disturbance Ordinance.
- Council approval of an updated Drainage Criteria Manual.
- Completed all storm water management requirements for program year 3.
- Inspected one 45-lot subdivision.
- Provided inspection services to Public Works on numerous Capital Improvement Projects.
- Coordinated with BNSF Railroad for installation of a crossing at Bradford Drive.
- Provided inspection service support to the Building Department on a daily basis.
- Served as the City's Planner.

## **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.
- Serve as the City's Floodplain Manager.
- Serve the City's Planning Department as needed.
- Continue to prioritize and resolve drainage problems as presented.
- Continue to review and update the City of Copperas Cove Construction Standards and Details, Engineering Design Standards, and Subdivision Ordinance.
- Continue to assist TxDOT with Northeast and Southeast Bypass, including utility relocates.
- Provided inspection service support to the Building Department on a daily basis.

## **GOALS FOR FISCAL YEAR 2011**

- Bid and construct remainder of Bradford Drive extension and Olive Street closure.
- Complete all storm water management requirements for program year 4.
- Attend technical training as well as management training to ensure retention of quality employees.

# ENGINEERING

01-5100

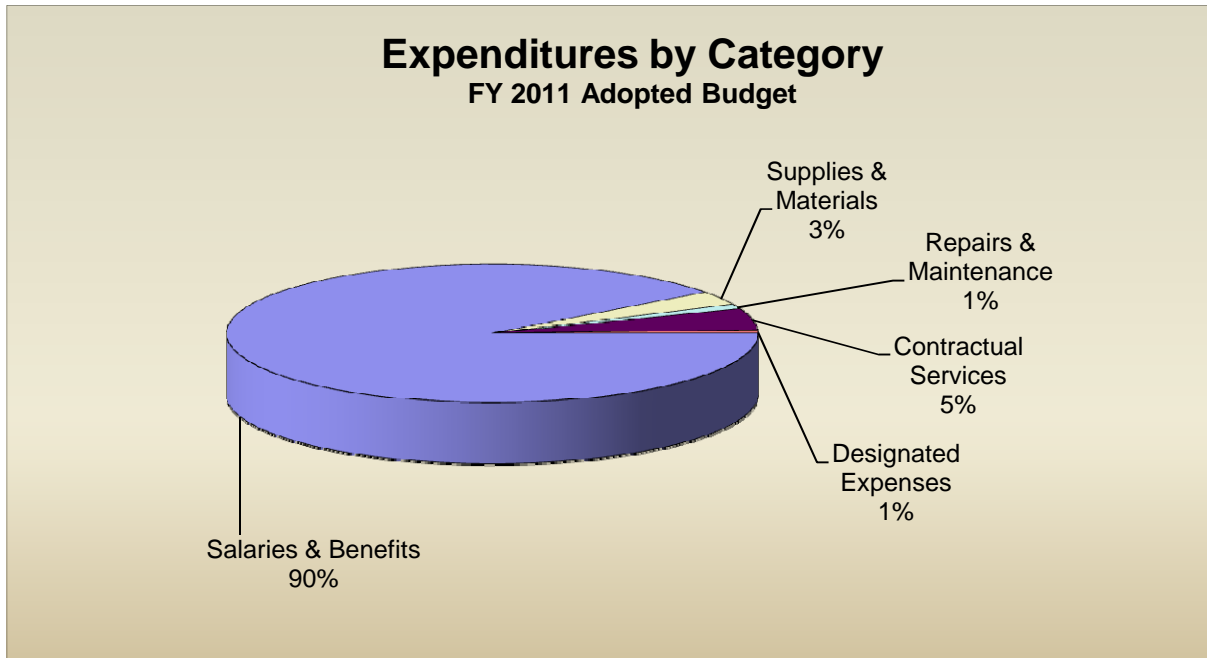
## EXPENDITURE SUMMARY

ENGINEERING	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	138,797	179,312	142,249	133,926
Personnel Support	-	-	-	-
Supplies & Materials	3,361	4,769	3,610	4,863
Repairs & Maintenance	630	1,310	1,300	1,610
Contractual Services	4,876	5,119	4,810	7,600
Designated Expenses	247	1,044	960	1,044
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>147,911</b>	<b>191,554</b>	<b>152,929</b>	<b>149,043</b>

### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Decreases:*

- Salaries & Benefits: City Engineer will be funded in the Water & Sewer Fund for 12 pay periods in FY 2011. Include a 1.5 percent COLA increase.
- Contractual Services: Include increases for communication and professional development expenses.



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

# ENGINEERING

01-5100

<b>STAFFING LEVEL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Projects Director/City Engineer	1	1	1	1
Public Improvements Inspector	1	1	1	1
<b>DIVISION TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b>OUTPUTS</b>				
# of Inspections Completed	3,900	2,500	3,900	2,500
# of Completed City Projects	8	4	7	4
<b>EFFICIENCIES</b>				
Average Cost per Inspection	\$41	\$62	\$41	\$62
<b>EFFECTIVENESS</b>				
% of Inspections Completed within 5 Working Days	100.0%	100.0%	100.0%	100.0%

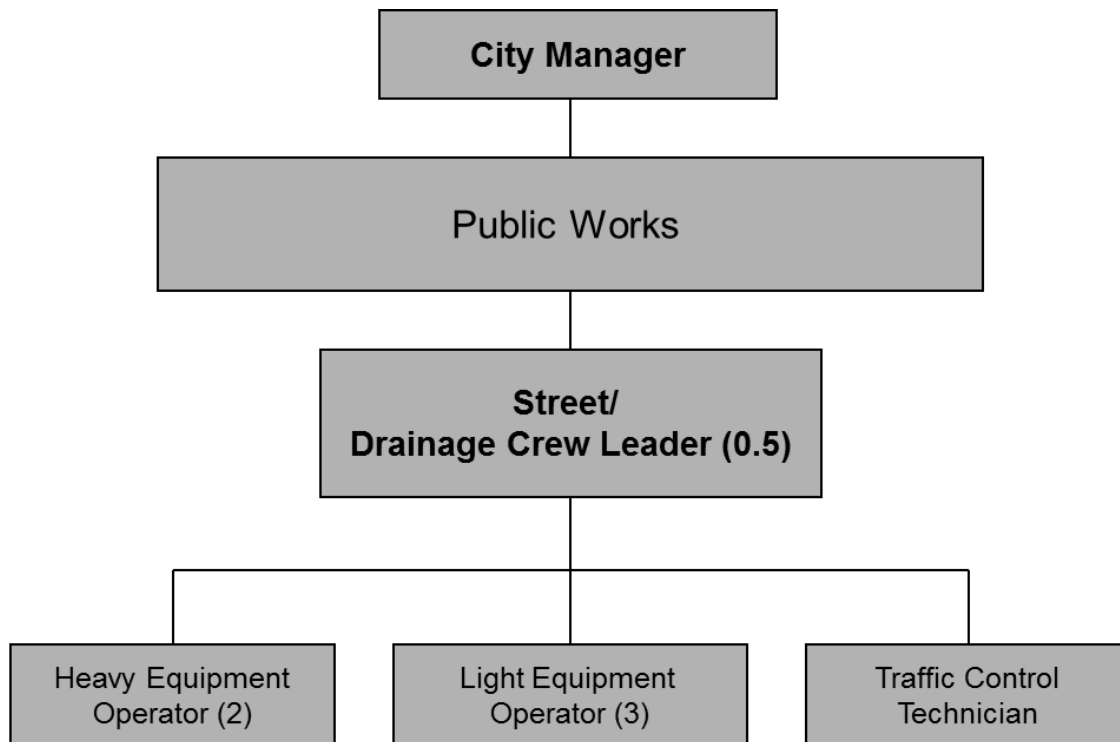
# STREET



**Left to Right:**

**Kneeling:** Frank Tamagyow (Traffic Control Technician).

**Back Row:** Bobby Boone (Heavy Equipment Operator); Billy Butler (Heavy Equipment Operator); Will Colby (Light Equipment Operator); James Mullen (Street/Drainage Crew Leader); Steven Hollenbeck (Light Equipment Operator).



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

6.5 Full Time Employees

# **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 monitors and records streets requiring repairs other than normal maintenance.

## **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 in compliance with the Texas Manual of Uniform Traffic Control Devices.

## **ACHIEVEMENTS FOR FISCAL YEAR 2010**

- Compacted and asphalted 70 utility cuts and leveled up 97 sunken areas on City streets.
- Installed and repaired 401 traffic control signs.
- Provided periodic mowing of right-of-ways.
- Acquired herbicide license recertification for 3 personnel.
- Removed cracked asphalt and repaved areas in the parking lot at City Park and restriped parking areas.
- Leveled and re-graded around cart storage areas at the Golf Course.
- Removed old sunken & cracked asphalt areas of road at NW Sewer Plant and added new base to the sub grade and repaved areas.
- Provided support for Rabbit Festival, Kris Kindl Mart, Downtown Party's and Central Texas Bike Run.
- Shoulder work on Freedom Lane, Colorado Drive, and Big Divide and Taylor Creek Roads.
- Achieved work zone traffic control training for 4 personnel.
- Built building pad in the City Park.
- Built 100 feet of roadway of the Bradford Drive street improvement project.

## **CONTINUING OBJECTIVES**

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

## **GOALS FOR FISCAL YEAR 2011**

- Implement a structural evaluations plan of the road ways to determine a future service life and maintenance schedule for each street.
- Establish a method to update the sign and pavement markings inventory to track the requirements of section 2A.09 of the Texas MUTCD for retroreflecivity levels.
- Improve on the procedures in pothole, sunken cuts, and fatigue cracking repairs.
- Plan a better system to manage and maintain yearly school zones for crosswalks painting and signage replacement.
- 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.
- Develop a better procedure for handling, tracking and resolving citizen's complaints.
- Design and install signage and pavement markings for the new school zone on Lutheran Church Road.
- Establish procedures for overgrown tree limbs/bushes that are in the road way which is not covered by the cities ordinances.

# STREET

01-5300

## EXPENDITURE SUMMARY

STREET	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	246,070	294,937	290,000	209,932
Personnel Support	-	-	-	-
Supplies & Materials	24,614	49,279	34,425	38,535
Repairs & Maintenance	70,999	105,350	100,300	109,195
Contractual Services	235,858	252,619	229,494	232,833
Designated Expenses	105,256	179,202	627	264,734
Capital Lease Payments	-	-	64,468	26,862
Capital Outlay & Improvements	-	-	-	9,750
<b>Total</b>	<b>682,797</b>	<b>881,387</b>	<b>719,314</b>	<b>891,841</b>

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

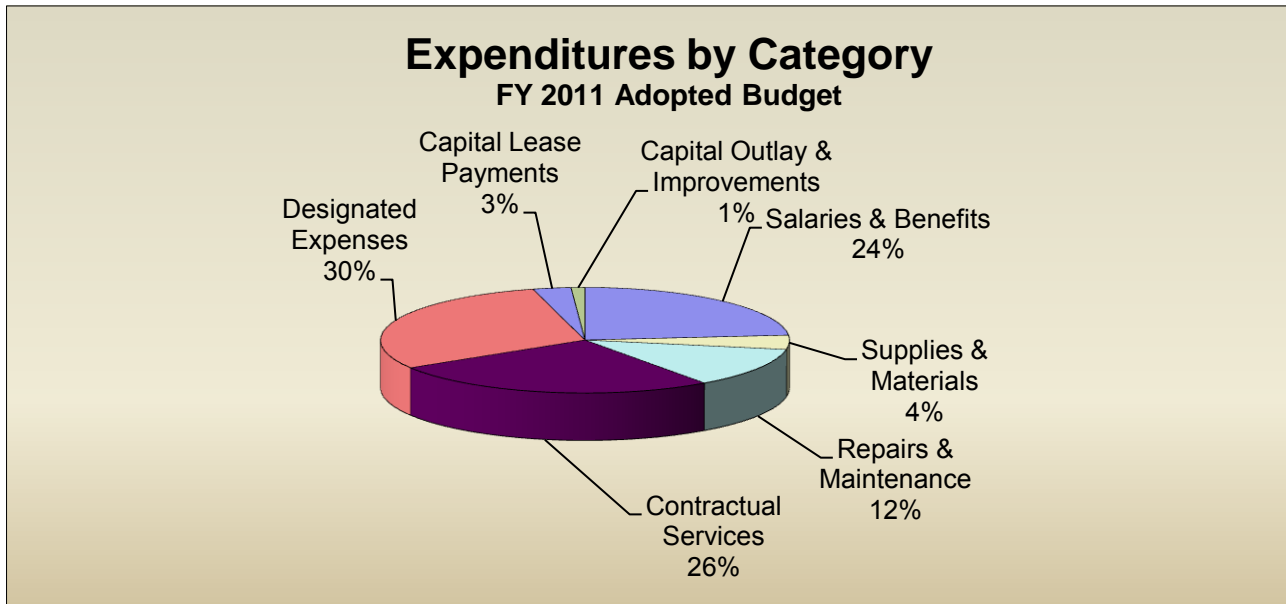
### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Repairs & Maintenance: Include increase for repairs and maintenance of equipment and traffic control devices.
- Designated Expenses: Include street maintenance funds.
- Capital Outlay & Improvements: Purchase of a sign reflector.

*Decreases:*

- Salaries & Benefits: Assistant Director of Public Works, now the Director of Public Works, will be fully funded in the Water and Sewer Fund in FY 2011 and the Assistant Street/Drainage Superintendent position was reclassified to Street/Drainage Crew Leader and is funded 50/50 between General Fund and Drainage Fund. Include a 1.5 percent COLA increase.
- Capital Lease Payments: Decrease due to loan payments made.



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

# STREET

01-5300

<b>STAFFING LEVEL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Assistant Director of Public Works	0.5	0.5	0.5	0
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	1	0	0	0
Assistant Street/Drainage Superintendent	0	1	1	0
Street/Drainage Crew Leader*	0	0	0	0.5
<b>DIVISION TOTAL</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>	<b>6.5</b>

\* Funded 50/50 between Street and Drainage Utility departments in FY 2011.

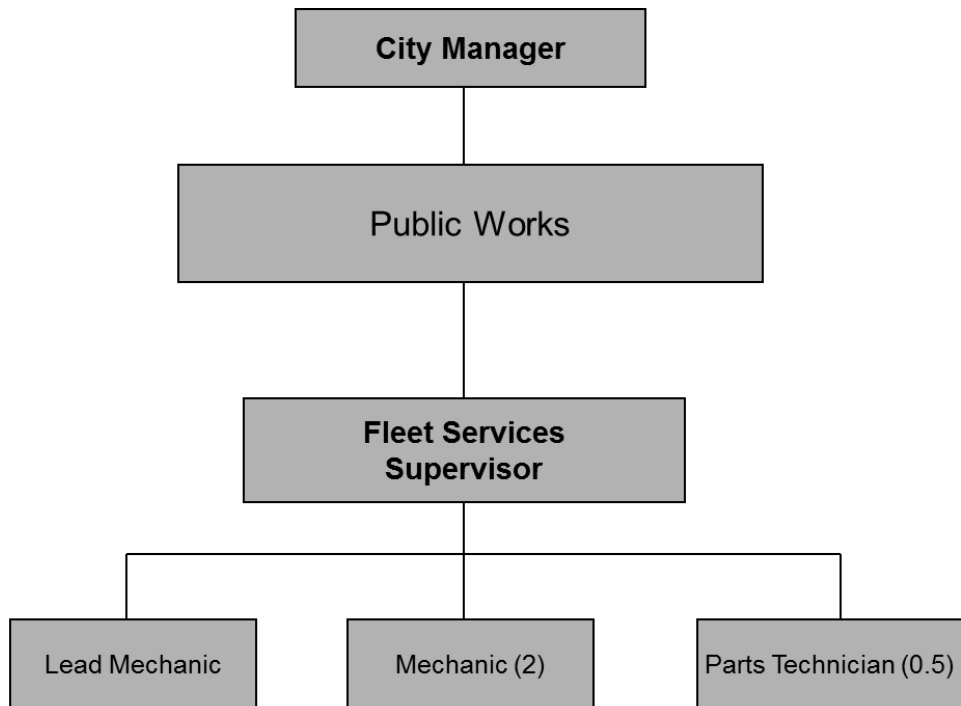
<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b><i>OUTPUTS</i></b>				
Seal Coat Resurfacing (lane miles)	0.0	0.0	0.0	3.5
Asphalt Overlay (lane miles)	0.0	1.6	0.0	1.4
# of Utility Excavation Repairs	70	85	100	100
Street Sweeping (curb miles)	3,164	3,200	3,300	3,150
# of City Lane Miles	132	132	132	132
<b><i>EFFICIENCIES</i></b>				
Operating Cost Budgeted per City Lane Mile	\$5,173	\$6,677	\$5,449	\$6,756
<b><i>EFFECTIVENESS</i></b>				
% of Pothole and Utility Cut Requests Repaired within 48 Hours	91.2%	91.4%	91.0%	91.3%



# FLEET SERVICES



**Left to Right:** Jesus Mora (Mechanic); Roger Bekkerus (Lead Mechanic); Mike King (Fleet Services Supervisor); Joe Fox (Part-time Parts Technician).



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.

4.5 Full Time Employees

# ***FLEET SERVICES***

## **PROGRAM DESCRIPTION**

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

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Manage preventive maintenance through 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 2010**

- Recertified as an ASE Blue Seal of Excellence Shop for the eighth year.
- Performed 345 preventive maintenance services.
- Performed 140 State Vehicle Inspections.
- Performed 200 Winterization Services.
- Completed 1,568 Work Orders internally, with shop sales of \$102,424.

## **CONTINUING OBJECTIVES**

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

## **GOALS FOR FISCAL YEAR 2011**

- 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

01-5500

### EXPENDITURE SUMMARY

FLEET SERVICES	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	221,018	245,206	229,152	215,777
Personnel Support	-	-	-	-
Supplies & Materials	5,632	6,434	6,383	7,467
Repairs & Maintenance	3,429	4,689	4,600	4,670
Contractual Services	10,907	12,040	12,907	12,771
Designated Expenses	1,731	684	627	684
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	3,068	-	-	-
<b>Total</b>	<b>245,785</b>	<b>269,053</b>	<b>253,669</b>	<b>241,369</b>

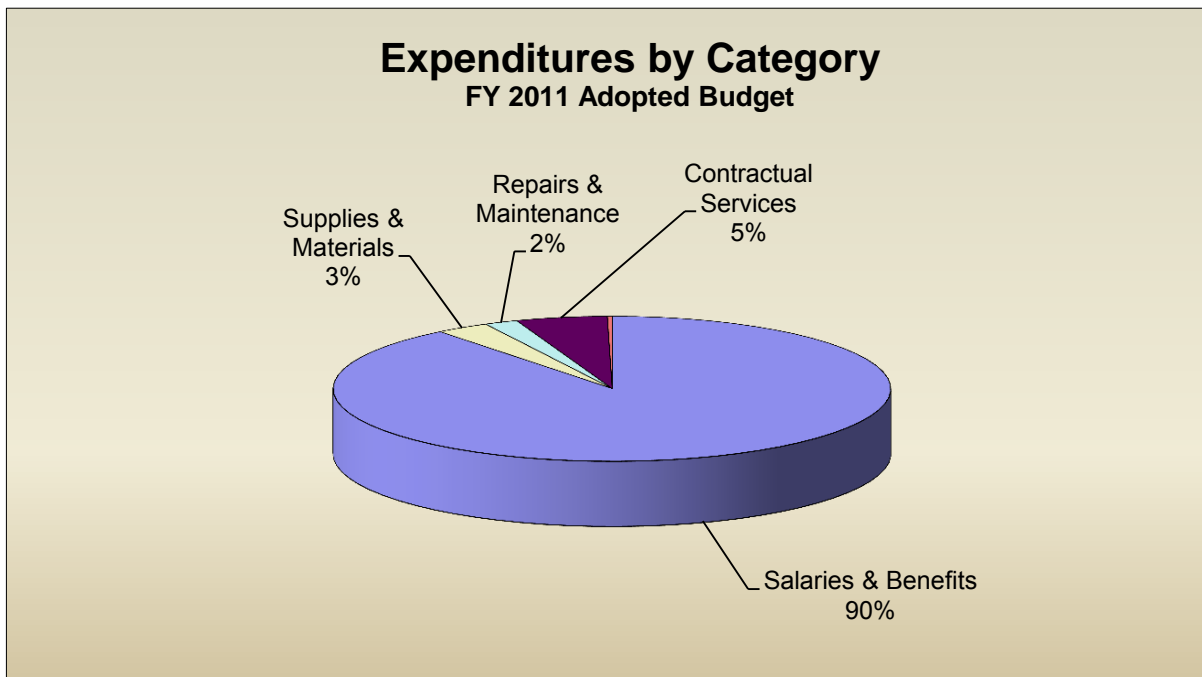
### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Supplies & Materials: Include \$1,510 increase to purchase minor tools.

*Decreases:*

- Salaries & Benefits: Two employees retired in FY 2010. The Parts Technician was reclassified from a full time to a part time position for FY 2011. Include a 1.5 percent COLA increase.



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

## FLEET SERVICES

01-5500

<b>STAFFING LEVEL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Parts Technician	1	1	1	0.5
Lead Mechanic	1	1	1	1
Mechanic	2	2	2	2
Fleet Services Supervisor	1	1	1	1
<b>DIVISION TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4.5</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b><i>OUTPUTS</i></b>				
# of Work Orders Completed	1,446	1,650	1,568	1,650
<b><i>EFFICIENCIES</i></b>				
Average Operating Cost per Work Order	\$170	\$163	\$162	\$146
<b><i>EFFECTIVENESS</i></b>				
Percentage Work Orders on Preventive Maintenance	22.0%	25.0%	21.0%	22.0%

# FACILITY MAINTENANCE



James Dixon (Facility Maintenance).

City Manager

Public Works

Facility Maintenance (2)

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

2 Full Time Employees

# ***FACILITY MAINTENANCE***

## **PROGRAM DESCRIPTION**

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

## **MAJOR DEPARTMENT / DIVISION GOALS**

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

## **ACHIEVEMENTS FOR FISCAL YEAR 2010**

- Provided critical support to Water / Wastewater and Sewer Departments.
- 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.
- Improved relations throughout City Departments.

## **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.
- Strive to reduce work order delays.
- Continue to provide maintenance support to all City facilities.

## **GOALS FOR FISCAL YEAR 2011**

- Provide continued staff training.
- Implement a replacement program for the City's air conditioning and heating units.
- Identify and / or implement cost saving maintenance where possible.

## FACILITY MAINTENANCE

01-5700

### EXPENDITURE SUMMARY

FACILITY MAINTENANCE	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	93,465	93,899	93,898	56,108
Personnel Support	-	-	-	-
Supplies & Materials	4,302	5,281	4,160	6,228
Repairs & Maintenance	1,304	2,954	2,250	3,333
Contractual Services	1,865	3,200	1,610	2,900
Designated Expenses	359	396	355	387
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>101,294</b>	<b>105,730</b>	<b>102,273</b>	<b>68,956</b>

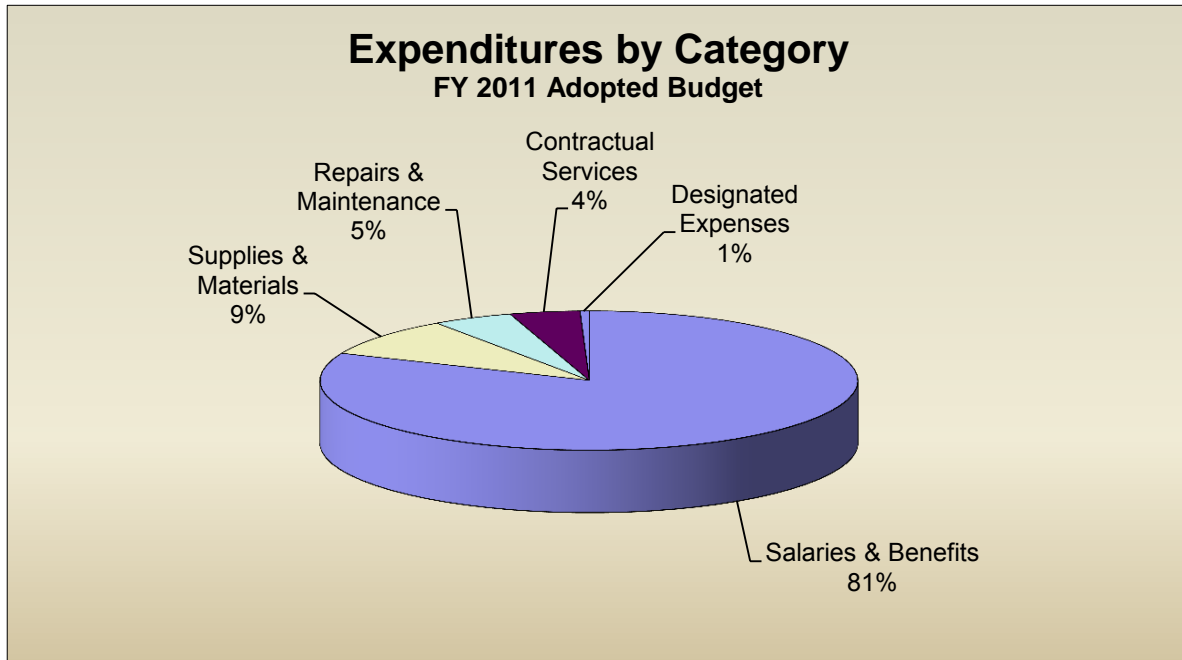
### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Supplies & Materials: Include increases for minor tools and fuel and oil expenses.

*Decreases:*

- Salaries & Benefits: One Facility Maintenance position is unfunded in FY 2011. Include a 1.5 percent COLA increase.



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

## FACILITY MAINTENANCE

01-5700

STAFFING LEVEL	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Facility Maintenance	2	2	2	2
<b>DIVISION TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

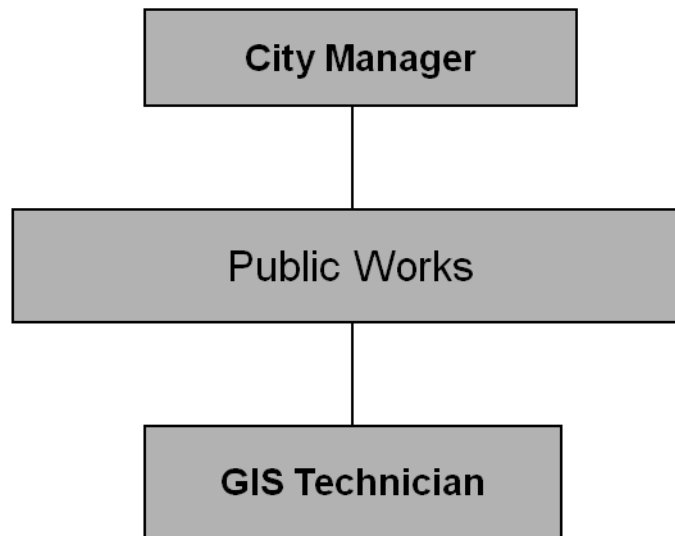
PERFORMANCE MEASURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Projection	FY 2011 Target
<b>OUTPUTS</b>				
# of Work Orders Completed	1,150	1,150	1141	1187
# of City Facilities Maintained	59	60	75	75
<b>EFFICIENCIES</b>				
Average Maintenance Cost per Work Order	\$88	\$92	\$95	\$92
<b>EFFECTIVENESS</b>				
% of Work Orders Completed within 2 Working Days	95.0%	97.0%	95.0%	96.5%



# PLANNING



Benjamin Smith III (GIS Technician).



*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

# **PLANNING**

## **PROGRAM DESCRIPTION**

The Planning Department is responsible for providing support to the development community and general public through administration of the city's zoning and subdivision ordinances. The Planning Department serves as the secretary of both the Planning and Zoning Commission and Board of Adjustment. The Planning and Zoning Commission serve and advise City Council on platting and zoning issues. The Board of Adjustment considers variance requests to the zoning ordinance. The Planning Department also coordinates new development plat and plan review with various other city departments.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Improve the quality of life and safety of the community by planned sustainable land use.
- Provide efficient and accurate services to citizens, developers, and builders.
- Provide high quality customer service to the community.
- Serve and administer the Planning and Zoning Commission in conformance with city ordinances and State law.
- Serve and administer the Board of Adjustment in conformance with city ordinances and State law.

## **ACHIEVEMENTS FOR FISCAL YEAR 2010**

- Processed fourteen subdivision plats, three zoning change requests, and two updates to the Future Land Use plan.
- Continued to coordinate development review meetings.
- Maintained the City's zoning map, city limit map, address maps, and infrastructure library.
- Worked with City staff on updating the sign ordinance.
- Continued to improve city-wide data management.
- Coordinated two builder / developer luncheons.
- Assisted with developing maps for the new five-year Capital Improvement Plan.
- Coordinated City Planning Consulting Services.

## **CONTINUING OBJECTIVES**

- Review and update the zoning, subdivision, and other land development regulations.
- Improve subdivision plat and plan review along with other land development procedures.
- Process subdivision plats, zoning change requests, and variance requests in a timely manner.
- Coordinate presentations for the builder / developer luncheons.
- Facilitate the meetings of the Planning and Zoning Commission and Board of Adjustment
- Help coordinate the development of a Geographical Information System for the City's data management.
- Maintain the City's zoning map, city limit map, address maps, and infrastructure library.
- Continue to coordinate services provided by Planning Consultant.
- Continue to improve plat application / development procedures and developer relations.

## **GOALS FOR FISCAL YEAR 2011**

- Improve the current department web site.
- Begin updating Zoning Ordinance and Comprehensive Plan.
- Establish procedures for future annexations.
- Coordinate with the Engineering and Building Departments 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.
- Work toward a "One Stop Shop" development program for the City.
- Obtain and provide job related training to retain quality employees.

# PLANNING

01-6100

## EXPENDITURE SUMMARY

<b>PLANNING</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Salaries & Benefits	156,865	53,520	53,279	56,721
Personnel Support	-	-	-	-
Supplies & Materials	788	2,156	2,391	5,707
Repairs & Maintenance	1,325	3,045	3,045	2,640
Contractual Services	4,647	42,216	42,248	24,176
Designated Expenses	614	1,780	1,688	2,212
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>164,239</b>	<b>102,717</b>	<b>102,651</b>	<b>91,456</b>

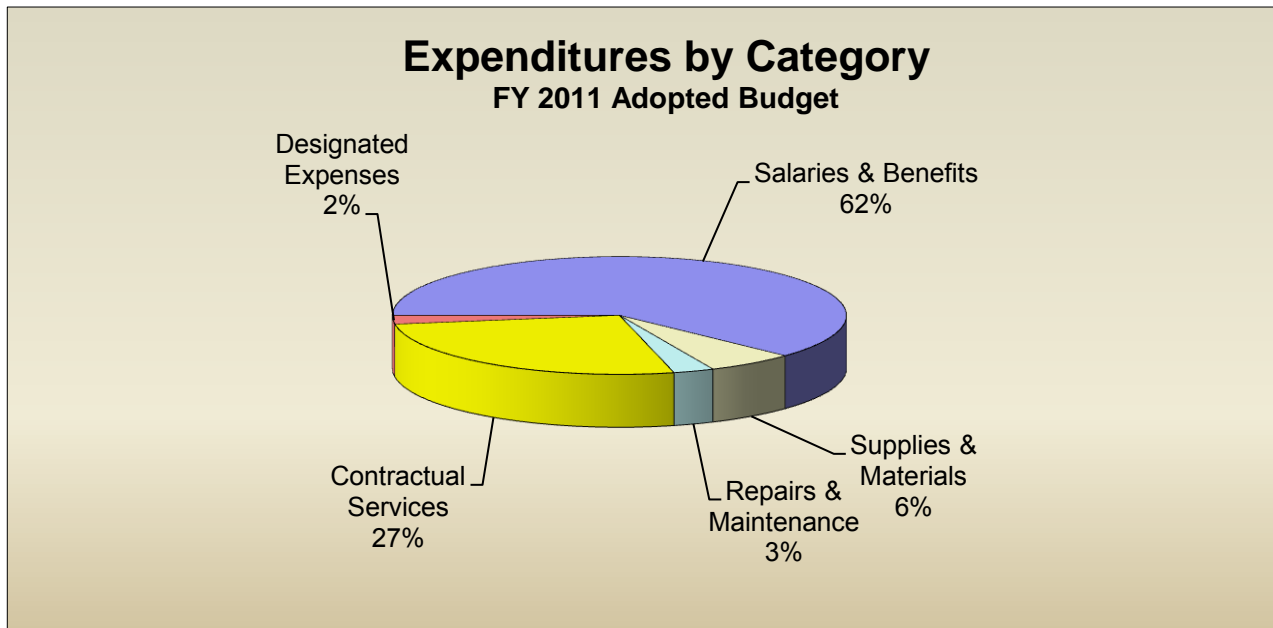
### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Salaries & Benefits: Include a 1.5 percent COLA increase.
- Supplies & Materials: Include increases for office and computer supplies.

*Decreases:*

- Contractual Services: Include a \$20,000 decrease for a Planning/GIS consultant.



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

**PLANNING**

01-6100

<b>STAFFING LEVEL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Director of Development Services	1	0	0	0
GIS Technician	1	1	1	1
<b>DIVISION TOTAL</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b><i>OUTPUTS</i></b>				
# of Plats Processed	14	16	14	12
# of Zoning Changes Processed	2	3	3	6
# of Variance Requests Processed	5	7	1	1
# of Land Transactions Recorded in GIS**	N/A*	20	N/A*	0
<b><i>EFFICIENCIES</i></b>				
% of Responses to Zoning Verifications within One Day	99.0%	99.0%	100.0%	100.0%
% of Staff Reports to Boards at least 5 days in Advance	96.0%	97.0%	100.0%	100.0%
% of Adjoining Property Owners Letters Sent at Least 10 days Prior to Hearing	98.0%	99.0%	100.0%	100.0%
<b><i>EFFECTIVENESS</i></b>				
% of Plat Cases Processed to Completion within State Mandated Timelines without Error	99.0%	99.0%	100.0%	100.0%
% of Zoning Cases Processed to Completion without Error	99.0%	99.0%	100.0%	100.0%

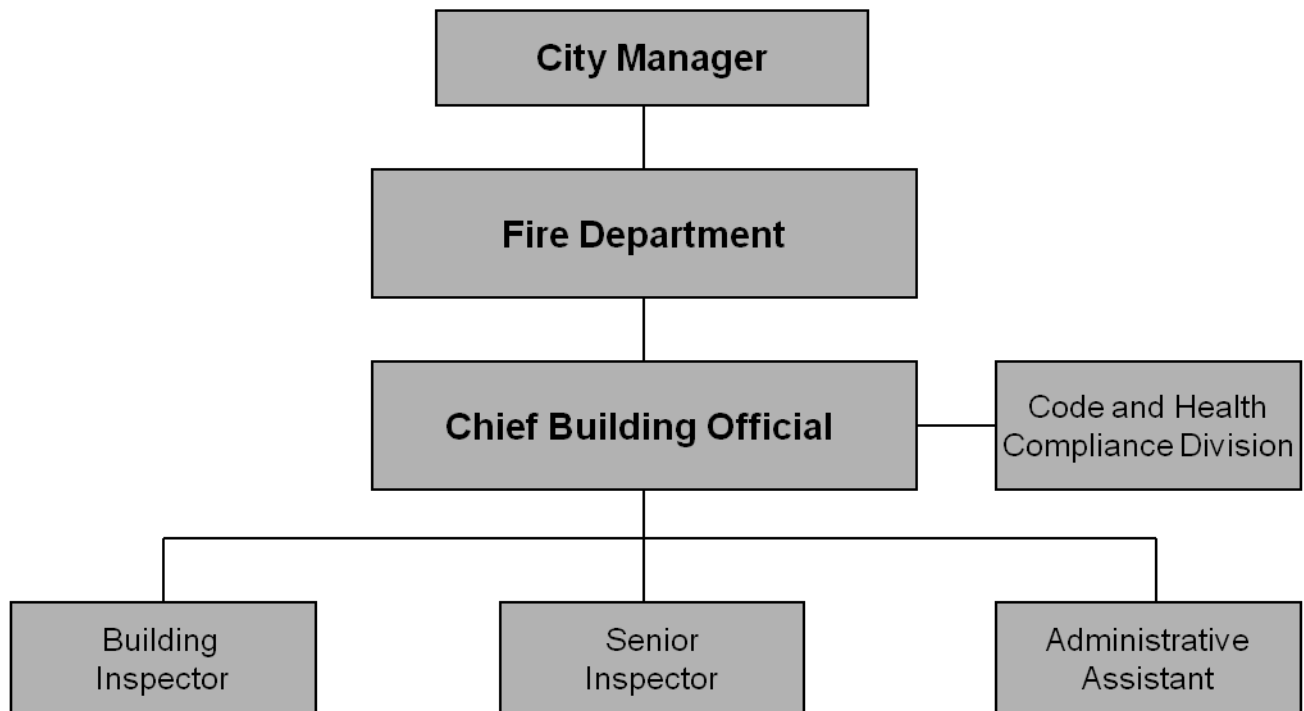
\* New Performance Measure - Data not available.

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

# BUILDING & DEVELOPMENT



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



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

4 Full Time Employees

# ***BUILDING AND DEVELOPMENT***

## **PROGRAM DESCRIPTION**

The Building and Development Department plays a critical role in the overall success of the community by providing excellent and professional customer service, assuring the safety and well being of the public and protecting economic interests through the development of a safe and sustainable community. The department is responsible for conducting plan reviews, property development and for the issuance of all permits. 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 construction meet all recognized standards for building safety and quality of life.
- Increase public awareness through informational and educational opportunities.

## **ACHIEVEMENTS FOR FISCAL YEAR 2010**

- Issued permits for 169 new Single Family Houses having a total valuation of \$22,954,939.
- Issued permits for 1,028 Residential remodels for a total valuation of \$1,333,572 (including sheds, fences, re-roofs, etc.).
- Issued permits for 12 Multi-family Residential Houses having a total valuation of \$49,073,432.
- Issued permits for 5 new Commercial Buildings having a total valuation of \$20,647,701.
- Issued permits for 108 Non-Residential Remodels for a total valuation of \$1,134,554.
- Issued permits for 1,770 (including miscellaneous permits such as garage sales, car washes solicitations, signs, swimming pools, etc.) for a total valuation of \$120,390.
- Completed 7,367 inspections.

## **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.

## **GOALS FOR FISCAL YEAR 2011**

- Develop a stronger working relationship between builders and the staff.
- Educate builders on code changes.
- 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

01-5200

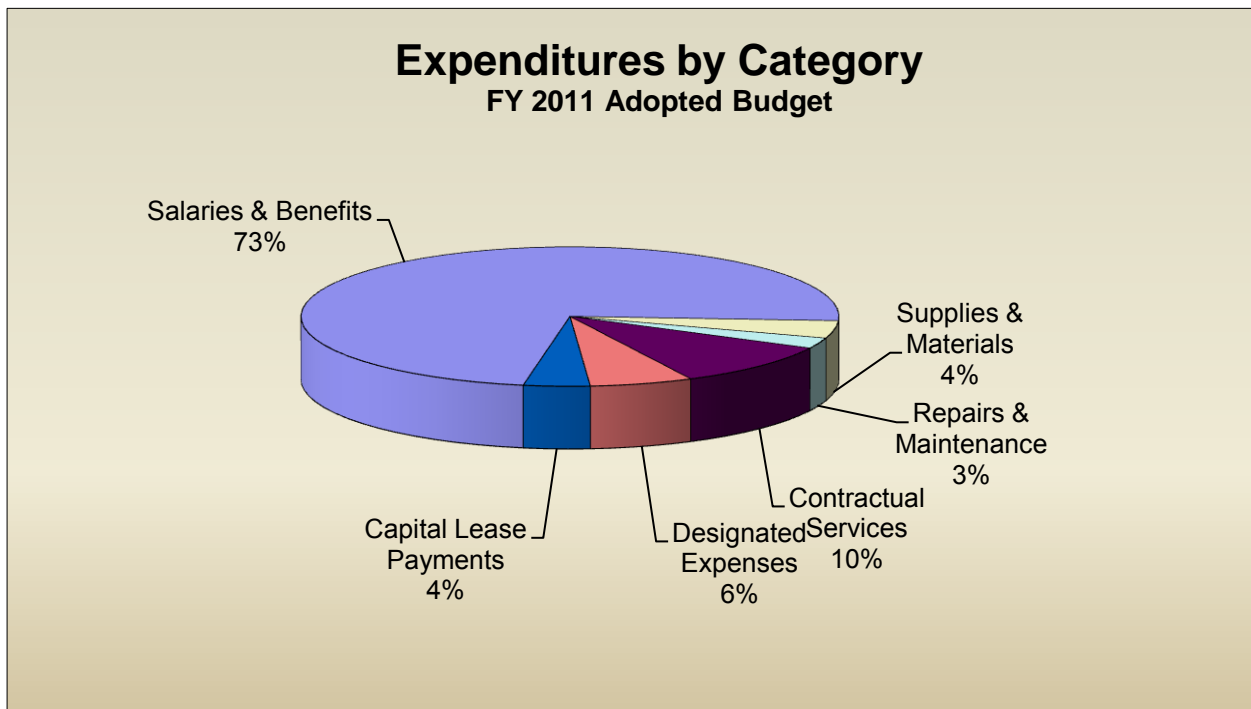
### EXPENDITURE SUMMARY

<b>BUILDING AND DEVELOPMENT</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Salaries & Benefits	193,700	180,146	178,082	182,556
Personnel Support	-	-	-	-
Supplies & Materials	5,990	10,106	8,586	10,106
Repairs & Maintenance	5,854	7,953	4,553	6,136
Contractual Services	12,556	19,183	17,203	25,173
Designated Expenses	12,847	27,360	15,301	15,437
Capital Lease Payments	-	-	11,911	9,926
Capital Outlay & Improvements	6,900	-	-	-
<b>Total</b>	<b>237,846</b>	<b>244,748</b>	<b>235,636</b>	<b>249,334</b>

### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Salaries & Benefits: Include a 1.5 percent COLA increase.
- Contractual Services: Include \$6,560 for consulting fees related to the inspection of new oil and gas wells.



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

## BUILDING AND DEVELOPMENT

01-5200

<b>STAFFING LEVEL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Chief Building Official	1	1	1	1
Administrative Assistant	1	1	1	1
Senior Inspector	1	1	1	1
Inspector	1	1	1	1
<b>DIVISION TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b>OUTPUTS</b>				
# of Permits Issued	2,455	2,500	3,092	3,000
# of Inspections Performed	5,505	7,000	7,367	7,500
<b>EFFICIENCIES</b>				
Average Time to Process a Permit Application (minutes)	15	15	15	15
Average Time to Complete an Inspection (minutes)	25	25	25	25
<b>EFFECTIVENESS</b>				
% of Inspections Performed within 4 Working Hours of Request	98.0%	99.0%	98.0%	99.0%
Ensure all Building Projects Meet Recognized Standards for Building Safety and Code Compliance	99.0%	99.0%	99.0%	99.0%



# CODE & HEALTH COMPLIANCE



**Left to Right:**

**Front Row:** Christine Mandanici (Administrative Assistant); Autumn Downing (Code Enforcement Officer).

**Back Row:** Don Denniston (Health Inspector); Krystal Baker (Code Enforcement Officer).



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

4 Full Time Employees

# **CODE AND HEALTH COMPLIANCE**

## **PROGRAM DESCRIPTION**

The Code and Health Enforcement Department is a multi-compliance enforcement division under management of the 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 2010**

- Received and managed 5,715 code enforcement complaints from citizens and city employees.
- Conducted 53 food handler classes to 1,046 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 124 health inspections.
- Completed 16 foster care inspections.
- Continue to provide education and licensing programs for basic food handlers.

## **CONTINUING OBJECTIVES**

- Receive 100% compliance on safety, health and nuisance complaints.
- Provide for education and certification opportunities for new Code Enforcement Inspectors.
- 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 2011**

- Update the health ordinance.
- Increase pro-active efforts to manage the Code Enforcement program.
- Respond to all code enforcement complaints within 48 hours of receipt.
- Complete continuing education courses to stay updated on all new Texas Food Establishment and Code Enforcement Laws.

## CODE AND HEALTH COMPLIANCE

01-7200

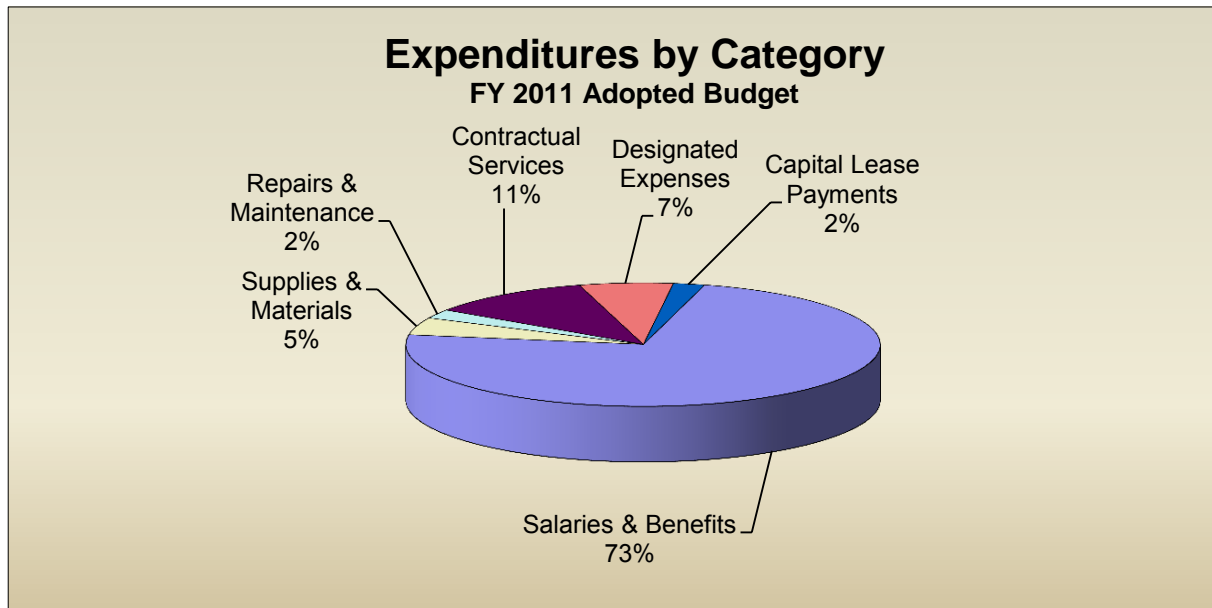
### EXPENDITURE SUMMARY

CODE AND HEALTH ENFORCEMENT	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	144,675	154,580	142,680	170,237
Personnel Support	-	-	-	-
Supplies & Materials	8,334	11,493	9,656	10,536
Repairs & Maintenance	3,342	6,474	4,805	5,438
Contractual Services	17,111	24,819	21,210	26,123
Designated Expenses	6,474	20,784	14,728	14,812
Capital Lease Payments	-	-	5,956	4,963
Capital Outlay & Improvements	6,900	-	-	-
<b>Total</b>	<b>186,836</b>	<b>218,150</b>	<b>199,035</b>	<b>232,109</b>

### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Salaries and Benefits: One of the Code Enforcement Officer positions was vacant for six months of FY 2010. Include a 1.5 percent COLA increase.
- Contractual Services: Include increases in professional development and utilities, and \$1,200 for an Incode Online Component.



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

**CODE AND HEALTH COMPLIANCE**

01-7200

<b>STAFFING LEVEL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Code Enforcement Officer	2	2	2	2
Health Inspector	1	1	1	1
Administrative Assistant	1	1	1	1
<b>DIVISION TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b><i>OUTPUTS</i></b>				
# of Complaints Received and Investigated	4,398	4,500	4,958	5,000
<b><i>EFFICIENCIES</i></b>				
Complaints per Code Enforcement Officer / Health Inspector	1,466	1,500	1,653	1,667
<b><i>EFFECTIVENESS</i></b>				
% of Complaints Resulting in Voluntary Compliance	97.0%	98.0%	97.0%	98.0%

# PARKS AND RECREATION



**Left to Right:** Mark Willingham (Recreation Coordinator); Danny Zincke (Assistant Director of Community Services); Brian Hawkins (Recreation Specialist/Administrative Assistant); Rachel Rice (Recreation Specialist); Ken Wilson (Director of Community Services).

**Left to Right:**

**Front Row:** Anibal Figueroa (Laborer); Karin Johnson (Custodian); Joseph Ngiraklang (Laborer); Dan Woolard (Laborer).

**Back Row:** Jose Velazco (Light Equipment Operator); Billy King (Light Equipment Operator); Nancy Gerlecz (Custodian); Trudy Chapman (Laborer); Chad Cullar (Laborer); Terry Price (Light Equipment Operator/HVAC Tech); Kevin Bell (Light Equipment Operator); Kari Dominowski (Laborer); Gene Williams (Parks Supervisor).



*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 in the Cemetery Fund and one Recreation Coordinator and one Recreation Specialist/Administrative Assistant are funded in the Recreation Activities Fund).

# **PARKS AND RECREATION**

## **PROGRAM DESCRIPTION**

The Parks and Recreation Department is responsible for planning, constructing and managing parks, recreation facilities and open space within the community. This department develops and administers recreation, athletic, aquatic and leisure programs which allow participants to develop both mental and physical skills as well as become involved in community activities. The department works cooperatively with other departments and organizations (i.e. Police, Fire, Keep Copperas Cove Beautiful, CCISD, Chamber of Commerce, 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 2010**

- Conducted two youth soccer leagues with 1,086 participants.
- Conducted Youth Baseball / Softball program with over 848 participants.
- Coordinated and ran 2010 Rabbit Festival Adult Softball Tournament.
- Conducted Youth Flag Football with 356 participants.
- Conducted Youth Tackle Football program with 255 participants.
- Conducted Youth Basketball with 504 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.
- Completed design and construction of a new spray ground at South Park Pool.
- Established a Parks Committee to oversee the Parks Needs Assessment.
- Coordinated with local Eagle Scout project for demolition of Camp Live Oak building to make room for new pavilion.

## **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.

## **GOALS FOR FISCAL YEAR 2011**

- Complete a needs assessment for future park land development.
- Complete Civic Center renovations.
- Complete update to Parks and Recreation Master Plan.
- Establish a new youth volleyball program.
- Complete construction of the new Camp Live Oak pavilion.

# PARKS & RECREATION

01-5400

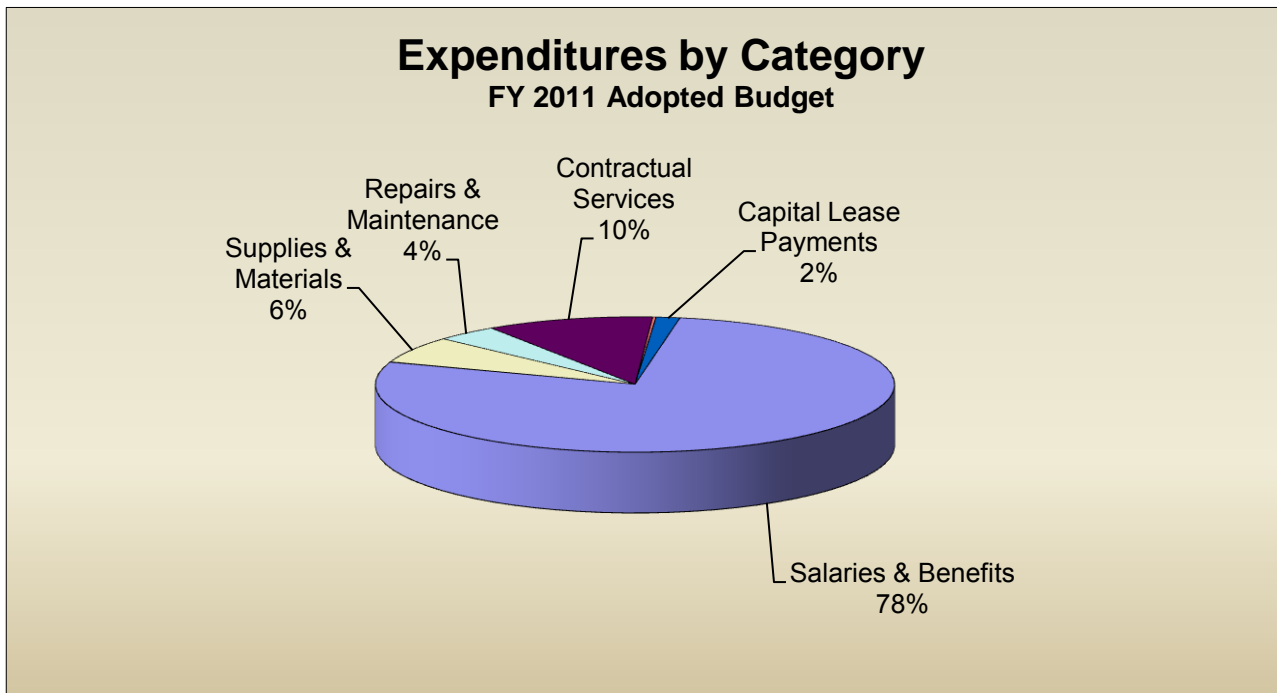
## EXPENDITURE SUMMARY

PARKS & RECREATION	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	729,354	802,800	770,961	861,273
Personnel Support	-	-	-	1,050
Supplies & Materials	51,437	70,665	62,822	70,742
Repairs & Maintenance	48,534	42,195	43,241	43,241
Contractual Services	112,182	120,037	108,980	116,033
Designated Expenses	42,563	41,852	2,162	2,359
Capital Lease Payments	-	-	39,418	16,425
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>984,070</b>	<b>1,077,549</b>	<b>1,027,584</b>	<b>1,111,123</b>

### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Salaries & Benefits: Include a 1.5 percent COLA increase; and increase for fully funded positions in FY 2011 that were vacant for a portion of FY 2010.
- Supplies & Materials: \$7,330 increase in chemical costs.
- Contractual Services: Include increases for uniforms, dues and subscriptions, and professional development expenses.



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

## PARKS AND RECREATION

01-5400

<b>STAFFING LEVEL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Director of Community Services	1	1	1	1
Assistant Director of Community Services	0	1	1	1
Recreation Superintendent	1	0	0	0
Parks Supervisor	1	1	1	1
Recreation Specialist/Aquatics	1	1	1	1
Recreation Aide	2	2	2	2
Recreation Specialist	1	1	1	1
Light Equipment Operator/HVAC Tech	0	0	0	1
Light Equipment Operator	2	2	2	2
Laborer	7	7	7	6
Custodian*	2	2	2	2
<b>DIVISION TOTAL</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>

\* Custodian positions moved from Facility Maintenance in FY 2009.

Note: In addition to the positions above, one Light Equipment Operator is funded in the Cemetery Fund and one Recreation Coordinator and one Recreation Specialist/Administrative Assistant are funded in the Recreation Activities Fund.

<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b><i>OUTPUTS</i></b>				
# of Acres Maintained by Park Personnel	385	385	385	385
# of Participants in Sports Activities	2,889	3,500	3,500	3,605
# of Coaches Certified	644	625	625	650
# of Classes / Workshops Conducted	286	362	362	375
# of Athletic Games Scheduled - Rec. Programs	1,726	1,850	1,850	1,900
<b><i>EFFICIENCIES</i></b>				
Parks / Facility Operating Cost per Capita	\$32.82	\$35.93	\$34.27	\$37.05
% of Cost Recovery Rate for Recreation Events	92.6%	74.6%	79.1%	85.0%
<b><i>EFFECTIVENESS*</i></b>				
Athletics and Aquatics Customer Satisfaction Survey	4.16	4.25	4.25	4.4
Park Maintenance Customer Satisfaction Survey	3.95	4	4	4.2

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



# LIBRARY



**Left to Right:**

**Front Row:** Rebekka Poppel (Library Assistant I); Becky Johnson (Library Assistant I); Abilehi Berrios (Library Assistant III).

**Back Row:** Margaret Handrow (Library Director); Valerie Reynolds (Library Assistant III).



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

10 Full Time Employees

# **LIBRARY DEPARTMENT**

## **PROGRAM DESCRIPTION**

The Library Department circulates print and non-print materials to the public, registers borrowers and maintains files of borrower applications and a borrower database, secures the return of library materials, collects fines and fees, processes requests to reserve library materials, maintains a serials collection, maintains shelf order of the library collection, answers reference and research questions, provides computer access to library patrons and assists them in the operation of library equipment. In addition, the Library Department provides access to electronic databases and materials, 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 2010**

- Maintained accreditation by the Texas State Library & Archives Commission.
- Reduced wasted paper and print costs with installation of Print Management software on public computers.
- Reduced public access to Library public access computers with installation of Time Limit Management software.
- Provided job seekers and distance education students with increased time limits to complete job applications, coursework, and examinations.
- Provided access to digital children story books and learning materials.
- Improved appearance of Library by painting interior walls of building, replaced stained carpet in Children area with carpet tile and replaced stained carpet in Meeting Room with ceramic tile.
- Improved statistical recording methods to more accurately measure usage of the facility and materials.

## **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.
- Improve promotion of library services and programs.

## **GOALS FOR FISCAL YEAR 2011**

- Develop library programming for all age groups.
- Research integrated library systems with new / up-to-date software and databases.
- Provide immediate access to materials via download from catalog.
- Enhance community involvement with both the Library and Friends of the Library.
- Complete photographic history of Copperas Cove.
- Provide free computer and job seeking/application skills classes to the public.

# LIBRARY

01-7100

## EXPENDITURE SUMMARY

LIBRARY	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	346,995	413,349	374,052	435,142
Personnel Support	-	-	-	-
Supplies & Materials	16,059	13,744	14,450	15,682
Repairs & Maintenance	17,676	14,208	14,467	14,498
Contractual Services	55,418	66,908	74,481	70,435
Designated Expenses	13	6,423	5,823	6,161
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	41,899	42,400	41,591	41,330
<b>Total</b>	<b>478,059</b>	<b>557,032</b>	<b>524,864</b>	<b>583,248</b>

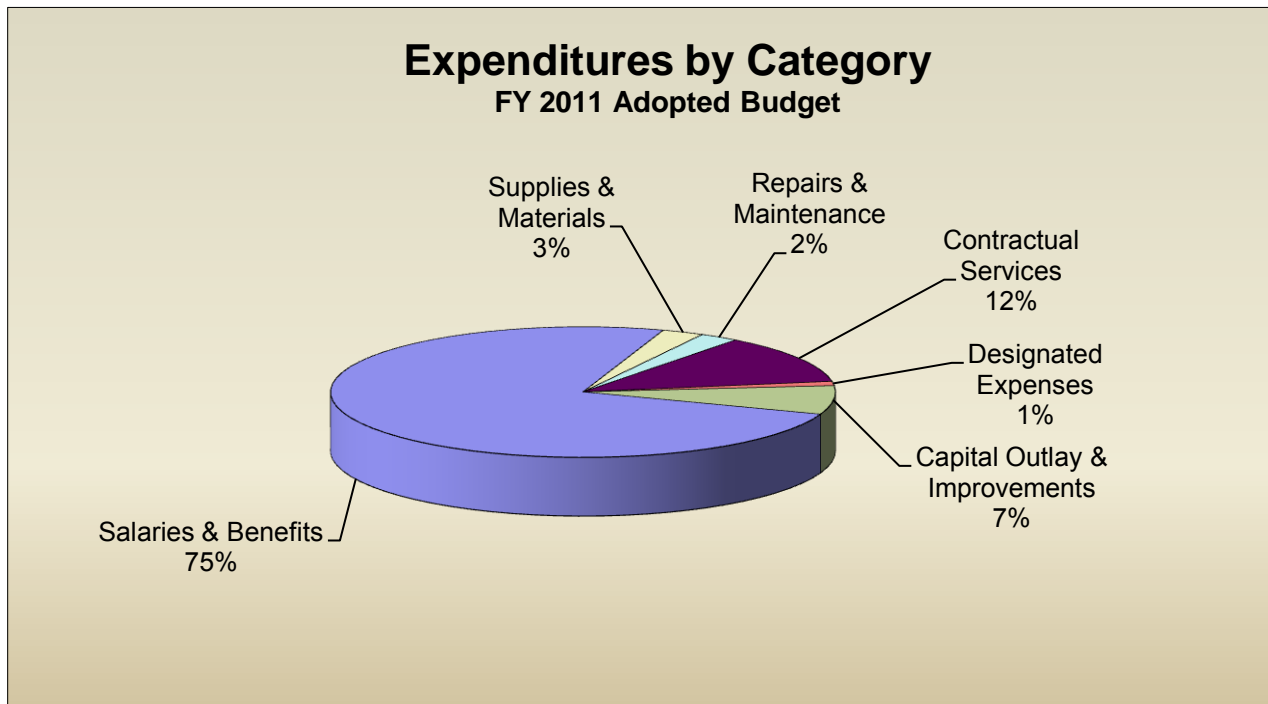
### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Salaries & Benefits: A Library Assistant I position that was vacant for a portion of FY 2010; include a 1.5 percent COLA increase.

*Decreases:*

- Contractual Services: Include \$9,134 decrease in utilities. Include \$4,600 for new subscriptions to career testing online and downloadable books on tape.



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

# LIBRARY

01-7100

<b>STAFFING LEVEL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Assistant Director/Reference Specialist	1	1	1	1
Library Assistant I	3	3	3	2
Library Assistant II	0.5	0.5	0.5	0.5
Library Assistant III	3	3	3	3
Outreach Specialist/Library Assistant III	0.5	0.5	0.5	0.5
Reference Asst./Electronic Tech Coordinator	1	1	1	1
Community Outreach Specialist	0	0	0	1
Library Director	1	1	1	1
<b>DIVISION TOTAL</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b><i>OUTPUTS</i></b>				
Attendance at Children Programs	9,287	11,000	7,902	8,100
Attendance at Senior Programs (New)	1,876	2,500	2,038	2,500
Circulated Items	110,693	125,000	115,199	120,000
Reference Questions Answered	7,577	10,000	7,302	7,500
<b><i>EFFICIENCIES</i></b>				
# of Library Visits per Each Library Employee	9,976	10,000	10,676	11,000
Operating Costs per Library User (\$)	5	5	5	5
<b><i>EFFECTIVENESS</i></b>				
% Increase in Children Program Attendance	6.0%	6.2%	-14.9%	3.0%
% Increase in Circulated Items*	14.0%	4.0%	4.1%	4.0%
% Increase in Collection Size	2.0%	5.0%	4.0%	4.0%

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

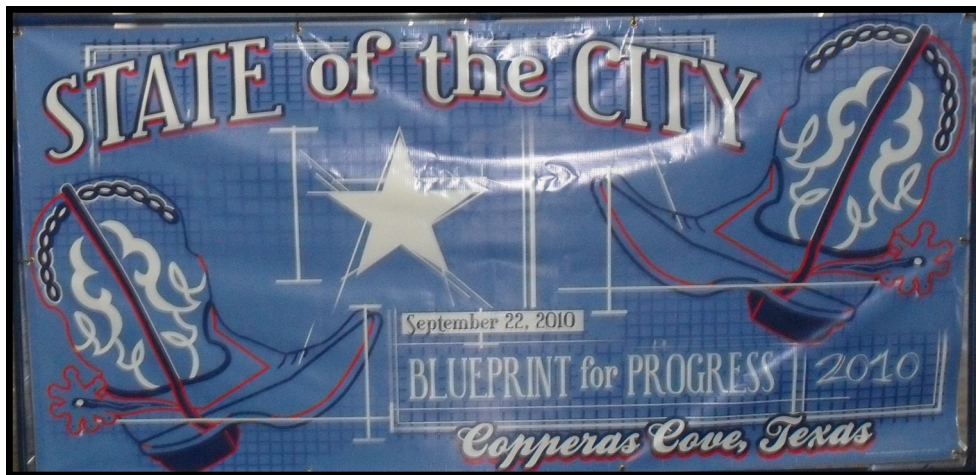
# GENERAL FUND NON-DEPARTMENTAL



## 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 City of Copperas Cove, in partnership with the Copperas Cove Chamber of Commerce held the Third Annual State of the City Address and the Second Annual Meet the City event on September 22, 2010. 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 Lea Ledger Auditorium at the Copperas Cove High School. The 2010 State of the City theme was “Blueprint for Progress.”



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

## NON - DEPARTMENTAL

01-7500

### EXPENDITURE SUMMARY

NON-DEPARTMENTAL	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	12,785	9,905	15,000	48,996
Supplies & Materials	5,246	8,409	7,304	8,557
Repairs & Maintenance	30,725	38,853	36,890	32,349
Contractual Services	204,895	201,725	183,037	213,321
Designated Expenses	127,539	104,300	106,610	108,850
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	20,930	8,975	8,875	-
Transfers Out & Contingency	165,237	292,638	298,642	373,092
<b>Total</b>	<b>567,356</b>	<b>664,805</b>	<b>656,358</b>	<b>785,165</b>

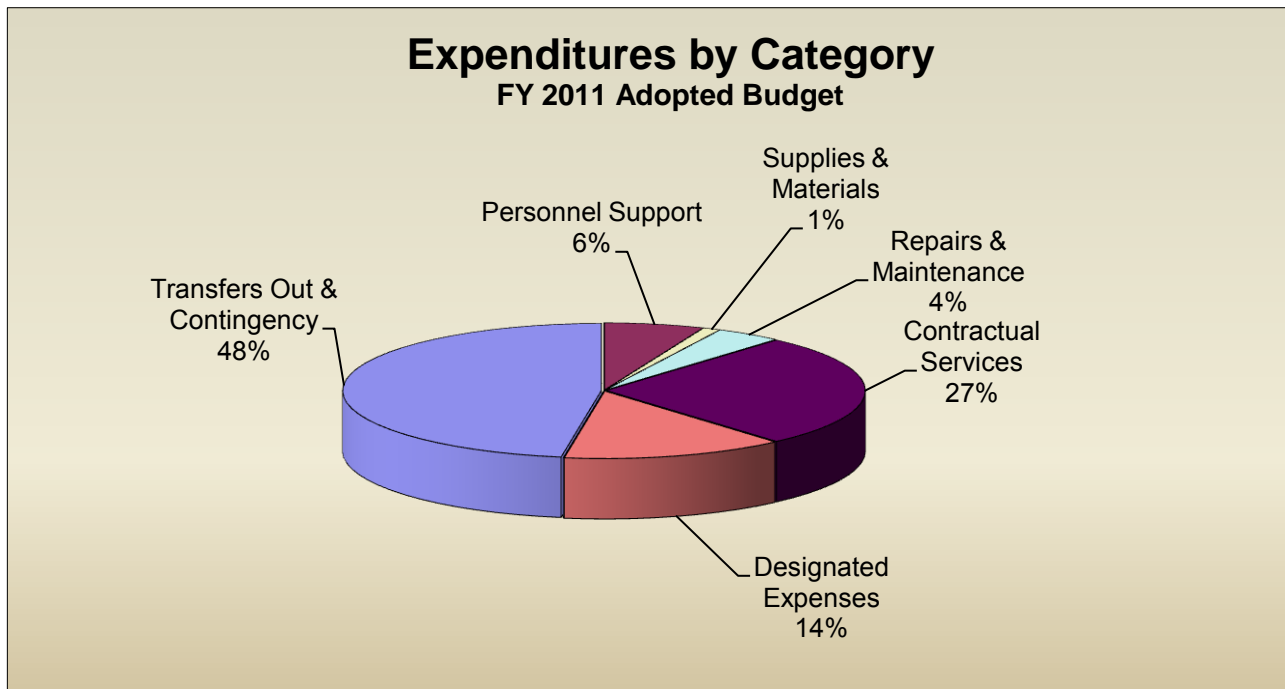
#### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

**Increases:**

- Personnel Support: Include \$25,046 for the HOP and \$8,950 for other Public Relations activities which was funded in the Public Affairs Office in FY 2010.
- Contractual Services: Include \$22,347 increase in professional services and \$9,011 increase in utilities costs.
- Transfers Out & Contingency: Include \$302,893 for SAFER grant match; \$7,234 transfer to Recreation Activities Fund; \$26,826 transfer to the Cemetery Fund; \$4,316 transfer to the Golf Course Fund; \$1,513 transfer to the Municipal Court Security Fund; and \$30,310 in Contingency Funds.

**Decreases:**

- Capital Outlay & Improvements: Agenda Quick was purchased in FY 2010.



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

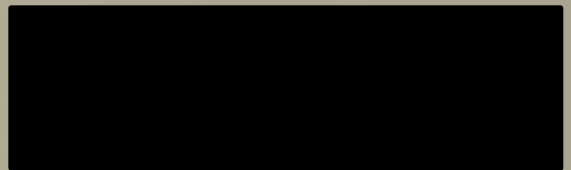




# Water & Sewer Fund



City Built for Family Living.



Pictured on Front of this Tab Page:

Top Picture: James Mullen, Street/Drainage Crew Leader.

Bottom Picture: Anthony Castro, Operator II, Northeast Wastewater Treatment Plant.



# 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***

**FY 2011 ADOPTED BUDGET  
WATER & SEWER FUND  
REVENUE & EXPENSE SUMMARY**

**OVERVIEW**

The Water & Sewer Fund is an enterprise fund that includes water and wastewater system operations. The City provides water and wastewater service to approximately 12,272 residential and commercial customers through the Water & Sewer Fund. The adopted Water & Sewer revenue provides a significant portion of the total revenue generated in the Water & Sewer Fund. The City of Copperas Cove will make every effort to keep expenses to a minimum.

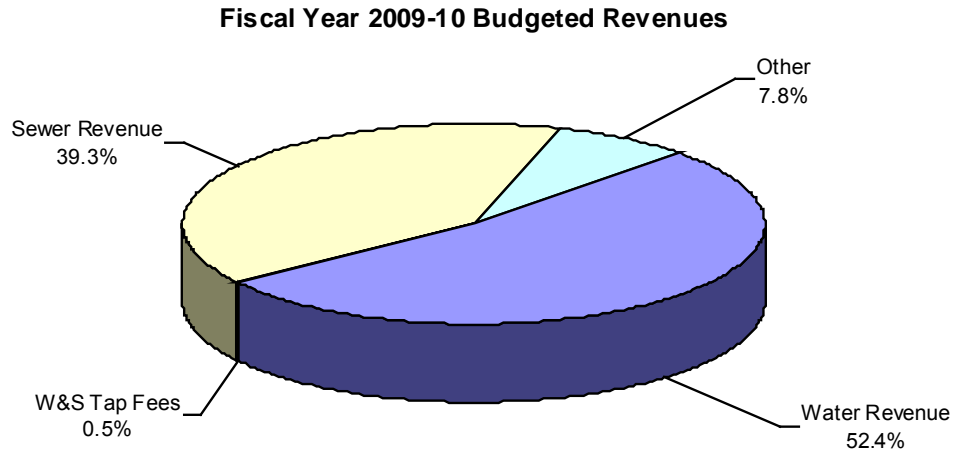
<b>REVENUES</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 ACTUAL</b>	<b>FY 2009 ACTUAL</b>	<b>FY 2010 PROJECTION</b>	<b>FY 2011 ADOPTED</b>
Sale of Water	4,139,039	4,800,494	4,796,408	4,739,000	4,808,000
Sewer Revenues	3,320,234	3,497,471	3,473,199	3,700,000	3,700,000
Service Charges	193,293	174,460	130,935	172,150	163,650
Interest Income	151,974	83,344	23,982	5,700	6,000
Other Income	305,684	329,338	346,805	649,180	353,900
<b>TOTAL</b>	<b>8,110,224</b>	<b>8,885,107</b>	<b>8,771,329</b>	<b>9,266,030</b>	<b>9,031,550</b>
<b>EXPENSES</b>					
Salaries & Benefits	1,651,638	1,732,445	1,921,680	1,978,209	2,305,233
Supplies & Materials	229,994	300,004	267,255	303,950	387,930
Repairs & Maintenance	332,448	270,457	275,589	313,612	310,693
Contractual Services	895,252	1,352,127	1,204,498	1,108,004	1,185,428
Designated Expenses	168,224.49	152,928	3,801,063	4,597,465	5,019,253
Capital Outlay	54,096	75,854	-	92,905	45,688
Transfers / Other	4,760,638	5,086,526	1,042,500	742,500	742,500
<b>TOTAL</b>	<b>8,092,290</b>	<b>8,970,342</b>	<b>8,512,585</b>	<b>9,136,645</b>	<b>9,996,725</b>
Revenues Over/(Under)					
Expenses	17,934	(85,235)	258,744	129,385	(965,175)
<b>TOTAL</b>	<b>8,110,224</b>	<b>8,885,107</b>	<b>8,771,329</b>	<b>9,266,030</b>	<b>9,031,550</b>

**CITY OF COPPERAS COVE**  
**FISCAL YEAR 2010-11 ADOPTED BUDGET**  
**WATER & SEWER FUND**  
**SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE**

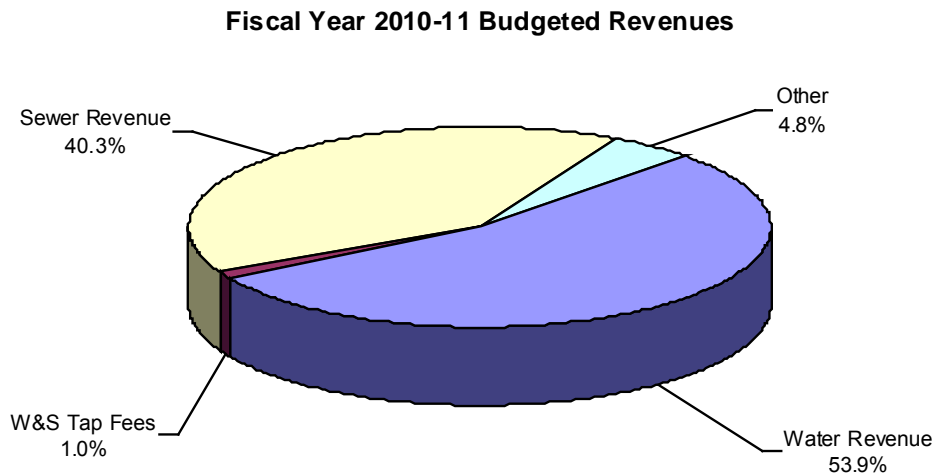
Description	Actual FY 2008-09	Budget* FY 2009-10	Projected FY 2009-10	Adopted FY 2010-11
<b>BEGINNING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 1,730,313	\$ 1,765,613	\$ 2,070,778	\$ 2,218,541
Prior Yr Enc Voided in Current Yr	-	-	-	-
Prior Period Adjustment	81,721	-	18,378	-
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>\$ 1,812,034</b>	<b>\$ 1,765,613</b>	<b>\$ 2,089,156</b>	<b>\$ 2,218,541</b>
Water Revenue	\$ 4,943,385	\$ 4,981,455	\$ 4,879,000	\$ 4,950,000
Sewer Revenue	3,473,199	3,737,155	3,700,000	3,700,000
Senior Citizen Discount	(146,977)	(142,000)	(140,000)	(142,000)
Water Tap Fees	44,582	35,000	77,000	70,000
Sewer Tap Fees	14,170	11,500	20,000	20,000
Connect Fee	56,275	53,000	60,000	58,000
Meter Box Reset Fee	-	300	150	150
Composting Sales Revenue	15,908	15,000	15,000	15,500
Subtotal	<u>\$ 8,400,541</u>	<u>\$ 8,691,410</u>	<u>\$ 8,611,150</u>	<u>\$ 8,671,650</u>
Admin Reimb-Drainage	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Transfer from Bond Funds	-	300,000	300,000	-
Interest Revenue	23,982	25,000	5,700	6,000
Late Charge For Billing	246,722	260,000	278,000	278,000
Miscellaneous Revenues	63,386	54,890	49,950	49,900
Insurance Proceeds	3,400	-	-	-
Riser Forfeiture Revenue	1,960	2,000	730	1,000
Auction Proceeds	11,338	1,000	500	5,000
Subtotal	<u>\$ 370,787</u>	<u>\$ 662,890</u>	<u>\$ 654,880</u>	<u>\$ 359,900</u>
<b>TOTAL REVENUE</b>	<b>\$ 8,771,329</b>	<b>\$ 9,354,300</b>	<b>\$ 9,266,030</b>	<b>\$ 9,031,550</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>\$ 10,583,363</b>	<b>\$ 11,119,913</b>	<b>\$ 11,355,186</b>	<b>\$ 11,250,091</b>
<b>OPERATING EXPENSES:</b>				
Public Works (80)	\$ 166,941	\$ 176,599	\$ 175,348	\$ 325,206
Utility Administration (81)	564,328	599,503	585,035	638,276
Water Distribution (82)	1,254,997	1,336,890	1,279,325	1,394,988
Sewer Collection (83)	469,055	526,959	455,689	527,996
Wastewater Treatment (84)	1,217,791	1,389,991	1,075,745	1,145,143
Composting (84-01)	166,517	186,215	180,164	198,768
Non-Departmental (85)	3,132,991	2,924,954	2,899,086	2,968,565
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 6,972,619</b>	<b>\$ 7,141,111</b>	<b>\$ 6,650,392</b>	<b>\$ 7,198,942</b>
<b>OTHER EXPENSES:</b>				
Capital Outlay	\$ -	\$ 13,300	\$ 37,586	\$ -
Capital Lease Payments	-	-	55,319	45,688
Principal & Int Debt Pymts	1,539,967	2,784,322	2,367,848	3,133,259
Principal & Int Pymts in Bond Funds	-	(430,000)	-	(431,164)
Transfer to Bond Funds	-	25,500	25,500	50,000
<b>TOTAL OTHER EXPENSES</b>	<b>\$ 1,539,967</b>	<b>\$ 2,393,122</b>	<b>\$ 2,486,253</b>	<b>\$ 2,797,783</b>
<b>TOTAL EXPENSES</b>	<b>\$ 8,512,585</b>	<b>\$ 9,534,233</b>	<b>\$ 9,136,645</b>	<b>\$ 9,996,725</b>
<b>ENDING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 2,070,778	\$ 1,585,680	\$ 2,218,541	\$ 1,253,366
<b>TOTAL ENDING FUND BALANCE</b>	<b>\$ 2,070,778</b>	<b>\$ 1,585,680</b>	<b>\$ 2,218,541</b>	<b>\$ 1,253,366</b>
<b>IDEAL FUND BALANCE</b>	<b>\$ 1,743,155</b>	<b>\$ 1,785,278</b>	<b>\$ 1,662,598</b>	<b>\$ 1,799,736</b>
<b>OVER (UNDER) IDEAL FUND BALANCE</b>	<b>\$ 327,623</b>	<b>\$ (199,598)</b>	<b>\$ 555,943</b>	<b>\$ (546,370)</b>

\* Includes budget amendments that were approved by City Council on 10/13/09, 11/03/09, 03/02/10, 06/15/2010 and 11/02/10.

**City of Copperas Cove, Texas**  
**Water & Sewer Fund**  
**Comparison of Fiscal Years 2009-10 and 2010-11 Budgeted Revenues**  
**By Source**



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



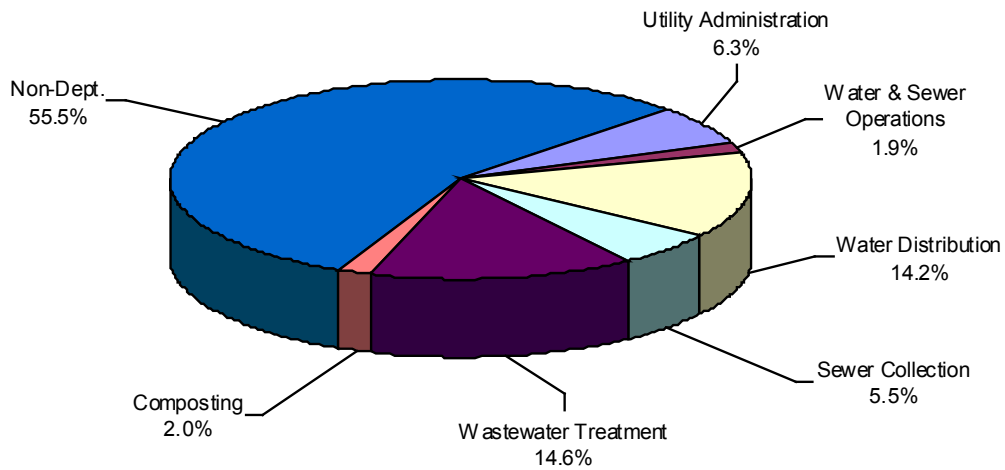
Total Budgeted Revenues for Fiscal Year 2010-11 are **\$9,031,550**

# City of Copperas Cove, Texas

## Water & Sewer Fund

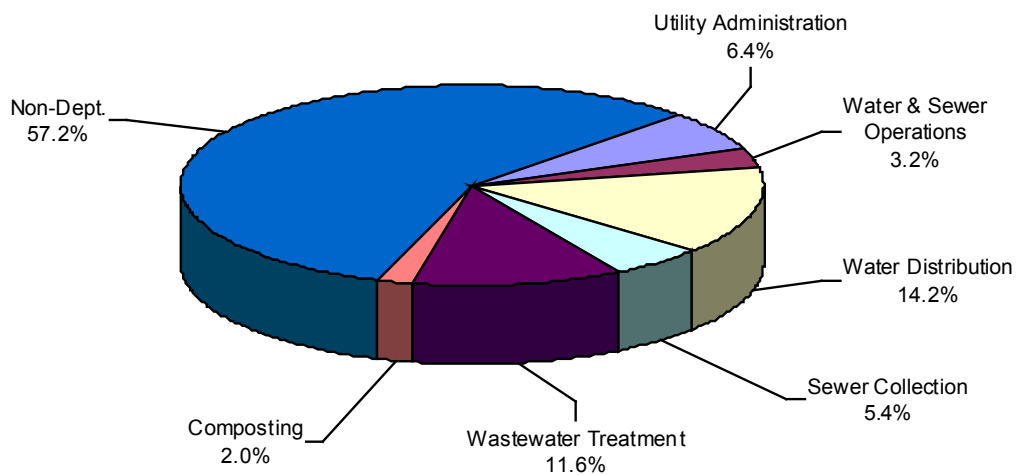
### Comparison of Fiscal Years 2009-10 and 2010-11 Budgeted Expenses By Function

**Fiscal Year 2009-10 Budgeted Expenses**



Total Budgeted Expenses for Fiscal Year 2009-10 are [\\$9,534,233](#)

**Fiscal Year 2010-11 Budgeted Expenses**



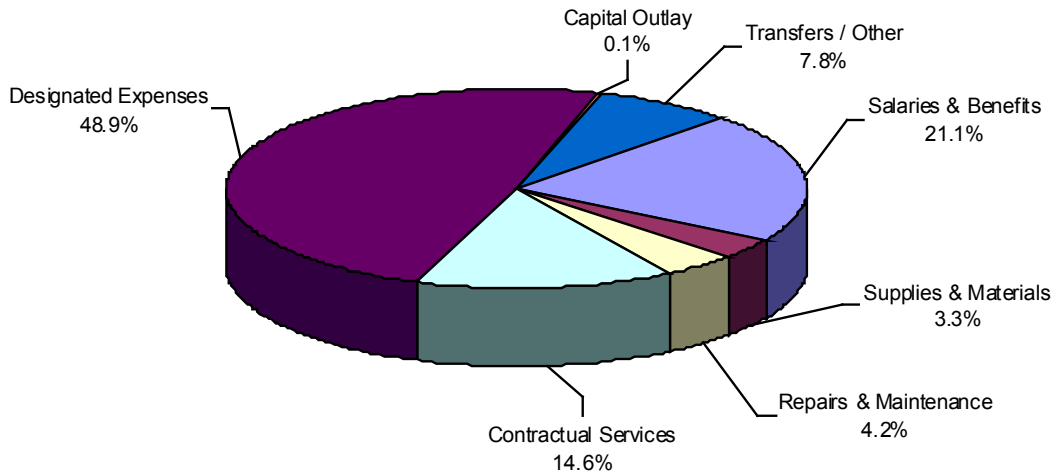
Total Budgeted Expenses for Fiscal Year 2010-11 are [\\$9,996,725](#)

# City of Copperas Cove, Texas

## Water & Sewer Fund

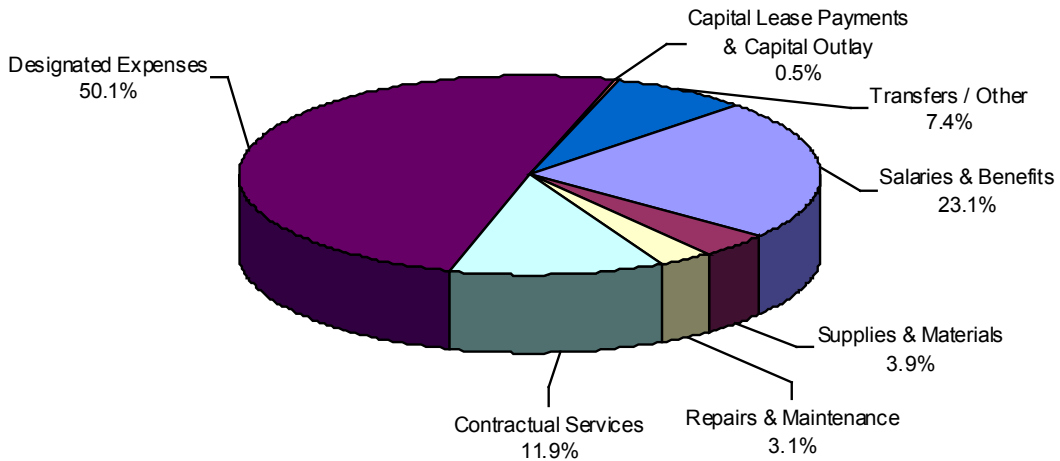
### Comparison of Fiscal Years 2009-10 and 2010-11 Budgeted Expenses By Object

**Fiscal Year 2009-10 Budgeted Expenses**



Total Budgeted Expenses for Fiscal Year 2009-10 are [\\$9,534,233](#)

**Fiscal Year 2010-11 Budgeted Expenses**

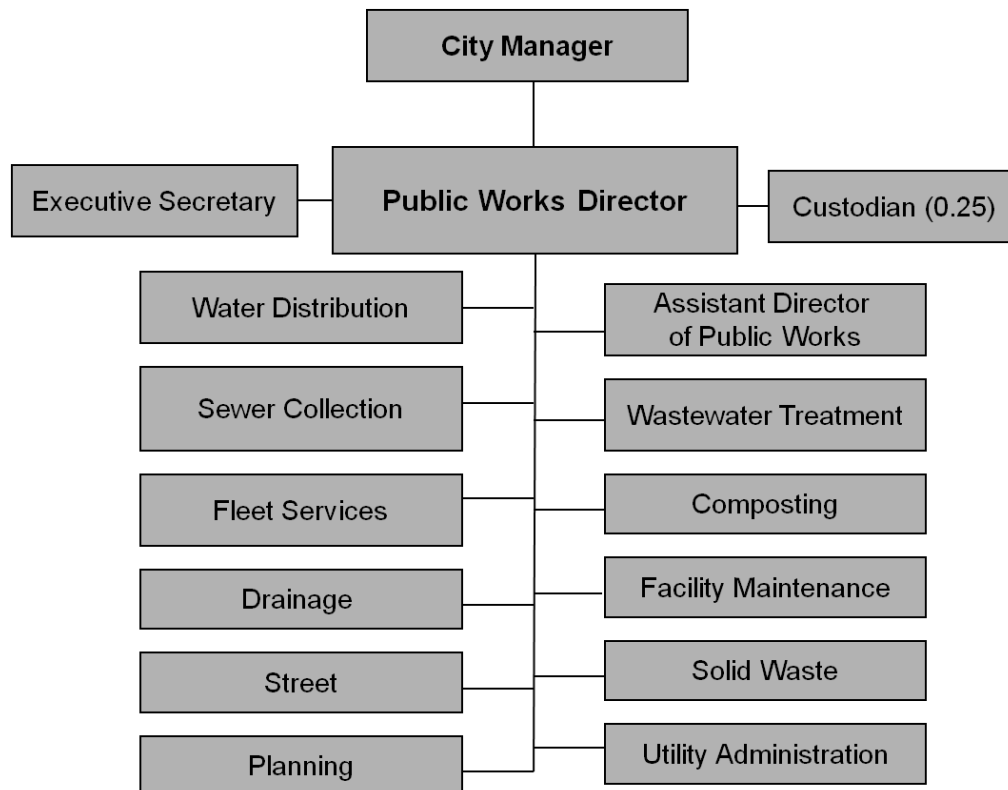


Total Budgeted Expenses for Fiscal Year 2010-11 are [\\$9,996,725](#)

# PUBLIC WORKS



**Left to Right:** Bob McKinnon (Public Works Director); Leslie Christensen (Executive Secretary); James Trevino (Assistant Director of 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, Composting, Facility, and Solid Waste Departments in an effective and efficient manner while complying with Federal, State, and City laws.*

3.25 Full Time Employees

# ***PUBLIC WORKS***

## **PROGRAM DESCRIPTION**

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

## **MAJOR DEPARTMENT / DIVISION GOALS**

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

## **ACHIEVEMENTS FOR FISCAL YEAR 2010**

- All Federal, State and Local requirements were met.
- Compost Operations ran more effectively and efficiently through the addition of a new dump truck.
- All departments maintained effective operations within budget constraints.
- Have improved relations and service to our customers, the citizens of Copperas Cove.
- All personnel continued training for license / certification requirements.
- Completed the repairs/rehabilitation of the Water Storage Tanks on Hughes and Taylor Mountains.
- Repair completed for City Hall roof.
- Completed 2009 CDBG.
- Root control of sewer line on Lehmann property.
- Completed Phase 1A of Northeast Sewer Line Project.

## **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 2011**

- Complete Long Mountain Tank Rehabilitation.
- Complete Fourth Year Sewer Rehabilitation Projects.
- Complete 2010 CDBG Projects
- Complete installation of sewer line from Highway 190 to Northeast Wastewater Plant.
- Install sewer lift station east of Constitution Drive to service Industrial Park and east end of City.
- 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 for wastewater facilities.
- Repair/replace Weir Gates at Northwest Plant.



## PUBLIC WORKS

02-8000

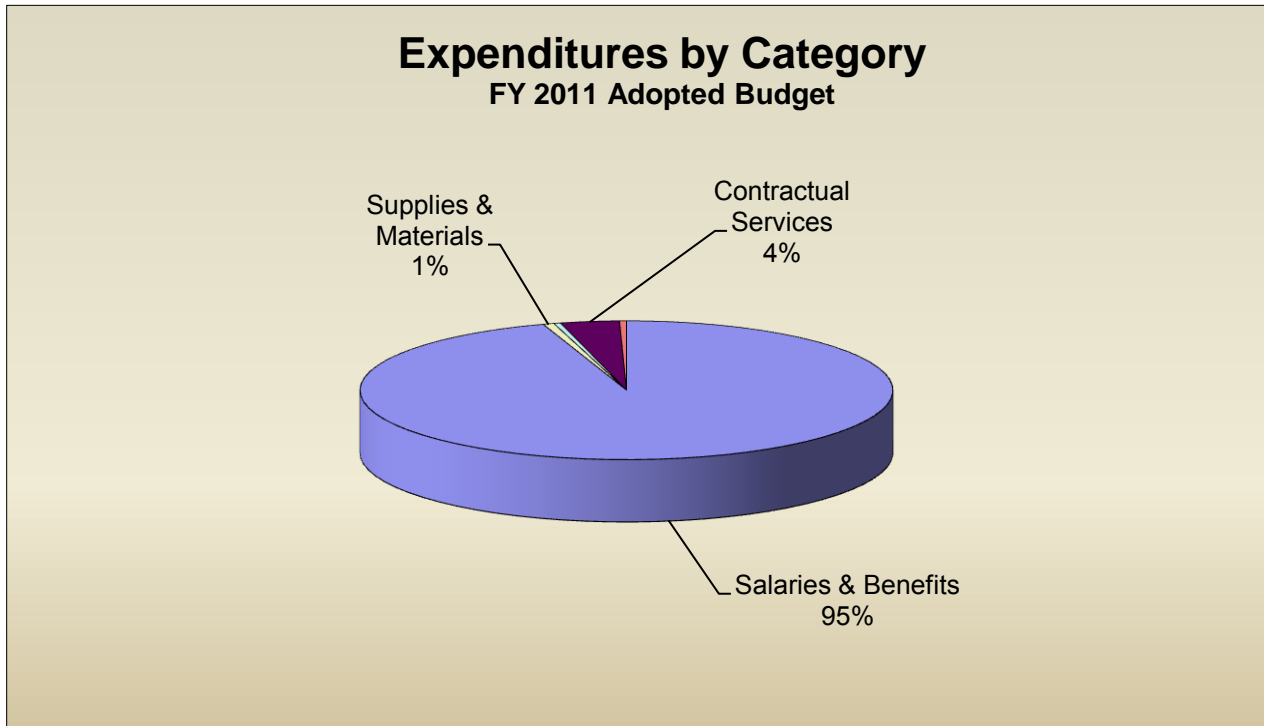
### EXPENDITURE SUMMARY

<b>WATER &amp; SEWER OPERATIONS</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Salaries & Benefits	158,113	166,822	165,012	308,745
Personnel Support	-	-	-	-
Supplies & Materials	1,145	1,708	1,863	2,148
Repairs & Maintenance	503	1,180	1,120	1,370
Contractual Services	5,463	5,629	6,094	11,570
Designated Expenses	756	1,260	1,259	1,373
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	960	-	-	-
<b>Total</b>	<b>166,941</b>	<b>176,599</b>	<b>175,348</b>	<b>325,206</b>

### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Salaries & Benefits: Include funding for retirement of Public Works Director in April 2011; fully funding the Assistant Director of Public Works position; and funding 12 of the City Engineer's pay periods. Custodian position is unfunded in FY 2011. Include a 1.5 percent COLA increase.
- Contractual Services: Include \$5,000 to fund Water/Wastewater Rate Study.



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

## PUBLIC WORKS

02-8000

<b>STAFFING LEVEL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Executive Secretary	1	1	1	1
Director of Public Works	1	1	1	1
Assistant Director of Public Works	0	0	0	1
Custodian*	0.25	0.25	0.25	0.25
<b>DIVISION TOTAL</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>3.25</b>

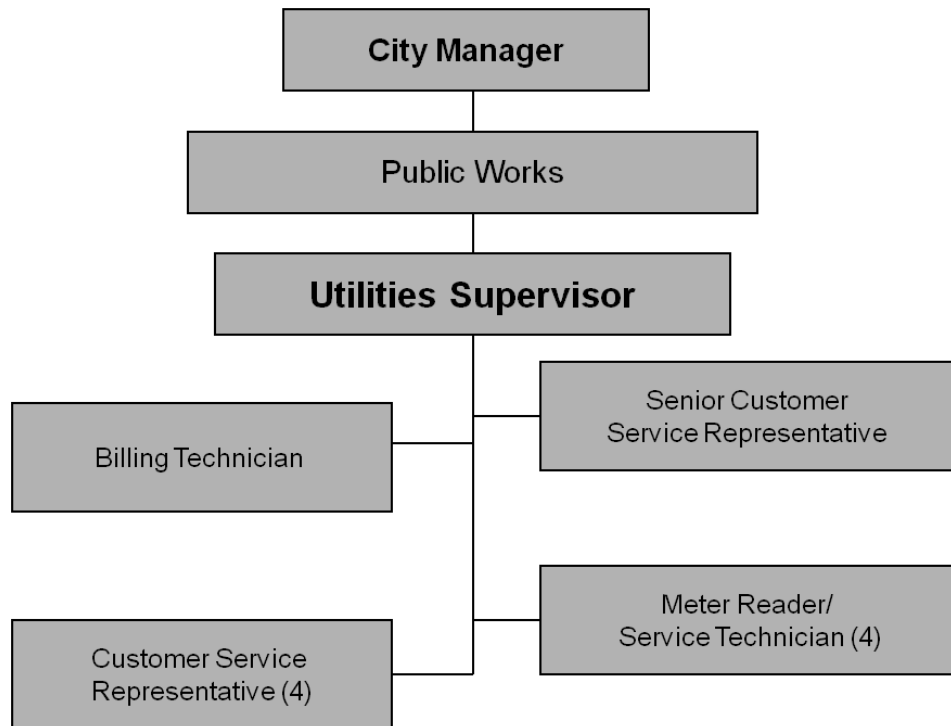
\* Custodian position moved from Facility Maintenance in FY 2009.

<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b><i>OUTPUTS</i></b>				
# of State and Federal Correspondences (TCEQ, EPA, etc.)	20	<20	20	<20
<b><i>EFFICIENCIES</i></b>				
% of Department Purchase Orders / Check Requests Processed within 2 Working Days	98.0%	100.0%	99.0%	100.0%
<b><i>EFFECTIVENESS</i></b>				
% of Citizen Inquiries Responded to Favorably within 24 Hours	100.0%	100.0%	100.0%	100.0%

# UTILITY ADMINISTRATION



**Left to Right:** Greg Higgins (Meter Reader/Service Technician); William Hoover (Meter Reader/Service Technician); June Mantanona (Customer Service Representative); Daniela Ramos (Meter Reader/Service Technician); Silvia Perez (Customer Service Representative); Jessica Miles (Customer Service Representative); Jean Williams (Senior Customer Service Representative); Chong Kim (Customer Service Representative); Monika Flom (Utilities Supervisor).



*The mission of the Utility Administration Department is to provide quality service to all customers while maintaining an accurate and credible billing collection system.*

11 Full Time Employees

# **UTILITY ADMINISTRATION**

## **PROGRAM DESCRIPTION**

The Utility Administration Division of the 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.
- Attract and retain quality employees.

## **ACHIEVEMENTS FOR FISCAL YEAR 2010**

- Completed annual operating budget.
- Provided additional staff customer service training to improve communication skills with citizens on a daily basis.
- Researched costs and options to automate phone payment system providing customers with an additional payment option.
- Reviewed outstanding drainage accounts and determined best collection method for delinquent accounts.
- Researched options for a pilot program for electronic meter reading.
- Took assertive approach on collecting outstanding balances.
- Worked with Water Distribution department to conduct a manual commercial meter count.

## **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.
- Continue providing customer service training to improve communication skills with citizens.
- Continue cross-training staff in all areas of department.
- Provide customer service training for staff to improve communications with citizens.

## **GOALS FOR FISCAL YEAR 2011**

- Implement Outbound Calling System.
- Implement Tyler Content Manager to initiate paperless transactions.

## UTILITY ADMINISTRATION

02-8100

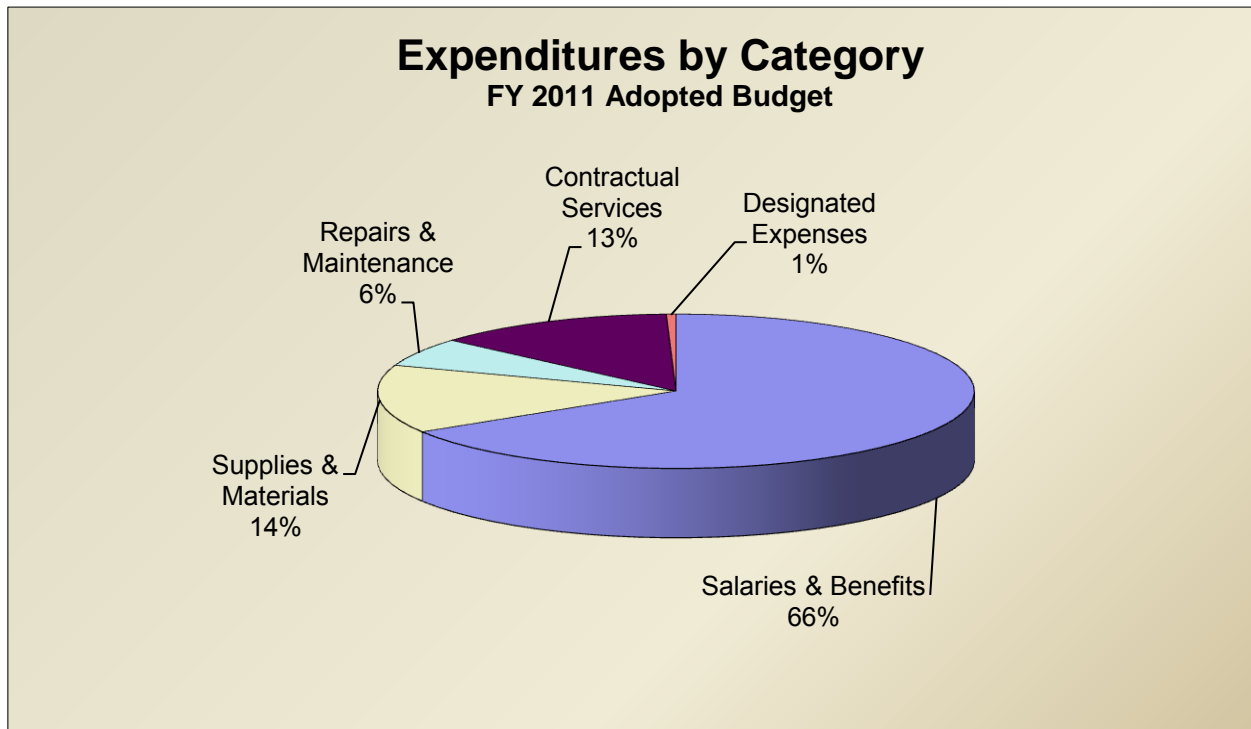
### EXPENDITURE SUMMARY

UTILITY ADMINISTRATION	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	360,289	394,247	388,446	422,092
Personnel Support	-	-	-	-
Supplies & Materials	86,231	86,113	84,263	91,189
Repairs & Maintenance	31,187	33,482	31,401	38,352
Contractual Services	79,592	82,301	77,854	83,293
Designated Expenses	4,455	3,360	3,071	3,350
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	2,575	-	-	-
<b>Total</b>	<b>564,328</b>	<b>599,503</b>	<b>585,035</b>	<b>638,276</b>

### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Salaries & Benefits: Include a 1.5 percent COLA increase.
- Supplies & Materials: Include \$6,549 increase for office supplies and postage.
- Repairs & Maintenance: Include \$3,576 increase for equipment repairs and maintenance.



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

## UTILITY ADMINISTRATION

02-8100

<b>STAFFING LEVEL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Senior Customer Service Representative	1	1	1	1
Customer Services Representative	4	4	4	4
Utilities Supervisor	1	1	1	1
Billing Technician	1	1	1	1
Meter Reader	2	0	0	0
Service Technician	2	0	0	0
Meter Reader/Service Technician	0	4	4	4
<b>DIVISION TOTAL</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b><i>OUTPUTS</i></b>				
# of Utility Customers	11,936	11,950	12,072	12,272
# of Meters Reads	143,232	143,400	144,864	147,264
# of Disconnects for Non-Payment	870	860	1,100	1,000
# of Payment Transactions	118,394	111,348	111,067	111,000
<b><i>EFFICIENCIES</i></b>				
# of Meter Reads per Month per Reader	5,968	5,975	4,024	4,091
# of Customers per Utility Customer Service Representative	2,984	2,988	2,414	2,454
# of Payment Transactions per Utility Customer Service Representative	23,679	22,270	22,213	22,200
<b><i>EFFECTIVENESS</i></b>				
Meter Reading Error Rate	<1.0%	<1.0%	<1.0%	<1.0%
% of Payments Received via Bank Draft / Credit Card	14.0%	21.0%	13.0%	14.0%
% of Payments Received Online	13.0%	15.0%	11.0%	12.0%

# WATER DISTRIBUTION

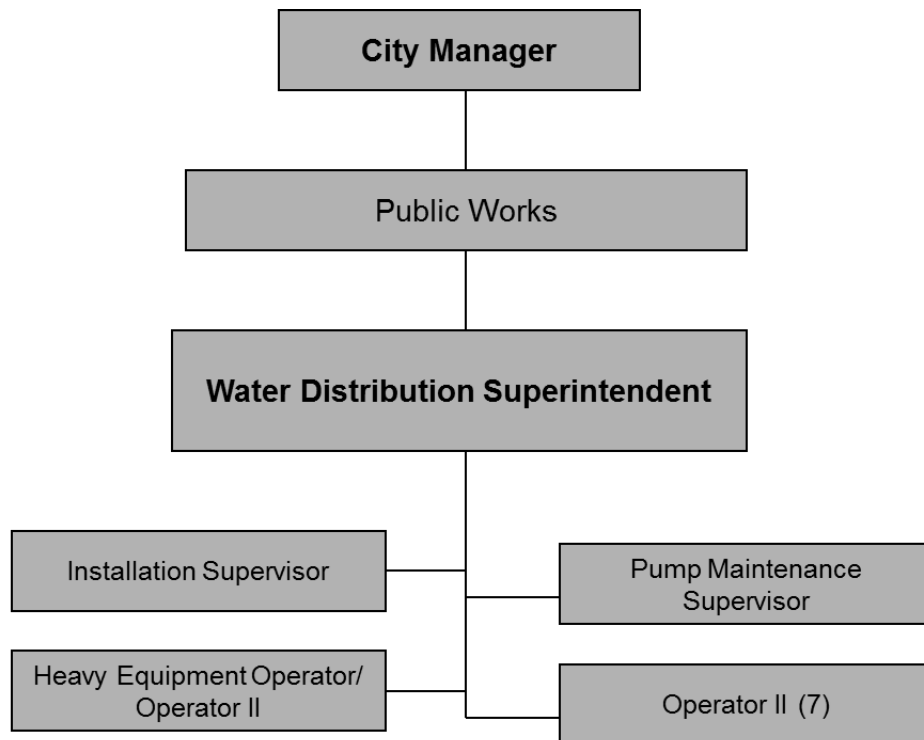


**Left to Right:**

**Kneeling:** Jerry Hardcastle (Heavy Equipment Operator/Operator II); Daniel Hawbecker (Water Distribution Superintendent).

**Second Row:** Timothy Burson (Operator II); Mark Flock (Operator II); Lorens Mora (Operator II); Carroll Merrell (Operator II); Ed Gallen (Operator II).

**Back Row:** Daniel Joost (Pump Maintenance Supervisor); Fred Purvis (Operator II); Kelvin Harper (Operator II); Thomas Haire (Installation Supervisor).



*The mission of the Water Distribution Department is to ensure the best possible services are provided to the citizens of Copperas Cove in an effective manner while complying with Federal, State and City laws.*

11 Full Time Employees

# **WATER DISTRIBUTION**

## **PROGRAM DESCRIPTION**

The Copperas Cove Water Department is responsible for the operations and maintenance of the City's water distribution system, meeting or exceeding compliance with applicable EPA and TCEQ rules and regulations. The Water Distribution Department operates and maintains approximately 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 2010**

- 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.
- Rehabbed pump motor at the Long Mt. Pump/Storage Facility.
- Received from TCEQ "The Total Coliform Rule Program Award" for the third consecutive year.
- Completed Rehab of 250,000 gallon ground storage water tank at Taylor Mt.
- Replaced one of two of Cedar Grove's 6" water meters.
- Replaced the north-side section of security fence at the Killeen 20" Pump/Storage Facility
- Replaced roof at the Taylor Mt. Pump & Pump Control Building.
- Completed the Turkey Run electrical upgrade & 30" Water Line Project.
- Completed required quarterly testing of THM's and HAA's, and monthly bacteriological water sampling.
- Conducted lead/copper sampling required by TCEQ every three years.
- Completed 603 work orders, repaired 49 water main breaks, repaired 39 service line leaks, repaired 40 fire hydrants, replaced 107 curb stops, and made 12 water taps.
- Published the Water Department's 2009 Consumer Confidence Report.
- Completed the Killeen 20" electrical upgrade project.
- Completed the Killeen/Cove 30" chlorination system upgrade project.
- Completed the CDBG's Waterline upgrade for the 1000 blocks of South 9<sup>th</sup>, 11<sup>th</sup>, 13<sup>th</sup>, and 15<sup>th</sup> Streets.

## **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.
- Continue to reduce water loss to meet the goals established in our Water Conservation & Drought Contingency Plan.

## **GOALS FOR FISCAL YEAR 2011**

- Rehab Long Mountain 200,000-gallon Ground Storage Tank.
- Upgrade electrical system at the 7-Mile Pump / Storage Facility.
- Upgrade waterline on Allen Street.
- Complete cycle 1 & 2 meter accuracy testing.
- Replace inaccurate and high water consumption water meters.
- Engineering design plans for the rehab of the 1 MG Ground Storage Tank at Taylor Mt.
- Publish the 2010 Consumer Confidence Report on Schedule.
- Install two automated flushing devices on dead-end water mains.
- Professional engineer inspection of Rattlesnake Standpipe Storage Tank.
- Replace 1 MG Steel Ground Storage Tank with a 1.5 MG Concrete Ground Storage Tank at 7-Mile Pump/Storage Facility.



# WATER DISTRIBUTION

02-8200

## EXPENDITURE SUMMARY

WATER DISTRIBUTION	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	454,341	484,347	474,561	527,799
Personnel Support	-	-	-	-
Supplies & Materials	74,677	95,396	94,409	155,493
Repairs & Maintenance	123,253	129,150	121,800	96,365
Contractual Services	535,082	566,702	551,089	575,932
Designated Expenses	35,453	61,295	37,466	39,399
Capital Lease Payments	-	-	23,199	23,199
Capital Outlay & Improvements	32,191	13,300	15,751	-
<b>Total</b>	<b>1,254,997</b>	<b>1,350,190</b>	<b>1,318,275</b>	<b>1,418,187</b>

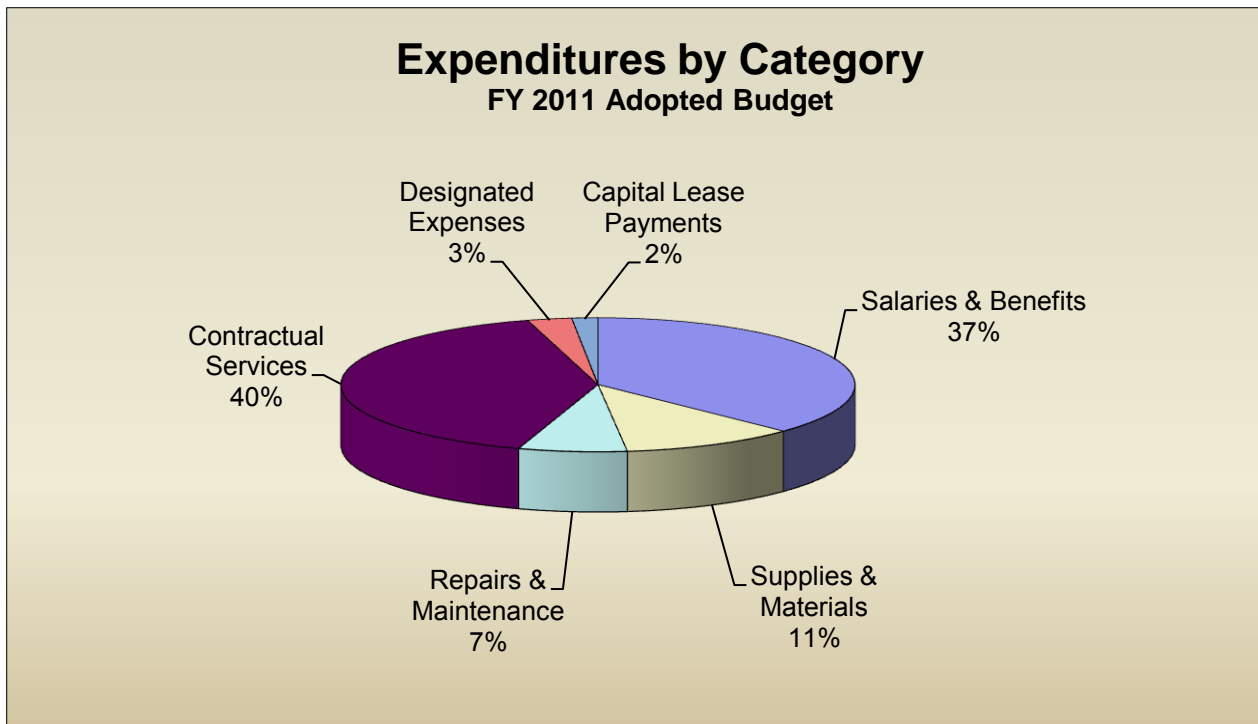
### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Salaries & Benefits: Include a 1.5 percent COLA increase.
- Supplies & Materials: Include \$10,000 increase for fuel and oil costs; \$28,640 increase for pipe supplies and water meters; \$13,000 for an assortment of minor equipment; and \$8,320 for lab expenses.
- Contractual Services: Include \$10,111 increase in utilities cost and \$12,100 in consulting fees for the Water Module update.

*Decreases:*

- Repairs & Maintenance: \$25,000 decrease in facilities repairs and maintenance costs.



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

## WATER DISTRIBUTION

02-8200

<b>STAFFING LEVEL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Heavy Equipment Operator/Operator II	1	1	1	1
Installation Supervisor	1	1	1	1
Water Distribution Superintendent	1	1	1	1
Operator II	7	7	7	7
Pump Maintenance Supervisor	1	1	1	1
<b>DIVISION TOTAL</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b><i>OUTPUTS</i></b>				
# of Water Meters Installed for New Construction	162	75	234	205
Water Lines Maintained (in miles)	225	225	225	225
# of Service Lines Repaired	43	44	39	38
# of Water Mains Repaired	48	45	49	45
# of Fire Hydrants Repaired	13	24	40	25
Water Storage Capacity (gallons)	8,055,000	8,055,000	8,300,000	8,300,000
Replacements of Water Meters	N/A*	N/A*	147	130
Water Meters Tested for Accuracy	N/A*	N/A*	311	750
Curb Stops Replacements	N/A*	N/A*	107	115
Bacteriological Water Sampling	N/A*	N/A*	487	491
Chlorine Residual Monitoring	N/A*	N/A*	845	840
Installation of Automatic Flushing Devices	N/A*	N/A*	3	2
Monochloramines, Free Ammonia, Nitrite & Nitrate Sampling	N/A*	N/A*	750	780
Pumps Rebuilt / Replaced	N/A*	N/A*	3	1
New Pumps	N/A*	N/A*	0	0
Pump Motors Rebuilt / Replaced	N/A*	N/A*	2	1
New Pump Motors	N/A*	N/A*	0	0
Rehab / Replaced Water Storage Tanks	N/A*	N/A*	1	1
New Water Storage Tank	N/A*	N/A*	0	0
Inspection / Cleaning Water Storage Tanks	N/A*	N/A*	14	14
<b><i>EFFICIENCIES</i></b>				
Maintenance Cost per Mile of Water Lines	\$5,577.76	\$6,000.84	\$5,859.00	\$6,303.05
Accuracy Register Water	N/A*	N/A*	\$35,000	\$55,350
Maintain Chlorine Residual Required by TCEQ	N/A*	N/A*	\$30,000	\$40,385
Maintenance Cost for Pumps & Motors	N/A*	N/A*	\$15,000	\$59,000
Maintenance Cost for Storage Tanks	N/A*	N/A*	\$15,000	\$177,200
<b><i>EFFECTIVENESS</i></b>				
% of Unaccounted Water Loss	20.1%	18.0%	20.2%	18.0%
# of Bacteriological Water Sample Positives	0	0	1**	0

\* New Performance Measure - Data not available.

\*\* Positive construction sample.

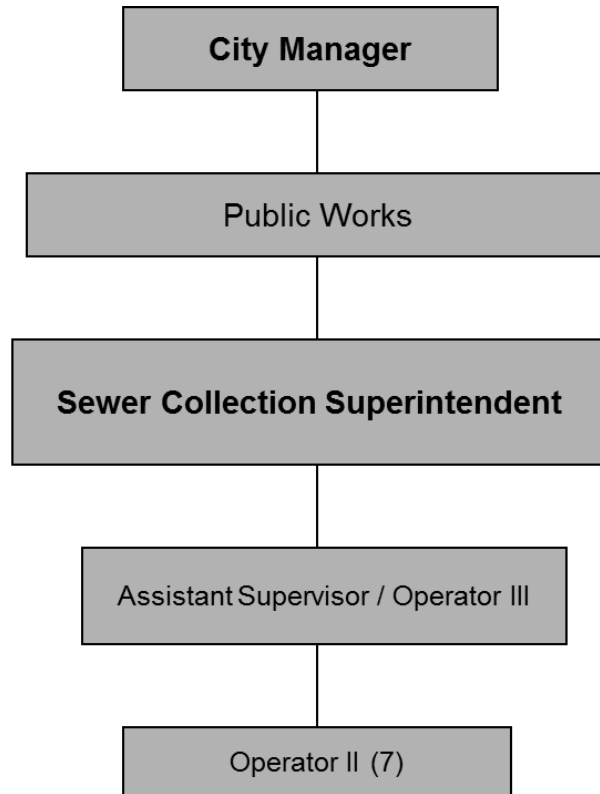
# SEWER COLLECTION



**Left to Right:**

**Kneeling:** Frank Lagunero (Operator II); Mike Merrell (Operator II).

**Back Row:** Dennis Courtney (Superintendent); John Rogers (Operator II); Paul Cuevas (Assistant Supervisor/Operator III); David Boone (Operator II); Mike Coats (Operator II).



*The mission of the Sewer Collection Department is to ensure the best possible services are provided to the citizens of Copperas Cove in an effective manner while complying with Federal, State, and City Laws.*

9 Full Time Employees

# **SEWER COLLECTION**

## **PROGRAM DESCRIPTION**

The Sewer Collection Department maintains and repairs (as needed) approximately 350 miles of various size wastewater main and lateral lines, approximately 2,900 manholes and cleanouts and 16 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 2010**

- Removed / repaired and replaced major components from six of the 15 sewer lift stations throughout the city.
- Responded to 211 service calls.
- Cleaned approximately 1,120,000 linear feet of City sewer main.
- Repaired force main at Dryden #2 Lift Station.
- Raised 56 manholes throughout the City.
- Replaced a Vac/Con truck.

## **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 2011**

- 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.

# SEWER COLLECTION

02-8300

## EXPENDITURE SUMMARY

SEWER COLLECTION	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	348,948	342,493	332,243	381,650
Personnel Support	-	-	-	-
Supplies & Materials	27,239	37,751	37,332	41,997
Repairs & Maintenance	37,493	81,654	53,935	61,662
Contractual Services	37,971	48,155	31,824	42,300
Designated Expenses	16,509	16,906	355	387
Capital Lease Payments	-	-	16,510	6,879
Capital Outlay & Improvements	896	-	21,835	-
<b>Total</b>	<b>469,055</b>	<b>526,959</b>	<b>494,034</b>	<b>534,875</b>

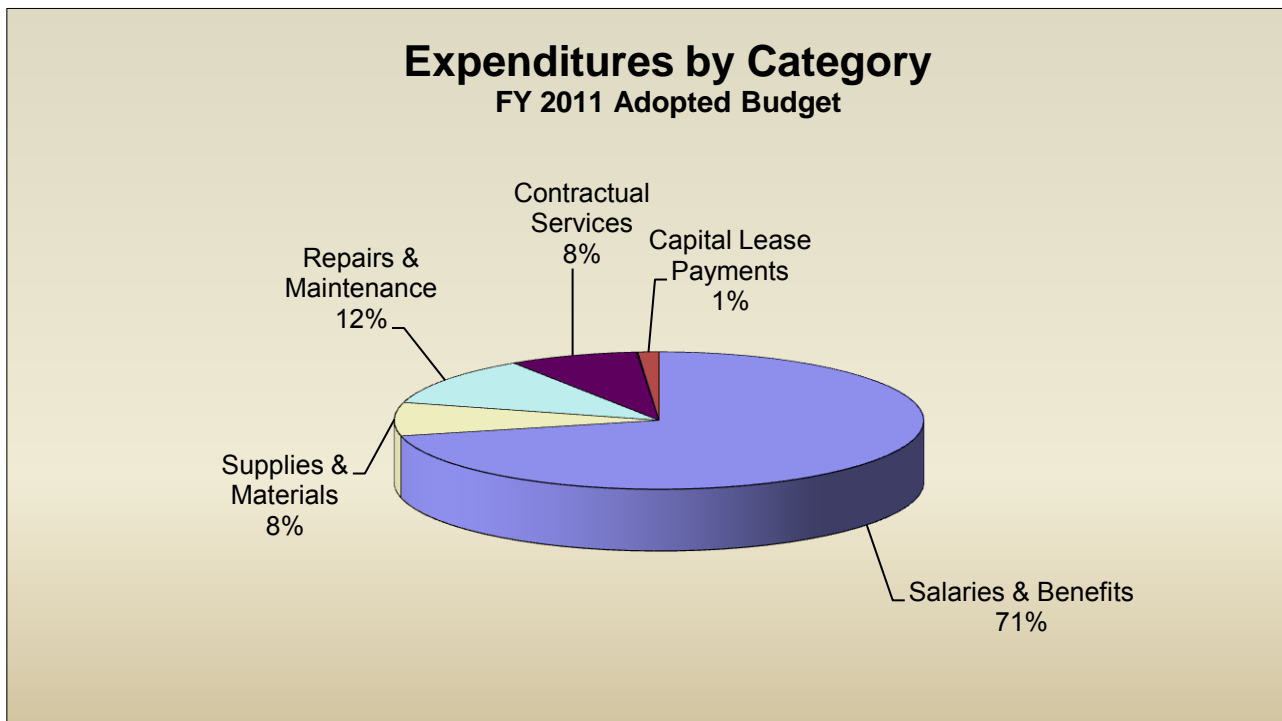
### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Salaries & Benefits: Operator II position was vacant in FY 2010 and will be unfunded in FY 2011. Include a 1.5 percent COLA increase.
- Repairs & Maintenance: Include \$7,727 increase for repairs and maintenance on vehicles and equipment.
- Contractual Services: Include \$5,000 increase in utilities cost and \$1,300 increase for uniforms.

*Decreases:*

- Capital Lease Payments: Decrease due to equipment loan pay off.



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

## SEWER COLLECTION

02-8300

<b>STAFFING LEVEL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Superintendent	1	1	1	1
Assistant Supervisor/Operator III	1	1	1	1
Operator II	7	7	7	7
<b>DIVISION TOTAL</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b>OUTPUTS</b>				
Sewer Lines Maintained (in miles)	375	375	375	375
# of Lift Stations	16	16	16	16
Sewer Lines Cleaned (in linear feet)	1,126,500	2,000,000	1,138,667	2,000,000
Manholes Cleaned / Inspected	2,253	3,600	2,633	3,600
Sewer Line Stoppages Cleared	44	25	44	25
<b>EFFICIENCIES</b>				
Maintenance Cost per Mile of Sewer Lines	\$1,251	\$1,405	\$1,317	\$1,426
<b>EFFECTIVENESS</b>				
% of stormwater infiltration into the sewer collection system	26%	20%	20%	20%
% of Service Calls Responded to Within 30 Minutes	100.0%	100.0%	100.0%	100.0%

# WASTEWATER TREATMENT

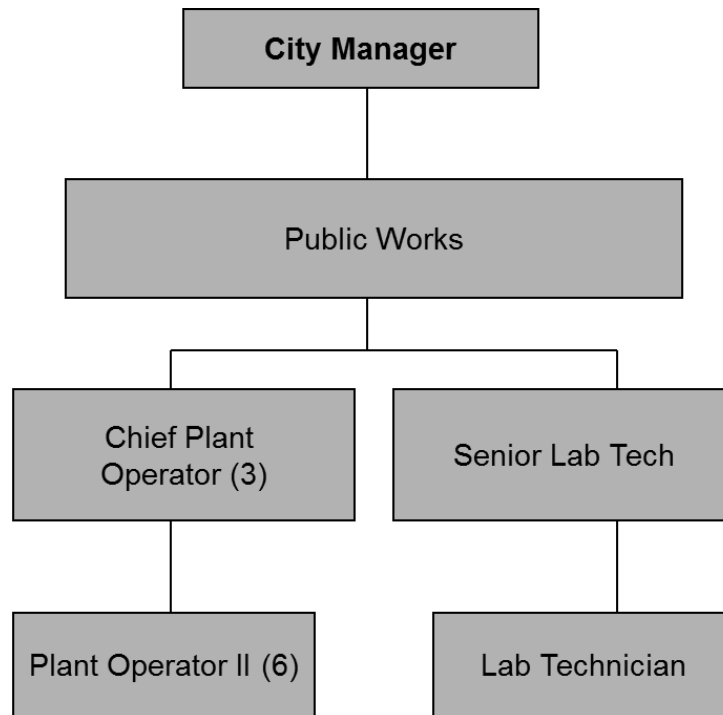


**Left to Right:**

**Kneeling:** Jim Hillin (Operator II); Mark Summerlin (Operator II).

**Front Row:** Thomas Brooks (Operator II); Chris Altott (Operator II); Kenneth Wilgus (Chief Plant Operator).

**Back Row:** Joe Wooten (Senior Lab Technician); Patrick Bray (Lab Technician); James Malone (Chief Plant Operator); Tony Castro (Operator II); Bardell Gilliard (Operator II).



*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

# **WASTEWATER TREATMENT**

## **PROGRAM DESCRIPTION**

The Wastewater Treatment Department operates and maintains the City's three Wastewater Treatment facilities with a total permitted daily flow capacity of 9.0 million gallons per day (MGD), in accordance with EPA and TCEQ requirements. This department also renders required reports, maintains appropriate records and current files in compliance with Federal and State permit requirements and laws.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Perform operations of the City's wastewater treatment facilities in compliance with all laws, rules and permit requirements of EPA and TCEQ.

## **ACHIEVEMENTS FOR FISCAL YEAR 2010**

- 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 2011**

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



# WASTEWATER TREATMENT

02-8400

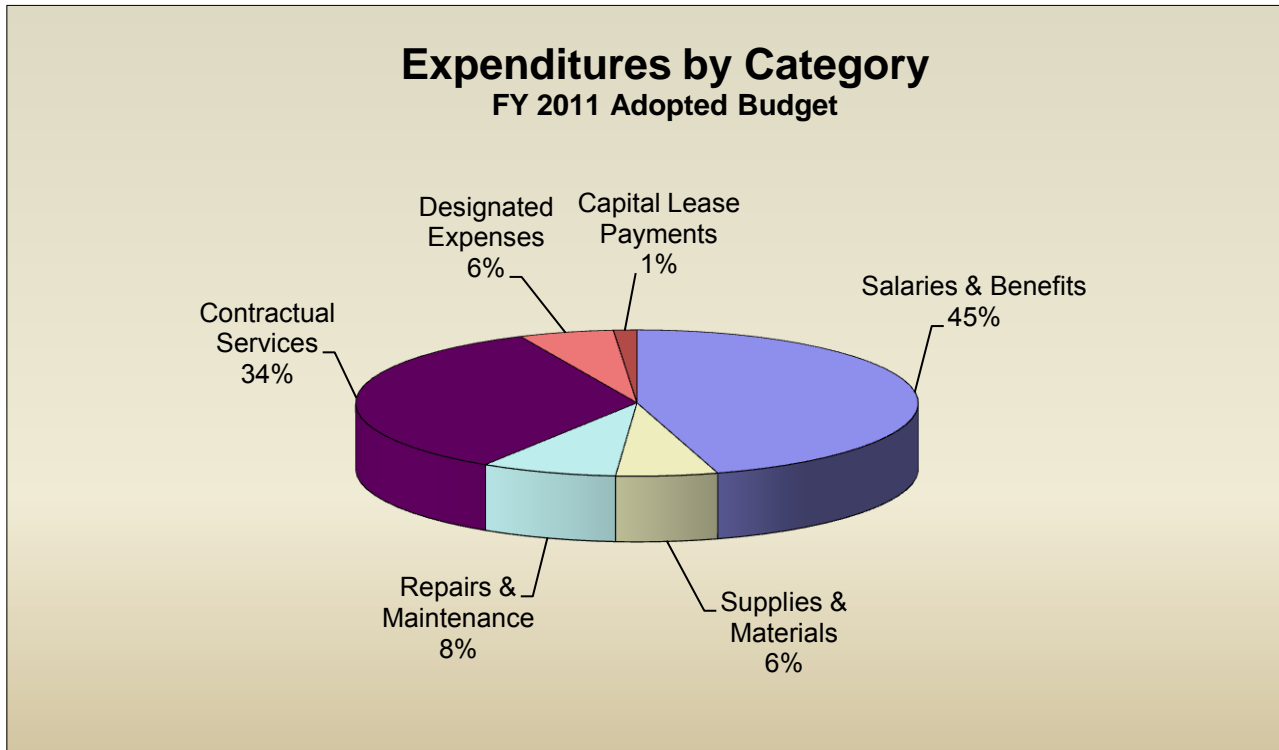
## EXPENDITURE SUMMARY

WASTEWATER TREATMENT	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	475,145	489,667	489,440	526,734
Personnel Support	-	-	-	-
Supplies & Materials	60,957	72,538	64,765	67,750
Repairs & Maintenance	64,498	127,430	84,500	90,711
Contractual Services	466,115	617,506	376,685	396,561
Designated Expenses	77,747	82,850	60,355	63,387
Capital Lease Payments	-	-	15,610	15,610
Capital Outlay & Improvements	73,328	-	-	-
<b>Total</b>	<b>1,217,791</b>	<b>1,389,991</b>	<b>1,091,355</b>	<b>1,160,753</b>

### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Salaries & Benefits: Include a 1.5 percent COLA increase.
- Repairs & Maintenance: Include \$5,000 increase in facilities repairs and maintenance for concrete, basins, pumps, motors and blowers for the three plants.
- Contractual Services: Include \$16,161 increase in utilities cost.



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

## WASTEWATER TREATMENT

02-8400

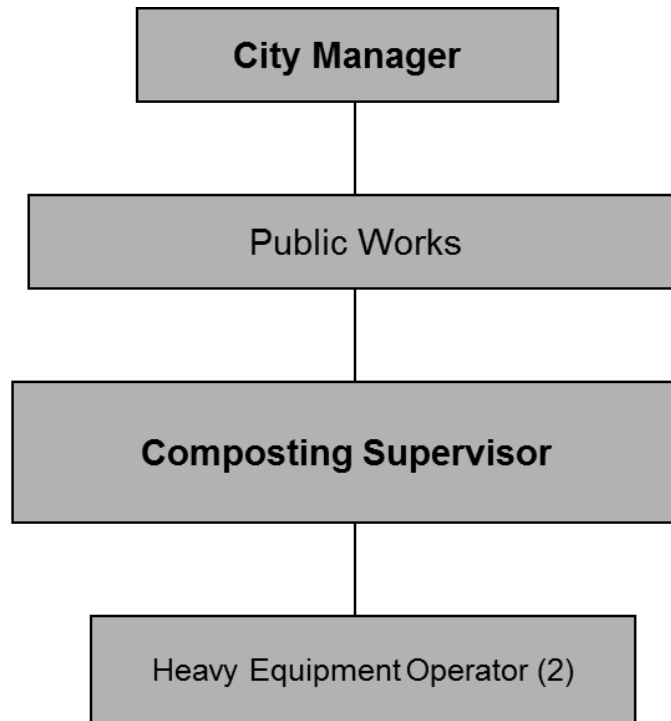
<b>STAFFING LEVEL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Chief Plant Operator	3	3	3	3
Plant Operator II	6	6	6	6
Senior Lab Technician	1	1	1	1
Lab Technician	1	1	1	1
<b>DIVISION TOTAL</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b><i>OUTPUTS</i></b>				
# of Wastewater Treatment Plants	3	3	3	3
Total Gallons of Wastewater Treated (million)	1,100	1,100	1,100	1,100
<b><i>EFFICIENCIES</i></b>				
Operating Cost per Million Gallons of Wastewater Treated	\$1,107.08	\$1,263.63	\$992.14	\$1,055.23
<b><i>EFFECTIVENESS</i></b>				
In Full Compliance with all State and Federal Regulations (# of Minor Excursions)	Yes	Yes	Yes	Yes

# COMPOSTING



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



*The mission of the Composting Department is to effectively and efficiently operate the City's Compost Facility providing compost for Citizens and the City's use while complying with all Federal, State, and City laws.*

3 Full Time Employees

# **COMPOSTING**

## **PROGRAM DESCRIPTION**

The Composting Department is responsible for operating and maintaining the Compost Facility, keeping records, filing and submitting required reports in accordance with the rules and requirements issued by TCEQ and contained within MSW-42017.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Operate the Compost Facility in accordance with rules and requirements set forth in MSW-42017 and TCEQ regulations 312.1 through 332.75, also EPA Title 40 regulations.
- Operate the Compost Facility in an economical and efficient manner to minimize cost without lowering production.
- Produce a product that is safe for the City to market and citizens to use.

## **ACHIEVEMENTS FOR FISCAL YEAR 2010**

- Increased the awareness of the City of Copperas Cove Composting Facility by advertising and presentations.
- Improved sales for both Compost and Mulch to the citizens and customers of Copperas Cove.
- Employees obtained the required license and certification required for compost operations.
- 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.
- Obtained classification of Municipal Solid Waste Facilities and level of license required by TCEQ.

## **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.
- Continue to exceed volume sales of compost and mulch to the citizens.

## **GOALS FOR FISCAL YEAR 2011**

- 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.

# COMPOSTING

02-8401

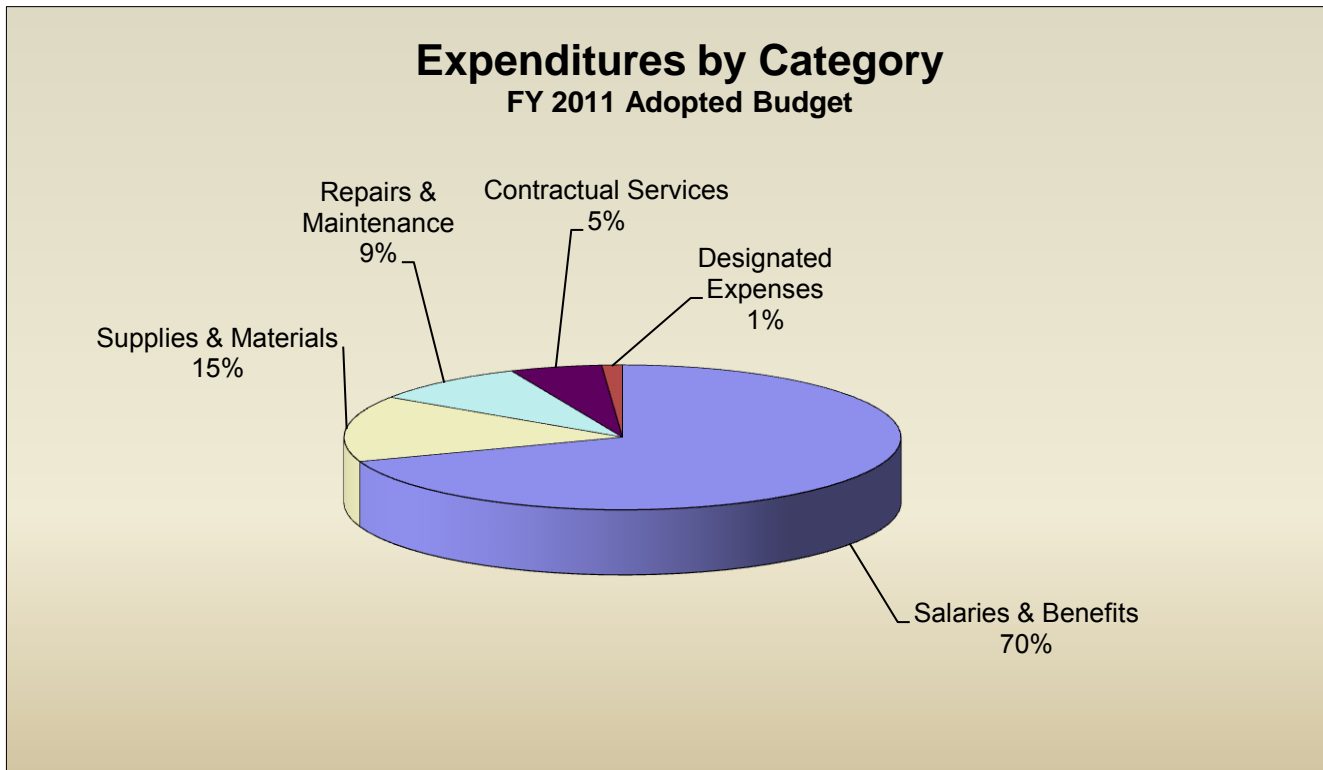
## EXPENDITURE SUMMARY

COMPOSTING	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	124,844	129,618	128,507	138,213
Personnel Support	-	-	-	-
Supplies & Materials	17,006	24,496	21,318	29,353
Repairs & Maintenance	15,800	19,358	18,000	18,211
Contractual Services	7,583	10,347	9,984	10,604
Designated Expenses	1,284	2,396	2,355	2,387
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>166,517</b>	<b>186,215</b>	<b>180,164</b>	<b>198,768</b>

### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Salaries & Benefits: Include a 1.5 percent COLA increase.
- Supplies & Materials: Include \$7,739 increase in fuel and oil costs.



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

## COMPOSTING

02-8401

STAFFING LEVEL	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Supervisor	1	1	1	1
Heavy Equipment Operator	2	2	2	2
<b>DIVISION TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

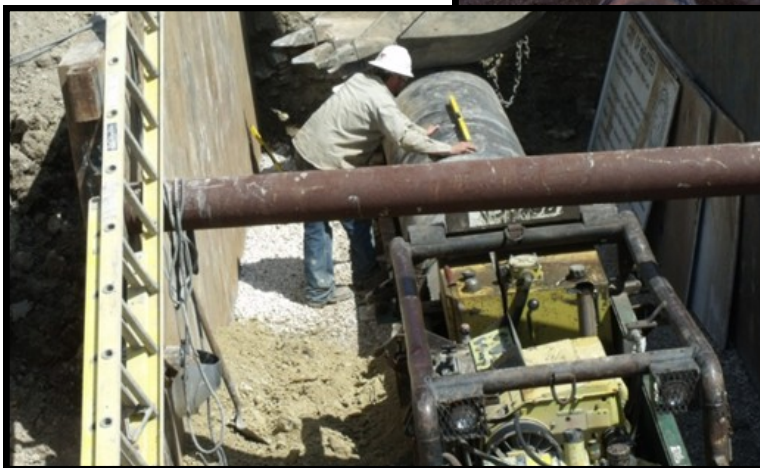
PERFORMANCE MEASURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Projection	FY 2011 Target
<b>OUTPUTS</b>				
Finished Compost (cubic yards)	2,130	2,100	2,300	2,350
Brush Chipped (cubic yards)	6,000	6,000	6,000	6,200
Compost Used in City (cubic yards)	300	300	400	425
Compost Sold (cubic yards)	1,200	1,200	1,200	1,300
Mulch Sold (cubic yards)	150	150	275	300
Deliveries	55	55	60	65
<b>EFFICIENCIES</b>				
Total Amount of Sludge Converted to Compost (wet tons)	2,850	2,850	2,900	2,900
<b>EFFECTIVENESS</b>				
% of Finished Compost Sold	57.0%	57.1%	52.2%	55.3%
% of Compost Used by the City	14.3%	14.3%	17.4%	18.1%

# WATER AND SEWER 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.



**Northeast Sewer Line Project.**

## NON - DEPARTMENTAL

02-8500

### EXPENDITURE SUMMARY

NON-DEPARTMENTAL	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	-	-	-	-
Supplies & Materials	-	-	-	-
Repairs & Maintenance	2,856	5,606	2,856	4,022
Contractual Services	72,692	60,918	54,474	65,168
Designated Expenses	2,014,943	2,129,255	2,091,256	2,173,475
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	12,175	12,175	3,400
Transfers Out & Contingency	1,042,500	742,500	763,825	772,500
Debt Service	1,539,967	2,354,322	2,367,848	2,702,095
<b>Total</b>	<b>4,672,958</b>	<b>5,304,776</b>	<b>5,292,434</b>	<b>5,720,660</b>

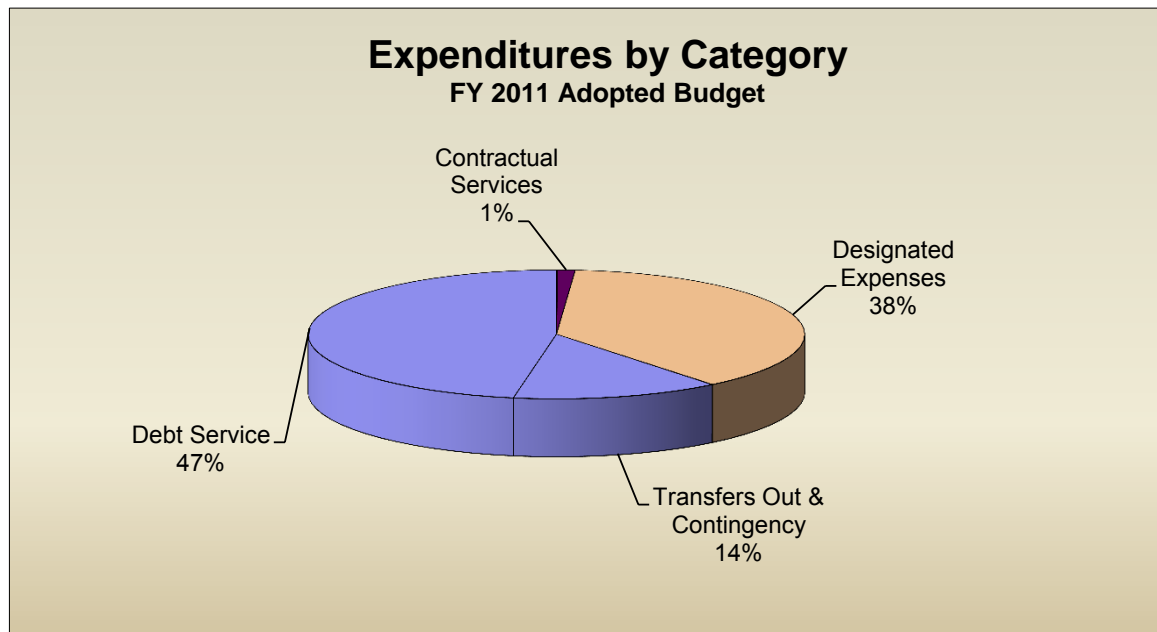
#### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Contractual Services: Include \$9,200 increase in utilities cost.
- Designated Expenses: Include expenses for water purchases and \$50,000 CDBG grant match.
- Debt Service: Increase for the portion of debt to be paid from the Water and Sewer Fund in FY 2011. (A portion of the debt service is funded in the Capital Improvement Project Funds - 2003 Certificate of Obligation.)

*Decreases:*

- Transfers Out & Contingency: \$742,500 administrative transfer to General Fund; \$30,000 contingency.



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

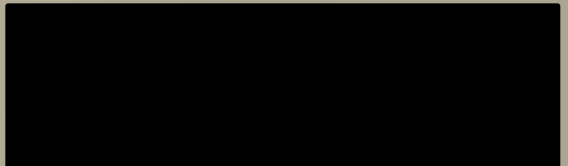




# Solid Waste Fund



City Built for Family Living.



Pictured on Front of this Tab Page:

Top Picture: Silvia Rhoads, Supervisor Recycling/Administration and KCCB Executive Director, awards t-shirt prize at "Meet the City," September 2010.

Bottom Picture: Richard Ballesteros, Driver.

# 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***

**FY 2011 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 12,365 residential and commercial customers through the Solid Waste Fund. Garbage Collection Fees provides 80.7% of the total revenue generated in the Solid Waste Fund. The City of Copperas Cove will make every effort to keep expenditures to a minimum.

<b>REVENUES</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 ACTUAL</b>	<b>FY 2009 ACTUAL</b>	<b>FY 2009 PROJECTION</b>	<b>FY 2011 ADOPTED</b>
Garbage Collection Fees	2,199,202	2,314,434	2,348,983	2,478,100	2,480,800
Sanitary Landfill Fees	398,508	402,194	328,533	335,000	345,000
Charges for Services	122,222	133,389	148,803	92,214	114,450
Interest Income	32,913	25,554	6,484	1,652	1,700
Other Income	120,874	133,268	128,362	139,605	131,500
<b>TOTAL</b>	<b>2,873,719</b>	<b>3,008,838</b>	<b>2,961,165</b>	<b>3,046,571</b>	<b>3,073,450</b>
<b>EXPENSES</b>					
Salaries & Benefits	688,536	704,625	759,896	781,633	887,340
Supplies & Materials	157,292	208,081	156,413	161,960	241,177
Repairs & Maintenance	104,346	123,024	132,341	136,629	150,186
Contractual Services	41,188	55,290	60,529	58,509	73,757
Designated Expenses	1,103,109	1,347,312	1,228,973	1,127,047	1,214,735
Capital Outlay	19,785	17,747	-	267,228	159,133
Transfers / Other	378,000	428,000	428,000	428,000	428,000
<b>TOTAL</b>	<b>2,492,256</b>	<b>2,884,078</b>	<b>2,766,152</b>	<b>2,961,006</b>	<b>3,154,328</b>
Revenues Over / (Under)					
Expenses	381,463	124,760	195,013	85,565	(80,878)
<b>TOTAL</b>	<b>2,873,719</b>	<b>3,008,838</b>	<b>2,961,165</b>	<b>3,046,571</b>	<b>3,073,450</b>

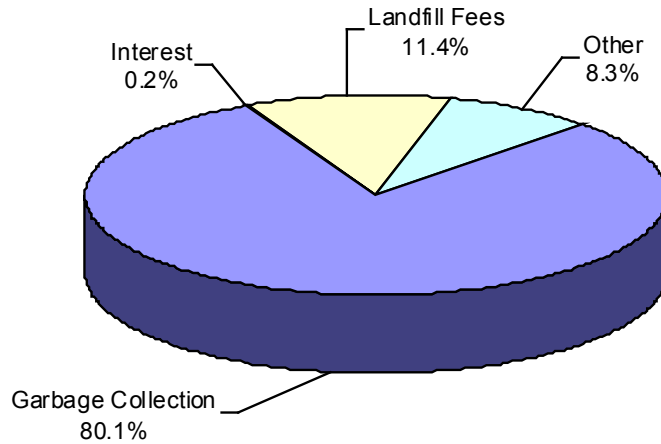
**CITY OF COPPERAS COVE  
FISCAL YEAR 2010-11 ADOPTED BUDGET  
SOLID WASTE FUND  
SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2008-09	Budget* FY 2009-10	Projected FY 2009-10	Adopted FY 2010-11
<b>BEGINNING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 837,422	\$ 810,320	\$ 885,861	\$ 806,954
Prior Yr Enc Voided in Current Yr	4,338	-		
Prior Period Adjustment	(150,911)	-	(164,472)	
<b>TOTAL BEGINNING FUND BALANCE</b>	<u>\$ 690,849</u>	<u>\$ 810,320</u>	<u>\$ 721,389</u>	<u>\$ 806,954</u>
<b>REVENUES:</b>				
Refuse Collection Fees	\$ 2,388,086	\$ 2,504,264	\$ 2,516,000	\$ 2,522,300
Senior Discount	(39,103)	(37,900)	(37,900)	(41,500)
Sanitary Landfill Fees	328,533	350,000	335,000	345,000
Recycling Proceeds	25,383	30,000	25,000	33,000
Sale of Kraft Bags	8,711	9,000	9,000	9,600
Sale of Scrap Metal	7,728	12,000	12,418	14,000
Container Reload-On Site	8,906	8,500	10,000	9,500
Return Service/Overload Container	346	500	1,330	1,500
Auto-Lid Locks	849	900	866	850
Rear Load Dumpster Rental	4,174	2,700	2,100	2,000
Roll-Off Rental Income	45,305	30,000	18,000	27,500
Bulky/White Goods Collection	47,401	31,000	4,500	10,000
Container Removal from Curb	-	7,500	7,500	6,500
Miscellaneous Solid Waste Fees	-	1,500	1,500	-
Subtotal	<u>\$ 2,826,319</u>	<u>\$ 2,949,964</u>	<u>\$ 2,905,314</u>	<u>\$ 2,940,250</u>
Interest Revenue	\$ 6,484	\$ 7,200	\$ 1,652	\$ 1,700
Late Charge For Billing	123,278	118,000	131,000	125,000
Auction Proceeds	-	-	7,500	5,000
Miscellaneous Revenues	5,084	3,000	1,105	1,500
Subtotal	<u>\$ 134,846</u>	<u>\$ 128,200</u>	<u>\$ 141,257</u>	<u>\$ 133,200</u>
<b>TOTAL REVENUES</b>	<u>\$ 2,961,165</u>	<u>\$ 3,078,164</u>	<u>\$ 3,046,571</u>	<u>\$ 3,073,450</u>
<b>TOTAL FUNDS AVAILABLE</b>	<u>\$ 3,652,014</u>	<u>\$ 3,888,484</u>	<u>\$ 3,767,960</u>	<u>\$ 3,880,404</u>
<b>OPERATING EXPENSES:</b>				
Solid Waste Operations (90)	\$ 223,889	\$ 234,550	\$ 228,450	\$ 252,058
Solid Waste Collection - Residential (91-01)	342,505	349,825	242,261	308,360
Solid Waste Collection - Recycling (91-02)	133,217	155,777	120,741	134,985
Solid Waste Collection - Brush (91-03)	133,460	159,039	122,537	147,293
Solid Waste Collection - Commercial (91-04)	369,909	375,771	183,635	241,719
Solid Waste Collection - KCCB (91-05)	17,090	26,689	25,109	26,239
Solid Waste Disposal (92)	1,019,240	1,187,061	1,156,258	1,238,017
Non-Departmental (95)	508,640	508,744	500,565	507,354
<b>TOTAL OPERATING EXPENSES</b>	<u>\$ 2,747,950</u>	<u>\$ 2,997,456</u>	<u>\$ 2,579,556</u>	<u>\$ 2,856,025</u>
<b>OTHER EXPENSES:</b>				
Capital Lease Payments	\$ -	\$ -	\$ 267,228	\$ 159,133
Principal & Int Debt Pymts	18,202	114,222	114,222	139,170
<b>TOTAL OTHER EXPENSES</b>	<u>\$ 18,202</u>	<u>\$ 114,222</u>	<u>\$ 381,450</u>	<u>\$ 298,303</u>
<b>TOTAL EXPENSES</b>	<u>\$ 2,766,152</u>	<u>\$ 3,111,678</u>	<u>\$ 2,961,006</u>	<u>\$ 3,154,328</u>
<b>ENDING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 885,861	\$ 776,806	\$ 806,954	\$ 726,076
<b>TOTAL ENDING FUND BALANCE</b>	<u>\$ 885,861</u>	<u>\$ 776,806</u>	<u>\$ 806,954</u>	<u>\$ 726,076</u>
<b>IDEAL FUND BALANCE</b>	\$ 686,988	\$ 749,364	\$ 644,889	\$ 714,006
<b>OVER (UNDER) IDEAL FUND BALANCE</b>	\$ 198,874	\$ 27,442	\$ 162,065	\$ 12,070

\* Includes budget amendments that were approved by City Council on 10/13/09, 11/03/09, 03/02/10, 06/15/2010 and 11/02/10.

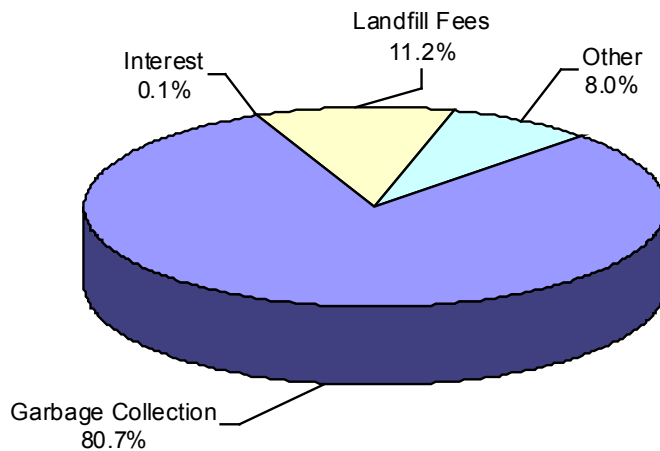
**City of Copperas Cove, Texas**  
**Solid Waste Fund**  
**Comparison of Fiscal Years 2009-10 and 2010-11 Budgeted Revenues**  
**By Source**

**Fiscal Year 2009-10 Budgeted Revenues**



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

**Fiscal Year 2010-11 Budgeted Revenues**



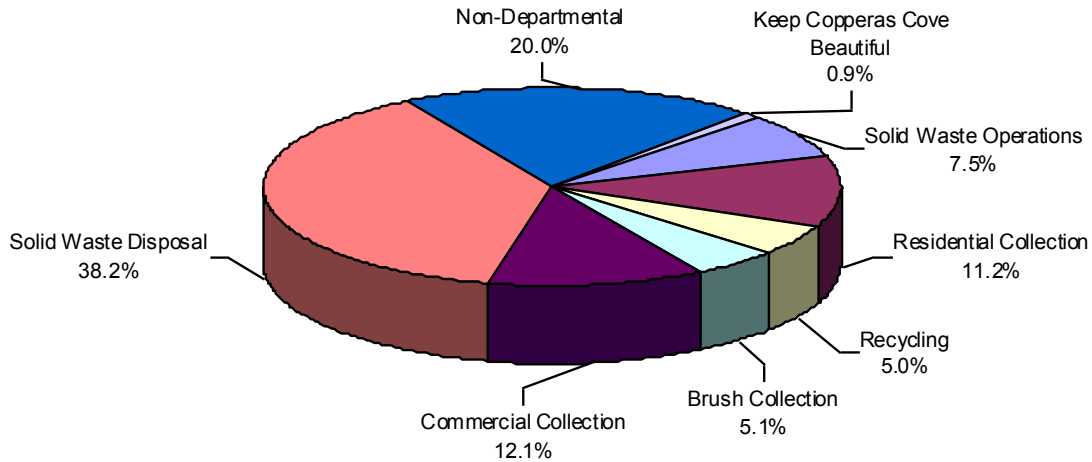
Total Budgeted Revenues for Fiscal Year 2010-11 are **\$3,073,450**

# City of Copperas Cove, Texas

## Solid Waste Fund

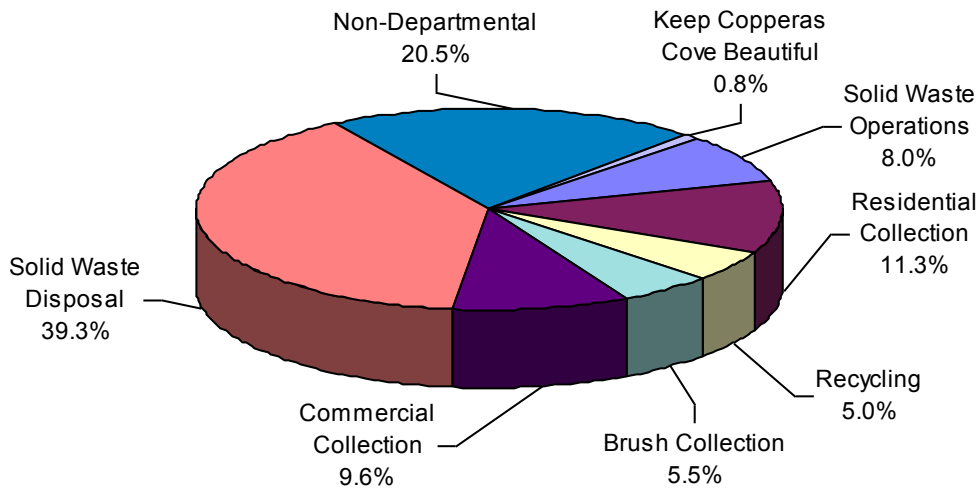
### Comparison of Fiscal Years 2009-10 and 2010-11 Budgeted Expenses By Function

**Fiscal Year 2009-10 Budgeted Expenses**



Total Budgeted Expenses for Fiscal Year 2009-10 are [\\$3,111,678](#)

**Fiscal Year 2010-11 Budgeted Expenses**



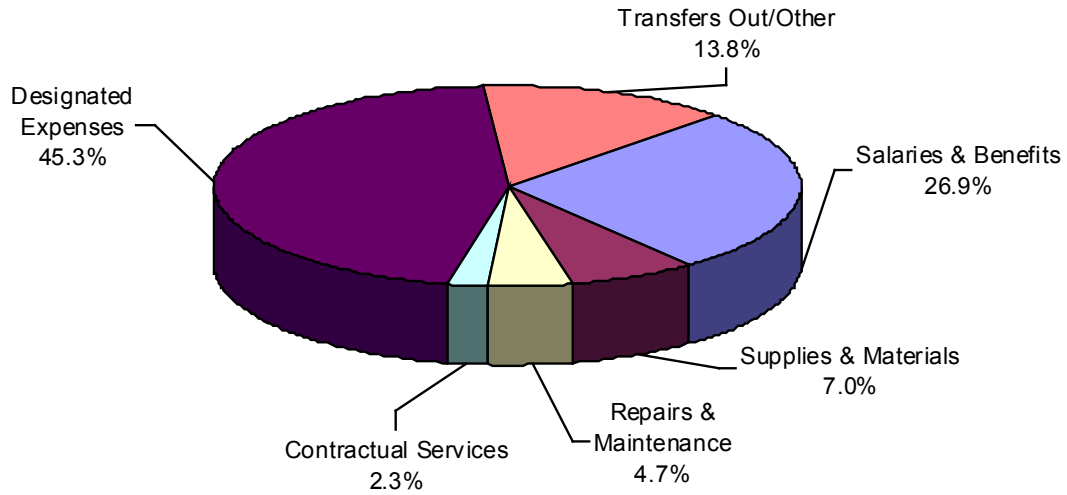
Total Budgeted Expenses for Fiscal Year 2010-11 are [\\$3,154,328](#)

# City of Copperas Cove, Texas

## Solid Waste Fund

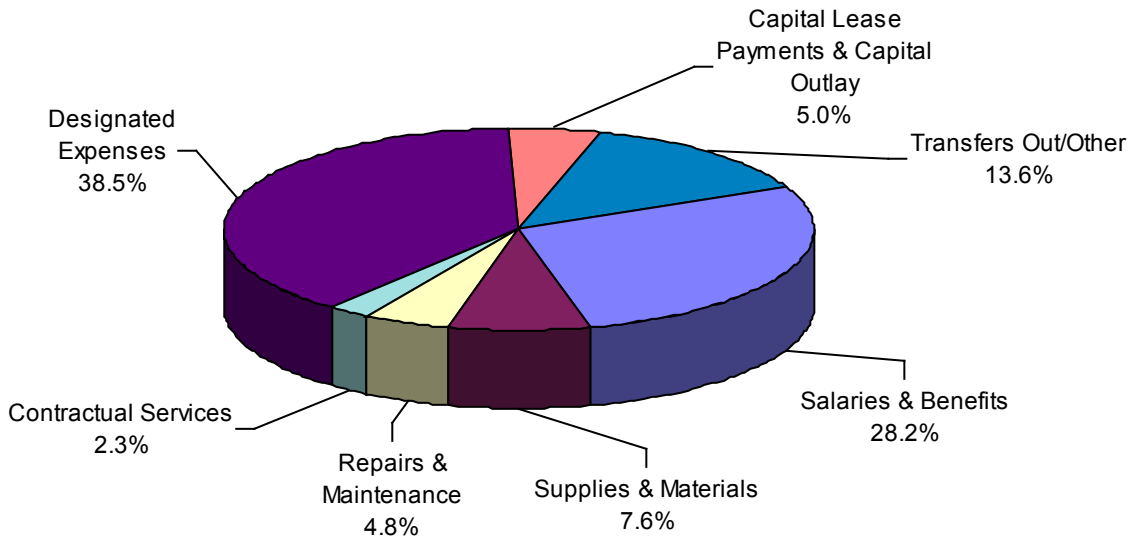
### Comparison of Fiscal Years 2009-10 and 2010-11 Budgeted Expenses By Object

**Fiscal Year 2009-10 Budgeted Expenses**



Total Budgeted Expenses for Fiscal Year 2009-10 are [\\$3,111,678](#)

**Fiscal Year 2010-11 Budgeted Expenses**



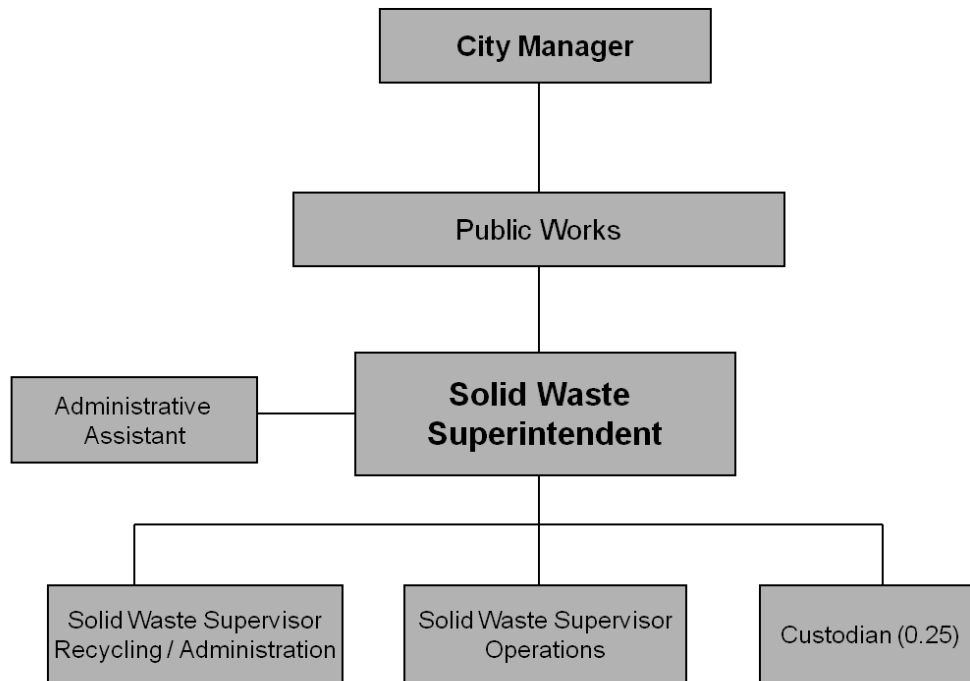
Total Budgeted Expenses for Fiscal Year 2010-11 are [\\$3,154,328](#)



# SOLID WASTE OPERATIONS



**Left to Right:** Loretta Bell (Administrative Assistant); John Mantanona (Supervisor of Operations); Silvia Rhoads (Supervisor Recycling/Administration).



*The mission of the Solid Waste Operations Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for collection and disposal of residential trash, brush, yard waste, bulky goods and recyclables in a managed format that is timely, safe, environmentally sound, efficient, and in compliance with federal, state and City laws.*

4.25 Full Time Employees

# **SOLID WASTE OPERATIONS**

## **PROGRAM DESCRIPTION**

The mission of the Solid Waste Operations Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for the collection and disposal of residential trash, commercial trash, brush, yard waste, bulky goods, and recyclables in a managed format that is timely, safe, environmentally sound, efficient, and in compliance with Federal, State, and City laws.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Maintain the highest quality of service for all customers.
- Accurately forecast the resources that will be needed to accommodate the growth of the city so that the current level of services can be continued without interruption.

## **ACHIEVEMENTS FOR FISCAL YEAR 2010**

- 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.

## **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.

## **GOALS FOR FISCAL YEAR 2011**

- 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.

# SOLID WASTE OPERATIONS

03-9000

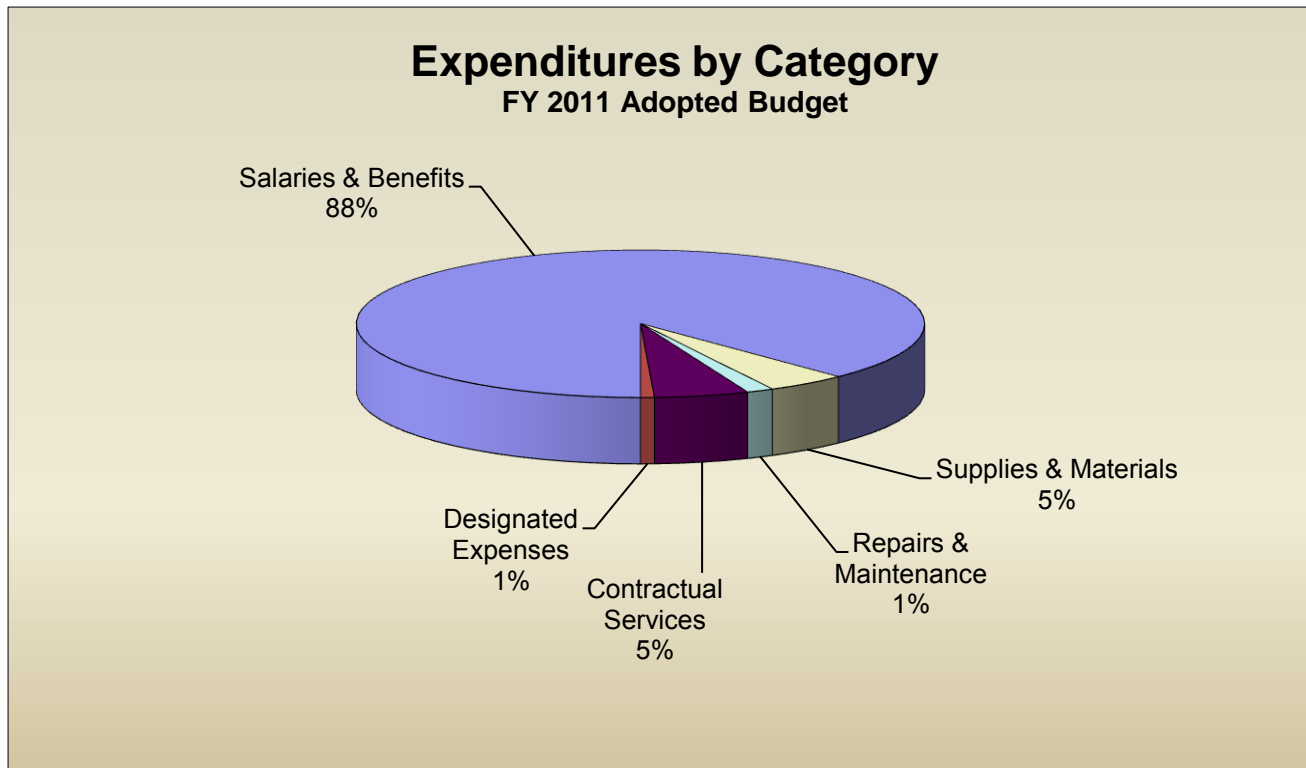
## EXPENDITURE SUMMARY

SOLID WASTE OPERATIONS	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	203,809	208,950	207,404	221,214
Personnel Support	-	-	-	-
Supplies & Materials	3,416	6,219	4,662	11,518
Repairs & Maintenance	1,007	2,586	2,580	3,850
Contractual Services	12,642	14,827	12,002	13,511
Designated Expenses	3,015	1,968	1,802	1,965
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>223,889</b>	<b>234,550</b>	<b>228,450</b>	<b>252,058</b>

### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Salaries & Benefits: Custodian position is unfunded in FY 2011; include a 1.5 percent COLA increase.
- Supplies & Materials: Include \$4,500 increase to upgrade phone system to digital adding voicemail and caller id.



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

## SOLID WASTE OPERATIONS

03-9000

<b>STAFFING LEVEL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
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*	0.25	0.25	0.25	0.25
<b>DIVISION TOTAL</b>	<b>4.25</b>	<b>4.25</b>	<b>4.25</b>	<b>4.25</b>

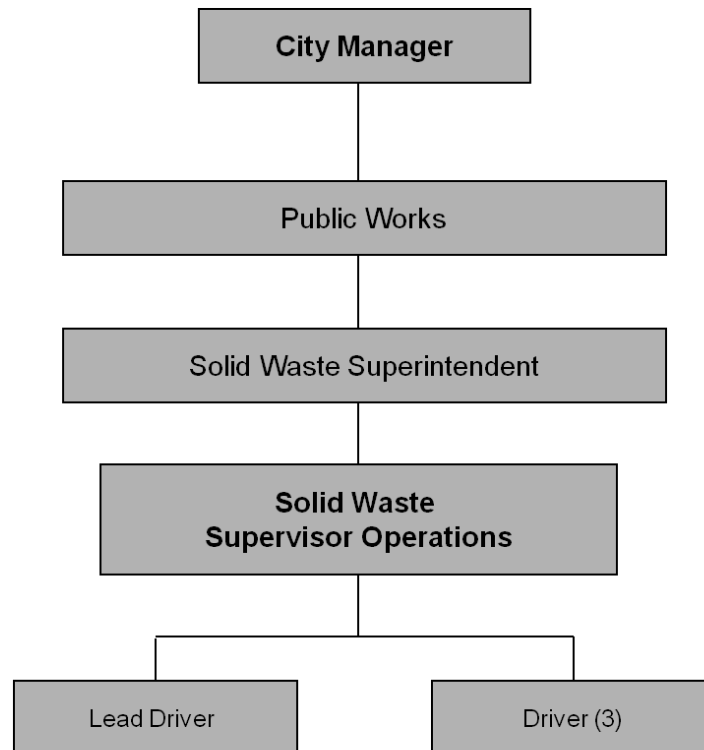
\* Custodian position moved from Facility Maintenance in FY 2008-09.

<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b><i>OUTPUTS</i></b>				
Total Tons Collected	23,858	24,500	20,869	24,500
Total # of Complaints	359	300	366	300
<b><i>EFFICIENCIES</i></b>				
Operating Cost to Collect One Ton of Garbage	\$9.38	\$9.57	\$10.95	\$10.29
<b><i>EFFECTIVENESS</i></b>				
% of Customer Service Complaints Resolved in 24 Hours or Less	94.0%	98.0%	93.0%	98.0%

# SOLID WASTE - RESIDENTIAL



**Left to Right:** Joseph Martinez (Driver); Travis Daniels (Driver); Mark Turner (Lead Driver).



*The mission of the Solid Waste Residential Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for collection and disposal of residential trash in a managed format that is timely, safe, environmentally sound, efficient, and in compliance with federal, state and City laws.*

4 Full Time Employees

## **SOLID WASTE COLLECTIONS – RESIDENTIAL**

### **PROGRAM DESCRIPTION**

The Residential Division provides waste collection services to the citizens of Copperas Cove. Waste is collected curbside at residential addresses and transported to the Transfer Station. The monthly solid waste fee provides for once per week collection of the city provided roll out container (96 or 64 gallon); once 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 2010**

- Supported five events beneficial to the City's image with Solid Waste services.
- Maintained complaint resolution (within 24 hours) of more than 98%.
- Added a new collection vehicle to the Solid Waste fleet.
- Increased monthly rate by \$1.00 to keep up with operating costs.

### **CONTINUING OBJECTIVES**

- Continue to upgrade the record keeping system for customer service calls, extra charges, container deliveries, etc.
- Continue to audit residential accounts and adjust service levels as necessary.
- Continue to support events beneficial to the City's image.

### **GOALS FOR FISCAL YEAR 2011**

- Develop and implement a vehicle preventative maintenance program that will help extend vehicle life and reduce operating costs.
- Improve our safety policy and drivers training program to reduce the amount of accidents and insurance costs.

## SOLID WASTE COLLECTIONS - RESIDENTIAL

03-9101

### EXPENDITURE SUMMARY

SW COLLECTIONS - RESIDENTIAL	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	127,926	150,961	142,851	162,352
Personnel Support	-	-	-	-
Supplies & Materials	60,599	64,600	45,060	87,767
Repairs & Maintenance	69,833	55,000	50,000	50,000
Contractual Services	2,277	3,181	1,850	5,741
Designated Expenses	81,870	76,083	2,500	2,500
Capital Lease Payments	-	-	73,583	48,721
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>342,506</b>	<b>349,825</b>	<b>315,844</b>	<b>357,081</b>

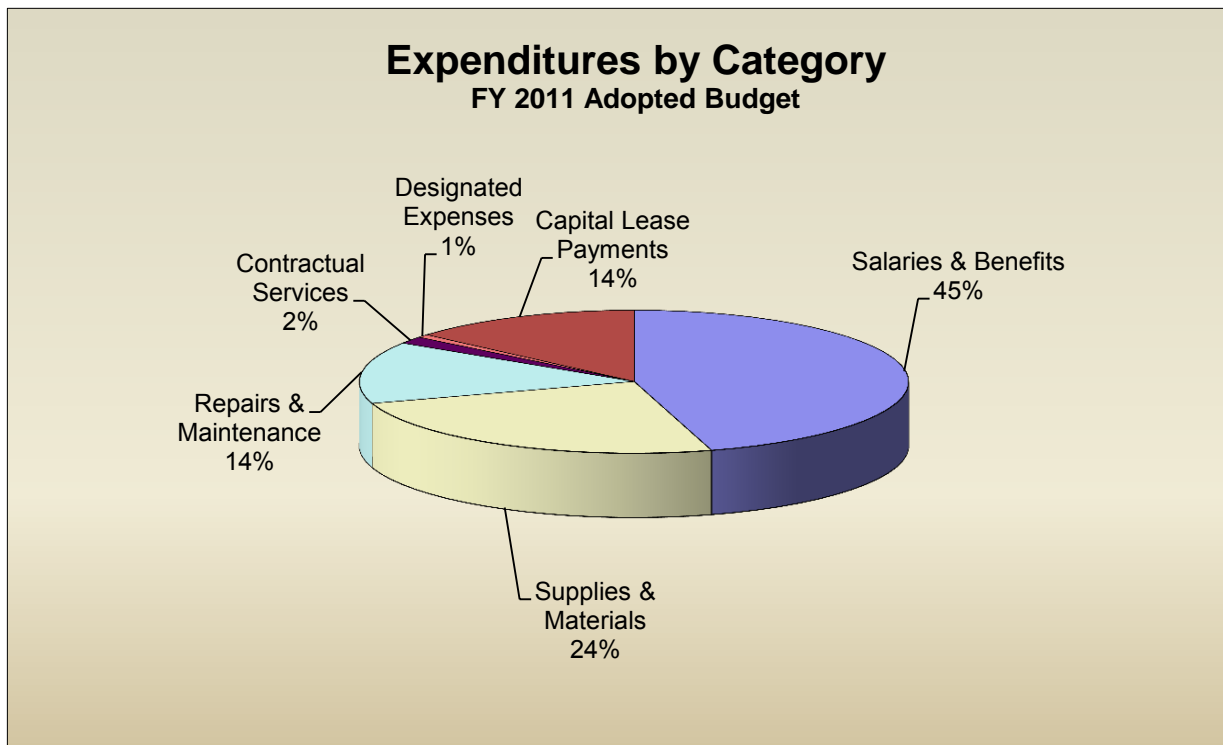
### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Salaries & Benefits: A Driver position was vacant for a portion of FY 2010. Include a 1.5 percent COLA increase.
- Supplies & Materials: Include \$27,925 to purchase 96-gallon containers and \$15,490 increase in fuel and oil cost.
- Contractual Services: Include \$2,000 increase for professional development.

*Decreases:*

- Capital Lease Payments: Reduction in capital lease payments for equipment purchased in prior years.



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

## SOLID WASTE COLLECTIONS - RESIDENTIAL

03-9101

STAFFING LEVEL	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Driver	4	3	3	3
Lead Driver	0	1	1	1
<b>DIVISION TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

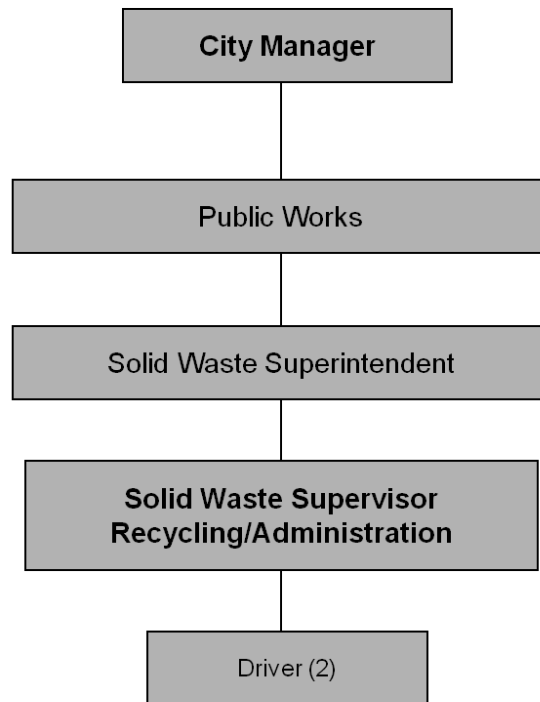
PERFORMANCE MEASURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Projection	FY 2011 Target
<b>OUTPUTS</b>				
Tons Collected by Residential Collection Vehicles	10,049	10,500	10,918	11,000
<b>EFFICIENCIES</b>				
Cost to Collect One Ton of Residential Garbage	\$34.08	\$33.32	\$28.93	\$32.46
<b>EFFECTIVENESS</b>				
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%



# SOLID WASTE - RECYCLING



**Left to Right:** Robert Mitchell (Driver);  
Richard Ballesteros (Driver).



*The mission of the Solid Waste Recycling Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for collection and disposal of residential and commercial recyclable trash in managed format that is timely, safe, efficient, and in compliance with federal, state and City laws.*

2 Full Time Employees

## **SOLID WASTE COLLECTIONS – RECYCLING**

### **PROGRAM DESCRIPTION**

The mission of the Solid Waste Recycling Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for the collection of residential and commercial recyclable 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 2010**

- 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 1,500 pounds of telephone books which were diverted from the landfill.
- Increased recycling participation by increasing public knowledge about the recycling program.
- Increased recycling volume from commercial/business customers.

### **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.
- Continue to work on increasing the residential participation rate.

### **GOALS FOR FISCAL YEAR 2011**

- As commercial growth occurs, increase commercial / business recycling.
- Host two City-wide clean up events.
- Strive for an increase in diversions.
- Partner with the High School on a recycling project.
- Plan and implement a 2-day Texas Recycles Day Festival for area residents and school children.
- Expand the Recycle Center footprint.
- Establish a Lead Acid Battery Recycling program.

## SOLID WASTE COLLECTIONS - RECYCLING

03-9102

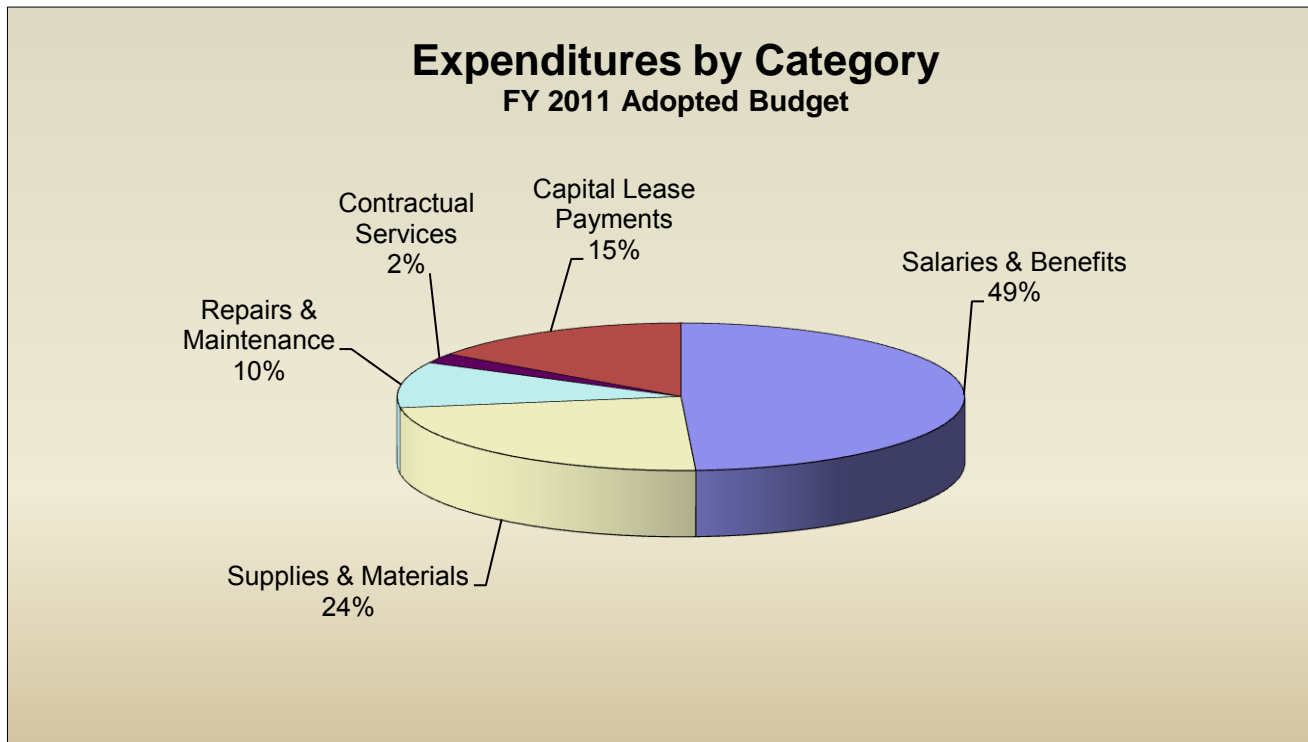
### EXPENDITURE SUMMARY

SW COLLECTIONS - RECYCLING	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	69,731	74,357	74,316	78,294
Personnel Support	-	-	-	-
Supplies & Materials	21,321	37,166	27,150	37,253
Repairs & Maintenance	13,751	16,000	16,000	16,000
Contractual Services	2,013	3,459	3,275	3,438
Designated Expenses	24,373	24,795	-	-
Capital Lease Payments	-	-	24,246	24,246
Capital Outlay & Improvements	2,028	-	-	-
<b>Total</b>	<b>133,217</b>	<b>155,777</b>	<b>144,987</b>	<b>159,231</b>

### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Salaries & Benefits: Include a 1.5 percent COLA increase.
- Supplies & Materials: Include \$10,950 for recycle bins and lids.



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

## SOLID WASTE COLLECTIONS - RECYCLING

03-9102

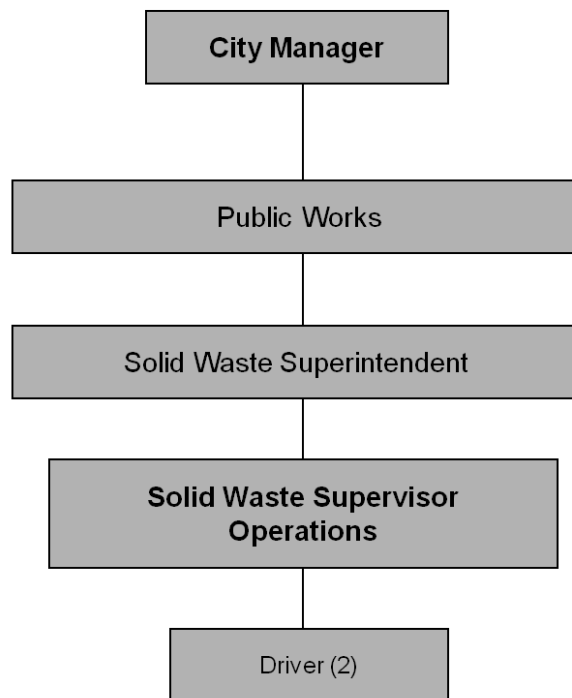
STAFFING LEVEL	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Driver	2	2	2	2
<b>DIVISION TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

PERFORMANCE MEASURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Projection	FY 2011 Target
<b><i>OUTPUTS</i></b>				
Tons of Recyclables Collected (excluding scrap metal)	400	500	444	500
Tons of Scrap Metal Collected	134	150	98	125
<b><i>EFFICIENCIES</i></b>				
Operating Cost per Ton to Process Recycled Materials	\$249.47	\$239.66	\$267.50	\$254.77
<b><i>EFFECTIVENESS</i></b>				
Solid Waste Diverted from the Landfill (tons)	1,647	2,350	1,632	1,800
% 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).



*The mission of the Solid Waste Brush and Bulk Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for collection and disposal of residential brush, yard waste, and bulky goods in a managed format that is timely, safe, environmentally sound, efficient, and in compliance with federal, state and City laws.*

2 Full Time Employees

## **SOLID WASTE COLLECTIONS – BRUSH AND BULK**

### **PROGRAM DESCRIPTION**

The Brush and Bulk Division provides a once 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 2010**

- Participated in two City-wide clean up events.
- Brush diversion savings of \$38,000.
- Adjusted brush collection frequency, increasing authorized volume as requested by many customers.

### **CONTINUING OBJECTIVES**

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

### **GOALS FOR FISCAL YEAR 2011**

- Increase public awareness about the brush / bulk operation.
- Reduce customer complaints by 25%.
- Change bulk collection to a requested service to reduce amount of waste at the curb and reduce operating cost.
- Offer free bulky item drop off five days per year to help keep bulky waste off the street.

## SOLID WASTE COLLECTIONS - BRUSH AND BULK

03-9103

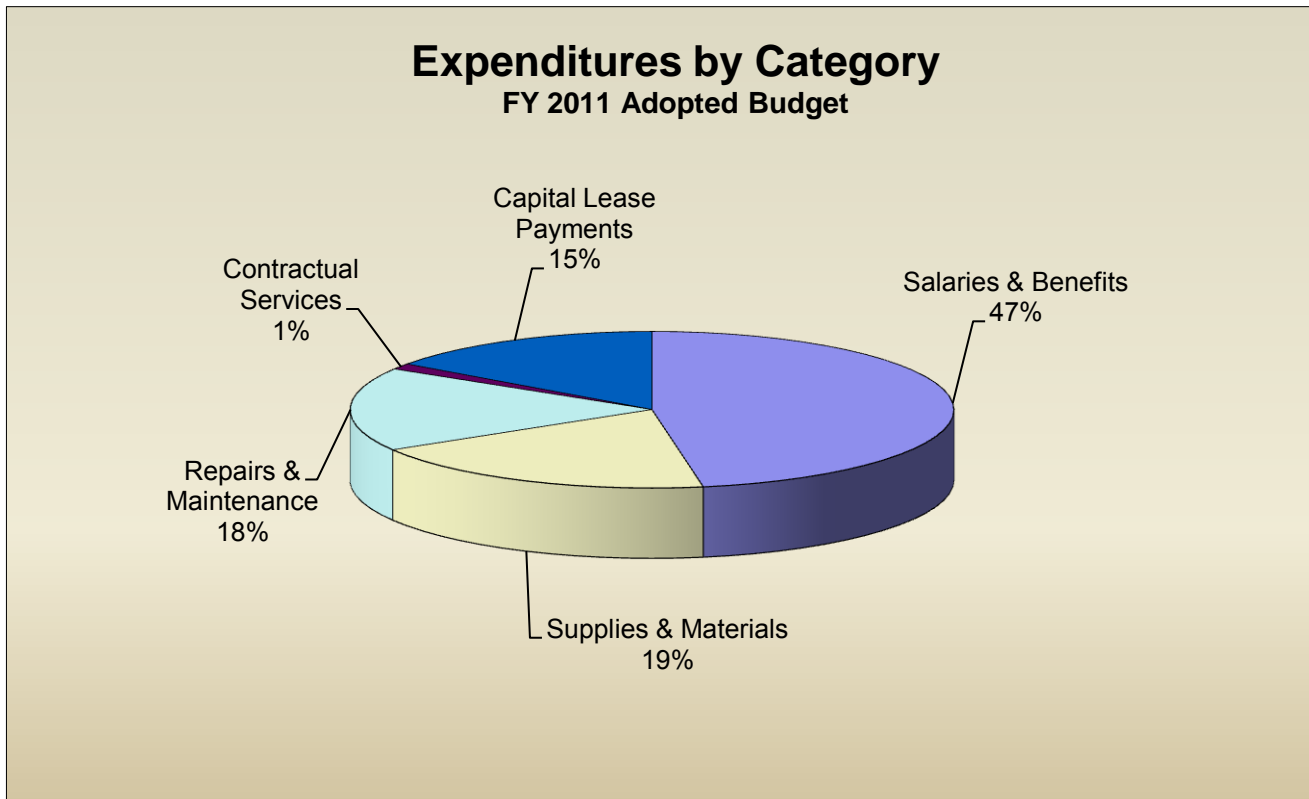
### EXPENDITURE SUMMARY

SW COLLECTIONS - BRUSH AND BULK	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	71,363	76,340	74,037	82,039
Personnel Support	-	-	-	-
Supplies & Materials	25,075	33,867	26,350	33,131
Repairs & Maintenance	8,466	20,800	20,800	30,000
Contractual Services	834	1,850	1,350	2,123
Designated Expenses	26,182	26,182	-	-
Capital Lease Payments	-	-	26,182	26,182
Capital Outlay & Improvements	1,539	-	-	-
<b>Total</b>	<b>133,460</b>	<b>159,039</b>	<b>148,719</b>	<b>173,475</b>

### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Salaries & Benefits: Included a 1.5 percent COLA increase.
- Supplies & Materials: Include \$10,800 to purchase kraft bags.
- Repairs & Maintenance: Increased cost to repair aging vehicles.



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

## SOLID WASTE COLLECTIONS - BRUSH AND BULK

03-9103

STAFFING LEVEL	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Driver	2	2	2	2
<b>DIVISION TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

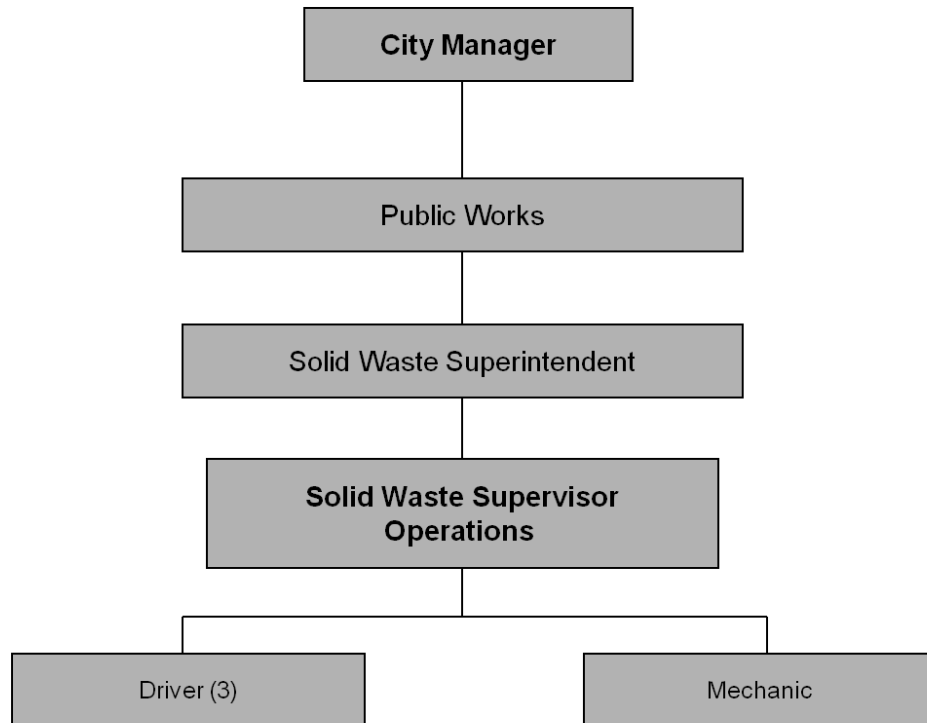
PERFORMANCE MEASURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Projection	FY 2011 Target
<b><i>OUTPUTS</i></b>				
Tons of Brush Collected	1,113	1,250	1,089	1,100
Tons of Bulk Items Collected	1,193	1,500	860	1,000
<b><i>EFFICIENCIES</i></b>				
Cost per Ton to Collect Brush and Bulk	\$57.87	\$57.83	\$76.31	\$82.61
<b><i>EFFECTIVENESS</i></b>				
Tons of Brush Diverted from the Landfill	1,113	1,250	950	1,059
% 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); Allen Essenburg (Driver); Brett Harden (Driver).



*The mission of the Solid Waste Commercial Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for the collection of commercial trash in a managed format that is timely, safe, environmentally sound, efficient, and in compliance with federal, state and City laws.*

4 Full Time Employees

# **SOLID WASTE COLLECTIONS – COMMERCIAL**

## **PROGRAM DESCRIPTION**

The Commercial Division provides collection services and containers of various sizes to commercial customers. Fees are based on the size and quantity of containers needed, and the frequency of collection. The mission of the Solid Waste Commercial Collection Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for the collection of commercial trash in a managed format that is timely, safe, environmentally sound, efficient, and in compliance with Federal, State, and City laws.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Provide responsive, reliable and quality waste collection services to all commercial customers.
- Accurately forecast the resources that will be needed to accommodate the growth of the city so that the current level of services can be continued without interruption.
- Establish a collection vehicle ratio of 3:1, Primary Vehicle to Backup Vehicle.

## **ACHIEVEMENTS FOR FISCAL YEAR 2010**

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

## **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.

## **GOALS FOR FISCAL YEAR 2011**

- 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.
- Replace side loader.

## SOLID WASTE COLLECTIONS - COMMERCIAL

03-9104

### EXPENDITURE SUMMARY

SW COLLECTIONS - COMMERCIAL	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	138,420	157,604	122,585	160,620
Personnel Support	-	-	-	-
Supplies & Materials	23,540	42,800	29,900	41,494
Repairs & Maintenance	23,249	25,000	25,000	30,000
Contractual Services	1,539	3,150	2,150	3,605
Designated Expenses	181,623	147,217	4,000	6,000
Capital Lease Payments	-	-	143,217	59,984
Capital Outlay & Improvements	1,539	-	-	-
<b>Total</b>	<b>369,909</b>	<b>375,771</b>	<b>326,852</b>	<b>301,703</b>

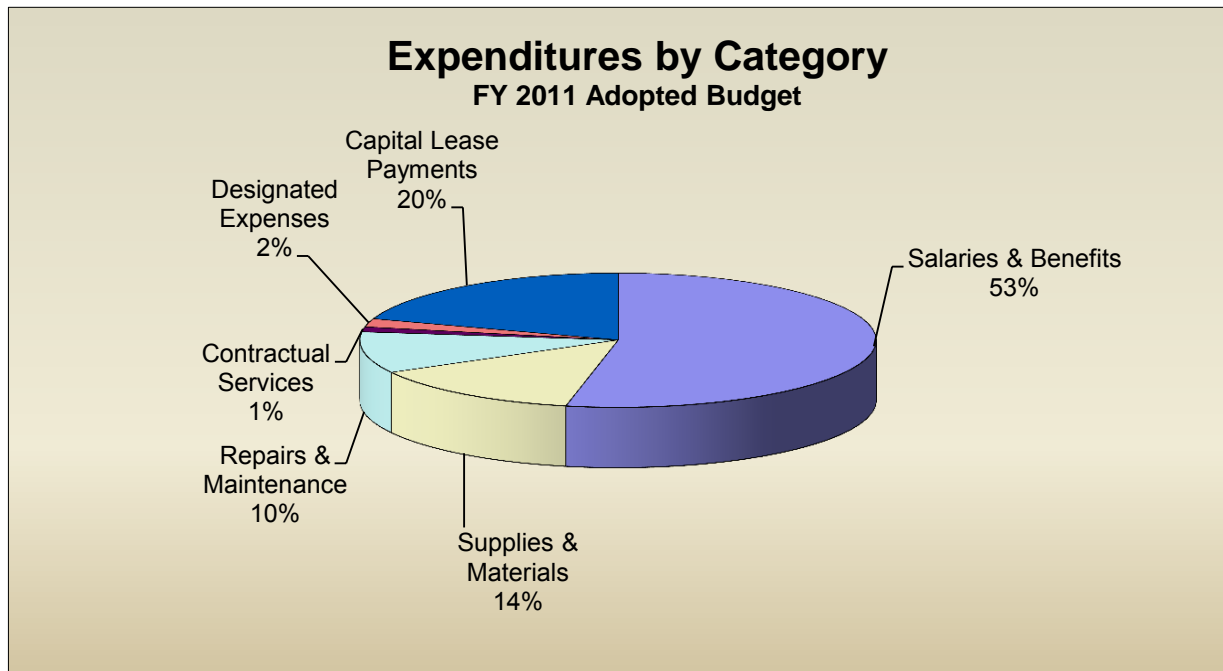
### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Salaries & Benefits: The Mechanic and a driver position were vacant for a portion of FY 2010. Include a 1.5 percent COLA increase.
- Supplies & Materials: Include \$11,655 increase in fuel and oil cost.

*Decreases:*

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



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

## SOLID WASTE COLLECTIONS - COMMERCIAL

03-9104

STAFFING LEVEL	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Driver	3	3	3	3
Mechanic / Relief Driver	0	0	0	0
Mechanic / Assistant Supervisor of Operations	1	0	0	0
Mechanic	0	1	1	1
<b>DIVISION TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

PERFORMANCE MEASURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Projection	FY 2011 Target
<b><i>OUTPUTS</i></b>				
Tons Collected by Commercial Collection Vehicles	5,751	7,000	5,600	5,700
<b><i>EFFICIENCIES</i></b>				
Operating Cost to Collect One Ton of Commercial Garbage	\$64.32	\$53.68	\$58.37	\$52.93
<b><i>EFFECTIVENESS</i></b>				
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%

# KEEP COPPERAS COVE BEAUTIFUL (KCCCB)



Elementary students learning how to recycle paper.



Keep Copperas Cove Beautiful at April 2010 Earth Fest.

# 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 2010

- Organized, managed and participated in the Make a Difference Day beautification project.
- Held a Texas Recycles Day poster contest and held a recognition ceremony for those who entered and awarded 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> place.
- 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 two (2) Waterway cleanups where 108 volunteers removed 1,640 pounds of trash and debris from local waterways.
- Recognized six (6) businesses and six (6) residents through the Yard of the Month program.
- Maintained partnerships with Keep Texas Beautiful (KTB), Fort Hood Environmental, the Chamber, EDC, CCISD, various civic groups, private entities, media, and Solid Waste Partners.
- Held two telephone book recycling drives resulting in 1,500 pounds of telephone books being recycled instead of ending up in the landfill.
- Hosted a Tire Drive giving residents of Copperas Cove the opportunity to properly dispose of tires.
- Held an annual school calendar sale and enhanced fundraising efforts by designing a t-shirt with an earth friendly logo that was sold for a \$10 donation.
- 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 fifth year in a row being awarded the Sustained Award of Excellence.
- Designed an updated KCCB brochure.
- Implemented two \$500 scholarships to be awarded at the end of the upcoming school year.

## CONTINUING OBJECTIVES

- Continue with clean-up events throughout the year.
- Continue to enhance relationship with local government, Chamber, EDC, 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 to find training opportunities for KCCB board members.
- Continue to achieve gold star standard with Keep Texas Beautiful and continue to remain in good standing with Keep America Beautiful.

## GOALS FOR FISCAL YEAR 2011

- Hold two telephone book recycling drives with the goal of diverting more from the local landfill.
- Sponsor a Poster contest for Texas Recycles day.
- Plan and host several clean up projects.
- Schedule "Tire Round Up" events to curtail illegal dumping of tires.
- Improve Public Awareness to increase membership.
- Enhance Fundraising techniques.
- Host and participate in a two day Recycling Day festival.
- Increase tree plantings around the City.
- Enhance the Adopt-A-Spot program to increase participation.
- Award two \$500 scholarships to high school seniors.

## KEEP COPPERAS COVE BEAUTIFUL (KCCB)

03-9105

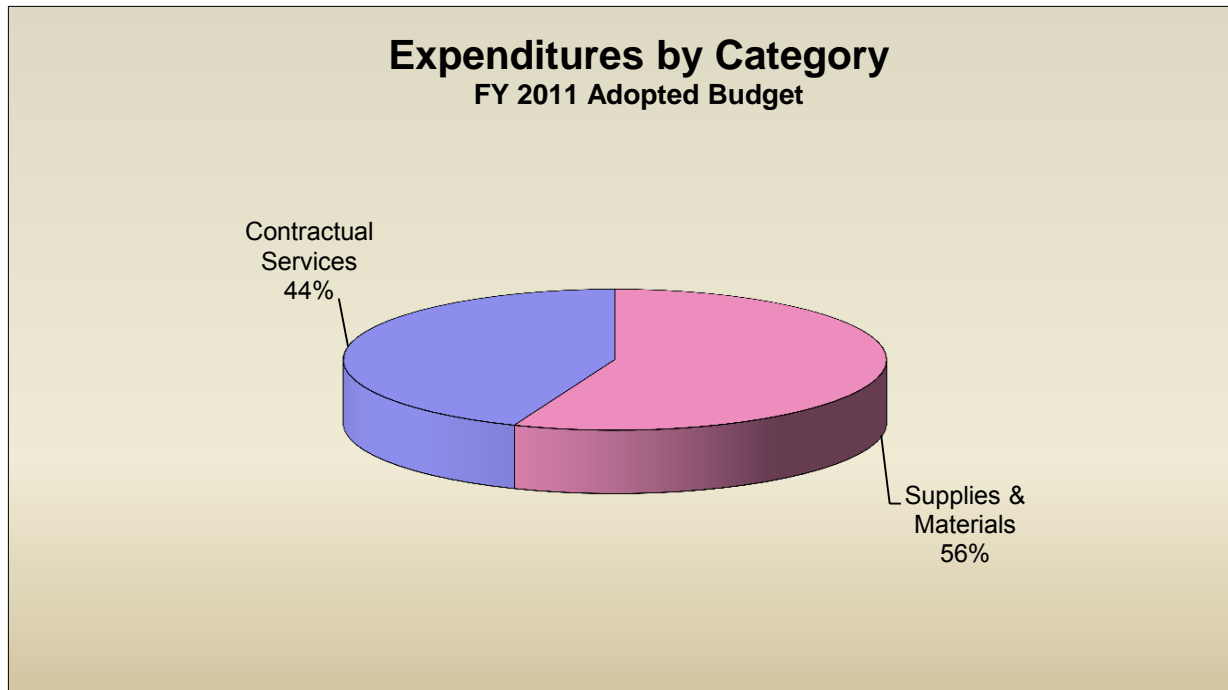
### EXPENDITURE SUMMARY

KEEP COPPERAS COVE BEAUTIFUL (KCCB)	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	-	-	-	-
Supplies & Materials	9,366	17,350	15,770	14,700
Repairs & Maintenance	-	-	-	-
Contractual Services	7,724	9,339	9,339	11,539
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>17,090</b>	<b>26,689</b>	<b>25,109</b>	<b>26,239</b>

### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increase:*

- Contractual Services: Increase for professional development cost.



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

**KEEP COPPERAS COVE BEAUTIFUL (KCCB)**

03-9105

<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b><i>OUTPUTS</i></b>				
# of Clean-Up / Beautification Projects	9	12	16	16
# of Public Education Hours	54	60	61	60
<b><i>EFFICIENCIES</i></b>				
Funding Available per Project	\$1,899	\$2,224	\$1,569	\$1,640
<b><i>EFFECTIVENESS</i></b>				
% Increase in Memberships	0.0%	20.0%	0.0%	25.0%
% Increase in Projects	0.0%	5.0%	1.0%	0.0%
% Increase in Fund Raising	1.0%	10.0%	0.0%	5.0%



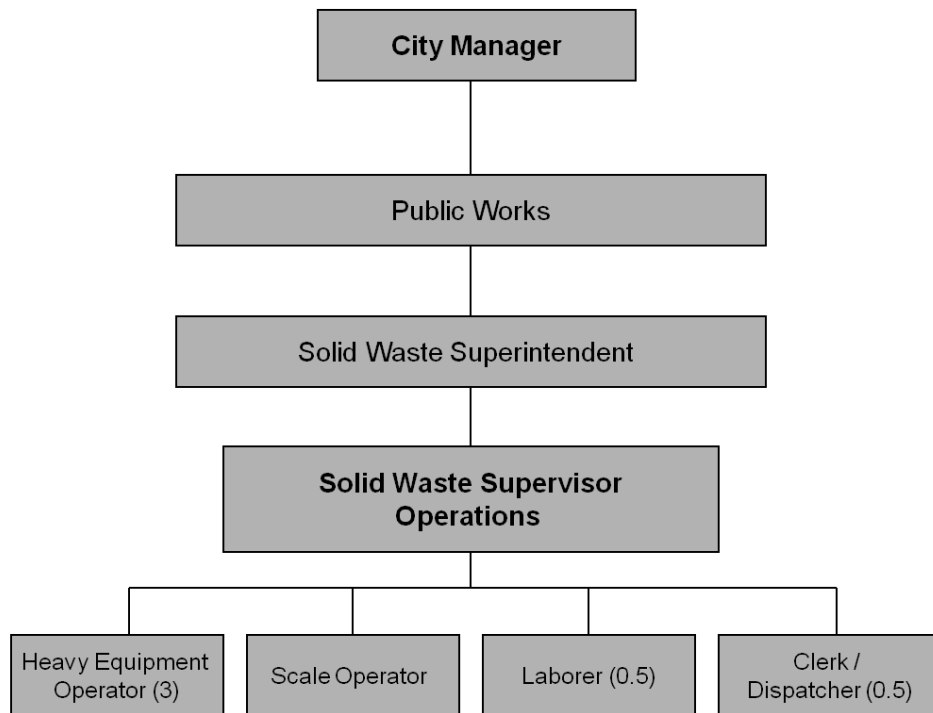
# SOLID WASTE - DISPOSAL



**Left to Right:** Randell Hermes (Heavy Equipment Operator); Richard Buttshaw (Heavy Equipment Operator); William Ortiz (Heavy Equipment Operator).



**Left to Right:** Michael Parsons (Part Time Clerk/Dispatcher); Beulah A. Hamilton (Scale Operator).



*The mission of the Solid Waste Disposal Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for disposal of residential and commercial trash and the recovery of recyclables in a managed format that is timely, safe, environmentally sound, efficient, and in compliance with federal, state, and City laws.*

5 Full Time Employees

# **SOLID WASTE – DISPOSAL**

## **PROGRAM DESCRIPTION**

The Disposal Division operates the City's Transfer Station which is the central receiving point for all of the solid waste generated by the City of Copperas Cove. City employees monitor and inspect the waste for unauthorized or hazardous waste and then load it into trailers, which are transported to the landfill in Lacy Lakeview, located north of Waco. It also has the responsibility for the post-closure care of the City's landfill that was closed in 1998. Both of these facilities must be run in accordance with their Site Operating Plans (SOP) and the Texas Commission on Environmental Quality (TCEQ) rules and regulations. The mission of the Solid Waste Disposal Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for the disposal of municipal solid waste and the recovery of recyclables in a managed format that is timely, safe, environmentally sound, efficient, and in compliance with Federal, State, and City laws.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Efficiently operate the Transfer Station which is the receiving point for all solid waste, either generated from within the city or brought to the facility from private entities.
- Operate within the parameters of the Site Operating Plan.
- Satisfactorily complete all annual inspections and other visits by TCEQ without receiving warnings or violations.

## **ACHIEVEMENTS FOR FISCAL YEAR 2010**

- 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.
- Hosted a household hazardous waste collection event.

## **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 2011**

- 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.
- Replace transfer station front end loader.

## SOLID WASTE - DISPOSAL

03-9200

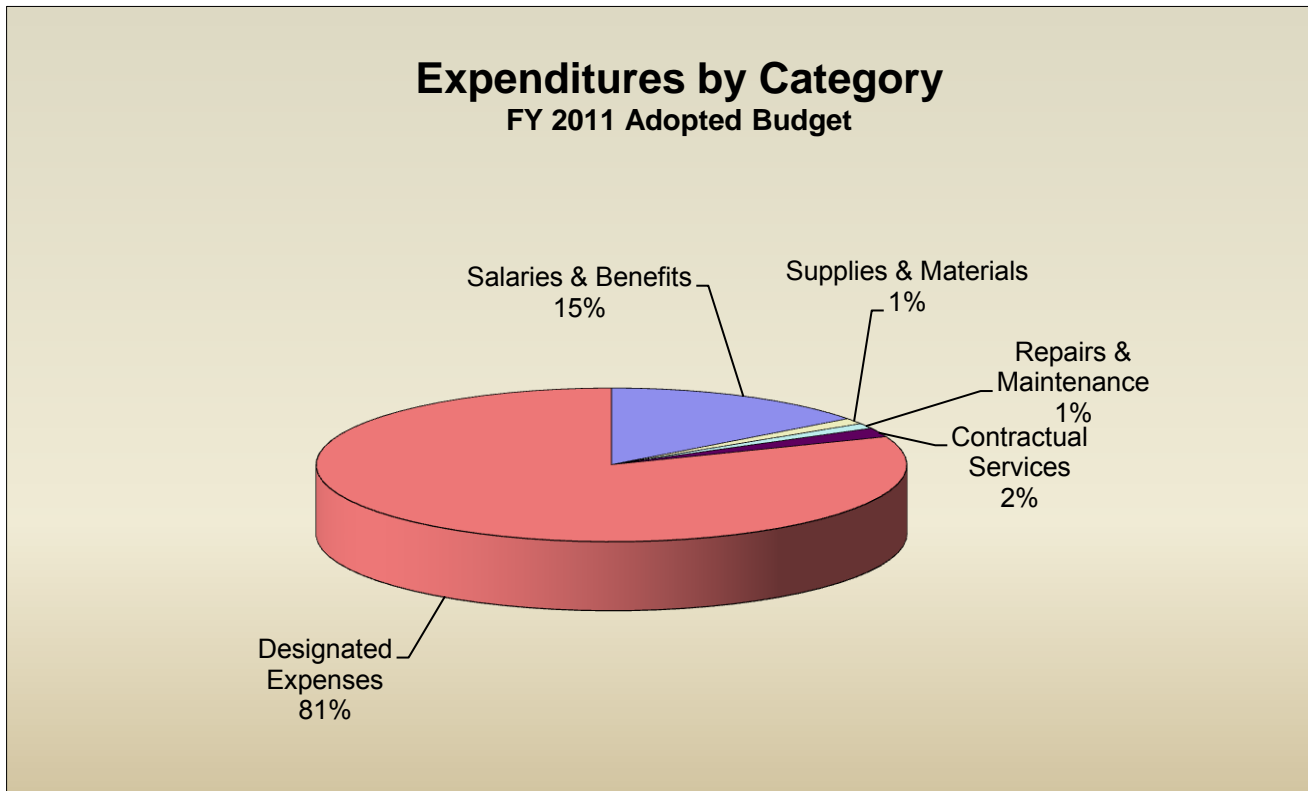
### EXPENDITURE SUMMARY

SOLID WASTE - DISPOSAL	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	148,646	172,297	160,440	182,821
Personnel Support	-	-	-	-
Supplies & Materials	13,096	15,294	13,068	15,314
Repairs & Maintenance	13,388	22,357	17,323	13,900
Contractual Services	14,146	23,606	18,625	23,882
Designated Expenses	829,964	953,507	946,802	1,002,100
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>1,019,240</b>	<b>1,187,061</b>	<b>1,156,258</b>	<b>1,238,017</b>

### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Salaries & Benefits: The part-time Laborer position was vacant in FY 2010; include a 1.5 percent COLA increase.
- Designated Expenses: Include \$74,698 increase for hauling and disposal costs, and \$21,900 decrease in the cost to monitor wells.



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

## SOLID WASTE - DISPOSAL

03-9200

<b>STAFFING LEVEL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Heavy Equipment Operator	3	3	3	3
Scale Operator	1	1	1	1
Clerk/Dispatcher	0.5	0.5	0.5	0.5
Laborer	0.5	0.5	0.5	0.5
<b>DIVISION TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b><i>OUTPUTS</i></b>				
# of Tons Transferred and Landfilled	21,634	25,000	22,147	24,000
# of City Vehicles Utilizing Transfer Station	4,763	4,850	5,022	5,100
# of Non-City Vehicles Utilizing Transfer Station	14,837	15,000	13,305	15,000
Contract Cost per Ton to Transport and Landfill	\$37.25	\$37.25	\$37.25	\$37.25
<b><i>EFFICIENCIES</i></b>				
Cost per Ton for Operation of Facility	\$47.11	\$47.48	\$52.21	\$51.58
<b><i>EFFECTIVENESS</i></b>				
Number of Complaints from Neighbors Adjacent to the Facility	0	0	0	0

# SOLID WASTE 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.



**Community Partners working together to beautify the City.**

## NON - DEPARTMENTAL

03-9500

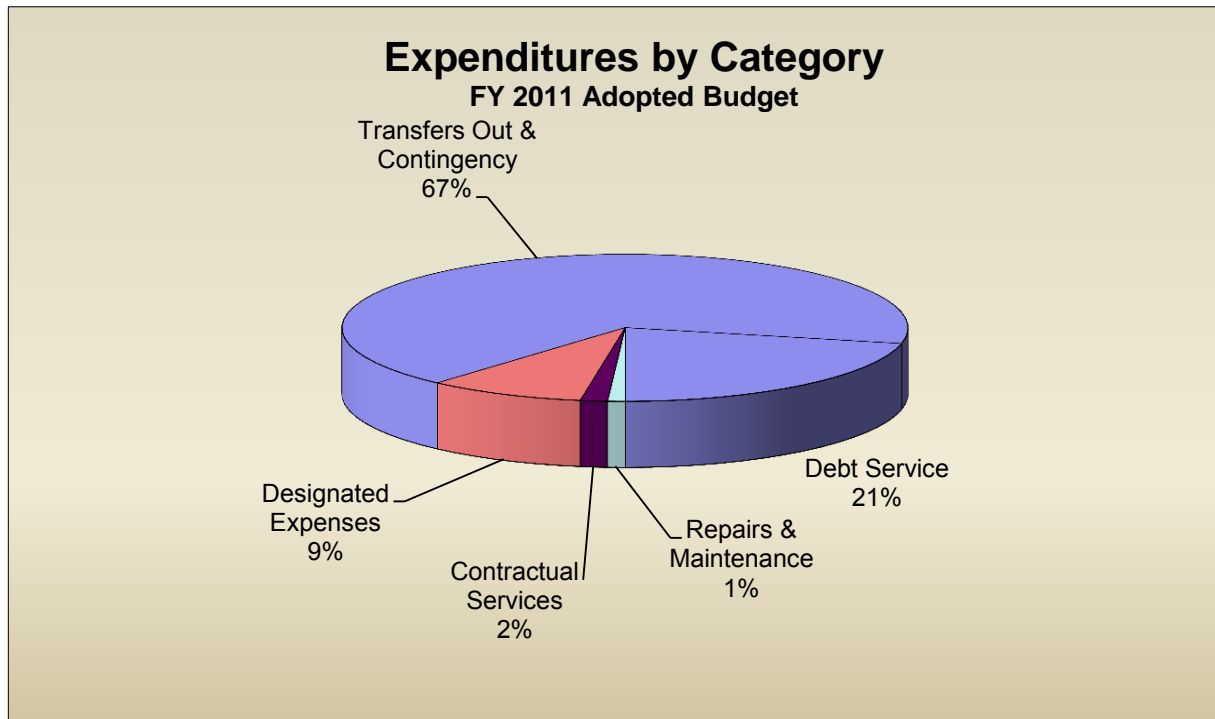
### EXPENDITURE SUMMARY

NON-DEPARTMENTAL	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	-	-	-	-
Supplies & Materials	-	-	-	-
Repairs & Maintenance	2,647	4,926	4,926	6,436
Contractual Services	19,353	10,834	9,918	9,918
Designated Expenses	58,639	59,983	57,721	58,000
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Transfers Out & Contingency	428,000	433,001	428,000	433,000
Debt Service	18,202	114,222	114,222	139,170
<b>Total</b>	<b>526,842</b>	<b>622,966</b>	<b>614,787</b>	<b>646,524</b>

### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Transfers Out & Contingency: \$5,000 increase for contingency.
- Debt Service: Increase for the portion of debt to be paid from the Solid Waste Fund in FY 2011.



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

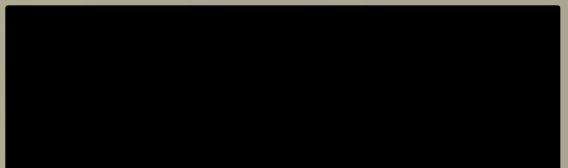




# Golf Course Fund



City Built for Family Living.



Pictured on Front of this Tab Page:

Top Picture: Richard Riddle, Part-time Clerk/Golf Shop Assistant, providing customer service to Golf Course patron.

Bottom Picture: Golf Course Super Bowl Scramble, 2009.



# 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***

**FY 2011 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 244 members. Green fees and Cart Rental fees provide 49% 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.

	<b>FY 2007 ACTUAL</b>	<b>FY 2008 ACTUAL</b>	<b>FY 2009 ACTUAL</b>	<b>FY 2010 PROJECTION</b>	<b>FY 2011 ADOPTED</b>
<b>REVENUES</b>					
Green Fees	132,385	157,620	116,889	137,000	155,000
Cart Rental Fees	129,729	148,136	136,907	148,101	155,000
Membership Dues	97,707	94,695	69,419	82,149	94,250
Pro Shop Sales	84,854	69,255	44,850	34,000	40,000
Other Operating Income	185,108	208,518	103,770	172,375	180,200
Transfers In	55,000	59,072	59,072	-	4,316
<b>TOTAL</b>	<b>684,783</b>	<b>737,296</b>	<b>530,907</b>	<b>573,625</b>	<b>628,766</b>
<b>EXPENSES</b>					
Salaries & Benefits	435,059	375,562	382,728	278,001	330,476
Supplies & Materials	51,840	66,153	40,675	53,034	63,468
Repairs & Maintenance	37,877	23,546	24,742	32,580	33,076
Contractual Services	56,526	80,181	58,627	89,298	95,527
Designated Expenses	186,704	203,573	187,631	50,362	64,703
Capital Outlay	-	255	9,000	38,340	31,768
<b>TOTAL</b>	<b>768,006</b>	<b>749,270</b>	<b>703,404</b>	<b>541,615</b>	<b>619,018</b>
Revenues Over/(Under)					
Expenses	(83,223)	(11,974)	(172,497)	32,010	9,748
<b>TOTAL</b>	<b>684,783</b>	<b>737,296</b>	<b>530,907</b>	<b>573,625</b>	<b>628,766</b>

**CITY OF COPPERAS COVE  
FISCAL YEAR 2010-11 ADOPTED BUDGET  
GOLF COURSE FUND  
SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2008-09	Budget* FY 2009-10	Projected FY 2009-10	Adopted FY 2010-11
<b>BEGINNING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 6,076	\$ (150,066)	\$ (174,152)	\$ (130,913)
Prior Yr Enc Voided in Current Yr	-	-	-	-
Prior Period Adjustment	(7,731)	-	11,229	-
<b>TOTAL BEGINNING FUND BALANCE</b>	<u>\$ (1,655)</u>	<u>\$ (150,066)</u>	<u>\$ (162,923)</u>	<u>\$ (130,913)</u>
<b>REVENUES:</b>				
Swimming Pool Receipts	\$ 148	\$ 500	\$ 500	\$ 500
Green Fees	116,889	160,000	137,000	155,000
Cart Rental Fees	136,907	150,000	148,101	155,000
Membership Dues	69,419	105,000	82,149	94,250
Tournament-Green Fees	12,422	15,500	15,500	15,500
Tournament-Cart Fees	8,001	12,500	6,000	11,900
Tournament Fees	1,250	-	-	-
Cart Storage Fees	20,698	41,400	38,525	43,000
Trail Fees	16,793	16,200	13,500	16,500
Pro Shop Sales	44,850	34,000	34,000	40,000
Facility Rental Income	750	3,000	5,500	8,700
Driving Range Fees	25,137	40,000	33,500	31,500
Snack Bar Revenue-Food & Beverage	42,346	36,000	21,000	12,000
Food & Beverage (Non-Tax)	1,056	1,000	500	500
Snack Bar Revenue-Alcohol Sale	17,179	20,000	20,000	20,000
Miscellaneous Revenue	2,868	75	-	-
Auction Proceeds	-	-	350	-
Transfer from General Fund	-	-	-	4,316
Special Green Fees	13,137	6,500	15,000	15,600
Special Lunch	771	3,500	-	-
Golf Lesson Revenue	287	1,000	2,500	4,500
<b>TOTAL REVENUES</b>	<u>\$ 530,907</u>	<u>\$ 646,175</u>	<u>\$ 573,625</u>	<u>\$ 628,766</u>
<b>TOTAL FUNDS AVAILABLE</b>	<u>\$ 529,252</u>	<u>\$ 496,109</u>	<u>\$ 410,702</u>	<u>\$ 497,853</u>
<b>OPERATING EXPENSES:</b>				
Golf Course - Operations	\$ 276,918	\$ 215,681	\$ 176,261	\$ 240,220
Golf Course - Concessions	79,101	36,669	27,038	-
Golf Course - Maintenance	322,802	344,912	289,073	325,028
<b>TOTAL OPERATING EXPENSES</b>	<u>\$ 678,821</u>	<u>\$ 597,262</u>	<u>\$ 492,372</u>	<u>\$ 565,248</u>
<b>OTHER EXPENSES:</b>				
Capital Outlay	\$ 9,000	\$ -	\$ -	\$ -
Capital Lease Payments	-	-	38,340	31,768
Principal & Int Debt Pymts	15,583	23,545	10,903	22,002
Principal & Int Pymts in Bond Funds	-	(11,807)	-	-
<b>TOTAL OTHER EXPENSES</b>	<u>\$ 24,583</u>	<u>\$ 11,738</u>	<u>\$ 49,243</u>	<u>\$ 53,770</u>
<b>TOTAL EXPENSES</b>	<u>\$ 703,404</u>	<u>\$ 609,000</u>	<u>\$ 541,615</u>	<u>\$ 619,018</u>
<b>ENDING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ (174,152)	\$ (112,891)	\$ (130,913)	\$ (121,165)
<b>TOTAL ENDING FUND BALANCE</b>	<u>\$ (174,152)</u>	<u>\$ (112,891)</u>	<u>\$ (130,913)</u>	<u>\$ (121,165)</u>
<b>IDEAL FUND BALANCE</b>	\$ 169,705	\$ 149,316	\$ 123,093	\$ 141,312
<b>OVER (UNDER) IDEAL FUND BALANCE</b>	\$ (343,857)	\$ (262,206)	\$ (254,006)	\$ (262,477)

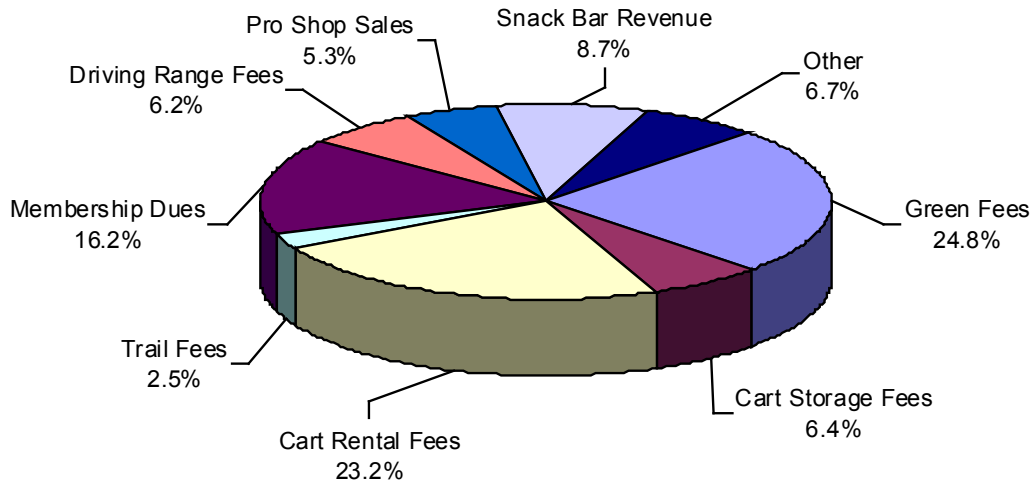
\* Includes budget amendments that were approved by City Council on 10/13/09, 11/03/09, 03/02/10, 06/15/2010 and 11/02/10.

# City of Copperas Cove, Texas

## Golf Course Fund

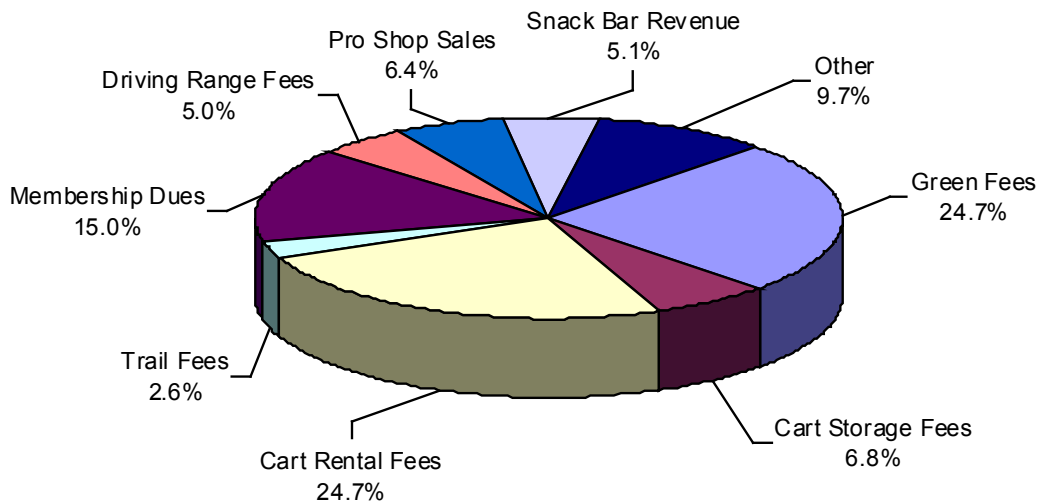
### Comparison of Fiscal Years 2009-10 and 2010-11 Budgeted Revenues By Source

**Fiscal Year 2009-10 Budgeted Revenues**



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

**Fiscal Year 2010-11 Budgeted Revenues**



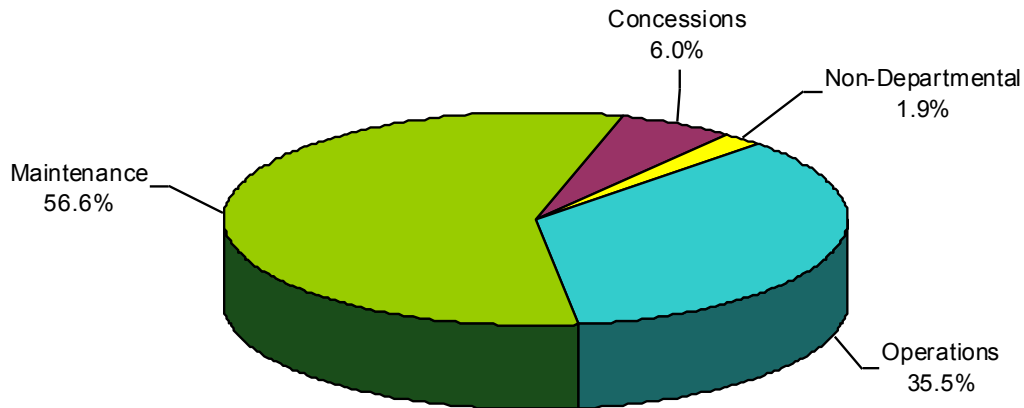
Total Budgeted Revenues for Fiscal Year 2010-11 are **\$628,766**

# City of Copperas Cove, Texas

## Golf Course Fund

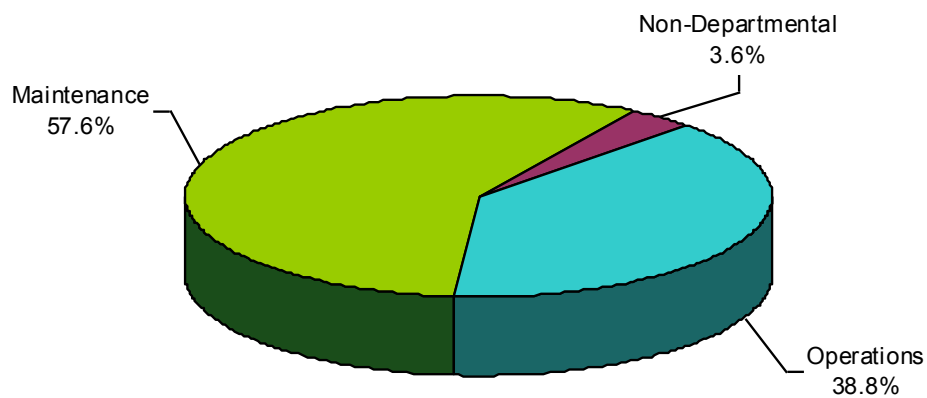
### Comparison of Fiscal Years 2009-10 and 2010-11 Budgeted Expenses By Function

**Fiscal Year 2009-10 Budgeted Expenses**



Total Budgeted Expenses for Fiscal Year 2009-10 are [\\$609,000](#)

**Fiscal Year 2010-11 Budgeted Expenses**



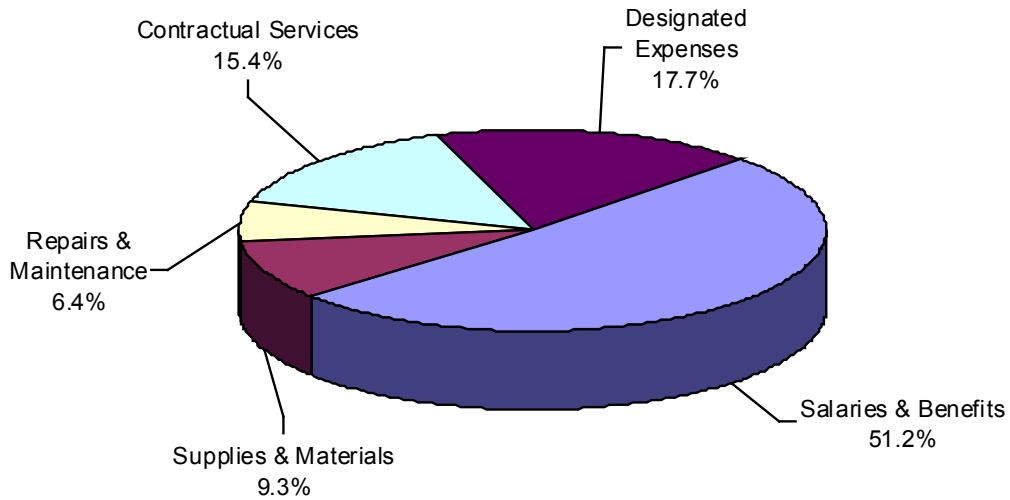
Total Budgeted Expenses for Fiscal Year 2010-11 are [\\$619,018](#)

# City of Copperas Cove, Texas

## Golf Course Fund

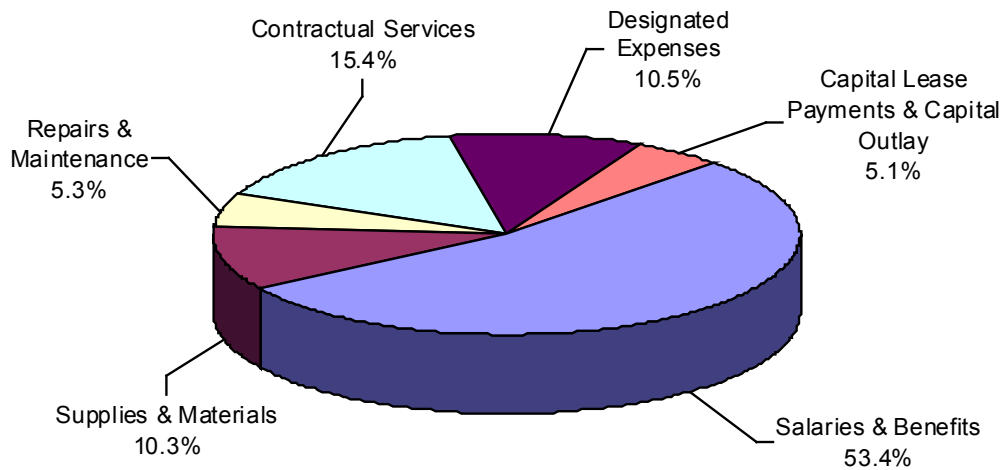
### Comparison of Fiscal Years 2009-10 and 2010-11 Budgeted Expenses By Object

**Fiscal Year 2009-10 Budgeted Expenses**



Total Budgeted Expenses for Fiscal Year 2009-10 are [\\$609,000](#)

**Fiscal Year 2010-11 Budgeted Expenses**

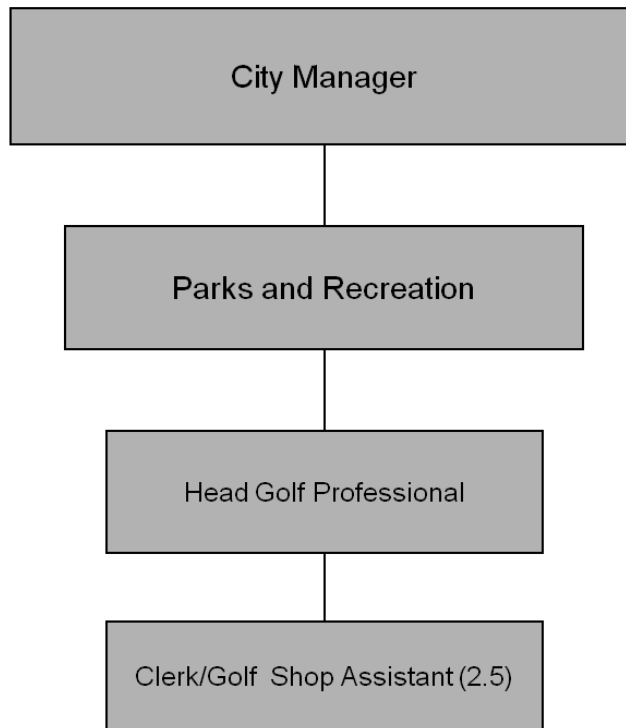


Total Budgeted Expenses for Fiscal Year 2010-11 are [\\$619,018](#)

# GOLF COURSE OPERATIONS



**Left to Right:** Richard Riddle (Part-time Clerk/Golf Shop Assistant); George Morrison (Part-time Clerk/Golf Shop Assistant); Davis Dewald (Head Golf Professional); Nancy Nyberg (Clerk/Golf Shop Assistant).



*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

# **GOLF COURSE OPERATIONS**

## **PROGRAM DESCRIPTION**

The Golf Course Operations' staff is responsible for the daily operation and administration of the Hills of Cove Golf Course and Pro Shop. Staff develops programs for existing members and to attract new or beginning golfers. Staff is actively involved in tournament administration, fund raising, junior golf programming and customer service programs that will ensure maximum utilization of golf course facilities. Staff works cooperatively with other agencies (i.e. schools, clubs & charities) to promote and increase golf course utilization.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- 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 2010**

- Hosted eight Copperas Cove Golf Association Tournaments throughout the year.
- Introduced a new Summer Youth Golf Program.
- Hosted a variety of Golf Tournaments for local charities, military groups, and other organizations.
- Completed construction on a new cart storage shed.

## **CONTINUING OBJECTIVES**

- Continue to improve the working relationship between the Golf Course and Golf Association.
- Increase the rounds of golf played.
- Continue to control operational costs with effective management of pro-shop inventory.
- Continue marketing of the Golf Course and club house.
- Continue to work with Central Texas College and CCISD to provide quality facilities and services for their student golf programs.
- Continue to support concessionaire to help provide quality concessions and event catering.

## **GOALS FOR FISCAL YEAR 2011**

- Implement a new and improved point of sale and inventory system.
- Build on the strengths of the new Head Golf Professional to increase lessons, and tournament revenues.
- Increase the number of rounds played.
- Increase the number of tournament rounds.



## GOLF COURSE OPERATIONS

09-7400

### EXPENDITURE SUMMARY

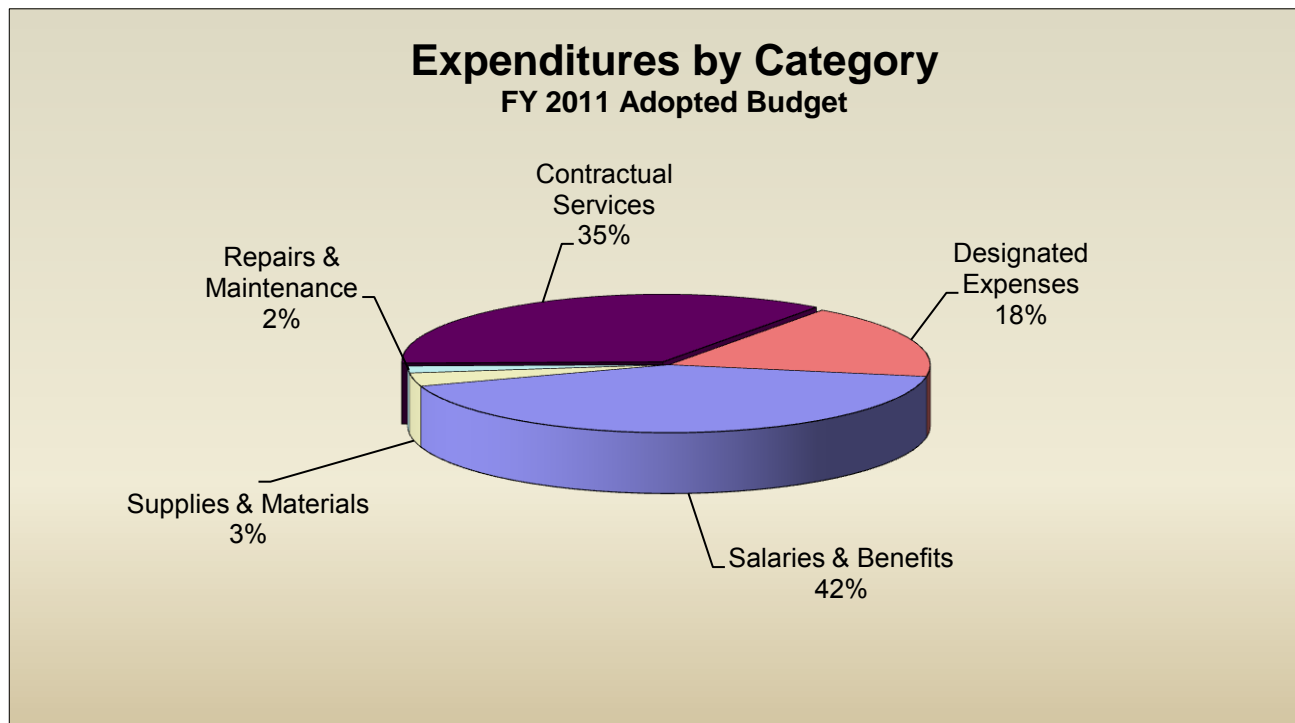
GOLF COURSE OPERATIONS	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	155,300	84,446	65,481	101,141
Personnel Support	-	-	-	-
Supplies & Materials	4,048	9,819	6,713	7,593
Repairs & Maintenance	8,213	9,341	5,100	4,000
Contractual Services	49,766	82,518	81,285	84,785
Designated Expenses	59,591	27,416	15,541	42,701
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Other	-	2,141	2,141	-
<b>Total</b>	<b>276,918</b>	<b>215,681</b>	<b>176,261</b>	<b>240,220</b>

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 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Salaries & Benefits: Added Head Golf Professional position; one part-time Clerk/Golf Shop Assistant position is unfunded in FY 2011. Include a 1.5 percent COLA increase.
- Designated Expenses: Include \$19,500 for cost of goods sold previously funded in Golf Concessions and \$6,100 increase for Pro Shop cost of goods sold.



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

## GOLF COURSE OPERATIONS

09-7400

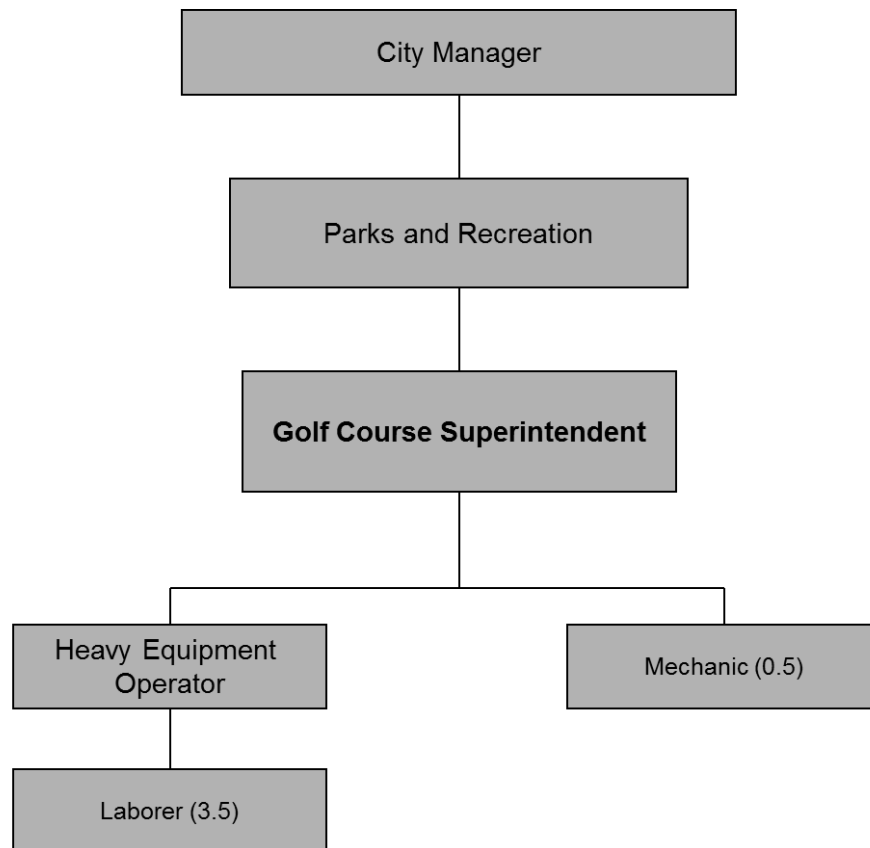
<b>STAFFING LEVEL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Golf Course Attendant	1.5	0	0	0
Clerk - Cashier	1	0	0	0
Golf Shop Assistant	1	0	0	0
PT Seasonal Clerk	0.5	0	0	0
Pro Shop Supervisor	1	1	1	0
Head Golf Professional	0	0	0	1
Clerk/Golf Shop Assistant	0	2.5	2.5	2.5
<b>DIVISION TOTAL</b>	<b>5</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b>OUTPUTS</b>				
Rounds of Golf Played (annually)	27,911	33,000	23,907	30,000
# of Tournament Rounds per Year	1,190	1,500	728	1,000
# of Annual Dues (Memberships)	240	265	244	260
<b>EFFICIENCIES</b>				
Average Revenue per Round of Golf Played	\$19.02	\$19.58	\$23.99	\$20.96
Proshop Profit Margin	32.3%	35.3%	47.9%	50.0%
<b>EFFECTIVENESS</b>				
% Increase in Annual Dues	0.0%	10.0%	0.1%	3.0%
Customer Satisfaction Rating for Operations	87.0%	95.0%	92.0%	95.0%
Customer Satisfaction Rating for Jr. Camp	92.0%	97.0%	99.0%	99.0%

# GOLF COURSE MAINTENANCE



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



*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

# **GOLF COURSE MAINTENANCE**

## **PROGRAM DESCRIPTION**

The Golf Course Maintenance's staff is responsible for the daily maintenance of the Hills of Cove Golf Course.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Ensure 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 2010**

- Replaced damaged sod on greens with donated sod.
- Built a nursery green of 328 Bermuda for the front nine greens.
- Built a nursery green of Tiff- Dwarf Bermuda with donated funds.
- Converted the existing potable irrigation system to effluent.
- Executed a plan to strategically renovate or remove bunkers.
- Over seeded all tee boxes and greens.
- Removed two large Cotton Wood trees that were causing major issues on the practice and the Hole #7 greens.

## **CONTINUING OBJECTIVES**

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

## **GOALS FOR FISCAL YEAR 2011**

- Design and build irrigation storage facility for irrigation water.
- Re-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).
- Finish redesign Hole #13.
- Develop a plan to renovate and reshape the front 9 greens.
- Level and expand selective tee boxes to improve quality of play.

## GOLF COURSE MAINTENANCE

09-7402

### EXPENDITURE SUMMARY

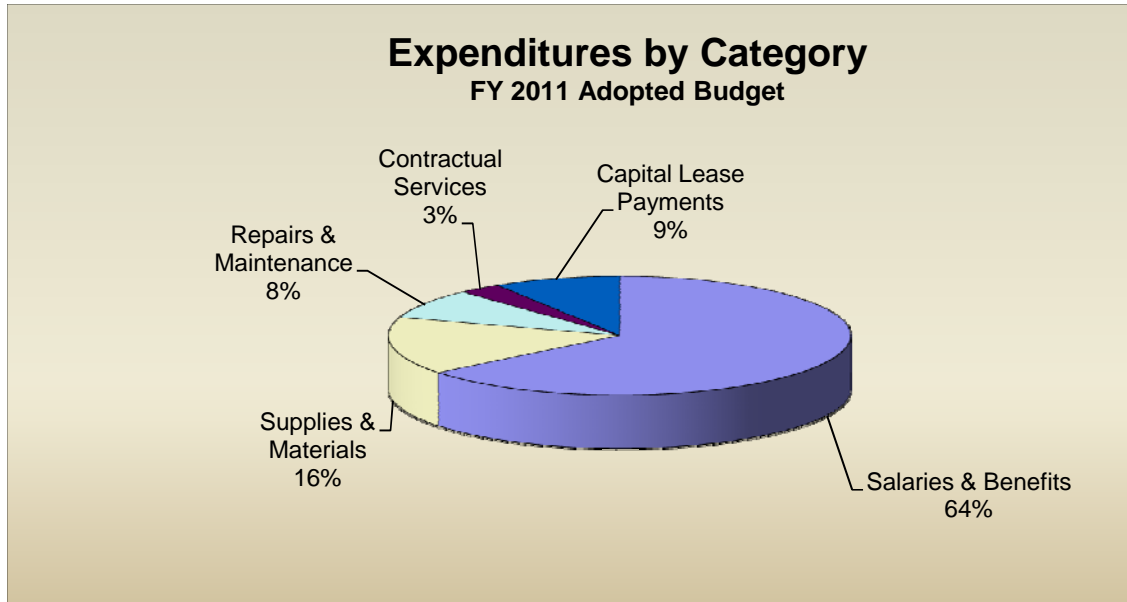
GOLF COURSE MAINTENANCE	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	197,801	226,801	211,900	229,335
Personnel Support	-	-	-	-
Supplies & Materials	35,529	45,886	45,400	55,875
Repairs & Maintenance	15,425	28,632	26,520	29,076
Contractual Services	3,449	5,353	5,253	10,742
Designated Expenses	70,597	38,240	-	-
Capital Lease Payments	-	-	38,340	31,768
Capital Outlay & Improvements	9,000	-	-	-
<b>Total</b>	<b>331,802</b>	<b>344,912</b>	<b>327,413</b>	<b>356,796</b>

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 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Salaries & Benefits: The part-time Laborer position was vacant in FY 2010 and is unfunded in FY 2011. Include a 1.5 percent COLA increase.
- Supplies & Materials: Include \$7,700 increase for chemicals.
- Contractual Services: Include \$2,192 increase for radios and cell phone for Superintendent; \$2,900 increase in dues and subscriptions.



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

## GOLF COURSE MAINTENANCE

09-7402

<b>STAFFING LEVEL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Golf Course Superintendent	1	1	1	1
General Manager	0	0	0	0
Heavy Equipment Operator	1	1	1	1
Golf Course Mechanic	0.5	0.5	0.5	0.5
Laborer	4.5	3.5	3.5	3.5
<b>DIVISION TOTAL</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>6</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b>OUTPUTS</b>				
# of Acres Mowed and Maintained	122	122	122	122
# of Greens Over Seeded	19	19	19	6
# of Weed (Pest) Control Applications	4	4	4	4
<b>EFFICIENCIES</b>				
Operating Cost per Acre to Maintain	\$2,719.69	\$2,827.15	\$2,683.71	\$2,924.56
<b>EFFECTIVENESS</b>				
% of Golfers Rating the Course Overall as Good to Excellent	90.0%	99.0%	99.0%	99.0%

# GOLF COURSE NON-DEPARTMENTAL



## PROGRAM DESCRIPTION

Beginning fiscal year 2009, this non-personnel department is used to account for fund-wide expenses including employee merit increases, bond principal and interest payments, and tax notes. Since this department does not have personnel, achievements and goals are not provided.



**A Scenic View of the City of Copperas Cove Golf Course (“Hills of Cove”)**

**NON - DEPARTMENTAL**

**09-7500**

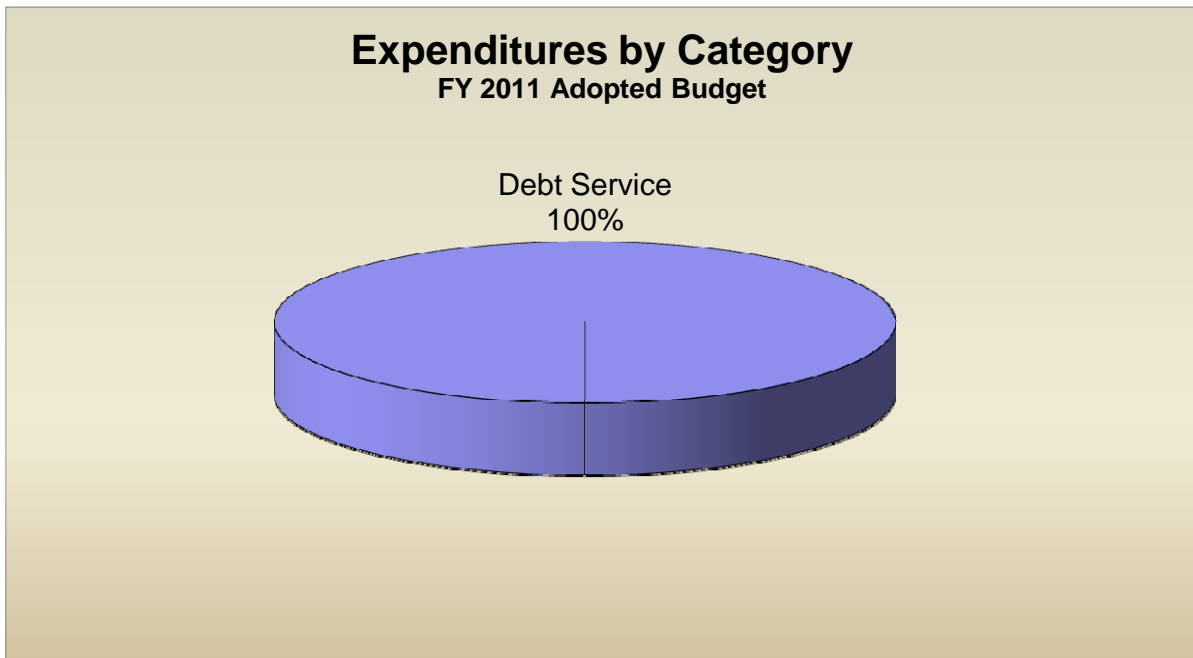
**EXPENDITURE SUMMARY**

<b>NON-DEPARTMENTAL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Salaries & Benefits	-	-	-	-
Personnel Support	-	-	-	-
Supplies & Materials	-	-	-	-
Repairs & Maintenance	-	-	-	-
Contractual Services	-	-	-	-
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Debt Service	15,583	10,903	10,903	22,002
<b>Total</b>	<b>15,583</b>	<b>10,903</b>	<b>10,903</b>	<b>22,002</b>

**HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\***

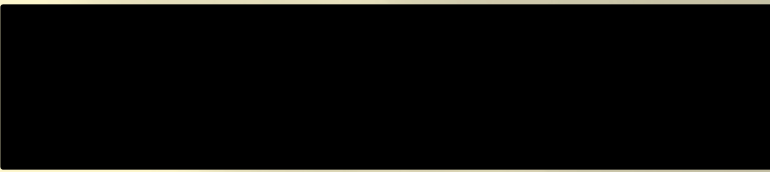
*Increases:*

- Debt Service: Increase for the portion of debt to be paid from the Golf Course Fund in FY 2011.



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

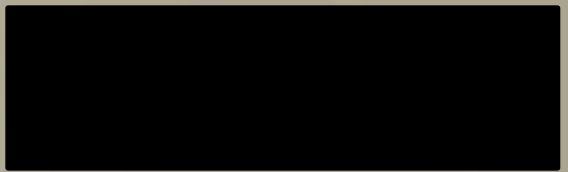




# Other Funds



City Built for Family Living.



Pictured on Front of this Tab Page:

Top Picture: "Polar Bear Swim," January 30, 2010.

Bottom Picture: Reshaping ditch at Walt Morgan, completed May 10, 2010.

# 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 2010-11 ADOPTED BUDGET  
TAX INTEREST AND SINKING FUND  
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Account	Description	Actual FY 2008-09	Budget* FY 2009-10	Projected FY 2009-10	Adopted FY 2010-11
<b>BEGINNING FUND BALANCE:</b>					
	Unreserved, Undesignated	\$ 366,565	\$ 386,350	\$ 424,489	\$ 326,868
	Prior Period Adjustment	-	-	-	-
<b>TOTAL BEGINNING FUND BALANCE</b>		<u>\$ 366,565</u>	<u>\$ 386,350</u>	<u>\$ 424,489</u>	<u>\$ 326,868</u>
<b>REVENUES</b>					
07-310-1001	Ad Valorem Taxes	\$ 1,582,617	\$ 1,690,382	\$ 1,770,000	\$ 1,875,766
07-310-1002	Delinquent Ad Valorem Taxes	15,113	15,000	16,000	15,500
07-310-1003	Penalty & Interest	13,766	11,500	14,500	12,000
07-370-6001	Interest Revenue	6,506	7,000	2,200	2,600
07-370-6002	Accrued Interest Revenue	18,884	-	-	-
<b>TOTAL REVENUES</b>		<u>\$ 1,636,887</u>	<u>\$ 1,723,882</u>	<u>\$ 1,802,700</u>	<u>\$ 1,905,866</u>
<b>TOTAL FUNDS AVAILABLE</b>		<u>\$ 2,003,452</u>	<u>\$ 2,110,232</u>	<u>\$ 2,227,189</u>	<u>\$ 2,232,734</u>
<b>EXPENDITURES</b>					
4701-0700-2218	Principal (Aug)-'98 GO	\$ 75,000	\$ 75,000	\$ 75,000	\$ 80,000
4701-0700-2219	Principal (Aug)-'99C/O	60,000	-	-	-
4701-0700-2220	Principal (Aug)-'01C/O	100,000	105,000	105,000	110,000
4701-0700-2225	Principal '03 C/O	65,000	70,000	70,000	65,000
4701-0700-2226	Principal Refunding C/O	-	1,000	1,000	9,000
4701-0700-2227	Principal (Aug) Ref '06 C/O	246,452	394,037	394,037	418,932
4701-0700-2228	Principal '06 Tax Notes	150,000	160,000	160,000	165,000
4701-0700-2229	Principal '07 C/O	20,000	5,000	5,000	20,000
4701-0700-2230	Principal '07 C/O Refunding	4,500	6,000	6,000	6,000
4701-0700-2231	Principal '08 Tax Notes	160,000	130,000	130,000	-
4701-0700-2232	Principal '08A Tax Notes	25,000	40,000	40,000	110,000
4701-0700-2233	Principal '09 GO	-	25,000	25,000	45,000
4701-0700-2234	Principal '09 Tax Notes	-	50,000	50,000	50,000
4701-0700-xxxx	Principal '10A Tax Notes	-	-	-	25,000
4701-0700-2318	Interest (Fb/Ag)-'98 GO	17,623	14,435	14,435	11,210
4701-0700-2319	Interest (Fb/Ag)-'99 C/O	1,911	-	-	-
4701-0700-2320	Interest (Fb/Ag)-'01 C/O	17,622	13,272	13,272	8,740
4701-0700-2325	Interest '03 C/O	115,729	112,632	112,632	109,212
4701-0700-2326	Interest Refunding C/O '06	37,422	37,422	37,422	37,384
4701-0700-2327	Interest Refunding C/O	85,273	76,193	76,193	61,738
4701-0700-2328	Interest '06 Tax Notes	32,554	26,599	26,599	20,247
4701-0700-2329	Interest '07 Proposed C/O Bond	208,820	208,032	208,032	207,835
4701-0700-2330	Interest '07 C/O Refund	54,490	54,313	54,313	54,077
4701-0700-2331	Interest '08 Tax Notes	50,945	35,028	35,028	-
4701-0700-2332	Interest '08A Tax Notes	30,507	37,364	37,364	35,920
4701-0700-2333	Interest '09 GO	-	251,788	207,175	206,424
4701-0700-2334	Interest '09 Tax Notes	-	23,942	16,819	15,818
4701-0700-2335	Interest '10 GO	-	-	-	72,129
4701-0700-2336	Interest '10 Tax Notes	-	-	-	6,098
4701-0700-xxxx	Interest '10A Tax Notes	-	-	-	125,000
4701-0700-2401	Bond Paying Agent Fees	900	900	-	-
4701-0700-6014	Arbitrage Rebate Service	19,215	-	-	-
<b>TOTAL EXPENDITURES</b>		<u>\$ 1,578,962</u>	<u>\$ 1,952,957</u>	<u>\$ 1,900,321</u>	<u>\$ 2,075,764</u>
<b>TOTAL ENDING FUND BALANCE</b>		<u>\$ 424,489</u>	<u>\$ 157,275</u>	<u>\$ 326,868</u>	<u>\$ 156,970</u>

\* Includes budget amendments that were approved by City Council on 10/13/09, 11/03/09, 03/02/10, 06/15/2010 and 11/02/10.

**CITY OF COPPERAS COVE**  
**FISCAL YEAR 2010-11 ADOPTED BUDGET**  
**RECREATION ACTIVITIES FUND**  
**SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Account	Description	Actual FY 2008-09	Budget* FY 2009-10	Projected FY 2009-10	Adopted FY 2010-11
<b>BEGINNING FUND BALANCE:</b>					
	Unreserved, Undesignated	\$ 97,951	\$ 96,513	\$ 105,104	\$ 44,822
	Prior Yr Enc Voided in Current Yr	24,720	-	-	-
	Prior Period Adjustment	(891)	-	-	-
<b>TOTAL BEGINNING FUND BALANCE</b>		<b>\$ 121,780</b>	<b>\$ 96,513</b>	<b>\$ 105,104</b>	<b>\$ 44,822</b>
<b>Revenues</b>					
04-340-1002	Football Revenue	\$ 24,240	\$ 25,500	\$ 25,500	\$ 25,500
04-340-1004	Basketball Fees	16,546	17,150	17,395	20,350
04-340-1005	Volleyball Entry Fees	-	-	-	4,480
04-340-1006	Baseball/Softball Fees-Youth	41,352	42,130	46,135	45,375
04-340-1007	Adult Softball Fees	7,908	8,800	4,500	8,750
04-340-1008	Soccer Fees	31,941	33,005	38,360	42,500
04-340-1012	Special Events Revenue	1,080	1,200	1,210	1,125
04-340-1015	Concession Sales	14,439	12,500	13,500	14,200
04-340-1016	Flag Football Fees	9,114	16,550	16,450	17,250
04-340-1020	Summer Camp Registration	32,263	44,100	39,000	39,060
04-340-1030	Recreation Classes Revenue	3,758	4,150	3,800	3,850
04-340-1040	Start Smart Revenue	940	1,225	560	700
04-340-1060	Cheerleader Revenue	2,913	3,300	3,025	3,025
04-340-1400	Swimming Lessons	20,002	18,200	18,200	20,875
04-370-6001	Interest Revenue	949	1,000	200	225
04-390-6005	Miscellaneous Revenue	206	500	400	7,234
<b>TOTAL REVENUES</b>		<b>\$ 207,650</b>	<b>\$ 229,310</b>	<b>\$ 228,235</b>	<b>\$ 254,499</b>
<b>TOTAL FUNDS AVAILABLE</b>		<b>\$ 329,430</b>	<b>\$ 325,823</b>	<b>\$ 333,339</b>	<b>\$ 299,321</b>
<b>Expenditures</b>					
04-4310-5400-1XXX	Personnel Services	\$ 71,576	\$ 86,567	\$ 86,567	\$ 98,022
04-4310-5400-2000	Supplies	3,899	-	-	-
04-4310-5400-2001	Football Program Costs	22,900	24,890	24,740	24,790
04-4310-5400-2002	Special Events Expense	2,999	2,550	2,225	2,750
04-4310-5400-2004	Basketball Program Costs	16,618	14,996	14,704	16,230
04-4310-5400-2005	Aquatics Costs	6,075	5,395	4,500	5,395
04-4310-5400-2007	Baseball Program Costs	36,783	40,551	39,920	40,000
04-4310-5400-2008	Adult Softball	1,895	3,159	2,400	3,830
04-4310-5400-2009	Soccer Program Costs	25,134	29,345	30,200	29,475
04-4310-5400-2010	Day Camp	9,329	16,250	13,250	16,250
04-4310-5400-2013	Volleyball Expense	-	-	-	4,050
04-4310-5400-2015	Recreation Classes Costs	608	3,290	1,790	3,360
04-4310-5400-2017	Flag Football Expenses	2,600	11,199	11,000	12,089
04-4310-5400-2018	Youth Softball	166	-	-	-
04-4310-5400-2019	Cheerleader Expense	2,173	2,820	2,500	2,280
04-4310-5400-2030	Office Supplies	-	275	500	500
04-4310-5400-2035	Cleaning Supplies	-	2,111	1,000	2,150
04-4310-5400-2040	Printing Costs	-	-	-	2,500
04-4310-5400-2065	Field/Shop Supplies	-	500	500	500
04-4310-5400-2100	Computer Supplies	677	93	90	100
04-4310-5400-2200	Postage	-	645	300	645
04-4310-5400-2600	Chemicals	-	500	500	500
04-4310-5400-4200	Repairs & Maint. - Building	-	335	109	-
04-4310-5400-4400	Repairs & Maint. - Equipment	-	480	-	480
04-4310-5400-4600	Repairs & Maint. - Software	-	7,000	1,500	1,500

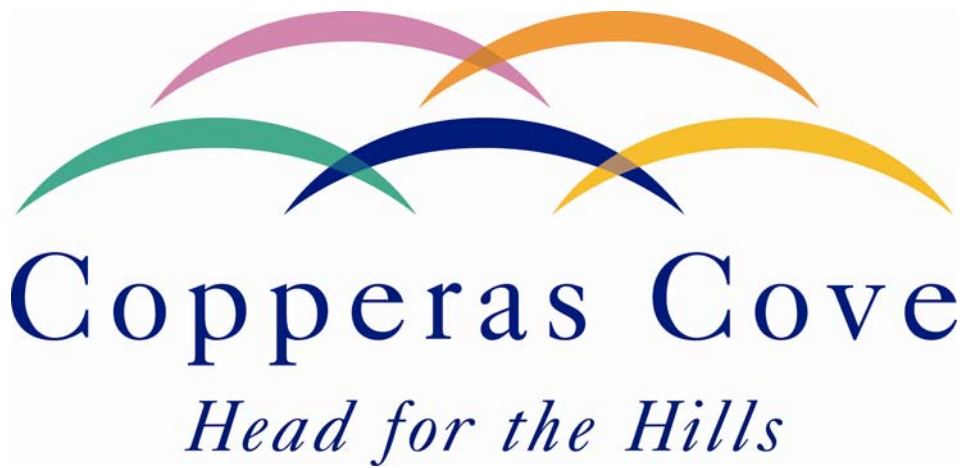
**CITY OF COPPERAS COVE  
FISCAL YEAR 2010-11 ADOPTED BUDGET  
RECREATION ACTIVITIES FUND  
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

<b>Account</b>	<b>Description</b>	<b>Actual FY 2008-09</b>	<b>Budget* FY 2009-10</b>	<b>Projected FY 2009-10</b>	<b>Adopted FY 2010-11</b>
<b>Expenditures (Continued)</b>					
04-4310-5400-6012	Consulting Fees	5,139	38,000	35,000	8,000
04-4310-5400-6100	Advertising	1,588	1,965	1,500	2,050
04-4310-5400-6200	Communication	775	1,092	922	1,272
04-4310-5400-6400	Dues & Subscriptions	383	215	200	300
04-4310-5400-6600	Professional Development	912	2,703	2,000	2,703
04-4310-5400-6650	Coaches Certification Expense	-	-	-	7,000
04-4310-5400-6700	Uniforms	-	400	400	400
04-4310-5400-7200	CCISD Admin Reimbursement	-	200	200	200
04-4310-5400-7300	Cost of Goods-Food & Bev	12,097	10,000	10,000	10,000
Subtotal		<u>\$ 224,326</u>	<u>\$ 307,526</u>	<u>\$ 288,517</u>	<u>\$ 299,321</u>
<b>TOTAL EXPENDITURES</b>		<u>\$ 224,326</u>	<u>\$ 307,526</u>	<u>\$ 288,517</u>	<u>\$ 299,321</u>
<b>ENDING FUND BALANCE</b>		<u>\$ 105,104</u>	<u>\$ 18,297</u>	<u>\$ 44,822</u>	<u>\$ (0)</u>

\* Includes budget amendments that were approved by City Council on 10/13/09, 11/03/09, 03/02/10, 06/15/2010 and 11/02/10.

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

<b>Position Title</b>	<b>Number of Positions</b>			
	<b>FY 2007-08</b>	<b>FY 2008-09</b>	<b>FY 2009-10</b>	<b>FY 2010-11</b>
Recreation Specialist/Administrative Assistant	0	0	0	1
Recreation Specialist	1	1	1	0
Recreation Coordinator	1	1	1	1
<b>Total</b>	<u><u>2</u></u>	<u><u>2</u></u>	<u><u>2</u></u>	<u><u>2</u></u>



**CITY OF COPPERAS COVE  
FISCAL YEAR 2010-11 ADOPTED BUDGET  
DRAINAGE UTILITY FUND  
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Account	Description	Actual FY 2008-09	Budget* FY 2009-10	Projected FY 2009-10	Adopted FY 2010-11
<b>BEGINNING FUND BALANCE:</b>					
	Unreserved, Undesignated	\$ 126,827	\$ 328,441	\$ 599,158	\$ 467,888
	Prior Yr Enc Voided in Current Yr	139,500	-	-	-
	Prior Period Adjustment	(10,818)	-	-	-
<b>TOTAL BEGINNING FUND BALANCE</b>		<u>\$ 255,509</u>	<u>\$ 328,441</u>	<u>\$ 599,158</u>	<u>\$ 467,888</u>
<b>REVENUES</b>					
05-340-1020	Drainage Utility Fee	\$ 855,322	\$ 868,000	\$ 868,000	\$ 870,000
Subtotal		<u>\$ 855,322</u>	<u>\$ 868,000</u>	<u>\$ 868,000</u>	<u>\$ 870,000</u>
<b>Other Revenue</b>					
05-390-6005	Miscellaneous Revenues	\$ 436	\$ -	\$ -	\$ -
05-370-6001	Interest Revenue	7,007	7,600	1,450	1,600
05-392-1001	Auction Proceeds	-	200	-	-
Subtotal		<u>\$ 7,443</u>	<u>\$ 7,800</u>	<u>\$ 1,450</u>	<u>\$ 1,600</u>
<b>TOTAL REVENUES</b>		<u>\$ 862,765</u>	<u>\$ 875,800</u>	<u>\$ 869,450</u>	<u>\$ 871,600</u>
<b>TOTAL FUNDS AVAILABLE</b>		<u>\$ 1,118,274</u>	<u>\$ 1,204,241</u>	<u>\$ 1,468,608</u>	<u>\$ 1,339,488</u>
<b>OPERATING EXPENDITURES</b>					
	Drainage	\$ 97,194	\$ 376,711	\$ 352,345	\$ 318,938
	Non-Departmental	119,027	109,778	109,128	103,140
<b>TOTAL OPERATING EXPENDITURES</b>		<u>\$ 216,219</u>	<u>\$ 486,489</u>	<u>\$ 461,473</u>	<u>\$ 422,078</u>
<b>OTHER EXPENDITURES</b>					
	Capital Improvement Projects	\$ -	\$ 291,600	\$ 199,177	\$ 150,000
	Capital Outlay	-	9,000	9,000	20,949
	Capital Lease Payments	-	-	17,895	1,492
	Principal & Int Debt Pymts	302,897	313,175	313,175	334,816
<b>TOTAL OTHER EXPENDITURES</b>		<u>\$ 302,897</u>	<u>\$ 613,775</u>	<u>\$ 539,247</u>	<u>\$ 507,257</u>
<b>TOTAL EXPENDITURES</b>		<u>\$ 519,116</u>	<u>\$ 1,100,264</u>	<u>\$ 1,000,720</u>	<u>\$ 929,335</u>
<b>ENDING FUND BALANCE</b>					
	Unreserved, Undesignated	\$ 599,158	\$ 103,977	\$ 467,888	\$ 410,153
<b>TOTAL ENDING FUND BALANCE</b>		<u>\$ 599,158</u>	<u>\$ 103,977</u>	<u>\$ 467,888</u>	<u>\$ 410,153</u>

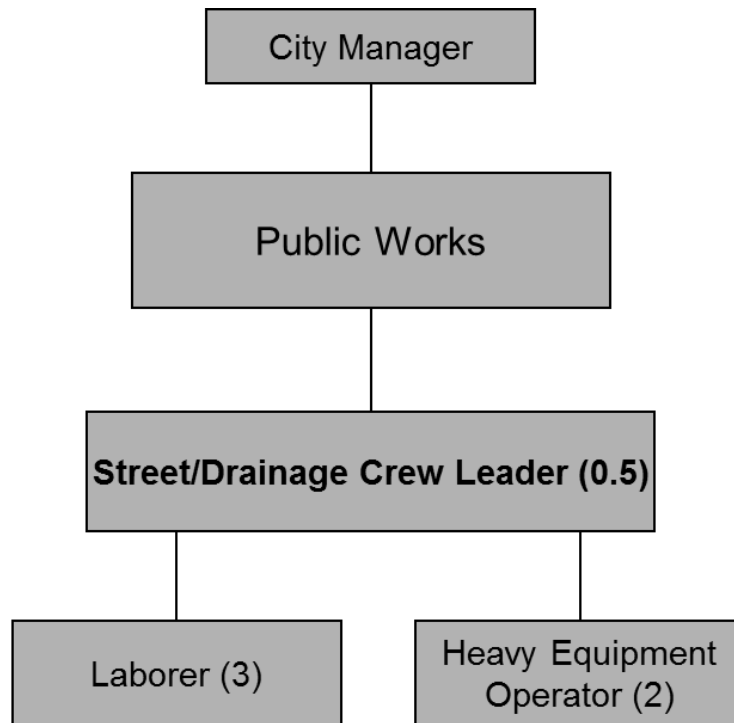
\* Includes budget amendments that were approved by City Council on 10/13/09, 11/03/09, 03/02/10, 06/15/2010 and 11/02/10.



# DRAINAGE UTILITY



**Left to Right:** Jessie Smith (Laborer); Danny Hamilton (Heavy Equipment Operator); James Mullen (Street/Drainage Crew Leader); Ernest Wilkins (Laborer); Frank Haase (Laborer).



*The mission of the Drainage Department is to ensure quality and timely maintenance of the City's drainage system.*

5.5 Full Time Employees

# ***DRAINAGE UTILITY***

## **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.

## **ACHIEVEMENTS FOR FISCAL YEAR 2010**

- Installed MS4 required Drain markers on 358 inlet boxes, 104 concrete flumes, and 63 grates.
- Removed silt and re-graded Courtney Lane ditch.
- Repaired eroded section and re-graded drainage channel between Wagontrain and Rodeo Circle.
- Removed silt buildup in concrete channel between Phyllis Drive and Pleasant Lane.
- Widened channel six feet on West Avenue B.
- Removed silt and debris out of 34 inlet boxes.
- Cleared brush from Lutheran Church Road Right of Way.
- Installed new culvert pipe on Oakhill Drive to reduce back up.
- Reshaped drainage ditch on Freedom Lane to help prevent property flooding.
- Reshaped ditch on Big Divide Road to keep water in the proper channel.
- Repaired handrail that broke off on walkway at Matt Drive.
- Installed new tin horn on walking trail for Parks & Recreation in Walker Place.
- Repaired cracked concrete bridge over drainage ditch on North Main Street.

## **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 2011**

- Complete Rolling Heights Drainage Improvement Project.
- Repair eroded areas around the headwalls on numerous ditches throughout the City.
- Improve drainage ways by expanding their capacity through silt removal and reshaping of the banks.
- Develop methods to gain easements to access drainage ditches.
- Identify options for reducing the risk of rising waters in the future.
- Remove silt and re-grade ditch from Courtney Lane to West FM 1113.

## DRAINAGE UTILITY

05-7600

### EXPENDITURE SUMMARY

DRAINAGE	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	215,449	294,424	284,689	243,252
Personnel Support	-	-	-	-
Supplies & Materials	15,665	37,852	37,295	36,232
Repairs & Maintenance	15,123	20,846	20,821	22,608
Contractual Services	3,479	5,694	9,540	16,846
Designated Expenses	(152,522)	17,895	-	-
Capital Lease Payments	-	-	17,895	1,492
Capital Outlay & Improvements	-	300,600	208,177	170,949
<b>TOTAL</b>	<b>97,194</b>	<b>677,311</b>	<b>578,417</b>	<b>491,379</b>

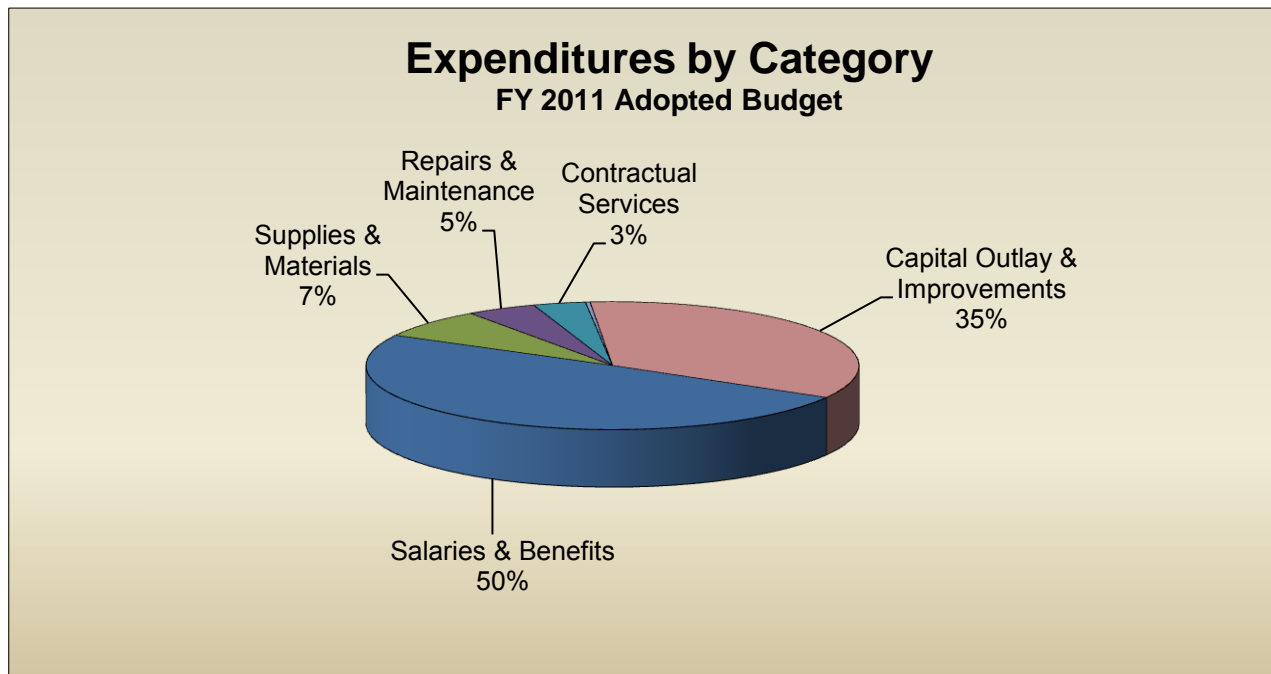
### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Contractual Services: Include \$6,000 for annual audit, previously budgeted in Non-departmental.

*Decreases:*

- Salaries & Benefits: Assistant Director of Public Works will be fully funded in the Water and Sewer Fund in FY 2011 and the Assistant Street/Drainage Superintendent position (previously fully funded in General Fund) was reclassified to Street/Drainage Crew Leader and is funded 50/50 between General Fund and Drainage Fund. The Street/Drainage Superintendent position was deleted for FY 2011. Include a 1.5 percent COLA increase.
- Capital Lease Payments: Decrease due to loan payments for a backhoe.
- Capital Outlay & Improvements: Net difference in drainage projects ending and new projects starting; \$20,949 to purchase a Chevy Silverado truck.



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

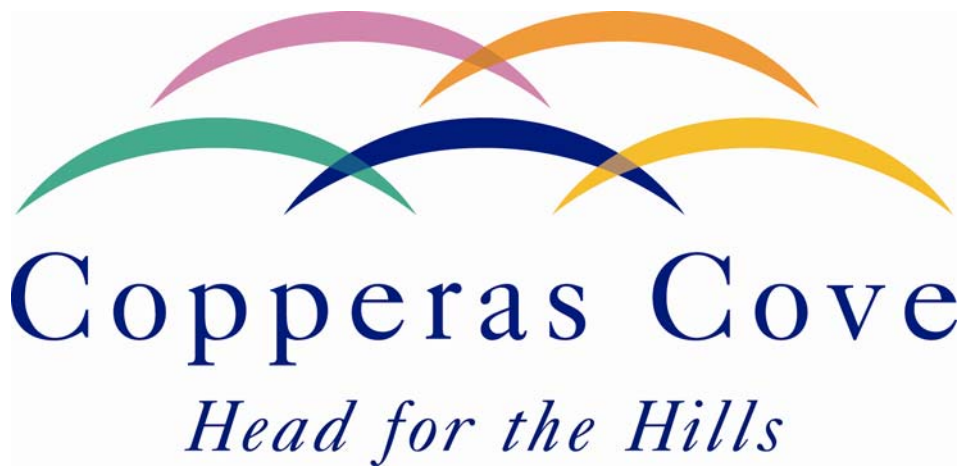
## DRAINAGE UTILITY

05-7600

<b>STAFFING LEVEL</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Year End Projection</b>	<b>FY 2011 Adopted Budget</b>
Assistant Director of Public Works	0.5	0.5	0.5	0
Street/Drainage Superintendent	1	1	1	0
Drainage Supervisor	0	0	0	0
Street/Drainage Crew Leader*	0	0	0	0.5
Heavy Equipment Operator	1	1	1	2
Laborer	4	4	4	3
<b>DIVISION TOTAL</b>	<b>6.5</b>	<b>6.5</b>	<b>6.5</b>	<b>5.5</b>

\* Funded 50/50 between Street and Drainage Utility departments in FY 2011.

<b>PERFORMANCE MEASURES</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
<b><i>OUTPUTS</i></b>				
Mowing Events per Year	9.0	10.0	10.0	10.0
Drainage Areas Maintained (in miles)	14.0	14.0	14.0	17.0
# of Drainage Miles Mowed per Month	11.2	12.6	12.6	12.6
<b><i>EFFICIENCIES</i></b>				
Drainage Miles Mowed per Employee (Monthly)	1.7	1.9	1.9	2.3
<b><i>EFFECTIVENESS</i></b>				
% of Drainage Miles Mowed per Month	80.0%	90.0%	90.0%	74.1%



# DRAINAGE 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.

Below are pictures from the South 25th Street Drainage project. The project includes installation of 3,600 linear feet of concrete reinforced pipe, 20 catch basin inlet structures to intercept stormwater flows and transport them directly into the outfall channel.



## NON - DEPARTMENTAL

05-8000

### EXPENDITURE SUMMARY

NON-DEPARTMENTAL	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Year End Projection	FY 2011 Adopted Budget
Salaries & Benefits	-	-	-	-
Supplies & Materials	-	-	-	-
Repairs & Maintenance	-	-	-	-
Contractual Services	19,027	9,278	9,128	3,140
Designated Expenses	-	499	-	-
Capital Improvement Projects	-	-	-	-
Transfers Out	100,000	100,001	100,000	100,000
Debt Service	302,897	313,175	313,175	334,816
<b>TOTAL</b>	<b>421,924</b>	<b>422,953</b>	<b>422,303</b>	<b>437,956</b>

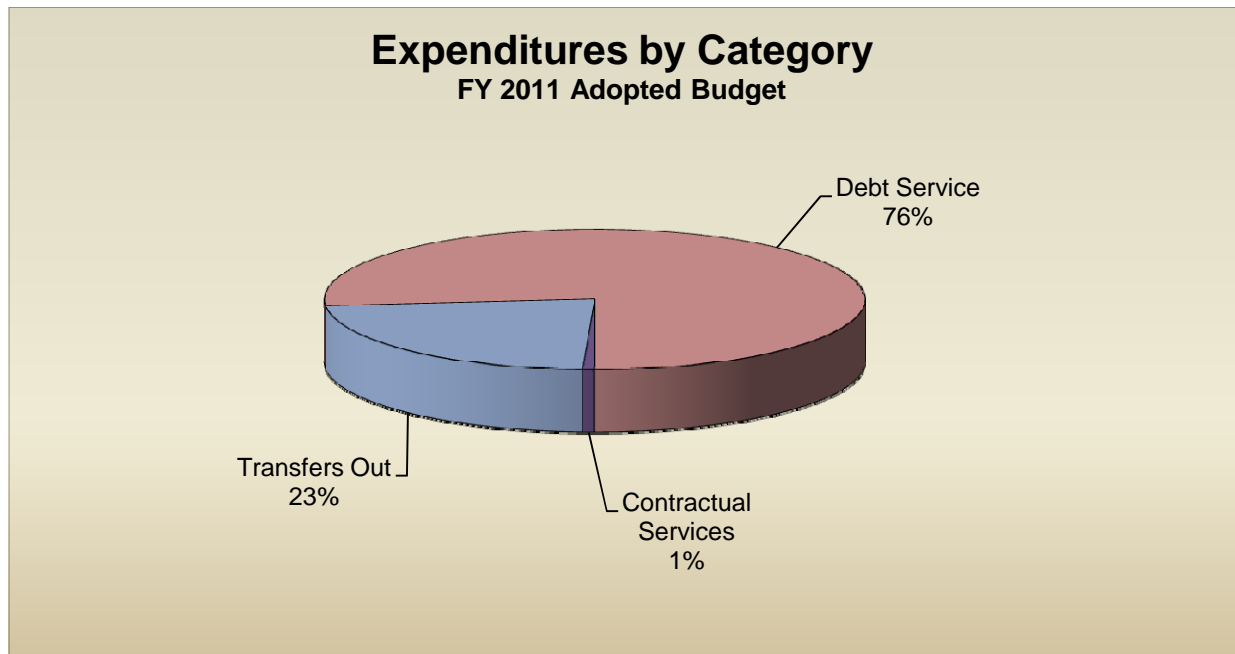
#### HIGHLIGHTS (FY 2011 Adopted Over/Under FY 2010 Projected) \*\*

*Increases:*

- Debt Service: Increase for the portion of debt to be paid from the Drainage Fund in FY 2011.

*Decreases:*

- Contractual Services: The budget for the annual audit was moved to the Drainage department.



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

**CITY OF COPPERAS COVE  
FISCAL YEAR 2010-11 ADOPTED BUDGET  
CEMETERY FUND  
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Account	Description	Actual FY 2008-09	Budget* FY 2009-10	Projected FY 2009-10	Adopted FY 2010-11
<b>BEGINNING FUND BALANCE</b>					
	Unreserved, Undesignated	\$ 2,237	\$ 3,679	\$ 4,694	\$ 794
	Prior Period Adjustment	(236)	-	-	-
<b>TOTAL BEGINNING FUND BALANCE</b>		<u>\$ 2,001</u>	<u>\$ 3,679</u>	<u>\$ 4,694</u>	<u>\$ 794</u>
<b>REVENUES</b>					
06-340-1001	Cemetery Plot Sales	\$ 14,000	\$ 13,000	\$ 13,000	\$ 13,300
06-370-6001	Interest Revenue	22	20	12	20
06-390-5002	Transfer from General Fund	24,000	23,400	23,400	26,826
06-390-6005	Miscellaneous Revenue	55	50	50	50
<b>TOTAL REVENUES</b>		<u>\$ 38,077</u>	<u>\$ 36,470</u>	<u>\$ 36,462</u>	<u>\$ 40,196</u>
<b>TOTAL FUNDS AVAILABLE</b>		<u>\$ 40,078</u>	<u>\$ 40,149</u>	<u>\$ 41,156</u>	<u>\$ 40,990</u>
<b>EXPENDITURES</b>					
	Salaries & Benefits	\$ 31,742	\$ 34,661	\$ 36,807	\$ 35,989
	Supplies	43	800	-	860
	Repairs & Maintenance	1,449	2,092	1,382	1,787
	Contractual Services	857	1,288	880	935
	Designated Expenses	1,293	1,293	1,293	539
<b>TOTAL EXPENDITURES</b>		<u>\$ 35,384</u>	<u>\$ 40,134</u>	<u>\$ 40,362</u>	<u>\$ 40,110</u>
<b>ENDING FUND BALANCE:</b>					
	Unreserved, Undesignated	\$ 4,694	\$ 15	\$ 794	\$ 880
<b>TOTAL ENDING FUND BALANCE</b>		<u>\$ 4,694</u>	<u>\$ 15</u>	<u>\$ 794</u>	<u>\$ 880</u>

\* Includes budget amendments that were approved by City Council on 10/13/09, 11/03/09, 03/02/10, 06/15/2010 and 11/02/10.

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

Position Title	Number of Positions			
	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
Light Equipment Operator	1	1	1	1
<b>Total</b>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>



**CITY OF COPPERAS COVE  
FISCAL YEAR 2010-11 ADOPTED BUDGET  
LIBRARY GIFTS & MEMORIALS  
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Account	Description	Actual FY 2008-09	Budget* FY 2009-10	Projected FY 2009-10	Adopted FY 2010-11
<b>BEGINNING FUND BALANCE</b>					
	Unreserved, Undesignated	\$ 8,571	\$ 4,317	\$ 8,579	\$ 4,227
<b>TOTAL BEGINNING FUND BALANCE</b>		<u>\$ 8,571</u>	<u>\$ 4,317</u>	<u>\$ 8,579</u>	<u>\$ 4,227</u>
<b>REVENUES</b>					
11-370-6001	Interest Revenue	\$ 20	\$ 15	\$ 12	\$ 20
11-390-1001	Library Gifts & Memorials	496	400	100	-
<b>TOTAL REVENUES</b>		<u>\$ 516</u>	<u>\$ 415</u>	<u>\$ 112</u>	<u>\$ 20</u>
<b>TOTAL FUNDS AVAILABLE</b>		<u>\$ 9,087</u>	<u>\$ 4,732</u>	<u>\$ 8,691</u>	<u>\$ 4,247</u>
<b>EXPENDITURES</b>					
11-4320-7100-2100	Book Purchases	\$ -	\$ -	\$ -	\$ 500
11-4320-7100-2840	Minor Equipment - General	-	126	1,164	1,200
11-4320-7100-2842	Minor Equipment - Electronics	-	983	1,200	947
11-4320-7100-7100	Memorial Brickpavers	105	210	200	200
11-4320-7100-8501	Adult & Young Adult Books	-	600	300	300
11-4320-7100-8502	Children's Books	201	2,063	-	600
11-4320-7100-8503	Reference Books	-	500	-	500
11-4320-7100-8504	Audiovisual Items	-	-	1,600	-
11-4320-7100-8505	Genealogy Material	202	250	-	-
<b>TOTAL EXPENDITURES</b>		<u>\$ 508</u>	<u>\$ 4,732</u>	<u>\$ 4,464</u>	<u>\$ 4,247</u>
<b>ENDING FUND BALANCE:</b>					
	Unreserved, Undesignated	\$ 8,579	\$ -	\$ 4,227	\$ (0)
<b>TOTAL ENDING FUND BALANCE</b>		<u>\$ 8,579</u>	<u>\$ -</u>	<u>\$ 4,227</u>	<u>\$ (0)</u>

\* Includes budget amendments that were approved by City Council on 10/13/09, 11/03/09, 03/02/10, 06/15/2010 and 11/02/10.

**CITY OF COPPERAS COVE  
FISCAL YEAR 2010-11 ADOPTED BUDGET  
HOTEL OCCUPANCY TAX FUND  
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Account	Description	Actual FY 2008-09	Budget* FY 2009-10	Projected FY 2009-10	Adopted FY 2010-11
<b>BEGINNING FUND BALANCE</b>					
	Unreserved, Undesignated	\$ 95,939	\$ 86,399	\$ 83,645	\$ 56,463
	Prior Period Adjustment	13,189	-	-	-
<b>TOTAL BEGINNING FUND BALANCE</b>		<u>\$ 109,128</u>	<u>\$ 86,399</u>	<u>\$ 83,645</u>	<u>\$ 56,463</u>
<b>REVENUES</b>					
14-310-1001.1	Hotel Occupancy Tax - Best Western	\$ 42,451	\$ 42,200	\$ 50,000	\$ 50,000
14-310-1001.2	Hotel Occupancy Tax - Luxury Inn	7,418	7,200	7,000	7,000
14-310-1001.3	Hotel Occupancy Tax - Cactus Lodge	12,486	11,500	11,500	12,000
14-310-1001.4	Hotel Occupancy Tax - Motel 8	21,243	17,500	26,600	28,000
14-310-1001.5	Hotel Occupancy Tax - Relax Inn	9,334	9,300	9,000	9,000
14-310-1001.6	Hotel Occupancy Tax - Comfort Suites	78,753	74,200	70,000	70,000
14-310-1001.7	Hotel Occupancy Tax - Days Inn	31,045	40,700	47,000	47,000
14-370-6001	Interest Revenue	1,077	1,100	180	200
<b>TOTAL REVENUES</b>		<u>\$ 203,808</u>	<u>\$ 203,700</u>	<u>\$ 221,280</u>	<u>\$ 223,200</u>
<b>TOTAL FUNDS AVAILABLE</b>		<u>\$ 312,936</u>	<u>\$ 290,099</u>	<u>\$ 304,925</u>	<u>\$ 279,663</u>
<b>EXPENDITURES</b>					
14-4502-1400-2075	Other Operating Costs	\$ -	\$ 150	\$ 149	\$ -
14-4502-1400-2200	Promo of Tourism - Chamber of Commerce	180,000	186,000	170,000	177,750
14-4502-1400-2204	Promo Tourism - Boys & Girls	12,622	-	-	-
14-4502-1400-2205	Promo Tourism - Downtown	9,639	11,850	12,000	-
14-4502-1400-2212	Texas Lodging Advertising	2,229	2,500	2,500	2,500
14-4502-1400-2360	Promo of Arts - C. Cove Country Opry	3,000	4,000	4,000	-
14-4502-1400-4450	C.H.A.M.P.S.	20,000	30,000	30,000	30,000
14-4502-1400-8402	Equipment - Electronic	1,800	-	-	-
14-4502-1400-9300	Principal - 2009 Tax Notes	-	25,000	25,000	30,000
14-4502-1400-9400	Interest - 2009 Tax Notes	-	7,394	4,813	4,313
<b>TOTAL EXPENDITURES</b>		<u>\$ 229,291</u>	<u>\$ 266,894</u>	<u>\$ 248,462</u>	<u>\$ 244,563</u>
<b>ENDING FUND BALANCE:</b>					
	Unreserved, Undesignated	\$ 83,645	\$ 23,205	\$ 56,463	\$ 35,101
<b>TOTAL ENDING FUND BALANCE</b>		<u>\$ 83,645</u>	<u>\$ 23,205</u>	<u>\$ 56,463</u>	<u>\$ 35,101</u>

\* Includes budget amendments that were approved by City Council on 10/13/09, 11/03/09, 03/02/10, 06/15/2010 and 11/02/10.

**CITY OF COPPERAS COVE  
FISCAL YEAR 2010-11 ADOPTED BUDGET  
ANIMAL SHELTER FUND  
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Account	Description	Actual FY 2008-09	Budget* FY 2009-10	Projected FY 2009-10	Adopted FY 2010-11
<b>BEGINNING FUND BALANCE</b>					
	Unreserved, Undesignated	\$ 19,328	\$ 13,772	\$ 18,280	\$ 15,406
<b>TOTAL BEGINNING FUND BALANCE</b>		<u>\$ 19,328</u>	<u>\$ 13,772</u>	<u>\$ 18,280</u>	<u>\$ 15,406</u>
<b>REVENUES</b>					
15-370-6001	Interest Revenue	\$ 43	\$ 30	\$ 26	\$ 40
15-390-1001	Shelter Donation	-	100	100	100
<b>TOTAL REVENUES</b>		<u>\$ 43</u>	<u>\$ 130</u>	<u>\$ 126</u>	<u>\$ 140</u>
<b>TOTAL FUNDS AVAILABLE</b>		<u>\$ 19,371</u>	<u>\$ 13,902</u>	<u>\$ 18,406</u>	<u>\$ 15,546</u>
<b>EXPENDITURES</b>					
	Designated Expenses	\$ 1,091	\$ 13,902	\$ 3,000	\$ 15,546
<b>TOTAL EXPENDITURES</b>		<u>\$ 1,091</u>	<u>\$ 13,902</u>	<u>\$ 3,000</u>	<u>\$ 15,546</u>
<b>ENDING FUND BALANCE:</b>					
	Unreserved, Undesignated	\$ 18,280	\$ -	\$ 15,406	\$ 0
<b>TOTAL ENDING FUND BALANCE</b>		<u>\$ 18,280</u>	<u>\$ -</u>	<u>\$ 15,406</u>	<u>\$ 0</u>

\* Includes budget amendments that were approved by City Council on 10/13/09, 11/03/09, 03/02/10, 06/15/2010 and 11/02/10.

**CITY OF COPPERAS COVE  
FISCAL YEAR 2010-11 ADOPTED BUDGET  
COURT EFFICIENCY FUND  
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2008-09	Budget* FY 2009-10	Projected FY 2009-10	Adopted FY 2010-11
<b>BEGINNING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 15,727	\$ 14,053	\$ 15,635	\$ 15,473
Prior Period Adjustment	156	-	-	-
<b>TOTAL BEGINNING FUND BALANCE</b>	<u>\$ 15,883</u>	<u>\$ 14,053</u>	<u>\$ 15,635</u>	<u>\$ 15,473</u>
<b>REVENUES</b>				
Court Efficiency Revenue	\$ 6,201	\$ 5,150	\$ 5,150	\$ 5,150
Interest Revenue	128	120	30	30
<b>TOTAL REVENUES</b>	<u>\$ 6,329</u>	<u>\$ 5,270</u>	<u>\$ 5,180</u>	<u>\$ 5,180</u>
<b>TOTAL FUNDS AVAILABLE</b>	<u>\$ 22,212</u>	<u>\$ 19,323</u>	<u>\$ 20,815</u>	<u>\$ 20,653</u>
<b>TOTAL EXPENDITURES</b>	<u>\$ 6,577</u>	<u>\$ 7,342</u>	<u>\$ 5,342</u>	<u>\$ 9,178</u>
<b>ENDING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 15,635	\$ 11,981	\$ 15,473	\$ 11,475
<b>TOTAL ENDING FUND BALANCE</b>	<u><u>\$ 15,635</u></u>	<u><u>\$ 11,981</u></u>	<u><u>\$ 15,473</u></u>	<u><u>\$ 11,475</u></u>

Note: The Court Efficiency Fund was in a combined Municipal Court Special Revenue fund prior to FY 2008-09.

\* Includes budget amendments that were approved by City Council on 10/13/09, 11/03/09, 03/02/10, 06/15/2010 and 11/02/10.

**CITY OF COPPERAS COVE  
FISCAL YEAR 2010-11 ADOPTED BUDGET  
COURT SECURITY FUND  
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2008-09	Budget* FY 2009-10	Projected FY 2009-10	Adopted FY 2010-11
<b>BEGINNING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 26,383	\$ 27,691	\$ 28,005	\$ 12,955
Prior Period Adjustment	7,365	-	-	-
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>\$ 33,748</b>	<b>\$ 27,691</b>	<b>\$ 28,005</b>	<b>\$ 12,955</b>
<b>REVENUES</b>				
Court Security Revenue	\$ 21,401	\$ 20,872	\$ 20,900	\$ 20,900
Interest Revenue	293	250	60	60
Transfer in from Fund 01	-	-	-	1,513
<b>TOTAL REVENUES</b>	<b>\$ 21,694</b>	<b>\$ 21,122</b>	<b>\$ 20,960</b>	<b>\$ 22,473</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>\$ 55,442</b>	<b>\$ 48,813</b>	<b>\$ 48,965</b>	<b>\$ 35,428</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 27,437</b>	<b>\$ 36,010</b>	<b>\$ 36,010</b>	<b>\$ 35,428</b>
<b>ENDING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 28,005	\$ 12,803	\$ 12,955	\$ 0
<b>TOTAL ENDING FUND BALANCE</b>	<b>\$ 28,005</b>	<b>\$ 12,803</b>	<b>\$ 12,955</b>	<b>\$ 0</b>

Note: The Court Security Fund was in a combined Municipal Court Special Revenue fund prior to FY 2008-09.

\* Includes budget amendments that were approved by City Council on 10/13/09, 11/03/09, 03/02/10, 06/15/2010 and 11/02/10.

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

Position Title	Number of Positions			
	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
Bailiff*	1.0	-	-	0.5
<b>Total</b>	<b>1.0</b>	<b>-</b>	<b>-</b>	<b>0.5</b>

\* In FY 2008-09 and FY 2009-10, a Police Officer performed the Bailiff duties in Municipal Court and actual time worked as a bailiff was funded with Municipal Court Security funds.

**CITY OF COPPERAS COVE  
FISCAL YEAR 2010-11 ADOPTED BUDGET  
COURT TECHNOLOGY FUND  
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

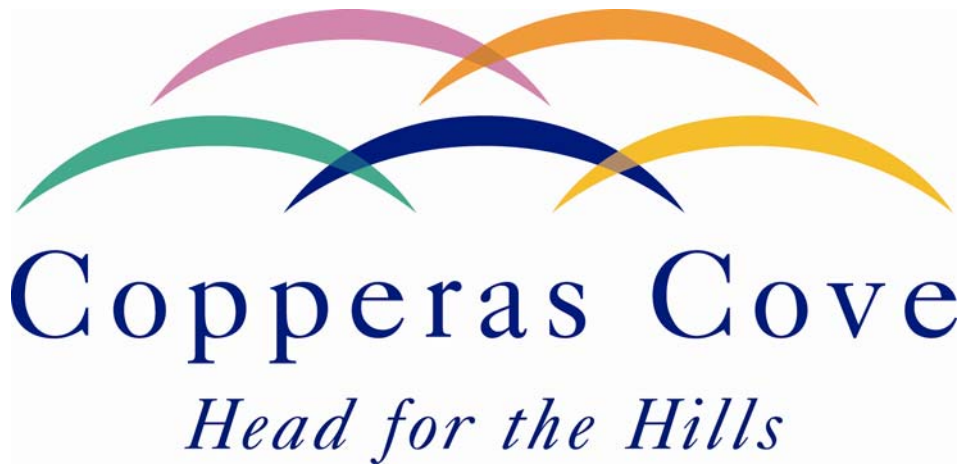
Description	Actual FY 2008-09	Budget* FY 2009-10	Projected FY 2009-10	Adopted FY 2010-11
<b>BEGINNING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 117,175	\$ 91,194	\$ 98,339	\$ 80,360
Prior Period Adjustment	8,814	-	4,700	-
<b>TOTAL BEGINNING FUND BALANCE</b>	<u>\$ 125,989</u>	<u>\$ 91,194</u>	<u>\$ 103,039</u>	<u>\$ 80,360</u>
<b>REVENUES</b>				
Court Technology Revenue	\$ 27,713	\$ 28,840	\$ 29,000	\$ 29,000
Interest Revenue	1,036	900	180	200
<b>TOTAL REVENUES</b>	<u>\$ 28,749</u>	<u>\$ 29,740</u>	<u>\$ 29,180</u>	<u>\$ 29,200</u>
<b>TOTAL FUNDS AVAILABLE</b>	<u>\$ 154,738</u>	<u>\$ 120,934</u>	<u>\$ 132,219</u>	<u>\$ 109,560</u>
<b>TOTAL EXPENDITURES</b>	<u>\$ 56,399</u>	<u>\$ 56,854</u>	<u>\$ 51,859</u>	<u>\$ 56,449</u>
<b>ENDING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 98,339	\$ 64,080	\$ 80,360	\$ 53,111
<b>TOTAL ENDING FUND BALANCE</b>	<u>\$ 98,339</u>	<u>\$ 64,080</u>	<u>\$ 80,360</u>	<u>\$ 53,111</u>

Note: The Court Technology Fund was in a combined Municipal Court Special Revenue fund prior to FY 2008-09.

\* Includes budget amendments that were approved by City Council on 10/13/09, 11/03/09, 03/02/10, 06/15/2010 and 11/02/10.

**CITY OF COPPERAS COVE  
FISCAL YEAR 2010-11 ADOPTED BUDGET  
OTHER FUNDS  
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

<b>Fund Description</b>	<b>Beginning Fund Balance</b>	<b>Revenues</b>	<b>Expenditures</b>	<b>Ending Fund Balance</b>
Revolving Loan Fund	\$ 82,419	\$ 12,270	\$ -	\$ 94,689
City-Wide Donation Fund	51,883	13,900	65,783	-
City-Wide Grants (SAFER Grant)	32,317	374,951	407,268	-
Police State Seizure Fund	9,737	15	9,752	-
Police Federal Seizure Fund	2,104	-	2,104	-
Law Enforcement Block Grant Fund	3,731	20	3,751	-
Fire Department Grants Fund	9,419	20	9,439	-
Library Grants Fund	15,636	25	15,661	-
Tobacco Grant Fund	3,000	3,000	3,000	3,000
<b>Total Other Funds</b>	<b>\$ 210,246</b>	<b>\$ 404,201</b>	<b>\$ 516,758</b>	<b>\$ 97,689</b>







# Debt Service Requirements



City Built for Family Living.

Pictured on Front of this Tab Page:

Top Picture: Northeast Sewer Line Project, 2010.

Bottom Picture: Fire engine purchased by Coryell County in January 2009; placed in service by City in Spring 2009.

# 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*	AA-	Aa3
Certificates of Obligation	A-	A3
Revenue Bonds	BBB	Baa1

\*Standard & Poor's upgraded the City's GO Bond rating from A+ to AA- after review of credit strength in May 2010

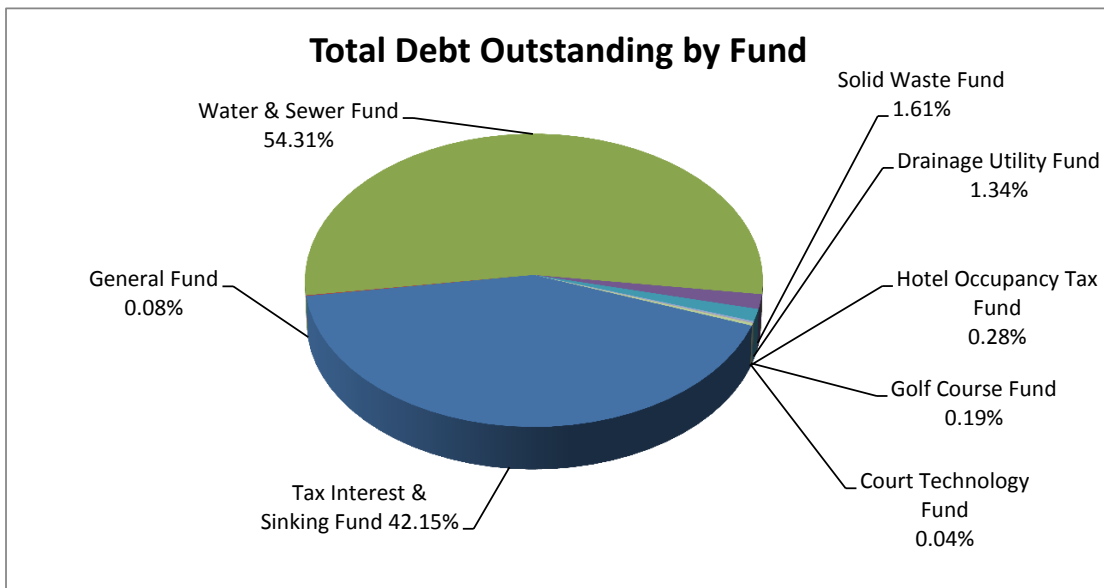
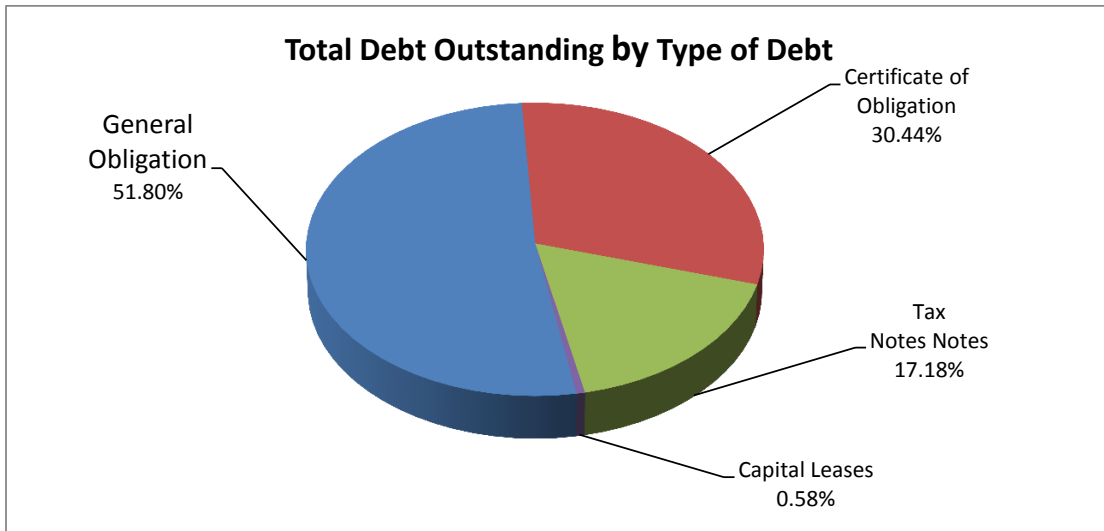
\*Moody's upgraded the City's GO Bond rating from A1 to Aa3 after being calibrated from an A3 to an A1 after review of credit strength in May 2010.

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 value for all City purposes.

Assessed Value, 2010 Tax Roll	\$ 1,067,456,541
Limit on Amount Designated for Debt Service	x <u>2.5%</u>
Legal Limit	\$ 26,686,414

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

**City of Copperas Cove  
Outstanding Debt  
Fiscal Year 2010-2011**



Fund	General Obligation	Certificate of Obligation	Tax Notes	Capital Leases	Total Debt Service
Tax Interest & Sinking Fund	\$15,606,512	\$11,115,535	\$3,852,397	\$-	\$30,574,444
General Fund	-	-	-	58,514	58,514
Water & Sewer Fund	21,325,778	10,959,359	7,021,295	78,027	39,384,459
Solid Waste Fund	-	-	975,818	194,371	1,170,188
Drainage Utility Fund	639,498	-	329,194	1,491	970,183
Cemetery Fund	-	-	-	539	539
Golf Course Fund	-	-	79,419	58,241	137,660
Court Technology Fund	-	-	-	26,991	26,991
Hotel Occupancy Tax Fund	-	-	201,500	-	201,500
<b>Total All Funds</b>	<b>\$37,571,788</b>	<b>\$22,074,894</b>	<b>\$12,459,622</b>	<b>\$418,174</b>	<b>\$72,524,478</b>

**CITY OF COPPERAS COVE, TEXAS  
FUTURE INDEBTEDNESS SCHEDULE  
2010-2011**

Year	General Obligation	Certificates of Obligation	Tax Notes	Capital Leases	Total Debt Service
2010 - 2011	2,918,108	1,557,384	1,290,036	316,183	6,081,710
2011 - 2012	2,924,497	1,561,595	1,670,273	101,991	6,258,356
2012 - 2013	2,953,353	1,288,034	1,796,377	-	6,037,764
2013 - 2014	2,692,725	1,490,448	1,939,540	-	6,122,713
2014 - 2015	1,930,574	2,072,960	1,838,184	-	5,841,718
2015 - 2016	2,073,051	2,072,787	3,925,213	-	8,071,050
2016 - 2017	2,008,276	2,019,393	-	-	4,027,669
2017 - 2018	1,914,195	2,084,654	-	-	3,998,849
2018 - 2019	2,511,816	1,253,593	-	-	3,765,409
2019 - 2020	2,367,902	1,086,467	-	-	3,454,369
2020 - 2021	2,345,498	1,075,264	-	-	3,420,762
2021 - 2022	1,685,354	1,072,971	-	-	2,758,325
2022 - 2023	1,627,236	1,054,223	-	-	2,681,459
2023 - 2024	654,250	704,772	-	-	1,359,022
2024 - 2025	652,450	710,979	-	-	1,363,429
2025 - 2026	655,000	486,051	-	-	1,141,051
2026 - 2027	656,700	483,321	-	-	1,140,021
2027 - 2028	657,550	-	-	-	657,550
2028 - 2029	667,550	-	-	-	667,550
2029 - 2030	665,663	-	-	-	665,663
2030 - 2031	667,348	-	-	-	667,348
2031 - 2032	672,925	-	-	-	672,925
2032 - 2033	666,644	-	-	-	666,644
2033 - 2034	668,725	-	-	-	668,725
2034 - 2035	334,400	-	-	-	334,400
	<b>37,571,788</b>	<b>22,074,894</b>	<b>12,459,622</b>	<b>418,174</b>	<b>72,524,478</b>
Less Interest	10,736,788	5,639,894	1,284,622	11,146	17,672,450
<b>TOTAL DEBT</b>	<b>26,835,000</b>	<b>16,435,000</b>	<b>11,175,000</b>	<b>407,028</b>	<b>54,852,028</b>

**Series Name**

Series 1998 General Obligation Refunding	740,000
Series 2001 Combination Tax & Revenue Certificates of Obligation	820,000
Series 2003 Combination Tax & Revenue Certificates of Obligation	7,775,000
Series 2003A General Obligation Refunding	2,650,000
Series 2005 Combination Tax & Revenue Certificates of Obligation	2,565,000
Series 2005 General Obligation Refunding	4,500,000
Series 2006 General Obligation Refunding	4,945,000
Series 2006 Tax Notes	510,000
Series 2007 General Obligation Refunding	4,575,000
Series 2007 Combination Tax & Revenue Certificates of Obligation	5,275,000
Series 2008 Tax Notes	2,345,000
Series 2008A Tax Notes	1,955,000
Series 2009 General Obligation	4,740,000
Series 2009 Tax Notes	2,315,000
Series 2010 General Obligation	4,685,000
Series 2010 Tax Notes	4,050,000

**TOTAL**

**54,445,000**

**CITY OF COPPERAS COVE, TEXAS  
FUTURE INDEBTEDNESS SCHEDULE  
2010-2011**

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
2010 - 2011	1,790,000	1,128,108	2,918,108	2010 - 2011	855,000	702,384	1,557,384	2010 - 2011	950,000	340,036	1,290,036
2011 - 2012	1,920,000	1,004,497	2,924,497	2011 - 2012	895,000	666,595	1,561,595	2011 - 2012	1,390,000	280,273	1,670,273
2012 - 2013	2,024,999	928,354	2,953,353	2012 - 2013	660,000	628,034	1,288,034	2012 - 2013	1,560,000	236,377	1,796,377
2013 - 2014	1,845,001	847,724	2,692,725	2013 - 2014	890,000	600,448	1,490,448	2013 - 2014	1,755,000	184,540	1,939,540
2014 - 2015	1,155,000	775,574	1,930,574	2014 - 2015	1,510,000	562,960	2,072,960	2014 - 2015	1,690,000	148,184	1,838,184
2015 - 2016	1,340,000	733,051	2,073,051	2015 - 2016	1,575,000	497,787	2,072,787	2015 - 2016	3,830,000	95,213	3,925,213
2016 - 2017	1,325,000	683,276	2,008,276	2016 - 2017	1,595,000	424,393	2,019,393	2016 - 2017	-	-	-
2017 - 2018	1,280,000	634,195	1,914,195	2017 - 2018	1,730,000	354,654	2,084,654	2017 - 2018	-	-	-
2018 - 2019	1,925,000	586,816	2,511,816	2018 - 2019	975,000	278,593	1,253,593	2018 - 2019	-	-	-
2019 - 2020	1,855,000	512,902	2,367,902	2019 - 2020	850,000	236,467	1,086,467	2019 - 2020	-	-	-
2020 - 2021	1,905,000	440,498	2,345,498	2020 - 2021	875,000	200,264	1,075,264	2020 - 2021	-	-	-
2021 - 2022	1,320,000	365,354	1,685,354	2021 - 2022	910,000	162,971	1,072,971	2021 - 2022	-	-	-
2022 - 2023	1,315,000	312,236	1,627,236	2022 - 2023	930,000	124,223	1,054,223	2022 - 2023	-	-	-
2023 - 2024	395,000	259,250	654,250	2023 - 2024	620,000	84,772	704,772	2023 - 2024	-	-	-
2024 - 2025	410,000	242,450	652,450	2024 - 2025	650,000	60,979	710,979	2024 - 2025	-	-	-
2025 - 2026	430,000	225,000	655,000	2025 - 2026	450,000	36,051	486,051				
2026 - 2027	450,000	206,700	656,700	2026 - 2027	465,000	18,321	483,321				
2027 - 2028	470,000	187,550	657,550								
2028 - 2029	500,000	167,550	667,550								
2029 - 2030	520,000	145,663	665,663								
2030 - 2031	545,000	122,348	667,348								
2031 - 2032	575,000	97,925	672,925								
2032 - 2033	595,000	71,644	666,644								
2033 - 2034	625,000	43,725	668,725								
2034 - 2035	320,000	14,400	334,400								
<b>TOTAL</b>	<b>26,835,000</b>	<b>10,736,788</b>	<b>37,571,792</b>	<b>TOTAL</b>	<b>16,435,000</b>	<b>5,639,894</b>	<b>22,074,894</b>	<b>TOTAL</b>	<b>11,175,000</b>	<b>1,284,622</b>	<b>12,459,622</b>

Series Name	Principal Amount
Series 1998 General Obligation Refunding	740,000
Series 2001 Combination Tax & Revenue Certificates of Obligation	820,000
Series 2003 Combination Tax & Revenue Certificates of Obligation	7,775,000
Series 2003A General Obligation Refunding	2,650,000
Series 2005 Combination Tax & Revenue Certificates of Obligation	2,565,000
Series 2005 General Obligation Refunding	4,500,000
Series 2006 General Obligation Refunding	4,945,000
Series 2006 Tax Notes	510,000
Series 2007 General Obligation Refunding	4,575,000
Series 2007 Combination Tax & Revenue Certificates of Obligation	5,275,000
Series 2008 Tax Notes	2,345,000
Series 2008A Tax Notes	1,955,000
Series 2009 General Obligation	4,740,000
Series 2009 Tax Notes	2,315,000
Series 2010 General Obligation	4,685,000
Series 2010 Tax Notes	4,050,000
<b>TOTAL</b>	<b>54,445,000</b>

**CITY OF COPPERAS COVE, TEXAS**

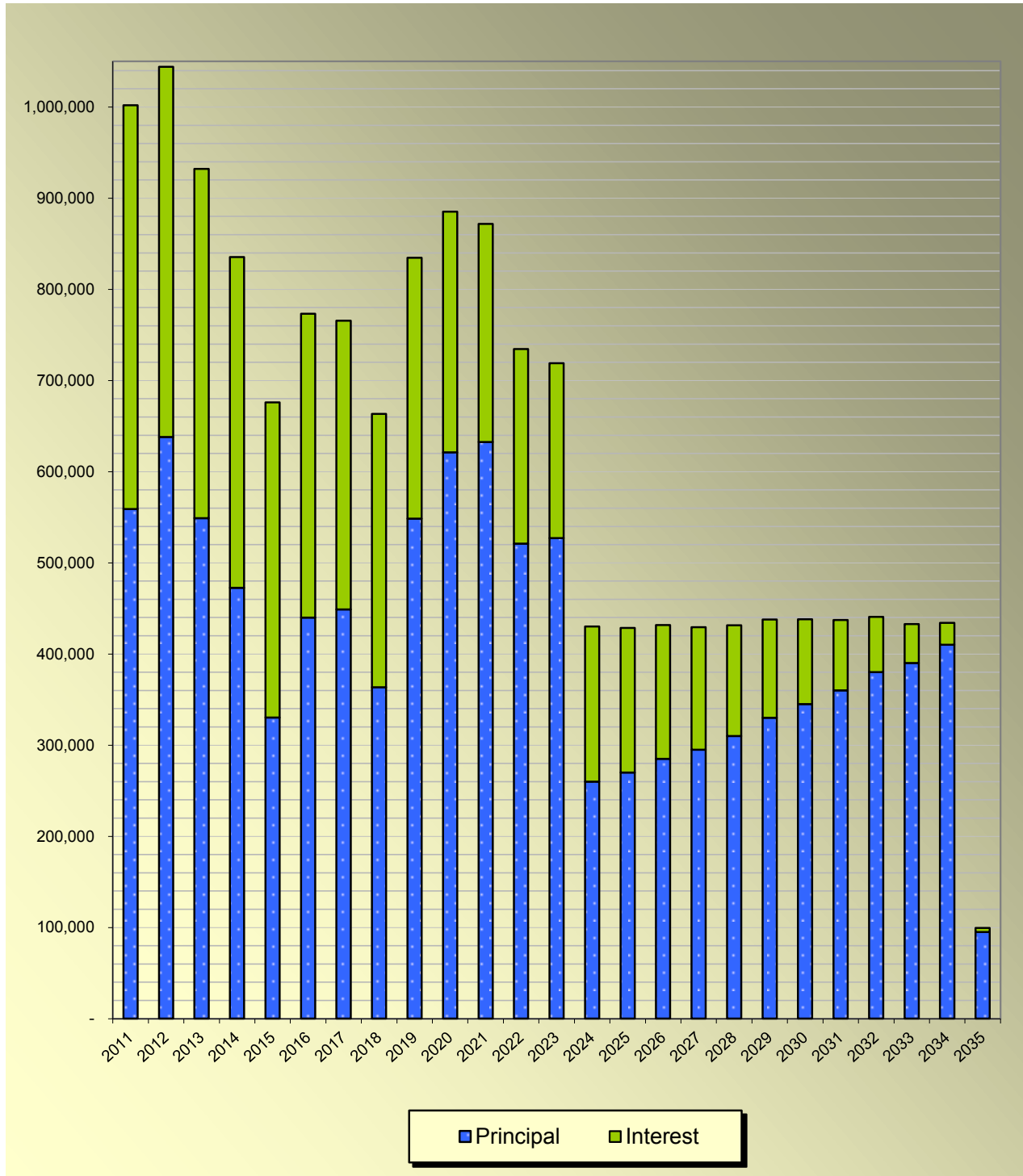
**TAX SUPPORTED FUTURE INDEBTEDNESS SCHEDULE  
2010-2011**

<b>GENERAL OBLIGATION DEBT</b>			
	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2010 - 2011	558,932	442,963	1,001,895
2011 - 2012	638,033	406,108	1,044,141
2012 - 2013	548,873	383,051	931,924
2013 - 2014	472,509	362,832	835,341
2014 - 2015	330,267	345,683	675,950
2015 - 2016	439,804	333,390	773,194
2016 - 2017	448,822	316,776	765,598
2017 - 2018	363,500	299,896	663,396
2018 - 2019	548,500	286,054	834,554
2019 - 2020	621,000	264,207	885,207
2020 - 2021	632,500	239,171	871,671
2021 - 2022	521,000	213,439	734,439
2022 - 2023	527,000	191,874	718,874
2023 - 2024	260,000	170,013	430,013
2024 - 2025	270,000	158,613	428,613
2025 - 2026	285,000	146,763	431,763
2026 - 2027	295,000	134,263	429,263
2027 - 2028	310,000	121,313	431,313
2028 - 2029	330,000	107,713	437,713
2029 - 2030	345,000	93,050	438,050
2030 - 2031	360,000	77,173	437,173
2031 - 2032	380,000	60,613	440,613
2032 - 2033	390,000	42,619	432,619
2033 - 2034	410,000	23,925	433,925
2034 - 2035	95,000	4,275	99,275
<b>TOTAL</b>	<b>10,380,740</b>	<b>5,225,767</b>	<b>15,606,507</b>

<b>Series Name</b>	<b>Principal Amount</b>
Series 1998 General Obligation Refunding	250,000
Series 2005 General Obligation Refunding	1,704,240
Series 2006 General Obligation Refunding	989,000
Series 2007 General Obligation Refunding	1,372,500
Series 2009 General Obligation	4,640,000
Series 2010 General Obligation	1,425,000
<b>TOTAL</b>	<b>10,380,740</b>

CITY OF COPPERAS COVE, TEXAS

GENERAL OBLIGATION TAX DEBT TO MATURITY  
2010-2011





**CITY OF COPPERAS COVE, TEXAS**

**TAX SUPPORTED FUTURE INDEBTEDNESS SCHEDULE  
2010-2011**

**CERTIFICATES OF OBLIGATION DEBT**

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2010 - 2011	195,000	325,787	520,787
2011 - 2012	200,000	316,599	516,599
2012 - 2013	305,000	307,440	612,440
2013 - 2014	410,000	296,276	706,276
2014 - 2015	640,000	279,935	919,935
2015 - 2016	710,000	255,038	965,038
2016 - 2017	720,000	226,296	946,296
2017 - 2018	770,000	198,429	968,429
2018 - 2019	481,500	168,360	649,860
2019 - 2020	448,000	148,113	596,113
2020 - 2021	466,000	129,476	595,476
2021 - 2022	484,000	110,098	594,098
2022 - 2023	497,500	89,979	587,479
2023 - 2024	415,000	69,344	484,344
2024 - 2025	430,000	52,993	482,993
2025 - 2026	450,000	36,051	486,051
2026 - 2027	465,000	18,321	483,321
<b>TOTAL</b>	<b>8,087,000</b>	<b>3,028,535</b>	<b>11,115,535</b>

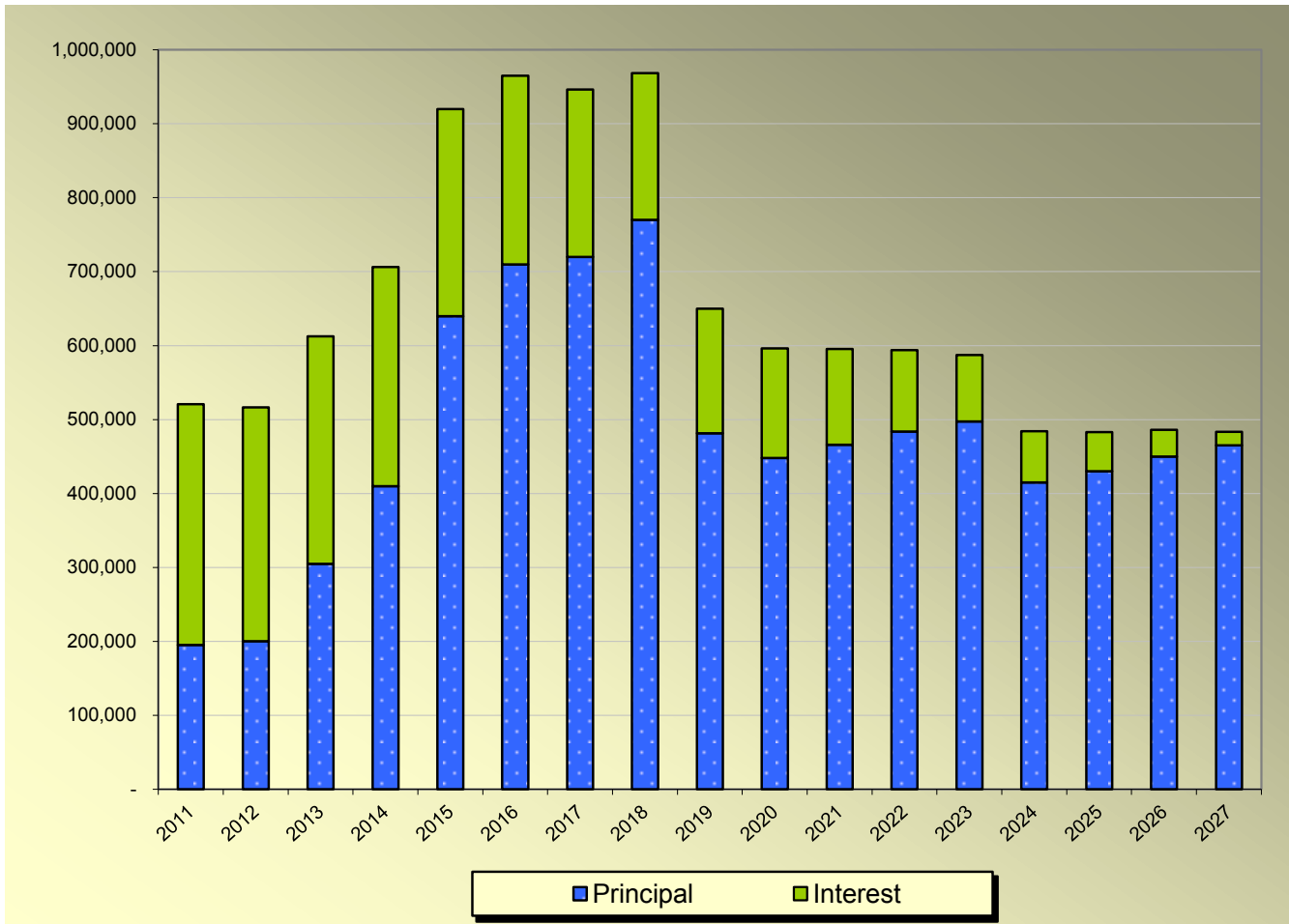
**Series Name**

**Principal Amount**

Series 2001 Combination Tax & Revenue	190,000
Series 2003 Combination Tax & Revenue	2,622,000
Series 2007 Combination Tax & Revenue	5,275,000
<b>TOTAL</b>	<b>8,087,000</b>

CITY OF COPPERAS COVE, TEXAS

CERTIFICATES OF OBLIGATION TAX DEBT TO MATURITY  
2010-2011



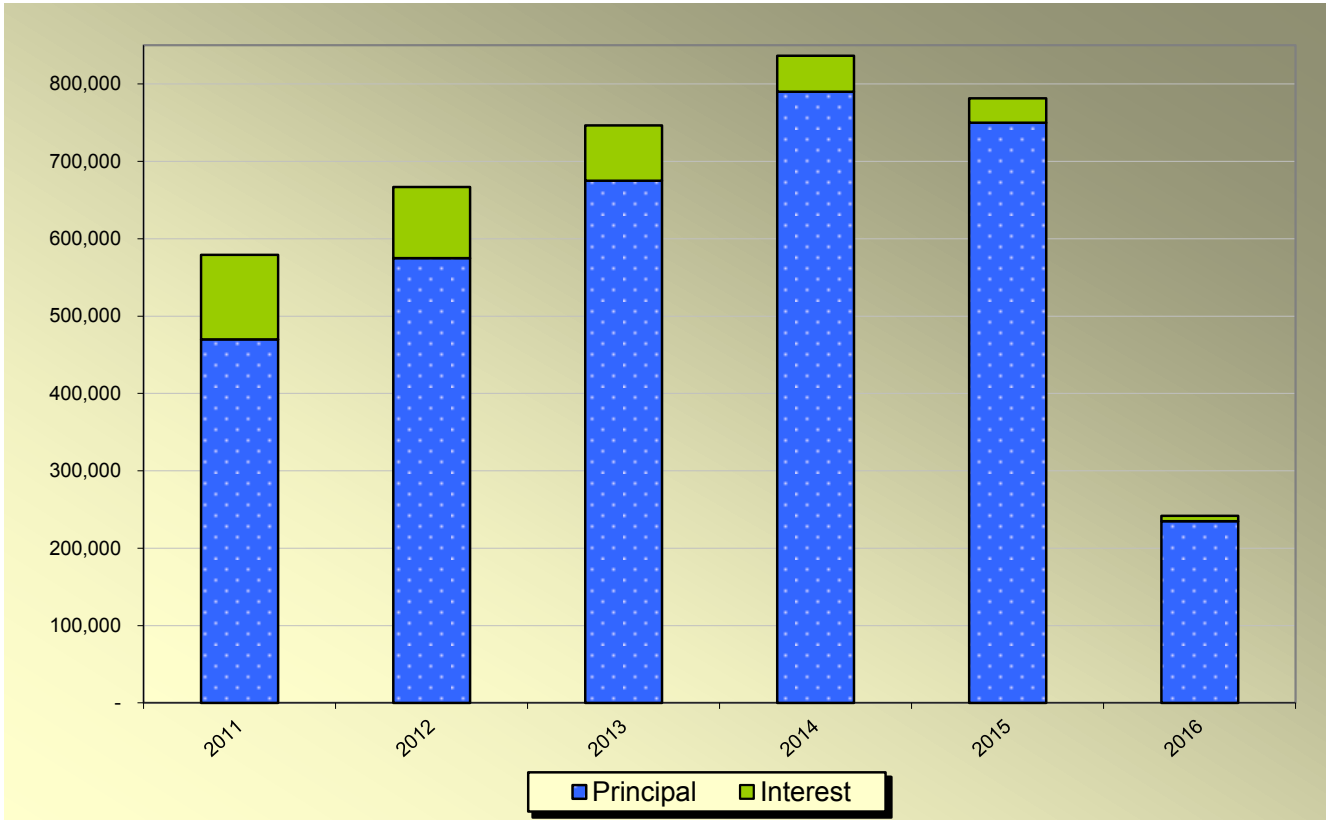
**CITY OF COPPERAS COVE, TEXAS**

**TAX SUPPORTED FUTURE INDEBTEDNESS SCHEDULE  
2010-2011**

<b>TAX NOTES DEBT</b>			
	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2010 - 2011	470,000	109,289	579,289
2011 - 2012	575,000	91,883	666,883
2012 - 2013	675,000	71,489	746,489
2013 - 2014	790,000	46,377	836,377
2014 - 2015	750,000	31,528	781,528
2015 - 2016	235,000	6,831	241,831
<b>TOTAL</b>	<b>3,495,000</b>	<b>357,397</b>	<b>3,852,397</b>

<b>Series Name</b>	<b>Principal Amount</b>
Series 2006 Tax Notes	510,000
Series 2008 Tax Notes	1,195,000
Series 2008A Tax Notes	995,000
Series 2009 Tax Notes	630,000
Series 2010 Tax Notes	165,000
<b>TOTAL</b>	<b>3,495,000</b>

**CITY OF COPPERAS COVE, TEXAS**  
**TAX NOTES TAX DEBT TO MATURITY**  
**2010-2011**



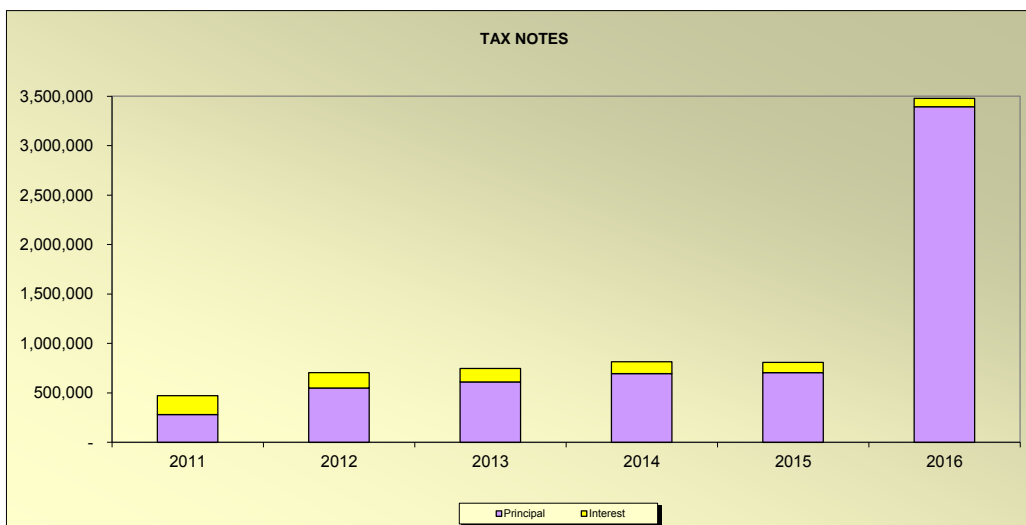
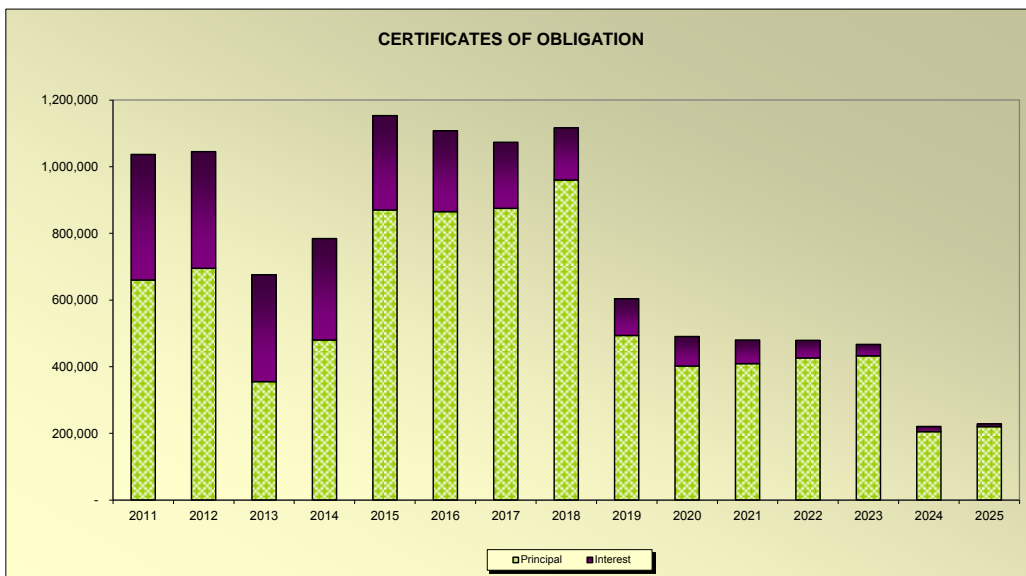
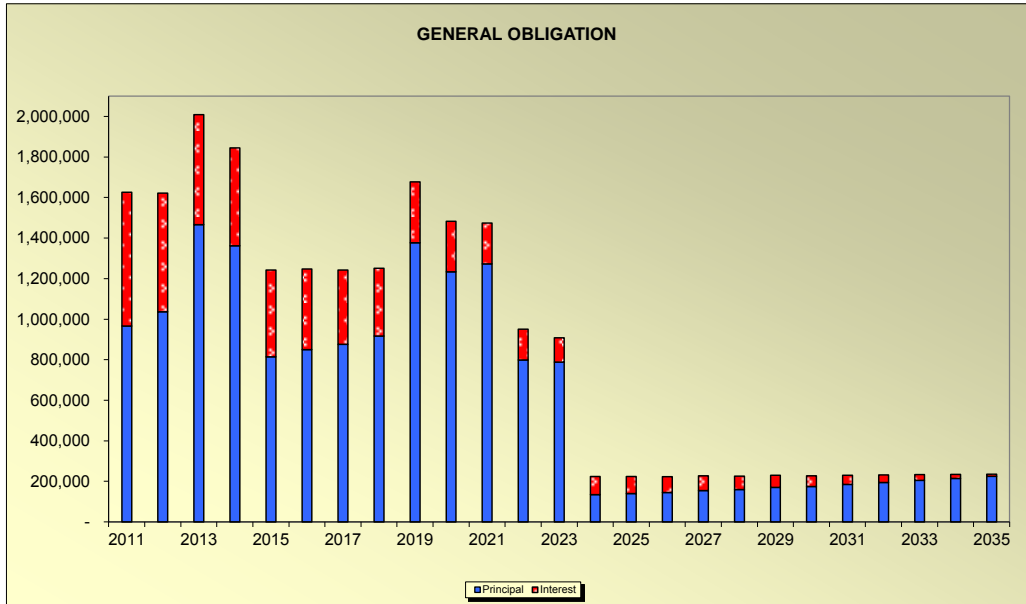
**CITY OF COPPERAS COVE, TEXAS**  
**FUTURE INDEBTEDNESS SCHEDULE**  
**2010-2011**

<b>WATER &amp; SEWER FUND DEBT GENERAL OBLIGATION BONDS</b>				<b>WATER &amp; SEWER FUND DEBT COMBINATION TAX &amp; REVENUE CERTIFICATES OF OBLIGATION</b>			
Year	Principal	Interest	Total	Year	Principal	Interest	Total
2010 - 2011	966,068	659,621	1,625,689	2010 - 2011	660,000	376,597	1,036,597
2011 - 2012	1,036,967	584,515	1,621,482	2011 - 2012	695,000	349,996	1,044,996
2012 - 2013	1,466,126	542,304	2,008,430	2012 - 2013	355,000	320,594	675,594
2013 - 2014	1,362,492	482,193	1,844,685	2013 - 2014	480,000	304,172	784,172
2014 - 2015	814,733	427,492	1,242,225	2014 - 2015	870,000	283,025	1,153,025
2015 - 2016	850,196	397,662	1,247,858	2015 - 2016	865,000	242,749	1,107,749
2016 - 2017	876,178	366,501	1,242,679	2016 - 2017	875,000	198,097	1,073,097
2017 - 2018	916,500	334,300	1,250,800	2017 - 2018	960,000	156,225	1,116,225
2018 - 2019	1,376,500	300,763	1,677,263	2018 - 2019	493,500	110,233	603,733
2019 - 2020	1,234,000	248,696	1,482,696	2019 - 2020	402,000	88,354	490,354
2020 - 2021	1,272,500	201,328	1,473,828	2020 - 2021	409,000	70,788	479,788
2021 - 2022	799,000	151,916	950,916	2021 - 2022	426,000	52,873	478,873
2022 - 2023	788,000	120,363	908,363	2022 - 2023	432,500	34,244	466,744
2023 - 2024	135,000	89,238	224,238	2023 - 2024	205,000	15,428	220,428
2024 - 2025	140,000	83,838	223,838	2024 - 2025	220,000	7,986	227,986
2025 - 2026	145,000	78,238	223,238	2025 - 2026	-	-	-
2026 - 2027	155,000	72,438	227,438	2026 - 2027	-	-	-
2027 - 2028	160,000	66,238	226,238	2027 - 2028	-	-	-
2028 - 2029	170,000	59,838	229,838	2028 - 2029	-	-	-
2029 - 2030	175,000	52,613	227,613	2029 - 2030	-	-	-
2030 - 2031	185,000	45,175	230,175	2030 - 2031	-	-	-
2031 - 2032	195,000	37,313	232,313	2031 - 2032	-	-	-
2032 - 2033	205,000	29,025	234,025	2032 - 2033	-	-	-
2033 - 2034	215,000	19,800	234,800	2033 - 2034	-	-	-
2034 - 2035	225,000	10,125	235,125	2034 - 2035	-	-	-
<b>TOTAL</b>	<b>15,864,260</b>	<b>5,461,527</b>	<b>21,325,787</b>	<b>TOTAL</b>	<b>8,348,000</b>	<b>2,611,359</b>	<b>10,959,359</b>

<b>WATER &amp; SEWER FUND DEBT TAX NOTES</b>			
Year	Principal	Interest	Total
2010 - 2011	280,000	190,971	470,971
2011 - 2012	550,000	153,840	703,840
2012 - 2013	610,000	137,397	747,397
2013 - 2014	695,000	118,091	813,091
2014 - 2015	705,000	103,615	808,615
2015 - 2016	3,395,000	82,381	3,477,381
2016 - 2017	-	-	-
2017 - 2018	-	-	-
2018 - 2019	-	-	-
2019 - 2020	-	-	-
2020 - 2021	-	-	-
2021 - 2022	-	-	-
2022 - 2023	-	-	-
2023 - 2024	-	-	-
2024 - 2025	-	-	-
<b>TOTAL</b>	<b>6,235,000</b>	<b>786,295</b>	<b>7,021,295</b>

Series Name	Principal Amount
Series 2001 Combination Tax & Revenue Certificates of Obligation	630,000
Series 2003 Combination Tax & Revenue Certificates of Obligation	5,153,000
Series 2003A General Obligation Refunding	2,650,000
Series 2005 Combination Tax & Revenue Certificates of Obligation	2,565,000
Series 2005 General Obligation Refunding	2,795,760
Series 2006 General Obligation Refunding	3,956,000
Series 2007 General Obligation Refunding	3,202,500
Series 2008 Tax Note	955,000
Series 2008A Tax Note	535,000
Series 2009 Tax Note	860,000
Series 2010 General Obligation	3,260,000
Series 2010 Tax Note	3,885,000
<b>TOTAL</b>	<b>30,447,260</b>

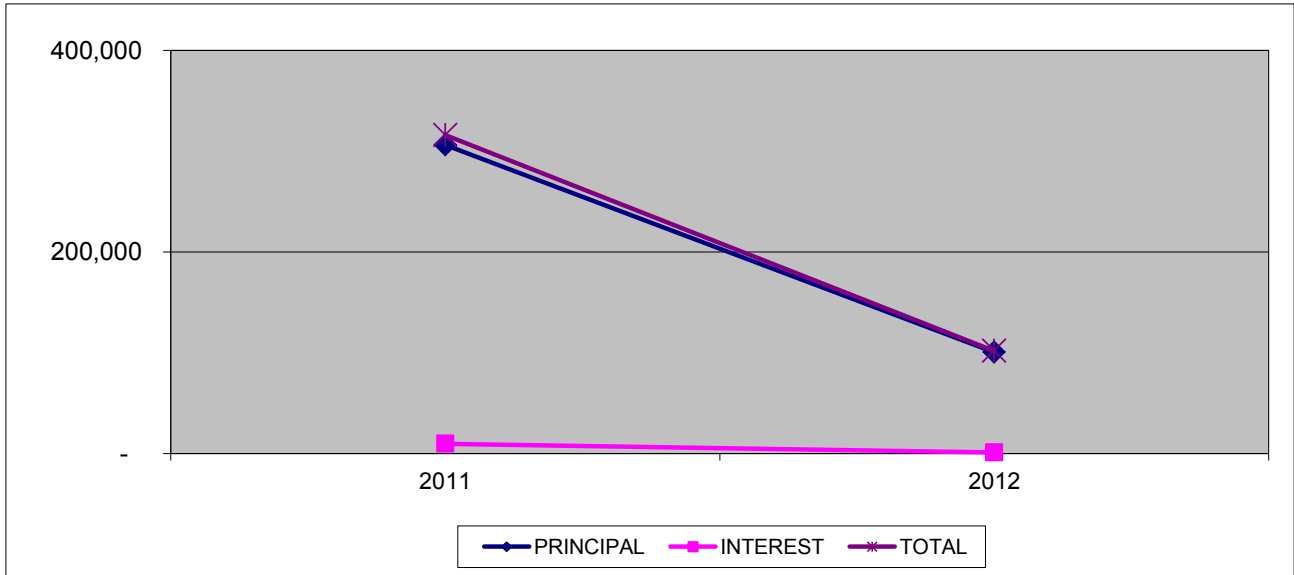
**CITY OF COPPERAS COVE, TEXAS**  
**WATER & SEWER FUND DEBT TO MATURITY**  
 2010-2011



**CAPITAL LEASES  
TOTAL REQUIREMENTS**

OUTSTANDING OCTOBER 2010  
\$ 418,174

YEAR	PRINCIPAL	INTEREST	TOTAL REQUIREMENTS	DEBT OUTSTANDING
2011	306,347	9,836	316,183	101,992
2012	100,681	1,310	101,991	-



**CAPITAL LEASES**

**\$98,561 CAPITAL LEASE - BACKHOE FOR DRAINAGE & DEFIBRILLATOR - JULY 2005**

OUTSTANDING OCTOBER 2010  
\$ 1,832

YEAR	PRINCIPAL	INTEREST	INTEREST RATE	TOTAL REQUIREMENTS	DEBT OUTSTANDING
2011	1,826	6	3.97%	1,832	-

**CAPITAL LEASES**

**\$552,002 CAPITAL LEASE - VARIOUS EQUIPMENT, BACKHOE LOADER - FEBRUARY 2006**

OUTSTANDING OCTOBER 2010  
\$ 50,703

YEAR	PRINCIPAL	INTEREST	INTEREST RATE	TOTAL REQUIREMENTS	DEBT OUTSTANDING
2011	50,213	490	3.898%	50,703	-

**CAPITAL LEASES**

**\$185,538 CAPITAL LEASE - DELL COMPUTERS/RECYCLING EQUIPMENT - APRIL 2006**

OUTSTANDING OCTOBER 2010

\$ 18,172

<b>YEAR</b>	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>INTEREST RATE</b>	<b>TOTAL REQUIREMENTS</b>	<b>DEBT OUTSTANDING</b>
2011	17,792	380	3.918%	18,172	-

**CAPITAL LEASES**

**\$525,227 CAPITAL LEASE - VARIOUS SOLID WASTE EQUIPMENT - DECEMBER 2007**

OUTSTANDING OCTOBER 2010

\$ 176,200

<b>YEAR</b>	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>INTEREST RATE</b>	<b>TOTAL REQUIREMENTS</b>	<b>DEBT OUTSTANDING</b>
2011	137,099	3,861	3.898%	140,960	35,240
2012	35,034	206	3.898%	35,240	-

**CAPITAL LEASES**

**\$314,003 CAPITAL LEASE - VARIOUS EQUIPMENT & SOFTWARE - JULY 2008**

OUTSTANDING OCTOBER 2010

\$ 144,277

<b>YEAR</b>	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>INTEREST RATE</b>	<b>TOTAL REQUIREMENTS</b>	<b>DEBT OUTSTANDING</b>
2011	81,939	3,524	3.480%	85,464	58,813
2012	57,886	927	3.480%	58,813	-

**CAPITAL LEASES**

**\$50,612 CAPITAL LEASE - MUNICIPAL COURT MODULE - JUNE 2009**

OUTSTANDING OCTOBER 2010

\$ 26,991

<b>YEAR</b>	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>INTEREST RATE</b>	<b>TOTAL REQUIREMENTS</b>	<b>DEBT OUTSTANDING</b>
2011	17,479	1,574	8.000%	19,053	7,938
2012	7,761	177	8.000%	7,938	-

**CAPITAL LEASES**

**\$146,800 CAPITAL LEASE - COMPUTERS AND SERVERS - OCTOBER 2009**

\* Computers and Servers Capital Lease was reclassified as an operating lease.

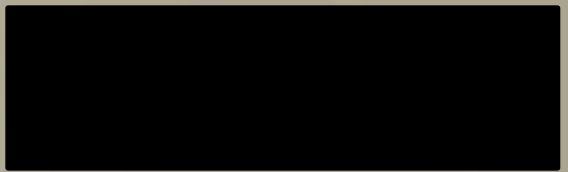




# Capital Outlay



City Built for Family Living.



Pictured on Front of this Tab Page:

Top Picture: Texas Workforce Solutions 2010 summer employees (Left to Right: Ashley Byers and Amanda Good).

Bottom Picture: Motor Patrol Officer Joey Diaz.

# 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 2010-11 Adopted Budget and Plan of Municipal Services for capital outlay is \$192,538. This amount represents an increase of \$52,176 or 37% above the amount of capital outlay that was budgeted in fiscal year 2009-10.

<b>Fund</b>	<b>FY 2007 Budget</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>	<b>FY 2010 Budget</b>	<b>FY 2011 Budget</b>
General Fund	\$294,832	\$284,231	\$110,584	\$69,600	\$154,694
Water & Sewer Fund	\$104,142	\$121,107	\$42,200	\$31,835	-
Solid Waste Fund	\$44,650	\$33,500	\$4,300	-	-
Golf Course Fund	-	\$1,700	\$15,700	-	-
Recreation Activities Fund	\$3,500	\$24,720	-	-	-
Drainage Utility Fund	\$241,200	\$206,975	-	\$9,000	\$20,949
Cemetery Fund	\$2,500	-	-	-	-
Hotel / Motel Fund	\$30,000	-	-	-	-
Library Gifts & Memorials Fund	-	-	\$4,673	\$4,627	\$1,400
Library Grants Fund	-	-	\$19,521	\$12,300	-
Animal Shelter Fund	-	-	\$4,996	-	-
Municipal Court Efficiency Fund	\$1,065	-	\$1,085	-	-
Municipal Court Technology Fund	\$8,373	\$15,600	\$28,286	\$13,000	\$15,495
Municipal Court Security Fund	\$700	-	-	-	-
<b>Total</b>	<b>\$730,962</b>	<b>\$687,833</b>	<b>\$231,345</b>	<b>\$140,362</b>	<b>\$192,538</b>

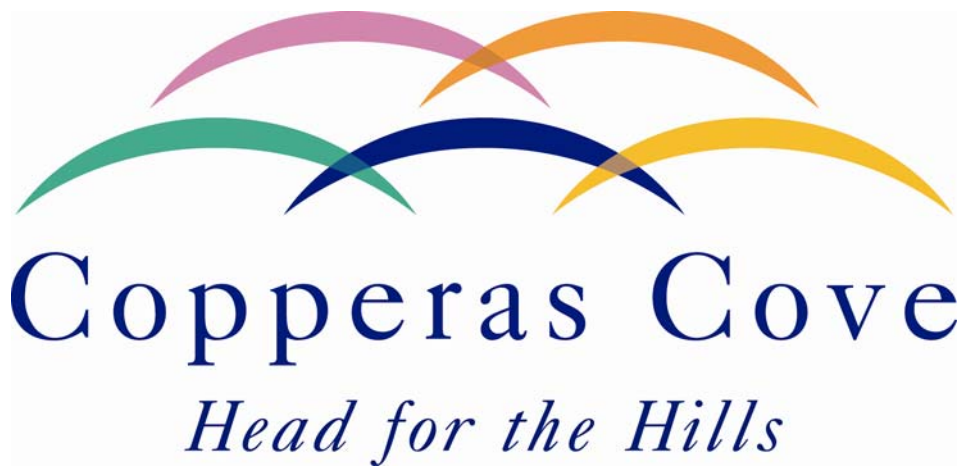
**The City Built for Family Living**

**CITY OF COPPERAS COVE, TEXAS  
 DETAILED LISTING OF BUDGETED CAPITAL OUTLAY  
 FISCAL YEAR 2010-11**

Account	Description	Amount	Total by Account
<b>GENERAL FUND</b>			
<b><u>Police Department</u></b>			
01-4230-4200-8300	2011 Police Pursuit Vehicle (2)	63,200	63,200
	<b>Total</b>	<b>\$ 63,200</b>	<b>\$ 63,200</b>
<b><u>Animal Control</u></b>			
01-4230-4300-8300	2011 Ford Ranger	\$ 22,414	\$ 22,414
	<b>Total</b>	<b>\$ 22,414</b>	<b>\$ 22,414</b>
<b><u>Fire Department</u></b>			
01-4240-4400-8200	Recliners (2) and Bedding Cabinets	3,000	3,000
01-4240-4400-8400	PPE Replacement Program	15,000	15,000
	<b>Total</b>	<b>\$ 18,000</b>	<b>\$ 18,000</b>
<b><u>Library</u></b>			
01-4320-7100-8501	Adult & Teen Books (Fiction)	\$ 6,250	\$ 6,250
01-4320-7100-8501	Adult & Teen Books (Non-Fiction)	4,000	4,000
01-4320-7100-8501	Adult & Teen Books (Large Print)	720	720
01-4320-7100-8502	Children's Books	10,600	10,600
01-4320-7100-8503	Reference Books	11,360	11,360
01-4320-7100-8504	Audio Books	7,800	7,800
01-4320-7100-8505	Genealogy Books	600	600
	<b>Total</b>	<b>\$ 41,330</b>	<b>\$ 41,330</b>
<b><u>Streets</u></b>			
01-4410-5300-8400	Sign Retroflectometer	\$ 9,750	\$ 9,750
	<b>Total</b>	<b>\$ 9,750</b>	<b>\$ 9,750</b>
<b>TOTAL GENERAL FUND</b>		<b>\$ 154,694</b>	<b>\$ 154,694</b>
<b>DRAINAGE UTILITY FUND</b>			
<b><u>Drainage</u></b>			
05-4410-7600-8300	Chevrolet Silverado Pickup - HD 2500	\$ 20,949	\$ 20,949
	<b>Total</b>	<b>\$ 20,949</b>	<b>\$ 20,949</b>
<b>TOTAL DRAINAGE UTILITY FUND</b>		<b>\$ 20,949</b>	<b>\$ 20,949</b>
<b>LIBRARY GIFTS &amp; MEMORIALS FUND</b>			
11-4320-7100-8501	Adult & Young Adult Books	\$ 300	\$ 300
11-4320-7100-8502	Children's Books	600	600
11-4320-7100-8503	Reference Books	500	500
	<b>Total</b>	<b>\$ 1,400</b>	<b>\$ 1,400</b>
<b>TOTAL LIBRARY GIFTS &amp; MEMORIALS FUND</b>		<b>\$ 1,400</b>	<b>\$ 1,400</b>

**CITY OF COPPERAS COVE, TEXAS  
 DETAILED LISTING OF BUDGETED CAPITAL OUTLAY  
 FISCAL YEAR 2010-11**

Account	Description	Amount	Total by Account
<b>MUNICIPAL COURT TECHNOLOGY FUND</b>			
54-4220-4102-8402	Personal Computers	\$ 15,495	\$ 15,495
	<b>Total</b>	<b>\$ 15,495</b>	<b>\$ 15,495</b>
<b>TOTAL MUNICIPAL COURT TECHNOLOGY FUND</b>		<b>\$ 15,495</b>	<b>\$ 15,495</b>
<b>TOTAL ALL FUNDS</b>		<b>\$ 192,538</b>	<b>\$ 192,538</b>

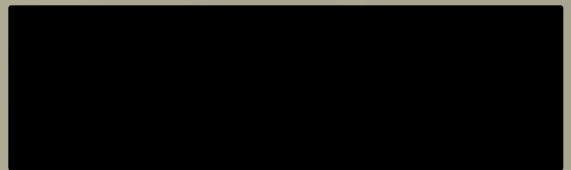




# Capital Improvements



City Built for Family Living.



Pictured on Front of this Tab Page:

Top Picture: Northeast Sewer Line Project, 2010.

Bottom Picture: South Park Pool renovated, reopened Spring 2010.



# 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. Beginning in FY 2010-11, this section of the Annual Budget and Plan of Municipal Services attempts to identify the capital improvements the City has budgeted for prior to 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 and amended the plan on August 31, 2010.

In this section of the budget book, a financial statement detailing revenues and expenditures for each current bond construction fund established prior to FY 2009-10 is provided. The Adopted FY 2010-2014 Capital Improvement Plan document (amended August 31, 2010) provides project details, including funding source and use, for projects starting in FY 2010. As bond construction funds established prior to FY 2009-10 are completed, capital improvement projects will only be included in the Adopted Capital Improvement Plan document.

***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 adopted in October 2009 was amended on August 31, 2010.

### ***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. The Capital Improvement Plan that was adopted by the City Council in October 2009 did not include major equipment purchases.

### ***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 2010-11 includes capital projects started prior to FY 2010. 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 shown in the table are included in the FY 2011 budget.

## FY 2010-11 CAPITAL IMPROVEMENT PROJECTS BY FUNDING SOURCE

### Ongoing Projects

(See amended FY 2010 - FY 2014 Capital Improvement Plan for All Other Projects)

Fund/Project	General Obligation Bonds	Limited Tax Notes	Certificates of Obligation	Total
<b>2006 Limited Tax Notes</b>				
Professional Services - PD		98,889		<b>98,889</b>
<b>2008 Limited Tax Notes</b>				
Rolling Heights Drainage		153,285		<b>153,285</b>
<b>2008A Limited Tax Notes</b>				
Recycling Center Expansion		73,767		<b>73,767</b>
<b>2009 Limited Tax Notes</b>				
Long Mountain Tank Rehabilitation		57,132		<b>57,132</b>
Transfer Station Tipping/Renovations		240,420		<b>240,420</b>
Civic Center Renovations		183,651		<b>183,651</b>

## 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.
- **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 2010-11**

Account	Description	Total Project Budget**	As of FY 2008-09	Projected FY 2009-10	Adopted FY 2010-11
<b>Beginning Fund Balance</b>					
90-300-0001	Fund Balance	\$ -	\$ -	263,969	264,409
<b>Revenues</b>					
90-390-1001	Bond Proceeds	\$ 1,914,227	\$ 1,914,227	\$ -	\$ -
90-370-6001	Interest Revenue	94,500	93,610	440	452
90-390-6005	Miscellaneous Revenue	1,500	1,500	-	-
<b>Total Revenues</b>		<b>\$ 2,010,227</b>	<b>\$ 2,009,337</b>	<b>\$ 440</b>	<b>\$ 452</b>
<b>Expenditures*</b>					
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	-	264,861
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 Fee	9,418	9,418	-	-
<b>Total Expenditures</b>		<b>\$ 2,010,227</b>	<b>\$ 1,745,369</b>	<b>\$ -</b>	<b>\$ 264,861</b>
<b>Ending Fund Balance</b>					
90-300-0001	Fund Balance	\$ -	\$ 263,969	\$ 264,409	\$ 0

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement budget amendments as approved by City Council and the annual CIP Adoption on 08/31/2010.

**City of Copperas Cove, Texas  
2003 Certificates of Obligation  
Tax Supported Capital Projects  
FY 2010-11**

Account	Description	Total Project Budget**	As of FY 2008-09	Projected FY 2009-10	Adopted FY 2010-11
<b>Beginning Fund Balance</b>					
70-300-0001	Fund Balance	\$ -	\$ -	\$ 424,514	\$ 365,898
<b>Revenues</b>					
70-390-1003	Bond Proceeds	\$ 4,190,000	\$ 4,190,000	\$ -	\$ -
70-370-6001	Interest Revenue	235,900	234,788	570	500
70-370-6005	Miscellaneous Revenue	1,953	1,953	-	-
<b>Total Revenues</b>		<b>\$ 4,427,853</b>	<b>\$ 4,426,741</b>	<b>\$ 570</b>	<b>\$ 500</b>
<b>Expenditures*</b>					
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	-	366,398
70-4615-5400-9035	City Hall Roof Repairs	11,441	11,441	-	-
70-4615-5400-9037	Human Resources Bldg. Repairs	94,312	94,313	-	-
70-4615-8500-6014	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	59,186	-
<b>Total Expenditures</b>		<b>\$ 4,427,853</b>	<b>\$ 4,002,227</b>	<b>\$ 59,186</b>	<b>\$ 366,398</b>
<b>Ending Fund Balance</b>					
70-300-0001	Fund Balance	\$ -	\$ 424,514	\$ 365,898	\$ 0

\* Prior year expenditures have been reconciled to the fund cash balance.

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**City of Copperas Cove, Texas  
2003 Certificates of Obligation  
(Phase III of Water/Wastewater CIP)  
FY 2010-11**

Account	Description	Total Project Budget**	As of FY 2008-09	Projected FY 2009-10	Adopted FY 2010-11
<b>Beginning Fund Balance</b>					
71-300-0001	Fund Balance	\$ -	\$ -	\$ 910,135	\$ 430,950
<b>Revenues</b>					
71-390-1003	Bond Proceeds	\$ 9,820,000	\$ 9,820,000	\$ -	\$ -
71-370-6001	Interest Revenue	552,400	551,697	490	214
71-390-1001	Developer Contributions	21,085	21,085	-	-
71-370-6005	Miscellaneous Revenue	167,966	167,966	-	-
<b>Total Revenues</b>		<b>\$ 10,561,451</b>	<b>\$ 10,560,748</b>	<b>\$ 490</b>	<b>\$ 214</b>
<b>Expenditures*</b>					
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	9,995	-	-
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	-	-
71-4615-8500-9014	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	847,896	367,057	1,868	-
71-4615-8500-9021	Water Model Study	84,196	84,196	-	-
71-4615-8500-9322	Principal 2003 CO	445,000	230,000	215,000	215,000
71-4615-8500-9422	Interest 2003 CO	485,035	270,035	262,807	216,164
<b>Total Expenditures</b>		<b>\$ 10,561,451</b>	<b>\$ 9,650,610</b>	<b>\$ 479,675</b>	<b>\$ 431,164</b>
<b>Ending Fund Balance</b>					
71-300-0001	Fund Balance	\$ -	\$ 910,135	\$ 430,950	\$ 0

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement budget amendments as approved by City Council and the annual CIP Adoption on 08/31/2010.

City of Copperas Cove, Texas  
2006 Limited Tax Notes  
Capital Equipment/Land & Professional Services  
FY 2010-11

Account	Description	Total Project Budget**	As of FY 2008-09	Projected FY 2009-10	Adopted FY 2010-11
<b>Beginning Fund Balance</b>					
73-300-0001	Fund Balance	\$ -	\$ -	\$ 98,772	\$ 98,862
<b>Revenues</b>					
73-390-1003	Bond Proceeds	\$ 1,260,000	\$ 1,260,000	\$ -	\$ -
73-370-6001	Interest Revenue	84,450	84,333	90	27
<b>Total Revenues</b>		<u>\$ 1,344,450</u>	<u>\$ 1,344,333</u>	<u>\$ 90</u>	<u>\$ 27</u>
<b>Expenditures*</b>					
73-4617-9900-9500	Bond Issuance Costs	\$ 25,796	\$ 25,796	\$ -	\$ -
73-4617-9900-6014	Arbitrage Rebate Service Fee	5,025	5,025	-	-
73-4617-4200-2200	Postage	20	20	-	-
73-4617-4200-6800	Professional Services	853,505	754,616	-	98,889
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	-	-
<b>Total Expenditures</b>		<u>\$ 1,344,450</u>	<u>\$ 1,245,561</u>	<u>\$ -</u>	<u>\$ 98,889</u>
<b>Ending Fund Balance</b>					
73-253-0001	Fund Balance	<u>\$ -</u>	<u>\$ 98,772</u>	<u>\$ 98,862</u>	<u>\$ 0</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

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**City of Copperas Cove, Texas**  
**2008 Limited Tax Notes**  
**Tax Supported**  
**FY 2010-11**

Account	Description	Total Project Budget**	As of FY 2008-09	Projected FY 2009-10	Adopted FY 2010-11
<b>Beginning Fund Balance</b>					
75-300-0001	Fund Balance	\$ -	\$ -	\$ 684,770	\$ 484,405
<b>Revenues</b>					
75-390-1001	Bond Proceeds	\$ 1,485,000	1,485,000	\$ -	\$ -
75-370-6001	Interest Revenue	25,600	24,025	940	500
75-390-6005	Miscellaneous Revenue	99,500	83,000	16,500	-
<b>Total Revenues</b>		<b>\$ 1,610,100</b>	<b>\$ 1,592,025</b>	<b>\$ 17,440</b>	<b>\$ 500</b>
<b>Expenditures*</b>					
75-4190-7500-6014	Arbitrage Rebate Service Fee	\$ 1,040	\$ 1,040	\$ -	\$ -
75-4190-7500-9500	Bond Issuance Costs	22,919	22,919	-	-
75-4190-7500-9032	Baseball Field Lighting	58,230	58,230	-	-
75-4190-7500-9033	Camp Liveoak Renovation	18,616	2,600	-	-
75-4190-7500-9034	Cash Receipts - City Wide	16,471	16,471	-	-
75-4190-7500-9035	Fire Station Reloc. Land	141,794	2,593	139,201	-
75-4190-7500-9036	Playscape - City Park	56,016	33,113	26,062	-
75-4190-7500-9037	Playscape - Kate Street	35,030	35,030	-	-
75-4190-7500-9038	Recreation Center	323,794	15,095	-	308,699
75-4190-7500-9039	Park Renovations	31,781	31,781	-	-
75-4190-7500-9040	Library Renovations	40,910	2,500	38,410	-
75-4190-7500-9041	Soccer Field Lighting	71,670	71,670	-	-
75-4190-7500-9042	Active Software (Parks)	4,700	4,700	-	-
75-4190-7500-9043	Summers Rd/Street Reconstruction	610,924	609,514	10,300	-
75-4190-7500-9300	Principal 2008 Tax Notes	145,000	-	3,832	145,000
75-4190-7500-9400	Interest 2008 Tax Notes	31,206	-	-	31,206
<b>Total Expenditures</b>		<b>\$ 1,610,100</b>	<b>\$ 907,255</b>	<b>\$ 217,805</b>	<b>\$ 484,905</b>
<b>Ending Fund Balance</b>					
75-300-0001	Fund Balance	\$ -	\$ 684,770	\$ 484,405	\$ (0)

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement budget amendments as approved by City Council and the annual CIP Adoption on 08/31/2010.

**City of Copperas Cove, Texas**  
**2008 Limited Tax Notes**  
**Drainage**  
**FY 2010-11**

Account	Description	Total Project Budget**	As of FY 2008-09	Projected FY 2009-10	Adopted FY 2010-11
<b>Beginning Fund Balance</b>					
78-300-0001	Fund Balance	\$ -	\$ -	\$ 153,045	\$ 153,285
<b>Revenues</b>					
78-390-1001	Bond Proceeds	\$ 155,000	\$ 155,000	\$ -	\$ -
78-370-6001	Interest Revenue	2,700	2,478	240	-
<b>Total Revenues</b>		<u>\$ 157,700</u>	<u>\$ 157,478</u>	<u>\$ 240</u>	<u>\$ -</u>
<b>Expenditures*</b>					
78-4410-7600-9500	Bond Issuance Costs	\$ 4,433	\$ 4,433	\$ -	\$ -
78-4410-7600-9037	Rolling Heights Drainage	153,267	-	-	153,285
<b>Total Expenditures</b>		<u>\$ 157,700</u>	<u>\$ 4,433</u>	<u>\$ -</u>	<u>\$ 153,285</u>
<b>Ending Fund Balance</b>					
78-253-0001	Fund Balance	<u>\$ -</u>	<u>\$ 153,045</u>	<u>\$ 153,285</u>	<u>\$ (0)</u>

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**City of Copperas Cove, Texas**  
**2008A Limited Tax Notes**  
**Tax Supported**  
**FY 2010-11**

Account	Description	Total Project Budget**	As of FY 2008-09	Projected FY 2009-10	Adopted FY 2010-11
<b>Beginning Fund Balance</b>					
79-300-0001	Fund Balance	\$ -	\$ -	\$ 348,685	\$ 316,157
<b>Revenues</b>					
79-390-1001	Bond Proceeds	\$ 1,060,000	\$ 1,060,000	\$ -	\$ -
79-370-6001	Interest Revenue	6,000	5,582	460	100
<b>Total Revenues</b>		<u>\$ 1,066,000</u>	<u>\$ 1,065,582</u>	<u>\$ 460</u>	<u>\$ 100</u>
<b>Expenditures*</b>					
79-4190-7500-8200	Furniture	\$ 15,839	\$ 15,839	\$ -	\$ -
79-4190-7500-8300	Vehicles	309,619	252,071	-	-
79-4190-7500-8400	General Equipment	37,346	37,346	-	-
79-4190-7500-8402	Electronic Equipment	225,508	224,452	-	-
79-4190-7500-8500	Facilities	9,500	9,500	-	-
79-4190-7500-9045	City Smart Lighting Upgrade	56,461	30,499	25,962	-
79-4190-7500-9046	Bradford Drive Road Extension	271,038	6,500	7,026	316,257
79-4190-7500-9047	Summers Rd/Street Reconstruction	120,990	120,990	-	-
79-4190-7500-9500	Bond Issuance Costs	19,699	19,699	-	-
<b>Total Expenditures</b>		<u>\$ 1,066,000</u>	<u>\$ 716,897</u>	<u>\$ 32,988</u>	<u>\$ 316,257</u>
<b>Ending Fund Balance</b>					
79-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 348,685</u>	<u>\$ 316,157</u>	<u>\$ -</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

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City of Copperas Cove, Texas  
2008A Limited Tax Notes  
Water & Sewer  
FY 2010-11

Account	Description	Total Project Budget**	As of FY 2008-09	Projected FY 2009-10	Adopted FY 2010-11
<b>Beginning Fund Balance</b>					
80-300-001	Fund Balance	\$ -	\$ -	\$ 156,111	\$ 7,403
<b>Revenues</b>					
80-390-1001	Bond Proceeds	\$ 640,000	\$ 640,000	\$ -	\$ -
80-370-6001	Interest Revenue	3,600	3,481	190	50
<b>Total Revenues</b>		<u>\$ 643,600</u>	<u>\$ 643,481</u>	<u>\$ 190</u>	<u>\$ 50</u>
<b>Expenditures*</b>					
80-4615-8500-8300	Vehicles	\$ 79,261	\$ 79,261	\$ -	\$ -
80-4615-8500-8400	General Equipment	34,505	34,505	26,000	-
80-4615-8500-8500	Facilities	132,828	19,577	112,898	-
80-4615-8500-9049	Retrofit One Clarifier at South Plant	329,254	296,276	-	7,453
80-4615-8500-9050	Water Tank Rehabs	57,925	47,925	10,000	-
80-4615-8500-9500	Bond Issuance Costs	9,827	9,827	-	-
<b>Total Expenditures</b>		<u>\$ 643,600</u>	<u>\$ 487,370</u>	<u>\$ 148,898</u>	<u>\$ 7,453</u>
<b>Ending Fund Balance</b>					
80-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 156,111</u>	<u>\$ 7,403</u>	<u>\$ -</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement budget amendments as approved by City Council and the annual CIP Adoption on 08/31/2010.

**City of Copperas Cove, Texas**  
**2008A Limited Tax Notes**  
**Solid Waste**  
**FY 2010-11**

Account	Description	Total Project Budget**	As of FY 2008-09	Projected FY 2009-10	Adopted FY 2010-11
<b>Beginning Fund Balance</b>					
81-300-0001	Fund Balance	\$ -	\$ -	\$ 73,628	\$ 73,738
<b>Revenues</b>					
81-390-1001	Bond Proceeds	\$ 285,000	\$ 285,000	\$ -	\$ -
81-370-6001	Interest Revenue	1,700	1,561	110	29
<b>Total Revenues</b>		<u>\$ 286,700</u>	<u>\$ 286,561</u>	<u>\$ 110</u>	<u>\$ 29</u>
<b>Expenditures*</b>					
81-4430-9500-8400	General Equipment	\$ 208,380	\$ 208,380	\$ -	\$ -
81-4430-9500-9051	Recycling Center Expansion	73,767	-	-	73,767
81-4430-9500-9500	Bond Issuance Costs	4,553	4,553	-	-
<b>Total Expenditures</b>		<u>\$ 286,700</u>	<u>\$ 212,933</u>	<u>\$ -</u>	<u>\$ 73,767</u>
<b>Ending Fund Balance</b>					
81-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 73,628</u>	<u>\$ 73,738</u>	<u>\$ -</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement budget amendments as approved by City Council and the annual CIP Adoption on 08/31/2010.

**City of Copperas Cove, Texas**  
**2008A Limited Tax Notes**  
**Drainage**  
**FY 2010-11**

Account	Description	Total Project Budget**	As of FY 2008-09	Projected FY 2009-10	Adopted FY 2010-11
<b>Beginning Fund Balance</b>					
82-300-0001	Fund Balance	\$ -	\$ -	\$ 82,219	\$ 61,176
<b>Revenues</b>					
82-390-1001	Bond Proceeds	\$ 175,000	\$ 175,000	\$ -	\$ -
82-370-6001	Interest Revenue	840	789	120	-
<b>Total Revenues</b>		<u>\$ 175,840</u>	<u>\$ 175,789</u>	<u>\$ 120</u>	<u>\$ -</u>
<b>Expenditures*</b>					
82-4410-8000-8400	General Equipment	\$ 62,786	\$ 62,786	\$ -	\$ -
82-4410-8000-9052	Martin Walker Study / Detention Design	86,771	4,500	21,163	61,176
82-4410-8000-9054	Tonkawa Village - Katlyn Circle	23,892	23,892	-	-
82-4410-8000-9500	Bond Issuance Costs	2,391	2,391	-	-
<b>Total Expenditures</b>		<u>\$ 175,840</u>	<u>\$ 93,570</u>	<u>\$ 21,163</u>	<u>\$ 61,176</u>
<b>Ending Fund Balance</b>					
82-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 82,219</u>	<u>\$ 61,176</u>	<u>\$ -</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement budget amendments as approved by City Council and the annual CIP Adoption on 08/31/2010.



**City of Copperas Cove, Texas  
2009 General Obligation  
Drainage  
FY 2010-11**

Account	Description	Total Project Budget**	As of FY 2008-09	Projected FY 2009-10	Adopted FY 2010-11
<b>Beginning Fund Balance</b>					
64-300-0001	Fund Balance	\$ -	\$ -	\$ 103,804	\$ 7,904
<b>Revenues</b>					
64-390-1001	Bond Proceeds	\$ 105,000	\$ 105,000	\$ -	\$ -
64-370-6001	Interest Revenue	1,500	15	150	50
<b>Total Revenues</b>		<u>\$ 106,500</u>	<u>\$ 105,015</u>	<u>\$ 150</u>	<u>\$ 50</u>
<b>Expenditures*</b>					
64-4410-8000-9030	Lutheran Church Road - Drainage	\$ 100,770	\$ -	\$ 96,111	\$ 7,954
64-4410-8000-9500	Bond Issuance Costs	5,730	1,211	(61)	-
<b>Total Expenditures</b>		<u>\$ 106,500</u>	<u>\$ 1,211</u>	<u>\$ 96,050</u>	<u>\$ 7,954</u>
<b>Ending Fund Balance</b>					
64-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 103,804</u>	<u>\$ 7,904</u>	<u>\$ -</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement budget amendments as approved by City Council and the annual CIP Adoption on 08/31/2010.

**City of Copperas Cove, Texas  
2009 General Obligation  
Tax Supported  
FY 2010-11**

Account	Description	Total Project Budget**	As of FY 2008-09	Projected FY 2009-10	Adopted FY 2010-11
<b>Beginning Fund Balance</b>					
65-300-0001	Fund Balance	\$ -	\$ -	\$ 2,753,735	\$ 141,055
<b>Revenues</b>					
65-390-1001	Bond Proceeds	\$ 4,665,000	\$ 4,665,000	\$ -	\$ -
65-370-6001	Interest Revenue	10,000	555	2,380	-
<b>Total Revenues</b>		<u>\$ 4,675,000</u>	<u>\$ 4,665,555</u>	<u>\$ 2,380</u>	<u>\$ -</u>
<b>Expenditures*</b>					
65-4190-7500-8500	Police Facility	\$ 3,670,000	\$ 1,781,031	\$ 1,904,270	\$ -
65-4190-7500-9030	Lutheran Church Road	950,960	77,000	713,481	141,055
65-4190-7500-9500	Bond Issuance Costs	54,040	53,789	(2,691)	-
<b>Total Expenditures</b>		<u>\$ 4,675,000</u>	<u>\$ 1,911,820</u>	<u>\$ 2,615,060</u>	<u>\$ 141,055</u>
<b>Ending Fund Balance</b>					
65-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 2,753,735</u>	<u>\$ 141,055</u>	<u>\$ (0)</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement budget amendments as approved by City Council and the annual CIP Adoption on 08/31/2010.

**City of Copperas Cove, Texas**  
**2009 Limited Tax Notes**  
**Water & Sewer**  
**FY 2010-11**

Account	Description	Total Project Budget**	As of FY 2008-09	Projected FY 2009-10	Adopted FY 2010-11
<b>Beginning Fund Balance</b>					
67-300-0001	Fund Balance	\$ -	\$ -	\$ 823,182	\$ 81,632
<b>Revenues</b>					
67-390-1001	Bond Proceeds	\$ 930,000	\$ 930,000	\$ -	\$ -
67-370-6001	Interest Revenue	3,000	132	740	-
<b>Total Revenues</b>		<u>\$ 933,000</u>	<u>\$ 930,132</u>	<u>\$ 740</u>	<u>\$ -</u>
<b>Expenditures*</b>					
67-4615-8500-8300	Vac-Con Truck	\$ 244,326	\$ -	\$ 244,326	\$ -
67-4615-8500-9048	9th, 11th, 13th, 15th Street Water	24,500	-	-	24,500
67-4615-8500-9049	West Clarifier Retrofit	500,000	92,500	407,500	-
67-4615-8500-9050	Long Mountain Tank Rehabilitation	146,690	-	91,000	57,132
67-4615-8500-9500	Bond Issuance Costs	17,484	14,450	(536)	-
<b>Total Expenditures</b>		<u>\$ 933,000</u>	<u>\$ 106,950</u>	<u>\$ 742,290</u>	<u>\$ 81,632</u>
<b>Ending Fund Balance</b>					
67-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 823,182</u>	<u>\$ 81,632</u>	<u>\$ -</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement budget amendments as approved by City Council and the annual CIP Adoption on 08/31/2010.

**City of Copperas Cove, Texas**  
**2009 Limited Tax Notes**  
**Solid Waste**  
**FY 2010-11**

Account	Description	Total Project Budget**	As of FY 2008-09	Projected FY 2009-10	Adopted FY 2010-11
<b>Beginning Fund Balance</b>					
68-300-0001	Fund Balance	\$ -	\$ -	\$ 679,377	\$ 401,027
<b>Revenues</b>					
68-390-1001	Bond Proceeds	\$ 690,000	\$ 690,000	\$ -	\$ -
68-370-6001	Interest Revenue	2,000	98	750	300
<b>Total Revenues</b>		<u>\$ 692,000</u>	<u>\$ 690,098</u>	<u>\$ 750</u>	<u>\$ 300</u>
<b>Expenditures*</b>					
68-4430-9500-8300	Rearloader and Sideloader	\$ 275,338	\$ -	\$ 275,338	\$ -
68-4430-9500-9051	Expansion of Recycle Center - Phase II	161,759	-	-	160,907
68-4430-9500-9052	Transfer Station Tipping/Renovations	244,580	-	4,160	240,420
68-4430-9500-9500	Bond Issuance Costs	10,323	10,721	(398)	-
<b>Total Expenditures</b>		<u>\$ 692,000</u>	<u>\$ 10,721</u>	<u>\$ 279,100</u>	<u>\$ 401,327</u>
<b>Ending Fund Balance</b>					
68-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 679,377</u>	<u>\$ 401,027</u>	<u>\$ -</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

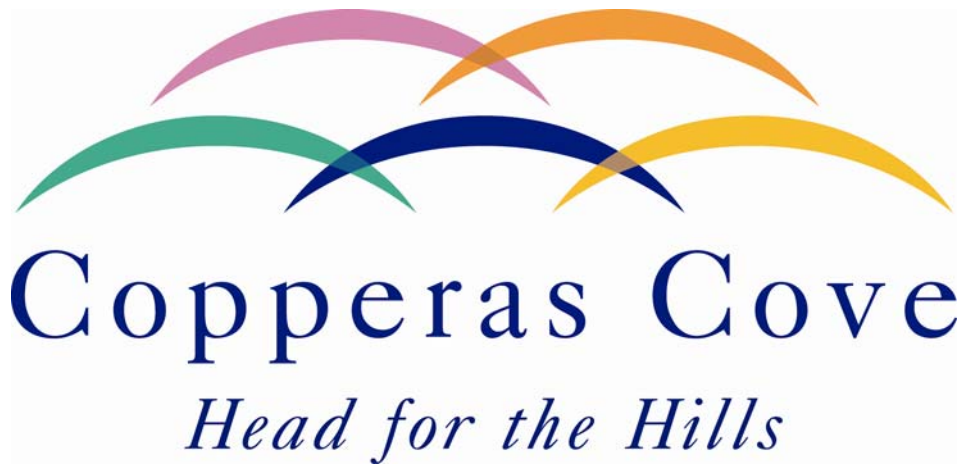
\*\* This budget reflects all previous Capital Improvement budget amendments as approved by City Council and the annual CIP Adoption on 08/31/2010.

**City of Copperas Cove, Texas**  
**2009 Limited Tax Notes**  
**Hotel Occupancy Tax**  
**FY 2010-11**

Account	Description	Total Project Budget**	As of FY 2008-09	Projected FY 2009-10	Adopted FY 2010-11
<b>Beginning Fund Balance</b>					
69-300-0001	Fund Balance	\$ -	\$ -	\$ 205,734	\$ 183,651
<b>Revenues</b>					
69-390-1001	Bond Proceeds	\$ 210,000	\$ 210,133	\$ -	\$ -
69-370-6001	Interest Revenue	1,000	30	270	-
<b>Total Revenues</b>		<u>\$ 211,000</u>	<u>\$ 210,163</u>	<u>\$ 270</u>	<u>\$ -</u>
<b>Expenditures*</b>					
69-4190-7500-9030	Allin House Roof Renovations	\$ 9,526	\$ -	\$ 9,526	\$ -
69-4190-7500-9031	Civic Center Renovations	197,478	1,166	12,948	183,651
69-4190-7500-9500	Bond Issuance Costs	3,996	3,263	(121)	-
<b>Total Expenditures</b>		<u>\$ 211,000</u>	<u>\$ 4,429</u>	<u>\$ 22,353</u>	<u>\$ 183,651</u>
<b>Ending Fund Balance</b>					
69-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 205,734</u>	<u>\$ 183,651</u>	<u>\$ -</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement budget amendments as approved by City Council and the annual CIP Adoption on 08/31/2010.





# Appendix



City Built for Family Living.

Pictured on Front of this Tab Page:

Top Picture: South Park Pool renovated, reopened Spring 2010.

Bottom Picture: City of Copperas Cove Ogletree Run.



# 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 2010-11 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.

*The City Built for Family Living*



## 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

January	58 degrees
July	95 degrees

Monthly Average **Low** Temperature

January	34 degrees
July	72 degrees

## 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%
85+	240	0.8%
<b>Total</b>	<b>29,988</b>	<b>100.0%</b>

## ETHNIC CHARACTERISTICS

Ethnicity	Percent
White Alone	64.2%
Black Alone	19.0%
Hispanic	14.8%
Some other races	2.0%
<b>Total</b>	<b>100.0%</b>

## CRIME RATES:

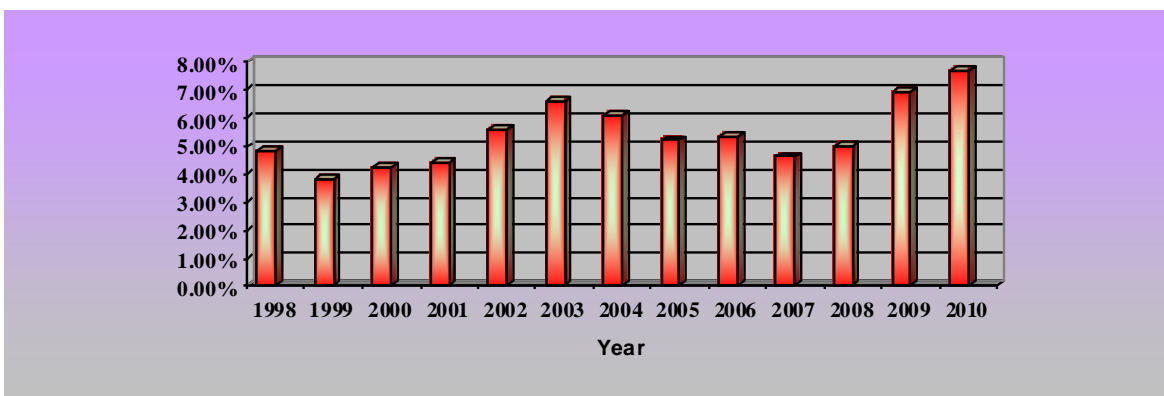
Calendar Year 2009 Crime Rate per 100,000:

**Copperas Cove: 3,673.6**      Killeen: 4,867.7      Temple: 5,163.9      State: 4,494.7

## LABOR FORCE

	Copperas Cove	Coryell County	Killeen-Temple MSA
Total Labor Force	13,664	25,363	168,046
Total Employment	12,613	22,972	154,847
Unemployment Rate	7.7%	9.4%	7.9%

## 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	300
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:	3
Number of hydrants (approx.):	1,042
Number of volunteer firefighters:	4
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:	70,570
Circulated items:	115,199
Circulated items per capita:	3.84

#### Parks and Recreation

##### ***Use or Nature: Community Services***

Park acreage developed:	380
Park acreage undeveloped:	5
Playgrounds:	7

Streets

**Use or Nature: Public Works**

Paved streets:	132 miles
Unpaved streets:	0 miles

Utilities

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:	12,272
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:	11,130

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 10 campuses in the district. The Copperas Cove Independent School District includes one high school, two junior high schools, six 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](http://www.ccisd.com).

**College:**

Central Texas College is a two-year institution offering associate degrees in academic and pre-professional subject areas. Educational programs are offered to accommodate the needs of full-time, as well as part-time students. Short courses and continuing educational programs for adults are among the many programs offered by Central Texas College. The college also provides vocational-technical training to prepare students for the work force. For more information, visit:

<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 [www.tarleton.edu/centraltexas](http://www.tarleton.edu/centraltexas).

## **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 nine recreation fields, playgrounds, picnic areas, RV Park and a swimming pool featuring a water slide and zero depth entry children's area. Renovations of South Park Pool was completed in 2010 and consisted of resurfacing of the existing pool and the addition of a Spray Park. South Park also has two soccer practice fields and playground equipment. In 2004 the hiking trail was completed at South Park and a restroom facility was added. Other neighborhood parks consist of Kate Street Park, Highland Park, Heritage Park and High Chaparral Park. New Playscapes were added to both Kate Street and City Park in 2009. 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 and for future plans to add additional athletic facilities in the front portion of the property. 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 has great facilities at the Allin House and the Hills of Cove Golf Course. The facilities at the Golf Course include tennis courts, a swimming pool and provide event rental opportunities for small weddings, reunions and civic organizational activities. 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 and snack bar. In 2010 the City completed a water conservation project to use effluent water to irrigate the course and added a 36 space cart storage facility.



## ANNUAL EVENTS INCLUDE:



**Polar Bear Swim** – The annual Polar Bear Swim will be held on Saturday, January 29, 2011. 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 19, 2011 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 132 years old on Friday, March 25, 2011. The City’s Birthday celebration activities will be on March 25, 2011



**Easter Egg Hunt** – The annual Easter Egg Hunt and Picnic will be held on Saturday, April 23, 2011. 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 22, 2011. Cove House Classic Tour is scheduled for August 20, 2011, and the State Championship Bike Race is scheduled for September 24<sup>th</sup> and 25<sup>th</sup>, 2011. 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](http://www.copperascove.com).

**Rabbit Fest** – Rabbit Fest is a 4-day arts and crafts festival that draws over 100,000 attendees annually in May. Rabbit Fest 2011 will be the third weekend of May (May 19<sup>th</sup> - 22<sup>th</sup>) at the Copperas Cove City Park. On May 19<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 14, 2011 and the Gallop or Trot will be held on September 17, 2011. These run/walk events attract various running groups in all ages and skill levels. For more information and route maps, contact the Chamber of Commerce or online at [www.copperascove.com](http://www.copperascove.com).

**City Wide Garage Sale** – The City Wide Garage Sale is held on Saturday, April 16, 2011. 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 in March 2011. 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.



**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, 2011, all veterans, past and present, and "First Responders" (police and fire rescue officers).



**Downtown Halloween** - The **Downtown Safe Trick or Treat**, which will be held on October 29, 2011, children may stroll around downtown, trick-or-treating at the participating businesses in a designated four-block area. There will also be games, such as bowling, hitting a golf ball, and a fishpond. Additionally, the 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 3, 2011. The 2011 parade will be the 6<sup>th</sup> 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 3, 2011. 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.

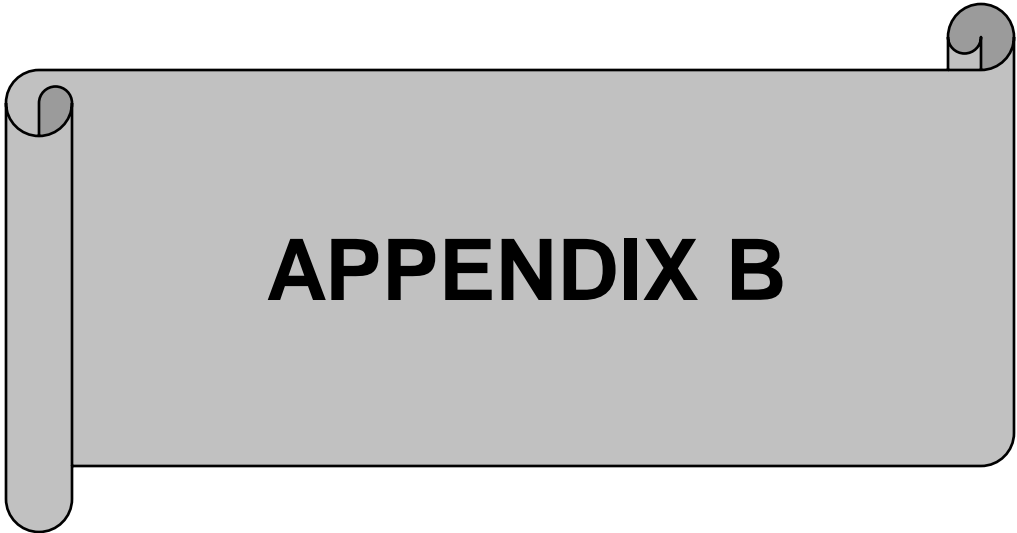
**TOY Bowl** – The Toy Bowl includes the championship games for the Division I and II youth tackle football programs. The Toy Bowl immediately follows the H.O.T. Bowl game. The price of admission is an unwrapped toy or monetary donation. The donations will be given to the Blue Santa program. The Toy Bowl is scheduled for December 3, 2011.



**Christmas Tree Lighting Ceremony** – Anticipated to be held in early December 1, 2011 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 2<sup>nd</sup> – 4<sup>th</sup>, 2011. 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.





# **APPENDIX B**

## City of Copperas Cove Personnel Schedule, Employee Position and Salary Ranges by Department & Schedule of Incentives

**CITY OF COPPERAS COVE, TEXAS**

**PERSONNEL SCHEDULE**

	<b>ACTUAL FY 2007-08</b>	<b>ACTUAL FY 2008-09</b>	<b>ACTUAL FY 2009-10</b>	<b>ADOPTED FY 2010-11</b>
<b>GENERAL FUND</b>				
City Manager	2	4	3	2
City Secretary / Elections	2	2	2	2
Finance	6	7	7	8
Human Resources	2	3.5	4.5	3.5
Information Systems	3	3	3	4
Municipal Court	8	7	7	7
Police	71	73.5	73.5	73.5
Public Affairs Office	1	1	1	0
Animal Control	4	5	5	5
Fire / EMS	52.5	53	53	53
Emergency Management	1	0	0	0
Engineering	2	2	2	2
Street	7.5	7.5	7.5	6.5
Fleet Services	5	5	5	4.5
Public Works	0.5	0	0	0
Facility Maintenance	5	2	2	2
Planning	3	2	1	1
Building and Development	5.5	4	4	4
Code and Health Compliance	3.5	4	4	4
Parks & Recreation	16	18	18	18
Library	10	10	10	10
<b>TOTAL GENERAL FUND EMPLOYEES</b>	<u>210.5</u>	<u>213.5</u>	<u>212.5</u>	<u>210</u>
<b>WATER &amp; SEWER FUND</b>				
Public Works	2	2.25	2.25	3.25
Utility Administration	10	11	11	11
Water Distribution	9	11	11	11
Sewer Collection	7	9	9	9
Wastewater Treatment	11	11	11	11
Composting	3	3	3	3
<b>TOTAL WATER &amp; SEWER EMPLOYEES</b>	<u>42</u>	<u>47.25</u>	<u>47.25</u>	<u>48.25</u>
<b>RECREATION ACTIVITIES FUND</b>				
Recreation Activities	2	2	2	2
<b>TOTAL YOUTH ACTIVITIES FUND EMPLOYEES</b>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>CEMETERY FUND</b>				
Cemetery	1	1	1	1
<b>TOTAL CEMETERY FUND EMPLOYEES</b>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>SOLID WASTE FUND</b>				
Solid Waste Collection - Admin.	4	4.25	4.25	4.25
Solid Waste Collection - Residential	4	4	4	4
Solid Waste Collection - Recycling	2	2	2	2
Solid Waste Collection - Brush	2	2	2	2
Solid Waste Collection - Commercial	4	4	4	4
Solid Waste Disposal	4.5	5	5	5
<b>TOTAL SOLID WASTE FUND EMPLOYEES</b>	<u>20.5</u>	<u>21.25</u>	<u>21.25</u>	<u>21.25</u>

**CITY OF COPPERAS COVE, TEXAS**

**PERSONNEL SCHEDULE**

	<b>ACTUAL FY 2007-08</b>	<b>ACTUAL FY 2008-09</b>	<b>ACTUAL FY 2009-10</b>	<b>ADOPTED FY 2010-11</b>
<b>DRAINAGE UTILITY FUND</b>				
Drainage Utility	<u>6.5</u>	<u>6.5</u>	<u>6.5</u>	<u>5.5</u>
<b>TOTAL DRAINAGE UTILITY FUND EMPLOYEES</b>	<u>6.5</u>	<u>6.5</u>	<u>6.5</u>	<u>5.5</u>
<b>GOLF COURSE FUND</b>				
Golf Course Operations	4	5	3.5	3.5
Golf Course Concessions	2	2.5	0	0
Golf Course Maintenance	<u>7.5</u>	<u>7</u>	<u>6</u>	<u>6</u>
<b>TOTAL GOLF COURSE FUND EMPLOYEES</b>	<u>13.5</u>	<u>14.5</u>	<u>9.5</u>	<u>9.5</u>
<b>MUNICIPAL COURT SECURITY FUND</b>				
Municipal Court Security	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.5</u>
<b>TOTAL MUNICIPAL COURT SECURITY FUND EMPLOYEES</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.5</u>
<b>TOTAL ALL FUNDS</b>	<u><u>296</u></u>	<u><u>306</u></u>	<u><u>300</u></u>	<u><u>298</u></u>

**City of Copperas Cove 2010/2011**  
**Position Listing and Salary Ranges by Department - With 1.5% COLA**

Fund #	Dept #	No. EE's	Department Name	Position Title	Hourly Salary Minimum	Hourly Salary Maximum
01	22	1	City Manager	Secretary to the City Manager	\$ 13.63	\$ 20.08
01	22	1	City Manager	City Manager	Unclassified	
01	23	1	City Secretary	Deputy City Secretary	\$ 14.09	\$ 20.75
01	23	1	City Secretary	City Secretary	Unclassified	
01	31	2	Finance	Accounting Technician	\$ 13.07	\$ 19.26
01	31	1	Finance	Senior Accountant	\$ 16.75	\$ 24.67
01	31	1	Finance	Project Accountant	\$ 22.58	\$ 33.27
01	31	1	Finance	Budget Analyst	\$ 22.58	\$ 33.27
01	31	1	Finance	Purchasing Officer	\$ 24.42	\$ 35.97
01	31	1	Finance	Director of Budget	Unclassified	
01	31	1	Finance	Director of Financial Services	Unclassified	
01	34	1.5	Human Resources	Receptionist	\$ 9.54	\$ 14.05
01	34	1	Human Resources	Human Resources Coordinator	\$ 13.24	\$ 19.50
01	34	1	Human Resources	Director of Human Resources	Unclassified	
01	35	1	Information Systems	Information Systems Specialist II	\$ 21.89	\$ 32.25
01	35	1	Information Systems	Public Comm./Media Specialist	\$ 23.92	\$ 35.24
01	35	1	Information Systems	Director of Information Systems	Unclassified	
01	35	1	Information Systems	Information Systems Specialist I	Unfunded 2010-11 Budget Year	
01	41	4	Municipal Court	Court Clerk	\$ 10.84	\$ 15.97
01	41	1	Municipal Court	Court Clerk	Unfunded 2010-11 Budget Year	
01	41	1	Municipal Court	Asst. Administrator - Municipal Court	\$ 12.88	\$ 18.97
01	41	1	Municipal Court	Administrator - Municipal Court	\$ 20.71	\$ 30.50
55	41	0.5	Municipal Court	Bailiff	\$ 17.77	\$ 26.18
01	42	0.5	Police	Custodian	\$ 9.01	\$ 13.28
01	42	2	Police	Senior Records Clerk	\$ 10.84	\$ 15.97
01	42	1	Police	Administrative Assistant	\$ 11.89	\$ 17.51
01	42	1	Police	Admin. Asst. Training and Evidence	\$ 11.89	\$ 17.51
01	42	12	Police	Police Communications/Operator	\$ 11.91	\$ 17.54
01	42		Police	Patrol Officer - Non Cert. in Academy	\$ 12.95	-
01	42	1	Police	Executive Secretary	\$ 13.63	\$ 20.08
01	42		Police	Patrol Officer - Certified in FTP	\$ 14.46	-
01	42	37	Police	Patrol Officer - Certified	\$ 17.77	\$ 26.18
01	42	1	Police	Patrol Officer - Certified	Unfunded 2010-11 Budget Year	
01	42	5	Police	Police Corporal	\$ 21.82	\$ 32.14
01	42	8	Police	Police Sergeant	\$ 23.61	\$ 34.78
01	42	3	Police	Police Lieutenant	\$ 26.77	\$ 39.43
01	42	1	Police	Police Deputy Chief	\$ 30.23	\$ 44.52
01	42	1	Police	Chief of Police	Unclassified	Unclassified
01	43	1	Animal Control	Animal Control Clerk	\$ 9.60	\$ 14.14
01	43	3	Animal Control	Animal Control Officer	\$ 10.66	\$ 15.70
01	43	1	Animal Control	Supervisor - Animal Control	\$ 15.53	\$ 22.87
01	44	33	Fire	Firefighter (2904 hour work year)	\$ 11.63	\$ 17.13
01	44	1	Fire	Administrative Asst. - Fire and EMS	\$ 11.89	\$ 17.51
01	44	1	Fire	Admin. Asst. - Spt Svcs./Emer. Mgmt.	\$ 11.89	\$ 17.51
01	44	6	Fire	Fire Lieutenant (2904 hr work year)	\$ 13.90	\$ 20.47
01	44	3	Fire	Fire Captain (2904 hour work year)	\$ 15.16	\$ 22.34
01	44	3	Fire	Fire Battalion Chief (2904 hr work yr)	\$ 18.08	\$ 26.63
01	44	1	Fire	Fire Inspector/Investigator	\$ 19.40	\$ 28.57
01	44	1	Fire	Fire Inspector/Investigator	Unfunded 2010-11 Budget Year	
01	44	1	Fire	Division Chief - Prevention	\$ 25.23	\$ 37.17
01	44	1	Fire	Division Chief - Training	\$ 25.23	\$ 37.17
01	44	1	Fire	Deputy Fire Chief	\$ 27.50	\$ 40.50
01	44	1	Fire	Fire Chief/Emer. Mgmt. Coordinator	Unclassified	
01	51	1	Engineering	Public Improvements Inspector	\$ 20.30	\$ 29.90

**City of Copperas Cove 2010/2011**

**Position Listing and Salary Ranges by Department - With 1.5% COLA**

<b>Fund #</b>	<b>Dept #</b>	<b>No. EE's</b>	<b>Department Name</b>	<b>Position Title</b>	<b>Hourly Salary Minimum</b>	<b>Hourly Salary Maximum</b>
01	51	1	Engineering	Projects Director/City Engineer	Unclassified	
01	52	1	Building & Development Svcs.	Administrative Assistant	\$ 11.89	\$ 17.51
01	52	1	Building & Development Svcs.	Inspector Senior	\$ 18.66	\$ 27.48
01	52	1	Building & Development Svcs.	Chief Building Official	\$ 29.62	\$ 43.63
01	52	1	Building & Development Svcs.	Inspector	Unfunded 2010-11 Budget Year	
01	53	2	Street	Light Equipment Operator	\$ 10.37	\$ 15.28
01	53	1	Street	Light Equipment Operator	Unfunded 2010-11 Budget Year	
01	53	2	Street	Heavy Equipment Operator	\$ 11.91	\$ 17.54
01	53	1	Street	Traffic Control Technician	\$ 11.91	\$ 17.54
01	53	0.5	Street	Crewleader Street/Drainage	\$ 15.23	\$ 22.43
01	54	2	Parks & Recreation	Recreation Aide	\$ 8.12	\$ 11.96
01	54	2	Parks & Recreation	Custodian	\$ 9.01	\$ 13.28
01	54	6	Parks & Recreation	Laborer	\$ 9.60	\$ 14.14
01	54	2	Parks & Recreation	Light Equipment Operator	\$ 10.37	\$ 15.28
01	54	1	Parks & Recreation	Light Equip. Operator/HVAC Tech.	\$ 10.37	\$ 15.28
01	54	1	Parks & Recreation	Recreation/Aquatics Specialist	\$ 12.30	\$ 18.12
01	54	1	Parks & Recreation	Recreation Specialist	\$ 12.30	\$ 18.12
01	54	1	Parks & Recreation	Supervisor - Parks	\$ 15.53	\$ 22.87
01	54	1	Parks & Recreation	Asst. Director of Community Svcs.	\$ 29.28	\$ 43.13
01	54	1	Parks & Recreation	Director of Community Services	Unclassified	
01	55	0.5	Fleet Services	Parts Technician	\$ 9.60	\$ 14.14
01	55	2	Fleet Services	Mechanic	\$ 13.64	\$ 20.09
01	55	1	Fleet Services	Lead Mechanic	\$ 15.62	\$ 23.01
01	55	1	Fleet Services	Supervisor - Fleet Services	\$ 19.73	\$ 29.06
01	57	1	Facility Maintenance	Facility Maintenance	\$ 12.55	\$ 18.48
01	57	1	Facility Maintenance	Facility Maintenance	Unfunded 2010-11 Budget Year	
01	61	1	Planning	GIS Technician	\$ 19.15	\$ 28.21
01	71	2	Library	Library Assistant I	\$ 9.93	\$ 14.62
01	71	1	Library	Community Outreach Specialist	\$ 9.93	\$ 14.62
01	71	0.5	Library	Library Assistant II	\$ 11.61	\$ 17.10
01	71	3	Library	Library Assistant III	\$ 13.25	\$ 19.51
01	71	0.5	Library	Outreach Spec./Library Asst. III	\$ 13.25	\$ 19.51
01	71	1	Library	Ref. Asst./Electr. Tech Coord.	\$ 13.77	\$ 20.29
01	71	1	Library	Asst. Director Library/Reference	\$ 18.95	\$ 27.91
01	71	1	Library	Director Library	\$ 30.45	\$ 44.85
01	72	1	Code & Health Compliance	Administrative Assistant	\$ 11.89	\$ 17.51
01	72	2	Code & Health Compliance	Code Enforcement Officer	\$ 14.50	\$ 21.36
01	72	1	Code & Health Compliance	Health Inspector	\$ 14.50	\$ 21.36
02	80	1	Public Works	Executive Secretary	\$ 13.63	\$ 20.08
02	80	1	Public Works	Asst. Director of Public Works	\$ 21.64	\$ 31.88
02	80	1	Public Works	Director of Public Works	Unclassified	
02	80	0.25	Public Works	Custodian	Unfunded 2010-11 Budget Year	
02	81	4	Utility Administration	Customer Service Representative	\$ 10.13	\$ 14.92
02	81	4	Utility Administration	Meter Reader/Service Technician	\$ 10.13	\$ 14.92
02	81	1	Utility Administration	Senior Customer Service Rep.	\$ 11.17	\$ 16.45
02	81	1	Utility Administration	Billing Technician	\$ 12.21	\$ 17.99
02	81	1	Utility Administration	Supervisor - Utilities	\$ 20.29	\$ 29.89
02	82	1	Water Distribution	Operator II/Heavy Equip. Operator	\$ 12.28	\$ 18.09
02	82	7	Water Distribution	Operator II Water Distribution	\$ 12.28	\$ 18.09
02	82	1	Water Distribution	Supervisor Installation	\$ 15.53	\$ 22.87
02	82	1	Water Distribution	Supervisor Pump Maintenance	\$ 15.53	\$ 22.87
02	82	1	Water Distribution	Superintendent Water Distribution	\$ 20.20	\$ 29.75
02	83	6	Sewer Collection	Operator II Sewer Collection	\$ 12.28	\$ 18.09
02	83	1	Sewer Collection	Operator II Sewer Collection	Unfunded 2010-11 Budget Year	



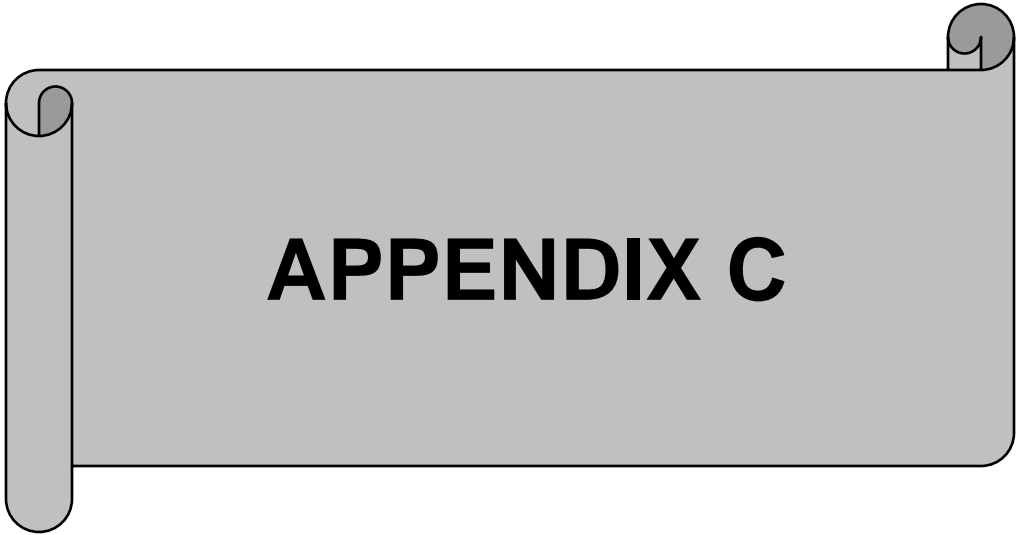
**City of Copperas Cove 2010/2011**  
**Position Listing and Salary Ranges by Department - With 1.5% COLA**

<b>Fund #</b>	<b>Dept #</b>	<b>No. EE's</b>	<b>Department Name</b>	<b>Position Title</b>	<b>Hourly Salary Minimum</b>	<b>Hourly Salary Maximum</b>
02	83	1	Sewer Collection	Asst. Supervisor/Operator III	\$ 15.53	\$ 22.87
02	83	1	Sewer Collection	Superintendent - Sewer Collection	\$ 20.20	\$ 29.75
02	84	6	Wastewater Treatment	Operator II Wastewater	\$ 12.28	\$ 18.09
02	84	1	Wastewater Treatment	Lab Technician Wastewater	\$ 13.79	\$ 20.32
02	84	3	Wastewater Treatment	Chief Plant Operator Wastewater	\$ 17.88	\$ 26.34
02	84	1	Wastewater Treatment	Lab Tech - Senior Wastewater	\$ 17.88	\$ 26.34
02-01	84	2	Composting	Heavy Equipment Operator	\$ 11.91	\$ 17.54
02-01	84	1	Composting	Supervisor Composting	\$ 15.53	\$ 22.87
03	90	1	Solid Waste Collection	Administrative Assistant	\$ 11.89	\$ 17.51
03	90	1	Solid Waste Collection	Supervisor SW - Operations	\$ 15.53	\$ 22.87
03	90	1	Solid Waste Collection	Supervisor SW - Recycling/Admin.	\$ 15.53	\$ 22.87
03	90	1	Solid Waste Collection	Solid Waste Superintendent	\$ 22.10	\$ 32.55
03	90	0.25	Solid Waste Collection	Custodian	Unfunded 2010-11 Budget Year	
03	91	10	Solid Waste Collection	Driver	\$ 11.91	\$ 17.54
03	91	1	Solid Waste Collection	Lead Driver	\$ 12.78	\$ 18.82
03	91	1	Solid Waste Collection	Mechanic	\$ 13.64	\$ 20.09
03	92	0.5	Solid Waste Collection	Clerk/Dispatcher	\$ 9.60	\$ 14.14
03	92	0.5	Solid Waste Disposal	Laborer	\$ 9.60	\$ 14.14
03	92	1	Solid Waste Disposal	Scale Operator	\$ 9.60	\$ 14.14
03	92	3	Solid Waste Disposal	Heavy Equipment Operator	\$ 11.91	\$ 17.54
04	54	1	Parks & Recreation	Recreation Spec./Admin.Asst.	\$ 12.30	\$ 18.12
04	54	1	Parks & Recreation	Recreation Coordinator	\$ 15.53	\$ 22.87
05	76	3	Drainage Utility	Laborer	\$ 9.60	\$ 14.14
05	76	2	Drainage Utility	Heavy Equipment Operator	\$ 11.91	\$ 17.54
05	76	0.5	Drainage Utility	Crew Leader Street/Drainage	\$ 15.23	\$ 22.43
06	54	1	Parks & Recreation	Light Equipment Operator	\$ 10.37	\$ 15.28
09	7400	2	Golf Course	Clerk/Golf Shop Assistant	\$ 9.60	\$ 14.14
09	7400	0.5	Golf Course	Clerk/Golf Shop Assistant	Unfunded 2010-11 Budget Year	
09	7400	1	Golf Course	Head Golf Professional	\$ 15.53	\$ 22.87
09	7402	3	Golf Course	Laborer	\$ 9.60	\$ 14.14
09	7402	0.5	Golf Course	Laborer	Unfunded 2010-11 Budget Year	
09	7402	1	Golf Course	Heavy Equipment Operator	\$ 11.91	\$ 17.54
09	7402	0.5	Golf Course	Golf Course Mechanic	\$ 11.91	\$ 17.54
09	7402	1	Golf Course	Golf Course Superintendent	\$ 27.82	\$ 40.98

**CITY OF COPPERAS COVE, TEXAS  
INCENTIVE/REIMBURSEMENT PAY  
FY 2010-11**

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<b>FIRE/EMS-Certified or Licensed</b>	<b>Monthly</b>
Paramedic	
Assigned	\$500
Non-Assigned	\$350
Intermediate Certification	\$ 40
Advanced Certification	\$ 75
Master Certification	\$100
Paramedic assigned to an ambulance unit and works the entire shift (no partial credit) (Chief excluded from Incentives)	\$ 25/Shift
 <b>POLICE</b>	
Shift Differential	
2 <sup>nd</sup> Shift	\$ 35
3 <sup>rd</sup> Shift	\$ 45
Master Certification	\$100
Advanced Certification	\$ 75
Intermediate Certification	\$ 40
Instructor Certificate	\$ 15
Motorcycle Unit	\$ 50
Special Response Team (Chief excluded from Incentives)	\$ 50
 <b>ANIMAL CONTROL</b>	
Advanced Certification	\$ 40
 <b>WATER DISTRIBUTION</b>	
Backflow Prevention Assembly Tester License	\$ 25



Fee Schedule  
Fee Schedule Definitions

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2010**

**Ordinance 2010-38 (Exhibit 1)**

**POLICE DEPARTMENT**

Wrecker Surcharge Fee - Per Call (Charged only if Notification Letter Sent by City)	\$10.00
Bicycle Registration	\$2.00
Criminal History Letters	\$6.00
Photographs	\$3.00
Fingerprints (per card)	\$6.00
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)	\$6.00
Certification of Accident Report	\$2.00
Escort Fees for movers	\$25.00

**ANIMAL CONTROL**

Surrender Fees:	
- Resident	\$5.00
- Non-Resident	\$10.00
Adoption Fees:	
- Dogs	\$15.00
- Cats	\$15.00
<i>(Adoption fees for life threatening illness/injury, medical/physical disability or neonatal (mother &amp; litter) may be waived by designated staff with approval of Assistant City Manager or City Manager)</i>	
City Licenses:	
- Dogs	\$3.00
- Cats	\$3.00
Impound Fees:	
- Reclaimed First Day	\$20.00
- Additional Days (per day)	\$3.00
- If the animal was tranquilized (adding to the impound fee)	\$10.00
- Daily Boarding Fee (after owner notification)	\$5.00
- Quarantine Fee (per day)	\$10.00
Exotic Wildlife Permit	\$25.00
Animal Vendor Fee	\$70.00
Vicious/Dangerous Animal Registration	\$150.00
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

**FIRE DEPARTMENT**

<b>EMS</b>	
Annual License Fee - Private Ambulance Service	\$2,500.00
<i>(Above fee may be waived by the Fire Chief with approval of the City Manager according to the City's internal policy.)</i>	

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2010**

**Ordinance 2010-38 (Exhibit 1)**

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
<i>(does not apply if covered by separate contract)</i>	
- 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
<i>(does not apply if County is covered by separate contract)</i>	
<i>(Above "No Transport Fee" may be waived by the Fire Chief with approval of the City Manager according to the City's internal policy.)</i>	

**FIRE**

*Used for Hazardous Materials Incidents, criminal/administrative restitution, and disaster reimbursement*

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

**FIRE INSPECTIONS**

**Fixed Piping Systems Permit** \$125.00

- Permit covers the following:
- Plans review
  - Necessary meetings
  - Witnessing tests
  - Final inspection/approval

**Fire Alarm Systems Permit** \$125.00

- Permit covers the following:
- 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** \$125.00

- Permit covers the following:
- Plans review
  - Necessary meetings
  - Witnessing tests
  - Final inspection/approval

**Above & Below Ground Fuel Storage Tank Installation and Removal** \$125.00

- Permit covers the following:
- Plans review
  - Necessary meetings (if necessary)
  - Witnessing tests
  - Final inspection/approval

**Fireworks Display (Public Display) Permit** \$250.00

- Permit covers the following:
- Plans review & site inspections

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2010**

**Ordinance 2010-38 (Exhibit 1)**

- Necessary meetings
- Witnessing tests
- Final inspection/approval

**Licensed Facility Inspections**

-Private Schools, Day Care, Nursing Home, Assisted Living Centers (less than 50 occupants)	\$50.00
-Private Schools, Day Care, Nursing Home, Assisted Living Centers (50 or more occupants)	\$100.00
-Foster Home, Adoptive Home	No Charge

Re-inspection Fee (charged when both the initial and one re-inspection have failed) \$100.00

Burn Permit Fee (per permit, per day) (one permit per property location) \$100.00

**CENTRAL FIRE STATION MEETING ROOM RENTAL**

(Reservations Required)

- Government Entity	No Charge
- Youth Groups (per 4 hour block)	\$20.00
- Non-Profit Organizations not affiliated with the COCC (per 4 hour block)	\$20.00
- Private Organizations (per 4 hour block)	\$30.00
- Birthday Party at the Fire House (includes half-sheet cake)	\$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:

- 0 to 3,000	\$25.00
- 3,001 to 4,000	\$30.00
- 4,001 to 5,000	\$35.00
- 5,001 to 6,000	\$40.00
- 6,001 to 7,000	\$45.00
- 7,001 to 8,000	\$50.00
- 8,001 to 9,000	\$55.00
- 9,001 to 10,000	\$60.00
- 10,001 to 11,000	\$65.00

Thereafter, per 1,000 \$5.00

Structure Relocation Permit \$50.00

- Deposit \$200.00

Demolition Permit \$50.00

- Deposit \$200.00

Swimming Pool Construction Permit:

- Private In-Ground \$30.00

- Private Above-Ground (Including Hot Tubs) \$20.00

Alarm Permit

- Non-Residential Alarm Permit \$40.00

Alarm - excessive false alarm fee \$50.00

**Plumbing:**

Base Permit Fee \$50.00

Per Drain, Trap, Fixture \$3.00

Minor Residential Alteration, Repair or Replacement of Existing Water or Sewer \$50.00

Piping, Water Heater (no base fee required)

Minor Commercial Alteration, Repair or Replacement of Existing Water or Sewer \$50.00

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2010**

**Ordinance 2010-38 (Exhibit 1)**

Piping, Water Heater (no base fee required)	
Underground Sprinkler Systems:	
- Irrigation System & Protective Devices	\$35.00
- Water Treatment System	\$50.00
Building Sprinkler Systems: Fire Suppression	
- Sprinkler Heads (each) or \$30.00 maximum fees for 1st 50 heads	\$1.00
Additional Fee for every 25 heads over 50	\$5.00
- Cut-Off Valves (each)	\$5.00
Reinspection Fees	\$50.00
<b>Mechanical:</b>	
Base Permit Fee	\$50.00
Each Heating, Ventilating, Duct Work, AC or Refrigeration System	\$5.00
Repairs/Alterations	\$5.00
Boilers Based on BTU's:	
33,000-165,000	\$5.00
165,001-330,000	\$10.00
331,000-1,165,000	\$15.00
1,165,001-3,330,000	\$25.00
Over 3,330,000	\$35.00
Reinspection Fee	\$50.00
<b>Gas:</b>	
Inspection of Consumers Piping (rough and final piping)	\$50.00
Mobile Home Gas Test	\$25.00
Reinspection Fee	\$50.00
<b>Electrical:</b>	
Single Family Residence:	
- Less than 2,000 sq. ft.	\$40.00
- Over 2,000 sq. ft	\$50.00
Duplex:	
- Per Structure	\$60.00
Multi-Family:	
- First Unit	\$40.00
- Each Additional Unit	\$20.00
Commercial:	
- 200 AMP Service	\$50.00
- 400 AMP Service	\$100.00
- 600 AMP Service	\$150.00
- 800 AMP Service	\$200.00
Remodeling and Service	\$50.00
Sign Circuit	\$50.00
Residential:	
- Change-Out Services	\$50.00
- Remodeling	\$50.00
- Garage Conversion	\$50.00
- Residential Add-on	\$50.00
Swimming Pools	\$50.00
Mobile Homes (New and Change Out Service)	\$50.00
Reinspection Fee	\$50.00
<b>Sign Inspection Fees:</b>	
- 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

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2010**

**Ordinance 2010-38 (Exhibit 1)**

Taxi Permits	\$60.00
Wrecker License Fee	\$85.00
Amusement Permit	\$150.00
Amusement Deposit	\$300.00
Poolroom, Gameroom (More than 1 video game)	\$60.00
Domino Hall license	\$60.00
Gameroom (with only 1 video game)	\$25.00
Gameroom (Eight - Liners only)	\$2,000.00
Video/Electronic Game License Fee (Each)	\$15.00

**Contractor Registration:**

- Registration Fee	\$110.00
- Less than 90 Days	\$60.00
- Annual Renewal Fee	\$85.00
Certificate of Occupancy	\$40.00
Mobil Home Park License	\$125.00
Adult Oriented Business Permit	\$300.00
Oil/Gas Drilling Permits (per well)	\$1,000.00
Alarm-excessive false alarm fee	\$50.00

**STREETS**

Street Cuts	\$200.00 + 10.00/sq. ft.
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**Signs:**

Street Sign (each)	\$90.00
Stop or Yield Sign (each)	\$90.00
Combination (stop & street)	\$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	\$40.00
Swim Club (per month)	\$35.00
Life Guard Certification Class	\$150.00

**Buildings:**

Turkey Creek Activity Center: (4 hour rental)	\$200.00
Civic Center: (8 hour rental)	
- Deposit	\$500.00
- Fee	\$400.00
- Fee Each Additional Hour	\$50.00
- Stage Rental / Set-up	\$100.00



**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2010**

**Ordinance 2010-38 (Exhibit 1)**

Allin House: (5 hour rental)	
- Deposit	\$200.00
- Fee	\$100.00
- Fee Each Additional Hour	\$20.00
Community/Civic Meetings per Hour	\$15.00
Ogletree Pavilion: (8 hour rental)	
- Deposit	\$200.00
- Fee	\$200.00
- Fee each additional hour	\$35.00
<b>City Park Facilities:</b>	
Fester's House: (5 hour rental)	
- Deposit	\$50.00
- Fee	\$50.00
- Each Additional Hour	\$10.00
Pavilion: (all day)	
- Fee	\$50.00
R.V. Park:	
- Daily	\$20.00
- Weekly	\$100.00
- Monthly	\$275.00
Pool Parties (2 hour rental):	
- Fee (up to 50 people)	\$100.00
- Additional Fee (51 - 75 people)	\$25.00
- Additional Fee (76 - 100 people)	\$50.00
- Additional Fee (101 - 125 people)	\$75.00
- Fee each additional hour (Based on Lifeguards required)	\$50.00
Inflatable Jump Castle Party (2 hour rental):	
- Deposit	\$100.00
- Rental Fee	\$100.00
Ball Fields: (3 hour rental)	
- Softball	\$30.00
- Baseball	\$30.00
- Football	\$30.00
- Soccer	\$30.00
- Each Additional Hour (fields)	\$10.00
- Lights (per hour)	\$20.00
<i>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.</i>	
Tournaments:	
Equip. and Clean-up Deposit for all Tournaments	\$200.00
Tournament Fees-to be determined by number of hours used	
- Field Lining (manhours)	\$20.00
- Use of Score Box for Tournaments	\$25.00
- Lights (per hour)	\$20.00
Other - Staff and Utilities (per hour)	\$20.00
<b>Youth Activities:</b>	
Youth Sports Fee (per sport) (2nd child \$5.00 discount):	
- Soccer, Basketball, Flag Football, Volleyball	\$40.00
- Softball, Baseball	\$55.00

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2010**

**Ordinance 2010-38 (Exhibit 1)**

- Football	\$85.00
- Cheerleading	\$55.00
- Non Resident (Soccer, Basketball, Flag Football, Volleyball)	\$45.00
 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
 Sports Activities late enrollment fee	 \$10.00
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 interment.)	

**PLANNING**

Plats:	
Minor Plats - Preliminary and Final	\$250.00
Minor Replats - Preliminary and Final	\$250.00
Amended Plats	\$150.00
Vacated Plats:	
- Less than 10.0 Acres	\$100.00
- 10.0 to 50.0 Acres	\$150.00
- Over 50.0 Acres	\$200.00
Major Plat - Preliminary	
- Less than 10.0 Acres	\$300.00
- 10.0 to 50.0 Acres	\$400.00
- Over 50.0 Acres	\$500.00
Major Plat - Final	
- Less than 10.0 Acres	\$300.00
- 10.0 to 50.0 Acres	\$400.00

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2010**

**Ordinance 2010-38 (Exhibit 1)**

- Over 50.0 Acres	\$500.00
Rezoning Application Fee	\$200.00
Variance Application Fee	\$200.00
Land Disturbance Permit	\$35.00
Floodplain Development Permit	\$35.00
Deed Approval Application	\$35.00
Document Copies:	
- Comprehensive Plan	\$25.00
- Adult Oriented Business Ordinance	\$25.00
- Zoning Ordinance	\$15.00
- Subdivision Ordinance	\$10.00
Standard Construction Specifications	\$10.00
Drainage Criteria Manual	\$35.00
Plat/Map Copies (Black & White):	
- 8.5 x 11	\$1.00
- 11 x 17	\$2.00
- 17 x 22	\$3.00
- 24 x 36	\$4.00
- 30 x 40	\$5.00
- 36 x 48	\$6.00
Plat/Map 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)	\$0.25
- Overdue Maximum Fine	Cost of Item
- Overdue Interlibrary-loan (per day)	\$1.00
- Lost/Damaged ILL processing fee	\$10.00 plus Cost of Item
- Overdue VHS Tape/DVD (per day)	\$1.00
- Overdue A/V Equipment (per day)	\$5.00
Lost/Damaged Items	Cost + \$10.00
Lost Vertical File Material	\$1.00
Lost Governmental Publications	\$5.00
Overdue Postage - Regular (per notice)	\$0.50
Overdue Postage - Certified (per notice)	\$6.00
Inter Library - Loan Postage	\$3.00

**Miscellaneous Repair/Replacement Costs:**

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2010**

**Ordinance 2010-38 (Exhibit 1)**

- 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:**

- Government Entity	No Charge
- Youth Groups (free 2 hr block twice monthly, charge after that)	\$15.00/meeting/per 2 hr. block
- Non Profit Organizations (per hour)	\$15.00
- Private Organizations (per hour)	\$30.00

**CODE & HEALTH**

**Permits:**

Garage Sale Permits	\$10.00
One Day Car Wash Permits:	
- In City Resident/Organization	\$15.00
- Non-Resident/Organization	\$100.00
Peddler/Itinerant Vendor Permits:	
- In City Resident	\$25.00
- Out of City Residents (first application w/ \$1,000.00 bond)	\$110.00
Administrative Mowing Fee for Code Violations	cost + \$150.00
Junkyard/Wrecking Yard	\$100.00
Health Permits	\$75.00
Health Permits (for Non-Profit use)	\$25.00
Temporary Health Permit (Up to Three Days)	\$35.00
Temporary Health Permit (Up to Three Days) (for Non-Profit use)	\$12.50
Retail Food Store Permit	\$60.00

**Food Handlers Card:**

- One year	\$10.00
- Two Year	\$15.00
Food Handlers Card (for Non-Profit use)	\$2.00/student
Replacement of Lost Food Handlers Card	\$5.00

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2010**

**Ordinance 2010-38 (Exhibit 1)**

**Manager Accreditation:**

- Course and Certification	\$0.00
- Renewal	\$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

**Equipment Rental: (+tax)**

Pull Carts - 9 Holes	\$4.00
Pull Carts - 18 Holes	\$6.00

**Cart Storage: (Includes Trails Fees)**

Cart Storage (annual payment)	\$575.00
Cart Storage (semi annual payment)	\$350.00

**Trail Fees:(private)**

Annual (one payment)	\$300.00
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**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2010**

**Ordinance 2010-38 (Exhibit 1)**

Semi Annual (payment plan)	\$200.00
Daily (per round)	\$12.00
 Handicaps - Annual	 \$20.00
 <b>Concessions:</b>	
Golf Course Concession Area Rental (monthly)	\$600.00

**ADMINISTRATIVE FEES-NON DEPARTMENTAL**

Tax Abatement Application Fee	\$1,500.00
Returned Checks Fee	\$30.00
NSF Electronic Draft Fee	\$30.00
Online Credit Card Processing Fee "Convenience Fee" (Municipal Court)	\$1.50
 <b>Charges for providing copies of public information:</b>	
Paper Copy - Standard Size 8 1/2 x 11 (per page)	\$0.10
Oversized Paper Copies 11x17 (per page)	\$0.50
Posting/Shipping Charges	Actual Cost
Compact Disc	\$1.00
DVD	\$3.00
 <b>Non-standard Size Copies:</b>	
- Diskette (each)	\$1.00
- Magnetic Tape (each)	\$12.00
- VHS Video Cassette (each)	\$2.50
- Audio Cassette (each)	\$1.00
- Other Charges	Actual Cost
 <b>Computer Resource Charges:</b>	
- Mainframe (per minute)	\$10.00
- Midrange (per minute)	\$1.50
- Client/Server (per hour)	\$2.20
- PC or LAN (per hour)	\$1.00
 <b>Labor Charges:</b>	
- Programming Time (per hour)	\$28.50
- Personnel for locating, compiling, and reproducing (per hour)	\$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
Unauthorized Service - (when meter is turned on or off by anyone other than water department personnel)	\$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

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2010**

**Ordinance 2010-38 (Exhibit 1)**

New 3/4" Water Tap ** into city water main (incl. srv. conn.)	\$575.00
Water Tap 1" and larger into city water main (incl. srv. conn.)	3/4" tap fee + add'l time and materials
New 3/4" Water Tap srv. Connection for an existing water service.	\$200.00
New Water Tap 1" and larger srv. Connection for an existing water service.	3/4" tap fee + add'l time and materials

**The following cash deposits shall be required for each meter prior to having water services started:**

**Water customers deposits:**

3/4" meter	\$34.00
1" meter	\$92.00
1-1/2" meter	\$133.00
2" meter	\$528.00
3" or larger meter	\$750.00

**Sewer customers deposits:**

Residential	\$21.00
Multi-family	\$291.00
Commercial	\$51.00
Hotel/motel	\$184.00
Government	\$280.00
Industrial	\$394.00

**Minimum fees for the meter size:**

3/4" meter	\$11.00
1" meter	\$15.50
1-1/2" meter	\$23.00
2" meter	\$34.00
3" meter	\$90.00
4" meter	\$141.00
6" meter	\$239.00
Contractor	\$11.00
Bulk	\$11.00

**Rate per 1,000 Gallons of Water:**

3/4" meter	\$2.98
1" meter	\$3.24
1-1/2" meter	\$3.62
2" meter	\$3.78
3" meter	\$3.78
4" meter	\$3.78
6" meter	\$3.78
Bulk Meter	\$4.62
Contractor	\$4.62

**Minimum Fees for the meter size (outside city limits):**

*Non-residential water services requires contract with Approval by Governing Body*

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

**Rate per 1,000 Gallons of Water (outside city limits):**

*Non-residential water services requires contract with Approval by Governing Body*

3/4" meter	\$3.98
1" meter	\$4.24
1-1/2" meter	\$4.62
2" meter	\$4.78
3" meter	\$4.78
4" meter	\$4.78

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2010**

**Ordinance 2010-38 (Exhibit 1)**

6" meter	\$4.78
Bulk Meter	\$5.62
Contractor	\$5.62

**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
<i>(Residential customers only: Winter average - 8,000 gallon floor)</i>	
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	\$10.00
Fee for overloaded container	\$4.50
Automated container reload for excess garbage (per load; 2 loads max)	\$4.50
Removal of container from curb by city employees	\$7.50
Brush in excess of 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
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**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2010**

**Ordinance 2010-38 (Exhibit 1)**

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

**Commercial Collection Dumpster Rates:**

3 cubic yard for 1 day Pickup	\$57.99
4 cubic yard for 1 day Pickup	\$77.31
6 cubic yard for 1 day Pickup	\$96.65
8 cubic yard for 1 day Pickup	\$119.55
10 cubic yard for 1 day Pickup	\$152.85
3 cubic yard for 2 day Pickup	\$109.72
4 cubic yard for 2 day Pickup	\$133.79
6 cubic yard for 2 day Pickup	\$172.12
8 cubic yard for 2 day Pickup	\$212.86
10 cubic yard for 2 day Pickup	\$268.73
3 cubic yard for 3 day Pickup	\$148.78
4 cubic yard for 3 day Pickup	\$182.24
6 cubic yard for 3 day Pickup	\$236.46
8 cubic yard for 3 day Pickup	\$302.72
10 cubic yard for 3 day Pickup	\$384.12
3 cubic yard for 4 day Pickup	\$193.97
4 cubic yard for 4 day Pickup	\$238.32
6 cubic yard for 4 day Pickup	\$309.82
8 cubic yard for 4 day Pickup	\$397.70
10 cubic yard for 4 day Pickup	\$500.50
3 cubic yard for 5 day Pickup	\$237.92
4 cubic yard for 5 day Pickup	\$294.40
6 cubic yard for 5 day Pickup	\$380.73
8 cubic yard for 5 day Pickup	\$489.36
10 cubic yard for 5 day Pickup	\$616.88

**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	

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2010**

**Ordinance 2010-38 (Exhibit 1)**

- Delivery	\$25.00
- Service/Pull Fee (3 cubic yd)	\$25.00
- Service/Pull Fee (6 cubic yd)	\$50.00
- Rental Per Day Fee	\$2.00
<b>Compost:</b>	
- Bulk (per cubic yard)	\$8.50
- Container (up to 30 gallons)	\$2.25
- Delivery (per delivery within City limits only)	\$15.00
Kraft Bags	\$.31+ sales tax
<b>Tire Disposal:</b>	
- Passenger/light truck tire, less than 17.5 " rim diameter	\$3.00
- Truck Tire, greater than or equal to 17.5 " rim diameter	\$7.00
Used Oil Filters	\$1.00
Surcharge for uncovered load	\$12.00
Pull Offs/Transfer Station	\$5.00
Roll Offs (includes the following 5 items):	
- Delivery	\$125.00
- Service/Pull fee	\$125.00
- Rental Per Day (20 cubic yard)	\$4.33
- Rental Per Day (30 cubic yard)	\$4.66
- Rental Per Day (40 cubic yard)	\$5.00
- Disposal (per ton)	\$47.00
- Deposit	\$250.00
Auto-Lid Locks	\$25.00 installation fee, plus \$2.50 monthly rental
<b>Excess Garbage or Overloaded Containers:</b>	
<i>Container Reload Fees while on site</i>	
3 yard container	\$13.96
4 yard container	\$17.52
6 yard container	\$23.31
8 yard container	\$28.62
10 yard container	\$33.60
<i>Return Service</i>	
3 yard container	\$28.53
4 yard container	\$32.09
6 yard container	\$37.88
8 yard container	\$43.19
10 yard container	\$48.17
Deposit for recurring use of the Transfer Station	\$750.00

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE DEFINITIONS  
EFFECTIVE OCTOBER 1, 2010**

***Ordinance 2010-38 (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, adoption is intended to effect a permanent change in status.
Assisted Living Centers:	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 ( <i>Felis domesticus</i> ).
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 / waste:	Debris or waste resulting from construction or demolition projects, remodeling or repair; 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: (1) Makes an unprovoked attack on a person causing bodily injury ; or (2) Commits an unprovoked act of attack in a place other than the premises of the owner 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 reasonably certain to prevent the animal from leaving the enclosure on its own; or (3) Attacks and bites another animal without provocation.
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 ( <i>Canis familiaris</i> ).
Emergency Medical Service (EMS):	Services used to respond to an individual's perceived need for immediate medical care and to prevent death or aggravation of physiological or psychological illness or injury.
Family:	One (1) or more persons who are related by blood or marriage, living together and 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, spouse, step-brother, step-mother, step-father, step-sister, or legal guardian.
Fireworks:	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.

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE DEFINITIONS  
EFFECTIVE OCTOBER 1, 2010**

***Ordinance 2010-38 (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. ( <i>"No Transport Fee" is waived for Medicare/Medicaid recipients.</i> )
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

## **BUDGET ACRONYMS**

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**Admin. Asst.** – Administrative Assistant

**AFC** – American Flow Control

**AO** – Administrative Order

**BCWCID #1** – Bell County Water Control and Improvement District #1

**BNSF** – Burlington Northern Santa Fe

**CAFR** – Comprehensive Annual Financial Report

**CCAD** – Coryell County Appraisal District

**CCISD** – Copperas Cove Independent School District

**CCN** – Certificate of Convenience and Necessity

**CD** – Compact Disc

**CDBG** – Community Development Block Grant

**CERT** – Community Emergency Response Team

**CHAMPS** – Communities Helping Americans Mature Progress and Succeed

**CID** – Criminal Investigation Division

**CIP** – Capital Improvement Plan

**CMAQ** – Congestion Mitigation Air Quality

**COCC** – City of Copperas Cove

**COLA** – Cost of Living Adjustment

**CO** – Certificate of Obligation

**CTCOG** – Central Texas Council of Governments

**DARE** – Drug Abuse Resistance Education

**EDC** – Economic Development Corporation

**EMPG** – Emergency Management Performance Grant

**EMS** – Emergency Medical Services

**EMT** – Emergency Medical Technician

**EOC** – Emergency Operations Center

**EOP** – Emergency Operations Plan

**EPA** – Environmental Protection Agency

## BUDGET ACRONYMS

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**ETJ** – Extra Territorial Jurisdiction

**FASB** – Financial Accounting Standards Board

**FEMA** – Federal Emergency Management Administration

**FM** – Farm to Market

**FTE** – Full-Time Equivalent

**FY** – Fiscal Year

**GAAP** – Generally Accepted Accounting Principals

**GASB** – Governmental Accounting Standards Board

**GFOA** – Government Finance Officers Association

**GIS** – Geographical Information Systems

**GO** – General Obligation

**GPD** – Gallons Per Day

**HAA** – Halo acetic Acids

**HMAC** – Hot Mix Asphaltic Concrete

**HOP** – 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 Services 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

## BUDGET ACRONYMS

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**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

**SR** - 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**

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**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

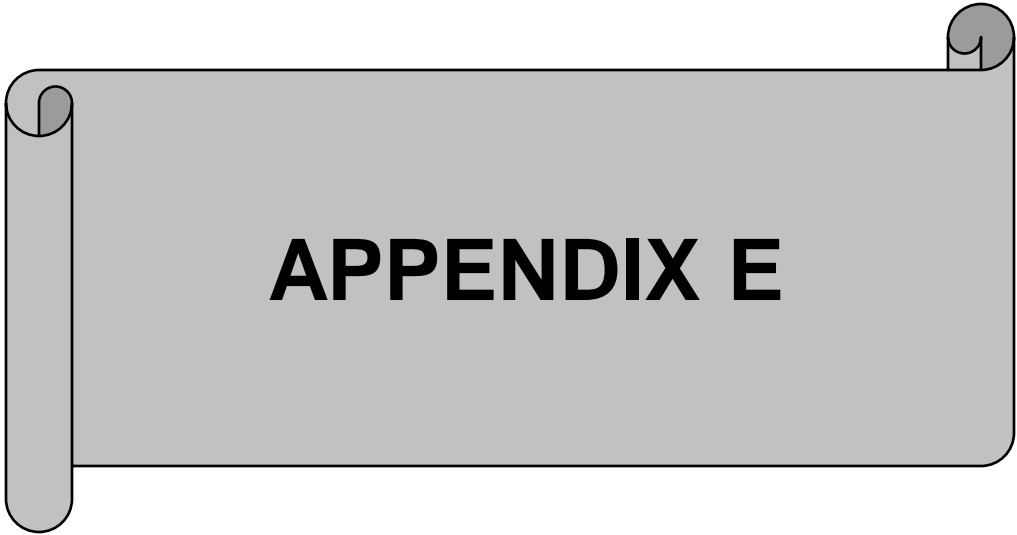
**TXDOT** – Texas Department of Transportation

**TWDB** – Texas Water Development Board

**W & S** – Water & Sewer

**WWTP** – Waste Water Treatment Plant

**ZBA** – Zoning Board of Adjustment



## Budget Glossary

## **BUDGET GLOSSARY**

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To assist the reader of the Annual Budget and Plan of Municipal Services document in understanding various terms, a budget glossary has been included.

**Accrual Accounting** – A basis of accounting in which debits and credits are recorded at the time they are incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, 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.

## BUDGET GLOSSARY

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**Capital Improvement Project** – The specific projects that make up the Capital Improvements Program. The projects involve construction, purchase, or renovation of City facilities or property.

**Capital Improvements Program (CIP)** – A management tool used to assist in the scheduling, planning and execution of a series of capital improvements over a period of time. The CIP should be updated annually. It sets forth the estimated expenditures by year and specifies the resources estimated to be available to finance the project expenditures. Capital improvements refer to additional investment in basic facilities owned by the City with life expectancy greater than five years.

**Capital Outlay** – Expenditures for fixed assets, such as equipment, remodeling, minor building improvements and vehicles that are funded from the operating budget. Since long-term financing is not necessary and expenditures of this type are of such recurring character, these items are not part of the Capital Improvements Program.

**Certificates of Obligation** – Another form of debt that 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.

## **BUDGET GLOSSARY**

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**Expenditure** – The outflow of funds paid or to be paid for an asset obtained or goods or services obtained regardless of when the expense is actually paid. This term applies to all funds. (Note: an encumbrance is not an expenditure. An encumbrance reserves funds to be expended.)

**Expense** – Charges incurred whether paid immediately or unpaid for operation, maintenance, interest and other charges.

**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

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**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 earnings of an enterprise fund.

**Risk Management** – An organized attempt to protect a government’s assets against the accidental loss in the most economical method.

**Source of Revenue** – Revenues are classified according to their source or point of origin.

**Special Revenue Funds** – Special revenue funds are used to account for resources allocated to specific purposes. A special revenue fund continues in existence as long as governmental resources are allocated to its specific purpose.

## **BUDGET GLOSSARY**

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**Strategy** – A strategy is a specific, measurable and observable result of an organization's activity which advances the organization toward its goal.

**Tax Levy** – The total amount to be raised by general property taxes for operating and debt service purposes specified in the annual tax ordinance.

**Tax Rate** – The amount of tax levied for each \$100 of assessed valuation.

**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.