



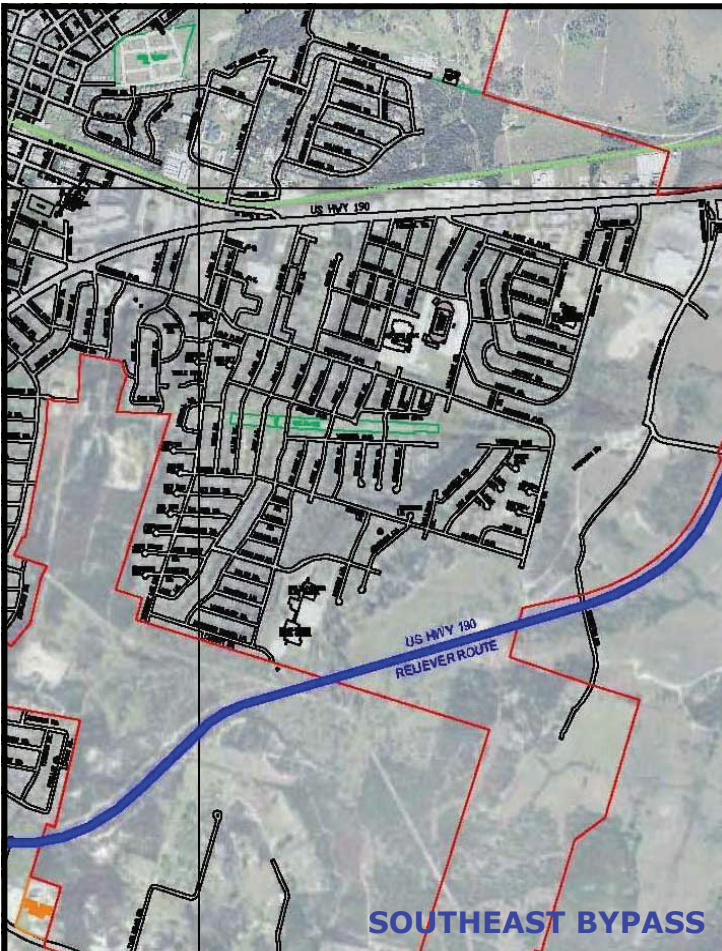
# COPPERAS COVE

**T E X A S**

City Built for Family Living

## FISCAL YEAR 2011-2012 ADOPTED BUDGET and PLAN of MUNICIPAL SERVICES

**NORTHEAST BYPASS**



**SOUTHEAST BYPASS**

**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 M. Gardner  
City Manager**

**Ryan D. Haverlah  
Director of Budget**

**Velia Key  
Director of Financial Services**

# **CITY OF COPPERAS COVE, TEXAS**

## **VISION STATEMENT**

***The Vision of the City of Copperas Cove is a military friendly and environmentally sensitive community with a high quality of life in a safe environment where people genuinely care about the City.***

## **MISSION STATEMENT**

***The Mission of the City of Copperas Cove is to provide excellent public services using revenues effectively to meet the needs of our diverse community.***

***Adopted by the City Council on April 19, 2011***



***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 D. Youngs - Council Member

Gary L. 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

Velia Key, Director of Financial Services

Ryan D. Haverlah, Budget Director

James M. Baker, Fire Chief/EMC

Wesley Wright, Public Works Division Head/City Engineer

Kelli T. Sames, Human Resources Division Head

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, 2010**. 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**  
Velia Key  
Ryan Haverlah  
Cynthia Taylor  
Tracy Molnes  
Deanna Sloan  
Linda Hernandez  
Stephanie Potvin  
Dawn Farmer

**Human Resources**  
Kelli Sames  
Connie Kirkpatrick

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

**Solid Waste**  
John Mantanona  
Silvia Rhoads  
Tommy Camacho

**Utility Administration**  
Aaron Paul

**Library**  
Margaret Handrow  
Terry Swenson

**Parks & Leisure**  
Ken Wilson  
Andy Cedillo  
Brian Hawkins  
Mark Willingham  
Gene Williams

**Golf Course**  
Mike Chandler  
Davis Dewald

**Planning**  
Benjamin Smith

**Building Development**  
Mike Morton  
Kathy Weber

**Code & Health Compliance**  
Robert Martin

**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

**Fleet Services**  
Mike King

**Water & Sewer**  
Wesley Wright  
James Trevino  
Leslie Christensen  
Dennis Courtney  
Daniel Hawbecker

## 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, Capital Improvements and Appendix.

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

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

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

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

**Other Funds** section includes detailed information of the revenues collected and expenses budgeted for each Special Revenue Fund.

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

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

**Capital Improvements** includes improvements that are not normally funded in the operating budgets. This section is divided into two distinct parts. The first part provides a brief discussion of the City's capital improvement program including ongoing projects and the new five-year Capital Improvement Plan that was adopted by City Council. In the second part, a financial statement detailing revenues and expenditures for each bond construction fund the City accounts for is provided.

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

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All pictures were taken at the 2011 Meet the City Event, held at the Copperas Cove Civic Center on September 21, 2011.



**CITY OF COPPERAS COVE, TEXAS  
ANNUAL BUDGET AND PLAN OF MUNICIPAL SERVICES  
FISCAL YEAR 2011-2012**

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# CITY MANAGER'S MESSAGE



City Manager presenting an award to Inez Faison, President of the Copperas Cove Noon Exchange Club, March 15, 2011



City Manager presenting the 15-year Employee Service Pin to Patricia Dodge, Communications Operator, Police Department



“The City Built for Family Living”

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December 20, 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, 2011 through September 30, 2012. 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 proposed operating budget is \$28,937,314. This total includes \$15,077,898 for the General Fund, \$10,069,152 for the Water & Sewer Fund, \$3,264,385 for the Solid Waste Fund and \$525,879 for the Golf Course Fund.

The municipal services plan and revenue estimates totaling \$4,243,294 are provided for the Other Funds of the City to include the Special Revenue Funds with expenditures as follows: \$4,539,081 for the Interest and Sinking Fund, \$174,713 for the Hotel Occupancy Tax Fund, \$946,331 for the Drainage Fund, \$6,497 for the Court Efficiency Fund, \$30,919 for the Court Technology Fund, \$7,861 for the Library Gifts & Memorials Fund, \$17,686 for the Animal Shelter Fund with the remaining funds totaling \$495,345 for the Miscellaneous Other Funds.

In an attempt to involve the governing body in the budget pre-development, staff conducted a budget and CIP planning workshop with the Council in April just prior to the routine budget kickoff. Following the direction of the governing body, population figures provided by the recent census, 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 Improvement 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 documents, the CIP and Personnel Plan are intended to provide the reader with a comprehensive view of funding for the City’s daily operations to include personnel, 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** 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** 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** 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**, the **Solid Waste Fund** and the **Golf Course Fund**.

The **Other Funds** includes a plan of municipal services for various special revenue funds not limited to but including drainage, hotel occupancy tax and municipal court funds.

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

The **Capital Outlay** 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 funds. Ongoing capital projects established prior to FY 2010 and those included in the CIP are identified. The proposed projects to be executed in FY 2012 are also identified.

The **Appendix** 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 City's Vision Statement was reviewed in March 2011 by the governing body because the statement had not been reviewed since its adoption on November 13, 2000. Following the review, the City's Vision Statement was amended on April 19, 2011 as:

The Vision of the City of Copperas Cove is a military friendly and environmentally sensitive community with a high quality of life in a safe environment where people genuinely care about the City.

## **City Council Goals**

As with the Vision Statement, the Goals were previously reviewed and adopted on November 13, 2000. During the annual Council/Staff Retreat held in March 2011, the Council reviewed the Goals of the City and on April 19, 2011, the Council adopted the amended goals as follows:

- Conduct long range planning.
- Continue sustainability initiatives.
- Develop and maintain partnerships with local, regional, state and federal entities.

- Maintain, improve and expand City infrastructure, facilities and programs to include parks and leisure programs.
- Ensure continued quality public safety.
- Exercise fiscal responsibility.
- Adopt an ad valorem tax rate sufficient to fund service level requirements consistent with the City's Vision and Mission Statements.
- Attract and retain quality employees.
- Support economic development activities.
- Participate in Fort Hood activities and programs in support of the military's mission.

Plans to develop strategic goals for the City are ongoing and expected to be complete by the end of the 2011-12 Fiscal Year. During the 2010 Council/Staff Retreat, the Council directed staff to complete a citizen survey and begin the process of developing a Strategic Plan for the City. As of this writing, the citizen survey is complete and results were reviewed with the governing body in March of this year. Council began the process of establishing the City's Strategic Master Plan that currently exists in draft format.

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

The development of the budget for fiscal year 2011-2012 was established by the Council's expressed direction during the Budget and Capital Improvements Plan Planning Sessions held in April of this year. The direction consisted of maintaining the City's existing tax rate at 0.7600 per \$100 of assessed valuation and continuing to provide key City services to our community without increasing the number of existing full time equivalents, unless a new position resulted from 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 proposed 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 the need to reduce operating expenses to offset the projected reduction of \$311,665 in property tax revenues, 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 and continues currently. City Administration evaluates the need of each vacant position in the City and places 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. Furthermore, to assist with the long term personnel planning, City staff presented a Five Year Personnel Plan to the governing body in early July 2011. The five year plan provides the governing body an opportunity to communicate the desired personnel levels throughout the organization and allow staff to plan accordingly throughout the fiscal year and during the budget planning process. Adoption of the Plan was approved by City Council on August 30, 2011, and will be reviewed each spring.

Sales tax revenue estimates are conservative with the recent reductions realized in sales tax revenue over recent months. 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 remains somewhat reluctant to fund new programs until projected revenue levels are established.

## **Budget Development Process**

Development of the FY 2012 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 planning and 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 and with the governing body. The governing body was more involved in the planning of the FY 2012 Proposed Budget and Plan of Municipal Services as evidenced by their participation in the Budget and CIP Planning Sessions held in April 2011, the completion of the elected official's budget survey and their participation in the follow up planning workshop held in June 2011.

Following the April 2011 planning session, the operating departments worked 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. The budget kickoff followed the Budget and CIP Planning sessions 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 budget team consisting of the City Manager, Budget Director and Finance Director worked together to develop a budget proposal that fit within the revenue expectations and key department goals. Upon completion of the budget team review, the City Manager sought additional direction from the elected officials of the City in order to close the gap between revenues and expenses and balance the budget.

As required by the City's Charter, the City Manager is to submit the proposed budget to the City Council between ninety and sixty days prior to the beginning of each fiscal year. The budget is filed with the City Secretary in accordance with State Law and copies of the proposed budget are made available at the City's public library and on the City's website. The City Council considers the proposed 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 is formally adopted by the City Council on September 6, 2011, at a regularly scheduled Council Meeting. The 2012 Budget goes into effect on October 1, 2011.

## **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 2011, regular monitoring of



revenues and expenditures can limit extreme fluctuations in available funds from one fiscal year to the next.

In 2009, 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 creation of unfunded positions and reductions in various service related expenditures.

In 2011, the legislature passed a bill that once again amends the Texas Property Tax Code to provide a homestead exemption to the surviving spouses of disabled veterans equaling one hundred percent. This did not impact the FY 2012 Budget; however, the FY 2013 Budget will be impacted. In an effort to plan for further reductions in property tax revenues, adjustments to expenditure appropriations were included in FY 2012 Adopted Budget.

### **Revenue Trends**

The revenues in the General Fund steadily increased from 2004 through 2009; however, in 2010 revenues decreased and have begun to level off. The changes in revenue trends have generated the need for change in expenditure budgets. Hence, the personnel changes included in this year's funding plan are critical until the revenues begin to improve. 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. Furthermore, the water and sewer revenues increased in 2010, 2011 and 2012 as a result of the governing body realizing the need to increase water and sewer rates in a manner consistent with the increase in expenditures. The Solid Waste Fund revenues have remained relatively steady since 2002 with only minor increases recognized each year since 2006.

The planned retail development center in east Copperas Cove is expected to generate increases in sales tax revenues beginning in 2013 and continuing well into the future. These types of projected increases are anticipated to reduce the City's dependency on property tax revenues to fund operating expenses. The City expects increases in property tax revenue of \$19.7 million and sales tax revenue of \$31.5 million over the 24 year period from 2013 to 2036 not including any rebates of property tax or sales tax as a result of the proposed retail development.

Cities with large numbers of disabled veterans residing in their communities are also feeling the impact the 100 percent disabled veterans exemption is having on property tax revenues. The City plans to continue working with the federal and state elected officials to seek relief in the near future from the losses encountered as a result of the exemption. While the City of Copperas Cove supports and appreciates the sacrifices of those serving in the military, it has quickly realized the impact on City operations is tremendous and request all states and cities in the nation participate in providing the deserved benefits to those serving. 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 2012, the impact on the City's property tax revenue is \$321,293 with the exemption being provided to 419 Copperas Cove residents with a total property of over \$42 million.

## **Expenditure Trends**

The expenditures in the major operating funds are being closely monitored on a monthly basis. With the impact of the disabled veteran's exemption, reductions in property tax values, rising fuel prices and Council direction to maintain the existing tax rate, expenses for FY 2012 were limited to those items essential for maintaining the current service levels. Due to the uncertainty surrounding fuel prices, the City's spending plan for fiscal year 2011-12 includes \$3.66 per gallon for regular unleaded gasoline and \$3.93 per gallon for diesel gasoline.

As previously mentioned, fifteen and a half (15.5) full-time equivalent positions are included in the spending plan to be unfunded for 2012. Nineteen 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 2012. This type of spending control is being utilized by state and local governments across the nation. The total savings to the General Fund, Water and Sewer Fund, and the Golf Course Fund for the 15.5 unfunded positions is \$657,451. City Administration worked countless hours to develop a personnel plan that allowed impacted employees to transfer to a currently vacant and essential position in the organization that is closely aligned with the skill sets possessed by the employee. One employee faced losing their job with the City, but another organization that works closely with the City hired that one employee.

## **Economic Outlook and Revenue Projections for Fiscal Year 2011-2012**

Although the nationwide economy impacts the local economy, the troop movement on Fort Hood, the single largest military installation in the free world, has a greater impact on the Copperas Cove economy. In the current year, revenues were projected to be flat compared to the previous fiscal year as the troop levels are expected to remain the same as in previous years with a possible slight increase by the end of the summer or early fall 2011. The revenue levels were not adjusted for FY 2012 due to the uncertainty of the strategic framework for Iraq. The fact that families of deployed soldiers are remaining in Central Texas during deployments minimizes the impacts of the economy on the Killeen/Fort Hood area.

The increase in the number of utility connections (accounts) is indicative of the troop movement from Fort Hood. The increase in the number of utility accounts impacts water, sewer, solid waste and drainage revenues.

Since building permits are generated largely from new home construction and the reduced number of qualified and ready buyers does not exist, the revenues in this category are also continuing to decline.

Sales tax revenues show increases from October 2010 to April 2011; however, the revenue from sales tax is projected to be less than the adopted budget for fiscal year 2011. With consumer confidence being low tied with the recent troop deployments that create a loss of soldiers in the area until late summer or early fall, the need to project sales tax revenues below the FY 2011 adopted figures is cautious. The recent spikes in the sales tax revenue are primarily due to the troop movement and the short lived increase in consumer confidence. Although, the City has witnessed several businesses close and relocate, new property and sales tax generating commercial properties are locating in Copperas Cove.

The sales tax revenue source is extremely important to the City in that it reduces the general fund's dependency on property taxes and comprises 19% of the general fund revenue. The

sales tax as a revenue source is subject to the economic cycles and discretionary purchasing power of the consumer, thus it must be monitored carefully and projected conservatively during this unsteady economic environment.

The sales tax revenue spike depicted in FY 2011 when compared to the prior years is a result of a change in accounting practice. In previous years, sales tax revenues were recorded on a “cash basis” of accounting, whereas the revenues currently are recorded on an “accrual basis” of accounting.

Property tax revenues for maintenance and operations are projected to decrease in FY 2011 as a result of the lost property tax revenue from the “over 65 tax freeze”, the disabled veterans exemption and property valuations. Property tax rates are comprised of two components, the portion of the tax dedicated to interest & sinking (debt service) and that dedicated for maintenance & operations (General Fund). The two have an inverse relationship, thus maintaining a current tax rate requires one portion to decrease if the other increases.

The taxable property value was projected to decrease by 6.11 percent in FY 2011 and the certified assessed values reflect a decrease in values of 0.75%. Other major impacts on property tax revenues are the lost revenue due to foreclosed properties.

The decline in net taxable value from 2009 through 2011 is attributed to an increased number of qualified exemptions for the tax freeze and disabled veterans exemption in addition to a decrease in appraised values. The spending controls in place remain essential to the future budgets for the City. The governing body lowered the authorized exemption to become effective January 1, 2012 on the assessed value of residence homesteads of persons sixty-five (65) years of age or older from \$12,000 to \$5,000 of the assessed value of such person’s residence homestead to help offset further anticipated reductions in property tax revenues in future years.

A 5% decrease in tax revenues in the general fund generated the need to also minimize increases in expenses for FY 2012. Spending was reduced by 2% over the current year and only necessary capital outlay was included in the proposed budget.

A multitude of options were considered and implemented as a result of the economic impact on current and future year budgets, including the inclusion of fifteen and a half (15.5) unfunded positions in the proposed budget.

## **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 44 percent of the total projected General Fund revenues in FY 2012 and 47 percent in FY 2011, property tax is the major revenue source for funding General Fund operations. The total estimated value of all taxable property, as rendered by the Coryell County Central Appraisal District and the Lampasas County Central Appraisal District, is shown in the chart on the page above. The tax values were certified by both appraisal districts on or before July 25, 2011. After the certified values were provided, staff conducted a discussion with the Council on property tax. During the discussion, Council provided direction on changes to the spending plan. A calculation of the tax rate levy is provided further in the **Budget Summary** 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 includes a tax rate of 76.39 cents per \$100 of property value, which is equal to the effective tax rate as calculated by the Coryell County Tax Assessor/Collector.

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.

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. This is the tax rate that would be needed to raise the amount the unit levied in the preceding year.

#### **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 such things as salaries, utilities and day-to-day 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.

A summary of the proposed tax rate calculation is provided in the **Budget Summary tab** section of this document.

The City's economy generated \$2.45 million in sales tax revenue for fiscal year 2010-11. 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 5.7% less than the original budget and 1.3% above the prior year actual collections. For 2011-12, the budget is \$2,680,000 in sales tax revenue for General Fund operations, a 10.7% increase from the FY 2009-10 actual.

Franchise fee revenue represents 9.2% 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 showed signs of improving earlier in the current year, no significant changes are planned for these revenue sources as a result of the trend reversing after a month of progress.

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 \$690,000, \$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 2011-12, the General Fund budget includes revenues of \$14,154,569, which is \$305,162 or 2.1% less than the amount adopted in the 2010-2011 budget. General fund expenditures are proposed to reach \$15,077,898, which is \$364,630 or 2.4% less than the amount appropriated at adoption of the 2010-11 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). Beginning fund balance projected for fiscal year 2011-12 in the General Fund is

\$4,759,639 which after adjusting for projected revenues and proposed appropriations for each operating department, leaves an estimated ending fund balance of \$3,836,310. This amount is \$122,320 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 thirteen years. City Council and staff continue efforts of maintaining ideal fund balance within the General Fund.

The proposed budget includes a total of 225 authorized full-time equivalents for fiscal year 2011-12 in the General Fund budget with 27 being authorized, but unfunded. Fifteen (15) of those positions are new position requests which City Council approved, but did not fund. The proposed budget includes one new position, file clerk, for fiscal year 2011-12; however, that position was added to offset the loss of the Deputy City Secretary position.

The Police Department operating budget comprises 33% of the total General Fund expenditures as adopted for fiscal year 2011-12. This department's spending plan includes separating the administration expenses from the expenses associated with Police Department Operations and includes limited increases in expenditures. The capital outlay needs for the department are planned for funding through the issuance of tax notes in the second quarter of the fiscal year. The Fire Department operating budget consumes 22.6% of the adopted General Fund appropriations. The capital needs for the Fire Department will also be met with the issuance of tax notes. No other major capital purchases are included in the proposed budget spending plan. The remaining expense budget includes those items essential to the daily operations of the General Fund operating departments and includes relocating the expenses normally included in the Cemetery Fund, the Recreation Activities Fund and the Court Security Fund to the General Fund. The Cemetery and Recreation Activities expenses will remain in the General Fund for future years; however, the Municipal Court Security expenses are expected to be temporarily covered by the General Fund.

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 increase the number of unfunded positions to fifteen and a half (15.5) for fiscal year 2011-12. 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 \$9,601,814 for fiscal year 2011-12, which is \$570,264 or 6.3% more than the amount of revenues adopted for fiscal year 2010-11. The increase is attributed to the current governing body's direction to cease holding water and sewer revenues constant. By holding the revenues steady in prior years and electing not to follow the recommended rates per a prior rate study, the fund has been unable to meet ideal fund balance for the past several years. This past summer has been extremely hot and dry, thus creating the need for increased watering, which generates increased water and sewer revenues for the current year. Thus, the water and sewer revenues are projected to end the year above the amount included in the adopted budget. The total water revenues projected for fiscal year 2011-12 does include a recommended rate structure adjustment for three-quarter inch (3/4") meter water services by a .09 cent per 1,000 gallons increase and sewer rate structure adjustment for sewer services by a .40 cent per 1,000 gallons increase. Additionally, it includes limiting the senior discount to the first 10,000 gallons of usage for qualifying citizens. The discount was approved many years ago to provide assistance to those citizens age 65 or older and living on a fixed income. The strategy of changing the discount structure will continue to accomplish the objective of providing assistance to those in most need, while increasing both water and sewer revenues.

Total expenses are estimated at \$10,069,152, which is \$72,427 or 0.7% more than the amount adopted for the fiscal year 2010-11. 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 realizing some relief in debt service requirements in year 2015-16. A summary of the City's debt requirements is provided in the **Debt Service Requirements** section of this document. The governing body approved the issuance of refunding water and sewer debt in the first quarter of FY 2011; however, the impact of the refunding is expected to reduce the debt service requirements in future years. City Administration continues to evaluate the potential for refunding the remaining water and sewer debt and 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 2012 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 \$1,670,474 for fiscal year 2011-12. 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 continuing to place a full-time position that became vacant during fiscal year 2010 on hold and including that position in the 2011-12 budget as an unfunded position. Additionally, the Public Works Division Head retired in April 2011, thus allowing further restructuring of positions within the fund. As a result of the retirement, the City Engineer has assumed the role and responsibilities of Public Works Division Head in addition to the engineering responsibilities. This change provided for the reduction in the administrative reimbursement since the City Engineer was previously allocated to the General Fund. In the 2011-12 fiscal year, the Compost Department operations are relocated to the Solid Waste Fund to provide financial relief to the Water & Sewer Fund and improve operating hours for composting services. Although, all measures to control expenses are necessary, the savings resulting from personnel changes and reorganization will only keep the

amount over ideal fund balance from increasing further, as the increase in debt service exceeds 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 2011-12 Proposed Budget includes 46.5 positions in the Water & Sewer Fund, a decrease of 1.75 positions. Additionally, this spending plan doesn't include funding for capital outlay purchases for the fiscal year 2011-12. However, due to extremely low interest rates for issuance of tax notes, staff is recommending including minimal items for the Water & Sewer Fund in that issuance scheduled for January 2012. The budget for 2011-12 includes only those items considered essential to the daily operations of the Water & Sewer Fund departments.

### **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 \$3,082,882, which is \$9,432 or a less than 1% increase in total revenues included in the 2010-11 Adopted Budget. The revenues are projected conservatively given the unstable national economy. Total expenses are estimated at \$3,264,385, which is \$110,057 or 3.5% more than the amount adopted for fiscal year 2010-11.

There are a total of 24.5 full-time equivalents included in the Solid Waste Fund budget for fiscal year 2011-12. The fiscal year 2011-12 spending plan doesn't include the addition of any new funded positions. The 2011-12 spending plan includes no major capital outlay purchases funded through Solid Waste operating funds; however, a collection vehicle is recommended for replacement and funding through the issuance of a January 2012 Tax Note. The 2011-12 Proposed Budget includes a reduction in capital lease expense due to a capital lease retirement in the current year. 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 cost reducing measures to improve the financial position of this fund. Again in the current year, cost saving measures were implemented to include two full-time and one part-time unfunded positions and the continued outsourcing of the restaurant operations.

Revenues for the 2011-12 fiscal year are projected at \$536,403, which is \$92,363 or 17.2% lower than the amount adopted for fiscal year 2010-11. The decrease is considered to be a more realistic conservative budget based on historical data. A transfer from the General Fund is not included in the 2011-12 spending plan; however, at the end of fiscal year 2008-09, the general fund transferred \$180,000 to the Golf Course Fund to cover the cash shortage for that year. 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 transfer appears to be inevitable, City Administration cautions the governing body about such change without proper planning and analysis.

Expenses at the golf course are projected at \$525,879, which is \$93,139 or 17.7% less than the amount adopted in fiscal year 2010-11. Expenses are projected conservatively and are lower than the amount of revenues expected to be generated. The fund balance policy also applies to this fund; however, achieving ideal fund balance will not be possible this fiscal year. Reaching a break-even point will continue to be a struggle for this fund. Ideal fund balance for this fund is \$119,500 and the projected ending fund balance is (\$298,705), which is (\$418,205), 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 2011-12 Proposed Budget includes a total of 9.5 authorized full-time equivalent employees, which includes two unfunded full-time positions and one unfunded part-time position. The spending plan for this fund only includes those purchases essential to the daily operations of the course.

## **Future Planning**

During the 2010-11 fiscal year, a number of City ordinances and plans were reviewed, revised and adopted by the City Council prior to the writing of this document, including the City's Five-Year Personnel Plan, the 2010-2014 Capital Improvement Plan Update, Animal Ordinance, the International Code Council (ICC) family of codes, City Goals and the City's Vision and Mission Statements. Other ordinances being reviewed, and planned for presentation to the Council in the 2011-12 fiscal year include the Drainage Master Plan, Strategic Master Plan, the subdivision ordinance and the zoning ordinance. The City's Five-Year Capital Outlay plan is also planned for completion and adoption prior to the end of the 2011-12 fiscal year.

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

April 2011 and the plan was amended on August 30, 2011, 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 currently included in the FY 2012 Capital Improvement Plan:

- West Ave F Reconstruction Phases I & II
- Fire Station #2 Relocation
- Electronic Ticket Writers
- Allen St. Waterline Upgrade
- Louise, S. 9<sup>th</sup> and Cove Avenue Waterline Replacement (CDBG)
- Expansion of Recycle Center Phase II

More detail of capital projects in progress and future projects listed in the CIP are provided in the **Capital Improvements** section of this document. The estimated operating impact is also provided for projects.

## **City Employees**

### **Personnel**

The City currently has 311 authorized full-time equivalent employees allocated among the operating departments. As part of the cost reduction measures mentioned in the spending plan, funding for 31 of these positions has not been included in this budget. Of those 31 unfunded positions, 15.5 were authorized prior to this budget and vacant. The other 15.5 are newer requested positions City Council authorized, but did not fund 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.

### **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. The COLA portion of the pay plan, which was suspended for fiscal year 2009-10, will resume in fiscal year 2011-12 through a budget amendment after the fiscal year begins. The COLA could not be included in the adopted budget due to restrictions in the City's charter. After providing the COLA, the ideal fund balance will still be met.

### **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 \$1,291,613 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 2011-12 spending plan includes funding for year four of the eight year plan in the amount of \$1,291,613. However, during the 82<sup>nd</sup> Legislative Session, the Texas Legislature enacted SB 350 and was signed by the Governor on June 17,



2011 and became effective immediately. SB 350 provides a restructuring of TMRS funds which resulted in reduced annual contribution rates for many cities.

### **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 2011-12 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 \$1,406,831 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 \$185 per month that is deposited into a flexible spending account.

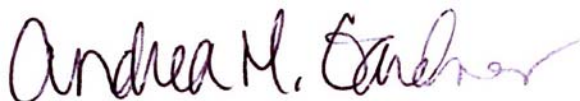
As is customary, the City will conduct Employee Benefit meetings to provide plan details and premium requirements for all medical and dental benefits.

### **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 \$25,243 for the 2011-12 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, the Copperas Cove Independent School District 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

# BUDGET SUMMARY



Mayor John Hull with Recycle Michael at the making of the 2011 Recycle Video



Polar Bear Swim, January 29, 2011



2011 Police Torch Run

Citizens of Copperas Cove  
32,032 Citizens<sup>1</sup>

**Mayor & City Council**  
FTE: 0 Exp: \$44,418

City Attorney  
(Contract)<sup>2</sup>  
Exp: \$86,157

City Secretary  
FTE: 2.5  
Exp: \$144,322

**City Manager**  
FTE: 2  
Exp: \$335,596

Municipal Judge  
(Contract)<sup>3</sup>

Assoc. Municipal  
Judge (Contract)<sup>3</sup>

**Human Resources**  
FTE: 3.75  
Exp: \$297,848

**Finance**  
FTE: 4  
Exp: \$274,308

Utility Administration  
FTE: 11  
Exp: \$585,612

**Parks & Leisure Services**  
FTE: 4  
Exp: \$309,444

**Budget**  
FTE: 4  
Exp: \$504,273

Municipal Court  
FTE: 7.5  
Exp: \$435,406

Maintenance  
FTE: 10  
Exp: \$462,499

**Police Administration**  
FTE: 5  
Exp: \$469,775

**Fire / EMS**  
FTE: 56  
Exp: \$3,405,689

**Public Works**  
FTE: 3.84  
Exp: \$298,515

Solid Waste Operations  
FTE: 4.33  
Exp: \$265,092

Athletics  
FTE: 4.5  
Exp: \$366,683

Police Services  
FTE: 74  
Exp: \$4,564,103

Emergency Management  
FTE: 0  
Exp: \$37,849

Street  
FTE: 9.5  
Exp: \$814,633

Water Distribution  
FTE: 11  
Exp: \$1,318,303

Solid Waste Residential  
FTE: 4  
Exp: \$281,222

Aquatics  
FTE: 1  
Exp: \$175,849

Animal Control  
FTE: 5.5  
Exp: \$231,151

Building & Development  
FTE: 5  
Exp: \$320,827

Drainage  
FTE: 5.83  
Exp: \$649,136

Sewer Collection  
FTE: 9  
Exp: \$485,282

Solid Waste Recycling  
FTE: 2  
Exp: \$134,195

Special Events  
FTE: 0  
Exp: \$41,218

Information Systems  
FTE: 4  
Exp: \$275,516

Code & Health Compliance  
FTE: 3.25  
Exp: \$166,490

Fleet Services  
FTE: 4.5  
Exp: \$218,444

Wastewater Treatment  
FTE: 11  
Exp: \$1,096,232

Solid Waste Brush / Bulk  
FTE: 2  
Exp: \$140,160

Library  
FTE: 10  
Exp: \$506,788

Solid Waste Commercial  
FTE: 4  
Exp: \$240,934

Golf Operations  
FTE: 3.5  
Exp: \$193,606

Solid Waste Disposal  
FTE: 5.5  
Exp: \$1,278,197

Solid Waste Composting  
FTE: 3  
Exp: \$188,952

Golf Maintenance  
FTE: 6  
Exp: \$310,869

KCCB  
FTE: 0  
Exp: \$25,997

Page 1

**Mayor John Hull**

<sup>1</sup> 2010 Census Data

<sup>2</sup> Contract prosecutor services included.

<sup>3</sup> Contract cost for the Judge and Associate Judge are included in Municipal Court.

<sup>4</sup> Unfunded positions are included in the FTE count for many departments. Details are in departmental statements.

# City of Copperas Cove

## 2011-2012 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>CITY SECRETARY</b>	City Secretary				
<b>CITY ATTORNEY</b>	City Attorney				
<b>FINANCE</b>	Finance	Utility Administration			
<b>BUDGET</b>	Budget				
	Municipal Court				
<b>HUMAN RESOURCES</b>	Human Resources				
<b>POLICE</b>	Police - Administration				
	Police - Services				
	Animal Control				
	Information Systems				
<b>FIRE</b>	Fire				
	Emergency Management				
	Building & Development				
	Code & Health Compliance				
<b>PARKS &amp; LEISURE</b>	Parks & Leisure - Administration			Golf Operations	
	Parks & Leisure - Maintenance			Golf Maintenance	
	Parks & Leisure - Athletics				
	Parks & Leisure - Aquatics				
	Parks & Leisure - Special Events				
	Parks & Leisure - Cemetery				
	Library				
<b>PUBLIC WORKS</b>	Street	Public Works Admin	SW Administration		Drainage
	Fleet Services	Water Distribution	SW Recycling		
		Sewer Collection	SW Residential		
		Wastewater Treatment	SW Commercial		
			SW Brush/Bulk		
			SW Composting		
			SW Disposal		
			KCCB		

**FY 2011-12  
BUDGET OVERVIEW**



<b>Copperas Cove Elected Officials</b>	
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
<b>Copperas Cove Appointed Officials</b>	
Andrea M. Gardner City Manager	Denton, Navarro, Rocha & Bernal City Attorney
Jane Lees City Secretary	William Price Municipal Judge

**Vision Statement**

The vision of Copperas Cove is a military friendly and environmentally sensitive community with a high quality of life in a safe environment where people genuinely care about the City.

**Mission Statement**

The mission of the City of Copperas Cove is to provide excellent public services using revenues effectively to meet the needs of our diverse community.

**Top 10 Goals**

- Conduct long range planning.
- Continue sustainability initiatives.
- Develop and maintain partnerships with local, regional, state and federal entities.
- Maintain, improve and expand City infrastructure, facilities and programs to include parks and leisure programs.
- Ensure continued quality public safety.
- Exercise fiscal responsibility.
- Adopt an ad valorem tax rate sufficient to fund service level requirements consistent with the City's Vision and Mission Statements.
- Attract and retain quality employees.
- Support economic development activities.
- Participate in Fort Hood activities and programs in support of the military's mission.



## FY 2012 Budget Calendar

- April 21, 2011 - Budget Kickoff Meeting with City Departments.
- May 3, 2011 - Revenue forecasts due.
- May 9-10, 2011 - First Round Department Meetings with City Manager.
- May 17, 2011 - Base Budget Requests due to Finance.
- May 27, 2011 - New Program Budget Requests due to Finance.
- June 13-14, 2011 - Second Round Department Meetings with City Manager.
- July 19, 2011 - City Manager presents Proposed Budget to City Council.
- July 25, 2011 - Chief Appraiser certifies approved appraisal roll.
- July 26, August 2 & 4, 2011 - City Council Workshops to discuss Proposed Budget.
- August 4, 2011 - Public Hearing on City Manager's Proposed Budget.
- August 16, 2011 - Review City Council recommended changes to the Proposed Budget.
- August 30, 2011 - Public Hearing on changes to the Proposed Budget.
- September 6, 2011 - Approval of Budget, City's Fee Schedule, and Tax Rate for Fiscal Year 2012.
- October 1, 2011 - Fiscal Year 2012 begins.

## FY 2012 Budget Approved by Copperas Cove Elected Officials

On September 6, 2011 the members of the Copperas Cove City Council voted to approve the Annual Budget and Plan of Municipal Services for fiscal year 2011-12. City Council adopted a tax rate equal to \$0.7639 per \$100 of assessed valuation, equal to the effective tax rate. 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 \$115,082.

The City's total operating budget equals \$28,937,314. The General Fund is the main operating fund of the City and was adopted with revenues totaling \$14,154,569. Taxes, which include both property taxes and sales taxes, comprise 74.4% or \$10,536,450 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 \$15,077,898. Thirty-three percent (33%) of total expenses is utilized for Police protection, 23% for Fire and EMS services, and 12% for parks & leisure activities.

For FY 2012, the General Fund will be impacted by a significant decrease in property taxes in the amount of \$448,092, or 6% compared to property taxes originally budgeted in FY 2011. The decreased revenue will require several positions to become unfunded and restructuring the duties of other positions. Fifteen and a half full-time positions will be unfunded of which fourteen (14) are full-time positions and three (3) are part-time positions. A new part-time file clerk will be created to assist the City Secretary's Department and Code Enforcement will share a part-time position with Human Resources. Arson investigations will be conducted by Police Department detectives as a result of unfunding the fire investigator positions in the Fire Department. Cemetery maintenance and facility maintenance duties will be absorbed by Parks & Leisure - Maintenance. The part-time bailiff position will move into the Municipal Court budget due to a decrease in revenue in the Court Security Fund.



The City's Charter requires the General Fund to maintain the ideal fund balance, but prohibits an increase in expenditures without an increase in revenues in the proposed budget. City Council could not, therefore, include a COLA increase in this budget since revenues could be increased to cover the increased expenditures. However, a 1% COLA will be provided after the fiscal year begins through a budget amendment. The increased expenditures will still allow the projected ending fund balance in the General Fund to comply with the ideal fund balance policy, which is a 25% reserve fund balance as per the City ordinance. As approved by City Council, the ideal fund balance calculation in all major funds of the City to include the General Fund, Water and Sewer Fund, Solid Waste Fund, and Golf Course Fund excludes capital outlay, capital lease payments and debt service as approved in FY 2009-2010.

In fiscal year 2011-12, the budget includes a \$0.09 per 1,000 gallons of water increase in the water rate for 3/4" meters and a \$0.40 per 1,000 gallons of water use increase in the sewer rates for all customers. The increase in both rates are a result of the continued drain on the fund balance of the Water & Sewer Fund as a result of not properly establishing rates according to professional rate studies over the time period of almost a decade. The Water & Sewer Fund budget totaled \$10,069,152 with revenues budgeted at \$9,601,814. The Water and Sewer Fund budget does not meet ideal fund balance. The funding for the Assistant Director of Public Works position will be split among Public Works Administration, Solid Waste Administration and Drainage in FY 2011-2012.

The Solid Waste Fund total budget is \$3,264,385 for fiscal year 2011-12. Revenues total \$3,082,882, with Garbage Collection Fees comprising 83% of the total revenues. Projected ending fund balance is \$759,489, which exceeds the 25% reserve ideal fund balance requirement.



The revenues are budgeted in the Golf Course Fund at \$536,403, which is 14.7% below the prior fiscal year projections. Expenses are budgeted at \$525,879 which includes paying for the funds own debt service payments as part of the 2008 and 2008A Tax Notes. The Golf Course continues to receive scrutiny over its negative fund balance and less than ideal financial performance. Costs were again reduced to take steps toward achieving a positive fund balance. For FY 2011-12, one full-time and one part-time Golf Shop Assistant positions and one full-time Heavy Equipment Operator will be unfunded. 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 2011-12 debt service payments include payments for General Obligation debt and Tax Notes that were issued in November 2010 for projects costs of various departments and in January 2011 the Southeast Bypass project.

The Special Revenue Funds consist of the Drainage Utility Fund, the Municipal Court Funds, the Hotel Occupancy Tax Fund, the Library Gifts & Memorials Fund and the Animal Shelter Fund. The function of the Recreation Activities Fund and the Cemetery Fund will become part of General Fund activities and will not exist as separate funds in FY 2011-2012. 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 2011-2012 is \$876,500. 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 expenditure budget totals \$946,331 and includes funding for capital improvement projects to include Curry Street Drainage and Rolling Heights Drainage. The need for continued progress on drainage projects is exemplified through the damage caused by the severe weather events during fiscal year 2006-2007. For future planning purposes, the City staff prepared and the governing body adopted a five year Capital Improvement Plan that includes several drainage projects. As stated previously, the Assistant Director of Public Works will be funded at 33% in Drainage Utility for FY 2011-2012.



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 2011-2012 budget.





Funding in the FY 2011-2012 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 adopted Five-year Capital Improvement Plan.

The 2003 Certificates of Obligation includes funding for the Southeast Bypass which construction began in 2011. The total project is estimated to be \$50 million (including right-of-way acquisition).

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

The 2007 Certificates of Obligation includes funding for the construction of the new police facility, including the parking lot and drainage improvements.

The 2008 Limited Tax Notes include funding for park renovations, the golf course effluent storage pond, and funding for the Rolling Heights drainage project.

The 2008A Limited Tax Notes include funding for Bradford Drive road extension, Texas and Golf Course Road drainage, and recycling center expansion project.

The 2009 General Obligation Bonds include funds for the completion of the Police Facility.

The 2009 Limited Tax Notes were include funding for South Park renovations, Recycling Center expansion, Transfer Station Tipping Floor Resurfacing, and renovations to the Civic Center.

The 2010 Limited Tax Notes were issued in May 2010. The new debt includes many Water and Sewer projects, the largest of which are the Northeast Water Line and Mountaintop Water Line and Storage Tank. Other projects include Bradford Drive extension and Ave F reconstruction.

The 2010 General Obligation Bonds were issued in May 2010. The new debt includes funding the Northeast Water and Sewer Lines.

The 2010A Limited Tax Notes were issued in November 2010. The new debt includes projects and equipment for many tax supported departments including Police, Fire, Streets, Parks, Information Systems, Finance, and City Secretary.

The 2011 Revenue and Limited Tax Bonds were issued in February 2011. Funding for the Southeast Bypass project is the sole project for the use of the funds.

The 2011 General Obligation Bonds were issue in February 2011. The use of these funds are also solely for the Southeast Bypass project.

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







*“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 32,032. Copperas Cove is approximately 17.3 square miles, with 13.9 square miles located in Coryell County. Copperas Cove’s crime rate of 3,975 per 100,000 is among the lowest in the Central Texas area and is below the state crime rate of 4,236. The 2010 estimated median household income is \$49,706 and the average home market value is \$96,240. The major employers in the area are Fort Hood (military soldiers) with 47,700 employees, Fort Hood Civilian (federal and contract) with 15,800 employees, Copperas Cove ISD with 1,324 employees, GC Services (credit collection agency) with 1,150 employees, Wal-Mart Supercenter with 450 employees, City of Copperas Cove with 298 employees, H.E.B. Grocery Store with 174 employees, Windcrest Nursing Center with 100 employees, McDonald’s with 95 employees, and Hill Country Rehabilitation Center with 84 employees.

Copperas Cove is home to Copperas Cove ISD and the Copperas Cove Bull Dawgs. Copperas Cove ISD serves over 8,000 students and consists of 11 campuses, including a new elementary school that opened in 2011. Seven 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 one Exemplary Campus. Seven of the campuses have met 2011 Adequate Yearly Progress as mandated by the No Child Left Behind Act of 2001.





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 / Unfunded" Personnel Schedule
- Recap of New Programs
- Recap of New Programs as Part of the 2011 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 leisure facilities and activities, code enforcement, and infrastructure maintenance.

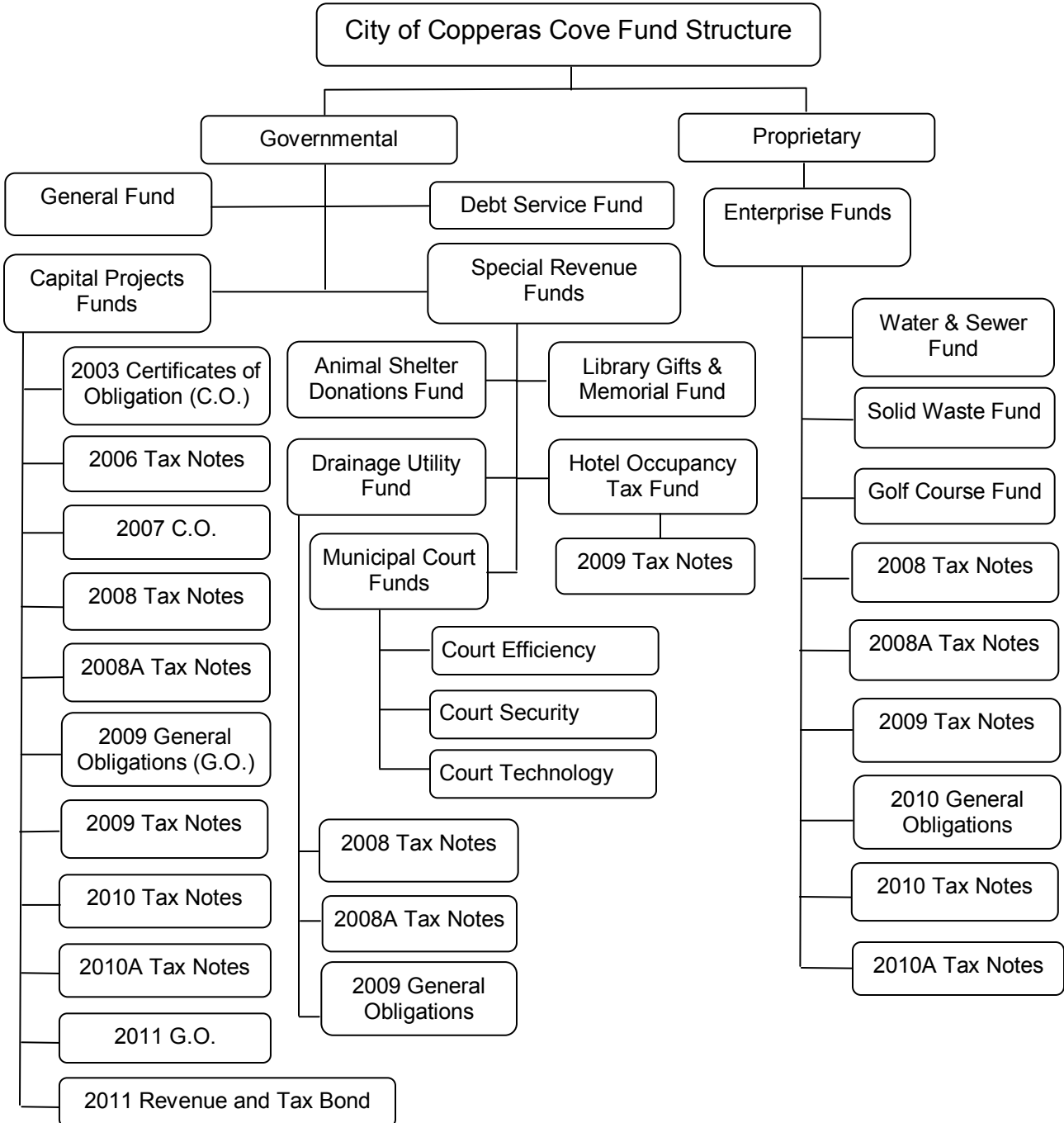
Special Revenue Funds: These funds are budgeted to account for revenue sources that are restricted for specific purposes. This includes hotel occupancy taxes collected, which are used to promote tourism, preserve historical sites, and promote the arts. It also includes drainage utility fees collected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

Debt Service Fund: This fund is used for the accumulation of resources (property tax revenue) necessary to pay 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 2011-12 Budget Process

## FY 2011-12 Budget Process STEPS

### Kickoff Meeting

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

Optional Tutorial Workshops conducted by Finance Department Staff.

### Revenue Forecasts

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

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

### Budget Requests

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

### Budget Presentation

City Manager & Director of Budget conduct budget meetings with departments.

Finance Department compiles all approved requests and prepares proposed budget.

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

### Budget Adoption

Multiple Budget Workshops are conducted with Staff & City Council

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

City Council adopts FY 2012 Budget.

## GOALS

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

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

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

**Provide revenue projections that are neither too conservative or liberal.**

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

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

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

## DUE DATE

April 21, 2011

May 3, 2011

May 17 & 27, 2011

July 19, 2011

September 6, 2011

**City of Copperas Cove  
FY 2011-12 Budget Calendar**

<b>Date</b>	<b>Council Meeting</b>	<b>Required Activity</b>	<b>Legal Requirement Reference</b>
April 8, 2011		Begin Budget Process with Instructions and Schedule Email to Departments	
April 11-12, 2011		City Council Retreat	
April 21, 2011		Budget Kickoff Meeting for City Departments	
May 3, 2011		FY 2010-11 Revenue and Expenditure Projections Due to Finance	*City Charter Article VI, Sec 6.04
May 3, 2011		Revenue Forecasts for FY 2011-12 Due to Finance	*City Charter Article VI, Sec 6.03
May 9-10, 2011		Budget Meetings with City Manager and Finance Staff to Review Revenue Forecasts and Expenditure Projections	*State Statute Sec 102.004
May 17, 2011		Base Budgets Due to Finance	*City Charter Article VI, Sec 6.04 *State Statute Sec 102.002
May 27, 2011		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 13-14, 2011		Budget Meetings with City Manager and Finance Staff to Discuss Budget Submission including New Program Requests	*State Statute Sec 102.004
July 1, 2011		Proposed Budget Due to City Manager from Finance	
July 19, 2011	Council Workshop	Presentation of FY 2012 Proposed Budget by City Manager	*City Charter Article VI, Sec 6.02 & 6.05 *State Statute Sec 102.001,
July 19, 2011		FY 2012 Proposed Budget Filed with City Secretary	*City Charter Article VI, Sec 6.05 *State Statute Sec 102.005
July 19, 2011	Council Meeting	Set Public Hearing on Proposed Budget for August 4, 2011	*City Charter Article VI, Sec 6.06
July 25, 2011		Chief Appraiser Certifies Approved Appraisal Roll	*Texas Property Tax Code 26, Article VIII Sec 21

**City of Copperas Cove  
FY 2011-12 Budget Calendar**

<b>Date</b>	<b>Council Meeting</b>	<b>Required Activity</b>	<b>Legal Requirement Reference</b>
July 26, 2011	Special Council Workshop	Budget Workshop (Departmental Presentations) - Major Operating Funds	
July 29, 2011		Publish Notice of Public Hearing on Proposed Budget	*City Charter Article VI, Sec 6.06 *State Statute Sec 102.006
August 2, 2011	Special Council Workshop (6:00pm)	Budget Workshop (Departmental Presentations) Discuss Tax Rate	*Texas Property Tax Code 26, Article VIII Sec 21
August 4, 2011	Special Council Meeting	Public Hearing on Proposed Budget	*City Charter Article VI, Sec 6.07 *State Statute Sec 102.006
August 4, 2011	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 4, 2011	Special Council Meeting	Set Public Hearings on the Tax Increase for August 16, 2011 and August 30, 2011	*Texas Property Tax Code 26, Article VIII Sec 21
August 4, 2011	Special Council Meeting	Set meeting to Adopt Tax Rate for September 6, 2011	*Texas Property Tax Code 26, Article VIII Sec 21
August 4, 2011	Special Council Workshop	Budget Workshop (Hotel Occupancy Tax Committee Presentation and Outside Organization Presentations)	
August 5, 2011		Publication of Effective and Rollback Tax Rates, Statements, and Schedules (Tax Collector prepares for newspaper)	*Texas Property Tax Code 26, Article VIII Sec 21
August 16, 2011	Council Workshop (6:00pm)	Review City Council Recommended Changes to the Proposed Budget	*City Charter Article VI, Sec 6.08
August 23, 2011		Public Notice of the Changes to the Proposed Budget with Notification of Public Hearing on August 30, 2011	*City Charter Article VI, Sec 6.08
August 30, 2011	Council Meeting (6:00pm)	Public Hearing on Changes to Proposed Budget	*City Charter Article VI, Sec 6.08

**City of Copperas Cove  
FY 2011-12 Budget Calendar**

<b>Date</b>	<b>Council Meeting</b>	<b>Required Activity</b>	<b>Legal Requirement Reference</b>
September 6, 2011	Council Meeting	Adoption of FY 2012 Proposed Budget	*City Charter Article VI, Sec 6.09 & 6.10
			*State Statute Sec 102.007
September 6, 2011	Council Meeting	Action on Amending the City's "Fee Schedule" Ordinance	
September 6, 2011	Council Meeting	Adoption of 2011-12 Tax Rate	*City Charter Article VI, Sec 6.10
			Texas Property Tax Code Sec 26.05a&b
September 6, 2011	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

## 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 any 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.
- i. 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.
- j. A revenue and expense statement for all types of bonds.
- k. A description of all bond issues outstanding, showing rates of interest, date of issue, maturity date, amount and authorized amount issued, and amount outstanding.
- l. A schedule of requirements for the principal and interest of each issue of bonds.
- m. A special funds section.
- n. The appropriation ordinance.
- o. The tax levying ordinance.
- p. A capital program, which may be revised and extended each year to indicate capital improvements 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 5-20-08)

## 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 5-20-08)

### 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 5-20-08)

### Section 6.06

#### ***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 5-18-10)

### Section 6.07

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

The budget shall be adopted by a majority vote of the council. (As amended 5-18-10)

### Section 6.08

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

The budget shall be finally adopted not later than the thirtieth (30th) of September. If the council fails to adopt the budget by the thirtieth (30th) 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 5-18-10)

## Local Law – City Charter Article VI

### Section 6.09

#### ***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, 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 5-18-10)

### Section 6.10

#### ***Contingent Appropriations***

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. (As amended 5-18-10)

### Section 6.11

#### ***Amending the Budget***

- a. *Program/budget action conference.* Within fifteen (15) days after the end of the second quarter of the fiscal year the council will hold a program/budget action conference with the city manager to determine the fiscal condition of the city at that time and to determine if the current budget for that fiscal year should be amended in any manner.
- b. *Budget amendments.*
  1. If, at any time, the council desires to amend the budget it will call for a public hearing and cause to be published, in local newspapers of general circulation in the city, at least five (5) days prior to such public hearing a description of the proposed amendments.
  2. After the public hearing mentioned above, the city council may adopt, modify and adopt, or decline to adopt the proposed amendments.
  3. In those cases where the council desires to move funds or make appropriations from reserve accounts, two (2) public hearings, held a minimum of five (5) days apart, must be held prior to such action being taken.
  4. In those cases where state law requires that a state of grave public necessity be declared prior to amending the budget, the actual fact of the grave public necessity may be established by an 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. (As amended 5-18-10)

## Financial Policies

### ***Fund Balance and Operating Procedures***

In the Administration section of the Copperas Cove, Texas, Code of Ordinance, 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.

#### Sec. 2-122. Definitions.

- a) Designated unreserved fund balance. Net financial resources of a governmental fund that are spendable or available for appropriation, but which have been earmarked by the chief executive officer or the legislative body for some specific purpose.
- b) Fund. A separate fiscal and accounting entity used by governments to segregate resources related to specific activities.
- c) Fund balance. The difference between fund assets and fund liabilities in a governmental or trust fund.
- d) Fund type. One (1) of seven (7) categories into which all individual funds must be classified.
- e) Liquidity. The ability to meet demands for payment on a timely basis.
- f) Reserved fund balance. For governmental funds and expendable trust funds, the portion of fund balance that is not available for appropriation because it is either legally restricted (e.g., encumbrances) or not spendable (e.g., long-term receivables). For nonexpendable and pension trust funds, the portion of fund balance that is legally restricted.
- g) Reserved retained earnings. Generally, a portion of retained earnings reflecting the excess of restricted assets over related liabilities.
- h) Retained earnings. Net income and losses of all prior periods adjusted for transfers and amounts of depreciation charged to contributed capital.
- i) Unreserved fund balance. In a governmental or expendable trust fund, the balance of net financial resources that are spendable or available for appropriation. In a nonexpendable or pension trust fund, the portion of fund balance that is not legally restricted.

#### Sec. 2-123. Maintenance of adequate reserves in order to provide several important benefits to the city.

The purposes of the fund balance policy and operating reserves fiscal policy shall include:

1. Providing a measure of stability during economic cycles. Adequate reserves to help protect the city against significant tax increases or dramatic budget cuts during periods of low economic activity.
2. Interest income from the investment of the cash reserves to provide a significant

## Financial Policies

source of revenue.

3. Adequate reserves to provide the foundation for a strong credit rating reducing the cost of long-term borrowing.

### Sec. 2-124. Fiscal policy for maintaining adequate levels of reserves in the city's general fund, utility funds, and other funds per designation by city council.

- 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.

### Sec. 2-125. Obtaining the maximum reserves balances as established in section 2-124.

- a) The City of Copperas Cove shall designate the unencumbered fund balances in the following percentages per the stated funds until the maximum balances, as defined in section 2-124 have been obtained:
  - 1) General Fund—No less than fifty (50) percent annually.
  - 2) Utility Funds—No less than forty (40) percent annually.
  - 3) Other Funds—No less than twenty (20) percent annually.
- b) Upon obtaining the section 2-124 fund balances, this section will not apply.

### Sec. 2-126. No operating deficits.

Current expenditures will be paid with current revenues. Deferrals, short-term loans, or one-time sources will be avoided as budget balancing techniques. Reserves will be used only for emergencies or nonrecurring expenditures, except when balances can be reduced because their levels exceed guideline minimums.

### ***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



## Financial Policies

Funds Investment Act.

7. Eligible investment pools in accordance with the Public Funds Investment Act. Section 2256.016 – 2256.019
8. Any other securities which may be added by the State of Texas as permissible investments for municipal governments which are in compliance with the Public Funds Investment Act.

### **Long Term Debt**

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

### **Indirect Cost Allocations**

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

### **Indirect Cost Transfers**

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

### **Budget Transfers**

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

### **Budget Amendments**

According to the City Charter, § 6.11 *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

## Financial Policies

- minimum of five (5) days apart, must be held prior to such action being taken.
- (4) In those cases where state law requires that a state of grave public necessity be declared prior to amending the budget, the actual fact of the grave public necessity may be established by a unanimous vote of the council or by the certification in writing by not less than one hundred fifty (150) resident qualified voters. If a grave public necessity is established as herein required, then the budget may be amended by customary council action.
  - (5) Transfers of appropriations authorized in section 8.02 are budget actions that do not require the amendment procedures required elsewhere in this article.

### ***Contingent Appropriations***

Per the City Charter, § 6.10 *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. (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

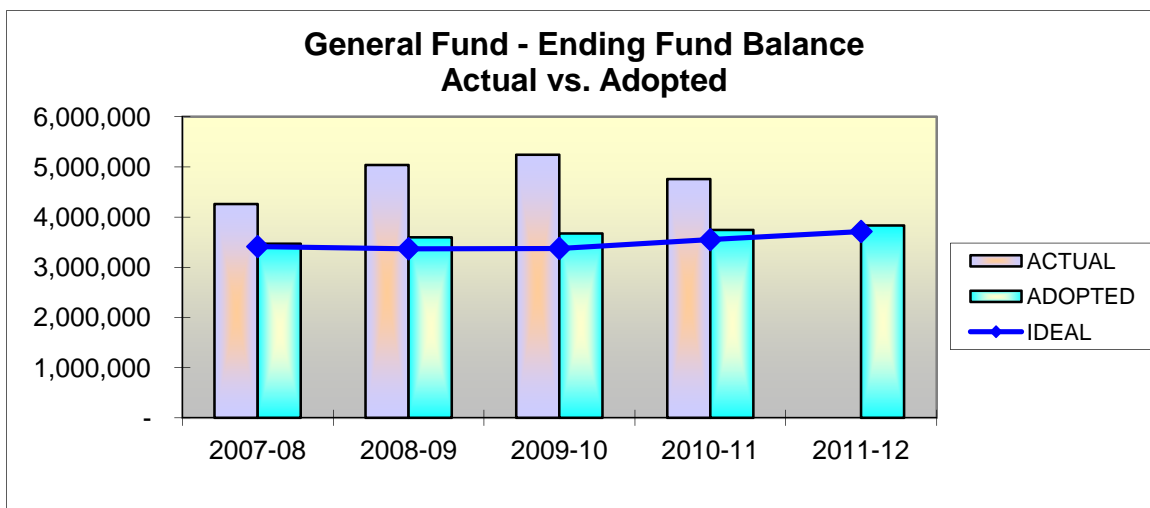
## FUND BALANCE

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 seven 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.



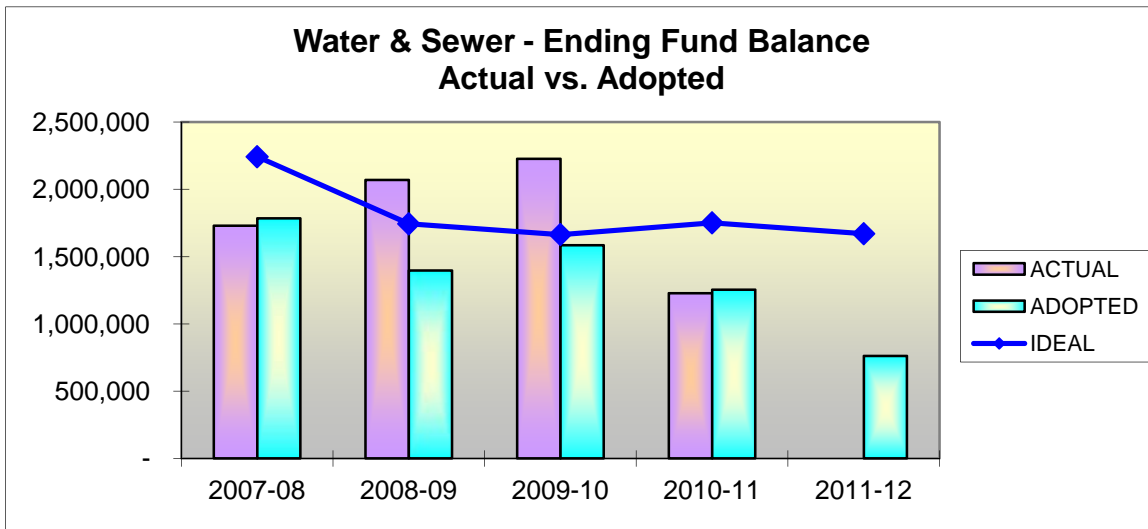
*Note: The actual amount provided for fiscal year 2010-11 is a projection. The ideal fund balance represented above is calculated on actual expenditures if available.*

## Summary of Fund Balances, Revenues & Expenses

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

### Water & Sewer Fund

The fund balance position in the Water and Sewer Fund is below the fiscal year 2010-2011 budget and is not budgeted to achieve an ideal fund balance in fiscal year 2011-2012. The fund balance steadily increased from fiscal year 2007-2008 to fiscal year 2009-2010 while adjusting to increases in electric utility costs, rising fuel costs, debt service payments, and other operating costs. Though the ideal fund balance has remained fairly consistent since fiscal year 2008-2009, the actual fund balance has decreased in the last two years. In fiscal year 2008-2009, 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 2009-2010 to exclude capital lease payments from the ideal fund balance calculation. In fiscal year 2011-2012, the adopted fund balance is under ideal by \$909,208. Revenues include an approved fee increase in FY 2011-2012 to the ¾" meter water usage rate and to the usage rate for all sewer customers. The increases are a result of the continued drain on the fund balance of the Water & Sewer Fund as a due to not properly adopting rates according to professional rate studies over the time period of almost a decade. Revenues are conservatively budgeted. City staff will work with the City Council to achieve an ideal fund balance within the next four years through a critical expenditure review and utility rate review.



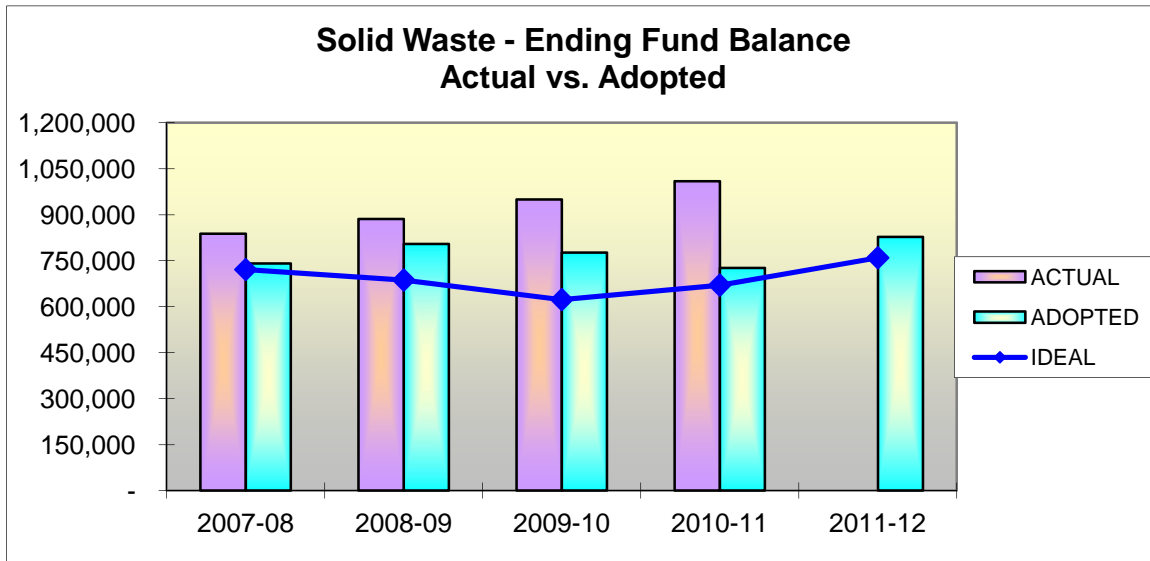
*Note: The actual amount provided for fiscal year 2010-11 is a projection. The ideal fund balance represented above is calculated on actual expenses if available.*

### Solid Waste Fund

The fund balance position in the Solid Waste Fund has improved over the past several years and the recent improvements are expected to help the fund remain stable in future years. The Solid Waste Fund has maintained or exceeded an ideal fund balance level in the past four years and is budgeted to exceed the ideal fund balance in fiscal year 2011-2012 by \$68,142. Since achieving an ideal fund balance in FY 2006-2007, the Solid Waste Fund continues to sustain its self-sufficiency. This fund, however, incurs hauling and disposal costs as a result of the

## Summary of Fund Balances, Revenues & Expenses

completion of the transfer station in fiscal year 1998-1999. In recent years, the hauling and disposal costs have increased, going from approximately \$769,843 in fiscal year 2006-2007 to approximately \$991,375 for fiscal year 2011-12 which is a 28.8% increase. Increases in fuel and oil and repair and maintenance costs also have a significant impact on the operating funds. Ideal fund balance has been achieved within this fund and will continue to be achieved in future years.



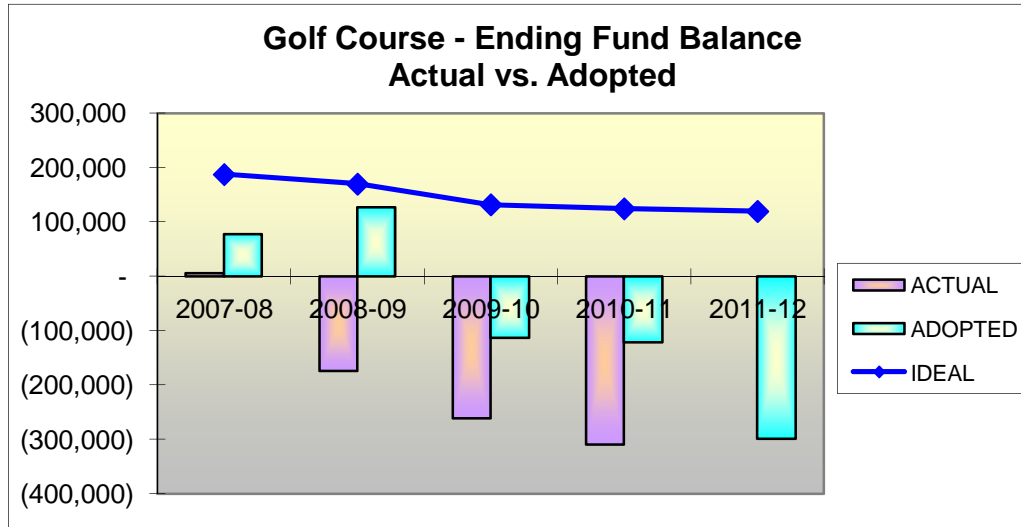
*Note: The actual amount provided for fiscal year 2010-11 is a projection.  
The ideal fund balance represented above is calculated on actual expenses if available.*

### Golf Course Fund

The Municipal Golf Course was accounted for in the General Fund prior to fiscal year 1996-1997. A major renovation of the Golf Course that began in the 1996-1997 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 2008-2009 is the first fiscal year that the golf course did not receive a transfer from the General Fund; however, the City Council previously authorized City staff to budget the Golf Course's entire share of the 1997 Certificates of Obligation in the Tax Interest and Sinking Fund and not within the Golf Course Fund. The 1997 Certificates of Obligation carry a tax pledge which makes funding the debt service from an ad valorem tax levy lawful. In FY 2008-2009, 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 2008-2009. Operational changes were implemented in the last quarter of FY 2008-2009 with additional

## Summary of Fund Balances, Revenues & Expenses

changes implemented in FY 2009-2010. Starting in FY 2009-2010 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 2005-2006 to boost play at the course and new tournaments continue to be added each year.



*Note: The actual amount provided for fiscal year 2010-11 is a projection.  
The ideal fund balance represented above is calculated on actual expenses if available.*

# Summary of Fund Balances, Revenues & Expenses

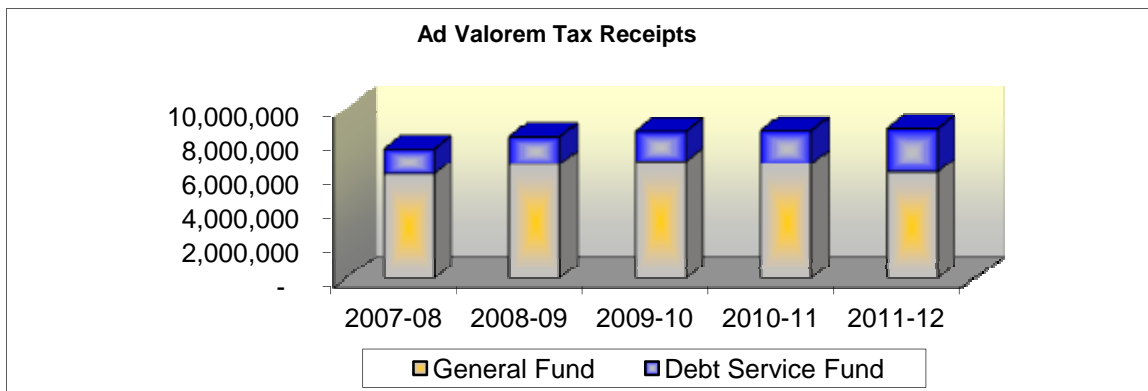
## SIGNIFICANT REVENUES

### General Fund

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

#### **Ad Valorem Taxes**

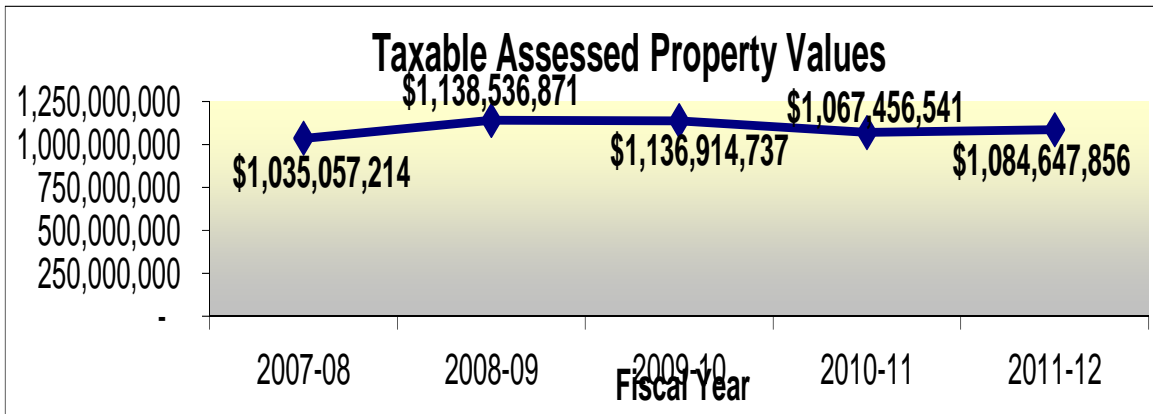
Ad Valorem Taxes are levied, at a tax rate determined annually by the City Council, on the assessed value of all real business and personal property within the city limits. Assessed valuation of real business and personal property is determined by the Coryell County Appraisal District. Tax revenue is divided between the General Fund and the Debt Service Fund according to the amount of outstanding debt that is due each budget year. Ad valorem tax receipts (current & delinquent) in the General Fund and Debt Service Fund are budgeted at \$8,791,125 which represents a minor increase of \$127,117 or 1.5%. A significant portion of the General Fund's revenue is derived from this source at \$6,269,649 or 44.3%, which represents an 8.0% decrease in General Fund revenue.



The 2011-2012 tax rate approved by the City Council was equal to the effective tax rate of 76.39 cents per \$100 of assessed valuation. This is a 0.39 cent increase over the previous year. The tax rate has two components: 21.910 cents or 28.68% going to the Debt Service Fund and 54.480 cents or 71.32% to the General Fund. The adopted tax rate adopted is less than the rollback tax rate of 85.3600 cents per \$100 valuation.

Legislation enacted in the last three years (disabled veteran exemption) continues to significantly lower the City's taxable assessed values. In 2011, the Legislation extended the disabled veteran exemption to the surviving spouse. 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.

## Summary of Fund Balances, Revenues & Expenses



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

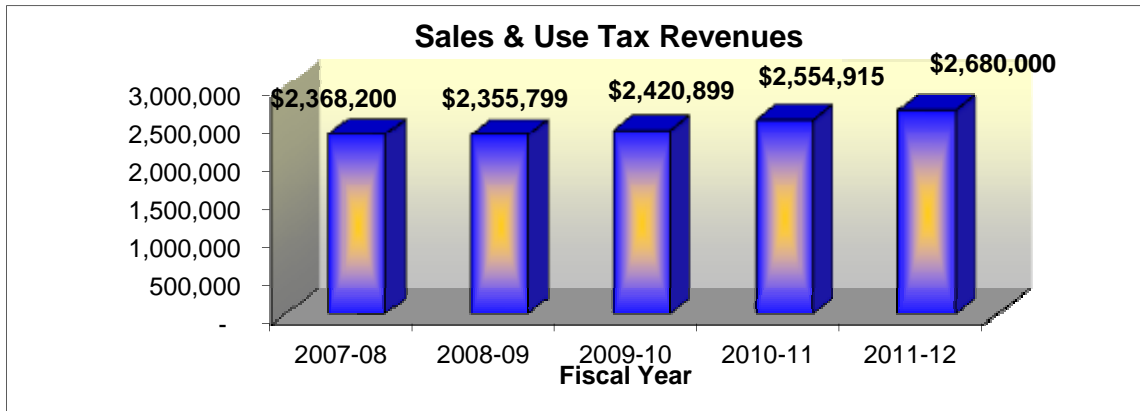
Taxpayer Name	Market Value	Taxable Value
Wal-Mart Real Estate	11,500,000	11,500,000
Oncor Electric Delivery Co. (FKA TXU)	9,550,360	9,550,360
Wal-Mart Properties Stores East	8,999,650	8,999,650
Copperas Cove AL LLC	6,508,920	6,508,920
Cove Terrace Associates LTD	5,930,000	5,930,000
Colonial Plaza Partnership	5,870,270	5,870,270
Cinergy Cinemas LP	5,551,410	5,551,410
H E Butt Grocery Company	4,792,560	4,792,560
Crosstowne LTD	4,415,230	4,415,230
TWE-ADV/Newhouse Partnership	4,038,730	4,038,730

### 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 0.5%, 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 \$2,680,000 in sales and use taxes for fiscal year 2011-2012, which is \$125,085 more than the amount projected to be collected in fiscal year 2010-2011. Sales and use taxes represent 18.9% of the General Fund's total revenues, making it one of the primary sources of revenue. Budgeting only a 4.9% increase over the 2010-2011 projected amount is conservative due to an anticipated commercial development in the community in addition to the stability of modest growth over the past four years. The overall growth of \$311,800 or 13.2% between fiscal year 2007-2008 and 2011-2012 can be attributed to the relatively healthy economy that has been enjoyed by Texas over the past two decades and recent commercial growth in the City.



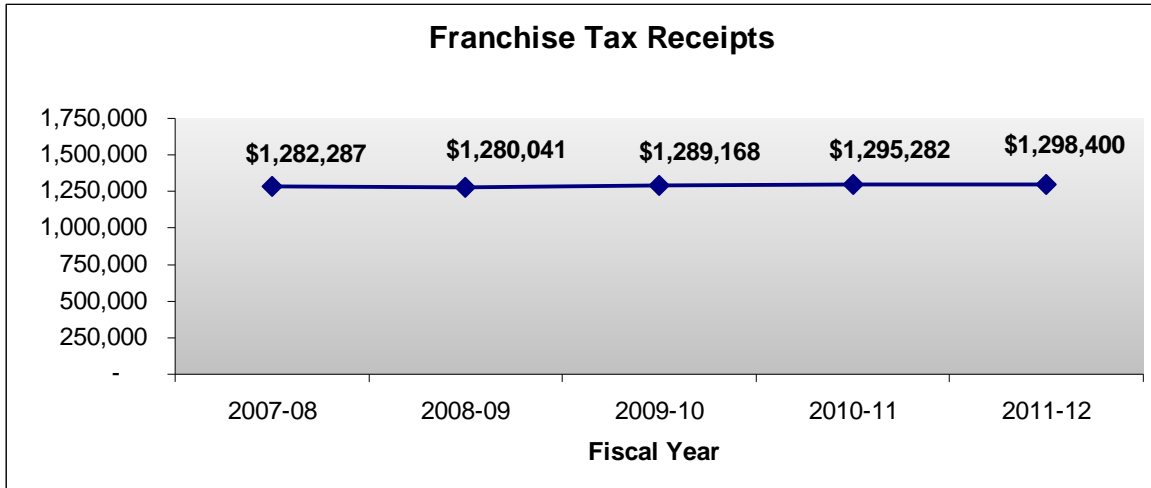
## Summary of Fund Balances, Revenues & Expenses



*Note: Actual revenues are provided for FY 2007-08 to FY 2009-10, projected revenues are provided for FY 2010-11 and budgeted revenues are provided for FY 2011-12.*

### Franchise Taxes

Franchise taxes represent a major source of revenue for the general fund making up approximately 9.2% 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 \$1,298,400 in franchise tax receipts for fiscal year 2011-2012 which is slightly over fiscal year 2010-2011 projected collections. Franchise tax receipts have remained relatively consistent over the last four years since 2007-2008 showing an overall slight increase of \$16,113 or 1.3%.



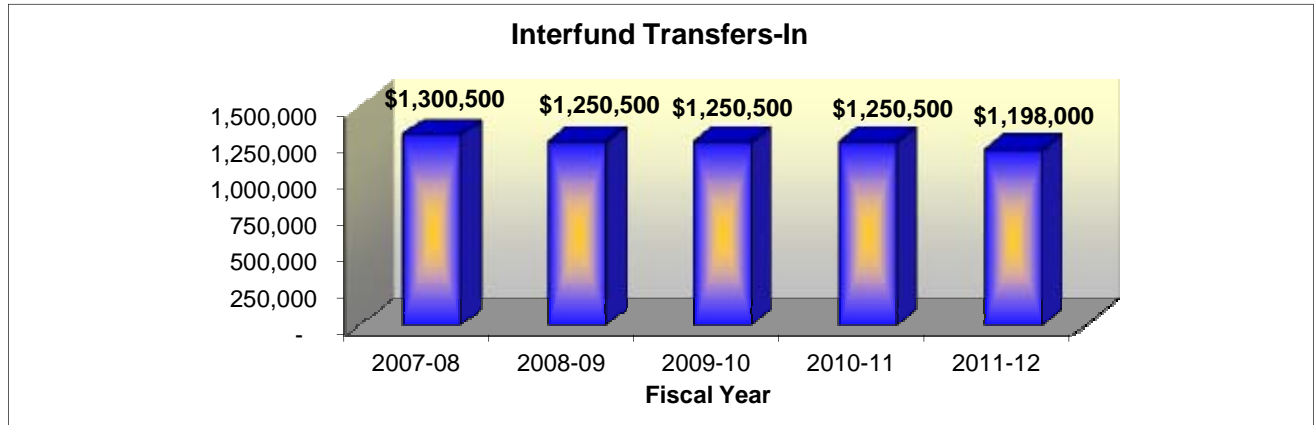
*Note: Actual revenues are provided for FY 2007-08 to FY 2009-10, projected revenues are provided for FY 2010-11 and budgeted revenues are provided for FY 2011-12.*

### Interfund Transfers-In

Interfund transfers-in represent a significant source of revenue for the General Fund amounting to \$1,198,000 or 8.4% of total General Fund receipts budgeted in fiscal year 2011-2012. 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

## Summary of Fund Balances, Revenues & Expenses

and Other Funds established. The slight decrease from fiscal year 2007-2008 to 2008-2009 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 2007-2008 to \$742,500 in fiscal year 2008-2009, and again decreased to \$690,000 in fiscal year 2011-2012. The decrease in fiscal year 2011-2012 is a result of moving expenditures from the General Fund to the Water & Sewer Fund. An analysis and re-calculation of the interfund transfers from each major fund was completed in FY 2009-2010 to ensure compliance with the interfund transfer policy guidelines and will be re-calculated in FY 2011-2012.



*Note: Actual revenues are provided for FY 2007-08 to FY 2009-10, projected revenues are provided for FY 2010-11 and budgeted revenues are provided for FY 2011-12.*

### Charges for Services

Charges for Services represent a significant source of revenue for the General Fund beginning with FY 2011-2012. A total of \$1,185,075 or 8.4% of total General Fund revenue will be derived from charges for services. Individuals and organizational entities are charged for specific services used such as building permits, reimbursement for police services at a private function, and parks and leisure services. Charges for services increased \$331,095 or 38.7% from FY 2010-2011 projected receipts. The increase is due to all parks and leisure activities being moved into the General Fund. Most of the parks and leisure activities occurred in a separate fund prior to FY 2011-2012.

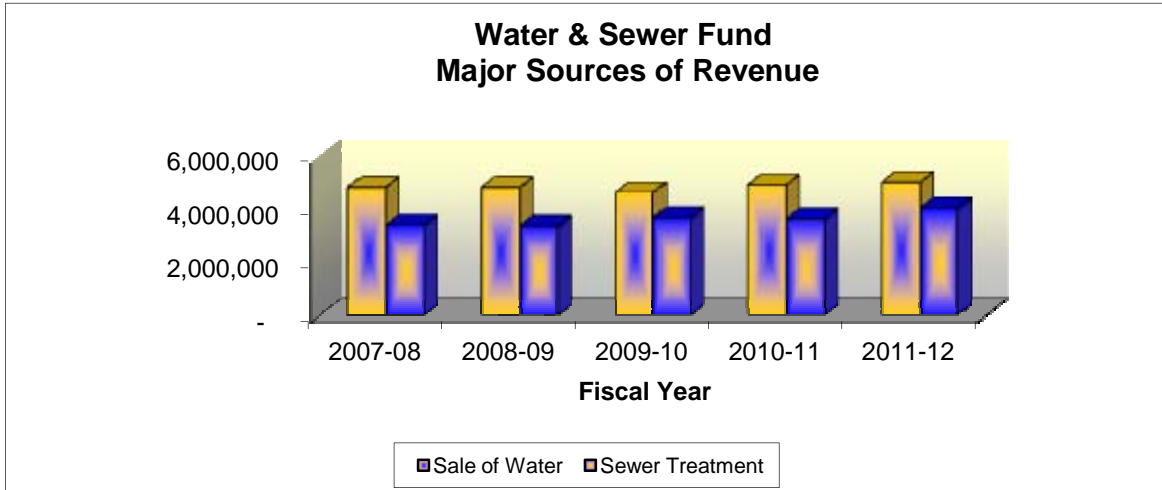
## Water & Sewer Fund

### 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 \$5,040,276 or 46.5% (net of the 20% senior citizen discount) of the total revenue budgeted by the Water & Sewer Fund for the 2011-2012 fiscal year. This amount is \$96,778 or 2.0% higher than the amount projected to be collected in fiscal year 2010-2011. Charges for the collection of sewer make up \$4,055,588 or 37.4% (net of the 20% senior citizen discount) of the total revenues to be collected by the Water & Sewer Fund for the 2011-2012 fiscal year. This amount is \$386,086 or 10.5% higher than the amount projected to be collected in fiscal year 2010-2011. In the 2011-2012 fiscal year, there is a 9 cents rate increase per 1,000 gallons for

## Summary of Fund Balances, Revenues & Expenses

¾” meters for water customers and a 40 cents rate increase per 1,000 gallons of water usage for all sewer customers. The increase was included in the City’s Adopted Budget to begin stabilizing the fund from increased water purchase costs, utilities, maintenance and regulatory costs.



*Note: Actual revenues are provided for FY 2007-08 to FY 2009-10, projected revenues are provided for FY 2010-11 and budgeted revenues are provided for FY 2011-12.*

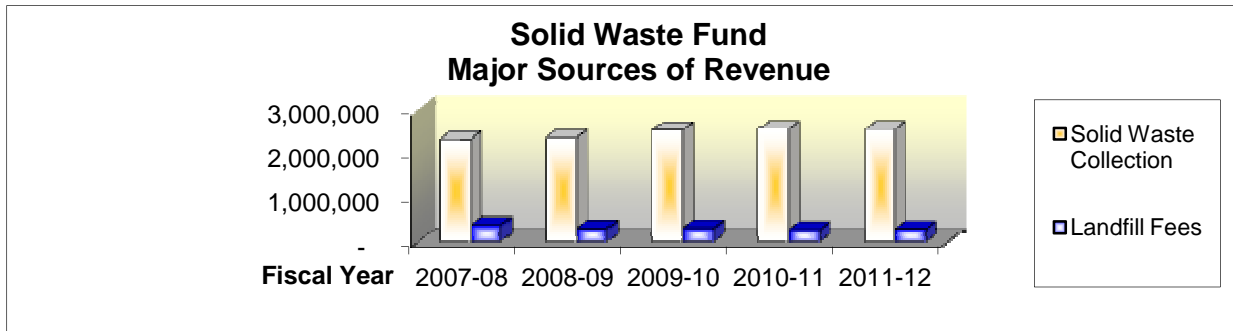
### Solid Waste Fund

#### **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 \$2,517,248 or 81.7% (net of the 20% discount given to senior citizens age 65 or older) of the total Solid Waste revenues for fiscal year 2011-2012 which is only slightly higher when compared to the amount projected to be collected in fiscal year 2010-2011 by \$36,154.

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 \$315,000 or 10.2% of the total revenues for the 2011-2012 fiscal year, which is \$15,000 or 5.0% more than the amount projected to be collected in fiscal year 2010-2011.

## Summary of Fund Balances, Revenues & Expenses



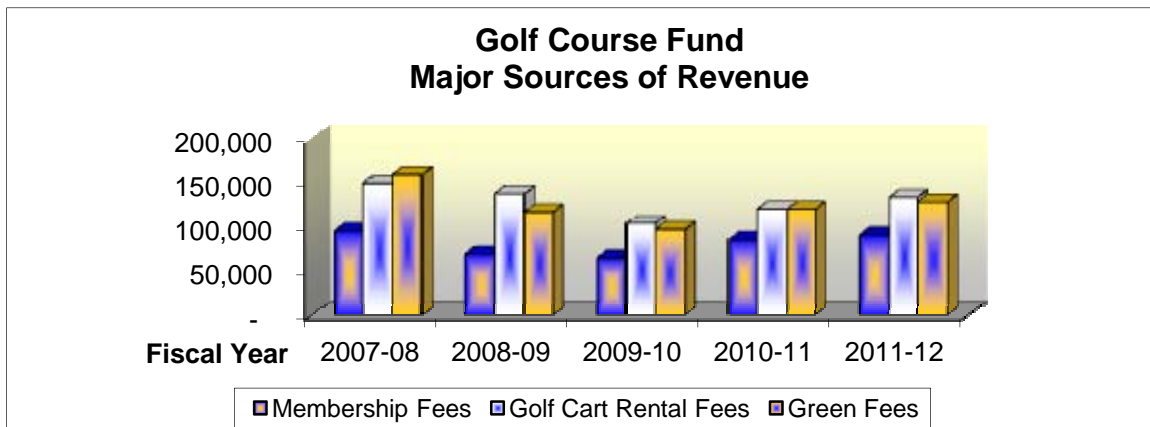
*Note: Actual revenues are provided for FY 2007-08 to FY 2009-10, projected revenues are provided for FY 2010-11 and budgeted revenues are provided for FY 2011-12.*

### 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 2011-2012 it is expected that the Golf Course will generate \$90,000 in membership dues. This amount is approximately 16.8% of the total Golf Course revenue and is \$4,250 less than the membership dues projected in fiscal year 2010-11. Cart rental fees are generated when golfers rent carts from the City and make up \$133,000 or 24.8% of total Golf Course receipts for fiscal year 2011-2012. This amount represents a 14.2% decrease as compared to fiscal year 2010-2011 golf cart rental fees projected to be collected. Green fees are budgeted at \$128,000 for fiscal year 2011-2012. The FY 2011-2012 amount budgeted for green fees represent a \$27,000 or 17.4% decrease compared to the green fees projected to be collected in fiscal year 2010-2011.



*Note: Actual revenues are provided for FY 2007-08 to FY 2009-10, projected revenues are provided for FY 2010-11 and budgeted revenues are provided for FY 2011-12.*

# 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 2010-2011 and fiscal year 2011-2012.

### 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  
 Animal Control  
 City Attorney  
 Finance  
 Budget  
 Human Resources  
 Information Systems

**Public Safety**

Municipal Court  
 Police Admin.  
 Police Services  
 Fire/EMS  
 Emergency Mgmt.

**Public Works**

Street  
 Fleet Services  
 Facility Maint.

**Parks & Leisure Svcs.**

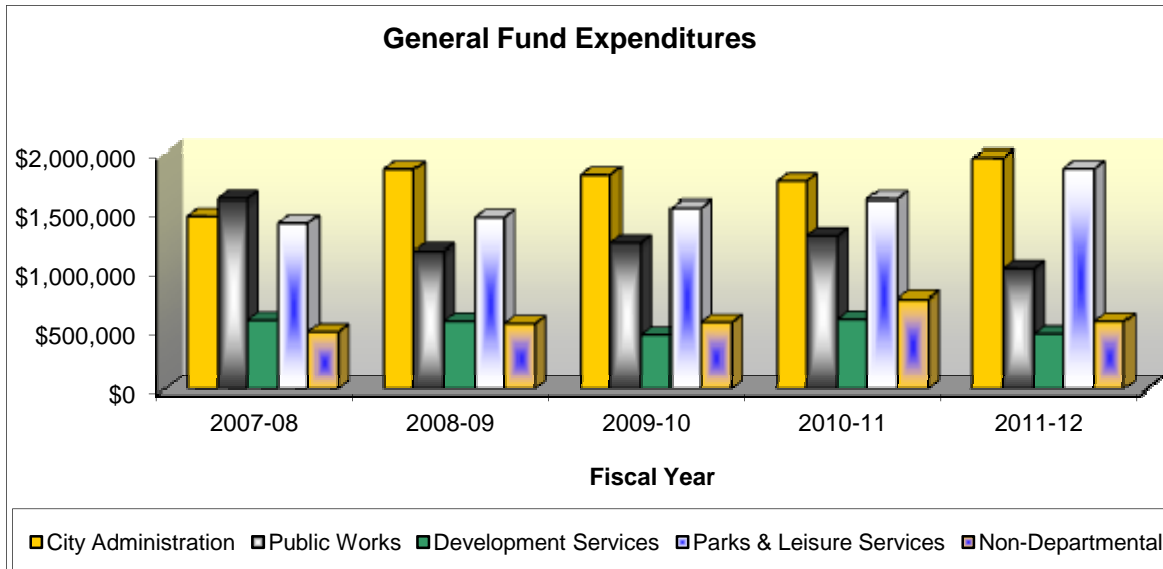
Parks & Leisure Admin.  
 Parks Maintenance  
 Athletics  
 Aquatics  
 Library

**Development Svcs.**

Planning  
 Building & Dev.  
 Code & Health

**Non-Dept.**

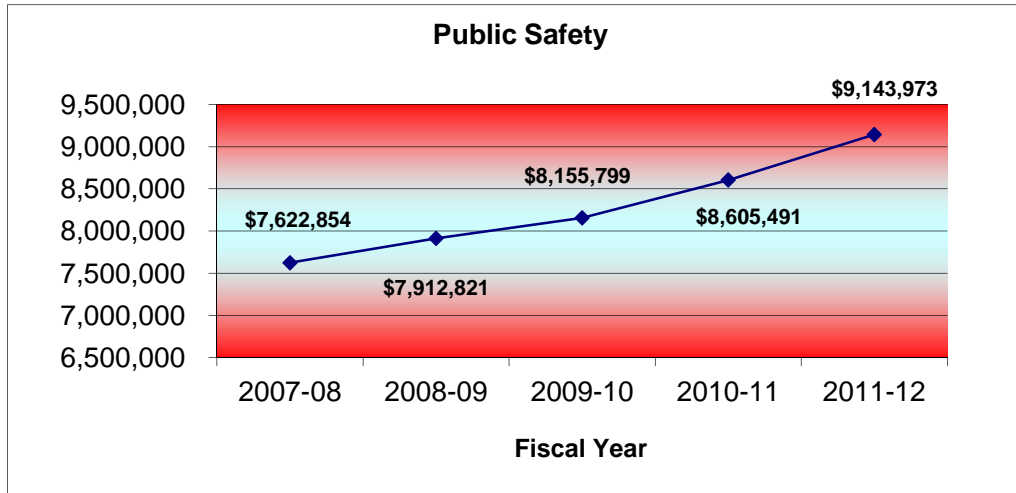
Non-Dept.



*Note: Actual expenditures are provided for FY 2007-08 to FY 2009-10, projected expenditures are provided for FY 2010-11 and budgeted expenditures are provided for FY 2011-12.*

## 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.



*Note: Actual expenditures are provided for FY 2007-08 to FY 2009-10, projected expenditures are provided for FY 2010-11 and budgeted expenditures are provided for FY 2011-12.*

The table below is a breakdown by function that depicts the expenditures by fiscal year along with a percent comparison in the far right column between the budgeted expenditures for fiscal year 2011-2012 and the projected expenditures for fiscal year 2010-2011. 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	2007-08	2008-09	2009-10	2010-11	2011-12	% Variance 2012 to 2011
City Administration	\$ 1,472,442	\$ 1,869,707	\$ 1,818,886	\$ 1,765,289	\$ 1,962,938	11.2%
Public Works	1,614,442	1,177,788	1,241,219	1,301,512	1,033,077	-20.6%
Development Services	597,583	588,922	467,836	606,291	477,390	-21.3%
Parks & Leisure Services	1,413,542	1,462,129	1,540,994	1,611,836	1,872,407	16.2%
Non-Departmental	494,013	567,358	577,981	774,904	588,113	-24.1%
Public Safety	7,622,854	7,912,821	8,155,799	8,605,491	9,143,973	6.3%
<b>Totals</b>	<b>\$ 13,214,876</b>	<b>\$ 13,578,725</b>	<b>\$ 13,802,715</b>	<b>\$ 14,665,323</b>	<b>\$ 15,077,898</b>	<b>2.8%</b>

*Note: Actual expenditures are provided for FY 2007-08 to FY 2009-10, projected expenditures are provided for FY 2010-11 and budgeted expenditures are provided for FY 2011-12.*

## Summary of Fund Balances, Revenues & Expenses

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

The City Administration function decreased by 11.2% or (\$197,649) compared to what was projected to be expended in fiscal year 2010-2011. The increase is primarily due to the Planning function moving into City Administration and the creation of a new Budget Director position.

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

The Public Works function is reflecting a decrease of 20.6% or \$268,435. This decrease is attributed to Public Works Administration in the Water and Sewer Fund absorbing the engineer's duties, unfunding the facility maintenance department and reducing street maintenance and street improvement costs budgeted in the FY 2011-2012 operating budget.

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

The Development Services function decreased by 21.3% or \$128,901 compared to the amount projected to be expended in fiscal year 2010-2011. This decrease is due partially to moving the Planning function to City Administration and sharing the Code Enforcement receptionist position with Human Resources. The construction inspector from the Engineering department moved to the Building Development department and, therefore, increased the Building Development budget for FY 2011-2012.

### ***Parks and Leisure Services:***

The Parks and Leisure Services function (formerly Community Services) includes the Library and the Parks and Recreation departments. Functions previously budgeted and accounted for in a separate fund are not included in the General Fund. Amounts appropriated for this function indicate a 16.2% or \$260,571 increase. The increase is directly attributable to Athletics, Aquatics and Special Events activities being included in the General Fund.

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

The Non-Departmental budget reflects a 24.1% or \$186,791 decrease compared to fiscal year 2010-2011 year end projection. This primary change in FY 2011-2012 is a 50% decrease in the SAFER Grant match requirement, transfer out and contingency budgets.

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

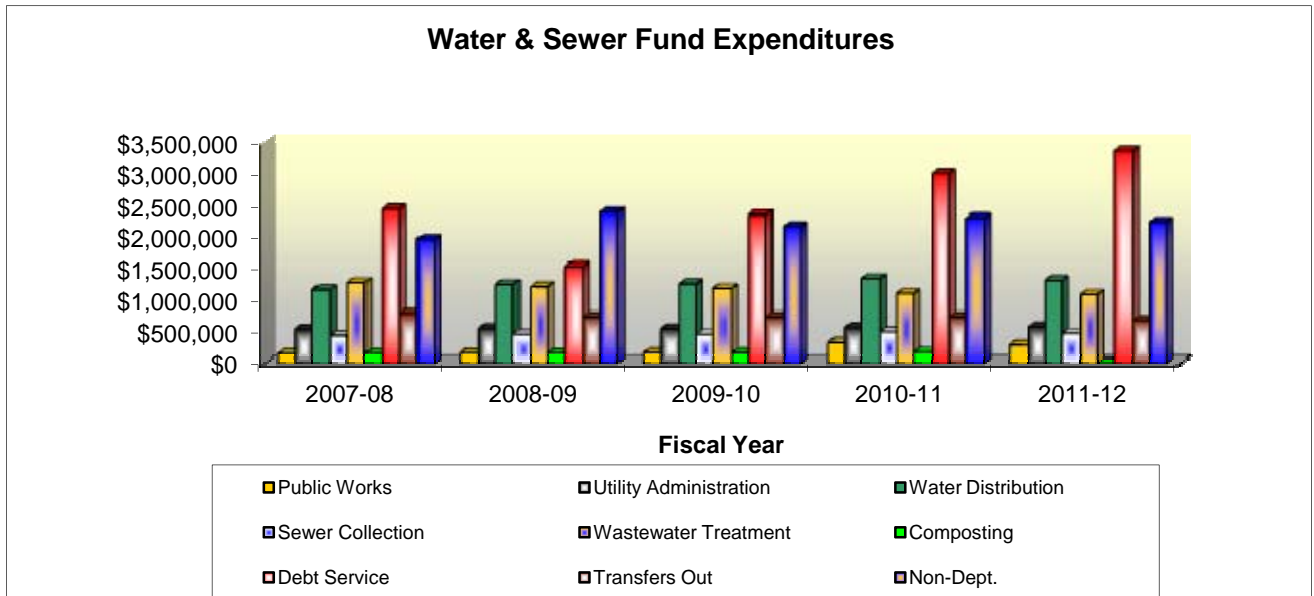
The Public Safety function of the City reflects an increase of 6.3% or \$538,482 over the 2010-2011 projected expenditures. The increase is partially attributed to moving the bailiff position for Municipal Court into the General Fund from the Municipal Court Security Fund, an increase in personnel costs related to vacancies in FY 2010-2011 and an increase for half the personnel costs for firefighters hired under the SAFER Grant.

<b>Water &amp; Sewer Fund</b>
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The Water & Sewer Fund's appropriated budget reflects a 0.5% or \$51,405 decrease below projected 2010-2011 expenses. This net increase results from a variety of issues, which will be discussed below.



## Summary of Fund Balances, Revenues & Expenses



*Note: Actual expenditures are provided for FY 2007-08 to FY 2009-10, projected expenditures are provided for FY 2010-11 and budgeted expenditures are provided for FY 2011-12.*

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

The Water & Sewer Operations budget reflects a decrease of 11.7% or \$39,417. The decrease is due to distributing of the Director of Public Works position among the Water and Sewer Fund, Solid Waste Fund and Drainage Fund. Additionally, a portion of the budget for FY 2010-2011 included the retirement pay for the previous Public Works Division Head and a percentage of the Engineer's personnel cost prior to the retirement of the Division Head.

### **Utility Administration:**

The FY 2011-2012 budget for Utility Administration presents a 1.9% or \$10,736 increase over the 2010-2011 projection. The increase is primarily due to position vacancy savings for a portion of FY 2010-2010.

### **Water Distribution:**

The budget for Water Distribution provides a decrease of 2.2% or \$30,197. The decrease is attributed to decreases in personnel costs due to turnover and over estimating costs in FY 2010-2011 and a reduction in the need for contractual services.

### **Sewer Collection:**

The decrease of 4.2% or \$21,417 in Sewer Collection is primarily attributed to the retirement of a capital lease in FY 2010-2011 and over estimating the year end expenditures in FY 2010-2011.

### **Wastewater Treatment:**

The Wastewater Treatment budget reflects a decrease of 1.3% or \$14,907. The decrease is mainly due to reductions in repair parts and utilities; however, the cost of utilities will be closely monitored throughout the fiscal year.

## Summary of Fund Balances, Revenues & Expenses

**Composting:**

The Composting department has been moved to the Solid Waste Fund beginning in FY 2011-2012. This restructure moved expenditures out of the Water and Sewer Fund in the amount of \$188,952 for FY 2011-2012

**Debt Service and Transfers Out:**

An 11.3% increase or \$340,856 in Debt Service is due to an increase in the debt service payment requirements and no portion of the principal/interest payments being paid directly from the Certificates of Obligation. The transfer to the General Fund in FY 2011-2012 decreased 7.1% or \$52,500. The transfer decreased after moving the engineer and GIS technician into the General Fund and, therefore, did not require as great a transfer to the General Fund.

**Non-Departmental:**

A decrease of 2.6% or \$59,049 is reflected in the Non-Departmental budget as a result of not including a match for CDBG and a slight decrease of water purchases.

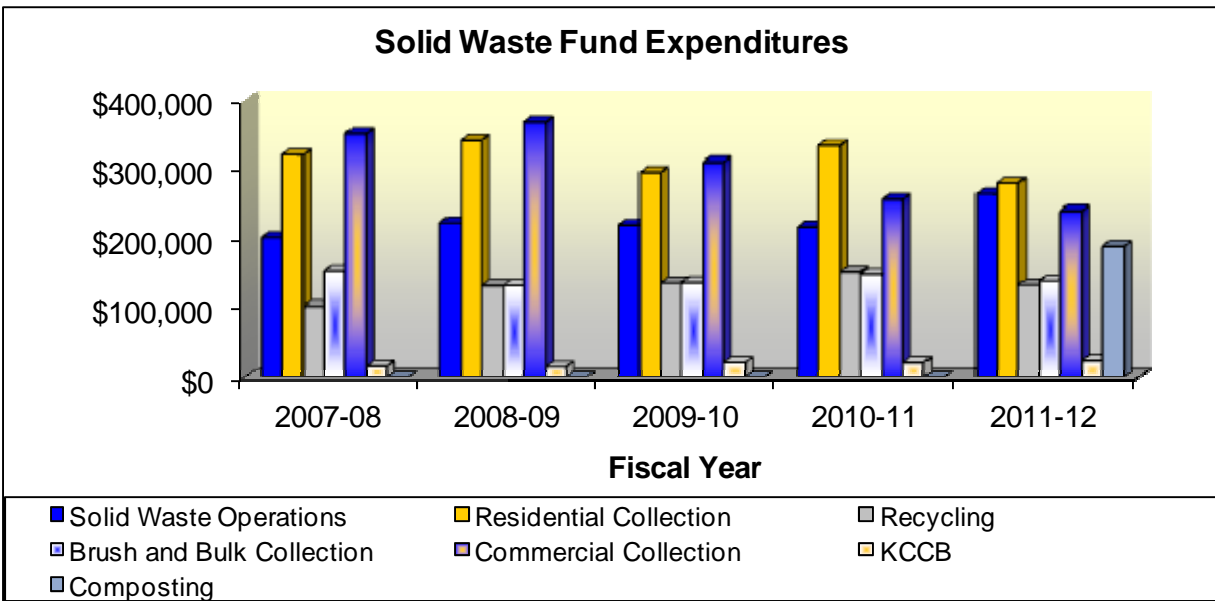
Function	2007-08	2008-09	2009-10	2010-11	2011-12	% Variance 2012 to 2011
Public Works	\$ 157,477	\$ 166,941	\$ 175,969	\$ 337,932	\$ 298,515	-11.7%
Utility Administration	545,749	564,328	555,385	574,876	585,612	1.9%
Water Distribution	1,170,106	1,254,997	1,263,615	1,348,500	1,318,303	-2.2%
Sewer Collection	449,440	469,055	471,264	506,699	485,282	-4.2%
Wastewater Treatment	1,285,667	1,217,791	1,189,825	1,111,139	1,096,232	-1.3%
Composting	160,577	166,517	172,480	185,510	-	-100.0%
Debt Service	2,442,028	1,539,967	2,353,088	3,014,060	3,354,916	11.3%
Transfers Out	792,500	742,500	742,500	742,500	690,000	-7.1%
Non-Departmental	1,966,799	2,390,491	2,167,439	2,299,341	2,240,292	-2.6%
<b>Totals</b>	<b>\$ 8,970,343</b>	<b>\$ 8,512,585</b>	<b>\$ 9,091,565</b>	<b>\$ 10,120,557</b>	<b>\$ 10,069,152</b>	<b>-0.5%</b>

*Note: Actual expenditures are provided for FY 2007-08 to FY 2009-10, projected expenditures are provided for FY 2010-11 and budgeted expenditures are provided for FY 2011-12.*

<b>Solid Waste Fund</b>
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The Solid Waste Fund's budget reflects a 9.3% increase or \$277,380 in appropriations over the 2010-2011 projected expenses. Moving the composting department from the Water and Sewer Fund into the Solid Waste Fund, paying a portion of the Public Works Director's personnel cost and increases in debt service requirements and disposal costs all contribute to the increase in the FY 2011-2012 budget.

## Summary of Fund Balances, Revenues & Expenses



*Note: Actual expenditures are provided for FY 2007-08 to FY 2009-10, projected expenditures are provided for FY 2010-11 and budgeted expenditures are provided for FY 2011-12.*

**Solid Waste Operations:**

The Solid Waste Operations budget is showing an increase of 21.7% or \$47,297. The increase is due to moving one-third of the personnel cost of the Public Works Director into the Solid Waste Fund in FY 2011-2012 and the Solid Waste Superintendent position being vacant four months in FY 2010-2011.

**Residential Collection:**

In Residential, there is a 16.0% or \$53,737 decrease is partially a result of not purchasing 96 gallon trash receptacles because the City purchases those receptacles every two years. A large capital lease was retired in FY 2010-2011 allowing the budget to be reduced more.

**Recycling:**

The Recycling budget includes a 12.6% or \$19,323 decrease primarily due to a capital lease that has been paid in full.

**Brush and Bulk Collection:**

The Brush and Bulk budget includes a 6.5% or \$9,756 decrease as a result of a large capital lease being retired in FY 2010-2011.

**Commercial Collection:**

In Commercial, there is a 6.2% or \$16,052 decrease related to capital lease payments that have been paid in full, but are minimized some by an increase in personnel costs due to several vacancies in FY 2010-2011.

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

KCCB has an increase in the budget of 12.0% or \$2,785 for professional development, advertising and program supplies.

## Summary of Fund Balances, Revenues & Expenses

### **Composting:**

Composting is a new department in the Solid Waste Fund beginning in FY 2011-2012. The budgeted amount increased from the FY 2010-2011 budget in the Water and Sewer Fund by 1.8% or \$3,442 as a result of increased maintenance costs.

### **Solid Waste Disposal:**

In Disposal, there is a 6.4% or \$76,663 budget increase. The increase is primarily due an increase in hauling and disposal costs and an increase in personnel costs due to several vacancies in FY 2010-2011.

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

Debt service reflects an increase of 29.9% or \$52,011 when compared to FY 2010-2011 payments. The Transfer to the General Fund remained consistent with FY 2010-2011.

### **Non-Departmental:**

The Non-Departmental budget includes a 22.4% or \$16,562 increase primarily due to including bond issuance cost in the FY 2011-2012 budget.

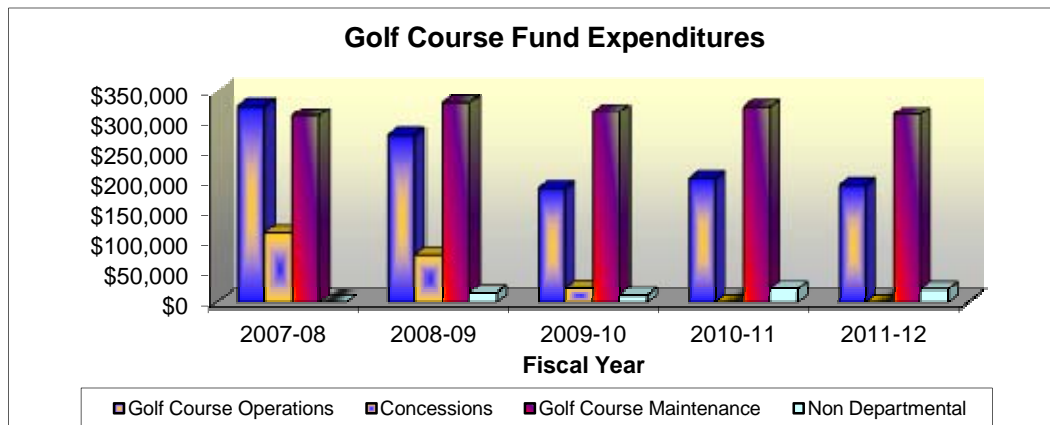
Function	2007-08	2008-09	2009-10	2010-11	2011-12	% Variance 2012 to 2011
Solid Waste Operations	202,217	223,889	220,617	217,795	265,092	21.7%
Residential Collection	321,548	342,505	296,907	334,959	281,222	-16.0%
Recycling	103,752	133,217	137,026	153,518	134,195	-12.6%
Brush and Bulk Collection	154,914	133,460	137,638	149,916	140,160	-6.5%
Commercial Collection	352,427	369,909	311,214	256,986	240,934	-6.2%
KCCB	18,064	17,090	23,426	23,212	25,997	12.0%
Composting	-	-	-	-	188,952	N/A
Solid Waste Disposal	1,229,312	1,019,240	1,131,849	1,201,534	1,278,197	6.4%
Debt Service	-	18,202	106,253	147,192	191,181	29.9%
Transfer Out	428,000	428,000	428,000	428,000	428,000	0.0%
Non-Departmental	73,844	80,640	72,932	73,893	90,455	22.4%
<b>Totals</b>	<b>\$ 2,884,078</b>	<b>\$ 2,766,152</b>	<b>\$ 2,865,862</b>	<b>\$ 2,987,005</b>	<b>\$ 3,264,385</b>	<b>9.3%</b>

*Note: Actual expenditures are provided for FY 2007-08 to FY 2009-10, projected expenditures are provided for FY 2010-11 and budgeted expenditures are provided for FY 2011-12.*

## Summary of Fund Balances, Revenues & Expenses

### Golf Course Fund

The Golf Course Fund's appropriated budget reflects a decrease of 4.6% or \$25,091 from the 2010-2011 projected expense. The overall decrease is an effort to control costs in light of deficits the past several years.



*Note: Actual expenditures are provided for FY 2007-08 to FY 2009-10, projected expenditures are provided for FY 2010-11 and budgeted expenditures are provided for FY 2011-12.*

#### **Golf Course Operations:**

The Operations division reflects a 5.2% or \$10,639 decrease. This increase is primarily due to unfunding one full-time and one part-time golf shop assistant.

#### **Golf Course Concessions:**

The Concessions division has been contracted out to a private party. The city contracted with one company in FY 2010-2011. That company has terminated the agreement and the City is attempting to negotiate with another vendor to run the concession area in the pro shop in FY 2011-2012.

#### **Golf Course Maintenance:**

The Maintenance division shows a decrease of 4.3% or \$13,854. The decrease includes a heavy equipment operator reclassified to a part-time laborer, another part-time laborer position being unfunded and capital lease payments being reduced from FY 2010-2011. The reductions were offset somewhat by an increase in chemicals, fuel and oil, maintenance and repairs and contractual services.

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

The Non-Departmental budget debt service payments for the 2008 and 2008A Tax Notes decreased \$598 in FY 2011-2012.

## Summary of Fund Balances, Revenues & Expenses

Function	2007-08	2008-09	2009-10	2010-11	2011-12	% Variance 2012 to 2011
Golf Course Operations	325,871	276,918	188,863	204,245	193,606	-5.2%
Golf Course Concessions	114,655	79,101	22,472	-	-	0.0%
Golf Course Maintenance	308,744	331,802	315,631	324,723	310,869	-4.3%
Non-Departmental	-	15,583	11,735	22,002	21,404	-2.7%
<b>Totals</b>	<b>\$ 749,270</b>	<b>\$ 703,404</b>	<b>\$ 538,701</b>	<b>\$ 550,970</b>	<b>\$ 525,879</b>	<b>-4.6%</b>

*Note: Actual expenditures are provided for FY 2007-08 to FY 2009-10, projected expenditures are provided for FY 2010-11 and budgeted expenditures are provided for FY 2011-12.*

### Long Range Financial Outlook

MAJOR OPERATING FUNDS				
FUND	FISCAL YEAR			
	2012	2013	2014	2015
<b>General Fund</b>				
Total Revenues	14,154,569	15,033,653	14,985,662	15,741,617
Total Expenditures	15,077,898	14,536,011	15,056,545	15,725,769
<b>Water &amp; Sewer Fund</b>				
Total Revenues	9,601,814	9,841,859	10,087,906	10,340,103
Total Expenses	10,069,152	10,346,485	10,639,818	10,963,151
<b>Solid Waste Fund</b>				
Total Revenues	3,082,882	3,159,954	3,238,953	3,319,927
Total Expenses	3,264,385	3,356,732	3,456,788	3,570,361
<b>Golf Fund</b>				
Total Revenues	536,403	549,813	563,558	577,647
Total Expenses	525,879	546,516	564,767	586,310

The long range financial outlook for the major operating funds is depicted above. Annual revenue assumptions are as follows: property values – 1% increase; sales tax – 2% increase; all other revenues – 2.5% increase. On the expenditure side, the following annual assumptions are used:

- In order to stay competitive in keeping the most qualified staff working for the City, we plan to increase wages and salaries for all FTE by 3% in FY 2013, 4% in FY 2014 and 5% in FY 2015.
- Apart from salaries and wages, an average increase of 2.5% growth for all other expense related items.
- 

Revenues and expenditures will be monitored regularly and appropriate adjustments will be made as they come up on an ongoing basis. The chart above demonstrates slight adjustments will be required in future budgets to eliminate any deficits. It also helps departments develop new and efficient methods to maintain current services.



**City of Copperas Cove  
New / Unfunded Personnel Schedule  
FY 2011-12 Budget**

Department	New Positions	FTE <sup>1</sup>	Salary	Benefits	Total	
<b>GENERAL FUND</b>						
City Secretary	File Clerk		\$ 9,635	\$ 753	\$ 10,388	
<b>Total General Fund</b>			<b>\$ 9,635</b>	<b>\$ 753</b>	<b>\$ 10,388</b>	
Department	Unfunded Positions	Newly Authorized	FTE <sup>1</sup>	Salary	Benefits	Total
<b>GENERAL FUND</b>						
City Secretary	Deputy Secretary		1	\$ (30,160)	\$ (11,146)	\$ (41,306)
Human Resources	Receptionist		0.5	(9,540)	(746)	(10,286)
Information Systems	Information Systems Specialist I		1	(28,558)	(8,229)	(36,787)
Municipal Court	Court Clerk		1	(24,294)	(9,975)	(34,269)
Police	Patrol Officer - Certified		1	(37,502)	(13,084)	(50,586)
Police	Patrol Officer - Certified	Y	3	(112,506)	(39,252)	(151,758)
Police	Police Communications/Operator	Y	1	(25,333)	(10,182)	(35,515)
Police	Senior Records Clerk	Y	1	(22,547)	(9,911)	(32,458)
Animal Control	Clerk	Y	0.5	(9,540)	(746)	(10,286)
Fire	Fire Inspector/Investigator		2	(90,646)	(30,074)	(120,720)
Fire	Firefighter	Y	3	(110,537)	(39,551)	(150,088)
Building & Development	Inspector		1	(34,117)	(12,008)	(46,125)
Street	Light Equipment Operator		1	(21,258)	(10,176)	(31,434)
Street	Light Equip. Operator/Crack Sealer/Herbicide	Y	3	(81,120)	(34,650)	(115,770)
Parks & Leisure - Admin	Convention and Tourism Coordinator	Y	1	(39,000)	(13,457)	(52,457)
Parks & Leisure - Athletics	Recreation Aide	Y	0.5	(8,120)	(748)	(8,868)
Parks & Leisure - Cemetery	Light Equipment Operator		1	(21,258)	(10,176)	(31,434)
Facility Maintenance	Facility Maintenance		2	(75,338)	(26,556)	(101,894)
Planning	Planner I	Y	1	(48,000)	(15,379)	(63,379)
Planning	Administrative Asistant	Y	1	(25,085)	(10,133)	(35,218)
Library	Outreach Specialist/Library Assistant III		0.5	(13,250)	(1,035)	(14,285)
<b>Total General Fund</b>			<b>27</b>	<b>\$ (867,709)</b>	<b>\$ (307,214)</b>	<b>\$ (1,174,923)</b>
<b>WATER AND SEWER FUND</b>						
Sewer Collection	Operator II Sewer Collection		1	\$ (25,542)	\$ (10,520)	\$ (36,062)
<b>Total Water and Sewer Fund</b>			<b>1</b>	<b>\$ (25,542)</b>	<b>\$ (10,520)</b>	<b>\$ (36,062)</b>
<b>SOLID WASTE FUND</b>						
Solid Waste Disposal	Clerk/Dispatcher	Y	0.5	\$ (9,780)	\$ (764)	\$ (10,544)
<b>Total Solid Waste Fund</b>			<b>0.5</b>	<b>\$ (9,780)</b>	<b>\$ (764)</b>	<b>\$ (10,544)</b>
<b>GOLF COURSE FUND</b>						
Golf Course Operations	Clerk/Golf Shop Assistant		1	\$ (22,963)	\$ (10,075)	\$ (33,038)
Golf Course Operations	Clerk/Golf Shop Assistant		0.5	(9,600)	(903)	(10,503)
Golf Course Maintenance	Heavy Equipment Operator		1	(25,251)	(10,568)	(35,819)
<b>Total Golf Course Fund</b>			<b>2.5</b>	<b>\$ (57,814)</b>	<b>\$ (21,546)</b>	<b>\$ (79,360)</b>
<b>TOTAL ALL FUNDS</b>		<b>Net Cost/Savings</b>		<b>\$ (951,210)</b>	<b>\$ (339,291)</b>	<b>\$ (1,290,501)</b>

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

<sup>1</sup>FTE - Full-Time Equivalent

**CITY OF COPPERAS COVE, TEXAS  
 RECAP OF NEW PROGRAMS AND SERVICES  
 CITY'S OPERATING BUDGET  
 FISCAL YEAR 2011-12**

Fund/Dept-Division	Description	Cost
<b>General Fund</b>		
Human Resources	Supervisory Academy	\$ 7,000
Human Resources	Position Description Development	10,000
Human Resources	HR Library	500
Human Resources	EE Service Award Coin	1,000
Information Systems	Symantec Gateway Messaging Appliance Renewal	3,400
Information Systems	Sonicwall Firewall Maintenance Renewals	2,700
Municipal Court	Warrant Round-up	11,000
Police-Services	Evidence Tech Incentive	900
Police-Services	PD Clothing Allowance*	8,400
Police-Services	Desktop Copier - Jail Booking	750
	<b>General Fund Total</b>	<b><u>45,650</u></b>
<b>Solid Waste Fund</b>		
Commercial	Vehicle Monitoring System (GPS)	2,400
Brush & Bulk	Vehicle Monitoring System (GPS)	1,440
Residential	Truck Monitoring System (GPS)	2,880
Recycling	Vehicle Monitoring System (GPS)	1,440
	<b>Solid Waste Fund Total</b>	<b><u>8,160</u></b>
<b>Drainage Fund</b>		
Drainage	Two-Way Tripod & Winch System	3,500
Drainage	SK5RB Rotary Broom with Platform	4,000
	<b>Drainage Fund</b>	<b><u>7,500</u></b>
	<b>Total Proposed New Programs in City Operating Funds</b>	<b><u>\$ 61,310</u></b>

<b>Recap of New Programs in City Operating Funds:</b>		
General Fund	\$	45,650
Solid Waste Fund		8,160
Drainage Fund		7,500
<b>Total All Operating Funds</b>	<b>\$</b>	<b><u>61,310</u></b>

\* Recommended by PD Focus Group for non-uniformed officers

**CITY OF COPPERAS COVE, TEXAS  
 RECAP OF NEW PROGRAMS AND SERVICES  
 ADOPTED AS PART OF THE 2011 TAX NOTE ISSUE\*  
 FISCAL YEAR 2011-12**

Fund/Dept-Division	Description	Cost
<b>Tax Supported</b>		
Aquatics	Cool Brellas with Installation	\$ 16,000
Fire	Roof Repair - Central Station	41,286
Fire	SCBA Tester	9,200
Fire	Wildland PPE	20,400
Fire	Air Compressor	41,000
Fire	Station 3 Backup Generator	30,000
Fire	PPE Gear Replacement	16,000
Fire	Mobile Data Terminals (MDTs) (7)	36,839
Information Systems	Backup Server and Licenses	21,600
Library	Library Roof	30,684
Non-Departmental	City Hall Roof	31,175
Non-Departmental	Smartboard	4,500
Non-Departmental	Tables & Chairs	8,340
Non-Departmental	SE Bypass (Set Aside)	55,893
Non-Departmental	Traffic Impact Analysis	25,000
Police-Services	Vehicles	291,300
Police-Services	Electronic Equipment	135,852
Police-Services	Facilities	40,000
Streets	Tractor	65,899
	<b>Tax Supported Total</b>	<b><u>920,968</u></b>
<b>Water &amp; Sewer Fund</b>		
Non-Departmental	Land Purchase - Hog Mountain	32,500
Wastewater Treatment	Dump Truck	78,824
Water Distribution	3/4 Ton Pickup	26,000
Water Distribution	SCADA Computers	10,000
	<b>Water &amp; Sewer Fund Total</b>	<b><u>147,324</u></b>
<b>Solid Waste Fund</b>		
Brush & Bulk	Refuse Truck Rear-end Loader	150,000
Brush & Bulk	Compost Road Repair	10,000
Operations	Sedan	12,000
	<b>Solid Waste Fund Total</b>	<b><u>172,000</u></b>
<b>Court Technology</b>		
Court Technology	Electronics Ticket Writers (5)	26,764
	<b>Court Technology</b>	<b><u>26,764</u></b>
	<b>Bond Issues Costs</b>	<b>50,000</b>
	<b>Total Proposed 2011 Tax Note Issue</b>	<b><u><u>\$ 1,317,056</u></u></b>

<b>Recap of New Programs Proposed in the 2011 Tax Note Issue:</b>	
Tax Supported	\$ 920,968
Water & Sewer Fund	147,324
Solid Waste Fund	172,000
Court Technology	26,764
Bond Issue Costs	50,000
<b>Total Proposed 2011 Tax Note Issue</b>	<b><u><u>\$ 1,317,056</u></u></b>

\* Tax Note Issue will require future governing body action planned for November 2011 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 2011-12**

Fund/Dept-Division	Description	Cost
<b>General Fund</b>		
Animal Control	Temp Clerk Position	\$ 8,873
Fire	New Firefighters Paramedic (3)	209,272
Fire	Confined Space Rescue Tripod	1,800
Fire	Fire Department Award Banquet/Supplies	3,458
Fire	Cardiac Monitor Extended Warranty	5,439
Fire	Cardiac Monitor Preventative Maintenance	1,380
Fire	Pro Rated Extended Warranted E Series	665
Fire	Overhead Door Preventative Mount	1,040
Human Resources	ID Badge Maker	2,850
Human Resources	Strategic Management Planning	1,300
Human Resources	Comp & Classification Study	26,900
Human Resources	ONI Inventory & Teambuilding	10,100
Human Resources	City Council & Staff Teambuilding - Disc	10,791
Library	New Books	39,920
Police-Services	Buy Back Program - 2011 Harley-Davidson FLHP Motorcycle (4)	23,800
Streets	Crack Sealer / Herbicide Applicator (3)	101,181
Streets	Storage Shed	2,500
Streets	Line Driver HD Ride-on System	4,680
<b>General Fund Total</b>		<b><u>455,949</u></b>
<b>Water &amp; Sewer Fund</b>		
Water Distribution	16" Insta Valve at Mickan & Taylor Mountains	33,000
Water Distribution	Taylor Mountain Rehab Engineer Inspection	50,000
Water Distribution	7-Mile VFD Upgrade	25,000
Water Distribution	Allen Street Water Line Upgrade	122,520
Water Distribution	6" Insta Valves at Shady Lane & Avenue B	10,000
<b>Water &amp; Sewer Fund Total</b>		<b><u>330,520</u></b>
<b>Solid Waste Fund</b>		
Brush & Bulk	Compost Pad	250,000
Brush & Bulk	CAT 9146 Wheel Loader	135,000
Disposal	Clerk/Dispatcher	28,768
Operations	Slide Thru Door in Scale House	12,000
<b>Solid Waste Fund Total</b>		<b><u>425,768</u></b>
<b>Court Security Fund</b>		
Court Security	Security Door/Window	6,800
<b>Court Security Fund Total</b>		<b><u>6,800</u></b>
<b>Court Technology Fund</b>		
Court Technology	Electronic Ticket Writers (4)	21,411
<b>Court Technology Fund Total</b>		<b><u>21,411</u></b>
<b>Total Proposed New Programs Not Funded in City Operating Funds</b>		<b><u><u>\$ 1,240,448</u></u></b>

<b>Recap of Unfunded Unmet Needs in Operating Funds by City Departments:</b>		
General Fund		\$ 455,949
Water & Sewer Fund		330,520
Solid Waste Fund		425,768
Court Security Fund		6,800
Court Technology Fund		21,411
<b>Total All Operating Funds</b>		<b><u><u>\$ 1,240,448</u></u></b>

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

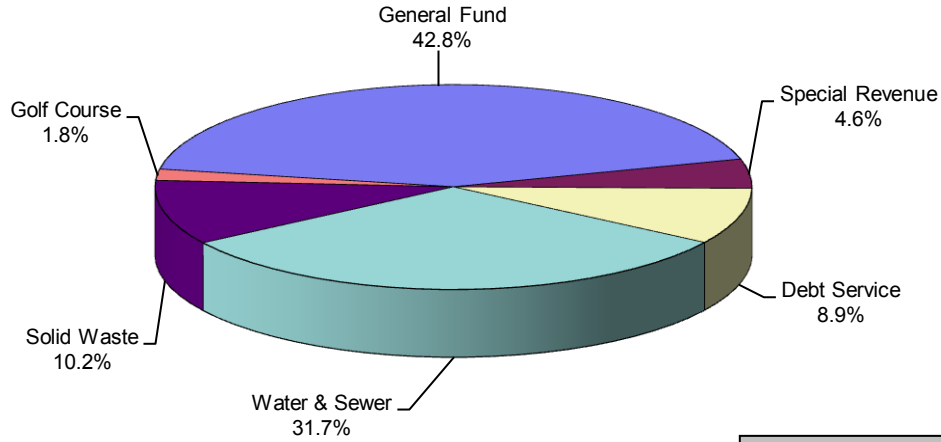
**Fiscal Year 2011-12**

(With Comparative Totals for the Years Ended September 30, 2010 and 2011, actual and projected, respectively)

	General	Special Revenue	Debt Service	Capital Projects	Water & Sewer	Solid Waste	Golf Course	Total Adopted Budget 2011-12	Projected Budget 2010-11	Actual 2009-10
<b>REVENUES</b>										
Taxes	\$ 10,536,450	\$ 211,700	\$ 2,536,476	\$ -	\$ -	\$ -	\$ -	\$ 13,284,626	\$ 12,949,962	\$ 12,620,038
Permits & Licenses	185,210	-	-	-	-	-	-	185,210	191,074	239,555
Charges for Services	1,185,075	875,000	-	-	9,235,864	2,943,432	536,379	14,775,750	14,155,069	13,864,455
Fees	-	-	-	-	280,000	131,250	-	411,250	410,000	446,502
Fines	706,714	38,735	12,000	-	-	-	-	757,449	690,399	865,586
Miscellaneous	343,120	275,006	135,700	-	65,950	8,200	24	828,000	3,608,182	804,842
<b>Total Revenues</b>	<b>12,956,569</b>	<b>1,400,441</b>	<b>2,684,176</b>	<b>-</b>	<b>9,581,814</b>	<b>3,082,882</b>	<b>536,403</b>	<b>30,242,285</b>	<b>32,004,686</b>	<b>28,840,978</b>
<b>EXPENDITURES</b>										
Current:										
City Administration	1,962,938	-	-	134,350	298,515	265,092	-	2,660,895	2,321,016	2,224,508
Public Works	1,033,077	672,531	-	6,853,154	3,485,429	2,289,657	-	14,333,848	7,475,138	7,339,434
Parks and Leisure Services	1,862,481	175,905	-	344,347	-	-	504,475	2,887,208	2,681,283	2,585,259
Development Services	487,316	-	-	-	-	-	-	487,316	616,217	479,746
Public Safety	9,143,973	507,968	-	420,327	-	-	-	10,072,268	9,153,921	8,748,297
Non-Departmental	429,436	-	-	41,416	2,223,840	75,455	-	2,770,147	2,849,704	2,587,501
Debt service:										
Principal retirement	-	194,650	1,706,258	-	2,369,092	155,000	20,000	4,445,000	3,587,212	3,005,000
Interest and fiscal charges	-	28,298	2,832,823	-	987,179	36,181	1,404	3,885,885	3,020,103	1,709,024
Bond issuance Costs	-	-	-	-	15,097	15,000	-	30,097	-	-
<b>Total Expenditures</b>	<b>14,919,221</b>	<b>1,579,352</b>	<b>4,539,081</b>	<b>7,793,593</b>	<b>9,379,152</b>	<b>2,836,385</b>	<b>525,879</b>	<b>41,572,664</b>	<b>31,704,594</b>	<b>28,678,769</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>(1,962,652)</b>	<b>(178,911)</b>	<b>(1,854,905)</b>	<b>(7,793,593)</b>	<b>202,662</b>	<b>246,497</b>	<b>10,524</b>	<b>(11,330,379)</b>	<b>300,092</b>	<b>162,209</b>
<b>OTHER FINANCING SOURCES (USES)</b>										
Operating transfers in*	1,198,000	158,677	-	-	20,000	-	-	1,376,677	1,591,434	1,809,674
Operating transfers (out)*	(158,677)	(100,000)	-	-	(690,000)	(428,000)	-	(1,376,677)	(1,591,434)	(1,509,674)
Proceeds from bond issue	-	-	-	-	-	-	-	-	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>1,039,323</b>	<b>58,677</b>	<b>-</b>	<b>-</b>	<b>(670,000)</b>	<b>(428,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>300,000</b>
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES</b>	<b>(923,329)</b>	<b>(120,234)</b>	<b>(1,854,905)</b>	<b>(7,793,593)</b>	<b>(467,338)</b>	<b>(181,503)</b>	<b>10,524</b>	<b>(11,330,379)</b>	<b>300,092</b>	<b>462,209</b>
<b>FUND BALANCES BEGINNING OF YEAR</b>	<b>4,759,639</b>	<b>1,201,961</b>	<b>1,989,807</b>	<b>7,793,593</b>	<b>1,228,604</b>	<b>1,009,134</b>	<b>(309,229)</b>	<b>17,673,509</b>	<b>9,613,601</b>	<b>9,151,387</b>
<b>RESIDUAL EQUITY TRANSFER IN (OUT)</b>										
<b>FUND BALANCES END OF YEAR</b>	<b>\$ 3,836,310</b>	<b>\$ 1,081,727</b>	<b>\$ 134,902</b>	<b>\$ -</b>	<b>\$ 761,266</b>	<b>\$ 827,631</b>	<b>\$ (298,705)</b>	<b>\$ 6,343,130</b>	<b>\$ 9,913,693</b>	<b>\$ 9,613,596</b>

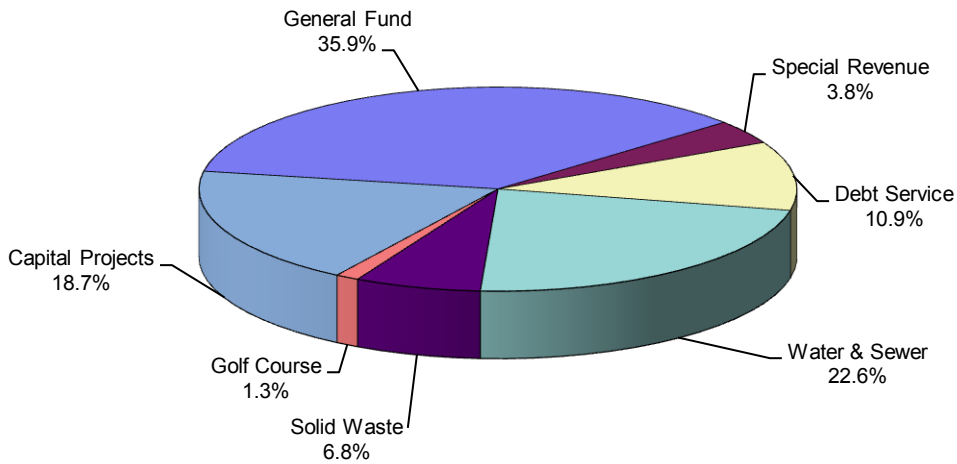
**City of Copperas Cove**  
**Combined Schedule of Revenues, Expenditures/Expenses and Changes in Fund**  
**Balances All Fund Types (by Funds)**  
**Fiscal Year 2011-12**

**Total Revenues**



**Total Revenues:**  
**\$30,242,285**

**Total Expenditures / Expenses**



**Total Expenditures / Expenses:**  
**\$41,572,665**



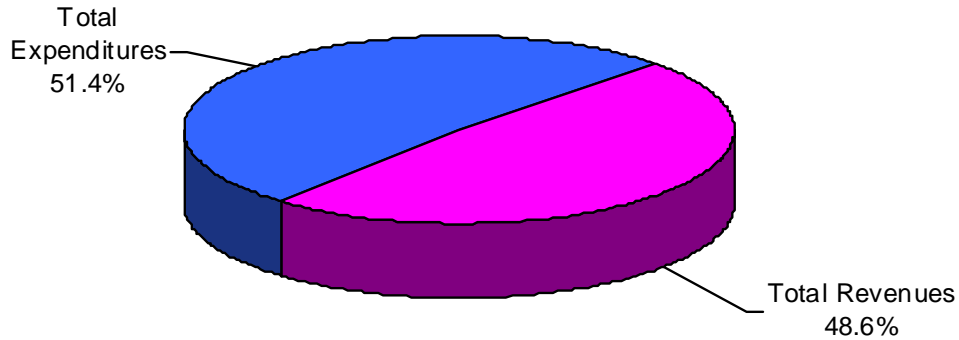
**City of Copperas Cove, Texas**  
**Adopted Budget Summary for all Funds**  
**Fiscal Year 2011-12**

Fund	Estimated Beginning Balance	Revenues	Total Resources Available	Total Operating Expenses/ Expenditures	Total Other Expenses/ Expenditures	Estimated Ending Balance	Ideal Fund Balance	Over/(Under) Ideal Fund Balance
<b>Operating Funds</b>								
General Fund	\$ 4,759,639	\$ 14,154,569	\$ 18,914,208	\$ 14,855,959	\$ 221,939	\$ 3,836,310	\$ 3,713,990	\$ 122,320
Water & Sewer Fund	1,228,604	9,601,814	10,830,418	6,681,895	3,387,257	761,266	1,670,474	(909,208)
Solid Waste Fund	1,009,134	3,082,882	4,092,016	3,037,957	226,428	827,631	759,489	68,142
Golf Course Fund	(309,229)	536,403	227,174	478,001	47,878	(298,705)	119,500	(418,205)
<b>Total Operating Funds</b>	<b>\$ 6,688,148</b>	<b>\$ 27,375,668</b>	<b>\$ 34,063,816</b>	<b>\$ 25,053,812</b>	<b>\$ 3,883,502</b>	<b>\$ 5,126,502</b>	<b>\$ 6,263,453</b>	<b>\$ (1,136,951)</b>
<b>Other Funds*</b>								
Drainage Utility Fund	\$ 972,243	\$ 876,500	\$ 1,848,743	\$ 434,325	\$ 512,006	\$ 902,412	\$ -	\$ -
Interest & Sinking Fund	1,989,807	2,684,176	4,673,983	4,539,081	-	134,902	-	-
Library Gifts & Mem. Fund	7,556	305	7,861	7,861	-	-	-	-
Hotel Occupancy Tax Fund	(3,355)	211,700	208,345	174,713	-	33,632	-	-
Animal Shelter Fund	17,676	10	17,686	17,686	-	-	-	-
Municipal Court Efficiency Fund	12,375	2,575	14,950	6,497	-	8,453	-	-
Municipal Court Technology Fund	40,860	20,430	61,290	30,919	-	30,371	-	-
Municipal Court Security Fund	559	15,900	16,459	-	-	16,459	-	-
Miscellaneous Other Funds	154,047	431,698	585,745	495,345	-	90,400	-	-
<b>Total Other Funds</b>	<b>\$ 3,191,768</b>	<b>\$ 4,243,294</b>	<b>\$ 7,435,062</b>	<b>\$ 5,706,427</b>	<b>\$ 512,006</b>	<b>\$ 1,216,629</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Capital Projects Funds*</b>								
2003 C.O. - (Capital Improvement)	\$ 41,453	\$ -	\$ 41,453	\$ -	\$ 41,453	\$ -	\$ -	\$ -
2006 Ltd. Tax Notes (Cap. Imprvmt.)	18,194	-	18,194	-	18,194	-	-	-
2007 C.O. (Police Facility)	11,572	-	11,572	-	11,572	-	-	-
2008 Ltd. Tax Notes (All Funds)	317,080	-	317,080	-	317,080	-	-	-
2008A Ltd. Tax Notes (All Funds)	384,427	-	384,427	-	384,427	-	-	-
2009 General Obligation (All Funds)	120,528	-	120,528	-	120,528	-	-	-
2009 Ltd. Tax Notes (All Funds)	505,303	-	505,303	-	505,303	-	-	-
2010 General Obligation (W&S)	2,262,682	-	2,262,682	-	2,262,682	-	-	-
2010 Ltd. Tax Notes (All Funds)	3,159,697	-	3,159,697	-	3,159,697	-	-	-
2010A Ltd. Tax Notes (All Funds)	902,218	-	902,218	-	902,218	-	-	-
2011 Contr. Rev. & LTN (Tax Suptd)	65,793	-	65,793	-	65,793	-	-	-
2011 G. O. (Tax Supported)	4,647	-	4,647	-	4,647	-	-	-
<b>Total Capital Projects Funds</b>	<b>\$ 7,793,594</b>	<b>\$ -</b>	<b>\$ 7,793,593</b>	<b>\$ -</b>	<b>\$ 7,793,593</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Funds</b>	<b>\$ 17,673,510</b>	<b>\$ 31,618,962</b>	<b>\$ 49,292,472</b>	<b>\$ 30,760,239</b>	<b>\$ 12,189,103</b>	<b>\$ 6,343,129</b>	<b>\$ -</b>	<b>\$ -</b>

\* Ideal fund balances do not apply.

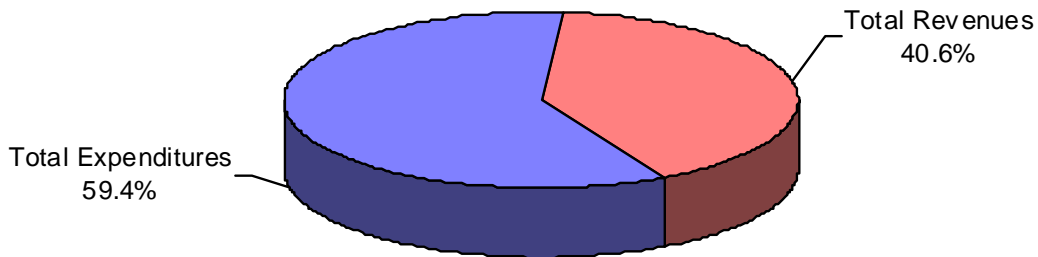
**City of Copperas Cove**  
**Adopted Budget Summary for all Funds**  
**Fiscal Year 2011-12**

**Fiscal Year 2011-12 Operating Funds**



**Total Operating Funds:**  
**Revenues: \$27,375,668**  
**Expenditures: \$28,937,314**

**Fiscal Year 2011-12 Other Funds**



**Total Other Funds:**  
**Revenues: \$4,243,294**  
**Expenditures: \$6,218,433**

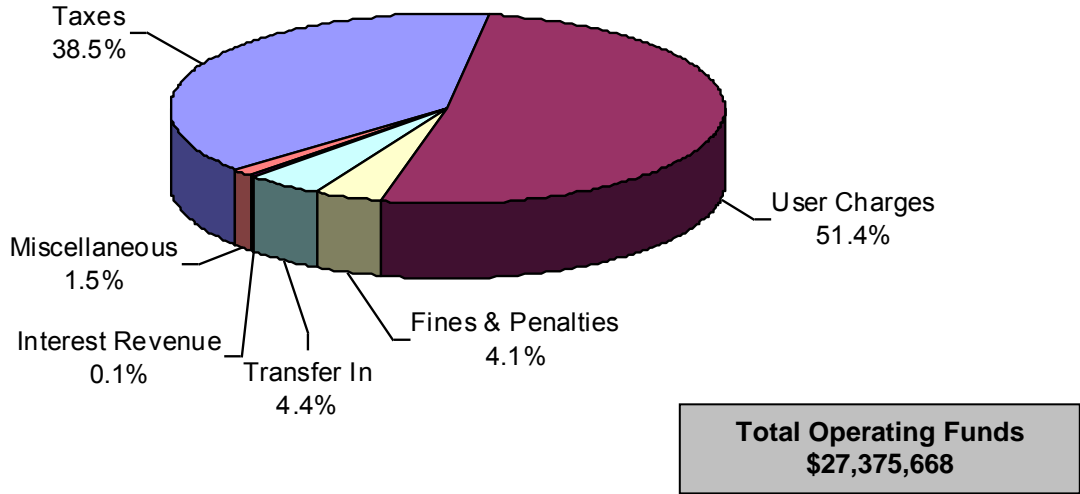
**City of Copperas Cove, Texas**  
**Consolidated Schedule of Receipts of all Funds by Source**  
**Fiscal Year 2011-12**

Fund	Taxes	User Charges	Fines & Penalties	Transfer-in	Interest Revenue	Bond Proceeds	Miscellaneous	Total
<b>Operating Funds</b>								
General Fund	\$ 10,536,450	\$ 1,370,285	\$ 706,714	\$ 1,198,000	\$ 10,000	\$ -	\$ 333,120	\$ 14,154,569
Water & Sewer Fund	-	9,235,864	280,000	20,000	5,000	-	60,950	9,601,814
Solid Waste Fund	-	2,943,432	131,250	-	1,700	-	6,500	3,082,882
Golf Course Fund	-	531,379	-	-	-	-	5,024	536,403
<b>Total Operating Funds</b>	<b>\$ 10,536,450</b>	<b>\$ 14,080,960</b>	<b>\$ 1,117,964</b>	<b>\$ 1,218,000</b>	<b>\$ 16,700</b>	<b>\$ -</b>	<b>\$ 405,594</b>	<b>\$ 27,375,668</b>
<b>Other Funds</b>								
Drainage Utility Fund	-	875,000	-	-	1,500	-	-	876,500
Interest & Sinking Fund	2,536,476	-	12,000	-	2,200	-	133,500	2,684,176
Library Gifts & Mem. Fund	-	-	-	-	5	-	300	305
Hotel Occupancy Tax Fund	211,700	-	-	-	-	-	-	211,700
Animal Shelter Fund	-	-	-	-	10	-	-	10
Municipal Court Efficiency Fund	-	-	2,550	-	25	-	-	2,575
Municipal Court Technology Fund	-	-	20,300	-	130	-	-	20,430
Municipal Court Security Fund	-	-	15,885	-	15	-	-	15,900
Miscellaneous Other Funds	-	-	-	158,677	175	-	272,846	431,698
<b>Total Other Funds</b>	<b>\$ 2,748,176</b>	<b>\$ 875,000</b>	<b>\$ 50,735</b>	<b>\$ 158,677</b>	<b>\$ 4,060</b>	<b>\$ -</b>	<b>\$ 406,646</b>	<b>\$ 4,243,294</b>
<b>Total Funds</b>	<b>\$ 13,284,626</b>	<b>\$ 14,955,960</b>	<b>\$ 1,168,699</b>	<b>\$ 1,376,677</b>	<b>\$ 20,760</b>	<b>\$ -</b>	<b>\$ 812,240</b>	<b>\$ 31,618,962</b>

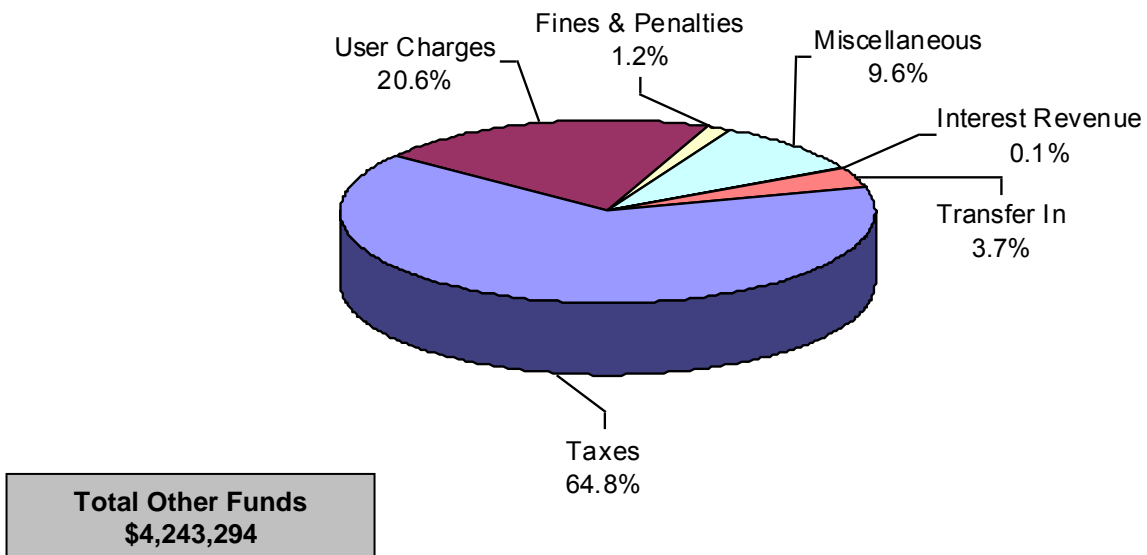
**Note: Beginning FY 2010-11, Capital Improvements Projects started after 2009 are represented in a separate five-year Adopted Capital Improvement Plan.**

**City of Copperas Cove**  
**Consolidated Schedule of Receipts of all Funds by Source**  
**Fiscal Year 2011-12**

**Fiscal Year 2011-12 Operating Funds**



**Fiscal Year 2011-12 Other Funds**



**City of Copperas Cove, Texas**  
**Consolidated Schedule of Expenditures/Expenses of all Funds by Object Class**  
**Fiscal Year 2011-12**

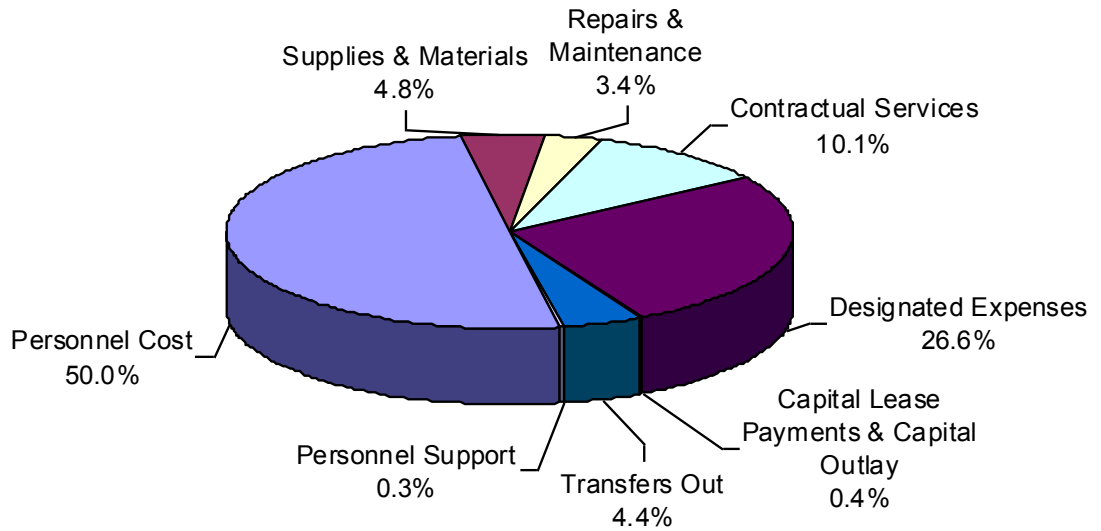
Fund	Personnel Costs	Personnel Support	Supplies & Materials	Repairs & Maintenance	Contractual Services	** Designated Expenses	Capital Lease Payments, Capital Outlay & Improvements	Transfers Out	Total
<b>Operating Funds</b>									
General Fund	\$ 11,144,334	\$ 94,477	\$ 771,222	\$ 500,932	\$ 1,697,648	\$ 695,720	\$ 14,889	\$ 158,677	\$ 15,077,898
Water & Sewer Fund	2,043,923	-	331,147	295,376	1,058,115	5,618,250	32,341	690,000	10,069,152
Solid Waste Fund	1,021,617	-	230,791	139,704	82,018	1,327,008	35,247	428,000	3,264,385
Golf Course Fund	261,716	-	56,828	33,901	83,355	63,605	26,474	-	525,879
<b>Total Operating Funds</b>	<b>\$ 14,471,590</b>	<b>\$ 94,477</b>	<b>\$ 1,389,988</b>	<b>\$ 969,913</b>	<b>\$ 2,921,136</b>	<b>\$ 7,704,583</b>	<b>\$ 108,951</b>	<b>\$ 1,276,677</b>	<b>\$ 28,937,315</b>
<b>Other Funds</b>									
Drainage Utility Fund	\$ 251,785	\$ -	\$ 36,408	\$ 22,829	\$ 23,303	\$ 189,235	\$ 322,771	\$ 100,000	\$ 946,331
Interest & Sinking Fund	-	-	-	-	-	4,539,081	-	-	4,539,081
Library Gifts & Memorials Fund	-	-	4,250	-	2,000	180	1,431	-	7,861
Hotel Occupancy Tax Fund	-	-	-	-	-	174,713	-	-	174,713
Animal Shelter Fund	-	-	-	-	-	17,686	-	-	17,686
Municipal Court Efficiency Fund	-	-	2,722	-	3,775	-	-	-	6,497
Municipal Court Technology Fund	-	-	840	14,128	5,712	10,239	-	-	30,919
Miscellaneous Other Funds	197,597	-	59,007	-	32,511	2,000	204,230	-	495,345
Bond Funds	-	-	-	-	-	-	-	-	-
<b>Total Other Funds</b>	<b>\$ 449,382</b>	<b>\$ -</b>	<b>\$ 103,227</b>	<b>\$ 36,957</b>	<b>\$ 67,301</b>	<b>\$ 4,933,134</b>	<b>\$ 528,432</b>	<b>\$ 100,000</b>	<b>\$ 6,218,433</b>
<b>Capital Projects Funds</b>									
2003 C.O. - (Capital Improvement)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 41,453	\$ -	\$ 41,453
2006 Ltd. Tax Notes (Cap. Imprvmt.)	-	-	-	-	18,194	-	-	-	18,194
2007 C.O. (Police Facility)	-	-	-	-	-	-	11,572	-	11,572
2008 Ltd. Tax Notes (All Funds)	-	-	-	-	-	-	317,080	-	317,080
2008A Ltd. Tax Notes (All Funds)	-	-	-	-	-	-	384,427	-	384,427
2009 General Obligation (All Funds)	-	-	-	-	-	-	120,528	-	120,528
2009 Ltd. Tax Notes (All Funds)	-	-	-	-	-	-	505,303	-	505,303
2010 General Obligation (W&S)	-	-	-	-	-	-	2,262,682	-	2,262,682
2010 Ltd. Tax Notes (All Funds)	-	-	-	-	-	-	3,159,697	-	3,159,697
2010A Ltd. Tax Notes (All Funds)	-	-	-	-	-	-	902,218	-	902,218
2011 Contr. Rev. & LTN (Tax Suptd)	-	-	-	-	-	-	65,793	-	65,793
2011 G. O. (Tax Supported)	-	-	-	-	-	-	4,647	-	4,647
<b>Total Capital Projects Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 18,194</b>	<b>\$ -</b>	<b>\$ 7,775,400</b>	<b>\$ -</b>	<b>\$ 7,793,594</b>
<b>Total Funds</b>	<b>\$ 14,920,972</b>	<b>\$ 94,477</b>	<b>\$ 1,493,215</b>	<b>\$ 1,006,870</b>	<b>\$ 3,006,631</b>	<b>\$ 12,637,717</b>	<b>\$ 8,412,783</b>	<b>\$ 1,376,677</b>	<b>\$ 42,949,342</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.**

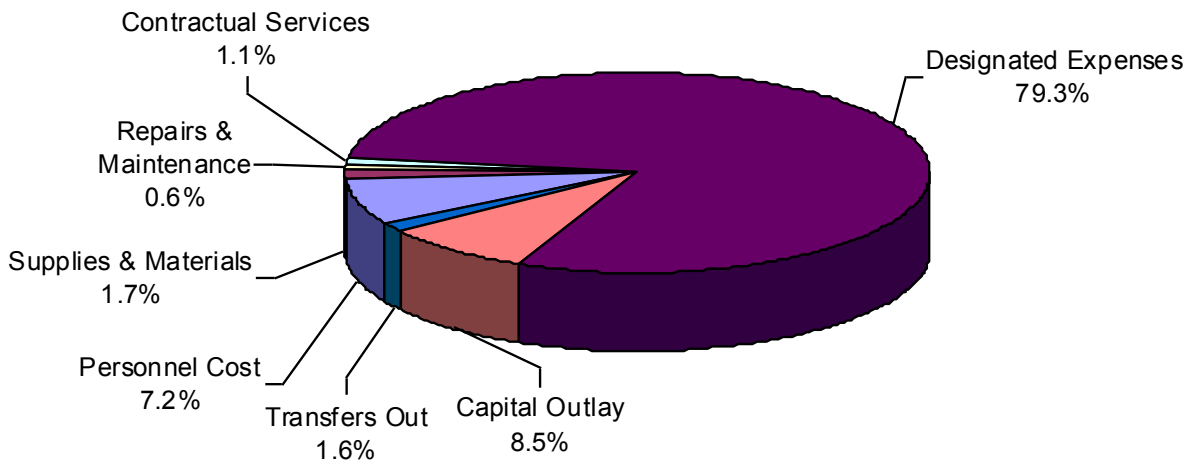
**City of Copperas Cove**  
**Consolidated Schedule of Expenditures/Expenses of all Funds by Object Class**  
**Fiscal Year 2011-12**

**Fiscal Year 2011-12 Operating Funds**



**Total Operating Funds**  
**\$28,937,315**

**Fiscal Year 2011-12 Other Funds**



**Total Other Funds**  
**\$6,218,433**

CITY OF COPPERAS COVE, TEXAS  
 FY 2012 AD VALOREM TAXES ANALYSIS  
 ESTIMATED REVENUE AND PROPOSED DISTRIBUTION OF COLLECTIONS

	<u>Certified - CCAD &amp; LCAD</u>
Taxable Assessed Valuation	1,084,647,856
Proposed Tax Rate of \$100 Valuation	0.763900
Non-Freeze Tax Levy	8,285,625
Freeze Tax Levy	594,299
Total Tax Levy	8,879,924
Estimated Percent of Collections	99%
Estimated Funds from Tax Levy	8,791,125

PROPOSED DISTRIBUTION OF ALL TAX COLLECTIONS

	<u>% of Total</u>	<u>Tax Rate</u>	<u>Collections</u>
General Fund	71.32%	0.544800	6,269,649
Interest & Sinking	28.68%	0.219100	2,521,476
Total	<u>100.00%</u>	<u>0.763900</u>	<u>8,791,125</u>

COMPARISON OF PREVIOUS YEARS TAX RATES

	<u>Fiscal Years</u>				
	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
General Fund	0.598029	0.599300	0.612852	0.583500	0.544800
Interest & Sinking	0.141971	0.140700	0.147148	0.176500	0.219100
Total	<u>0.740000</u>	<u>0.740000</u>	<u>0.760000</u>	<u>0.760000</u>	<u>0.763900</u>

PROPERTY VALUE ANALYSIS

	<u>Tax Year</u>	<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%	\$8,388,219	103.40%
	2011	\$1,084,647,856	1.61%	\$0	0.00%



**ORDINANCE NO. 2011-41**

**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, 2011 AND ENDING ON SEPTEMBER 30, 2012; 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, 2011, to September 30, 2012, has been prepared by Andrea M. Gardner, City Manager, as Budget Officer for the City of Copperas Cove, Texas; and

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

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

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

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

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

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

### **SECTION 1.**

That the City Council of the City of Copperas Cove ratifies, approves and adopts the budget as finally considered for the fiscal year of October 1, 2011, to September 30, 2012, 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 2011-2012 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.

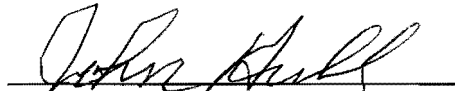
### **SECTION 4.**

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.

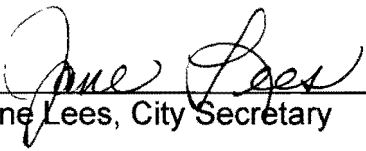
### **SECTION 5.**

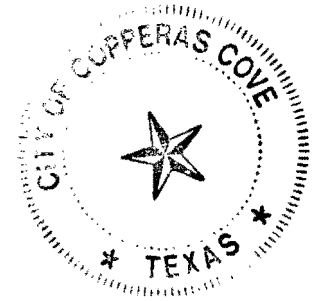
That this ordinance shall take effect and be in full force and effect from and after its passage and approval according to law.

**PASSED, APPROVED AND ADOPTED** this 6th day of September, 2011, 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.

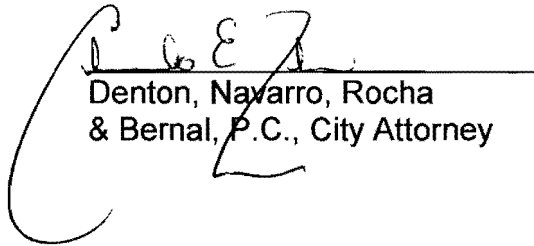
  
John Hull, Mayor

**ATTEST:**

  
Jane Lees, City Secretary



**APPROVED AS TO FORM:**

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

**ORDINANCE NO. 2011-42**

**AN ORDINANCE ADOPTING THE TAX RATE AND LEVYING A TAX UPON ALL PROPERTY SUBJECT TO TAXATION WITHIN THE CITY OF COPPERAS COVE, TEXAS, FOR THE 2011 TAX YEAR FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF COPPERAS COVE FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2011 AND ENDING ON SEPTEMBER 30, 2012; 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 6, 2011; 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 2011.

**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 2011 be, and is hereby, set at 76.3900 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) 0.5448 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:

0.2191 cents per one hundred dollars (\$100) valuation.

**SECTION 3.**

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 4.**

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 5.**

That monies collected pursuant to this Ordinance shall be expended as set forth in the City of Copperas Cove Annual Budget for FY 2011-2012.

**SECTION 6.**

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

**SECTION 7.**

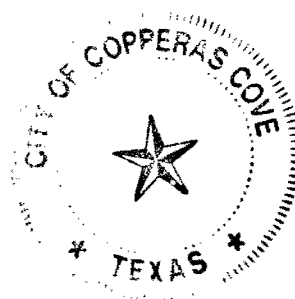
That this ordinance shall take effect and be in full force and effect from and after its passage and approval according to law.

**PASSED, APPROVED AND ADOPTED** this 6th day of September 2011, 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.

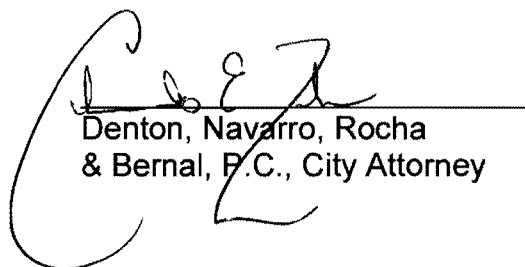
  
John Hull, Mayor

**ATTEST:**

  
Jane Lees, City Secretary



**APPROVED AS TO FORM:**

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

# GENERAL FUND



27<sup>th</sup> Citizens Police Academy, 2011



Finance Department  
Employees: Deanna Sloan,  
Senior Accountant (standing),  
and Linda Hernandez,  
Accounting Technician



Joe Fox, Part-time Parts  
Technician, performing  
inventory on fleet supplies



# 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 2012 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 2008 ACTUAL</b>	<b>FY 2009 ACTUAL</b>	<b>FY 2010 ACTUAL</b>	<b>FY 2011 PROJECTED</b>	<b>FY 2012 ADOPTED</b>
Property Taxes	6,223,780	6,866,735	6,729,680	6,758,065	6,381,650
Sales Taxes	2,368,200	2,355,799	2,420,899	2,554,915	2,680,000
Franchise Fees	1,282,287	1,318,681	1,289,168	1,295,282	1,298,400
Other Taxes	104,226	148,670	177,883	166,350	176,400
Licenses & Permits	220,202	171,361	239,555	191,074	185,710
Fines & Forfeitures	751,640	868,420	796,724	639,839	706,714
Charges for Services	805,329	887,869	853,828	853,980	1,182,975
Miscellaneous	483,727	411,360	379,056	469,207	344,720
Transfers	1,300,500	1,250,500	1,250,500	1,250,500	1,198,000
<b>TOTAL</b>	<b>13,539,891</b>	<b>14,279,395</b>	<b>14,137,292</b>	<b>14,179,212</b>	<b>14,154,569</b>
<b>EXPENDITURES</b>					
Salaries & Benefits	9,808,283	10,444,906	10,757,324	10,770,546	11,238,811
Supplies & Materials	497,550	409,601	442,162	579,586	771,222
Repairs & Maintenance	305,595	427,565	375,816	482,086	500,932
Contractual Services	1,242,742	1,311,233	1,252,233	1,570,825	1,697,648
Designated Expenditures	900,878	717,426	432,734	720,656	695,720
Capital Lease Payments & Capital Outlay	305,309	102,756	303,271	163,032	14,889
Transfers	154,518	165,237	239,174	378,592	158,677
<b>TOTAL</b>	<b>13,214,876</b>	<b>13,578,725</b>	<b>13,802,715</b>	<b>14,665,323</b>	<b>15,077,898</b>
Revenues Over/(Under) Expenditures	325,016	700,670	334,577	(486,111)	(923,329)
<b>TOTAL</b>	<b>13,539,891</b>	<b>14,279,395</b>	<b>14,137,292</b>	<b>14,179,212</b>	<b>14,154,569</b>

**CITY OF COPPERAS COVE, TEXAS  
FISCAL YEAR 2011-12 ADOPTED BUDGET  
GENERAL FUND  
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2009-10	Budget* FY 2010-11	Projected FY 2010-11	Adopted FY 2011-12
<b>BEGINNING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 3,911,173	\$ 3,725,957	\$ 4,245,750	\$ 3,759,639
Unreserved, Designated	1,000,000	1,000,000	1,000,000	1,000,000
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>\$ 4,911,173</b>	<b>\$ 4,725,957</b>	<b>\$ 5,245,750</b>	<b>\$ 4,759,639</b>
<b>REVENUES:</b>				
Taxes	\$ 10,617,629	\$ 10,774,612	\$ 10,774,612	\$ 10,536,450
Permits & Licenses	239,555	191,074	191,074	185,210
Charges for Services	853,828	853,980	853,980	1,185,075
Fines	796,724	639,839	639,839	706,714
Administrative Reimbursements	1,250,500	1,250,500	1,250,500	1,198,000
Miscellaneous Revenue	379,056	429,859	469,207	343,120
<b>TOTAL REVENUES</b>	<b>\$ 14,137,292</b>	<b>\$ 14,139,864</b>	<b>\$ 14,179,212</b>	<b>\$ 14,154,569</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>\$ 19,048,465</b>	<b>\$ 18,865,821</b>	<b>\$ 19,424,962</b>	<b>\$ 18,914,208</b>
<b>EXPENDITURES:</b>				
City Council (21)	\$ 26,270	\$ 38,966	\$ 40,466	\$ 44,918
City Manager (22)	257,379	248,142	244,342	335,596
City Secretary (23)	167,620	147,013	159,766	144,322
City Attorney (24)	78,679	83,271	83,271	86,157
Finance (31)	661,182	712,642	703,825	274,308
Budget (32)	-	-	-	504,273
Human Resources (34)	298,883	272,723	272,723	297,848
Public Affairs Office (4250)	100,007	-	-	-
Information Systems (35)	220,466	270,396	260,896	275,516
Municipal Court (41)	404,868	390,052	390,052	435,406
Police-Admin (42)	4,438,159	4,750,937	4,714,069	469,775
Police-Services (4210)	-	-	-	4,564,103
Animal Control (43)	204,999	214,821	213,021	231,151
Fire/EMS (44)	3,003,768	3,229,145	3,229,145	3,405,689
Emergency Management (4420)	2,267	5,449	5,449	37,849
Engineering (51)	185,187	137,855	137,855	-
Street (53)	631,542	567,690	567,690	607,583
Fleet Services (55)	260,029	220,958	220,958	218,444
Facility Maintenance (57)	99,994	76,565	76,565	-
Planning (61)	73,765	189,471	189,471	-
Building Development (52)	208,439	221,221	221,221	310,901
Code & Health Compliance (72)	179,677	188,259	190,636	161,526
Parks and Leisure - Admin (54)	968,038	1,024,693	1,014,078	309,444
Parks and Leisure - Maintenance (5410)	-	-	-	462,499
Parks and Leisure - Athletics (5420)	-	-	-	366,683
Parks and Leisure - Aquatics (5430)	-	-	-	175,849
Parks and Leisure - Special Events (5440)	-	-	-	41,218
Parks and Leisure - Cemetery (5450)	-	-	-	-
Library (71)	472,272	530,063	530,288	506,788
Non-Departmental (75)	555,954	736,893	734,815	588,113
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$ 13,499,444</b>	<b>\$ 14,257,225</b>	<b>\$ 14,200,602</b>	<b>\$ 14,855,959</b>
<b>OTHER EXPENDITURES:</b>				
Capital Outlay	\$ 162,707	\$ 104,891	\$ 104,516	\$ -
Capital Lease Payments	140,564	58,516	58,516	14,889
Street Maintenance	-	261,800	261,800	207,050
Transfers Out	-	40,072	39,889	-
<b>TOTAL OTHER EXPENDITURES</b>	<b>\$ 303,271</b>	<b>\$ 465,279</b>	<b>\$ 464,721</b>	<b>\$ 221,939</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 13,802,715</b>	<b>\$ 14,722,504</b>	<b>\$ 14,665,323</b>	<b>\$ 15,077,898</b>
<b>ENDING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 4,245,750	\$ 3,143,317	\$ 3,759,639	\$ 2,836,310
Unreserved, Designated	1,000,000	1,000,000	1,000,000	1,000,000
<b>TOTAL ENDING FUND BALANCE</b>	<b>\$ 5,245,750</b>	<b>\$ 4,143,317</b>	<b>\$ 4,759,639</b>	<b>\$ 3,836,310</b>
<b>IDEAL FUND BALANCE</b>	<b>\$ 3,374,861</b>	<b>\$ 3,564,306</b>	<b>\$ 3,550,151</b>	<b>\$ 3,713,990</b>
<b>OVER (UNDER) IDEAL FUND BALANCE</b>	<b>\$ 1,870,889</b>	<b>\$ 579,011</b>	<b>\$ 1,209,489</b>	<b>\$ 122,320</b>

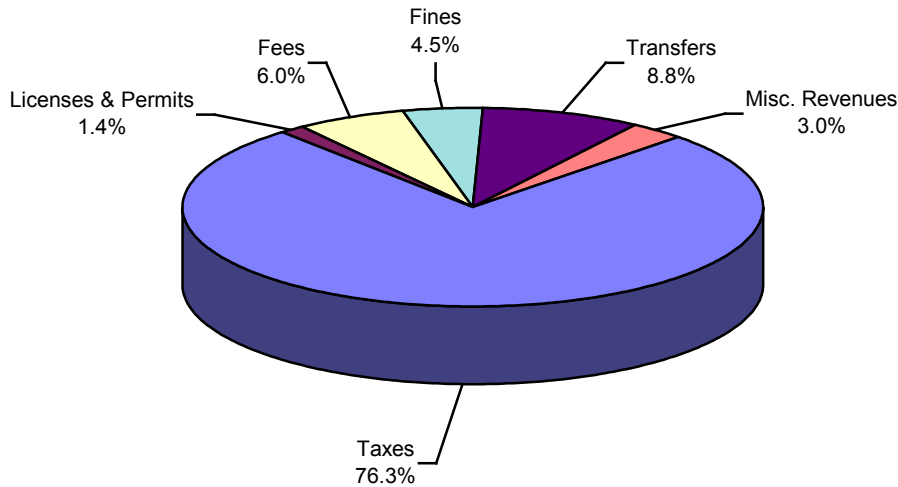
\* Includes budget amendments that were approved by City Council on 2/1/11, 4/19/11, 7/19/11, 8/2/11, and 9/6/11, and a resolution approved on 9/20/11.

# City of Copperas Cove, Texas

## General Fund

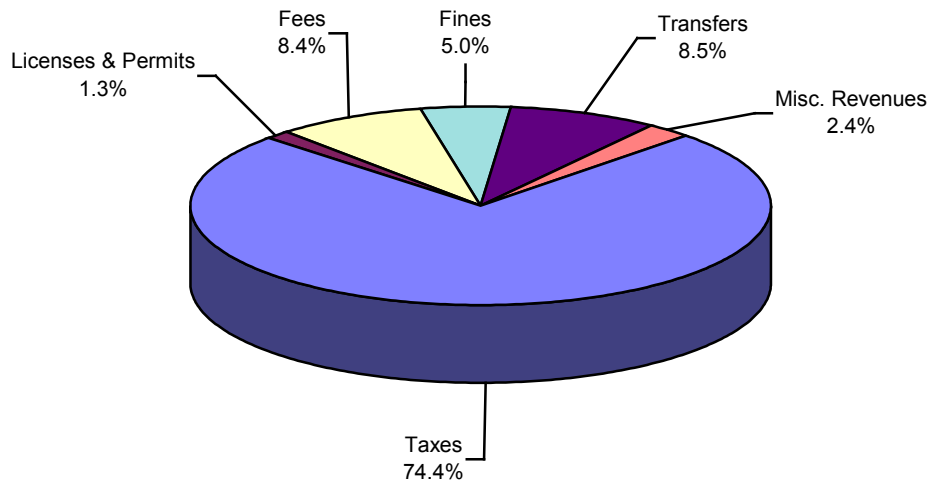
### Comparison of Fiscal Years 2010-11 and 2011-12 Budgeted Revenues By Source

**Fiscal Year 2010-11 Budgeted Revenues**



Total Budgeted Revenues for Fiscal Year 2010-11 are **\$14,139,864**

**Fiscal Year 2011-12 Budgeted Revenues**



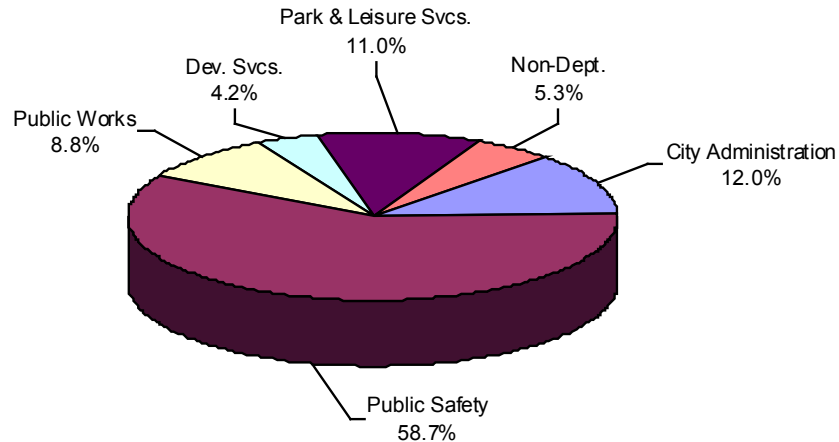
Total Budgeted Revenues for Fiscal Year 2011-12 are **\$14,154,569**

# City of Copperas Cove, Texas

## General Fund

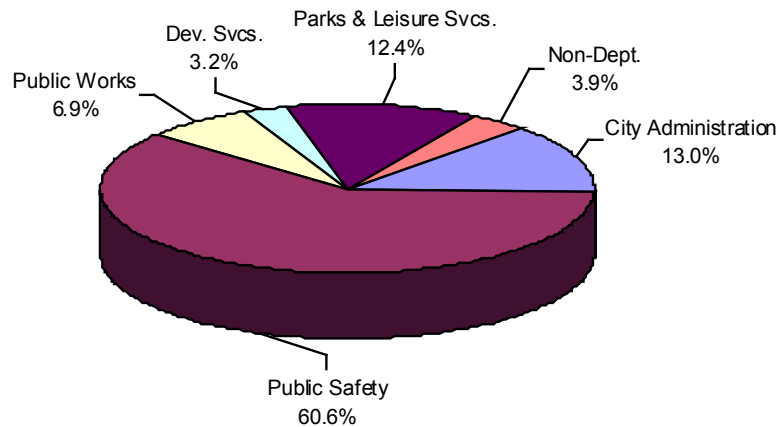
### Comparison of Fiscal Years 2010-11 and 2011-12 Budgeted Expenditures By Function

#### Fiscal Year 2010-11 Budgeted Expenditures



Total Budgeted Expenditures for Fiscal Year 2010-11 are [\\$14,722,504](#)

#### Fiscal Year 2011-12 Budgeted Expenditures



Total Budgeted Expenditures for Fiscal Year 2011-12 are [\\$15,077,898](#)

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

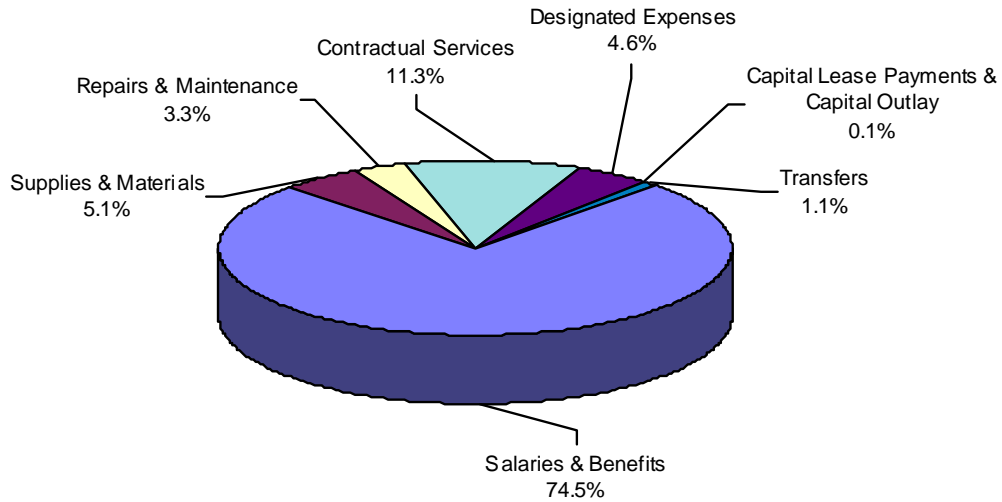
Note: This table demonstrates the various departments included in each function on which the above graphs are based. The graphs above are illustrated by function and do not depict the organizational structure of the city.

# City of Copperas Cove, Texas

## General Fund

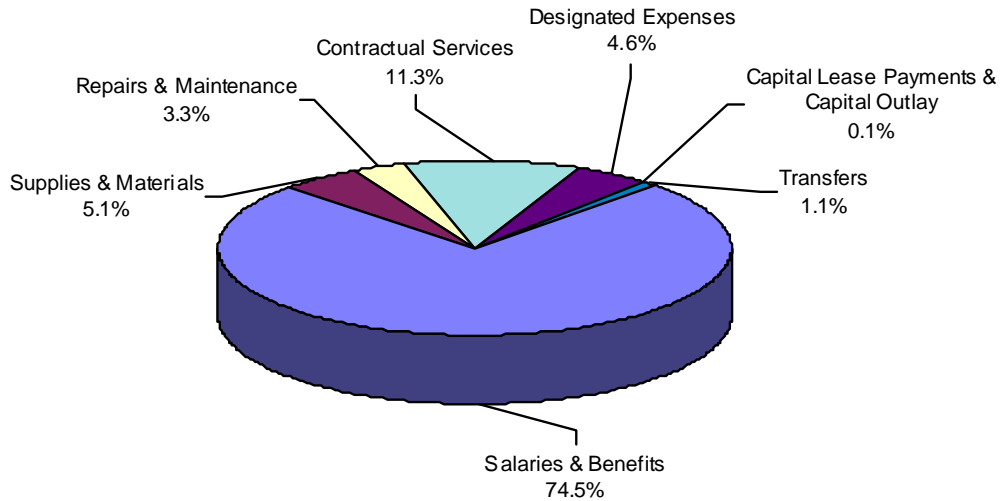
### Comparison of Fiscal Years 2010-11 and 2011-12 Budgeted Expenditures By Object

#### Fiscal Year 2010-11 Budgeted Expenditures



Total Budgeted Expenditures for Fiscal Year 2010-11 are [\\$14,722,504](#)

#### Fiscal Year 2011-12 Budgeted Expenditures



Total Budgeted Expenditures for Fiscal Year 2011-12 are [\\$15,077,898](#)

**CITY OF COPPERAS COVE, TEXAS  
GENERAL FUND REVENUES  
FISCAL YEAR 2011-12**

Account	Description	Actual 2009-10	Budget* 2010-11	Projected 2010-11	Adopted 2011-12
01-310-1001	Current Ad Valorem Taxes	\$ 6,619,447	\$ 6,650,565	\$ 6,650,565	\$ 6,269,650
01-310-1002	Delinquent Ad Valorem Taxes	62,717	57,500	57,500	55,000
01-310-1003	Penalty & Interest	47,516	50,000	50,000	57,000
01-310-1004	Sales Tax	2,420,899	2,554,915	2,554,915	2,680,000
01-310-1005	Franchise Tax	-	-	-	-
01-310-1005.1	Franchise Tax-Telephone	48,830	47,000	47,000	50,400
01-310-1005.2	Franchise Tax-Cable	345,209	335,000	335,000	350,000
01-310-1005.3	Franchise Tax-Electric	796,487	813,282	813,282	785,000
01-310-1005.4	Franchise Tax-Gas	98,642	100,000	100,000	113,000
01-310-1006	TXU Settlement	-	-	-	-
01-310-1007	Mixed Drink Tax	15,915	16,000	16,000	16,000
01-310-1008	Bingo Tax	161,545	150,000	150,000	160,000
01-310-1010	Fuel Refund Claim	-	-	-	-
01-310-1012	Used Oil-H&H Waste Oil	423	350	350	400
01-310-1016	Insurance Proceeds for Repairs	-	-	-	-
<b>Subtotal Taxes</b>		<b>\$ 10,617,629</b>	<b>\$ 10,774,612</b>	<b>\$ 10,774,612</b>	<b>\$ 10,536,450</b>
01-320-2002	License-Bicycle	\$ 8	\$ 4	\$ 4	\$ 10
01-320-2003	License-Contractors	31,245	25,000	25,000	25,000
01-320-2004	License-Animal	6,495	5,000	5,000	5,000
01-320-2005	License-Bail Bondsman	-	-	-	-
01-320-2006	Permits-Building	82,591	50,000	50,000	50,000
01-320-2007	Permits-House Moving	-	-	-	-
01-320-2008	Permits-Street Cuts	8,692	10,000	10,000	7,500
01-320-2009	Permits-Electrical	19,340	16,500	16,500	16,500
01-320-2010	Permits-Solicitors	3,100	3,200	3,200	3,000
01-320-2011	Permits-Natural Gas Lines	1,130	2,000	2,000	1,500
01-320-2012	Permits-Garage Sales	8,090	7,000	7,000	5,000
01-320-2013	Permits-Plumbing	44,751	36,500	36,500	36,500
01-320-2014	Permits-Mechanical	23,133	21,500	21,500	21,500
01-320-2015	License-Taxicabs	360	420	420	350
01-320-2017	License-Vicious/Dangerous Animal	1,400	700	700	700
01-320-2021	Permits-Car Washes	540	500	500	500
01-320-2022	Permits-Signs	1,210	1,500	1,500	1,500
01-320-2023	Permits-Swimming Pools	260	200	200	100
01-320-2024	Massage License	-	-	-	-
01-320-2025	Permit-Ambulance License	-	2,500	2,500	3,000
01-320-2026	License-Wrecker	510	510	510	510
01-320-2027	Permit-Certificate of Occupancy	2,560	2,500	2,500	2,000
01-320-2028	Permits-Mobile Home Parks	-	-	-	-
01-320-2029	Permits-Beverage Cartage	-	-	-	-
01-320-2030	Permits-Alarms	2,080	5,000	5,000	4,000
01-320-2031	False Alarm Penalties	1,100	-	-	500
01-320-2032	Permits-Alcohol License	60	540	540	540
01-320-2034	Permits-Burn Permits	900	-	-	500
01-320-2049	Permits-Miscellaneous	-	-	-	-
01-320-3024	Permits-Well/Gas Drilling	-	-	-	-
<b>Subtotal Permits and Licenses</b>		<b>\$ 239,555</b>	<b>\$ 191,074</b>	<b>\$ 191,074</b>	<b>\$ 185,710</b>
01-340-1001	Cemetery Plot Sales	\$ -	\$ -	\$ -	\$ 13,600
01-340-1002	Football Revenue	-	-	-	25,500
01-340-1004	Basketball Revenue	-	-	-	25,000
01-340-1005	Volleyball Entry Fees	-	-	-	4,600
01-340-1006	Youth Baseball Fees	-	-	-	44,000
01-340-1007	Adult Softball Fees	-	-	-	5,600
01-340-1008	Soccer Registration Fees	-	-	-	40,000
01-340-1012	Special Events Revenue	-	-	-	2,000
01-340-1015	Concession Sales	-	-	-	18,200
01-340-1016	Flag Football Fees	-	-	-	16,800
01-340-1017	Track Revenue	-	-	-	400
01-340-1020	Summer Camp Registration Fees	-	-	-	39,200
01-340-1030	Recreational Classes Revenue	-	-	-	4,100
01-340-1060	Cheerleader Revenue	-	-	-	3,300

\* Includes budget amendments that were approved by City Council on 2/1/11, 4/19/11, 7/19/11, and 8/2/11, and a resolution approved on 9/20/11.



**CITY OF COPPERAS COVE, TEXAS  
GENERAL FUND REVENUES  
FISCAL YEAR 2011-12**

Account	Description	Actual 2009-10	Budget* 2010-11	Projected 2010-11	Adopted 2011-12
01-340-1400	Swimming Lessons	-	-	-	17,500
01-340-3001	Swimming Pool Receipts	39,837	40,500	40,500	57,000
01-340-3002	Community Building Rental	12,628	17,100	17,100	33,500
01-340-3004	Miscellaneous Library Receipts	13,122	13,200	13,200	14,795
01-340-3005	Animal Shelter Fees	28,733	19,500	19,500	20,000
01-340-3006	Ambulance Fee Revenue	636,946	650,000	650,000	678,550
01-340-3007	Notary Fee Revenue	-	-	-	550
01-340-3008	Copy Machine	4,525	4,000	4,000	4,000
01-340-3009	Mowing/Mowing Liens Revenue	18,040	17,500	17,500	17,500
01-340-3010	Sale of City Maps	12	64	64	75
01-340-3012	Service Charge-NSF Checks	7,590	8,000	8,000	7,500
01-340-3013	Plat Filing Fee Revenue	4,835	3,300	3,300	5,000
01-340-3014	Permits-Land Disturbance	-	35	35	-
01-340-3015	RV Park Fees	23,695	24,000	24,000	25,100
01-340-3016	Permits-Floodplain Development	-	-	-	105
01-340-3017	Deed Approval Application Fee	-	-	-	-
01-340-3019	Police Overtime Reimbursement	19,315	14,000	14,000	14,000
01-340-3020	Police Restitution Revenue	4,869	5,000	5,000	4,000
01-340-3021	Festival Reimbursements	12,918	15,000	15,000	15,000
01-340-3022	Special Events Seniors	1,838	750	750	1,800
01-340-3023	Library Meeting Room Rental	2,940	1,300	1,300	1,000
01-340-3024	Open Records Revenue	308	450	450	450
01-340-3025	Senior Games	-	-	-	-
01-340-3026	Fax Machine Fees	2	1	1	5,000
01-340-3027	Pool Rental Revenue	6,780	5,600	5,600	7,150
01-340-3030	Micro Chip of Animals Revenue	1,189	530	530	600
01-340-3031	Re-Inspection Fees	10,675	4,000	4,000	4,000
01-340-3032	Fire Related Response Revenue	-	-	-	-
01-340-3033	Animal Tranquilization Fee	200	120	120	200
01-340-3034	Disposal of Farm Animals	-	125	125	-
01-340-3035	Fire Inspection Fees	1,115	4,500	4,500	1,000
01-340-3036	Fire Testing Fees	315	605	605	500
01-350-4105	Rezone Request Fees	1,000	1,800	1,800	2,000
01-350-4110	Variance Request Fees	400	3,000	3,000	2,800
<b>Subtotal Fees</b>		<b>\$ 853,828</b>	<b>\$ 853,980</b>	<b>\$ 853,980</b>	<b>\$ 1,182,975</b>
01-350-4001	Municipal Court Fines	\$ 292,354	\$ 231,800	\$ 231,800	\$ 272,000
01-350-4002	Traffic Violation Fines	171,803	141,900	141,900	146,500
01-350-4003	Library Fines	13,992	14,130	14,130	14,500
01-350-4004	Arrest Warrant Fees	91,157	47,500	47,500	48,975
01-350-4005	Child Safety Funds	5,381	8,700	8,700	9,000
01-350-4006	City's % of State Court Fees	57,983	42,000	42,000	43,300
01-350-4007	HB 70 Fees	14,054	10,980	10,980	11,310
01-350-4010	Arresting Officer Fees	30,923	26,100	26,100	26,900
01-350-4011	Civil Justice Fee	27	25	25	26
01-350-4042	CCISD Liaison Funding	106,584	106,584	106,584	123,773
01-350-4101	Admin Fee-Teen Court	1,085	920	920	930
01-350-4102	Admin Fee-Defensive Driving	11,381	9,200	9,200	9,500
<b>Subtotal Fines</b>		<b>\$ 796,724</b>	<b>\$ 639,839</b>	<b>\$ 639,839</b>	<b>\$ 706,714</b>
01-360-5001	Admin. Reimb.-W/S Fund	\$ 742,500	\$ 742,500	\$ 742,500	\$ 690,000
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>\$ 1,198,000</b>
01-360-5007	Transfer from Other Funds	\$ -	\$ -	\$ -	\$ -
01-370-6001	Interest Revenue	11,565	10,000	10,000	10,000
01-390-6002	Rental Income	19,008	19,008	19,008	19,008
01-390-6003	Sale of Unclaimed Property	-	-	-	-
01-390-6004	Sale of City Property & Equip.	-	-	-	-
01-390-6005	Miscellaneous Revenues	202,063	185,000	185,000	134,300
01-390-6006	Insurance Proceeds	7,649	-	-	-

\* Includes budget amendments that were approved by City Council on 2/1/11, 4/19/11, 7/19/11, and 8/2/11, and a resolution approved on 9/20/11.

**CITY OF COPPERAS COVE, TEXAS  
GENERAL FUND REVENUES  
FISCAL YEAR 2011-12**

<b>Account</b>	<b>Description</b>	<b>Actual 2009-10</b>	<b>Budget* 2010-11</b>	<b>Projected 2010-11</b>	<b>Adopted 2011-12</b>
01-390-6007	Cash Over/(Short)	515	200	200	200
01-390-6008	Credit Bureau Collection Fees	-	-	-	-
01-390-6009	Food Workers' Registration	9,735	7,500	7,500	11,300
01-390-6010	Food Establishment Licenses	10,420	10,000	10,000	5,000
01-390-6012	Police Misc. Revenues	4,225	3,500	3,500	3,500
01-390-6015	Misc. Grant Revenue	-	-	-	-
01-390-6016	Street Sign revenue	601	675	675	700
01-390-6027	Attorney's Fees Revenue	-	-	-	-
01-390-0628	Court Cost Fees	-	-	-	-
01-390-6030	Council Signage Donation Revenue	-	-	-	-
01-390-6031	Maint/Landscaping Revenue-HR Bldg	6,750	6,800	6,800	7,212
01-390-6032	County Mutual Aid Revenue	37,200	48,478	48,478	45,000
01-390-6033	Bell County Fire Runs Revenue	257	2,698	2,698	2,500
01-390-6034	County EMS Revenue	60,000	80,000	80,000	100,000
01-390-6035	Tax Abatement Application Fee	1,500	-	-	-
01-390-6060	Reimbursements	-	50,000	89,348	-
01-392-1001	Auction Proceeds	7,568	6,000	6,000	6,000
<b>Subtotal Miscellaneous Revenue</b>		<u>\$ 379,057</u>	<u>\$ 429,859</u>	<u>\$ 469,207</u>	<u>\$ 344,720</u>
<b>Total General Fund Revenues</b>		<u><b>\$ 14,137,292</b></u>	<u><b>\$ 14,139,864</b></u>	<u><b>\$ 14,179,212</b></u>	<u><b>\$ 14,154,569</b></u>

\* Includes budget amendments that were approved by City Council on 2/1/11, 4/19/11, 7/19/11, and 8/2/11, and a resolution approved on 9/20/11.

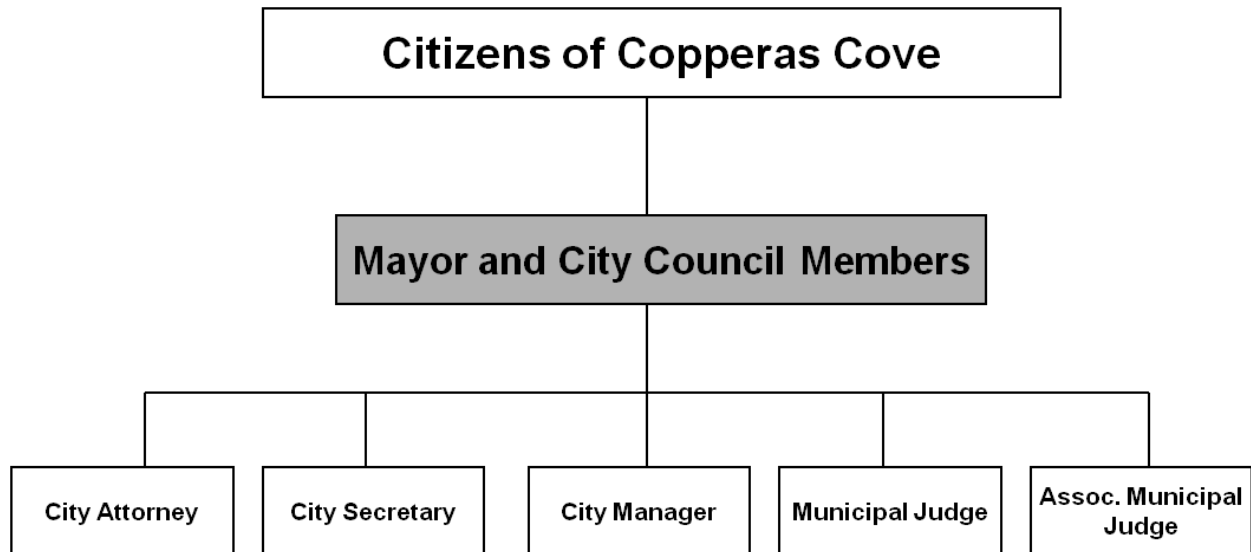
# CITY COUNCIL



**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 Council is to develop effective public policy and provide direction to staff in accordance with the City Charter.*

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 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 2011**

- Adopted the FY 2011-12 Budget that is fiscally responsible and ensures continued quality services to the public.
- Participated in teambuilding exercises in preparation for the strategic management planning process.
- Participated in a workshop to develop a strategic management plan for the City.
- Participated in a Program/Budget Action Conference per Section 6.11 (a) of the City Charter.
- Adopted a Capital Improvement Plan (CIP) for FY 2010-2014.
- Updated and adopted City Goals and City Vision and Mission Statements.
- Adopted a City Council Mission Statement.
- Authorized construction of the Northeast Sewer Line (Eastside Infrastructure) Project.
- Southeast Bypass Project.
- Adopted a Landscape Irrigation Ordinance.
- Approved installation of a holding pond to complete the Golf Course Effluent Project.
- Adopted an ordinance to update all International Codes in the Code of Ordinances.
- Approved a Development Review Process to be developed.
- Adopted an updated Animal Control Ordinance.
- Issued Limited Tax Notes Series 2010A in the amount of \$1,915,000.
- Issued General Obligation Refunding Bonds Series 2010 in the amount of \$6,045,000.
- Issued General Obligation Bonds Series 2011 in the amount of \$5,490,000.
- Issued Limited Tax Bonds Series 2011 in the amount of \$39,000,000.

## **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 2012**

- Pursue those priorities established for the current fiscal year.
- Review and approve revisions to Chapter 20 of the Code of Ordinances.
- Review and adopt the FY 2013 Budget and Plan of Municipal Services.
- Review and adopt the FY 2013 Capital Improvement Plan.
- Participate in the annual Council/Staff Retreat.

**CITY COUNCIL**

01-2100

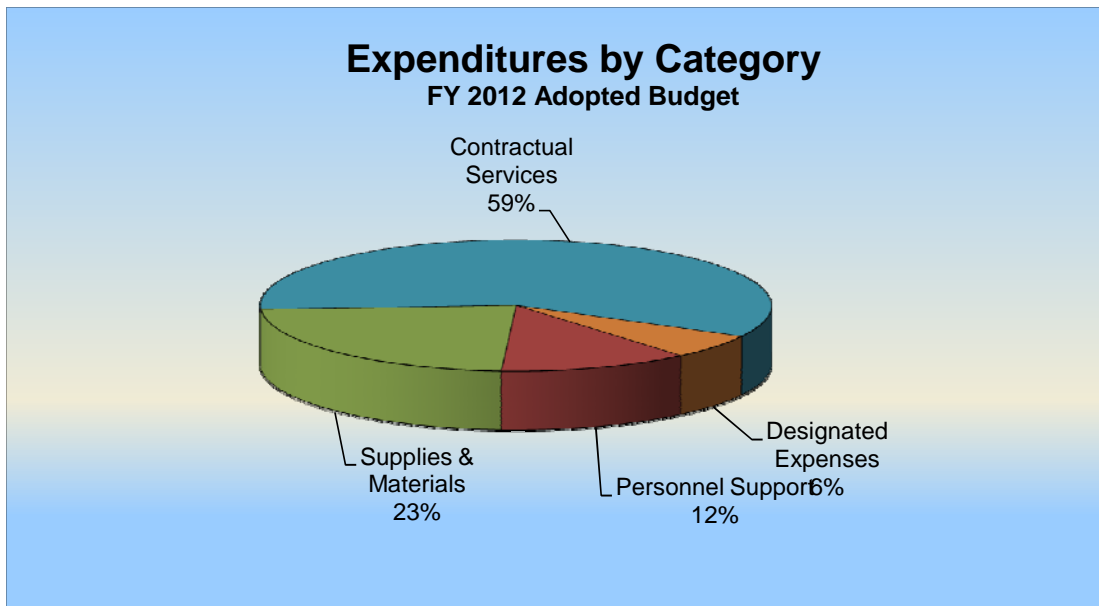
**EXPENDITURE SUMMARY**

<b>CITY COUNCIL</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 Adopted Budget</b>
Salaries & Benefits	-	-	-	-
Personnel Support	2,471	3,610	3,610	5,405
Supplies & Materials	2,141	7,909	8,062	10,382
Repairs & Maintenance	-	-	-	-
Contractual Services	19,166	24,728	26,075	26,412
Designated Expenses	2,492	2,719	2,719	2,719
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>26,270</b>	<b>38,966</b>	<b>40,466</b>	<b>44,918</b>

**HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\***

*Increases:*

- Personnel Support: Increase in public relations cost to purchase mayor and council coins.
- Supplies & Materials: Increased cost for functions attended by council members.



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

**CITY COUNCIL**

01-2100

<b>STAFFING LEVEL</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 Adopted Budget</b>
Council Member Position No. 1	1	1	1	1
Council Member Position No. 2	1	1	1	1
Council Member Position No. 3	1	1	1	1
Council Member Position No. 4	1	1	1	1
Council Member Position No. 5	1	1	1	1
Council Member Position No. 6	1	1	1	1
Council Member Position No. 7	1	1	1	1
Mayor	1	1	1	1
<b>DIVISION TOTAL</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Projection</b>	<b>FY 2012 Target</b>
<b>OUTPUTS</b>				
# of Regular City Council Meetings	23	23	23	23
# of Ordinances / Resolutions Passed	105	104	104	104
# of Special Meetings	14	14	5	10
<b>EFFICIENCIES</b>				
Adopt a Strategic Plan that is Aligned with City Council Goals	Yes	Yes	Yes	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.

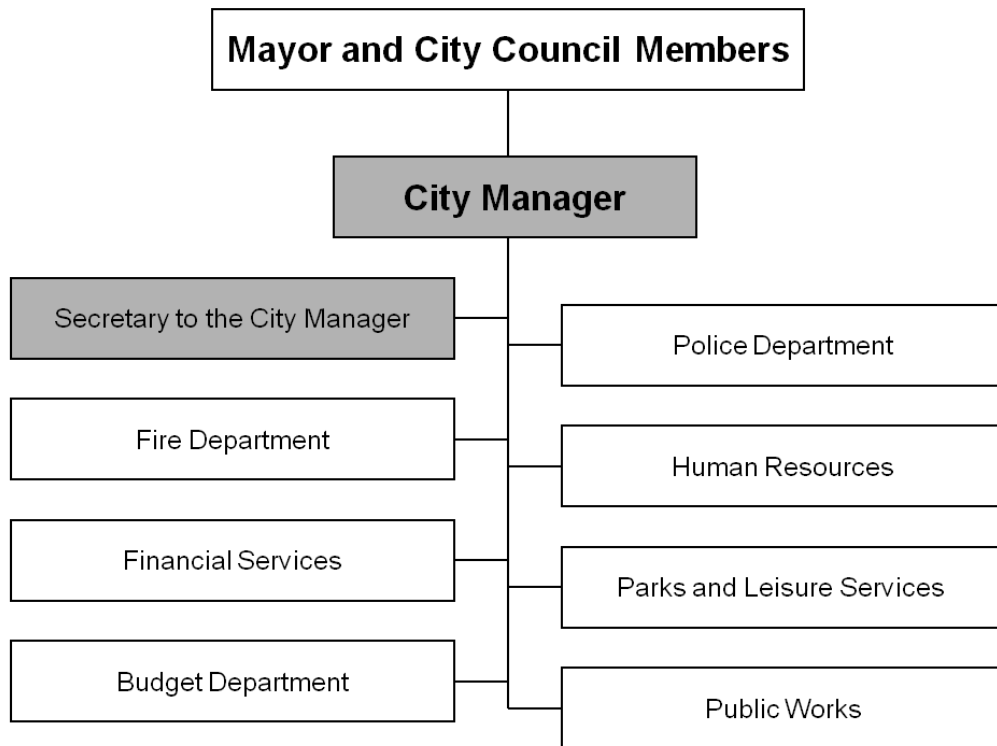
# CITY MANAGER



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 2011**

- Developed annual Budget and Plan of Municipal Services.
- Conducted the 2011 Annual Council/Staff Retreat.
- Held Ribbon Cutting Ceremony for Lutheran Church Road opening.
- Facilitated the construction of the Northeast Sewer Line project.
- Prepare and distribute the City Quarterly Newsletter for posting on the City website.
- Delivered the 4th Annual State of the City Address.
- Facilitated the preparation & distribution of the 4<sup>th</sup> 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 completion of the drainage improvements along 25<sup>th</sup> Street.
- Facilitated the completion of the water line improvements along 9<sup>th</sup>, 11<sup>th</sup>, 13<sup>th</sup> and 15<sup>th</sup> Streets.
- Facilitated the development and presentation of the City's Five Year Personnel Plan.
- Held Press Conference to announce the execution of an Advanced Funding Agreement between the City and TxDOT for construction of the SE Bypass.
- Held groundbreaking ceremony for the construction of SH 9.
- Held groundbreaking ceremony for the construction of the SE Bypass.
- Facilitated the implementation of Capital Improvements software tracking.
- Facilitated the submission of the 2012 Community Development Block Grant Application.

## **CONTINUING OBJECTIVES**

- Develop annual Budget and Plan of Municipal Services.
- Conduct/participate in quarterly "Summit Meetings and 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 and host the annual Meet the City Event.
- Prepare and distribute the City Quarterly Newsletter for posting on the City website.
- Hosted the annual Volunteer Appreciation Reception.

## **GOALS FOR FISCAL YEAR 2011**

- Secure additional State and/or Federal appropriations for transportation projects.
- Facilitate the reconstruction of Avenue F.
- Facilitate the completion of the Northeast Water Line project.
- Facilitate the design of the Relocation of Fire Station 2 project.
- Facilitate the construction of the Curry Street Drainage Project.
- Facilitate the construction of the Texas and Golf Course Road Drainage Project.
- Implement Facebook Pilot Program for the City.
- Facilitate the construction of the SE Bypass construction project.
- Facilitate the construction of the SH 9 project.
- Facilitate the construction of the Colorado Drive Stem Wall project.
- Facilitate the completion and submission of the Safe Routes to School Grant application.

# CITY MANAGER

01-2200

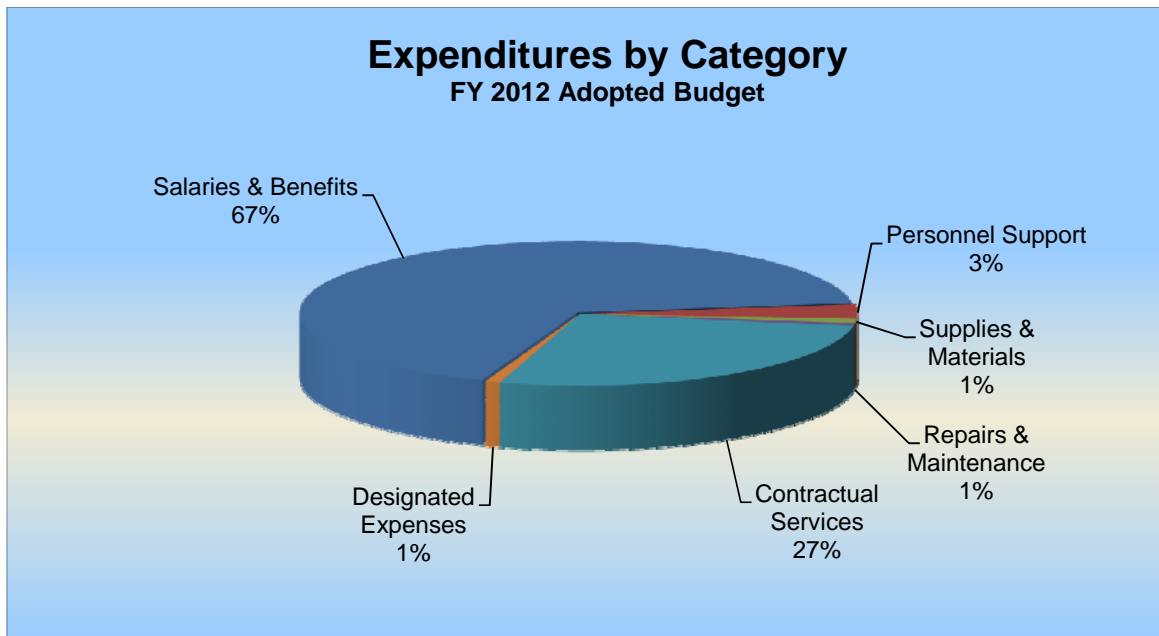
## EXPENDITURE SUMMARY

CITY MANAGER	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	235,192	217,782	214,201	225,727
Personnel Support	10,767	11,634	11,422	11,000
Supplies & Materials	920	3,594	3,466	3,136
Repairs & Maintenance	418	863	863	2,172
Contractual Services	9,155	13,257	13,378	90,629
Designated Expenses	927	1,012	1,012	2,932
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>257,379</b>	<b>248,142</b>	<b>244,342</b>	<b>335,596</b>

### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Contractual Services: Includes \$80,000 for professional services to rework the planning ordinance and to conduct other planning services.



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

## CITY MANAGER

01-2200

STAFFING LEVEL	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
City Manager	1	1	1	1
Secretary to the City Manager	1	1	1	1
Assistant to the City Manager	1	0	1	0
<b>DIVISION TOTAL</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>

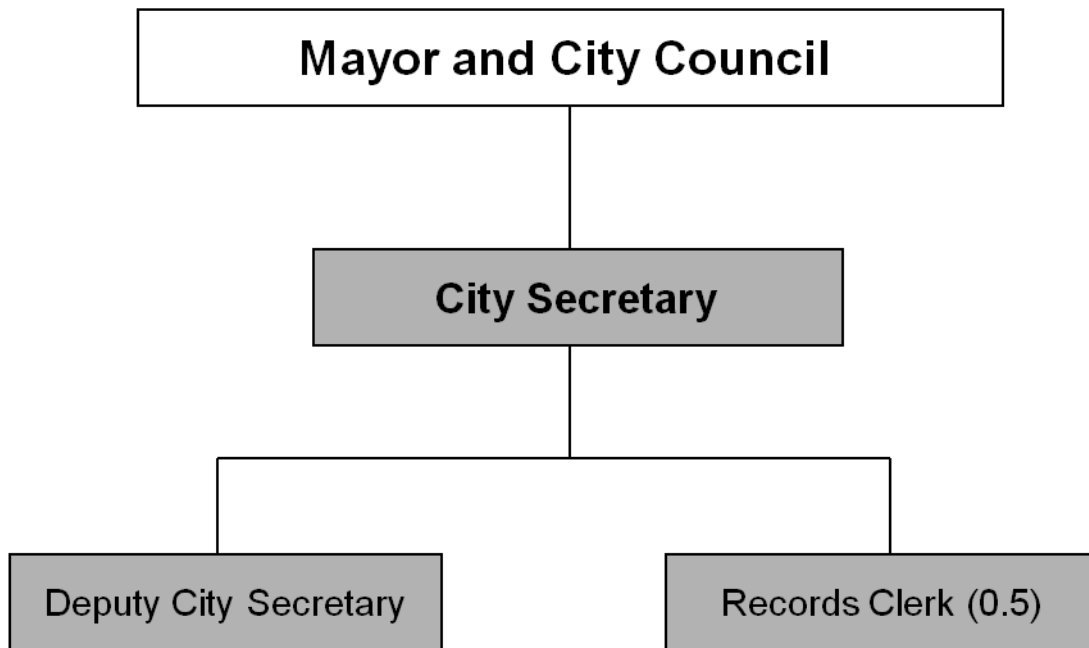
PERFORMANCE MEASURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Projection	FY 2012 Target
<b>OUTPUTS</b>				
Developer Meetings Hosted	1	1	1	2
Council Meetings / Workshops Attended	56	63	55	58
Public Meetings Hosted	10	4	0	2
<b>EFFICIENCIES</b>				
Operating Budget (General Fund) \$ per Capita	\$474.37	\$497.05	\$443.33	\$463.78
Full-Time Employees per 1,000 Population	10.00	9.97	9.23	9.21
<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 SECRETARY



**Left to Right:** Yvonne Davis (Part-time Records Clerk); 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.*

2.5 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.
- Conduct municipal election(s).
- Maintain all City records in accordance with State laws.

## **ACHIEVEMENTS FOR FISCAL YEAR 2011**

- Provided assistance to City staff using AgendaQuick software program.
- Maintained tracking program in AgendaQuick for all City Boards, Commissions and Committees.
- Completed templates for AgendaQuick preparation of agendas for City Boards, Commissions and Committees.
- Conducted one municipal election in accordance with Texas Election Law statutes.
- Ensured compliance of operating budgets for City Secretary and City Council departments.
- Coordinated four supplements for the City of Copperas Cove Code of Ordinances.
- Completed on-line courses in records management offered by the Texas State Library & Archives Commission.

## **CONTINUING OBJECTIVES**

- Maintain the integrity of City records and complete scheduled destruction of municipal records in accordance with State law.
- Process and maintain all ordinances, resolutions, minutes, contracts and all other official documents in an efficient manner.
- 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 and for recertification purposes.
- Represent the City at various social and professional events.

## **GOALS FOR FISCAL YEAR 2012**

- Successfully conduct one special election for the City in accordance with Texas Election Law statutes.
- Implement an electronic records system for records storage that complies with State law.
- Set up various City Boards, Commissions and Committees with the ability to create meeting minutes on the AgendaQuick program.
- Update the City's Records Policy and forms.
- City Secretary to attend two seminars for recertification purposes to maintain Texas Registered Municipal Clerk (TRMC) certification status with the Texas Municipal Clerks Association.

# CITY SECRETARY

01-2300

## EXPENDITURE SUMMARY

CITY SECRETARY	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	113,140	115,455	118,705	86,364
Personnel Support	-	-	-	-
Supplies & Materials	1,631	7,957	12,757	1,226
Repairs & Maintenance	122	5,985	6,080	1,542
Contractual Services	6,788	5,145	5,003	5,146
Designated Expenses	45,938	12,471	17,221	50,044
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>167,620</b>	<b>147,013</b>	<b>159,766</b>	<b>144,322</b>

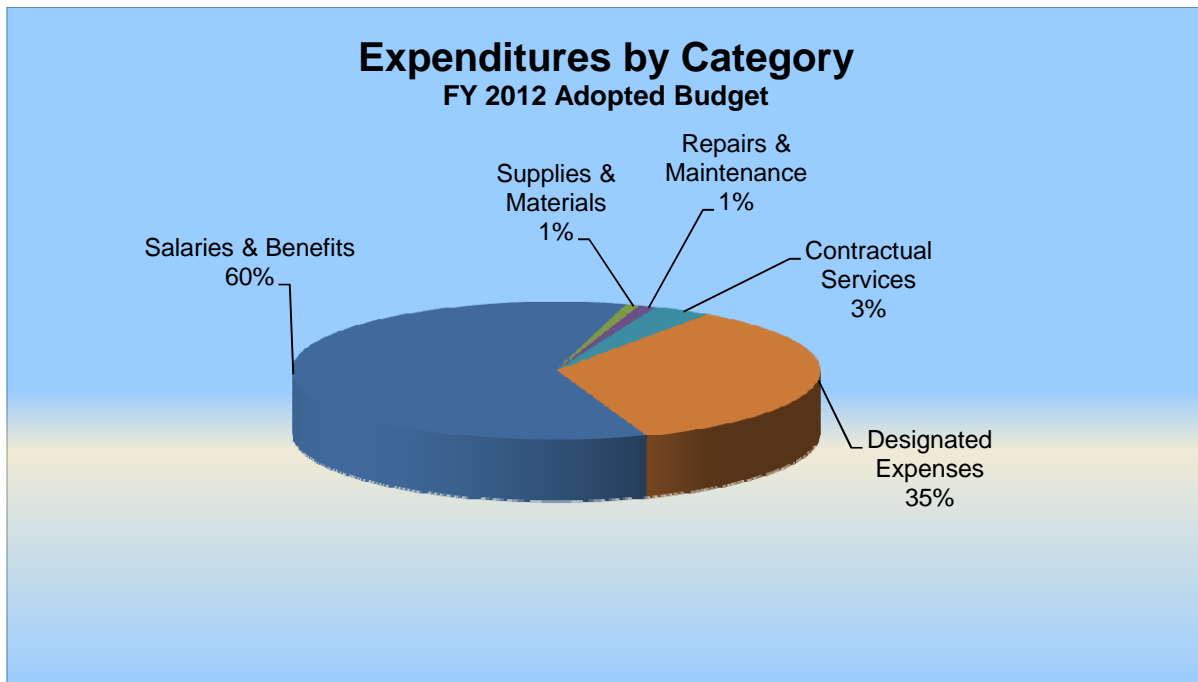
### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Designated Expenses: Include \$35,000 collectively for November 2011 election, May 2012 general election, and June 2012 runoff election.

*Decreases:*

- Salaries & Benefits: Deputy Secretary position unfunded in FY 2012.
- Supplies & Materials: Purchased chairs for Council Chambers in FY 2011.
- Repairs & Maintenance: Purchased carpet for Council Chambers in FY 2011.



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

## CITY SECRETARY

01-2300

<b>STAFFING LEVEL</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 Adopted Budget</b>
City Secretary	1	1	1	1
Deputy City Secretary	1	1	0	1
Records Clerk	0	0	0	0.5
<b>DIVISION TOTAL</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>2.5</b>

Note: The Deputy City Secretary position is unfunded in FY 2012.

<b>PERFORMANCE MEASURES</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Projection</b>	<b>FY 2012 Target</b>
<b><i>OUTPUTS</i></b>				
Council Meetings Organized / Records Maintained	23	23	23	23
Workshops Organized / Records Maintained	19	25	27	25
Special Meetings Organized / Records Maintained	14	15	5	10
Elections Conducted	2	2	1	2
<b><i>EFFICIENCIES</i></b>				
Average Cost per Council Meeting / Workshop for Record Management	\$3,990.94	\$3,062.77	\$3,195.32	\$3,006.71
<b><i>EFFECTIVENESS</i></b>				
% of Time Council Minutes are Completed for Approval at the next Regular Council Meeting	100.0%	90.0%	94.0%	100.0%
% of Time Adopted Ordinance Titles are Published within 15 Days of Passage	90.0%	90.0%	100.0%	100.0%

# CITY ATTORNEY



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

**Mayor and City Council**

**City Attorney**

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

1 Contract Position



# **CITY ATTORNEY**

## **PROGRAM DESCRIPTION**

The City Attorney is responsible for the delivery of all legal services for the City Council and City administrative staff. The City Attorney is required to be licensed to practice law in the State of Texas and be a member in good standing 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 2011**

- Provided Council and Staff with legal opinions and interpretations.
- Reviewed the Animal and Foul Ordinance.
- Reviewed letter of agreements for various city departments.
- Prepared and filed privileged liens against real properties to collect code enforcement violation expenses paid by the city.
- Provided legal assistance on State Legislative Action.
- Completed legal review of proposed 380 documents received from a developer.
- Participated in the delivery of the City Election Candidate Orientation.
- Participated in the Development Review Process.
- Reviewed Interlocal Agreement for construction of SE Bypass between the City of Copperas Cove and the Copperas Cove Economic Development Corporation.

## **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 2012**

- Assist with updating the Zoning Ordinance.
- Provide legal assistance to Human Resources Department.
- Prepare Developer Reimbursement Agreement for Mountain Top Water and Sewer projects.
- Provide legal guidance for easement issues related to Capital Improvement Project completion.
- Assist with updating the City's Subdivision Ordinance.
- Provide legal assistance on the Local Government Code Chapter 143 issues.

## CITY ATTORNEY

01-2400

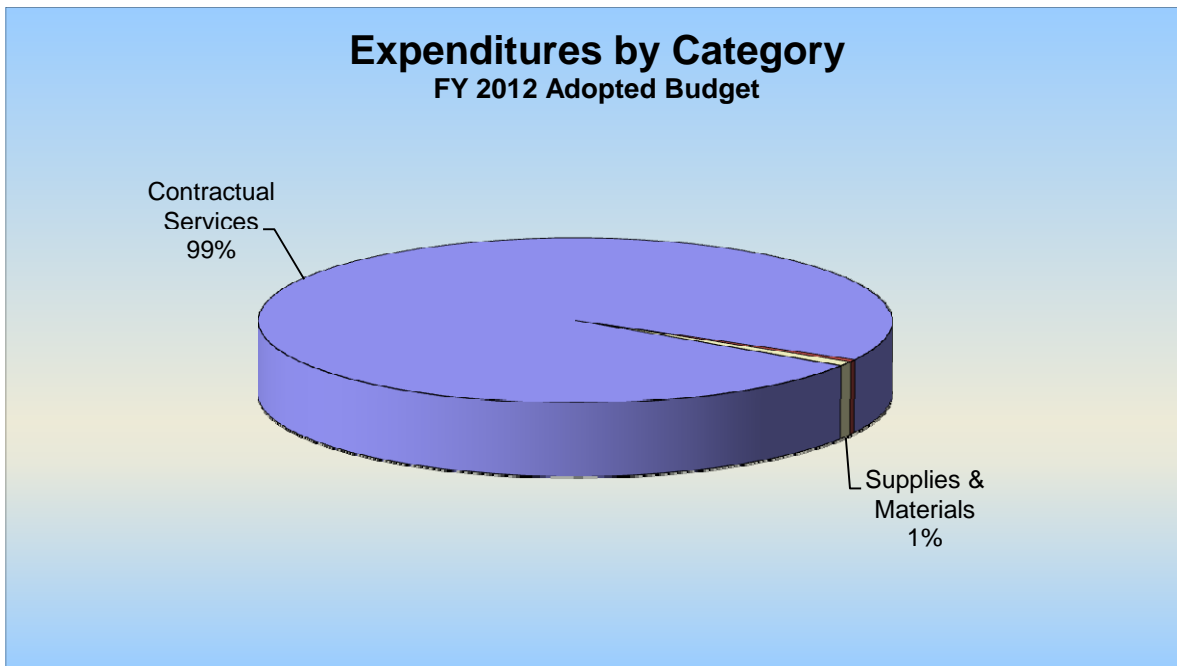
### EXPENDITURE SUMMARY

CITY ATTORNEY	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	-	-	-	-
Supplies & Materials	93	315	315	750
Repairs & Maintenance	61	72	72	59
Contractual Services	78,171	82,497	82,497	84,961
Designated Expenses	355	387	387	387
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>78,679</b>	<b>83,271</b>	<b>83,271</b>	<b>86,157</b>

### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Supplies & Materials: Increase due to open records request being moved from City Secretary to City Attorney.



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

## CITY ATTORNEY

01-2400

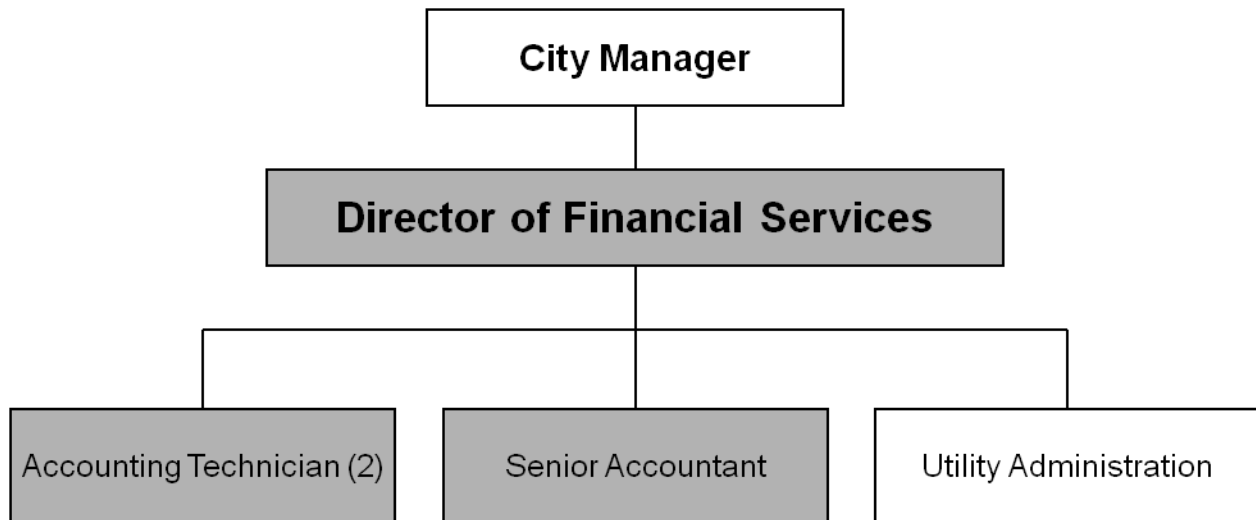
STAFFING LEVEL	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
City Attorney (Contract)	1	1	1	1
<b>DIVISION TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

PERFORMANCE MEASURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Projection	FY 2012 Target
<b><i>OUTPUTS</i></b>				
Disposition Prior to Trial - Fined	4,008	4,500	2,568	3,500
Disposition Prior to Trial - Dismissed	689	700	1,393	1,200
Disposition at Trial by Judge - Guilty	2,670	2,675	1,563	2,000
Disposition at Trial by Judge - Not Guilty	4	10	3	2
Trial by Jury - Guilty	0	5	0	5
Trial by Jury - Not Guilty	0	5	0	5
# of Council Meetings / Council Meetings Attended	24/23	23/23	23/16	23/17
Open Records Requests Received and Responded	320	315	315	315
Attorney General Opinion Sought	50	50	58	50
<b><i>EFFICIENCIES</i></b>				
% of Open Records Requests where Attorney General Ruling/Opinion was Sought	15.6%	15.9%	18.4%	15.9%
<b><i>EFFECTIVENESS</i></b>				
% of Public Information Requests Completed within 10 Business Days	100.0%	100.0%	100.0%	100.0%

# FINANCE



**Left to Right:** Linda Hernandez (Accounting Technician); Velia Key (Director of Financial Services); Dawn Farmer (Accounting Technician); Deanna Sloan (Senior Accountant).



*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.*

4 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.
- Implement internal control City-wide.

## **ACHIEVEMENTS FOR FISCAL YEAR 2011**

- Completed the CAFR for FY 2010 and received the Certificate of Achievement for Excellence in Financial Reporting Award from GFOA.
- Provided accurate and timely financial reporting to the City Council.
- Issued Contract Revenue, General Obligation Bonds, and Limited Tax Bonds Series 2011 for construction of the Southeast bypass, part of U.S. Highway 190.
- Issued Limited Tax Note Series 2010-A to construct improvement to the City's Water and Sewer system and upgrade equipment.
- Issued General Obligation refunding Bonds, Series 2010.
- Provided and updated FY 2011 Annual Investment Report to the City Council.
- Reviewed and updated current Fund Balance policies.
- Implemented automated time entry policy and procedures.
- Re-structured job duties.

## **CONTINUING OBJECTIVES**

- Continue to maintain the high standard and level of financial reporting in obtaining GFOA "Certification of Achievement for Excellence in Financial Reporting."
- Continue monitoring cash management practices to ensure timely billing and collections and continue prudent investment and payment schedule.
- 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 2012**

- Develop and conduct cross training schedule to improve staff knowledge and efficiency in the Department.
- Implement internal audit of CIP expenditures.
- First year submission of Popular Annual Financial Report (PFAR) to GFOA.

## FINANCE

01-3100

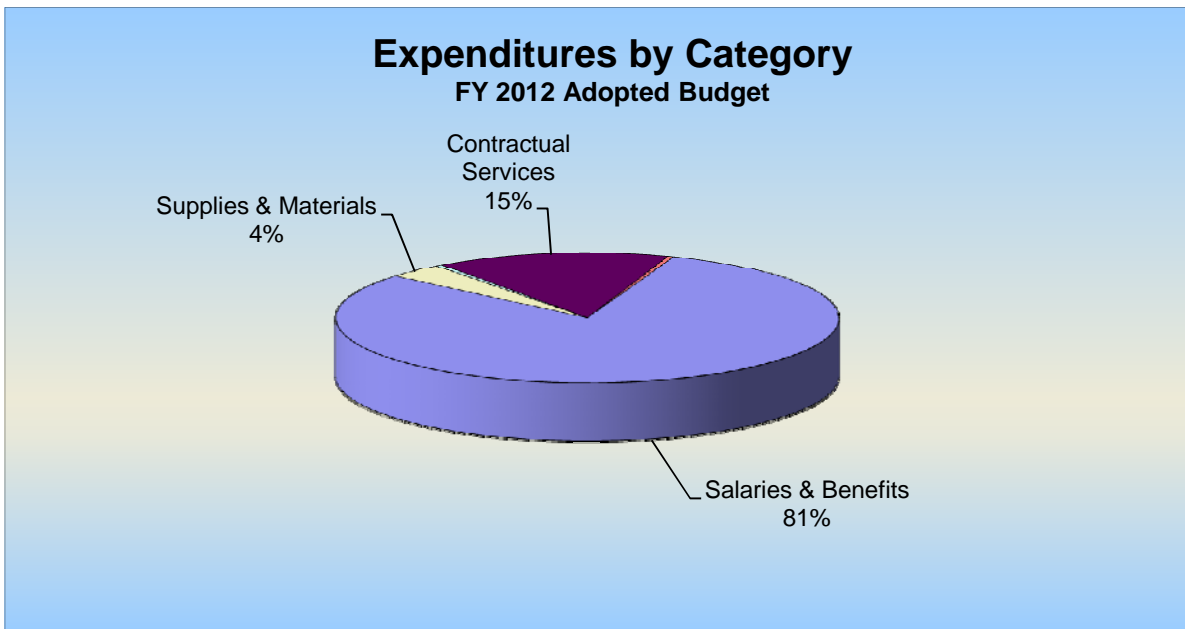
### EXPENDITURE SUMMARY

FINANCE	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	396,673	415,735	415,735	221,189
Personnel Support	-	-	-	-
Supplies & Materials	11,959	13,061	12,563	9,888
Repairs & Maintenance	978	1,117	1,117	1,201
Contractual Services	50,960	77,436	69,117	41,015
Designated Expenses	200,611	205,293	205,293	1,015
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>661,182</b>	<b>712,642</b>	<b>703,825</b>	<b>274,308</b>

### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Decreases:*

- Decreases due to Finance being divided into two departments in FY 2012: Finance and Budget.



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

## FINANCE

01-3100

STAFFING LEVEL	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Senior Accountant	1	1	1	1
Accounting Technician	2	2	2	2
Budget Analyst	1	1	1	0
Purchasing Officer	1	1	1	0
Director of Financial Services	1	1	1	1
Assistant Director of Financial Svcs. / Director of Budget	0	1	1	0
Project Accountant	1	1	1	0
<b>TOTAL</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>4</b>

Note: For FY 2012, the Finance Department is divided into two departments: Finance and Budget.

PERFORMANCE MEASURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Projection	FY 2012 Target
<b>OUTPUTS</b>				
# of Internal Audits Performed	5	11	10	15
# of Accounts Receivables Invoiced	858	950	601	650
Accounts Payable Checks Processed	4,864	4,900	5,100	5,100
Accounts Payable Invoices Processed	11,421	11,421	11,500	11,600
<b>EFFICIENCIES</b>				
% of Accounts Payable Customers Setup with Automatic Draft Payment	6.4%	10.0%	11.6%	25.0%
<b>EFFECTIVENESS</b>				
Receive GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes
% of Ending Fund Balance to Total Operating Expenditures in Major Operating Funds (Policy is 25%):				
General Fund	33.2%	25.0%	33.5%	25.8%
Water and Sewer Fund	33.4%	25.0%	17.5%	11.4%
Solid Waste Fund	31.3%	25.0%	37.6%	27.2%
Golf Course Fund*	-26.6%	5.0%	-62.2%	-62.5%

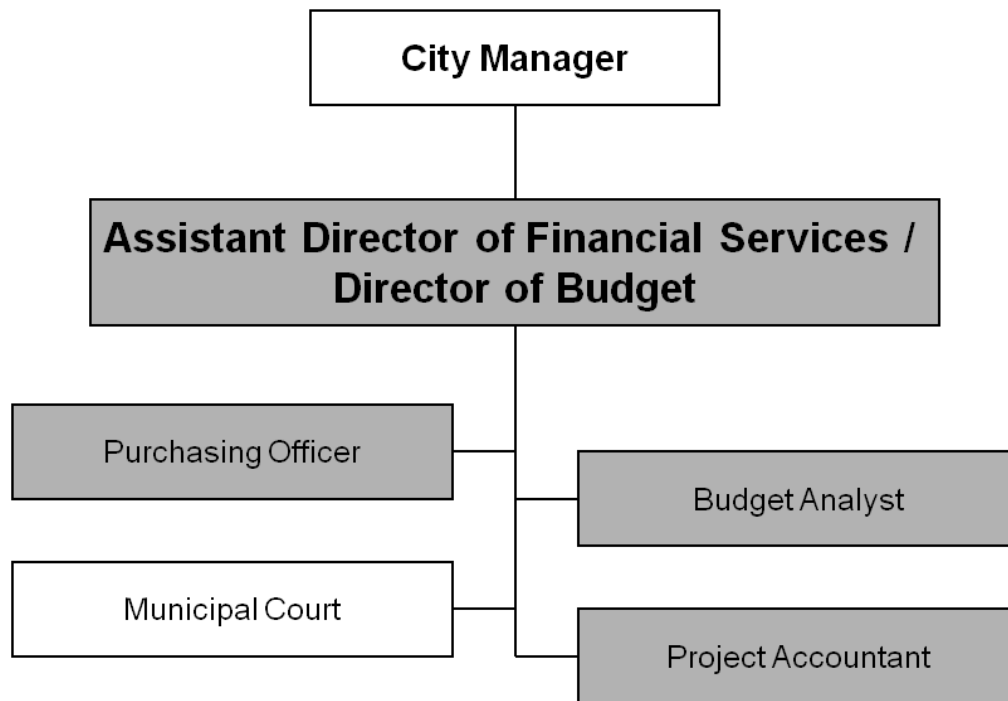
\* Administrative changes have been made at the golf course and goals are being set to gradually increase the fund balance in accordance with the City policy.

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.

# BUDGET



**Left to Right:** Tracy Molnes (Purchasing Officer); Stephanie Potvin (Project Accountant); Ryan Haverlah (Assistant Director of Financial Services/Director of Budget); Cynthia Taylor (Budget Analyst).



*The mission of the Budget Department is to plan for the optimal use of financial resources and provide financial analysis to make financial and operational decisions for all City activities.*

4 Full Time Employees



# **BUDGET DEPARTMENT**

## **PROGRAM DESCRIPTION**

The Budget Department is responsible for providing excellent budgetary, capital planning, purchasing, and grant compliance services, information, and guidance to management, City Council, citizens and internal customers of the City of Copperas Cove in a professional manner. Responsibilities include development of the annual operating budget and Capital Improvement Plan, review of technical specifications and preparation of documentation required to comply with legal regulations pertaining to the bid process, monthly and quarterly reporting and review of budget and project progress, providing bid proposal recommendations to the City Council, and grant compliance reporting. The Budget Department also is entrusted to research and analysis of a wide array of operational and financial issues and provides general supervision of Municipal Court.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Assist the City Manager in developing a balance budget.
- Monitoring the progress of budgetary goals throughout the year.
- Achieve reserve capacities in all funds as established in the City's Fund Balance Policy.
- Plan the City's future financial growth.
- Implement internal control City-wide.

## **ACHIEVEMENTS FOR FISCAL YEAR 2011**

- Completed the budget book for FY 2011 and received the Distinguished Budget Presentation Award from GFOA.
- Prepared for adoption the 2011 Property Tax Rate, FY 2012 Budget and Capital Improvement Plan in accordance with the City Charter and Texas State Law.
- Prepared for adoption the 2012-2016 Personnel Plan.
- Implemented automated time entry policy and procedures.
- Prepared and published 25 Requests for Bids and Requests for Proposals.
- Re-structured job duties.

## **CONTINUING OBJECTIVES**

- Continue to maintain the high standard and level of budget preparation in obtaining the GFOA Distinguished Budget Presentation Award.
- Continue monitoring cash transactions to comply with accounting standards and prevent fraud.
- Improve purchasing and accounts payable processes for efficiency.
- Continue to review and update the financial policies and procedures.
- Procure services and products of the best quality for departments at the most beneficial economic price
- Continue monitoring grant activities for regulatory compliance and reporting.

## **GOALS FOR FISCAL YEAR 2012**

- Develop and implement organization wide Financial Academy for internal customers to improve staff knowledge and efficiency throughout the organization.
- Restructure the Capital Improvement Plan to be more reader friendly and better planning document.
- Assist with the implementation of the time keeping and attendance software.
- Develop a five year capital outlay plan.

## BUDGET

01-3200

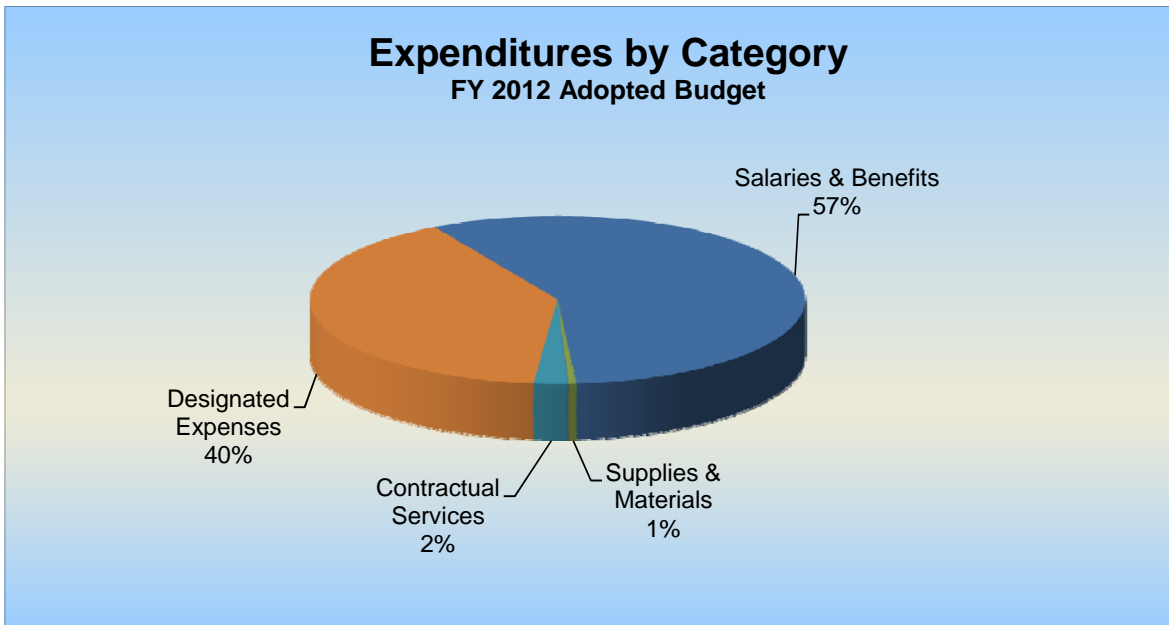
### EXPENDITURE SUMMARY

FINANCE	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	-	-	-	288,108
Personnel Support	-	-	-	-
Supplies & Materials	-	-	-	2,585
Repairs & Maintenance	-	-	-	235
Contractual Services	-	-	-	11,173
Designated Expenses	-	-	-	202,172
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	-	-	-	<b>504,273</b>

### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Budget Department is a new department in FY 2012.
- Salaries & Benefits: Full year budget for Assistant Director of Financial Services/Budget Director.



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

## BUDGET

01-3200

<b>STAFFING LEVEL</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 Adopted Budget</b>
Assistant Director of Financial Svcs. / Budget Director	0	0	0	1
Budget Analyst	0	0	0	1
Purchasing Officer	0	0	0	1
Project Accountant	0	0	0	1
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>

Note: For FY 2012, the Finance Department is divided into two departments: Finance and Budget.

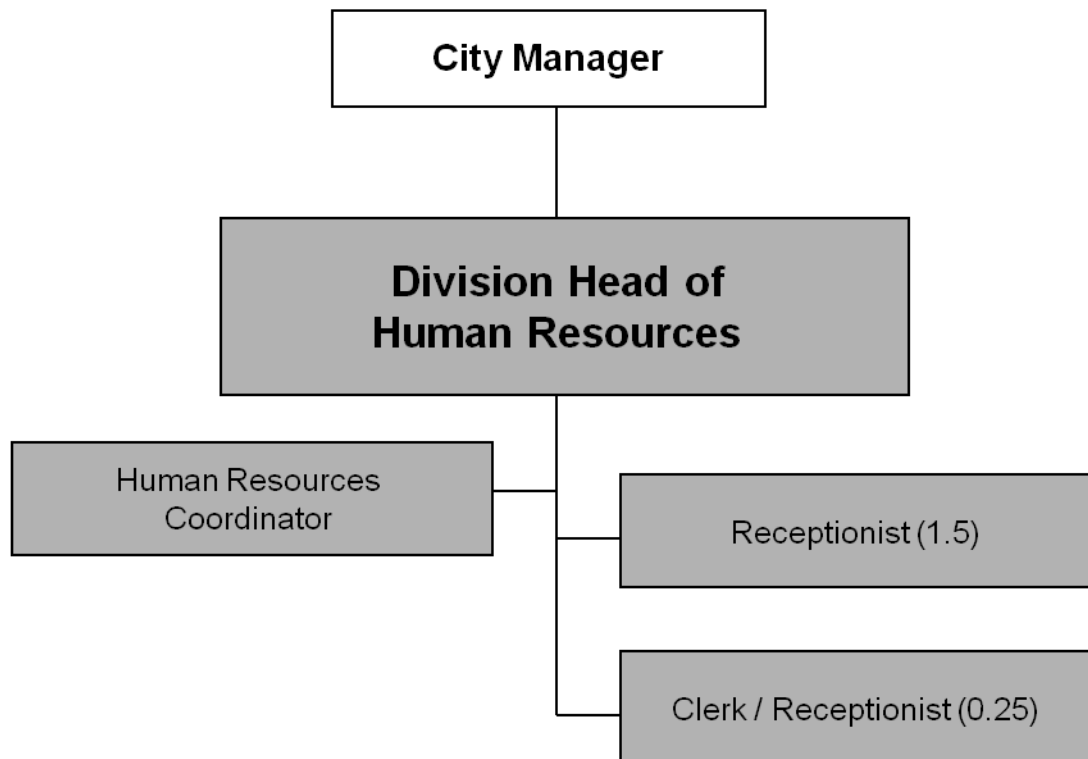
<b>PERFORMANCE MEASURES</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Projection</b>	<b>FY 2012 Target</b>
<b><i>OUTPUTS</i></b>				
# of Bids / RFP's Processed	12	15	21	18
# of Budget Amendments/Transfers Processed	311	N/A*	317	300
# of Grants Monitored	23	N/A*	25	20
<b><i>EFFICIENCIES</i></b>				
Actual General Fund Revenue as a Percentage of Original Budget	97.5%	100.0%	98.1%	100.0%
<b><i>EFFECTIVENESS</i></b>				
Receive GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes
Capital Improvement Plan Prepared in Accordance with Charter Requirements	Yes	Yes	Yes	Yes

\* New Performance Measure - Data not available.

# HUMAN RESOURCES



**Left to Right:** Joan Kelley (Receptionist); Constance Kirkpatrick (Human Resources Coordinator); Kelli Sames (Division Head of Human Resources).



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

3.75 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 provided are competitive with the market and related industry.
- Provide effective human resource training and development opportunities for all levels of employees.
- Assist supervisors with recruiting methods to ensure vacant positions are filled in an efficient manner.
- Maintain and update, as needed, personnel policies and procedures.
- Assist departments with human resource related issues.
- Ensure the development, maintenance and management of a cost effective risk management program.

## **ACHIEVEMENTS FOR FISCAL YEAR 2011**

- Completed the implementation of a web based application system for improved recruitment effectiveness which allows for an online application process.
- Updated various personnel policies to incorporate new regulations, legislative changes, and procedure changes.
- Provided a variety of training and development opportunities, to include safety training for employees, with assistance from the TMLIRP Risk Pool.
- Coordinated an annual Volunteer Reception for City of Copperas Cove volunteers.
- Assisted the Employee Activities Committee in coordinating several employee appreciation events to include employee appreciation luncheons and employee holiday events.
- Facilitated the hiring and in-processing of new employees.
- Coordinated with outside entities training on Retirement and Social Security benefits.
- Assisted the Employee Recognition Committee in coordinating 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 City drivers.
- Coordinated the "United Way" drive for all City employees.
- Conducted various human resources surveys.
- Coordinated a monthly and annual employee service awards recognition program and reception.
- 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.

## **GOALS FOR FISCAL YEAR 2012**

- Enhance the wellness initiative for City employees.
- Update Personnel Policies and Procedures to incorporate new regulations resulting from the legislative session.

## HUMAN RESOURCES

01-3400

### EXPENDITURE SUMMARY

HUMAN RESOURCES	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	247,726	211,169	212,871	200,783
Personnel Support	13,863	22,408	21,000	19,356
Supplies & Materials	3,462	6,220	6,101	5,223
Repairs & Maintenance	479	500	500	4,442
Contractual Services	11,570	11,057	10,882	35,500
Designated Expenses	21,783	21,369	21,369	32,544
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>298,883</b>	<b>272,723</b>	<b>272,723</b>	<b>297,848</b>

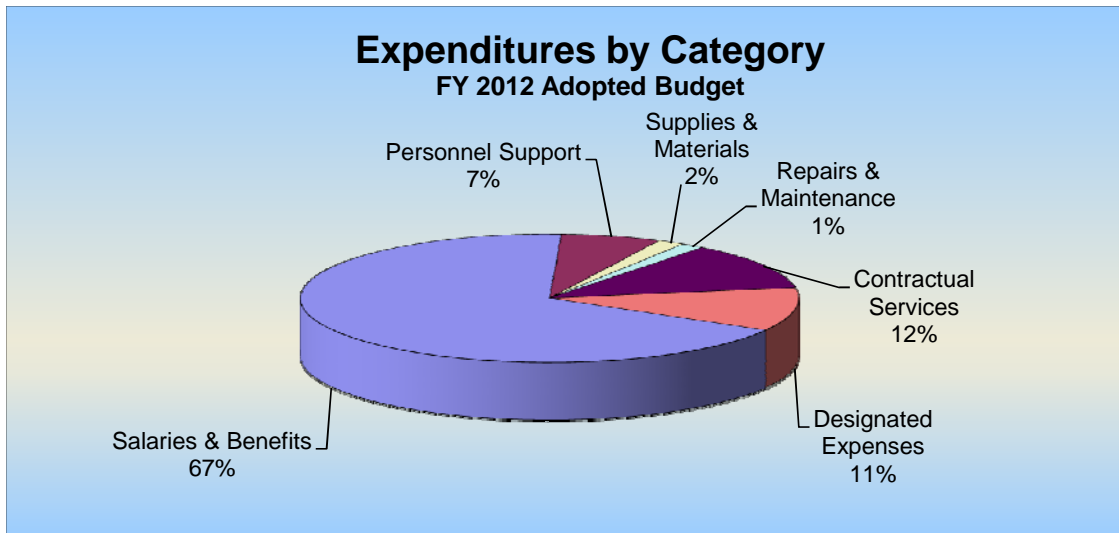
### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Repairs & Maintenance: \$4,016 for annual Applicant Tracking software fee and for Incode maintenance.
- Contractual Services: Include the following consulting fees - \$10,000 for Position Description Development, \$7,000 for Supervisory Academy, and \$5,550 for legal fees for Human Resources general inquiries.
- Designated Expenses: Increased expenses for employee relations events and activities.

*Decreases:*

- Salaries & Benefits: Part-time Receptionist position unfunded in FY 2012.



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

## HUMAN RESOURCES

01-3400

<b>STAFFING LEVEL</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 Adopted Budget</b>
Division Head of Human Resources	0	1	1	1
Director of Human Resources	1	0	0	0
Human Resources Coordinator	1	1	1	1
Receptionist	1.5	1.5	1.5	1.5
Management Analyst / Risk Manager*	1	0	0	0
Clerk / Receptionist	0	0	0	0.25
<b>DIVISION TOTAL</b>	<b>4.5</b>	<b>3.5</b>	<b>3.5</b>	<b>3.75</b>

Note: A part-time Receptionist position is unfunded in FY 2012.

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

<b>PERFORMANCE MEASURES</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Projection</b>	<b>FY 2012 Target</b>
<b>OUTPUTS</b>				
# of Full-Time Positions Filled	23*	45	49	42
# of Workers Compensation Claims Processed	41	45	36	40
# of Employee Grievances	0	0	0	0
# of Personnel Training Programs Offered / Attended	44	45	62**	65
<b>EFFICIENCIES</b>				
% of Personnel Vacancies Filled within 60 Days of Job Opportunity Notice	95.0%	95.0%	95.0%	97.0%
% of Employees Participating in Health Care Plan	78.0%	76.0%	71.0%	70.0%
% of Employees Participating in 125 Cafeteria Plan	22.0%	24.0%	29.0%	30.0%
<b>EFFECTIVENESS</b>				
City Employee Turnover Rate (Full Time)	16.0%	15.0%	18.0%	15.0%

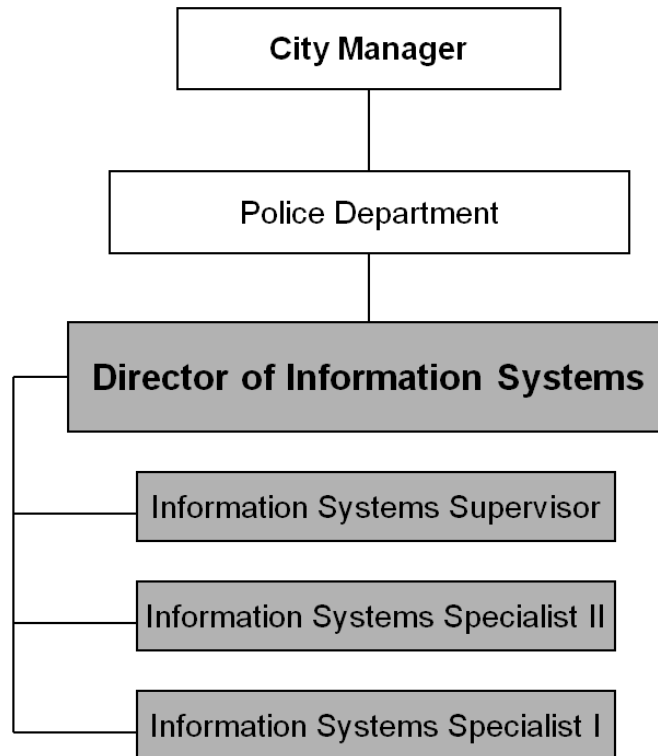
\* To reduce expenditures, numerous positions that became vacant in FY 2010 were not filled.

\*\* Includes on-line learning opportunities.

# INFORMATION SYSTEMS



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



*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 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.
- Maintain, manage and administer City network domain controllers, application and file servers.

## **ACHIEVEMENTS FOR FISCAL YEAR 2011**

- Replaced City1 and City2 servers with a new upgrade server and SAN storage.
- Installed a new Government Access Channel production system.
- Installed a new audio-visual production system for broadcasting and recording live meetings.
- Replaced the staff computers at the Municipal Court.
- Refurbished and configured server and replaced old server at Public Works.
- Took the Parks server out of service and moved user data to the City2 server at City Hall.
- Took the Municipal Court server out of service and moved user data to the City2 server at City Hall.
- Assembled, configured and put into service new server and SAN storage for GIS.
- Moved the email, backup, GIS, content manager and agenda servers to the data center at the Police Department.
- Refurbished and configured server and replaced old patch management server.
- Coordinated and assisted vendor with major upgrade of the Firehouse application for the Fire Department.
- Prepared and auctioned 117 old computers.
- Replaced all City network firewalls with new upgraded firewalls.
- Installed, configured and put into service new gateway messaging security appliance.
- Assisted TxDOT and the Police Department with installation and configuration of new CRASH system on Police Department server.
- Obtained and implemented new .GOV domain name for the City.

## **CONTINUING OBJECTIVES**

- Maintain the Government Access Channel.
- Continue improvements to City Network.
- Maintain and continue improvements to the City Website.
- Continue program for network spyware and malware detection and removal.
- Continue network based patch management program for City computers and servers.
- Retain and attract quality employees.
- Continue implementation of City GIS project.

## **GOALS FOR FISCAL YEAR 2012**

- Upgrade network switches.
- Setup, configure and put into service additional new disk based backup server.
- Upgrade the operating systems on several City servers.
- Replace AgendaQuick server.

## INFORMATION SYSTEMS

01-3500

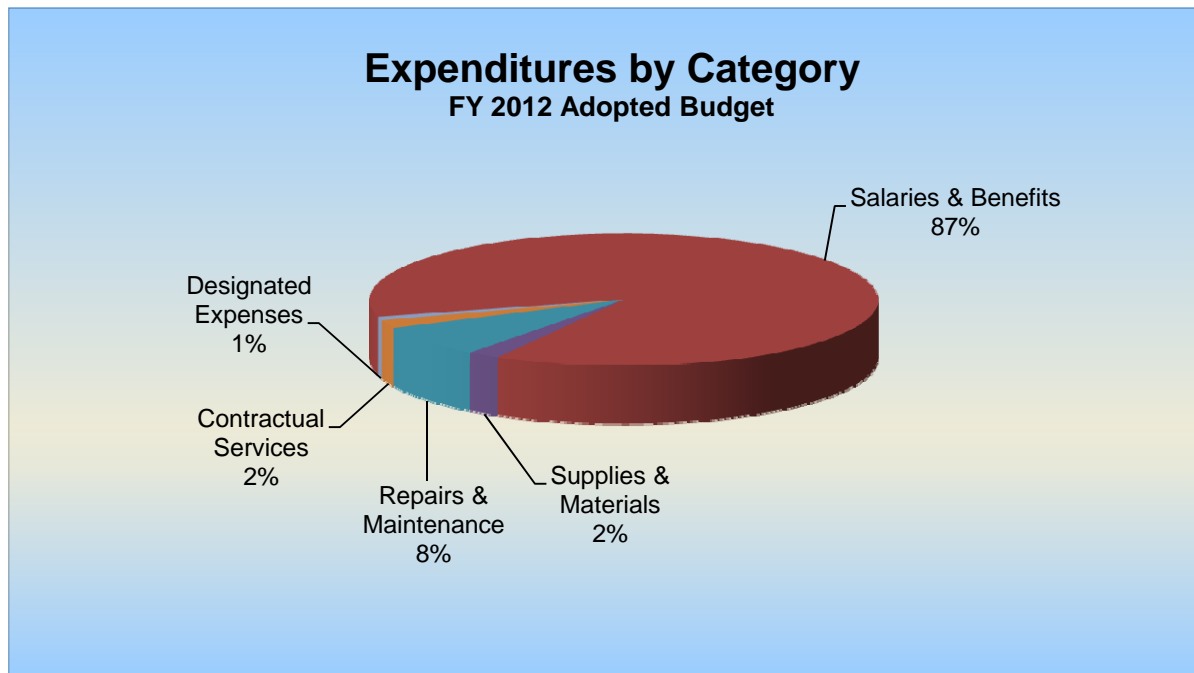
### EXPENDITURE SUMMARY

INFORMATION SYSTEMS	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	194,059	237,462	234,962	240,817
Personnel Support	-	-	-	-
Supplies & Materials	7,670	5,535	4,750	5,700
Repairs & Maintenance	13,715	14,190	13,800	21,128
Contractual Services	3,463	4,292	4,967	5,454
Designated Expenses	1,559	2,417	2,417	2,417
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	8,440	6,500	-	-
<b>Total</b>	<b>228,906</b>	<b>270,396</b>	<b>260,896</b>	<b>275,516</b>

### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Supplies & Materials: Include a \$600 increase in minor equipment.
- Repairs & Maintenance: Include \$6,100 for software maintenance renewals.



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

## INFORMATION SYSTEMS

01-3500

<b>STAFFING LEVEL</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 Adopted Budget</b>
Director of Information Systems	1	1	1	1
Information Systems Supervisor	0	1	1	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>4</b>	<b>4</b>	<b>4</b>

Note: The Information Systems Specialist I position is unfunded in FY 2012.

<b>PERFORMANCE MEASURES</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Projection</b>	<b>FY 2012 Target</b>
<b>OUTPUTS</b>				
# of Personal Computers and Laptops Supported	292	300	302	302
Number of Network / Email / Web / File / Application Servers Administered and Supported	19	20	21	21
# of Tech Support / Service Requests	2,400	2,900	3,500	3,500
# of Additions / Changes to the City Website	700	1,000	950	950
<b>EFFICIENCIES</b>				
Average Response Time for Support Requests (in minutes)	30	15	15	15
<b>EFFECTIVENESS</b>				
% of Desktop / Tech / User Support Calls Resolved within 24 Hours	95.0%	95.0%	98.0%	98.0%

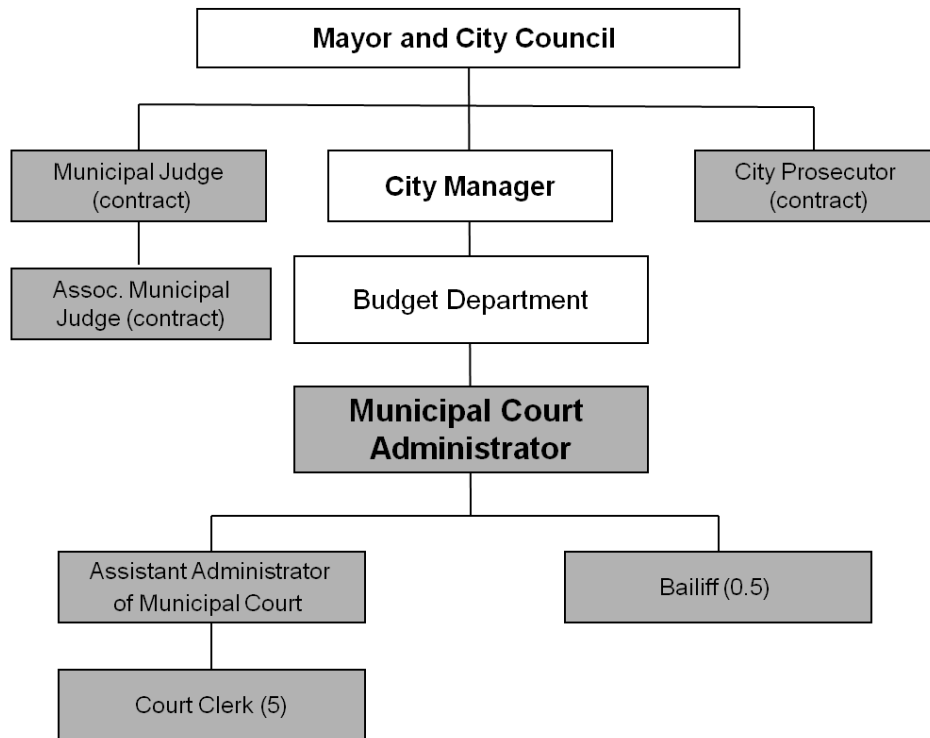
# MUNICIPAL COURT



**Left to Right:**

**Front Row:** Tiffany Truque (Court Clerk); Mariela Altott (Court Clerk); Alfredo Chavez (Part-time Bailiff); Andrea Scott-Maguire (Court Clerk); Erin Higginbotham (City Prosecutor).

**Back Row:** Jennifer Henry (Court Clerk); Christine Warren (Volunteer); Tiffany Oakes (Assistant Administrator of Municipal Court); F. W. Price (Judge); Joseph Pace (Municipal Court Administrator).



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

7.5 Full Time Employees  
 2 Contract Positions  
 1 City Prosecutor (Law Firm of Denton, Navarro, Rocha, & Bernal)

# ***MUNICIPAL COURT***

## **PROGRAM DESCRIPTION**

The objective of the Copperas Cove Municipal Court is to serve the public in a fair, courteous, and accountable manner while preserving the dignity and rights of each defendant by impartially administering justice.

## **MAJOR DEPARTMENT/DIVISION GOALS**

- Provide efficient case flow management while protecting the constitutional rights during the judicial process by an impartial, professional, and knowledgeable staff.
- Collect fines and cost due to the City and State to disperse to local merchants, remit to the state, and deposit in the Efficiency of the Administration of the Justice Fund, the Court Technology Fund, the Court Security Fund, and the City's General Fund.

## **ACHIEVEMENTS FOR FISCAL YEAR 2011**

- Updated the Municipal Court web page to include tobacco and alcohol classes.
- Hired part-time Bailiff, exclusively funded by the Municipal Court Security Fund.
- Implemented a purge program for delinquent cases under strict guidelines set forth by the City Prosecutor, thus clearing an estimated 7,500 warrants.
- Installed a computer at the Copperas Cove Police Department, exclusively for arraignments performed by the Municipal Court Judge.
- Implemented Content Manager, a document imaging/management system in an effort to comply with the City's "Going Green" initiative.
- Provided the City Prosecutor with a notebook computer to access the Municipal Court Content Manager software system.
- Implemented an outbound calling system.
- Collected \$893,000 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 9,575 complaints.
- Issued an estimated 2,750 warrants.

## **CONTINUING OBJECTIVES**

- Examine and evaluate dockets to ensure efficient case flow management.
- Promptly and accurately process all citations from various agencies.
- Provide a randomly selected pool of jurors for defendants selecting to exercise their rights to trial by jury.
- Continue to update the Municipal Court Procedures Manual.
- Continue to reduce outstanding warrants through the debt collection and purge program.

## **GOALS FOR FISCAL YEAR 2012**

- Provide the necessary training for the Municipal Court staff through the Texas Municipal Court Education Center (TMCEC).
- Increase collections of delinquent accounts by contracting with OmniBase, a warrant service provided through the Texas Department of Public Safety (DPS).
- Participate in State Wide Warrant Roundup Program in 2012.
- Install additional security features throughout the Municipal Court building.
- Purchase and implement additional handheld electronic ticket writers for the Copperas Cove Police-Patrol Division.
- Explore new and innovative ways to expand the Teen Court program.

## MUNICIPAL COURT

01-4100

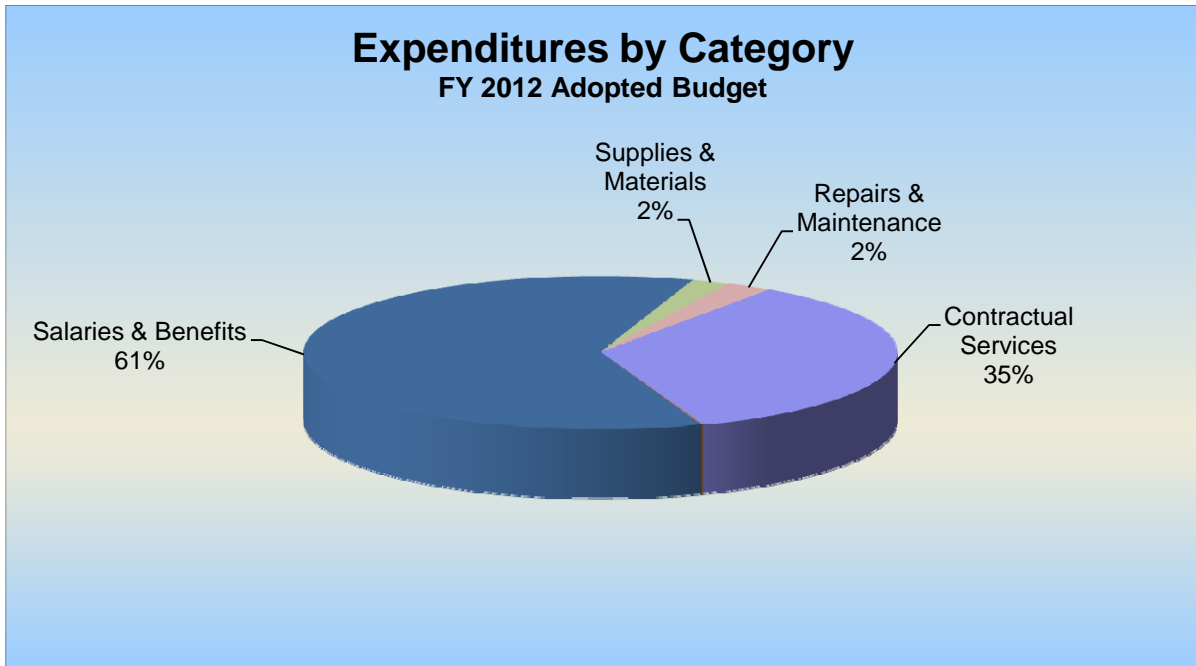
### EXPENDITURE SUMMARY

MUNICIPAL COURT	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	261,931	242,136	242,136	263,936
Personnel Support	-	-	-	-
Supplies & Materials	7,806	8,245	8,245	8,937
Repairs & Maintenance	2,065	9,148	9,148	11,099
Contractual Services	132,711	130,136	130,136	151,047
Designated Expenses	355	387	387	387
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>404,868</b>	<b>390,052</b>	<b>390,052</b>	<b>435,406</b>

### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Salaries & Benefits: Part-time Bailiff position is being funded in the General Fund in FY 2012; moved from Court Security Fund.
- Repairs & Maintenance: Include a full-year cost for security and fire monitoring.
- Contractual Services: Include \$18,240 for collection expenses and \$11,000 for warrant round-up expenses.



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

## MUNICIPAL COURT

01-4100

<b>STAFFING LEVEL</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 Adopted Budget</b>
Municipal Court Administrator	1	1	1	1
Assistant Administrator of Municipal Court	1	1	1	1
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
Bailiff*	0	0	0	0.5
<b>DIVISION TOTAL</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10.5</b>

\* Prior to FY 2012, the part-time Bailiff position was funded in Municipal Court Security Fund.

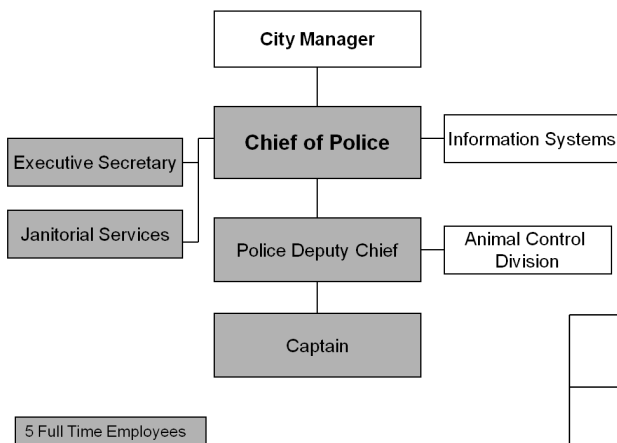
Note: For FY 2012, one Court Clerk position is unfunded.

<b>PERFORMANCE MEASURES</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Projection</b>	<b>FY 2012 Target</b>
<b>OUTPUTS</b>				
# of Warrants Issued	3,243	3,500	2,750	3,000
# of Warrants Cleared	3,098	3,250	7,500	7,000
# of Violations Processed	11,159	11,000	9,575	10,500
<b>EFFICIENCIES</b>				
Average Collections per Clerk	5,580	5,250	4,788	5,250
Online Payments**	765	1,100	1,020	1,200
<b>EFFECTIVENESS</b>				
% of Total Warrants Cleared	13.5%	12.0%	40.0%	40.0%

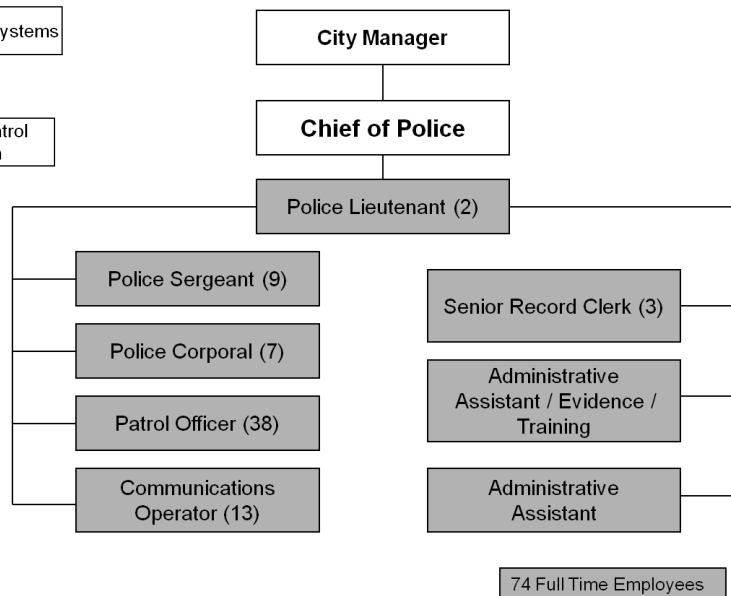
# POLICE DEPARTMENT



## Police Administration Department



## Police Services 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.*



# ***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 2011**

- 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).
- Participated in Coryell County Community Planning.
- Maintained above average clearance rates in Part I & Part II crimes as compared to state averages.
- Completed 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.

## **GOALS FOR FISCAL YEAR 2012**

- 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**

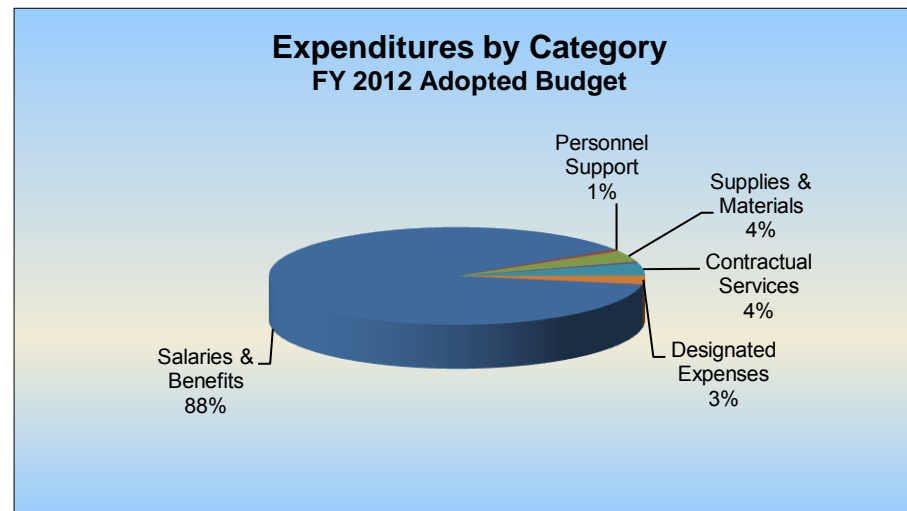
**EXPENDITURE SUMMARY**

	FY 2010	FY 2011	FY 2011	FY 2012
	Actual	Amended Budget	Year End Projection	Adopted Budget
<b>POLICE ADMINISTRATION</b>				
Salaries & Benefits	4,022,768	4,120,124	4,119,672	413,819
Personnel Support	(338)	3,000	3,000	3,000
Supplies & Materials	143,984	187,714	180,565	17,514
Repairs & Maintenance	86,420	152,411	119,600	2,500
Contractual Services	176,798	266,467	267,486	19,196
Designated Expenses	8,528	13,746	13,746	13,746
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	73,561	16,000	16,000	-
Focus Group	-	7,475	10,000	-
<b>Total</b>	<b>4,511,720</b>	<b>4,766,937</b>	<b>4,730,069</b>	<b>469,775</b>

**HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\***

*Decreases:*

- Decreases in Salaries & Benefits, Supplies & Materials, Repairs & Maintenance, and Contractual Services due to the Police Department becoming two departments in FY 2012: Police Administration and Police Services.
- Capital Outlay & Improvements: For FY 2011, \$16,000 was for the buy-back program for four motorcycles.



**01-4210**

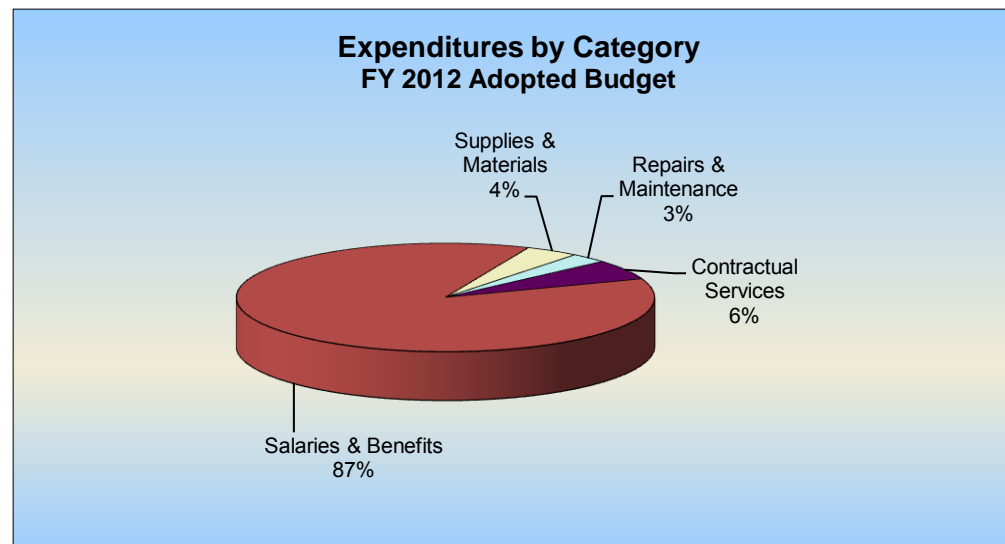
**EXPENDITURE SUMMARY**

	FY 2010	FY 2011	FY 2011	FY 2012
	Actual	Amended Budget	Year End Projection	Adopted Budget
<b>POLICE SERVICES</b>				
Salaries & Benefits	-	-	-	3,972,746
Personnel Support	-	-	-	-
Supplies & Materials	-	-	-	188,440
Repairs & Maintenance	-	-	-	130,262
Contractual Services	-	-	-	272,655
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,564,103</b>

**HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\***

*Increases:*

- Police Services is a new department in FY 2012.
- Salaries & Benefits: Include pay and benefits for six new positions added in FY 2012.
- Supplies & Materials: Include an increase of \$23,013 in fuel and oil cost.
- Contractual Services: Include \$16,953 increase for uniforms and \$8,500 increase for professional development.



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

**POLICE DEPARTMENT**

<b>STAFFING LEVEL</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 Adopted Budget</b>
<b><i>Police Administration (01-4200)</i></b>				
Communications Officer	12	12	12	0
Corporal	5	7	7	0
Deputy Chief	1	1	1	1
Executive Secretary	1	1	1	1
Lieutenant	3	2	2	0
Patrol Officer	38	35	35	0
Police Chief	1	1	1	1
Senior Records Clerk	2	2	2	0
Administrative Assistant	1	1	1	0
Sergeant	8	9	9	0
Administrative Assistant / Evidence / Training	1	1	1	0
Captain	0	1	1	1
Janitorial Services	0	0	0	1
Custodian	0.5	0.5	0.5	0
<b>Total Police Administration</b>	<b>73.5</b>	<b>73.5</b>	<b>73.5</b>	<b>5</b>
<b><i>Police Services (01-4210)</i></b>				
Communications Officer	0	0	0	13
Corporal	0	0	0	7
Lieutenant	0	0	0	2
Patrol Officer*	0	0	0	38
Senior Records Clerk	0	0	0	3
Administrative Assistant	0	0	0	1
Sergeant	0	0	0	9
Administrative Assistant / Evidence / Training	0	0	0	1
<b>Total Police Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>74</b>
<b>DIVISION TOTAL</b>	<b>73.5</b>	<b>73.5</b>	<b>73.5</b>	<b>79</b>

\* In 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.

Note: For FY 2012, the Police Department is being divided into two departments: Police Department is renamed Police Administration, and Police Services is added. Additionally, a Senior Records Clerk, a Police Communications/Operator, and four Patrol Officer positions will be unfunded in FY 2012.

<b>PERFORMANCE MEASURES</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Projection</b>	<b>FY 2012 Target</b>
<b><i>OUTPUTS</i></b>				
# of Calls for Service	19,000	20,000	19,000	19,000
# of Part I Violent Crimes Reported	1,300	1,320	1,200	1,200
<b><i>EFFICIENCIES</i></b>				
Part I Crime* Clearance Rate:				
Copperas Cove's Rate	40.0%	40.0%	43.0%	43.0%
State Average (Texas Standard)	22.0%	22.0%	23.0%	23.0%
Texas Cities with Population of 25,000 - 50,000	23.0%	23.0%	24.0%	24.0%
Part II Crime** Clearance Rate - Copperas Cove	72.0%	72.0%	72.0%	72.0%
<b><i>EFFECTIVENESS</i></b>				
Customer Satisfaction Survey (% Satisfied / Very Satisfied)	90.0%	90.0%	90.0%	90.0%

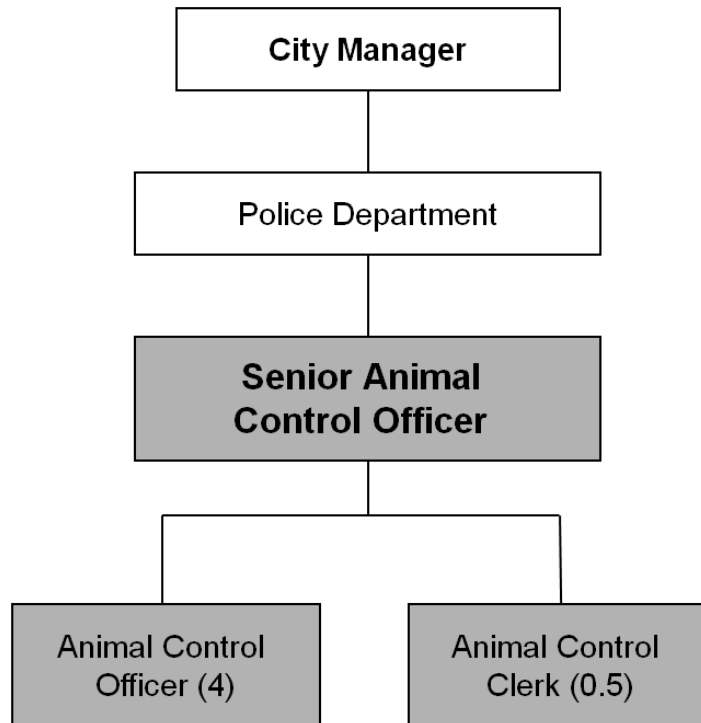
\* Part I Crimes that are serious in nature include these crimes: Murder, Rape, Robbery, Aggravated Assault, Burglary, Larceny, and Motor Vehicle Theft.

\*\* 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:** David Wellington (Senior Animal Control Officer); Kristian Anderson (Animal Control Officer); Jorge Oliveras (Animal Control Officer); Howard Dixon (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.*

5.5 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 2011**

- Added on to the existing cat playground area and interior of the play area.
- Certified three (3) officers through the Texas Department of Health (TDH) Euthanasia class.
- Two (2) Animal Control Officers (ACOs) completed the Basic Animal Control Class.
- Senior ACO completed the ACO Supervisor course through Texas Animal Control Association (TACA).
- Decreased overtime budget.
- Taught animal control related classes to approximately 72 citizens and 96 school children.
- Presented to civic organizations.
- Repainted animal shelter kennels.
- Hosted two low cost shot clinics at the Copperas Cove Civic Center.
- Held an Adopt-A-Thon at the Copperas Cove Animal Shelter.

## **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 administrative orders placing restrictions on dangerous animals.
- Review and update training program for new Animal Control Officers.
- Update the current standard operating procedures for the animal shelter.
- Continue decreasing euthanasia rate by working with humane rescue organizations.
- Continue coordinating low cost shot clinics.

## **GOALS FOR FISCAL YEAR 2012**

- Obtain additional training courses for Animal Control Officers.
- Hold an Adopt-A-Thon.
- Certify two (2) ACOs through the Advanced ACO certification course.
- Certified one (1) officer through the Texas Department of Health (TDH) Euthanasia class.

## ANIMAL CONTROL

01-4300

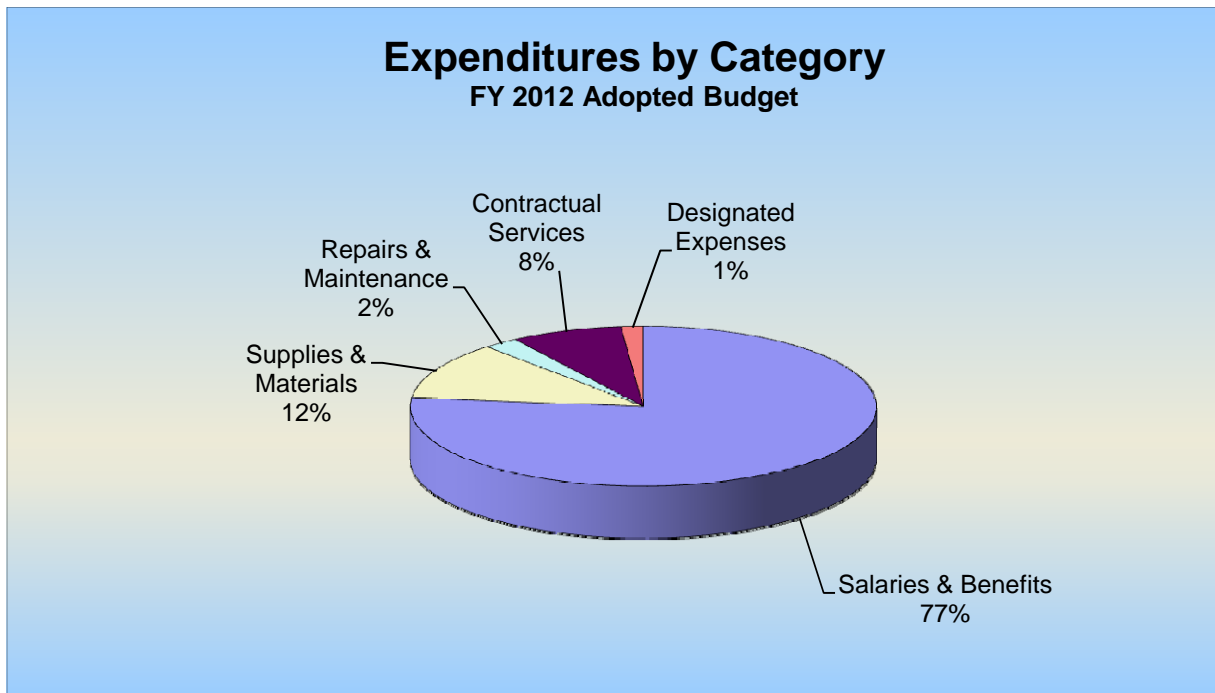
### EXPENDITURE SUMMARY

ANIMAL CONTROL	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	170,472	163,748	163,748	177,167
Personnel Support	-	-	-	-
Supplies & Materials	14,304	20,508	21,308	26,924
Repairs & Maintenance	2,914	7,227	4,727	5,604
Contractual Services	14,491	19,308	19,208	17,916
Designated Expenses	2,818	4,030	4,030	3,540
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	22,414	22,414	-
<b>Total</b>	<b>204,999</b>	<b>237,235</b>	<b>235,435</b>	<b>231,151</b>

### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Salaries & Benefits: Several positions were vacant for a portion of FY 2011.
- Supplies & Materials: Include increases for animal shelter supplies, chemicals and printing costs.



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

## ANIMAL CONTROL

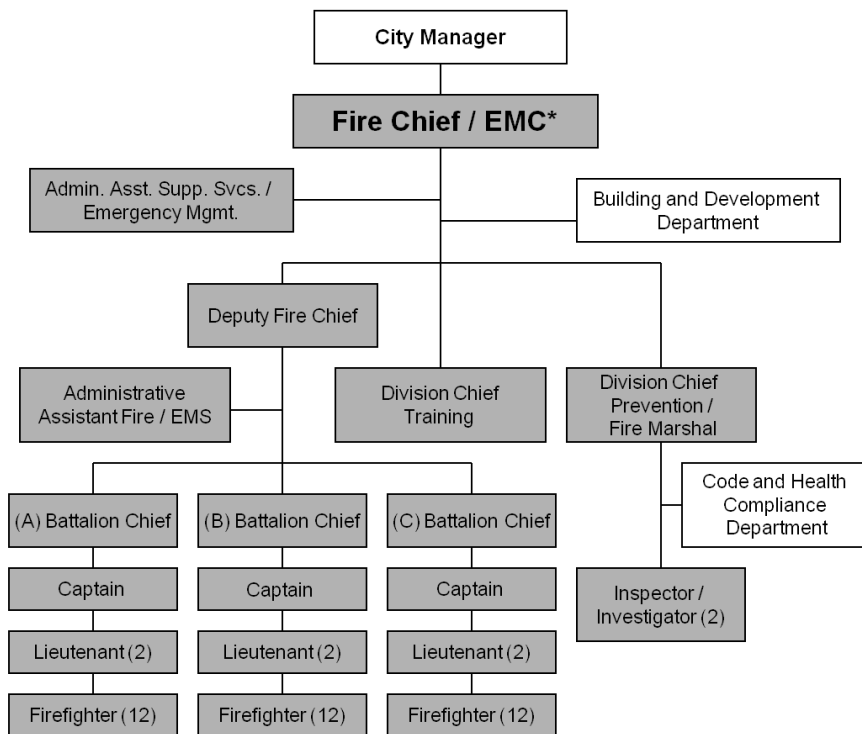
01-4300

<b>STAFFING LEVEL</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 Adopted Budget</b>
Animal Control Clerk	1	1	1	0.5
Animal Control Officer	3	3	3	4
Senior Animal Control Officer	0	1	1	1
Animal Control Supervisor	1	0	0	0
<b>DIVISION TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5.5</b>

Note: For FY 2012, the part-time Clerk position is unfunded.

<b>PERFORMANCE MEASURES</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Projection</b>	<b>FY 2012 Target</b>
<b>OUTPUTS</b>				
# of Animals Impounded	1,834	2,070	1,905	1,950
# of Animals Euthanized	869	850	857	850
# of Animals Adopted	595	650	660	712
# of Animals Re-Claimed	461	530	330	330
<b>EFFICIENCIES</b>				
Average Cost to Impound an Animal	\$111.78	\$114.61	\$123.59	\$118.54
Average Response Time per Call (in minutes)	18	18	18	18
<b>EFFECTIVENESS</b>				
% of Eligible Animals Adopted	57.0%	58.0%	54.0%	52.0%

# 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.*

56 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.
- Provide necessary apparatus and equipment to allow staff to complete required duties.
- Facilitate Career Advancement for all staff.

## **ACHIEVEMENTS FOR FISCAL YEAR 2011**

- Purchased New Fire Engine with Compressed Air Foam Capabilities.
- Purchased New Ambulance, Stretcher and Defibrillator.
- Purchased New Self Contained Breathing Apparatus (SCBA).
- Purchased New Fire Inspector/Investigator Vehicle.
- Donated one ambulance to Central Texas College to the EMS Education Program.
- Received three Paramedic School Scholarships from Central Texas College.
- 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: ten (10) members achieved Fire Officer IV designation; six (6) members increased their Firefighter level from Basic to Intermediate or Advanced; and three (3) members received their Fire Instructor Level 3 (Master Instructor).
- Continued community outreach programs including "*Fired Up About Reading Program*" and "*Big Trucks Day.*"
- Received, reviewed and selected an Architectural and Design firm for Fire Station #2.
- Conducted Citizen Fire Academy and a M.I.M.E.S. Camp.
- Implemented a region wide radio interoperability Site on Wheels (SOW) program.

## **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.
- Provide training and certification opportunities that exceed job description requirements.

## **GOALS FOR FISCAL YEAR 2012**

- Implement an "Honor Guard" within the Copperas Cove Fire Department.
- Expand Life and Fire Safety Community Education Outreach Programs.
- Complete internal needs assessment for the design of Fire Station #2.
- Update all Code of Ordinances pertaining to Fire and EMS Services.
- Systematically move programs toward paperless filing and recordkeeping.
- Move continuing education to an online class delivery system to increase availability of training.
- Have 25% of the member's firefighter certification levels increased to the next available benchmark.
- Graduate 6 new paramedics.

## FIRE / EMERGENCY MEDICAL SERVICES (EMS)

01-4400

### EXPENDITURE SUMMARY

FIRE/EMS	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	2,702,710	2,824,509	2,824,509	2,987,334
Personnel Support	-	-	-	-
Supplies & Materials	101,775	151,897	151,897	154,158
Repairs & Maintenance	84,097	107,229	107,229	99,674
Contractual Services	109,724	138,139	128,502	157,566
Designated Expenses	5,463	7,008	7,008	6,957
Capital Lease Payments	18,814	341	341	-
Capital Outlay & Improvements	9,363	15,000	15,000	-
Focus Group	-	363	10,000	-
<b>Total</b>	<b>3,031,946</b>	<b>3,244,486</b>	<b>3,244,486</b>	<b>3,405,689</b>

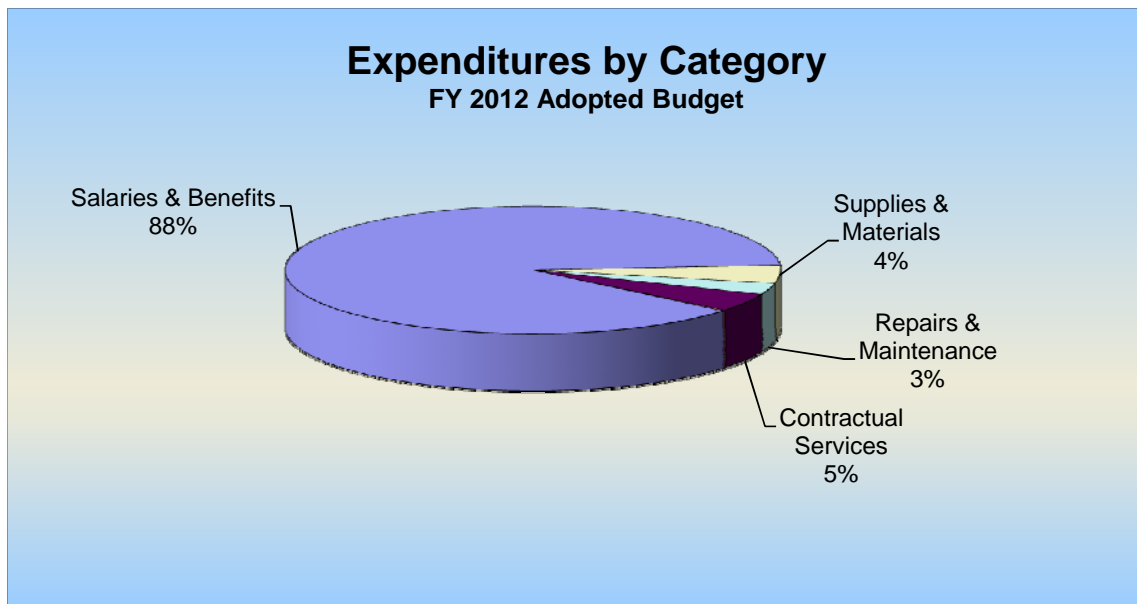
### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Salaries & Benefits: Increase due to vacancies in FY 2011.
- Contractual Services: Include \$19,217 increase for professional development expenses. In FY 2011, funds were transf Focus Group to Professional Development to cover tuition expenses for five EMT certifications.

*Decreases:*

- Capital Outlay & Improvements: For FY 2011, \$15,000 was to replace Personal Protective Equipment.



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

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

01-4400

<b>STAFFING LEVEL</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 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 / Fire Marshal	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	36
<b>DIVISION TOTAL</b>	<b>53</b>	<b>53</b>	<b>53</b>	<b>56</b>

Note: For FY 2012, three Firefighter and two Fire Inspector/Investigator positions are unfunded.

<b>PERFORMANCE MEASURES</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Projection</b>	<b>FY 2012 Target</b>
<b>OUTPUTS</b>				
# of Fire-Related Responses	1,694	1,800	1,302	1,500
# of Emergency Medical Services (EMS) Related Responses	2,694	3,200	2,968	3,117
Total Requests for Emergency Services	4,388	5,400	4,270	4,617
# of Citizen Contacts through Public Education Programs	16,192	14,000	8,897	9,000
<b>EFFICIENCIES</b>				
Fire and EMS Cost per Capita	\$101.11	\$108.19	\$101.29	\$106.32
<b>EFFECTIVENESS</b>				
% of Responses within the City Under 5 Minutes	87.2%	90.0%	73.9%*	75.0%
% of Identified Commercial Fire Hazards Corrected	80.0%	85.0%	93.5%	94.0%

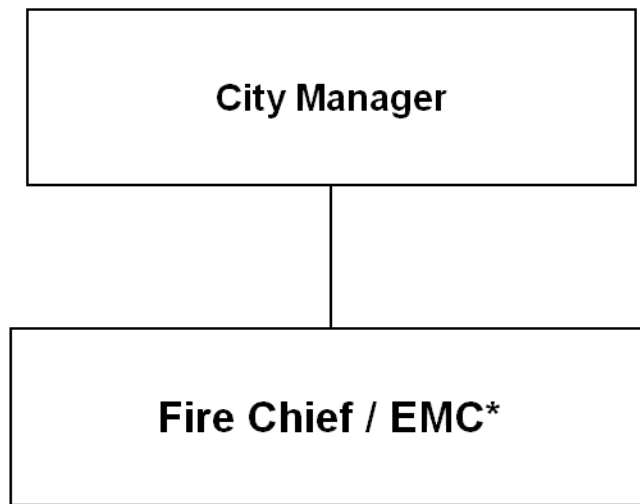
\* Deployed new Response Guidelines which categorize calls for service as emergent or non-emergent.

# 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 2011**

- 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 2012**

- 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

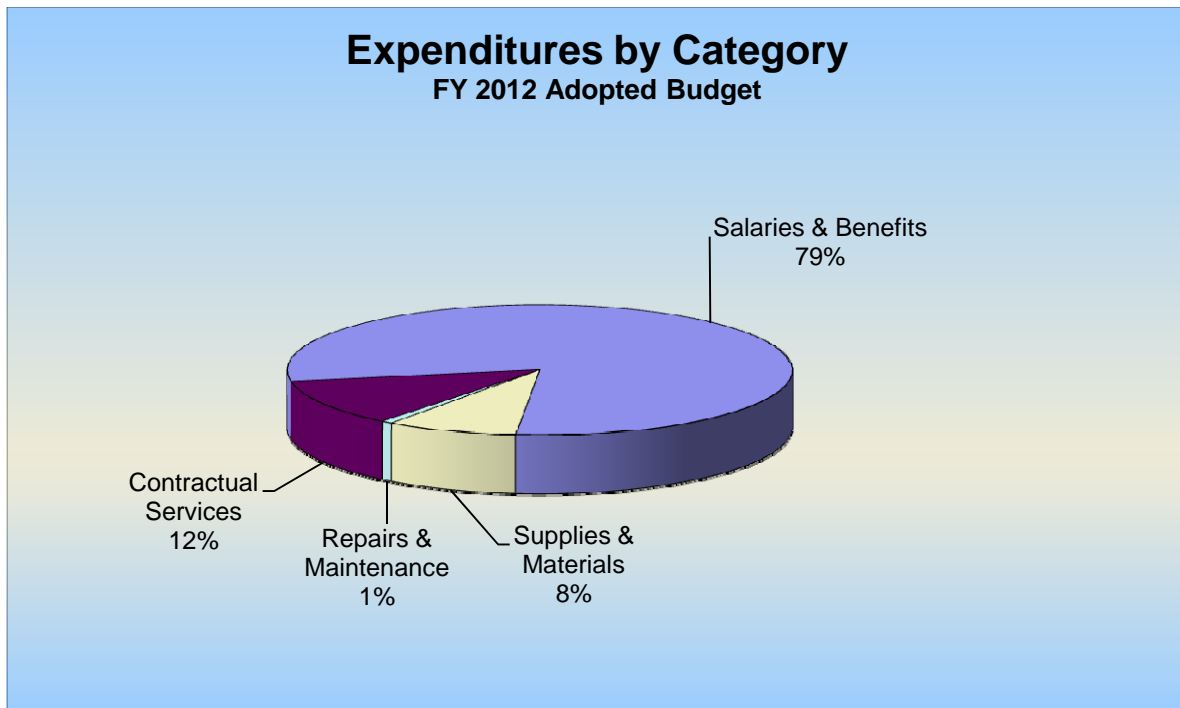
<b>EMERGENCY MANAGEMENT</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 Adopted Budget</b>
Salaries & Benefits	-	-	-	30,016
Personnel Support	-	-	-	-
Supplies & Materials	513	2,551	2,553	3,195
Repairs & Maintenance	296	284	284	281
Contractual Services	1,459	2,614	2,612	4,357
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>2,267</b>	<b>5,449</b>	<b>5,449</b>	<b>37,849</b>

Note: Grant funds to help offset Emergency Management costs.

#### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Salaries & Benefits: \$30,000 grant to be received to offset Fire Chief salary expense; Fire Chief is also the Emergency Management Coordinator.
- Contractual Services: Include increase for communication expenses.



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

## **EMERGENCY MANAGEMENT**

**01-4420**

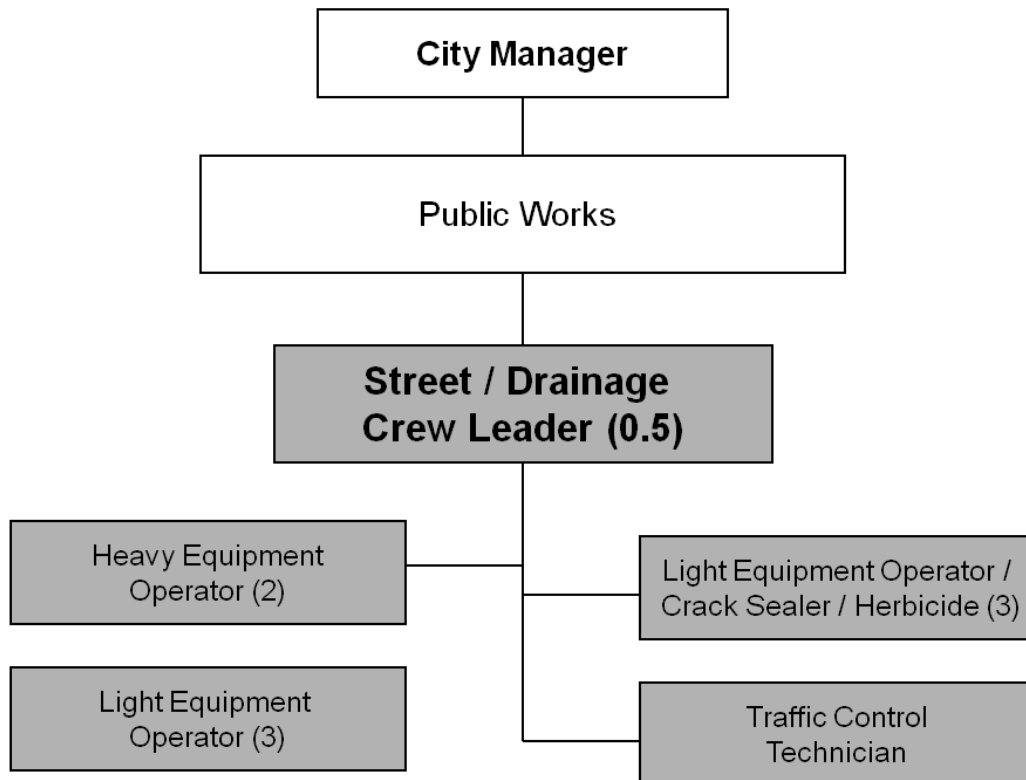
<b>PERFORMANCE MEASURES</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Projection</b>	<b>FY 2012 Target</b>
<b><i>OUTPUTS</i></b>				
# of Citizen Contacts through Public Education Programs	3,125	5,000	2,500	2,500
# of Citizen Contacts through Disaster Response Assistance	0	0	0	0
<b><i>EFFICIENCIES</i></b>				
Cost per City Staff Training Opportunity	\$882	\$1,250	\$1,602	\$1,000
<b><i>EFFECTIVENESS</i></b>				
% of Emergency Plan Updated	100.0%	100.0%	100.0%	100.0%

# STREET



**Left to Right:**

Billy Butler (Heavy Equipment Operator); Bobby Boone (Heavy Equipment Operator); Andrew Branson (Light Equipment Operator); Steven Hollenbeck (Light Equipment Operator); Frank Tamagyow (Traffic Control Technician); James Mullen (Street/Drainage Crew Leader).



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

9.5 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 2011**

- Compacted and asphalted an average of 7 utility cuts per month.
- Installed and repaired an average of 42 traffic control signs per month.
- Provided periodic mowing of right-of-ways.
- Acquired herbicide license recertification for 2 personnel.
- Repaired damaged guard rails on Veterans Avenue and Big Divide Road.
- Re-graded area around Boy Scout pavilion in City Park to improve drainage.
- Extended Fairbanks Street through City Park to connect with Beckman Parkway.
- Provided support for Rabbit Fest, Kris Kindl Markt, Downtown Parties and Central Texas Bike Run.
- Conducted shoulder work on Grimes Crossing Road, North 1<sup>st</sup> Street, Reagan Avenue, Ogletree Pass, Bradford Oaks, Truman Drive, Summers Road, Lutheran Church Road and Freedom Lane.
- Achieved training on Tymco Sweeper for 4 personnel.
- Went out 5 days utilizing sand spreader due to icy road conditions.
- Leveled up 23 streets for overlay and sealcoat.
- Seal coated 62,007 square yards and overlaid 27,279 square yards of roadway surfaces.
- Started measuring reflectivity of sign and pavement markings through out the city.
- Established and marked 25 signs, 3 new solar school lights and 5 crosswalks at House Creek Elementary on Lutheran Church Road.

## **CONTINUING OBJECTIVES**

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

## **GOALS FOR FISCAL YEAR 2012**

- Start evaluations of roadways to determine the future service life and maintenance schedule for each street.
- Improve on the procedures for sunken cuts and fatigue cracking repairs.
- Replace old faded school zone markings with new pattern and upgraded materials.
- 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 resulting in a longer life span.
- Develop an improved procedure for handling, tracking and resolving citizen's complaints.
- Establish a policy for dealing with overgrown tree limbs/bushes that are in the roadway which is not covered by ordinances.
- Establish an herbicide program for control of weeds and grass in the roadway and curbs/gutters.

# STREET

01-5300

## EXPENDITURE SUMMARY

STREET	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	280,094	201,765	201,765	201,255
Personnel Support	-	-	-	-
Supplies & Materials	33,170	39,045	38,851	44,131
Repairs & Maintenance	83,901	102,804	103,963	90,350
Contractual Services	233,750	223,392	222,427	271,163
Designated Expenses	626	262,484	262,484	207,734
Capital Lease Payments	64,467	26,862	26,862	-
Capital Outlay & Improvements	-	9,782	9,782	-
<b>Total</b>	<b>696,009</b>	<b>866,134</b>	<b>866,134</b>	<b>814,633</b>

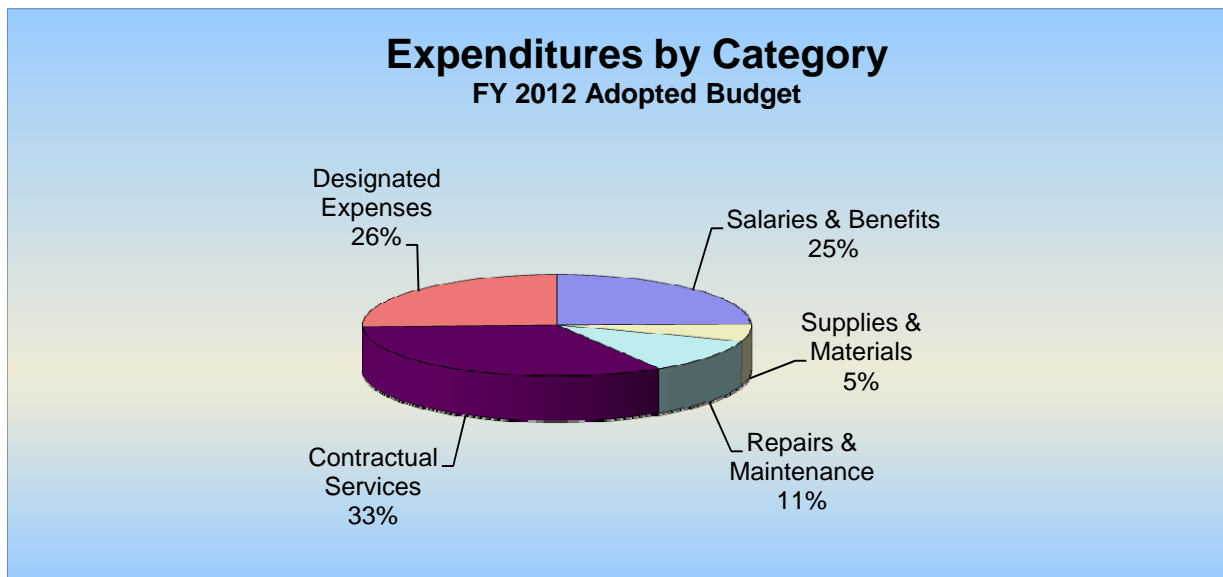
### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Contractual Services: Include \$50,000 for Safe Routes To School (SRTS) grant match.

*Decreases:*

- Designated Expenses: Street maintenance funds; reduced expense to balance budget.
- Capital Lease Payments: Paid loan off in FY 2011.
- Capital Outlay & Improvements: Sign retro-reflectometer purchased in FY 2011.



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

## STREET

01-5300

STAFFING LEVEL	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Assistant Director of Public Works	0.5	0	0	0
Heavy Equipment Operator	2	2	2	2
Light Equipment Operator	3	3	3	3
Traffic Control Technician	1	1	1	1
Light Equipment Operator / Crack Sealer / Herbicide	0	0	0	3
Assistant Street / Drainage Superintendent	1	0	0	0
Street / Drainage Crew Leader*	0	0.5	0.5	0.5
<b>DIVISION TOTAL</b>	<b>7.5</b>	<b>6.5</b>	<b>6.5</b>	<b>9.5</b>

\* For FY 2011 and FY 2012, the Street/Drainage Superintendent is funded 50/50 between Street and Drainage Utility departments.

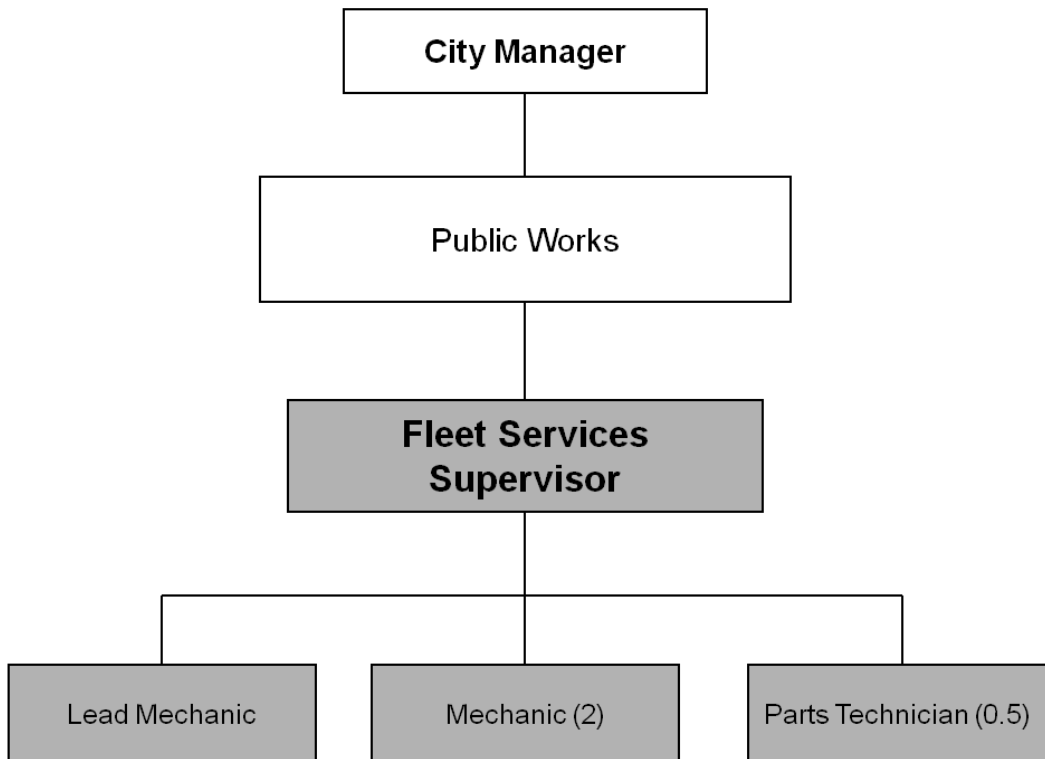
Note: For FY 2012, a Light Equipment Operator and the three Light Equipment Operator/Crack Sealer/Herbicide positions are unfunded.

PERFORMANCE MEASURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Projection	FY 2012 Target
<b>OUTPUTS</b>				
Seal Coat Resurfacing (lane miles)	3.4	3.4	3.4	1.5
Asphalt Overlay (lane miles)	1.2	1.2	1.4	0.8
# of Utility Excavation Repairs	97	120	109	125
Street Sweeping (curb miles)	1,453	2,500	2,000	2,250
# of City Lane Miles	132.5	132.0	133.0	133.0
<b>EFFICIENCIES</b>				
Operating Cost Budgeted per City Lane Mile	\$5,253	\$6,562	\$6,512	\$6,125
<b>EFFECTIVENESS</b>				
% of Pothole and Utility Cut Requests Repaired within 48 Hours	91.0%	91.1%	91.1%	91.1%

# FLEET SERVICES



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



The mission of the Fleet Services Department is to provide maintenance, repair, and allied trades support to the City's vehicle, 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 2011**

- Performed 399 preventive maintenance services.
- Performed 142 State Vehicle Inspections.
- Performed 200 Winterization Services.
- Completed 1,736 Work Orders internally, with shop sales of \$153,163.

## **CONTINUING OBJECTIVES**

- Maintain 100% ASE certification of our technicians.
- Maintain quality work for the City's fleet.

## **GOALS FOR FISCAL YEAR 2012**

- 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

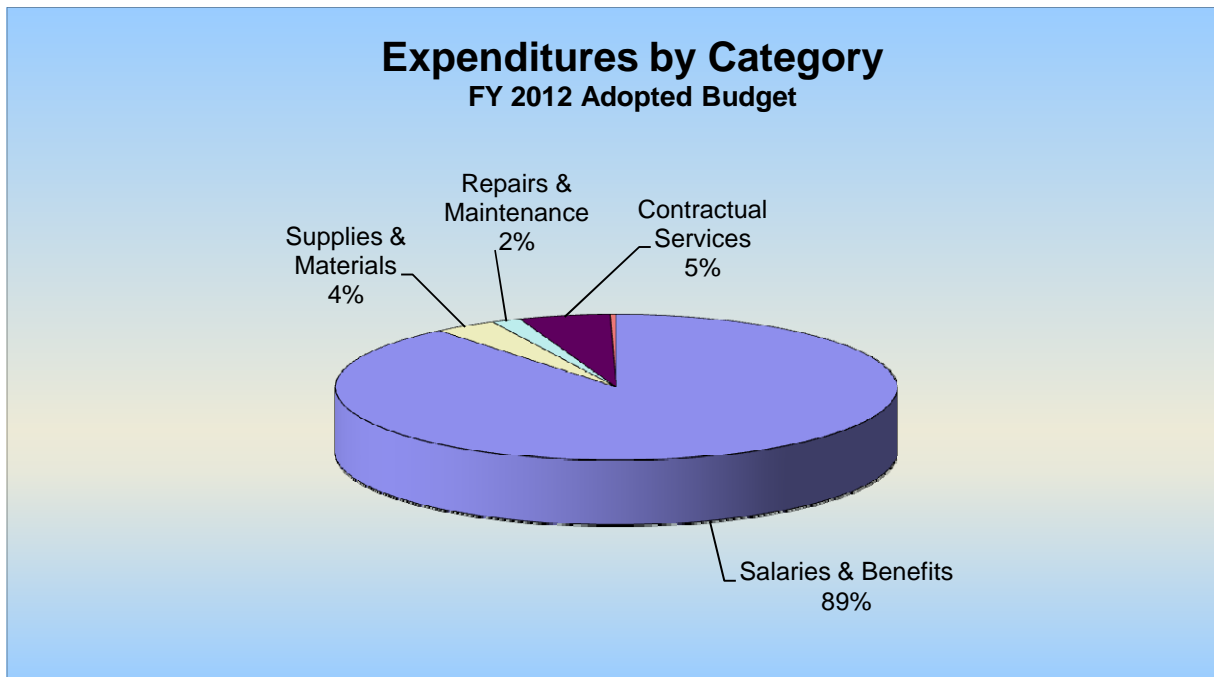
### EXPENDITURE SUMMARY

FLEET SERVICES	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	241,688	196,983	196,983	194,738
Personnel Support	-	-	-	-
Supplies & Materials	5,603	6,771	6,771	7,833
Repairs & Maintenance	2,577	4,965	4,495	3,709
Contractual Services	9,535	11,555	12,025	11,480
Designated Expenses	626	684	684	684
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>260,029</b>	<b>220,958</b>	<b>220,958</b>	<b>218,444</b>

### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Supplies & Materials: Include \$450 increase to purchase minor tools and \$643 increase for cleaning and shop supplies.



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

## FLEET SERVICES

01-5500

STAFFING LEVEL	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Parts Technician	1	0.5	0.5	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>4.5</b>	<b>4.5</b>	<b>4.5</b>

PERFORMANCE MEASURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Projection	FY 2012 Target
<b>OUTPUTS</b>				
# of Work Orders Completed	1,568	1,650	1,736	1,650
<b>EFFICIENCIES</b>				
Average Operating Cost per Work Order	\$166	\$170	\$127	\$132
<b>EFFECTIVENESS</b>				
Percentage Work Orders on Preventive Maintenance	21.0%	22.0%	98%*	99.0%

\* In FY 2011, the method of computing the percentage of preventive maintenance work orders was updated to reflect vehicle maintenance that is truly preventive.

# BUILDING AND DEVELOPMENT



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



Daniel Taylor (Public Improvements Inspector).



*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.*

5 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.
- Implement new planning process.

## **ACHIEVEMENTS FOR FISCAL YEAR 2011**

- Issued permits for 147 new Single Family Houses having a total valuation of \$20,820,121.
- Issued permits for 34 Residential remodels for a total valuation of \$197,316.
- Issued permits for 1 Multi-family Residential Houses having a total valuation of \$161,310.
- Issued permits for 2 new Commercial Buildings having a total valuation of \$502,240.
- Issued permits for 24 Commercial Remodels for a total valuation of \$1,423,624.
- Issued 3,029 miscellaneous permits (including permits for sheds, fences, re-roofs, signs, lawn irrigation, electrical, plumbing, and mechanical) for a total valuation of \$1,663,480.
- Completed 6,032 inspections.

## **CONTINUING OBJECTIVES**

- Support department personnel and promote a positive working environment.
- Promote continued education training program for department personnel.
- Provide education and certification opportunities for all inspectors. .
- Continue participation in Builder / Developer luncheons.

## **GOALS FOR FISCAL YEAR 2012**

- Develop a stronger working relationship between builders and the staff.
- Educate builders on code changes.
- Increase a positive work environment between department personnel.
- Maintain a good continuing education program for the inspectors.

## BUILDING AND DEVELOPMENT

01-5200

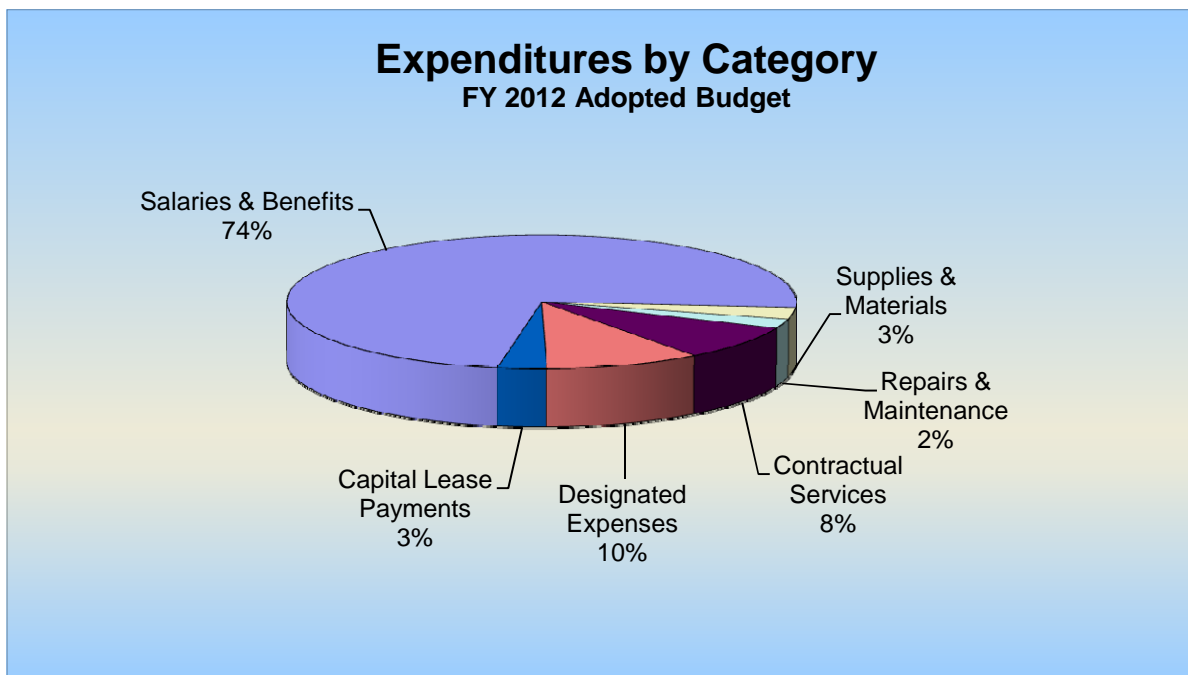
### EXPENDITURE SUMMARY

<b>BUILDING AND DEVELOPMENT</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 Adopted Budget</b>
Salaries & Benefits	176,662	172,534	172,534	235,975
Personnel Support	-	-	-	-
Supplies & Materials	5,435	8,930	8,930	9,134
Repairs & Maintenance	3,567	4,560	4,540	7,274
Contractual Services	7,475	19,360	19,380	26,759
Designated Expenses	15,300	15,837	15,837	31,759
Capital Lease Payments	11,910	9,926	9,926	9,926
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>220,349</b>	<b>231,147</b>	<b>231,147</b>	<b>320,827</b>

### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Salaries & Benefits: Increase due to the Public Improvements Inspector position moving from Engineering to Building & Development in FY 2012.
- Repairs & Maintenance: Increased cost for vehicle and equipment maintenance.
- Contractual Services: Include a net increase of \$7,379; consulting fees related to the inspection of new oil and gas wells decreased by \$6,560; other contractual services including communication, rental of equipment, professional development, and utilities increased.
- Designated Expenses: Include increase of \$15,400 for building lease payments, which was shared with Code and Health Compliance, and afterwards Planning in FY 2011. During FY 2011, Code and Health Compliance moved to the City Hall. For FY 2012, the Planning Department is deactivated causing all lease payments to be expensed from the Building Department.



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

## BUILDING AND DEVELOPMENT

01-5200

STAFFING LEVEL	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Chief Building Official	1	1	1	1
Administrative Assistant	1	1	1	1
Senior Inspector	1	1	1	1
Inspector	1	1	1	1
Public Improvements Inspector*	0	0	0	1
<b>DIVISION TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>

\*Public Improvements Inspector position moved from Engineering to Building & Development in FY 2012.

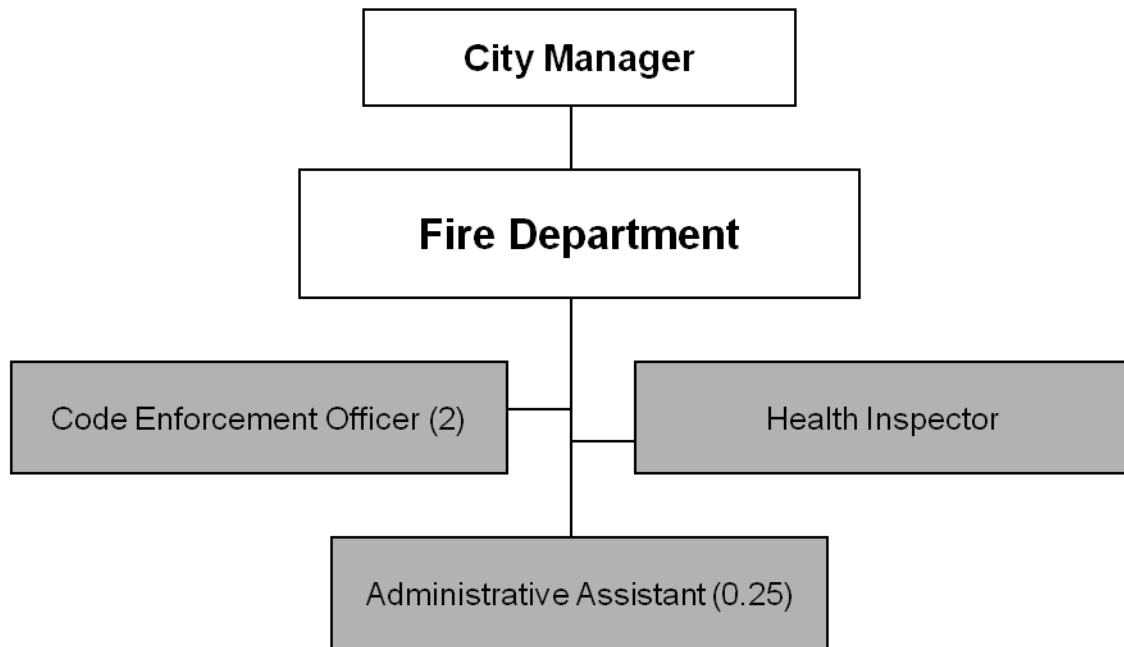
Note: For FY 2012, the Inspector position is unfunded.

PERFORMANCE MEASURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Projection	FY 2012 Target
<b><i>OUTPUTS</i></b>				
# of Permits Issued	3,092	2,500	3,237	3,000
# of Inspections Performed	7,367	7,500	6,032	7,000
<b><i>EFFICIENCIES</i></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><i>EFFECTIVENESS</i></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 AND HEALTH COMPLIANCE



**Left to Right:** Beau Brabbin (Code Enforcement Officer); Autumn Downing (Code Enforcement Officer); Don Denniston (Health Inspector).



*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.*

3.25 Full Time Employees

# **CODE AND HEALTH COMPLIANCE**

## **PROGRAM DESCRIPTION**

The Code and Health Compliance Department is a multi-compliance enforcement division under the 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, the department is 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, parking on unimproved surfaces and other 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 volunteer compliance and community awareness.

## **ACHIEVEMENTS FOR FISCAL YEAR 2011**

- Received and managed 2,880 code enforcement complaints from citizens and city employees.
- Conducted 53 food handler classes to 1,020 food service employees.
- Completed annual health licensing inspections in all commercial food establishments within the City.
- Provided health inspections and food handler permits for food vendors at all community events including Rabbit Fest, City of Copperas Cove Birthday, and Krist Kindl Markt.
- Completed 100% abatement to complaints regarding health issues such as sewer, rodents, and unsecured vacant homes.
- Completed all requests for health licensing inspections for childcare facilities and adoptive/foster homes within the city.
- Completed 130 health inspections.
- Completed 20 adoptive/foster home inspections.
- Continued 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 Officers.
- 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.
- Implement the "on-line" Food Handler's class.

## **GOALS FOR FISCAL YEAR 2012**

- 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 Code Enforcement Laws and Texas Food Establishment requirements.

## CODE AND HEALTH COMPLIANCE

01-7200

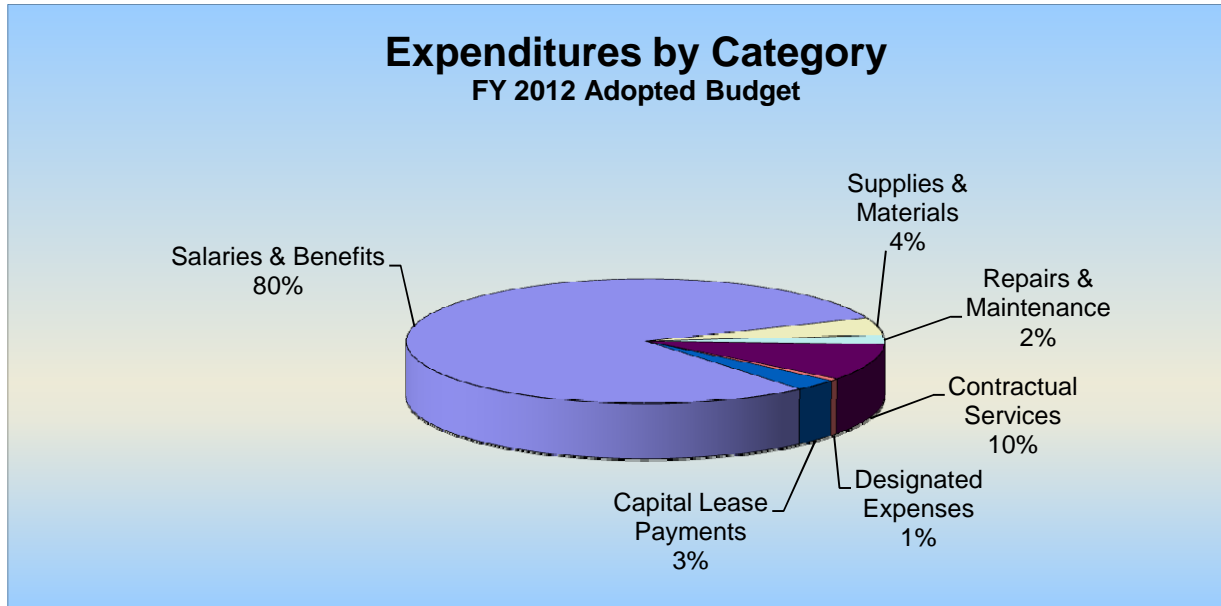
### EXPENDITURE SUMMARY

<b>CODE AND HEALTH COMPLIANCE</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 Adopted Budget</b>
Salaries & Benefits	141,231	152,354	154,731	133,119
Personnel Support	-	-	-	-
Supplies & Materials	7,518	6,657	7,191	7,395
Repairs & Maintenance	3,276	3,578	3,578	4,173
Contractual Services	12,925	17,658	17,124	15,828
Designated Expenses	14,727	8,012	8,012	1,012
Capital Lease Payments	5,955	4,963	4,963	4,963
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>185,632</b>	<b>193,222</b>	<b>195,599</b>	<b>166,490</b>

### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Decreases:*

- Salaries and Benefits: For FY 2012, the Administrative Assistant position was changed from a full-time to a part-time position.
- Designated Expenses: In FY 2011, Code and Health Compliance moved to City Hall; lease payments for the building vacated are to be paid by the Building Department in FY 2012.



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

## CODE AND HEALTH COMPLIANCE

01-7200

<b>STAFFING LEVEL</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 Adopted Budget</b>
Code Enforcement Officer	2	2	2	2
Health Inspector	1	1	1	1
Administrative Assistant	1	1	1	0.25
<b>DIVISION TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>3.25</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Projection</b>	<b>FY 2012 Target</b>
<b><i>OUTPUTS</i></b>				
# of Complaints Received and Investigated	4,958	5,000	4,796	5,000
<b><i>EFFICIENCIES</i></b>				
Complaints per Code Enforcement Officer / Health Inspector	1,653	1,667	1,599	1,667
<b><i>EFFECTIVENESS</i></b>				
% of Complaints Resulting in Voluntary Compliance	97.0%	98.0%	98.0%	98.0%

# PARKS AND LEISURE ADMINISTRATION



**Left to Right:**

Andy Cedillo (Director of Parks and Recreation); Ken Wilson (Division Head of Parks and Leisure Services); Ashley Borchers (Recreation Specialist/ Administrative Assistant).



\* For FY 2012, the Cemetery Department is new to the General Fund, but no funds are actually budgeted in this department in FY 2012.

*The mission of Parks and Leisure Administration 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.*

4 Full Time Employees



# **PARKS AND LEISURE ADMINISTRATION**

## **PROGRAM DESCRIPTION**

The Parks and Leisure 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.
- Provide upgrades to facilities to improve user satisfaction.
- Ensure equality of access so that people of all ages, abilities, and backgrounds can participate in recreational activities in a safe and fun atmosphere.
- Improve and expand department activities and facilities.
- Develop a Regional Complex to promote growth in the community.
- Promote safe working environment to protect employees and minimize costs due to injuries.
- Maintain courteous rapport with citizens.

## **ACHIEVEMENTS FOR FISCAL YEAR 2011**

- Completed the Needs Assessment Plan for future Parks needs.
- Completed required update information for Master Plan.
- Ensure 100% volunteer youth sports coaches complete certification and background checks.
- Reorganized Cemetery Operations and Maintenance areas.
- Completed renovation of Camp Live Oak.

## **CONTINUING OBJECTIVES**

- Maintain safe working environment to protect employees and minimize costs due to injuries.
- Ensure all youth coaches complete certification requirements.
- Track and maintain acceptable ratings with organizational performance measures.
- Attract and retain quality employees.
- Maintain and expand the quality, variety and affordability of our recreational programs, activities, services, and special events to the community.

## **GOALS FOR FISCAL YEAR 2012**

- Strengthen partnerships with outside organizations.
- Implement affluent pond at the golf course.
- Open High Chaparral Park.
- Organize City-Wide Halloween event.
- Complete Civic Center renovation.

## PARKS AND LEISURE ADMINISTRATION

01-5400

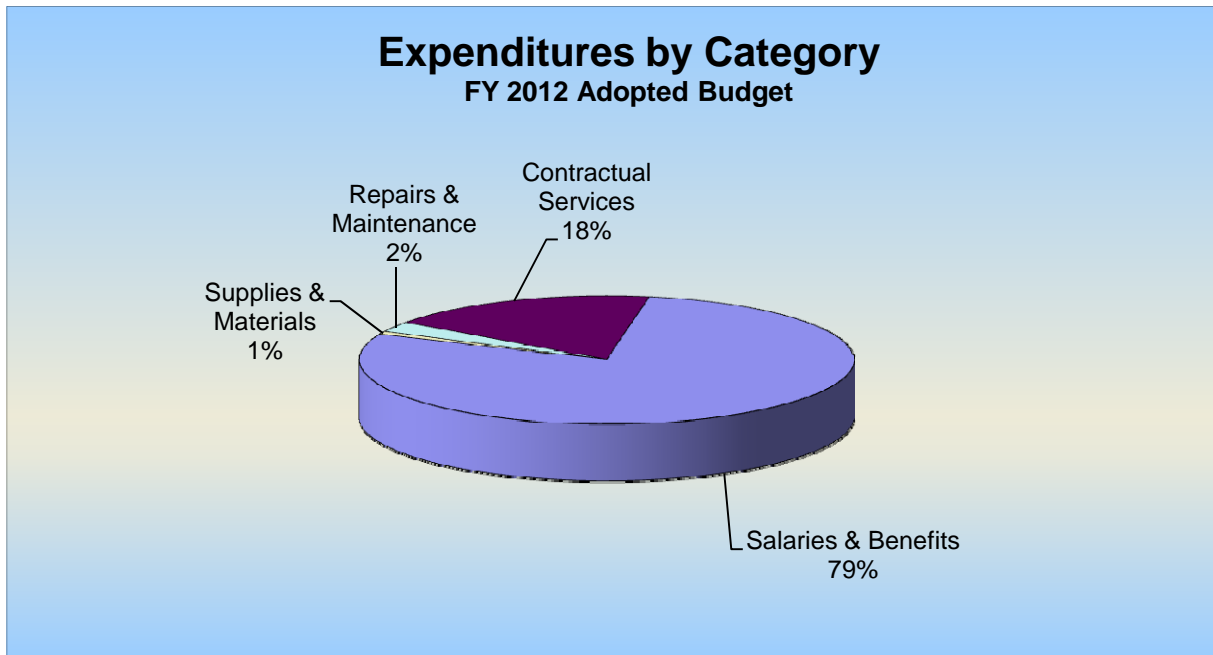
### EXPENDITURE SUMMARY

PARKS AND LEISURE ADMINISTRATION	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	756,824	722,250	727,935	243,484
Personnel Support	-	1,050	1,050	-
Supplies & Materials	61,236	71,326	69,451	2,350
Repairs & Maintenance	38,146	49,586	49,586	8,250
Contractual Services	109,602	172,622	158,197	55,360
Designated Expenses	2,231	2,359	2,359	-
Capital Lease Payments	39,418	16,424	16,424	-
Capital Outlay & Improvements	-	150	-	-
Other Expenditures	-	5,500	5,500	-
<b>Total</b>	<b>1,007,456</b>	<b>1,041,267</b>	<b>1,030,502</b>	<b>309,444</b>

### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Decreases:*

- For FY 2012, Parks and Recreation Department is renamed Parks and Leisure Services, and is divided into six (6) departments: Parks and Leisure 1-Administration, 2-Maintenance, 3-Athletics, 4-Aquatics, 5-Cemetery, 6-Special Events. Expenses that were in the Parks and Recreation Department are spread amongst the newly created departments, as well as expenses from the Recreation Activities Fund and the Cemetery Fund. Both funds are inactivated in FY 2012.



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

## PARKS AND LEISURE ADMINISTRATION

01-5400

STAFFING LEVEL	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Director of Community Services	1	0	0	0
Assistant Director of Community Services	1	0	0	0
Recreation Specialist / Administrative Assistant	0	0	0	1
Division Head of Parks and Leisure Services	0	1	1	1
Director of Parks and Recreation	0	1	1	1
Park Supervisor	1	1	1	0
Recreation Specialist / Aquatics	1	1	1	0
Recreation Aide	2	2	2	0
Recreation Specialist	1	1	1	0
Light Equipment Operator	2	2	2	0
Light Equipment Operator / HVAC Tech	0	1	1	0
Custodian	2	2	2	0
Laborer	7	6	6	0
Convention and Tourism Coordinator	0	0	0	1
<b>DIVISION TOTAL</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>4</b>

Note: For FY 2012, Parks and Recreation Department is renamed Parks and Leisure Services. Recreation Activities and Cemetery Funds are inactivated and all staff and activities are moved to the General Fund and are included in the six (6) additional Departments created as part of Parks and Leisure Services in the General Fund: Parks and Leisure 1-Administration, 2-Maintenance, 3-Athletics, 4-Aquatics, 5-Cemetery, 6-Special Events. One full-time position (Light Equipment Operator) is budgeted in the Cemetery Department and is unfunded in FY 2012. Additionally for FY 2012, the Convention and Tourism Coordinator position will be funded by Hotel/Motel and will be established as projects are complete and a plan is established for the position; the position is unfunded in FY 2012.

PERFORMANCE MEASURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Projection	FY 2012 Target
<b>OUTPUTS</b>				
# of Athletic Games Scheduled	1,850	1,850	2,000	2,000
# of Participants in Recreation Programs	N/A*	N/A*	37,500	45,000
<b>EFFICIENCIES</b>				
Parks and Leisure Total Operating Cost per Capita	\$33.60	\$34.72	\$32.17	\$42.32
<b>EFFECTIVENESS<sup>1</sup></b>				
Parks and Leisure Overall Customer Satisfaction	3.6	3.8	4.2	4.3

\* New Performance Measure - Data not available.

<sup>1</sup> On a scale from 1 to 5 (5 being the highest).

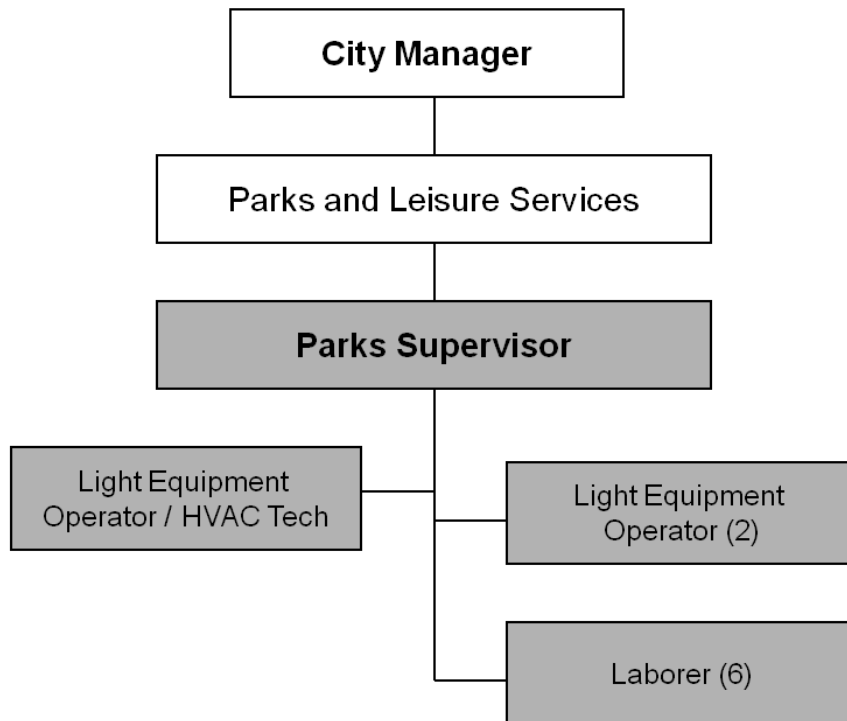
# PARKS AND LEISURE MAINTENANCE



**Left to Right:**

**Front Row:** Trudy Chapman (Laborer); Dan Woolard (Laborer); Jerry Stanley (Light Equipment Operator/HVAC Tech); Anibal Figueroa (Laborer).

**Back Row:** Gene Williams (Parks Supervisor); Billy King (Light Equipment Operator); Kevin Bell (Light Equipment Operator); Chad Cullar (Laborer); Joseph Ngiraklang (Laborer); Donovan Haire (Laborer).



*The mission of Parks and Leisure Maintenance is to conduct routine park maintenance in order to provide the Copperas Cove community with clean, safe, and well-maintained parks.*

10 Full Time Employees

# **PARKS AND LEISURE MAINTENANCE**

## **PROGRAM DESCRIPTION**

The Parks and Leisure Maintenance Department is responsible for planning, constructing, maintaining parks, recreation facilities, ball fields and open space within the community. The department provides the citizens of Copperas Cove safe, properly maintained recreation facilities and parks. The department provides 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.
- Provide upgrades to facilities to improve user satisfaction.
- Ensure equality of access so that people of all ages, abilities, and backgrounds can participate in recreational activities in a safe and fun atmosphere.
- Maintain safe equipment for public enjoyment.
- Improve field surfaces and enhance participant satisfaction.
- Promote safe working environment to protect employees and minimize costs due to injuries and down equipment.

## **ACHIEVEMENTS FOR FISCAL YEAR 2011**

- Completed construction of new pavilion in Camp Live Oak area.
- Paved road to rear entry of City Park.
- Maintained and repaired facilities throughout park system.
- Maintained 385 acres of park property.
- Constructed new flood gates in City Park at area #1 and area #5 to control traffic, prevent accidents and injuries caused by severe weather.
- Provided support for Civic Center renovation by removing existing cabinets in kitchen.
- Provided support for special events to include private parties, City sponsored and military functions.
- Renovated restroom facilities at Turkey Creek Pool.
- Provided maintenance and cleanup support for Rabbit Fest.
- Completed repairs on the City Park pond dam.
- Installed playscape at High Chaparral Park.

## **CONTINUING OBJECTIVES**

- Maintain safe working environment to protect employees and minimize costs due to injuries and down equipment.
- Continued maintenance on fields to provide quality surfaces.
- Improve quality of Park facilities through preventive and annual maintenance.

## **GOALS FOR FISCAL YEAR 2012**

- Upgrade restroom facilities in City parks.
- Upgrade both concession stands in City Park.
- Upgrade picnic tables and grills and construct additional shade apparatuses in City Park.
- Upgrade equipment in neighborhood parks.
- Complete flood gates in City Park.
- Complete parking lot and hike/bike trail at High Chaparral Park.

## PARKS AND LEISURE MAINTENANCE

01-5410

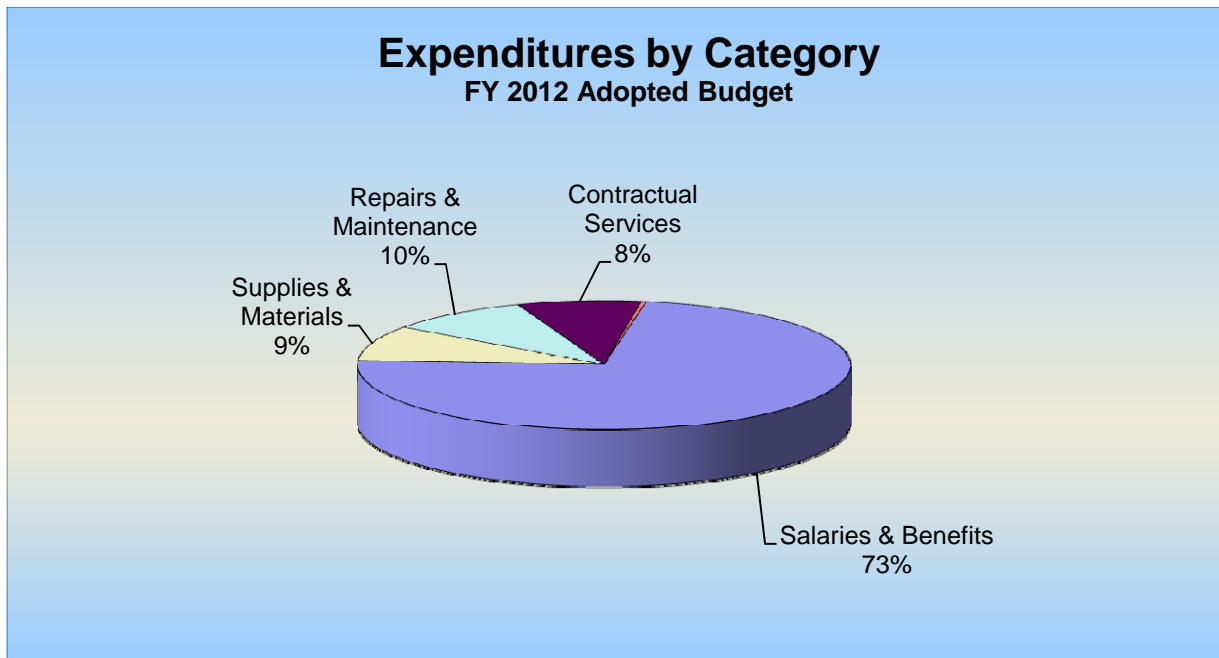
### EXPENDITURE SUMMARY

PARKS AND LEISURE MAINTENANCE	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	-	-	-	338,910
Personnel Support	-	-	-	-
Supplies & Materials	-	-	-	40,856
Repairs & Maintenance	-	-	-	43,587
Contractual Services	-	-	-	37,573
Designated Expenses	-	-	-	1,573
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	-	-	-	<b>462,499</b>

### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- For FY 2012, Parks and Recreation Department is renamed Parks and Leisure Services, and is divided into six (6) departments: Parks and Leisure 1-Administration, 2-Maintenance, 3-Athletics, 4-Aquatics, 5-Cemetery, 6-Special Events. Expenses that were in the Parks and Recreation Department are spread amongst the newly created departments, as well as expenses from the Recreation Activities Fund and the Cemetery Fund. Both funds are inactivated in FY 2012.



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

## PARKS AND LEISURE MAINTENANCE

01-5410

STAFFING LEVEL	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Parks Supervisor	0	0	0	1
Light Equipment Operator / HVAC Tech	0	0	0	1
Light Equipment Operator	0	0	0	2
Laborer	0	0	0	6
<b>DIVISION TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>

Note: For FY 2012, Parks and Recreation Department is renamed Parks and Leisure Services, and six (6) additional Departments are created: Parks and Leisure Administration, Parks and Leisure Maintenance, Athletics, Aquatics, Cemetery and Special Events.

PERFORMANCE MEASURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Projection	FY 2012 Target
<b>OUTPUTS</b>				
# of Acres Maintained	385	385	385	385
# of Pools Maintained	3	3	3	3
# of Fields Maintained	9	9	9	9
Cemeteries Maintained	1	1	1	1
# of Events Parks Staff Assisted With	N/A*	N/A*	25	32
<b>EFFICIENCIES</b>				
Parks Maintenance Operating Cost per Capita	N/A*	N/A*	N/A*	\$14.44
<b>EFFECTIVENESS<sup>1</sup></b>				
Park Maintenance Customer Satisfaction	3.8	3.0	4.0	4.0

\* New Performance Measure - Data not available.

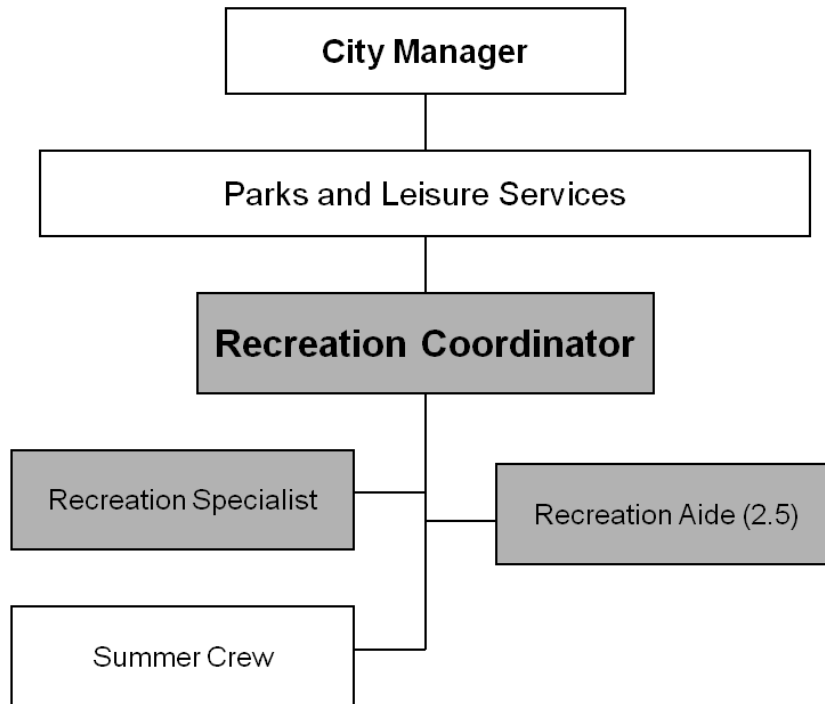
<sup>1</sup> On a scale from 1 to 5 (5 being the highest).

# PARKS AND LEISURE ATHLETICS



Mark Willingham  
(Athletics Coordinator).

**Left to Right:** Jerome McFadden (Part-time Recreation Aide); Caycee Hauck (Part-time Recreation Aide); Grover Lehman (Part-time Recreation Aide); Jessica Santana (Part-time Recreation Aide); Kari Dominowski (Recreation Specialist).



*The mission of the Parks and Leisure Athletics Department is to provide a variety of quality sports programs that are well organized and affordable for adults and youths in Copperas Cove.*

4.5 Full Time Employees



## **PARKS AND LESIURE - ATHLETICS**

### **PROGRAM DESCRIPTION**

The Parks and Leisure Athletic Department is responsible for planning and programming youth and adult sports within the community. This department currently develops and administers Tackle Football, Flag Football, Cheerleading, Baseball, Softball, Tee ball, Soccer, Basketball, Volleyball, and Track. The department works cooperatively with outside organizations to promote "Select" programs that meet the needs of the community. All programs are developed within the city to allow participants to develop both mental and physical skills as well as become involved in the community.

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

- Provide athletic and recreational activities to promote health and wellness in the community.
- 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 2011**

- Conducted Youth Tackle Football program with 236 participants.
- Conducted Youth Flag Football program with 264 participants.
- Conducted Youth Basketball program with 494 participants.
- Conducted two Youth Soccer programs with 871 participants.
- Conducted Youth Baseball / Softball programs with 796 participants.
- Conducted Youth Cheerleading program with 35 participants.
- Conducted Adult Softball program with 8 teams.
- Coordinated 2011 Rabbit Festival Adult Softball Tournament with 16 teams.

### **CONTINUING OBJECTIVES**

- Ensure all youth sports coaches are properly certified and background checks are performed.
- Ensure all facilities used for sports activities are in safe playable conditions.
- Comply with Interlocal agreement with CCISD.

### **GOALS FOR FISCAL YEAR 2012**

- Establish sponsorship plan for youth team sports.
- Develop a marketing plan to advertise leagues and increase participants.
- Develop and implement a Yearly Athletic Calendar for all sports.
- Host district and regional sporting events with CCISD.

## PARKS AND LEISURE - ATHLETICS

01-5420

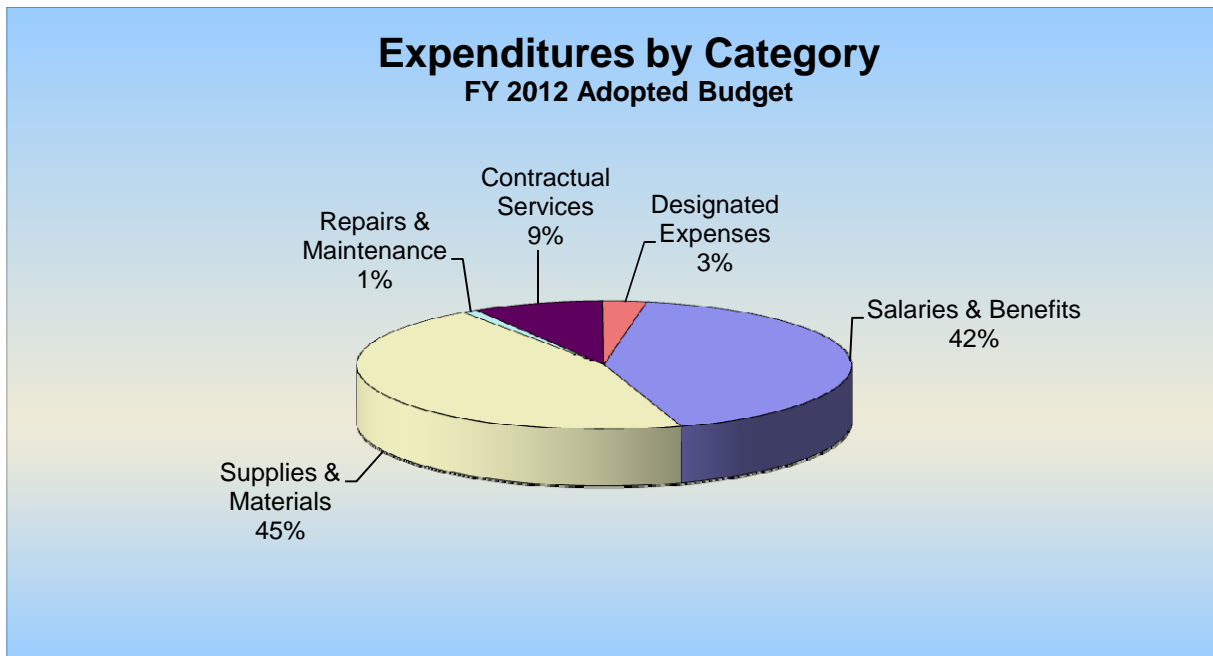
### EXPENDITURE SUMMARY

ATHLETICS	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	-	-	-	154,551
Personnel Support	-	-	-	-
Supplies & Materials	-	-	-	166,681
Repairs & Maintenance	-	-	-	3,554
Contractual Services	-	-	-	31,504
Designated Expenses	-	-	-	10,393
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	-	-	-	<b>366,683</b>

### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- For FY 2012, Parks and Recreation Department is renamed Parks and Leisure Services, and is divided into six (6) departments: Parks and Leisure 1-Administration, 2-Maintenance, 3-Athletics, 4-Aquatics, 5-Cemetery, 6-Special Events. Expenses that were in the Parks and Recreation Department are spread amongst the newly created departments, as well as expenses from the Recreation Activities Fund and the Cemetery Fund. Both funds are inactivated in FY 2012.



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

## PARKS AND LEISURE - ATHLETICS

01-5420

STAFFING LEVEL	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Recreation Specialist	0	0	0	1
Recreation Coordinator	0	0	0	1
Recreation Aide	0	0	0	2.5
<b>DIVISION TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4.5</b>

Note: For FY 2012, Parks and Recreation Department is renamed Parks and Leisure Services, and six (6) additional Departments are created: Parks and Leisure Administration, Parks and Leisure Maintenance, Athletics, Aquatics, Cemetery and Special Events. The part-time Recreation Aide position is unfunded in FY 2012.

PERFORMANCE MEASURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Projection	FY 2012 Target
<b>OUTPUTS</b>				
# of Tackle Football Participants	254	254	236	300
# of Youth Basketball Participants	461	450	491	500
# of Youth Baseball and Softball Participants	747	750	800	800
# of Soccer Participants	985	871	525	600
# of Flag Football Participants	236	225	264	300
# of Coaches Certified	625	625	650	650
<b>EFFICIENCIES</b>				
Athletics Department Operating Cost per Capita	N/A*	N/A*	N/A*	\$11.45
% of Coaches Certified	N/A*	N/A*	100.0%	100.0%
<b>EFFECTIVENESS<sup>1</sup></b>				
Athletics Customer Satisfaction	4.3	4.3	4.0	4.4

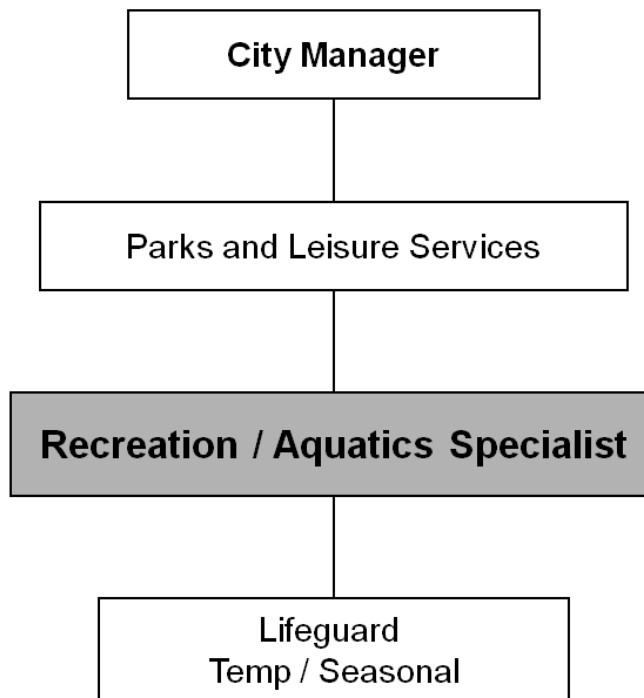
\* New Performance Measure - Data not available.

<sup>1</sup> On a scale from 1 to 5 (5 being the highest).

# PARKS AND LEISURE AQUATICS



Brian Hawkins (Recreation / Aquatics Specialist).



*The mission of the Parks and Leisure Aquatics Department is to provide safe aquatic facilities and educational water programming to residents and visitors so they can have a lifelong safe swim experience.*

1 Full Time Employee

## **PARKS AND LEISURE - AQUATICS**

### **PROGRAM DESCRIPTION**

The Aquatics Department is responsible for promoting, renting and maintaining 3 pools and 1 splash pad available for public use and special events within the community. This department develops and administers aquatic programs which allow participants to develop both mental and physical skills as well as become involved in community activities. The department provides a number of activities including Polar Bear swim, swim lessons, aerobics, Aqua Zumba, daily public swimming as well as private parties.

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

- Engage in beautification and enhancement of City pool facilities.
- Ensure equality of access so that people of all ages, abilities, and backgrounds can participate in aquatic activities in a safe and fun atmosphere.
- Provide a safe environment for patrons and employees.
- Engage in obtaining quality lifeguards through training and annual certification.

### **ACHIEVEMENTS FOR FISCAL YEAR 2011**

- Hosted TML Region 9 lifeguard training.
- Conducted swimming lessons for 5 levels of ability.
- Conducted water aerobics classes with different levels of difficulty.
- Re-opened Turkey Creek pool to the public.
- Increased quality of program by promoting family night.
- Facilitated swim days for area day cares and Camp Discovery.
- Provided additional seating in City Park pool.

### **CONTINUING OBJECTIVES**

- Ensure 100% of all lifeguards receive proper certification and continued training.
- Train pool managers and lifeguards to improve customer service skills.
- Improve quality of pool facilities through preventive and annual maintenance.
- Attract and retain lifeguards for future pool seasons.

### **GOALS FOR FISCAL YEAR 2012**

- Recreation Aquatics Specialist to complete Certified Pool Operator class.
- Implement new fee structure for daily admissions and pool rentals.
- Purchase and install additional shade apparatuses for City Park pool.
- Develop rental packages for different occasions.
- Implement survey program to obtain data from public for the purpose of improving programs.
- Repair the deck around City Park pool.
- Obtain a 4.0 on the Customer Satisfaction rating survey.

## PARKS AND LEISURE - AQUATICS

01-5430

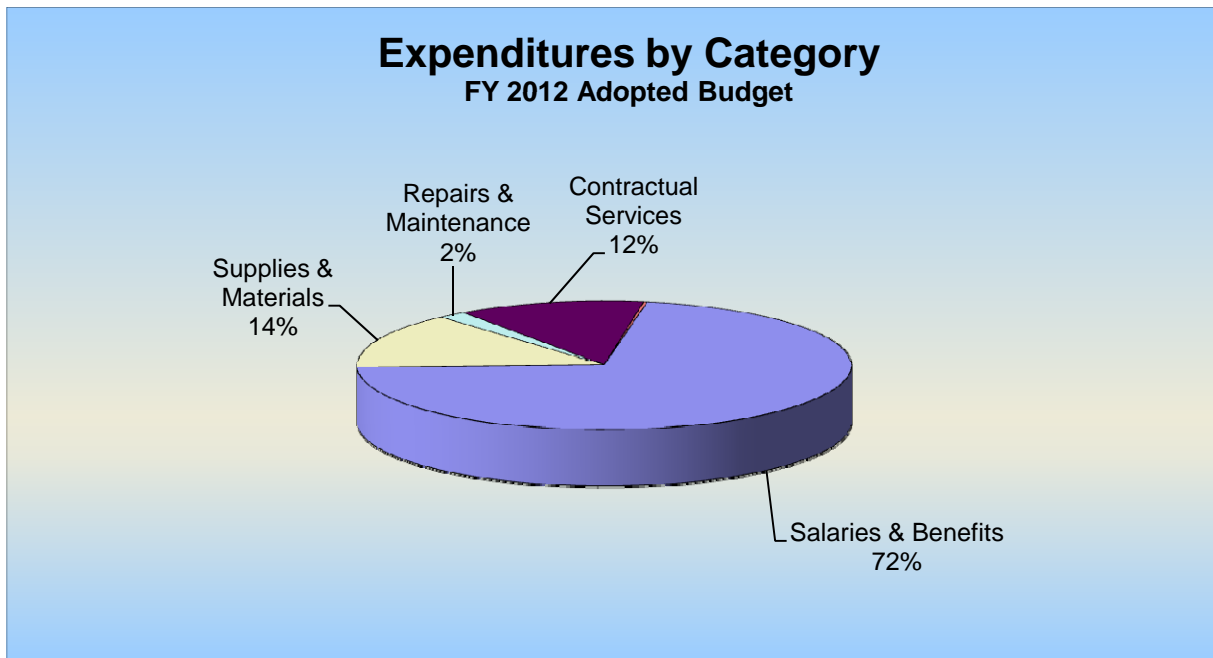
### EXPENDITURE SUMMARY

AQUATICS	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	-	-	-	125,935
Personnel Support	-	-	-	-
Supplies & Materials	-	-	-	24,765
Repairs & Maintenance	-	-	-	3,233
Contractual Services	-	-	-	21,522
Designated Expenses	-	-	-	394
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	-	-	-	<b>175,849</b>

### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- For FY 2012, Parks and Recreation Department is renamed Parks and Leisure Services, and is divided into six (6) departments: Parks and Leisure 1-Administration, 2-Maintenance, 3-Athletics, 4-Aquatics, 5-Cemetery, 6-Special Events. Expenses that were in the Parks and Recreation Department are spread amongst the newly created departments, as well as expenses from the Recreation Activities Fund and the Cemetery Fund. Both funds are inactivated in FY 2012.



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

## PARKS AND LEISURE - AQUATICS

01-5430

STAFFING LEVEL	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Recreation / Aquatics Specialist	0	0	0	1
<b>DIVISION TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

Note: For FY 2011-12, Parks and Recreation Department is renamed Parks and Leisure Services, and six (6) additional Departments are created: Parks and Leisure Administration, Parks and Leisure Maintenance, Athletics, Aquatics, Cemetery and Special Events.

PERFORMANCE MEASURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Projection	FY 2012 Target
<b>OUTPUTS</b>				
# of Patrons through the Gate for Public Swim	N/A*	N/A*	22,000	24,000
# of Students in Swim Lessons	N/A*	N/A*	385	400
# of Private Parties	N/A*	N/A*	60	70
# of Patrons in Water Fitness Classes	N/A*	N/A*	2,000	2,300
<b>EFFICIENCIES</b>				
Aquatics Department Operating Cost per Capita	N/A*	N/A*	N/A*	\$5.49
<b>EFFECTIVENESS<sup>1</sup></b>				
Public Swim Customer Satisfaction	N/A*	N/A*	3.0	3.3
Swim Lessons Customer Satisfaction	N/A*	N/A*	3.0	3.3

\* New Performance Measure - Data not available.

<sup>1</sup> On a scale from 1 to 5 (5 being the highest).

# PARKS AND LEISURE SPECIAL EVENTS



Fishing in the Park, February 19, 2011



Easter Egg Hunt, April 23, 2011



*The mission of Parks and Leisure Special Events is to plan, produce, implement, market and assist with City wide special events in the Copperas Cove community for all residents and visitors.*

0 Full Time Employees (Position funded in Parks and Leisure Aquatics Department)



## ***PARKS AND LEISURE - SPECIAL EVENTS***

### **PROGRAM DESCRIPTION**

The Special Events Department is responsible for promoting, renting and maintaining facilities available for special events. This includes the Civic Center, Allin House, Ogletree Pavilion, Fester's House Amphitheater as well as Pavilions 1 and 5 at City Park. 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.

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

- Increase facility use.
- Provide additional amenities.
- Ensure equality of access to people of all ages, abilities, and backgrounds.
- Engage with city businesses to provide sponsorships for special events.
- Engage in promotional opportunities to increase public awareness of facility availability.

### **ACHIEVEMENTS FOR FISCAL YEAR 2011**

- Completed renovation of Civic Center.
- Held first Mayor's Walk with 50 plus participants.
- Sponsored Feast of Sharing.
- Conducted Polar Bear Swim.
- Hosted TML Region 9 Quarterly Meeting.
- Conducted Fishing in the Park with over 100 students involved.
- Held Annual Easter Egg Hunt and gave away over 12,000 eggs.
- Sponsored BACA (Bikers Against Child Abuse) Bike Run.
- Sponsored Jack Rabbit Run for Hope.
- Supported Earth-Fest at Fort Hood.
- Hosted and Co-Sponsored Rabbit Fest.

### **CONTINUING OBJECTIVES**

- Ensure high customer satisfaction rating through attentive service and outstanding facilities.
- Enhance all facilities for improved experience.
- Improve quality of facilities through preventive and annual maintenance.
- Attract and retain annual events, company parties and military functions.

### **GOALS FOR FISCAL YEAR 2012**

- Secure usage agreement with YMCA to rent park facility for smaller events.
- Develop approved caterer list for facility use.
- Develop comprehensive marketing plan for facility use.
- Install large grill at Ogletree Pavilion.

## PARKS AND LEISURE - SPECIAL EVENTS

01-5440

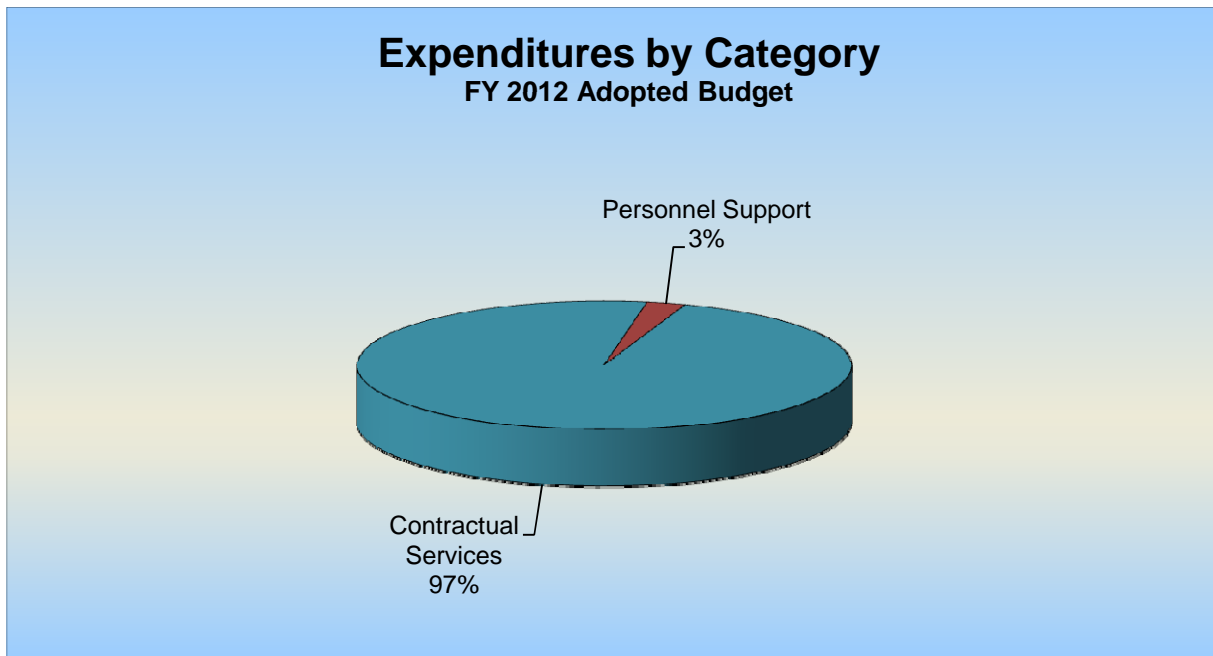
### EXPENDITURE SUMMARY

SPECIAL EVENTS	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	-	-	-	1,050
Supplies & Materials	-	-	-	-
Repairs & Maintenance	-	-	-	-
Contractual Services	-	-	-	40,168
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>41,218</b>

### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- For FY 2012, Parks and Recreation Department is renamed Parks and Leisure Services, and is divided into six (6) departments: Parks and Leisure 1-Administration, 2-Maintenance, 3-Athletics, 4-Aquatics, 5-Cemetery, 6-Special Events. Expenses that were in the Parks and Recreation Department are spread amongst the newly created departments, as well as expenses from the Recreation Activities Fund and the Cemetery Fund. Both funds are inactivated in FY 2012.



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

## PARKS AND LEISURE - SPECIAL EVENTS

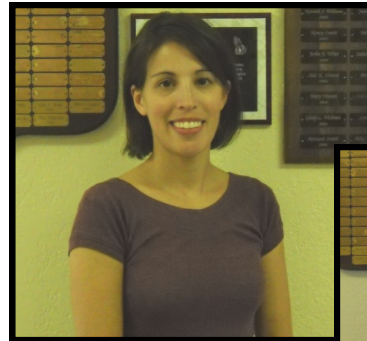
01-5440

PERFORMANCE MEASURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Projection	FY 2012 Target
<b>OUTPUTS</b>				
# of Easter Egg Hunt Participants	385	385	385	385
# of Christmas Tree Lighting Participants	3	3	3	3
# of Polar Bear Swim Participants	9	9	9	9
# of Fishing in the Park Participants	1	1	1	1
# of Feast of Sharing Participants				
<b>EFFICIENCIES</b>				
Operating Cost per Capita for Special Events	N/A*	N/A*	N/A*	\$1.29
<b>EFFECTIVENESS*</b>				
Special Events Customer Satisfaction	N/A*	N/A*	3.0	3.3

\* New Performance Measure - Data not available.

<sup>1</sup> On a scale from 1 to 5 (5 being the highest).

# LIBRARY



Angie McConaughay  
(Community Outreach Specialist).



Pat Spangler (Part-time Outreach Specialist/Library Assistant III).



**Left to Right:**

**Front Row:** Becky Johnson (Library Assistant I); Margaret Handrow (Library Director).

**Back Row:** Melissa Barlow (Part-time Library Assistant II); Abilehi McFarland (Library Assistant III); Anita Schultz (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 2011**

- Maintained accreditation by the Texas State Library & Archives Commission.
- Provided access to e-book, and downloadable e-materials.
- Placed road signage on US 190 to direct travelers to the library.
- Provided computer literacy and on-line job hunting classes.
- Initiated monthly informative Brown Bag Lunch Programs with diverse topics.
- Provided diversified author visits and book talks.

## **CONTINUING OBJECTIVES**

- Continue building a local history collection.
- Prepare the collection and patron database for migration to new library system.
- Promote donations to the memorial / honorarium blocks and bricks.
- Continue work on history of Copperas Cove book publication.
- Continue development of Brown Bag Lunch programs.

## **GOALS FOR FISCAL YEAR 2012**

- Revise and update library policies and procedures.
- Seek alternate sources of funding for library program support.
- Develop programs for local day care centers.
- Develop a virtual library concept.

# LIBRARY

01-7100

## EXPENDITURE SUMMARY

LIBRARY	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	375,819	430,163	430,163	408,581
Personnel Support	-	-	-	-
Supplies & Materials	13,526	17,373	16,573	21,657
Repairs & Maintenance	13,555	15,322	14,322	13,752
Contractual Services	63,521	61,007	63,032	56,637
Designated Expenses	5,852	6,198	6,198	6,161
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	41,321	41,345	41,120	-
<b>Total</b>	<b>513,594</b>	<b>571,408</b>	<b>571,408</b>	<b>506,788</b>

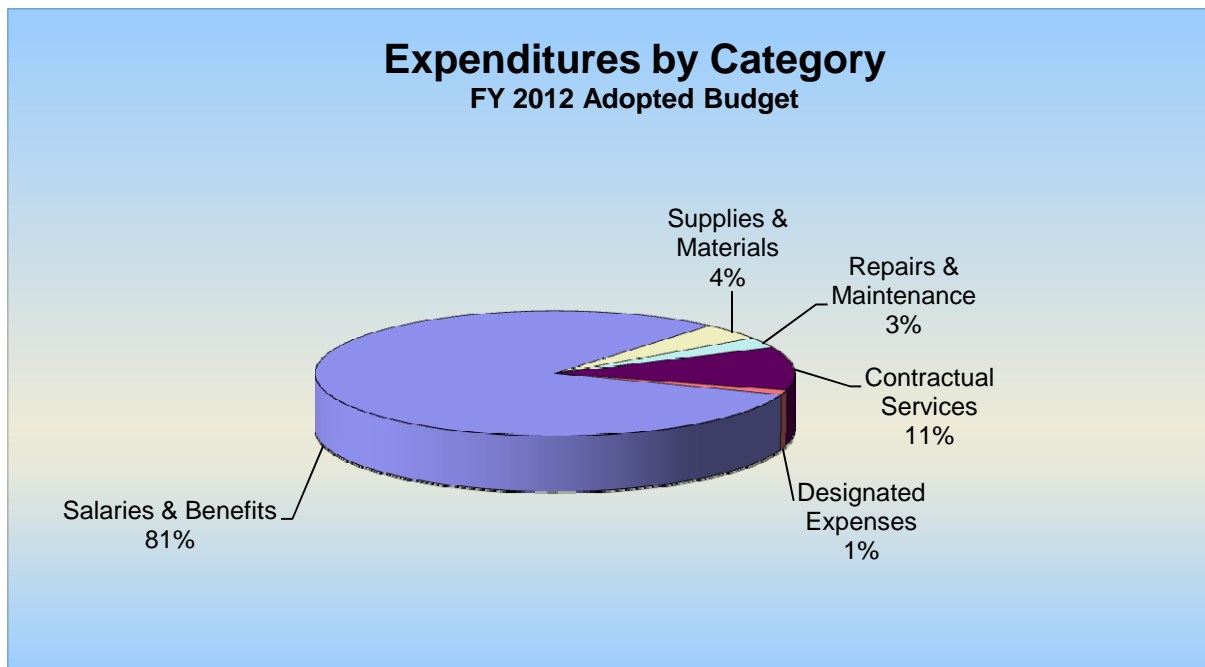
### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

Supplies & Materials: For FY 2012, include \$7,608 for senior activities.

*Decreases:*

- Salaries & Benefits: The part-time Outreach Specialist/Library Assistant III position is unfunded in FY 2012.
- Contractual Services: Include \$5,179 decrease in utilities cost.
- Capital Outlay & Improvements: In FY 2011, \$41,120 was to purchase various types of books, audiovisual items, and genealogy materials.



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

# LIBRARY

01-7100

STAFFING LEVEL	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Assistant Library Director / Reference Specialist	1	1	1	1
Library Assistant I	3	2	2	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 Assistant / Electronic Tech Coordinator	1	1	1	1
Community Outreach Specialist	0	1	1	1
Library Director	1	1	1	1
<b>DIVISION TOTAL</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

Note: For FY 2012, the part-time Outreach Specialist/Library Assistant III position is unfunded.

PERFORMANCE MEASURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Projection	FY 2012 Target
<b>OUTPUTS</b>				
Attendance at Children Programs	9,614	8,100	8,250	9,000
Attendance at Senior Programs	2,362	2,500	3,400	3,500
Circulated Items	98,893	120,000	87,000	95,000
Reference Questions Answered	7,302	7,500	9,500	10,000
Collected Size in Volumes	66,357	67,956	69,000	71,400
<b>EFFICIENCIES</b>				
# of Library Visits per Each Library Employee	9,781	11,000	10,300	11,000
Operating Costs per Library User (\$)	5	5	6	6
<b>EFFECTIVENESS</b>				
% Increase in Children Program Attendance	3.5%	3.0%	1.9%	9.1%
% Increase in Adult and Senior Program Attendance	25.9%	3.0%	36.0%	2.9%
% Increase in Circulated Items	-10.7%	4.0%	-27.5%	9.2%
% Increase in Reference Questions Answered	388.1%	3.0%	26.7%	5.3%
% Increase in Collection Size	1.6%	4.0%	1.5%	3.5%

# 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 Fourth Annual State of the City Address and the Third Annual Meet the City event on September 21, 2011. 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 2011 State of the City theme was “Progress on the Horizon.”



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



## NON - DEPARTMENTAL

01-7500

### EXPENDITURE SUMMARY

NON-DEPARTMENTAL	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	2,665	48,546	48,546	54,446
Supplies & Materials	5,340	13,228	8,475	8,362
Repairs & Maintenance	34,442	31,512	31,512	42,851
Contractual Services	174,986	194,429	194,429	206,627
Designated Expenses	99,345	115,775	113,150	117,150
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	22,026	200	200	-
Transfers Out & Contingency	239,174	373,475	378,592	158,677
<b>Total</b>	<b>577,978</b>	<b>777,165</b>	<b>774,904</b>	<b>588,113</b>

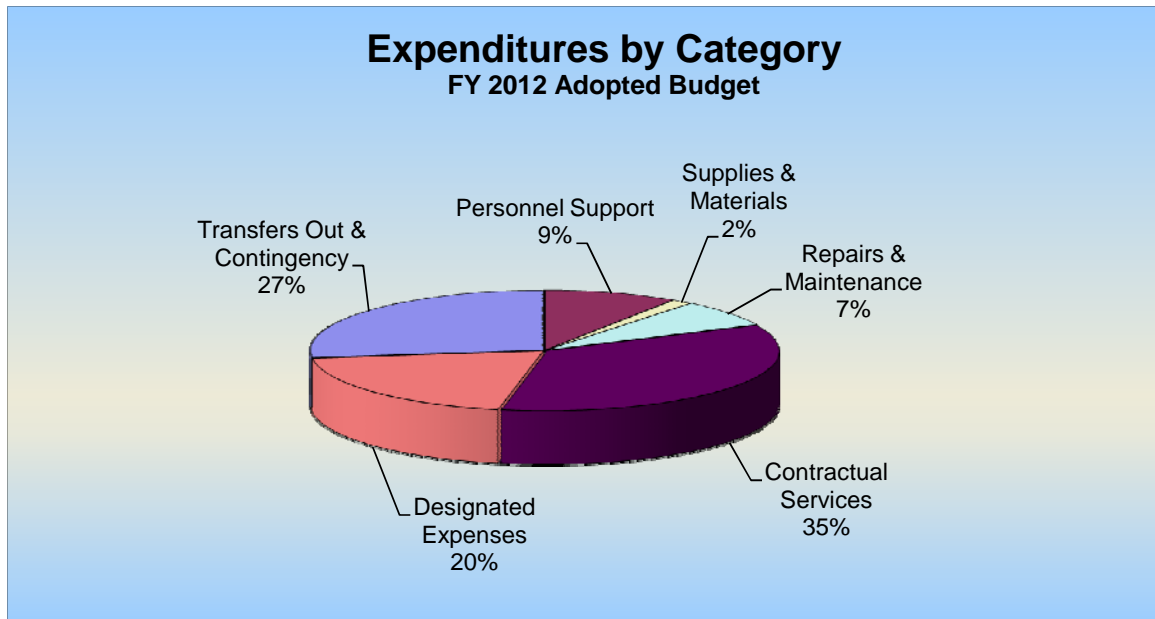
#### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Personnel Support: Include \$7,450 increase for the HOP for the purchase of shelters.
- Repairs & Maintenance: Facility Maintenance Department is inactivated in FY 2012. Building maintenance expenses are moved from Facility Maintenance to Non-Departmental. Also include \$4,260 increase for software maintenance.
- Contractual Services: Include \$41,652 increase in professional services.

*Decreases:*

- Transfers Out & Contingency: \$158,677 is one-half annual salaries and benefits for the SAFER firefighters; there will be no SAFER grant match in FY 2012.



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

# WATER & SEWER FUND



Anthony Castro, Operator II, Northeast  
Wastewater Treatment Plant



Silvia Perez, Customer Service  
Representative, servicing an utility  
customer



Joe Wooten, Senior Lab Technician

# 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, and wastewater treatment. 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 2012 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 12,200 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 Copperrass Cove will make every effort to keep expenses to a minimum.

	<b>FY 2008 ACTUAL</b>	<b>FY 2009 ACTUAL</b>	<b>FY 2010 ACTUAL</b>	<b>FY 2011 PROJECTION</b>	<b>FY 2012 ADOPTED</b>
<b>REVENUES</b>					
Sale of Water	4,859,316	4,857,109	4,665,636	4,943,492	5,040,296
Sewer Revenues	3,438,649	3,412,498	3,711,476	3,669,508	4,055,568
Service Charges	174,460	130,935	182,149	148,000	140,000
Interest Income	83,344	23,982	6,949	6,000	5,000
Other Income	329,338	346,805	662,662	355,698	360,950
<b>TOTAL</b>	<b>8,885,107</b>	<b>8,771,329</b>	<b>9,228,873</b>	<b>9,122,698</b>	<b>9,601,814</b>
<b>EXPENSES</b>					
Salaries & Benefits	1,732,445	1,921,680	1,979,522	2,234,721	2,234,721
Supplies & Materials	300,004	267,255	262,180	348,247	348,247
Repairs & Maintenance	270,457	275,589	357,025	321,504	321,504
Contractual Services	1,352,127	1,204,498	1,117,263	1,088,683	1,088,683
Designated Expenses	152,928	3,801,063	4,550,235	5,309,805	5,309,805
Capital Lease Payments & Capital Outlay	75,854	-	82,843	45,688	45,688
Transfers / Other	5,086,526	1,042,500	742,500	771,909	771,909
<b>TOTAL</b>	<b>8,970,342</b>	<b>8,512,585</b>	<b>9,091,566</b>	<b>10,120,557</b>	<b>10,120,557</b>
Revenues Over/(Under) Expenses	(85,235)	258,744	137,307	(997,859)	(518,743)
<b>TOTAL</b>	<b>8,885,107</b>	<b>8,771,329</b>	<b>9,228,873</b>	<b>9,122,698</b>	<b>9,601,814</b>

**CITY OF COPPERAS COVE  
FISCAL YEAR 2011-12 ADOPTED BUDGET  
WATER & SEWER FUND  
SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2009-10	Budget* FY 2010-11	Projected FY 2010-11	Adopted FY 2011-12
<b>BEGINNING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 2,089,155	\$ 2,218,541	\$ 2,226,463	\$ 1,228,604
Prior Yr Enc Voided in Current Yr	-	-	-	-
Prior Period Adjustment	-	-	-	-
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>\$ 2,089,155</b>	<b>\$ 2,218,541</b>	<b>\$ 2,226,463</b>	<b>\$ 1,228,604</b>
Water Revenue	\$ 4,745,557	\$ 5,175,750	\$ 5,025,000	\$ 5,125,612
Sewer Revenue	3,775,039	3,841,900	3,730,000	4,124,252
Senior Citizen Discount	(143,484)	(142,000)	(142,000)	(154,000)
Water Tap Fees	83,567	60,000	60,000	60,000
Sewer Tap Fees	18,150	14,000	14,000	14,000
Connect/Disconnect Fee	62,810	58,000	58,000	66,000
Meter Box Reset Fee	-	-	-	-
Composting Sales Revenue	17,622	16,000	16,000	-
Subtotal	<u>\$ 8,559,262</u>	<u>\$ 9,023,650</u>	<u>\$ 8,761,000</u>	<u>\$ 9,235,864</u>
Admin Reimb-Drainage	\$ 20,000	\$ 20,006	\$ 20,000	\$ 20,000
Transfer from Bond Funds	300,000	-	-	-
Interest Revenue	6,949	6,000	6,000	5,000
Late Charge For Billing	297,500	280,000	280,000	280,000
Miscellaneous Revenues	43,861	50,000	50,000	49,950
Insurance Proceeds	430	1,000	1,000	-
Riser Forfeiture Revenue	870	1,300	1,300	1,000
Credit Card Convenience Fee	-	-	-	7,000
Reimbursements	-	1,398	1,398	-
Auction Proceeds	-	2,000	2,000	3,000
Subtotal	<u>\$ 669,611</u>	<u>\$ 361,704</u>	<u>\$ 361,698</u>	<u>\$ 365,950</u>
<b>TOTAL REVENUE</b>	<u>\$ 9,228,873</u>	<u>\$ 9,385,354</u>	<u>\$ 9,122,698</u>	<u>\$ 9,601,814</u>
<b>TOTAL FUNDS AVAILABLE</b>	<u>\$ 11,318,028</u>	<u>\$ 11,603,895</u>	<u>\$ 11,349,161</u>	<u>\$ 10,830,418</u>
<b>OPERATING EXPENSES:</b>				
Public Works Administration (80)	\$ 175,969	\$ 337,932	\$ 337,932	\$ 298,515
Utility Administration (81)	555,385	574,876	574,876	585,612
Water Distribution (82)	1,226,165	1,323,501	1,325,301	1,298,970
Sewer Collection (83)	454,755	446,590	499,820	485,282
Wastewater Treatment (84)	1,174,216	1,179,569	1,095,529	1,083,224
Composting (84-01) <sup>1</sup>	172,480	186,540	185,510	-
Non-Departmental (85)	2,897,763	3,018,153	2,986,841	2,930,292
<b>TOTAL OPERATING EXPENSES</b>	<u>\$ 6,656,734</u>	<u>\$ 7,067,161</u>	<u>\$ 7,005,809</u>	<u>\$ 6,681,895</u>
<b>OTHER EXPENSES:</b>				
Capital Outlay	\$ 26,426	\$ -	\$ -	\$ -
Capital Lease Payments	55,317	45,688	45,688	32,341
Principal & Int Debt Pymts	2,436,684	3,578,769	3,387,743	3,354,916
Principal & Int Pymts in Bond Funds	(83,596)	(373,683)	(373,683)	-
Transfer to Bond Funds	-	55,000	55,000	-
<b>TOTAL OTHER EXPENSES</b>	<u>\$ 2,434,830</u>	<u>\$ 3,305,774</u>	<u>\$ 3,114,748</u>	<u>\$ 3,387,257</u>
<b>TOTAL EXPENSES</b>	<u>\$ 9,091,566</u>	<u>\$ 10,372,935</u>	<u>\$ 10,120,557</u>	<u>\$ 10,069,152</u>
<b>ENDING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 2,226,463	\$ 1,230,960	\$ 1,228,604	\$ 761,266
<b>TOTAL ENDING FUND BALANCE</b>	<u>\$ 2,226,463</u>	<u>\$ 1,230,960</u>	<u>\$ 1,228,604</u>	<u>\$ 761,266</u>
<b>IDEAL FUND BALANCE</b>	<u>\$ 1,664,184</u>	<u>\$ 1,766,790</u>	<u>\$ 1,751,452</u>	<u>\$ 1,670,474</u>
<b>OVER (UNDER) IDEAL FUND BALANCE</b>	<u>\$ 562,280</u>	<u>\$ (535,830)</u>	<u>\$ (522,848)</u>	<u>\$ (909,208)</u>

\* Includes budget amendments that were approved by City Council on 2/1/11, 4/19/11, 7/19/11, 8/2/11, and 9/6/11, and a resolution approved on 9/20/11.

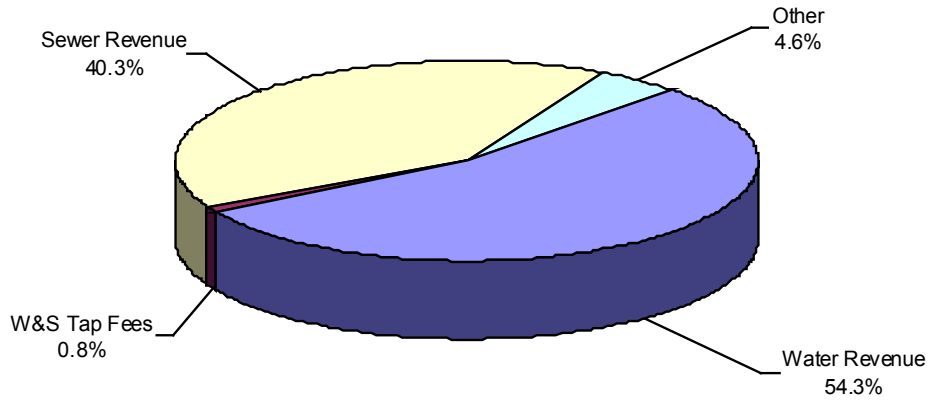
<sup>1</sup> Moved Composting function to Solid Waste Fund beginning FY 2011-12.

# City of Copperas Cove, Texas

## Water & Sewer Fund

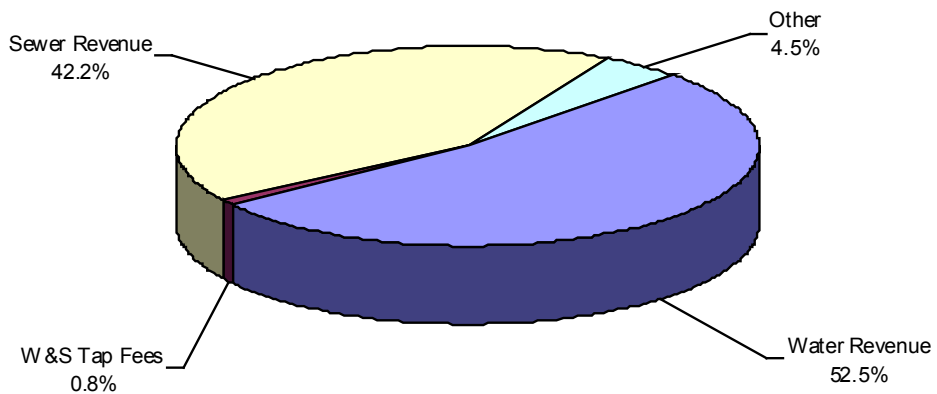
### Comparison of Fiscal Years 2010-11 and 2011-12 Budgeted Revenues By Source

**Fiscal Year 2010-11 Budgeted Revenues**



Total Budgeted Revenues for Fiscal Year 2010-11 are **\$9,385,354**

**Fiscal Year 2011-12 Budgeted Revenues**



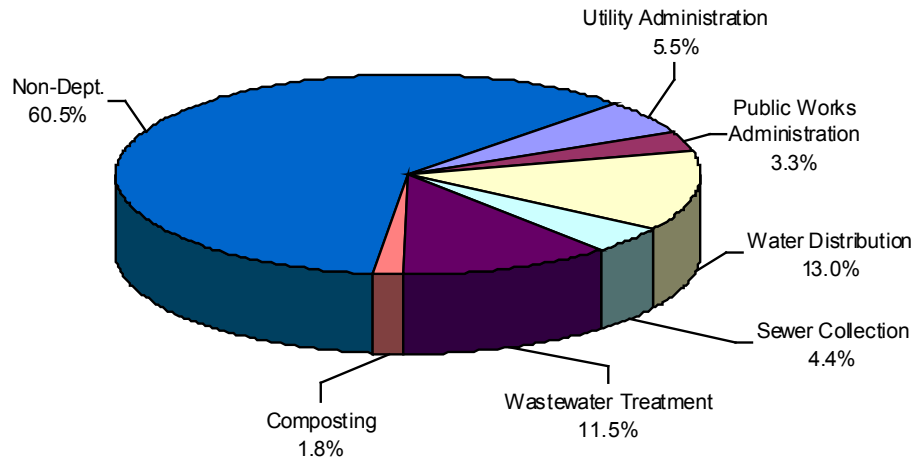
Total Budgeted Revenues for Fiscal Year 2011-12 are **\$9,601,814**

# City of Copperas Cove, Texas

## Water & Sewer Fund

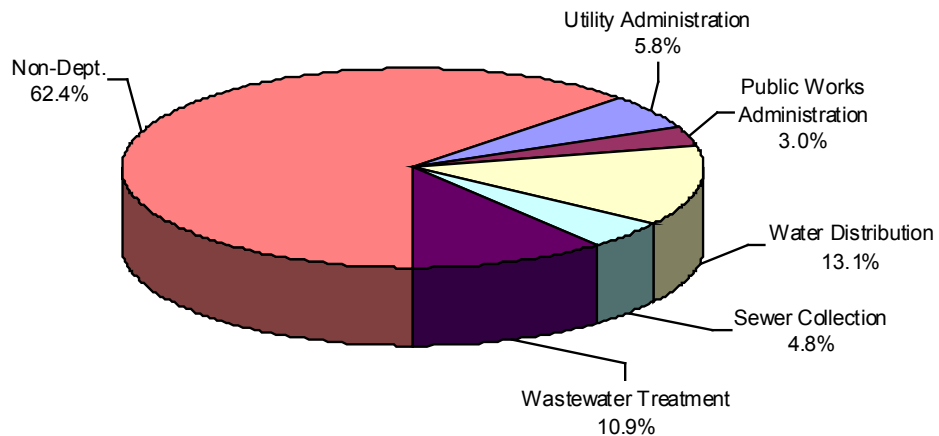
### Comparison of Fiscal Years 2010-11 and 2011-12 Budgeted Expenses By Function

**Fiscal Year 2010-11 Budgeted Expenses**



Total Budgeted Expenses for Fiscal Year 2010-11 are [\\$10,372,935](#)

**Fiscal Year 2011-12 Budgeted Expenses**



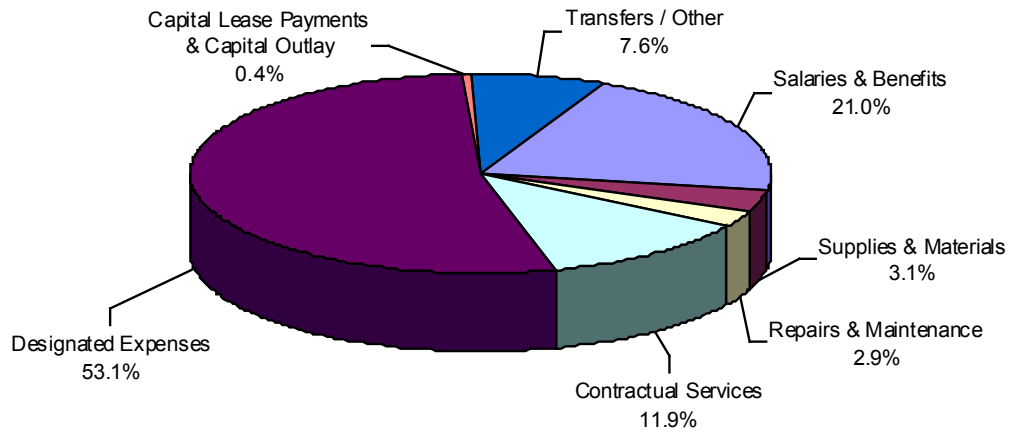
Total Budgeted Expenses for Fiscal Year 2011-12 are [\\$10,069,152](#)

# City of Copperas Cove, Texas

## Water & Sewer Fund

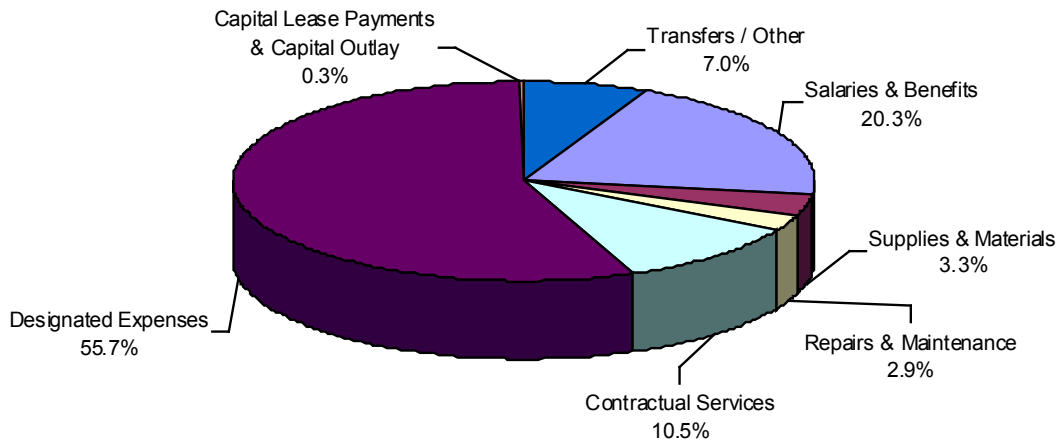
### Comparison of Fiscal Years 2010-11 and 2011-12 Budgeted Expenses By Object

**Fiscal Year 2010-11 Budgeted Expenses**



Total Budgeted Expenses for Fiscal Year 2010-11 are [\\$10,372,935](#)

**Fiscal Year 2011-12 Budgeted Expenses**



Total Budgeted Expenses for Fiscal Year 2011-12 are [\\$10,069,152](#)



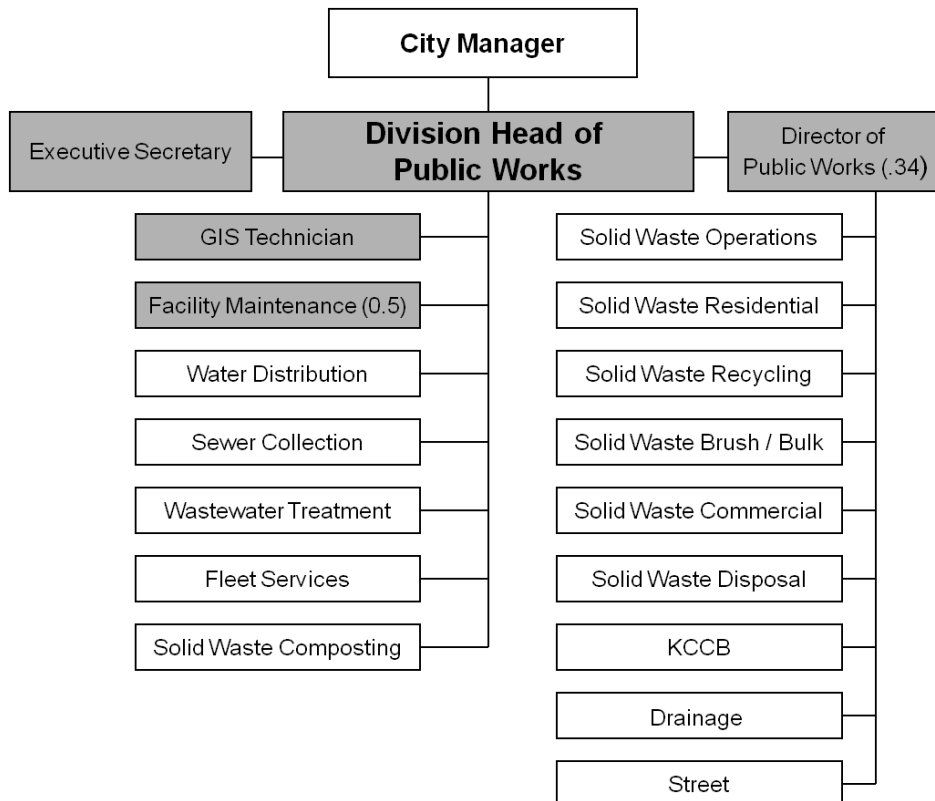
# PUBLIC WORKS



**Left to Right:** James Trevino (Director of Public Works); Stefanie Borchers-Brown (Executive Secretary); Wes Wright (Division Head of Public Works).



Benjamin Smith III (GIS Technician).



*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.*

3.84 Full Time Employees

# ***PUBLIC WORKS***

## **PROGRAM DESCRIPTION**

Administer the City's Wastewater Treatment, Water Distribution, Sewer Collection, Fleet Services, Facility Maintenance, Street, and Drainage departments, and the Solid Waste Division 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 budget, recommend Capital Improvements needed to maintain quality services, and ensure 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 and foster a work environment focused on teamwork.

## **ACHIEVEMENTS FOR FISCAL YEAR 2011**

- All Federal, State and Local requirements were met.
- All departments maintained effective operations within budget constraints.
- Improved relations and service to our customers, both the citizens of Copperas Cove and other city departments.
- All personnel continued training for license/certification requirements.
- Completed the repairs/rehabilitation of the Long Mountain ground storage tank.
- Completed repairs for Allen House, City Hall, Library, and Fire Department roofs.
- Administered SECO grant for air conditioner upgrades at City Hall, Central Fire Station, Library, and Civic Center.
- Designed, bid and reconstructed 7-Mile ground storage tank.
- Provided oversight for design and easement acquisition of Eastside Infrastructure Projects (water and sewer).
- Replaced Weir Gates at Northwest Plant.
- Assisted with Golf Course Effluent Pond Project.

## **CONTINUING OBJECTIVES**

- Continue operations within approved budgets.
- Provide quality 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 2012**

- Complete design, easement acquisition, and construction of Eastside Infrastructure Improvements (water and sewer).
- Work to reduce utility costs and improve efficiency in all departments.
- Educate citizens on all Public Works operations.
- Complete an update the city's water model.
- Plan for the preparation of a sewer/wastewater master plan.
- Complete 7-Mile Tank reconstruction.
- Complete NE Sewer Infrastructure Improvements, Phase 1B, 2A and 2B.

## PUBLIC WORKS

02-8000

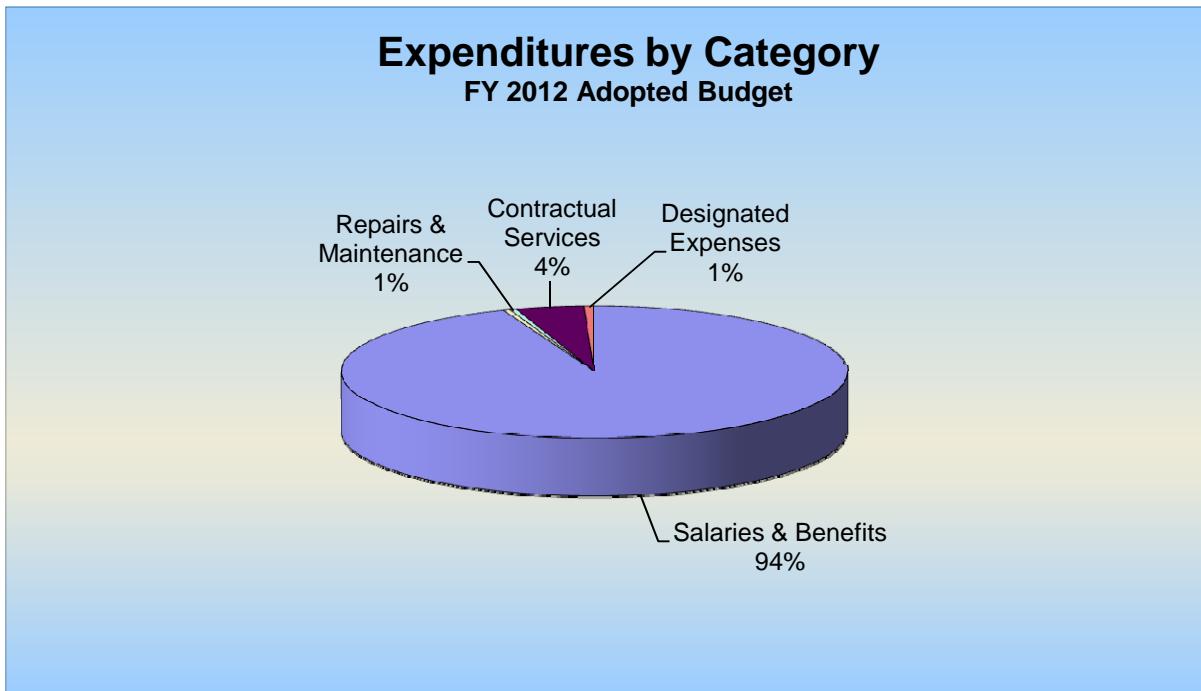
### EXPENDITURE SUMMARY

<b>PUBLIC WORKS ADMINISTRATION</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 Adopted Budget</b>
Salaries & Benefits	166,564	322,916	322,916	281,065
Personnel Support	-	-	-	-
Supplies & Materials	1,435	1,288	1,345	1,287
Repairs & Maintenance	1,130	1,395	1,338	1,300
Contractual Services	5,582	10,960	10,960	12,968
Designated Expenses	1,258	1,373	1,373	1,895
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>175,969</b>	<b>337,932</b>	<b>337,932</b>	<b>298,515</b>

### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Decreases:*

- Salaries & Benefits: FY 2011 expenses included funding the retirement pay-outs to the Division Head of Public Works and the Executive Secretary.



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

**PUBLIC WORKS**

**02-8000**

<b>STAFFING LEVEL</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 Adopted Budget</b>
Executive Secretary	1	1	1	1
Director of Public Works*	1	1	1	0.34
Division Head of Public Works	0	1	1	1
GIS Technician	0	0	0	1
Facility Maintenance	0	0	0	0.5
Custodian	0.25	0	0	0
<b>DIVISION TOTAL</b>	<b>2.25</b>	<b>3</b>	<b>3</b>	<b>3.84</b>

\* Director of Public Works is funded 1/3 between Water & Sewer, Solid Waste and Drainage funds in FY 2012.

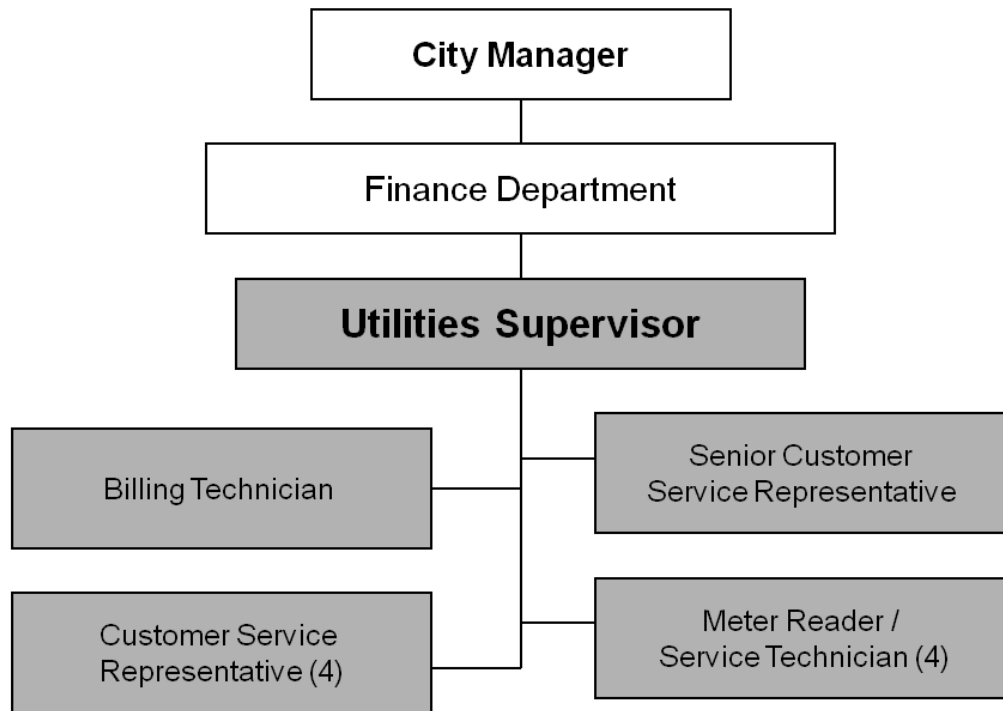
Note: For FY 2012, Planning and Facility Maintenance Departments in General Fund are inactivated. All associated expenditures are being moved to Public Works Administration.

<b>PERFORMANCE MEASURES</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Projection</b>	<b>FY 2012 Target</b>
<b><i>OUTPUTS</i></b>				
# of State and Federal Correspondences (TCEQ, EPA, etc.)	20	<20	16	16
<b><i>EFFICIENCIES</i></b>				
% of Department Purchase Orders / Check Requests Processed within 2 Working Days	99.0%	100.0%	100.0%	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:** June Mantanona (Customer Service Representative); Chong Kim (Customer Service Representative); Lela Taylor (Billing Technician); Greg Higgins (Meter Reader/Service Technician); Silvia Perez (Customer Service Representative); Jeremy Roberts (Meter Reader/Service Technician); Jean Williams (Senior Customer Service Representative); Aaron Paul (Utilities Supervisor); Tre'Manielle Cofield (Customer Service Representative).



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

11 Full Time Employees

# **UTILITY ADMINISTRATION**

## **PROGRAM DESCRIPTION**

The Utility Administration Division of the Finance Department bills and collects for all City utility services and maintains accurate accounting for water, wastewater, solid waste and drainage fee revenue. The division accomplishes all monthly meter reading, performs utility service work orders, handles bad debt and collection issues and provides customer counseling with conservation and water use recommendations. Additionally, the Utility Administration Division processes new accounts, disconnects, and requests for additional services related to City utilities. Responsibility for assessing and collecting penalties and late charges also falls upon the Utility Administration Division.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Ensure the efficient delivery of timely and accurate billing and payment information.
- Perform accurate and timely monthly meter readings.
- Ensure prompt notification to customers regarding failure issues.
- Attract and retain quality employees.

## **ACHIEVEMENTS FOR FISCAL YEAR 2011**

- Completed annual operating budget.
- Provided additional staff customer service training to improve communication skills with citizens on a daily basis.
- Reviewed and performed internal audit of Drainage accounts, outstanding refunds, and bad debt accounts.
- Took assertive approach on collecting outstanding balances.

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

## **GOALS FOR FISCAL YEAR 2012**

- Implement Outbound Calling System.

## UTILITY ADMINISTRATION

02-8100

### EXPENDITURE SUMMARY

UTILITY ADMINISTRATION	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	387,121	390,858	389,858	403,775
Personnel Support	-	-	-	-
Supplies & Materials	76,720	84,766	84,928	88,087
Repairs & Maintenance	28,262	38,924	38,061	30,111
Contractual Services	59,112	56,979	58,680	60,289
Designated Expenses	3,070	3,349	3,349	3,350
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	1,100	-	-	-
<b>Total</b>	<b>555,385</b>	<b>574,876</b>	<b>574,876</b>	<b>585,612</b>

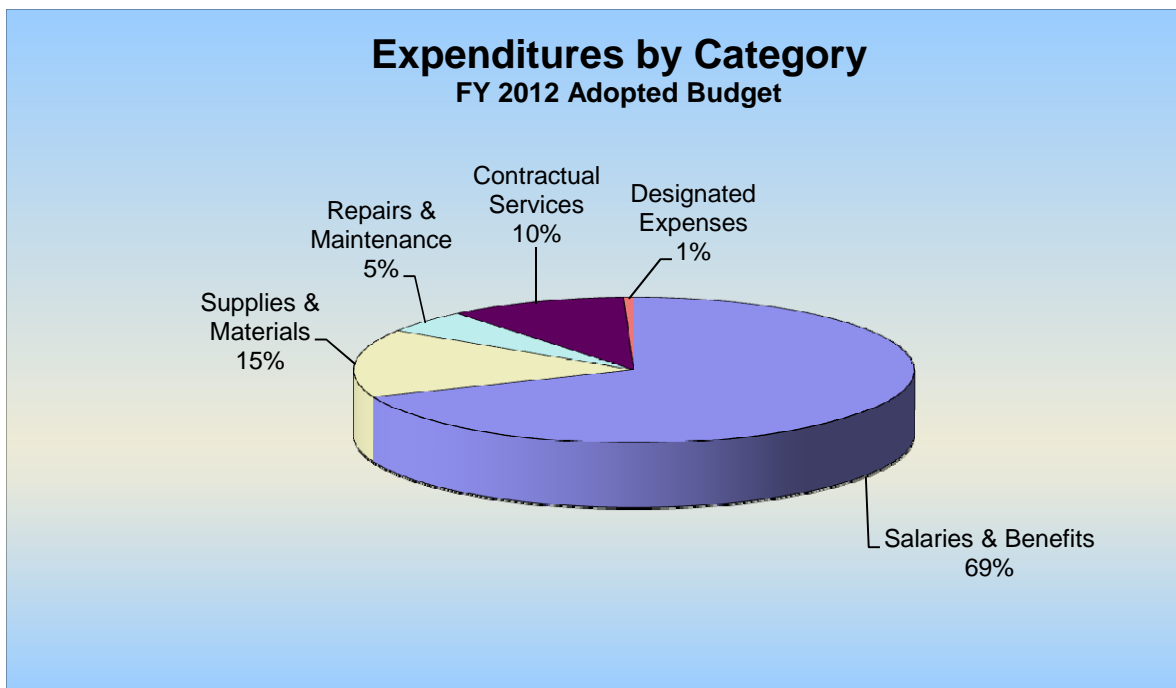
### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Salaries & Benefits: A Meter Reader/Service Technician position was vacant for a portion of FY 2011.

*Decreases:*

- Repairs & Maintenance: Include a \$9,780 decrease for equipment repairs and maintenance.



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

## UTILITY ADMINISTRATION

02-8100

<b>STAFFING LEVEL</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 Adopted Budget</b>
Senior Customer Service Representative	1	1	1	1
Customer Service Representative	4	4	4	4
Utilities Supervisor	1	1	1	1
Billing Technician	1	1	1	1
Meter Reader / Service Technician	4	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 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Projection</b>	<b>FY 2012 Target</b>
<b><i>OUTPUTS</i></b>				
# of Utility Customers	12,072	12,272	12,031	12,200
# of Meters Reads	144,864	147,264	156,784	146,400
# of Disconnects for Non-Payment	1,100	1,000	1,000	1,000
# of Payment Transactions	111,067	111,000	105,236	107,264
<b><i>EFFICIENCIES</i></b>				
# of Meter Reads per Month per Reader	4,024	4,091	4,010	4,067
# of Customers per Utility Customer Service Representative	2,414	2,454	2,406	2,440
# of Payment Transactions per Utility Customer Service Representative	22,213	22,200	21,047	21,453
<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	13.0%	14.0%	10.0%	12.0%
% of Payments Received Online	11.0%	12.0%	14.0%	13.0%



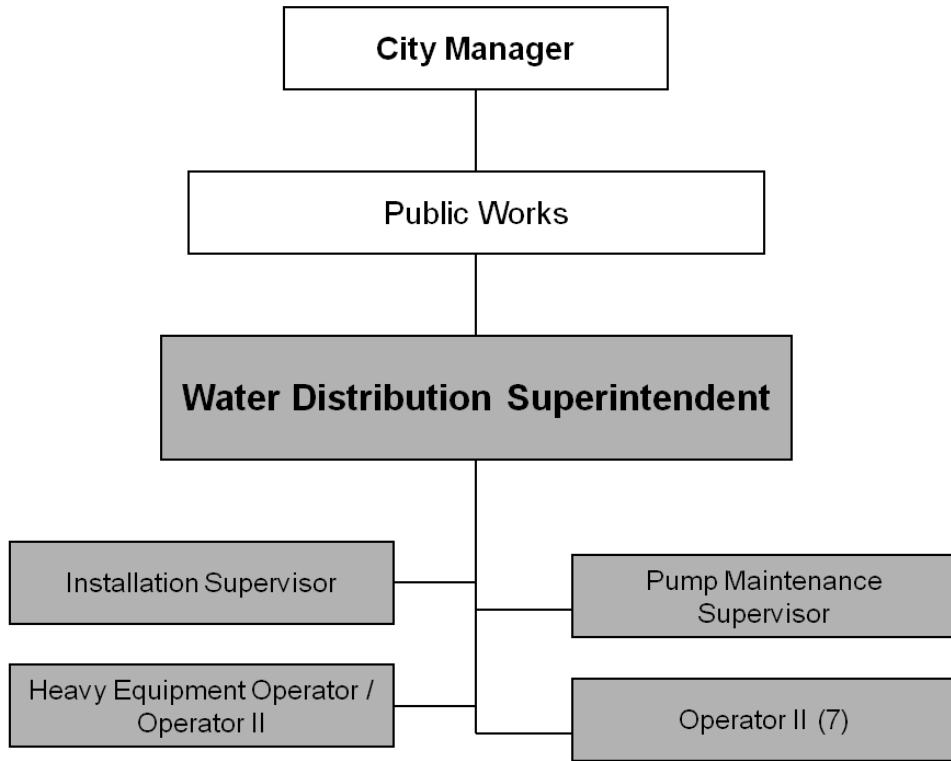
# WATER DISTRIBUTION



**Left to Right:**

**Front Row:** Ed Gallen (Operator II); Lorens Mora (Operator II); Daniel Hawbecker (Water Distribution Superintendent); Jerry Hardcastle (Heavy Equipment Operator/Operator II); Timothy Burson (Operator II).

**Back Row:** Thomas Haire (Installation Supervisor); Kelvin Harper (Operator II); Mark Flock (Operator II); Corey Chambers (Operator II).



*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 226 miles of water distribution lines, 13 water storage tanks, 11 pump/motor stations, approximately 1,000 fire hydrants, 12,500 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 2011**

- 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 Mickan Mountain Pump / Storage Facility.
- Completed Rehab of 200,000 gallon ground storage tank at Long Mountain.
- Converted 1200 block of South 23<sup>rd</sup> Street, Circle Drive, and Brantley Avenue from Central Pressure Plane to Mountain Top Pressure to provide improved water pressure area.
- Installed two Automatic Flushing Assemblies on dead-end water mains.
- Completed required quarterly testing of THM's, HAA's, monthly bacteriological water sampling, monochloramines, ammonia, nitrite and nitrate water samplings.
- The 1-year warranty inspection was conducted on the Taylor Mountain 250,000 gallon ground storage tank.
- Completed 564 work orders, repaired 45 water main breaks, repaired 29 service line leaks, repaired 45 fire hydrants, replaced 110 curb stops, and made 5 water taps.
- Published the Water Department's 2010 Consumer Confidence Report.

## **CONTINUING OBJECTIVES**

- Continue the Five 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 2012**

- Complete 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 by re-locating meters from backyards to front.
- Replace SCADA System's two computers.
- 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.
- Complete engineering design plans for the rehab of the 1 MG Ground Storage Tank at Taylor Mountain.
- Install 16" Insta-valve on 16" transmission line going from Mickan Mountain Pump / Storage Facility to the Taylor Mountain Pump / Storage Facility.
- Publish the 2011 Consumer Confidence Report on schedule.
- Install two automated flushing devices on dead-end water mains.
- Have professional Engineer inspect 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.
- Install 16" transmission water line from Eastside Pump / Storage Facility to the 7-Mile Pump / Storage Facility.
- Replace 2<sup>nd</sup> of two Cedar Grove 6" water meters.

## WATER DISTRIBUTION

02-8200

### EXPENDITURE SUMMARY

WATER DISTRIBUTION	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	474,368	504,436	518,135	504,052
Personnel Support	-	-	-	-
Supplies & Materials	84,331	114,546	134,061	145,115
Repairs & Maintenance	128,661	123,555	114,200	113,592
Contractual Services	503,841	545,766	520,518	496,812
Designated Expenses	34,965	35,198	38,387	39,399
Capital Lease Payments	23,199	23,199	23,199	19,333
Capital Outlay & Improvements	14,251	-	-	-
<b>Total</b>	<b>1,263,616</b>	<b>1,346,700</b>	<b>1,348,500</b>	<b>1,318,303</b>

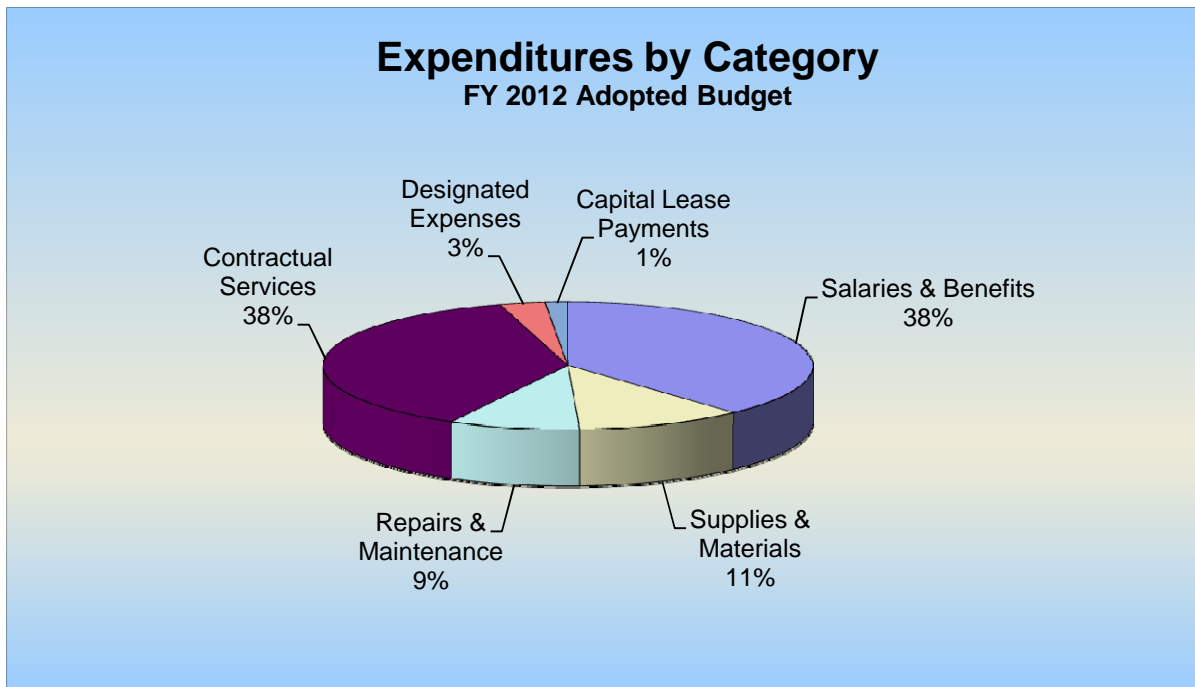
### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Supplies & Materials: Include \$3,865 increase for pipe supplies and water meters and \$5,430 increase for chemicals.

*Decreases:*

- Salaries & Benefits: Decrease due to position vacancies throughout FY 2011.
- Contractual Services: Include \$14,300 decrease in consulting fees and \$9,644 decrease in utilities cost.



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

## WATER DISTRIBUTION

02-8200

STAFFING LEVEL	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Heavy Equipment Operator / Operator II	1	1	1	1
Installation Supervisor	1	1	1	1
Water Distribution Superintendent	1	1	1	1
Operator II	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>

PERFORMANCE MEASURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Projection	FY 2012 Target
<b>OUTPUTS</b>				
# of Water Meters Installed for New Construction	234	205	240	200
Water Lines Maintained (in miles)	225	225	226	228
# of Service Lines Repaired	39	38	29	30
# of Water Mains Repaired	49	45	45	40
# of Fire Hydrants Repaired	40	25	45	37
Water Storage Capacity (gallons)	8,300,000	8,300,000	8,100,000	8,600,000
Replacements of Water Meters	147	130	105	150
Water Meters Tested for Accuracy	311	750	75	200
Curb Stops Replacements	107	115	110	110
Bacteriological Water Sampling	487	491	491	490
Chlorine Residual Monitoring	845	840	848	844
Installation of Automatic Flushing Devices	3	2	2	2
Monochloramines, Free Ammonia, Nitrite & Nitrate Sampling	750	780	901	950
Pumps Rebuilt / Replaced	3	1	0	2
New Pumps	0	0	0	0
Pump Motors Rebuilt / Replaced	2	1	1	2
New Pump Motors	0	0	0	0
Rehab / Replaced Water Storage Tanks	1	1	1	2
New Water Storage Tank	0	0	0	0
Inspection / Cleaning Water Storage Tanks	14	14	13	13
<b>EFFICIENCIES</b>				
Maintenance Cost per Mile of Water Lines	\$5,616.07	\$5,985.33	\$5,966.81	\$5,782.03
Accuracy Register Water	\$35,000	\$55,350	\$8,265	\$18,250
Maintain Chlorine Residual Required by TCEQ	\$30,000	\$40,385	\$37,950	\$39,795
Maintenance Cost for Pumps & Motors	\$15,000	\$59,000	\$42,000	\$36,000
Maintenance Cost for Storage Tanks	\$15,000	\$177,200	\$128,500	\$27,300
<b>EFFECTIVENESS</b>				
% of Unaccounted Water Loss	20.2%	18.0%	5.4%	10.0%
# of Bacteriological Water Sample Positives	1*	0	0	0

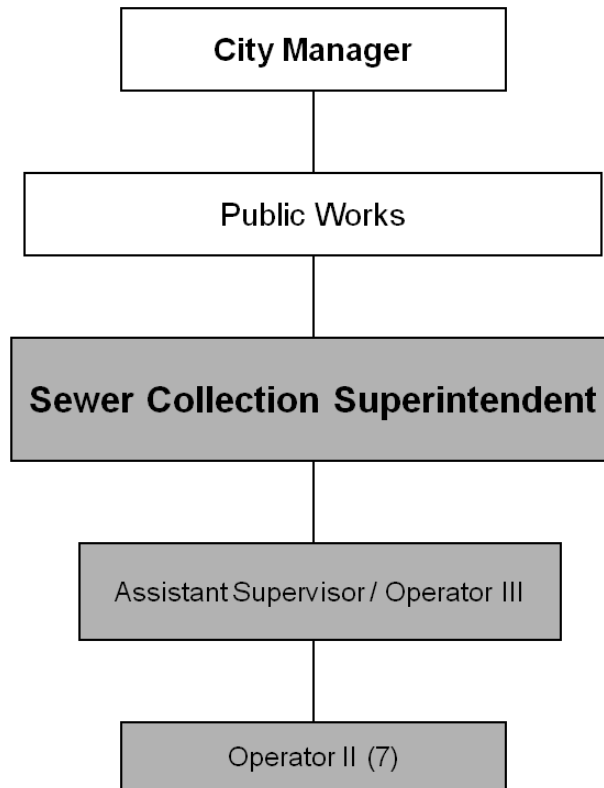
\* Positive construction sample.

# SEWER COLLECTION



**Left to Right:**

Frank Lagunero (Operator II); Paul Cuevas (Assistant Supervisor/Operator III); Jessie Smith (Operator II); John Rogers (Operator II); Dennis Courtney (Superintendent); 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 375 miles of various size wastewater main and lateral lines, approximately 2,915 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 2011**

- Removed/repared and replaced major components from five of the 16 sewer lift stations throughout the city.
- Responded to 159 service calls.
- Cleaned approximately 802,900 linear feet of City sewer main.
- Raised 26 manholes throughout the City.
- Two manholes were replaced, one at Phyllis Drive and Deorsam Drive, and the other at Meadow Lane and Live Oak Drive.
- Forty feet of City main replaced at Valley Drive.
- Twenty feet of City main replaced at Henry Street.
- Fifteen feet of City main replaced at Georgetown Road.
- Twenty-five feet of City main replaced behind Subway by Georgetown Road.

## **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 2012**

- 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

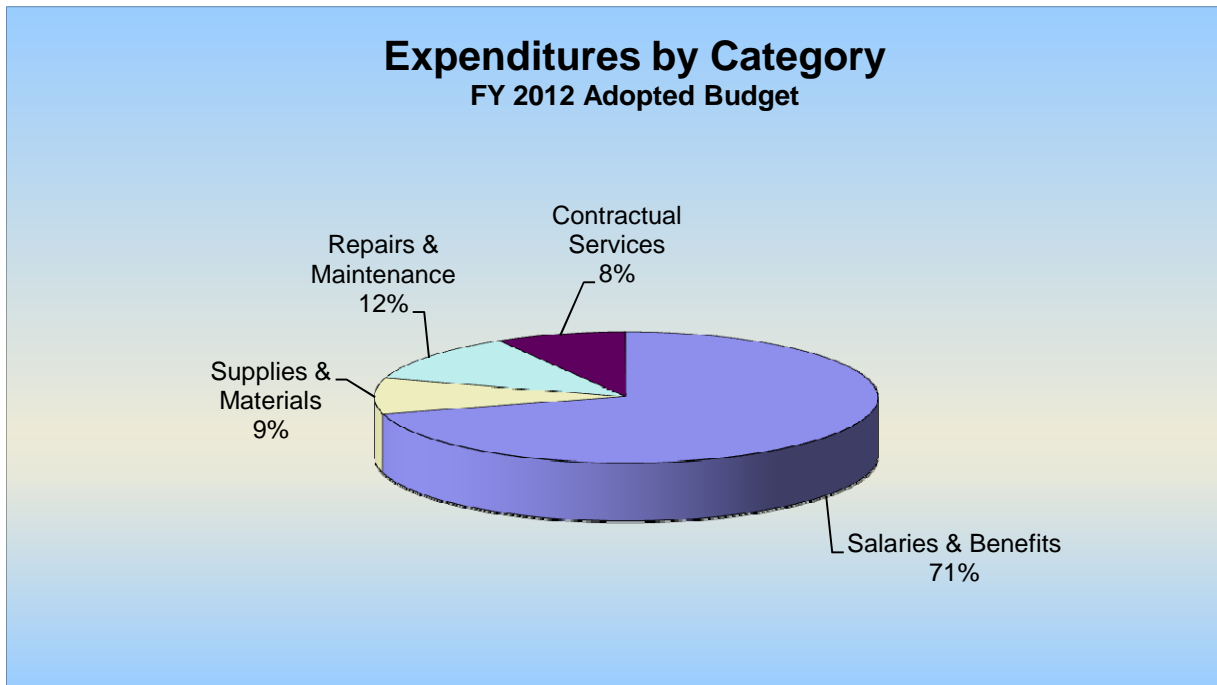
## EXPENDITURE SUMMARY

SEWER COLLECTION	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	336,084	327,626	360,626	343,642
Personnel Support	-	-	-	-
Supplies & Materials	32,850	44,896	44,896	42,831
Repairs & Maintenance	51,041	37,333	56,563	58,010
Contractual Services	34,425	36,348	37,348	40,412
Designated Expenses	355	387	387	387
Capital Lease Payments	16,509	6,879	6,879	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>471,264</b>	<b>453,469</b>	<b>506,699</b>	<b>485,282</b>

### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Decreases:*

- Salaries & Benefits: Decrease due to position vacancies for portions of FY 2011.
- Capital Lease Payments: Paid loan off in FY 2011.



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

## SEWER COLLECTION

02-8300

STAFFING LEVEL	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
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>

Note: For FY 2012, one Operator II position is unfunded.

PERFORMANCE MEASURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Projection	FY 2012 Target
<b>OUTPUTS</b>				
Sewer Lines Maintained (in miles)	375	375	375	377
# of Lift Stations	16	16	16	16
Sewer Lines Cleaned (in linear feet)	1,138,667	2,000,000	802,900	2,000,000
Manholes Cleaned / Inspected	2,633	3,600	2,004	3,600
Sewer Line Stoppages Cleared	44	25	42	25
<b>EFFICIENCIES</b>				
Maintenance Cost per Mile of Sewer Lines	\$1,257	\$1,209	\$1,351	\$1,287
<b>EFFECTIVENESS</b>				
% of stormwater infiltration into the sewer collection system	20%	20%	20%	20%
% of Service Calls Responded to Within 30 Minutes	100.0%	100.0%	100.0%	100.0%



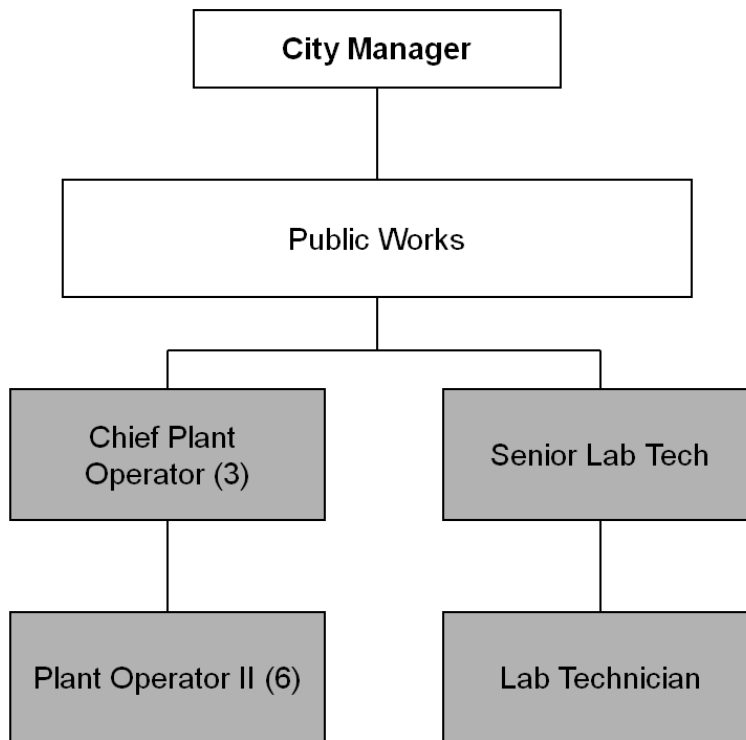
# WASTEWATER TREATMENT



**Left to Right:**

**Kneeling:** Tony Castro (Operator II); Mark Summerlin (Operator II).

**Back Row:** Jim Hillin (Operator II); Thomas Brooks (Operator II); Bardell Gilliard (Operator II); James Malone (Chief Plant Operator); Kenneth Wilgus (Chief Plant Operator); Patrick Bray (Lab Technician); Chris Altott (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 2011**

- 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.
- Operated all three treatment plants with no unauthorized discharges (spills) of untreated wastewater.
- Completed rehabilitation of Northwest Plant Weir Gates.
- Received new operational permit for Northeast Plants.

## **CONTINUING OBJECTIVES**

- Reduce operational costs through effective and efficient operational techniques.
- Thoroughly maintain existing facilities and equipment.
- 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 2012**

- Identify ways to reduce operational costs at wastewater plants.
- Identify and plan for future equipment and facility repairs.

## WASTEWATER TREATMENT

02-8400

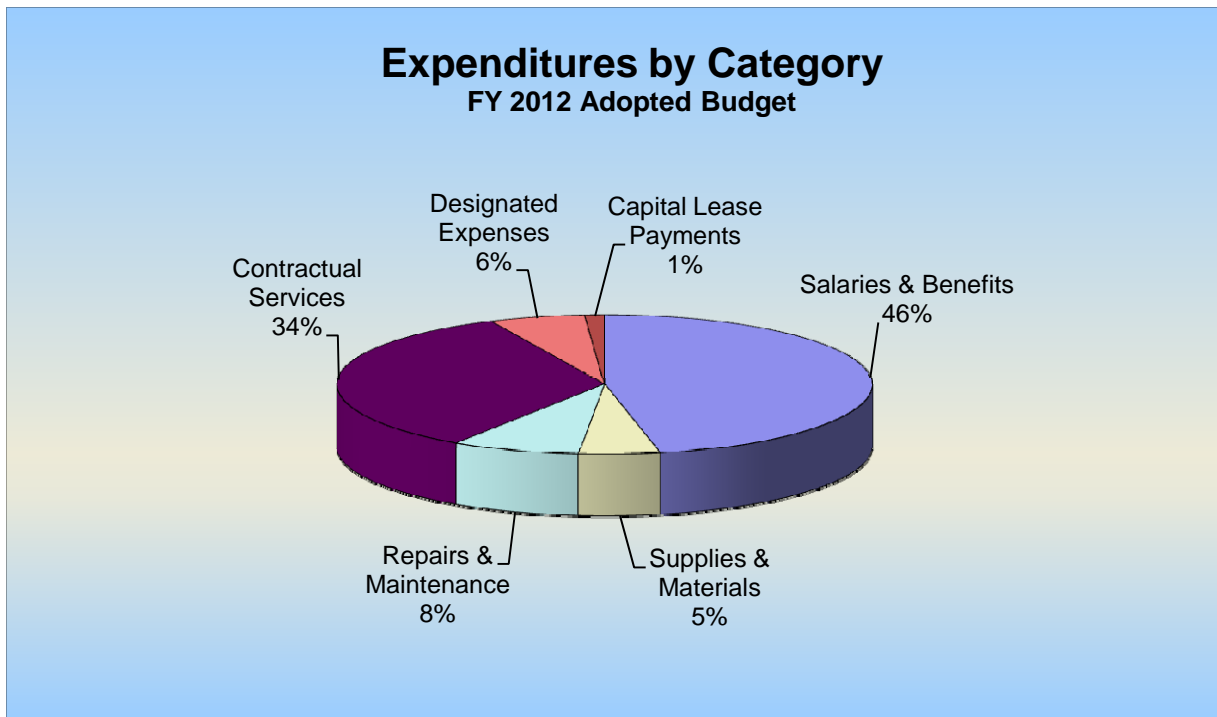
### EXPENDITURE SUMMARY

WASTEWATER TREATMENT	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	486,451	497,401	509,401	511,389
Personnel Support	-	-	-	-
Supplies & Materials	49,758	59,191	61,241	53,827
Repairs & Maintenance	123,390	66,575	83,700	85,221
Contractual Services	448,518	492,948	377,800	369,400
Designated Expenses	66,099	63,454	63,387	63,387
Capital Lease Payments	15,609	15,610	15,610	13,008
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>1,189,825</b>	<b>1,195,179</b>	<b>1,111,139</b>	<b>1,096,232</b>

### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Decreases:*

- Supplies & Materials: Include a \$8,000 decrease for repair parts.
- Contractual Services: Include \$7,200 decrease in utilities cost.
- Capital Lease Payments: Reduction in capital lease payments for a dump truck purchased in a prior year.



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

## WASTEWATER TREATMENT

02-8400

<b>STAFFING LEVEL</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 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 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Projection</b>	<b>FY 2012 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	740	800
<b><i>EFFICIENCIES</i></b>				
Operating Cost per Million Gallons of Wastewater Treated	\$1,081.66	\$1,086.53	\$1,501.54	\$1,370.29
<b><i>EFFECTIVENESS</i></b>				
In Full Compliance with all State and Federal Regulations (# of Minor Excursions)	Yes	Yes	Yes	Yes

# 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.

## Long Mountain Water Tank Rehabilitation



## NON - DEPARTMENTAL

02-8500

### EXPENDITURE SUMMARY

NON-DEPARTMENTAL	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	-	-	-	-
Supplies & Materials	-	-	-	-
Repairs & Maintenance	5,605	7,142	7,142	7,142
Contractual Services	59,479	87,710	75,315	78,234
Designated Expenses	2,089,380	2,184,975	2,184,975	2,123,464
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	12,175	-	-	-
Transfers Out & Contingency	742,500	790,826	771,909	705,000
Debt Service	2,353,889	3,207,586	3,016,560	3,371,368
<b>Total</b>	<b>5,263,028</b>	<b>6,278,239</b>	<b>6,055,901</b>	<b>6,285,208</b>

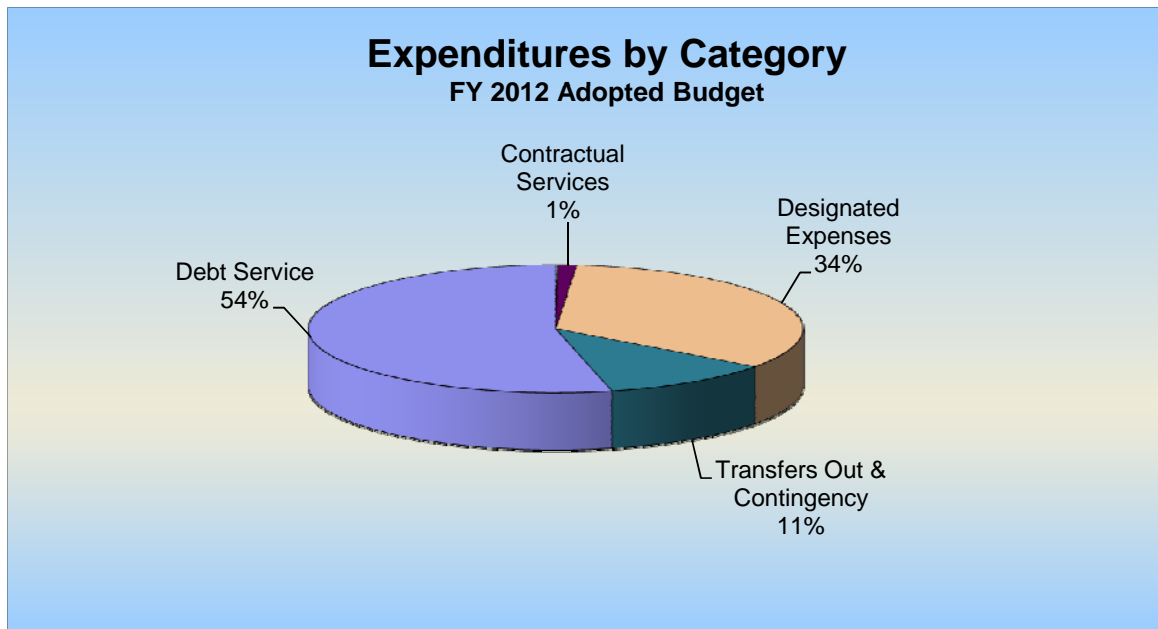
### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Debt Service: Increase for the portion of debt to be paid from the Water and Sewer Fund in FY 2012.

*Decreases:*

- Designated Expenses: Include a \$19,011 decrease in water purchases expense. Also, no CDBG grant match was funded for FY 2012. A CDBG grant match of \$55,000 was funded in FY 2011 for the Waterline project.
- Transfers Out & Contingency: \$690,000 administrative transfer to General Fund; and \$15,000 contingency.



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



# SOLID WASTE FUND



Recycle Michael with a Meet the City attendee, September 21, 2011



Student making a bottle recycle deposit

# 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 eight departments; solid waste administration, solid waste collection-residential, solid waste collection-recycling, solid waste collection-brush and bulk, solid waste collection-commercial, Keep Copperas Cove Beautiful (KCCB), solid waste collection-composting, 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 2012 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, and composting 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 13,016 residential and commercial customers through the Solid Waste Fund. Garbage Collection Fees provides 81.6% 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>FY 2008 ACTUAL</b>	<b>FY 2009 ACTUAL</b>	<b>FY 2010 ACTUAL</b>	<b>FY 2011 PROJECTION</b>	<b>FY 2012 ADOPTED</b>
<b>REVENUES</b>					
Garbage Collection Fees	2,314,434	2,348,983	2,496,207	2,521,710	2,517,248
Sanitary Landfill Fees	402,194	328,533	336,267	300,000	315,000
Charges for Services	133,389	148,803	93,473	91,818	111,184
Interest Income	25,554	6,484	1,791	1,700	1,700
Other Income	133,268	128,362	166,145	131,500	137,750
<b>TOTAL</b>	<b>3,008,838</b>	<b>2,961,165</b>	<b>3,093,883</b>	<b>3,046,728</b>	<b>3,082,882</b>
<b>EXPENSES</b>					
Salaries & Benefits	704,625	759,896	766,583	795,247	1,021,617
Supplies & Materials	208,081	156,413	147,522	227,190	230,791
Repairs & Maintenance	123,024	132,341	108,444	110,254	139,704
Contractual Services	55,290	60,529	50,012	61,203	82,018
Designated Expenses	1,347,312	1,228,973	1,098,074	1,205,978	1,327,008
Capital Lease Payments & Capital Outlay	17,747	-	267,226	159,133	35,247
Transfers / Other	428,000	428,000	428,000	428,000	428,000
<b>TOTAL</b>	<b>2,884,078</b>	<b>2,766,152</b>	<b>2,865,862</b>	<b>2,987,005</b>	<b>3,264,385</b>
Revenues Over / (Under) Expenses	124,760	195,013	228,021	59,723	(181,503)
<b>TOTAL</b>	<b>3,008,838</b>	<b>2,961,165</b>	<b>3,093,883</b>	<b>3,046,728</b>	<b>3,082,882</b>

**CITY OF COPPERAS COVE  
FISCAL YEAR 2011-12 ADOPTED BUDGET  
SOLID WASTE FUND  
SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE**

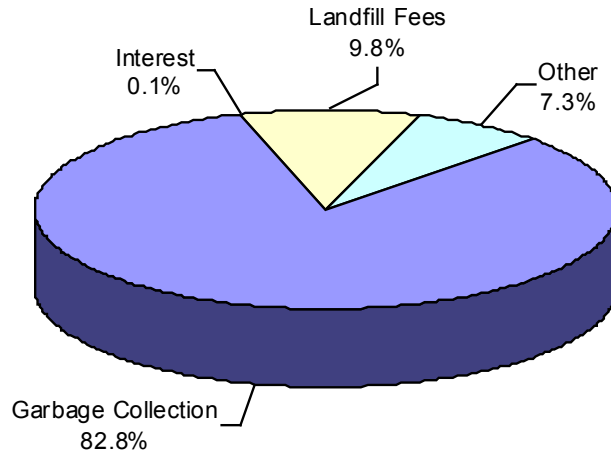
Description	Actual FY 2009-10	Budget* FY 2010-11	Projected FY 2010-11	Adopted FY 2011-12
<b>BEGINNING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 721,390	\$ 806,954	\$ 949,411	\$ 1,009,134
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>\$ 721,390</b>	<b>\$ 806,954</b>	<b>\$ 949,411</b>	<b>\$ 1,009,134</b>
<b>REVENUES:</b>				
Refuse Collection Fees	\$ 2,538,532	\$ 2,564,538	\$ 2,564,538	\$ 2,560,000
Senior Discount	(42,325)	(42,828)	(42,828)	(42,752)
Sanitary Landfill Fees	336,267	300,000	300,000	315,000
Recycling Proceeds	35,973	31,619	31,619	33,144
Sale of Kraft Bags	8,345	10,041	10,041	11,520
Sale of Scrap Metal	13,007	14,200	14,200	15,000
Commercial Reload/Overloan Fees	2,739	10,000	10,000	10,000
Return Service/Overload/Excess	7,413	1,908	1,908	1,100
Auto-Lid Locks	871	850	850	850
Rear Load Dumpster Rental	2,311	1,500	1,500	1,650
Roll-Off Rental Income	19,254	20,000	20,000	20,000
Bulky/White Goods Collection	2,998	1,200	1,200	1,320
Container Removal from Curb	563	500	500	600
Composting Sales Revenue	-	-	-	16,000
Subtotal	<u>\$ 2,925,947</u>	<u>\$ 2,913,528</u>	<u>\$ 2,913,528</u>	<u>\$ 2,943,432</u>
Interest Revenue	\$ 1,791	\$ 1,700	\$ 1,700	\$ 1,700
Late Charge For Billing	149,002	130,000	130,000	131,250
Auction Proceeds	15,827	-	-	5,000
Miscellaneous Revenues	1,316	1,500	1,500	1,500
Subtotal	<u>\$ 167,936</u>	<u>\$ 133,200</u>	<u>\$ 133,200</u>	<u>\$ 139,450</u>
<b>TOTAL REVENUES</b>	<b>\$ 3,093,883</b>	<b>\$ 3,046,728</b>	<b>\$ 3,046,728</b>	<b>\$ 3,082,882</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>\$ 3,815,273</b>	<b>\$ 3,853,682</b>	<b>\$ 3,996,139</b>	<b>\$ 4,092,016</b>
<b>OPERATING EXPENSES:</b>				
Solid Waste Administration (90)	\$ 220,617	\$ 218,674	\$ 217,795	\$ 265,092
Solid Waste Collection - Residential (91-01)	223,324	286,480	286,238	269,039
Solid Waste Collection - Recycling (91-02)	112,781	129,305	129,272	132,674
Solid Waste Collection - Brush (91-03)	111,456	121,292	123,734	133,614
Solid Waste Collection - Commercial (91-04)	167,998	199,202	197,002	225,937
Solid Waste Collection - KCCB (91-05)	23,426	23,212	23,212	25,997
Solid Waste Composting (91-06) <sup>1</sup>	-	-	-	188,952
Solid Waste Disposal (92)	1,131,849	1,200,622	1,201,534	1,278,197
Non-Departmental (95)	500,933	501,893	501,893	518,455
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 2,492,385</b>	<b>\$ 2,680,680</b>	<b>\$ 2,680,680</b>	<b>\$ 3,037,957</b>
<b>OTHER EXPENSES:</b>				
Capital Lease Payments	\$ 267,226	\$ 159,133	\$ 159,133	\$ 35,247
Principal & Int Debt Pymts	106,253	147,192	147,192	191,181
<b>TOTAL OTHER EXPENSES</b>	<b>\$ 373,479</b>	<b>\$ 306,325</b>	<b>\$ 306,325</b>	<b>\$ 226,428</b>
<b>TOTAL EXPENSES</b>	<b>\$ 2,865,862</b>	<b>\$ 2,987,005</b>	<b>\$ 2,987,005</b>	<b>\$ 3,264,385</b>
<b>ENDING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 949,411	\$ 866,677	\$ 1,009,134	\$ 827,631
<b>TOTAL ENDING FUND BALANCE</b>	<b>\$ 949,411</b>	<b>\$ 866,677</b>	<b>\$ 1,009,134</b>	<b>\$ 827,631</b>
<b>IDEAL FUND BALANCE</b>	<b>\$ 623,096</b>	<b>\$ 670,170</b>	<b>\$ 670,170</b>	<b>\$ 759,489</b>
<b>OVER (UNDER) IDEAL FUND BALANCE</b>	<b>\$ 326,315</b>	<b>\$ 196,507</b>	<b>\$ 338,964</b>	<b>\$ 68,142</b>

\* Includes budget amendments that were approved by City Council on 2/1/11, 4/19/11, 7/19/11, 8/2/11, and 9/6/11, and a resolution approved on 9/20/11.

<sup>1</sup> Composting function moved from Water & Sewer Fund to Solid Waste Fund beginning FY 2011-12.

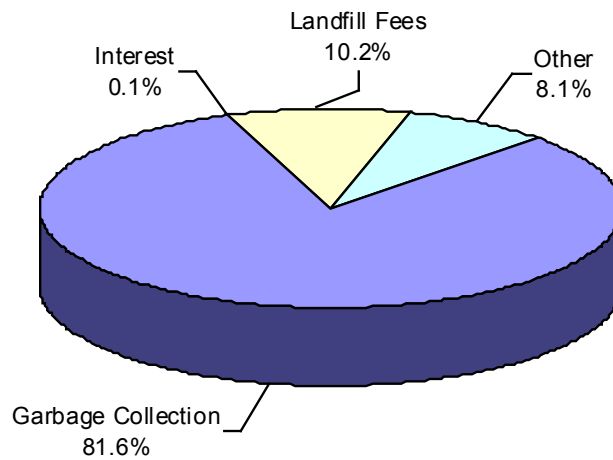
**City of Copperas Cove, Texas**  
**Solid Waste Fund**  
**Comparison of Fiscal Years 2010-11 and 2011-12 Budgeted Revenues**  
**By Source**

**Fiscal Year 2010-11 Budgeted Revenues**



Total Budgeted Revenues for Fiscal Year 2010-11 are **\$3,046,728**

**Fiscal Year 2011-12 Budgeted Revenues**



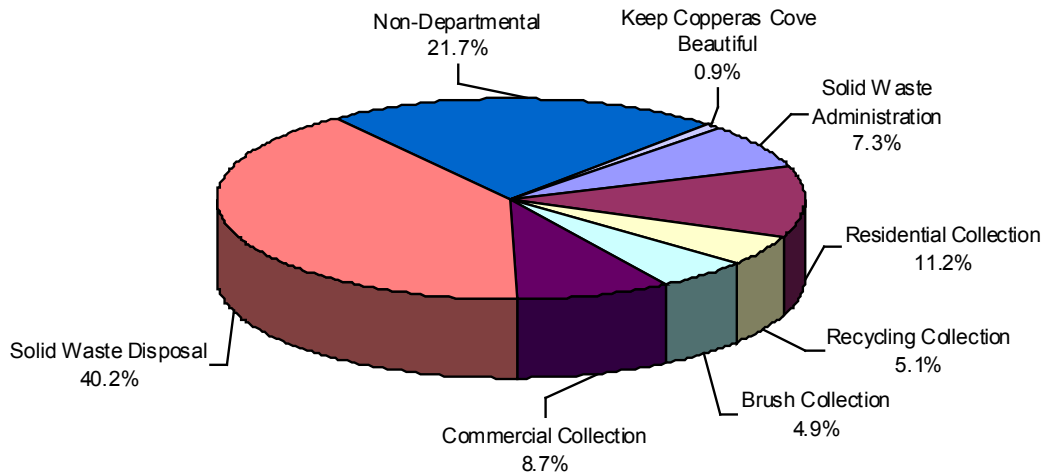
Total Budgeted Revenues for Fiscal Year 2011-12 are **\$3,082,882**

# City of Copperas Cove, Texas

## Solid Waste Fund

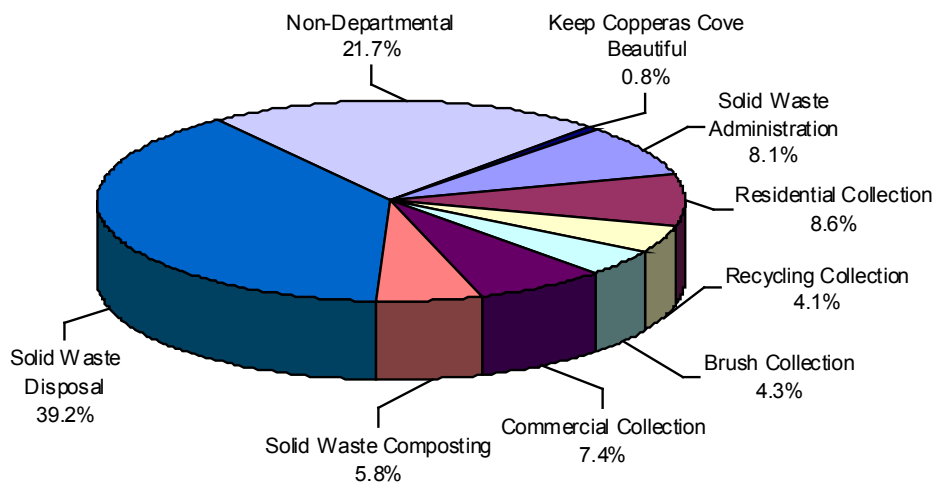
### Comparison of Fiscal Years 2010-11 and 2011-12 Budgeted Expenses By Function

**Fiscal Year 2010-11 Budgeted Expenses**



Total Budgeted Expenses for Fiscal Year 2010-11 are [\\$2,987,005](#)

**Fiscal Year 2011-12 Budgeted Expenses**



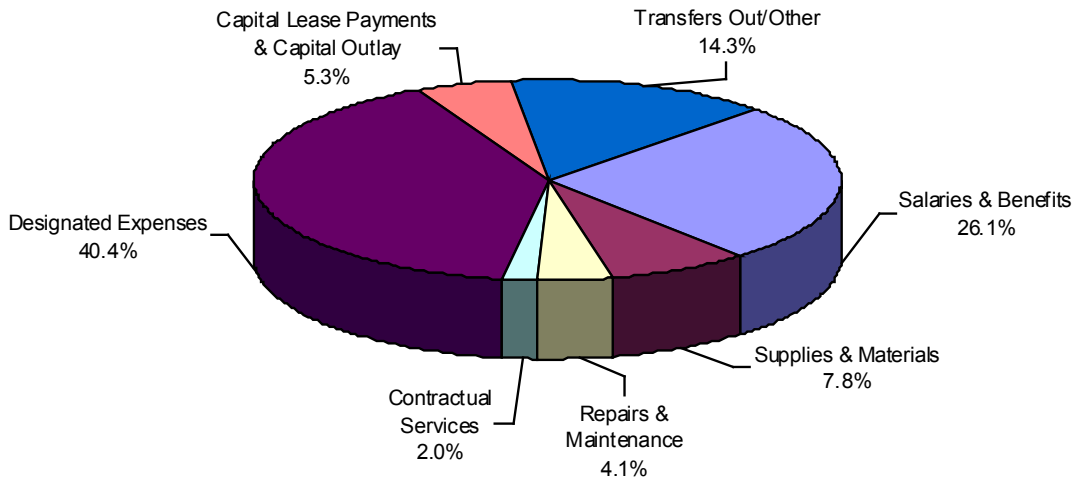
Total Budgeted Expenses for Fiscal Year 2011-12 are [\\$3,264,385](#)

# City of Copperas Cove, Texas

## Solid Waste Fund

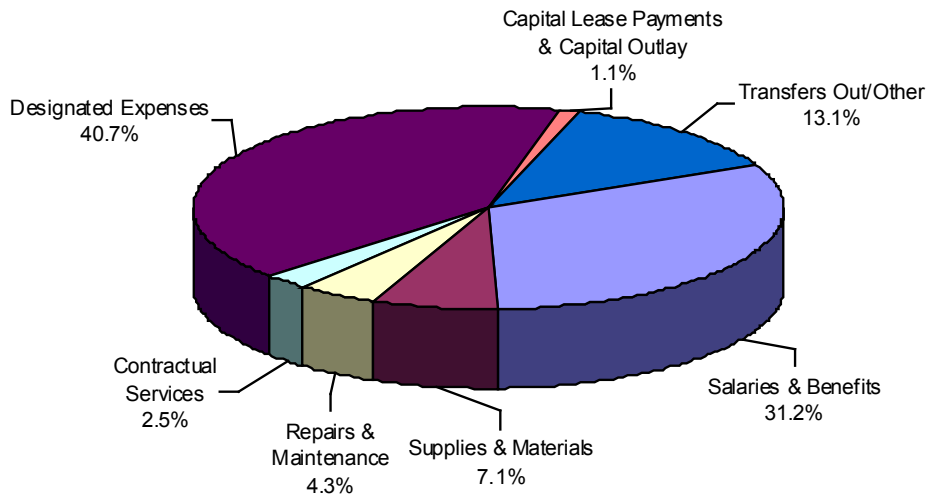
### Comparison of Fiscal Years 2010-11 and 2011-12 Budgeted Expenses By Object

**Fiscal Year 2010-11 Budgeted Expenses**



Total Budgeted Expenses for Fiscal Year 2010-11 are [\\$2,987,005](#)

**Fiscal Year 2011-12 Budgeted Expenses**

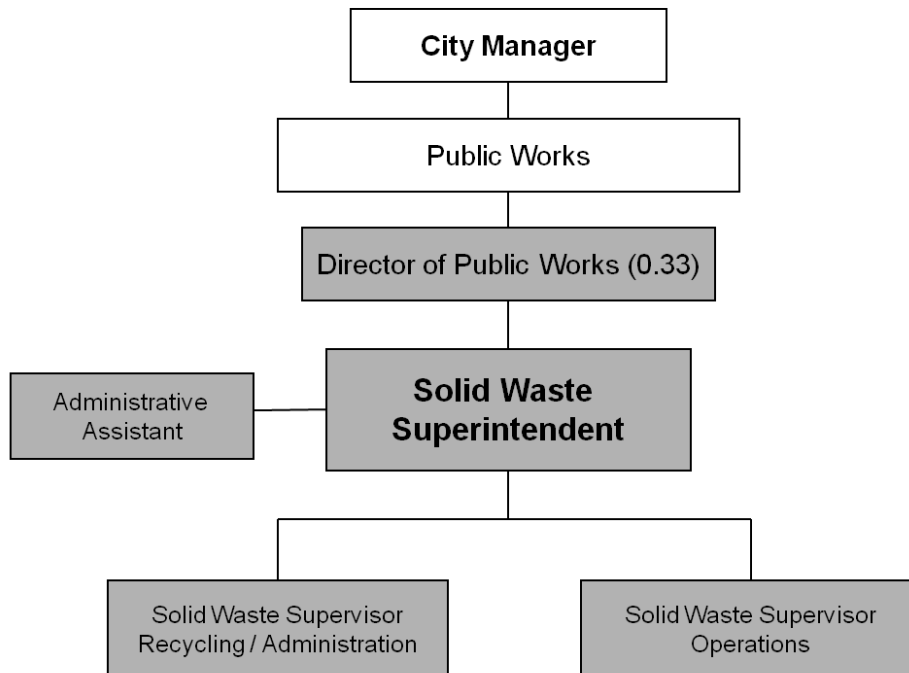


Total Budgeted Expenses for Fiscal Year 2011-12 are [\\$3,264,385](#)

# SOLID WASTE ADMINISTRATION



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



*The mission of the Solid Waste Administration 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.*

4.33 Full Time Employees

# **SOLID WASTE ADMINISTRATION**

## **PROGRAM DESCRIPTION**

The mission of the Solid Waste Administration 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 2011**

- 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.
- Participate in the City's building permit review process to insure solid waste service.

## **GOALS FOR FISCAL YEAR 2012**

- Improve vehicle and stationary equipment maintenance program.
- Provide for electronic recycling.
- Sponsor and support as many clean up events and as many community events as possible.
- Explore alternatives to reduce disposal and transportation costs.

## SOLID WASTE ADMINISTRATION

03-9000

### EXPENDITURE SUMMARY

<b>SOLID WASTE ADMINISTRATION</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 Adopted Budget</b>
Salaries & Benefits	199,535	191,066	191,426	241,737
Personnel Support	-	-	-	-
Supplies & Materials	4,585	10,914	10,230	6,800
Repairs & Maintenance	2,502	3,206	2,450	2,400
Contractual Services	12,194	11,523	11,724	12,190
Designated Expenses	1,801	1,965	1,965	1,965
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>220,617</b>	<b>218,674</b>	<b>217,795</b>	<b>265,092</b>

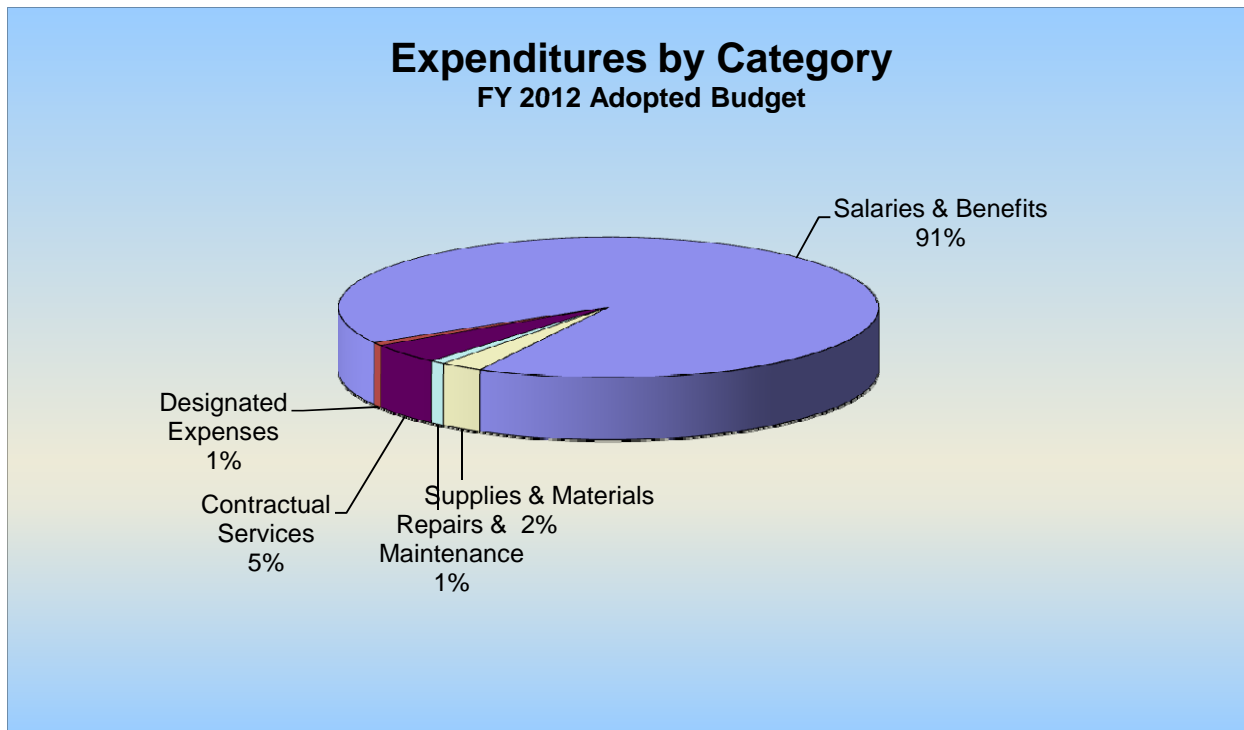
### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Salaries & Benefits: The Solid Waste Superintendent position was vacant for a portion of FY 2011. For FY 2012, the Director of Public Works is funded 1/3 in Solid Waste Administration.

*Decreases:*

- Supplies & Materials: In FY 2011, \$4,500 was funded to upgrade the phone system to digital, adding voicemail and caller id.



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



## SOLID WASTE ADMINISTRATION

03-9000

<b>STAFFING LEVEL</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 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
Director of Public Works*	0	0	0	0.33
Custodian	0.25	0	0	0
<b>DIVISION TOTAL</b>	<b>4.25</b>	<b>4</b>	<b>4</b>	<b>4.33</b>

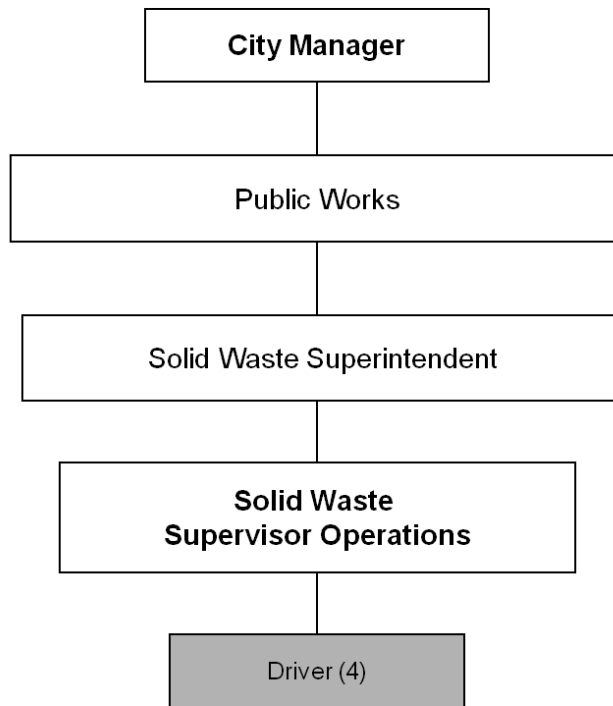
\* Director of Public Works is funded 1/3 between Water & Sewer, Solid Waste and Drainage funds in FY 2012.

<b>PERFORMANCE MEASURES</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Projection</b>	<b>FY 2012 Target</b>
<b>OUTPUTS</b>				
Total Tons Collected	23,400	24,500	22,300	24,000
Total # of Complaints	366	300	250	230
<b>EFFICIENCIES</b>				
Operating Cost to Collect One Ton of Garbage	\$9.43	\$8.93	\$9.77	\$11.05
<b>EFFECTIVENESS</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:** Robert Mitchell (Driver); Richard Ballesteros (Driver); Robert Butler (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 4:1, 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 2011**

- Supported five events beneficial to the City's image with Solid Waste services.
- Maintained complaint resolution (within 24 hours) at more than 98%.
- Added a new collection vehicle to the Solid Waste fleet.
- Distributed containers and literature to new home sites incorporated into the routing schedule.

### **CONTINUING OBJECTIVES**

- Continue to upgrade the record keeping system for customer service calls, extra charges, container deliveries, and other inquiries.
- Continue to audit residential accounts and adjust service levels as necessary.
- Provide customer request for additional service on a fee basis.
- Support events beneficial to the City's image.

### **GOALS FOR FISCAL YEAR 2012**

- Upgrade vehicle maintenance program to extend vehicle life and reduce operating costs.
- Improve our safety policy and drivers training program to reduce the amount of accidents and insurance costs.
- Improve drivers' customer service skills by attending City sponsored classes.
- Incorporate fleet management system to verify route stops by addresses and time.

## SOLID WASTE COLLECTIONS - RESIDENTIAL

03-9101

### EXPENDITURE SUMMARY

<b>SW COLLECTIONS - RESIDENTIAL</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 Adopted Budget</b>
Salaries & Benefits	141,529	150,060	151,860	156,436
Personnel Support	-	-	-	-
Supplies & Materials	43,468	85,843	85,162	60,247
Repairs & Maintenance	36,590	47,482	45,116	45,000
Contractual Services	1,738	3,095	4,100	7,356
Designated Expenses	-	-	-	-
Capital Lease Payments	73,583	48,721	48,721	12,183
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>296,908</b>	<b>335,201</b>	<b>334,959</b>	<b>281,222</b>

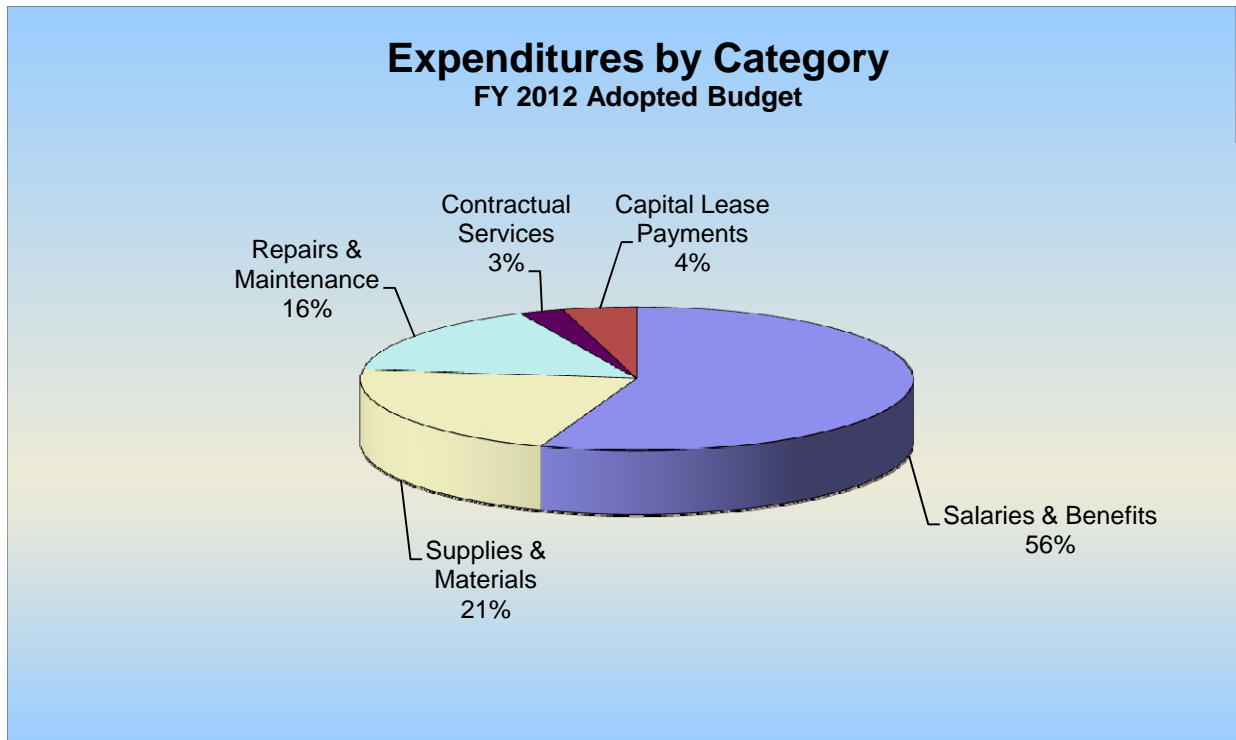
### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Contractual Services: Include \$2,880 for five vehicle monitoring systems (GPS).

*Decreases:*

- Supplies & Materials: Include reduction of \$27,925 for 96-gallon containers.
- 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

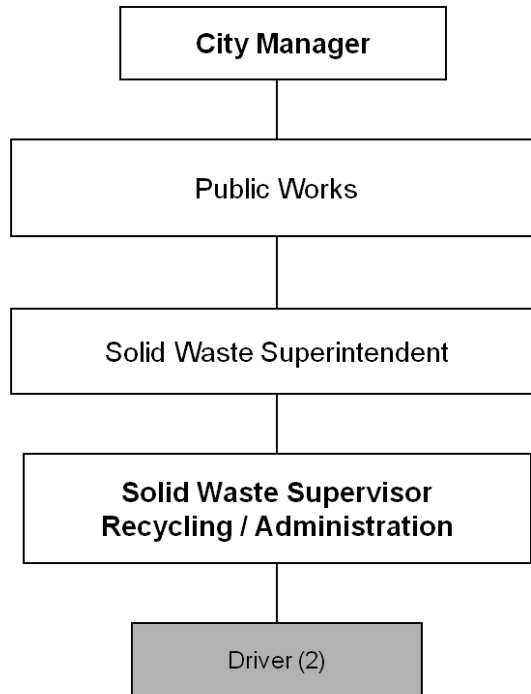
<b>STAFFING LEVEL</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 Adopted Budget</b>
Driver	3	3	3	4
Lead Driver	1	1	1	0
<b>DIVISION TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Projection</b>	<b>FY 2012 Target</b>
<b>OUTPUTS</b>				
Tons Collected by Residential Collection Vehicles	10,918	11,000	10,500	11,000
<b>EFFICIENCIES</b>				
Cost to Collect One Ton of Residential Garbage	\$27.19	\$30.47	\$31.90	\$25.57
<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:** Jeremy Stephens (Driver); Carlos Perez (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 2011**

- 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 which were diverted from the landfill.
- Increased recycling participation by increasing public knowledge about the recycling program.
- Increased recycling volume from commercial/business customers.
- Added magazines and telephone books to curbside collection for residential and commercial collections.

### **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.
- Fine tune collection methods.
- Expand program by increasing the number of voluntary residential participants.
- Educate and encourage citizens to use the recycling facility.

### **GOALS FOR FISCAL YEAR 2012**

- Increase the commercial/business participation by working with the Chamber of Commerce and KCCB.
- Host two City-wide clean up events.
- Partner with schools on recycling projects.
- Plan and implement a 2-day Texas Recycles Day Festival for area residents and school children.
- Construct canopy over recycling working area.
- Incorporate fleet management system to verify route stops by addresses and time.

## SOLID WASTE COLLECTIONS - RECYCLING

03-9102

### EXPENDITURE SUMMARY

<b>SW COLLECTIONS - RECYCLING</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 Adopted Budget</b>
Salaries & Benefits	74,093	77,111	76,931	75,891
Personnel Support	-	-	-	-
Supplies & Materials	26,494	36,432	36,432	38,388
Repairs & Maintenance	10,468	14,353	14,500	14,500
Contractual Services	1,177	1,409	1,409	3,895
Designated Expenses	548	-	-	-
Capital Lease Payments	24,245	24,246	24,246	1,521
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>137,025</b>	<b>153,551</b>	<b>153,518</b>	<b>134,195</b>

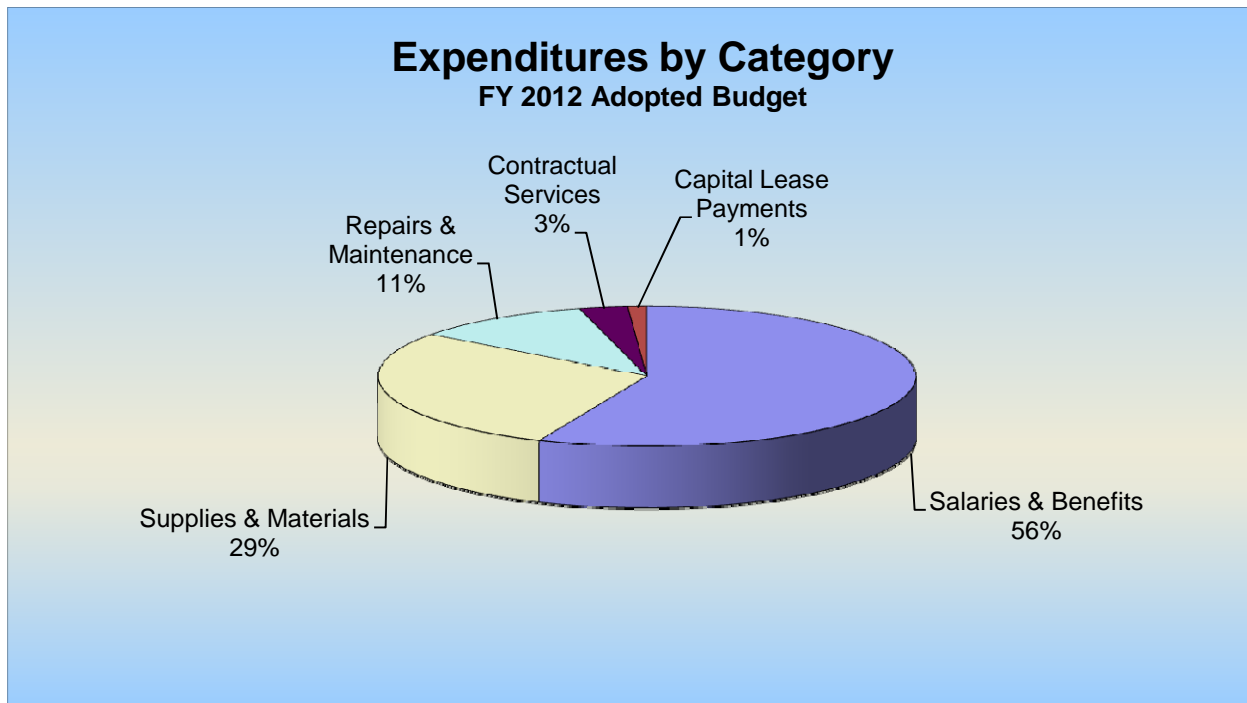
### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Contractual Services: Include \$1,440 for three vehicle monitoring systems (GPS).

*Decreases:*

- Capital Lease Payments: Reduction in capital lease payments for equipment purchased in prior years.



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



## SOLID WASTE COLLECTIONS - RECYCLING

03-9102

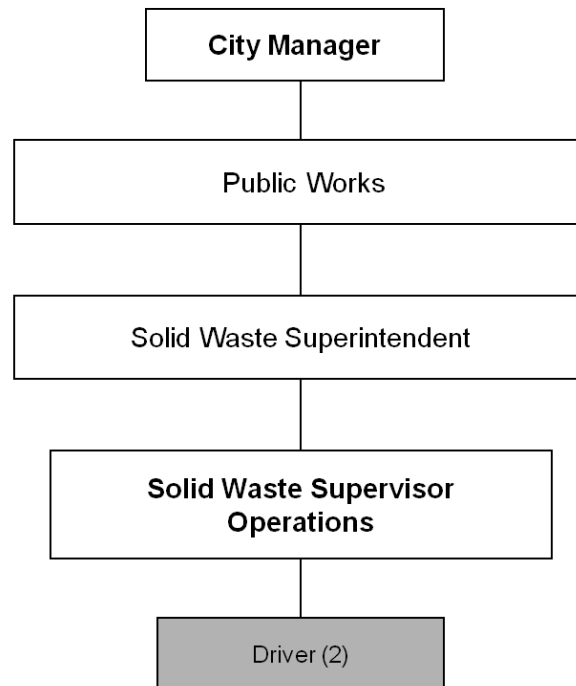
STAFFING LEVEL	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Driver	2	2	2	2
<b>DIVISION TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

PERFORMANCE MEASURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Projection	FY 2012 Target
<b><i>OUTPUTS</i></b>				
Tons of Recyclables Collected (excluding scrap metal)	444	500	433	450
Tons of Scrap Metal Collected	98	125	80	100
<b><i>EFFICIENCIES</i></b>				
Operating Cost per Ton to Process Recycled Materials	\$252.81	\$245.68	\$299.26	\$243.99
<b><i>EFFECTIVENESS</i></b>				
Solid Waste Diverted from the Landfill in Tons (Includes Recycled Brush)	1,632	1,800	1,545	1,600
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%

# SOLID WASTE BRUSH AND BULK



**Left to Right:** Travis Daniels (Driver); Christopher Schaub (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 made available 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 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.
- Encourage the use of Kraft bags for lawn waste rather than placing into a refuse container.

## **ACHIEVEMENTS FOR FISCAL YEAR 2011**

- Participated in two City-wide clean up events.
- Brush diversion provided a savings to disposal costs and provided material for composting operations.
- Adjusted brush collection frequency, increasing authorized volume as requested by many customers.

## **CONTINUING OBJECTIVES**

- Further develop our program to improve customer service, and reduce operating costs.
- Develop program to enhance service bulk items.

## **GOALS FOR FISCAL YEAR 2012**

- Increase public awareness about the brush / bulk operation.
- Promote the two (2) pickup loads of brush per year free of charge at the Transfer Station.
- Offer free bulky item drop off five days per year to help keep bulky waste off the curb.
- Incorporate fleet management system to verify route stops by addresses and time.

## SOLID WASTE COLLECTIONS - BRUSH AND BULK

03-9103

### EXPENDITURE SUMMARY

SW COLLECTIONS - BRUSH AND BULK	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	74,943	77,777	77,777	79,641
Personnel Support	-	-	-	-
Supplies & Materials	21,958	29,657	29,657	30,960
Repairs & Maintenance	13,588	12,558	15,000	20,000
Contractual Services	966	1,300	1,300	3,013
Designated Expenses	-	-	-	-
Capital Lease Payments	26,182	26,182	26,182	6,546
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>137,637</b>	<b>147,474</b>	<b>149,916</b>	<b>140,160</b>

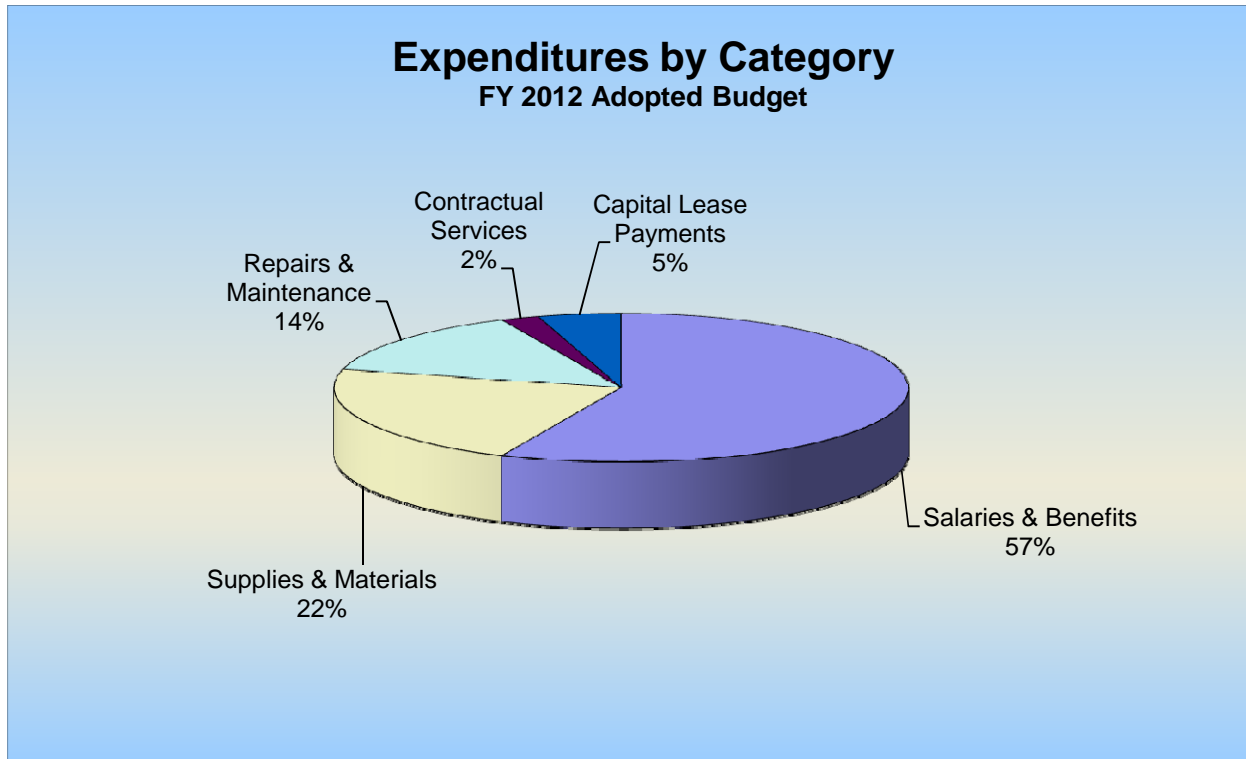
### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Repairs & Maintenance: Increased cost to repair aging vehicles.
- Contractual Services: Include \$1,440 for three vehicle monitoring systems (GPS).

*Decreases:*

- Capital Lease Payments: Reduction in capital lease payments for equipment purchased in prior years.



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

## SOLID WASTE COLLECTIONS - BRUSH AND BULK

03-9103

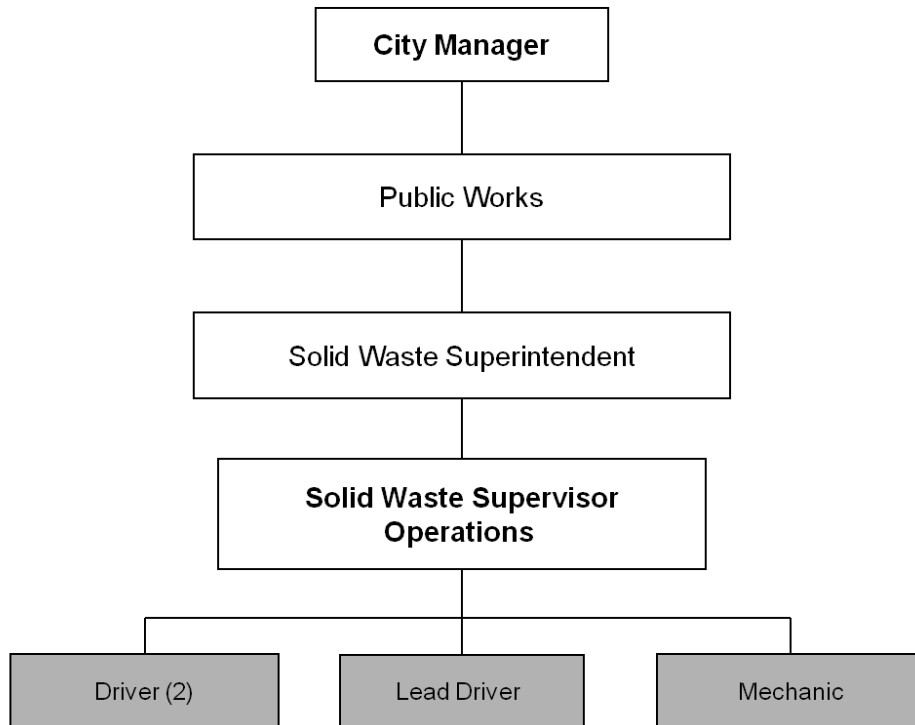
STAFFING LEVEL	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Driver	2	2	2	2
<b>DIVISION TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

PERFORMANCE MEASURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Projection	FY 2012 Target
<b><i>OUTPUTS</i></b>				
Tons of Brush Collected	1,089	1,100	1,110	1,200
Tons of Bulk Items Collected	860	1,000	880	950
<b><i>EFFICIENCIES</i></b>				
Cost per Ton to Collect Brush and Bulk	\$70.62	\$70.23	\$75.33	\$65.19
<b><i>EFFECTIVENESS</i></b>				
Tons of Brush Diverted from the Landfill	950	1,059	1,110	1,200
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%

# SOLID WASTE - COMMERCIAL



**Left to Right:** Anthony Brown (Driver); Mark Turner (Lead Driver); Randall Hermes (Driver); Lenny Warner (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.
- Prepare to accommodate future commercial growth in the City without service interruption.
- Establish a collection vehicle ratio of 3:1, Primary Vehicle to Backup Vehicle.

## **ACHIEVEMENTS FOR FISCAL YEAR 2011**

- Provided for increase use of 96-gallon containers.
- Initiated program to clean, repair and paint commercial containers on a rotating basis.
- Initiated service to the new Stony Brook Living Center development.

## **CONTINUING OBJECTIVES**

- Develop program to improve customer service.
- Reduce employee exposure to on-the-job injuries and safety issues.
- Continue improvement of our safety and drivers' training programs to reduce accidents and insurance costs.
- Audit the commercial accounts and adjust service levels as necessary.
- Improve nonconforming commercial dumpster pads and screening.
- Provide prompt and efficient service to commercial accounts.

## **GOALS FOR FISCAL YEAR 2012**

- Improve maintenance of vehicle and equipment.
- Work with Code Enforcement and the Police Department to reduce illegal dumping.
- Expand the roll-off service.
- Incorporate fleet management system to verify route stops by addresses and time.

## SOLID WASTE COLLECTIONS - COMMERCIAL

03-9104

### EXPENDITURE SUMMARY

SW COLLECTIONS - COMMERCIAL	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	115,431	128,443	138,943	154,635
Personnel Support	-	-	-	-
Supplies & Materials	25,782	36,869	36,869	39,202
Repairs & Maintenance	21,107	25,667	15,167	20,000
Contractual Services	1,716	2,023	2,023	4,600
Designated Expenses	3,961	6,200	4,000	7,500
Capital Lease Payments	143,216	59,984	59,984	14,997
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>311,213</b>	<b>259,186</b>	<b>256,986</b>	<b>240,934</b>

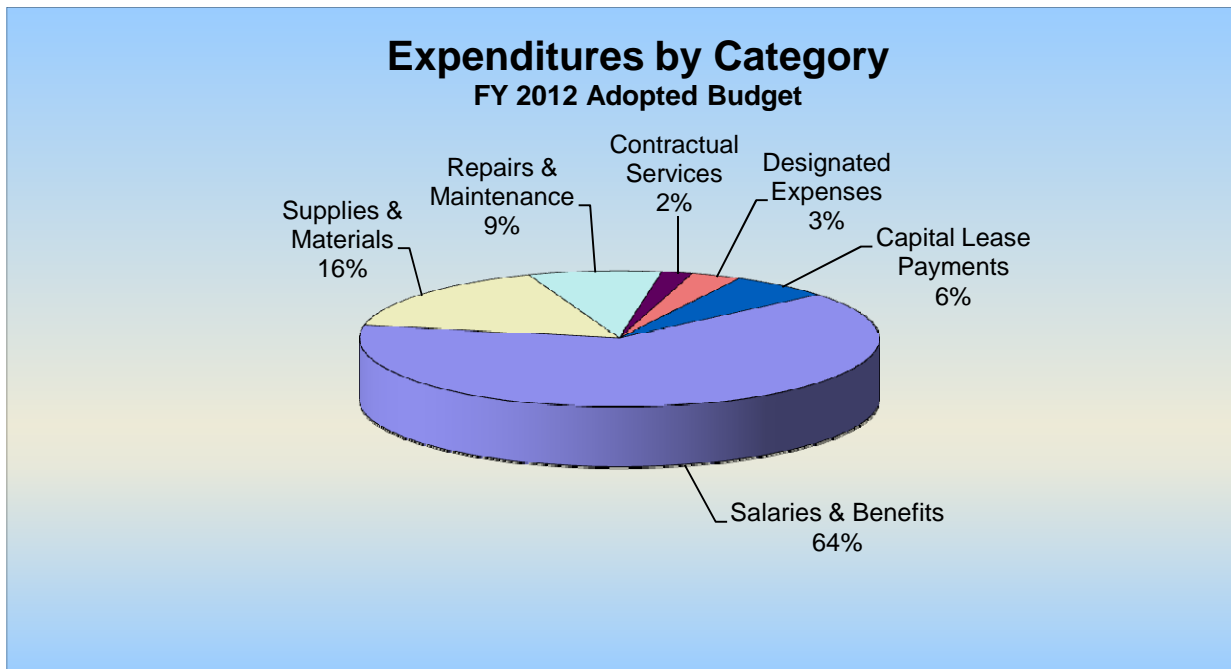
### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Salaries & Benefits: A driver position was vacant for a portion of FY 2011.
- Repairs & Maintenance: Increased cost to repair aging vehicles.
- Contractual Services: Include \$2,400 for five vehicle monitoring systems (GPS).
- Designated Expenses: Increase in dumpster maintenance cost.

*Decreases:*

- Capital Lease Payments: 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 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Lead Driver	0	0	0	1
Driver	3	3	3	2
Mechanic	1	1	1	1
<b>DIVISION TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

PERFORMANCE MEASURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Projection	FY 2012 Target
<b><i>OUTPUTS</i></b>				
Tons Collected by Commercial Collection Vehicles	5,600	5,700	5,400	5,700
<b><i>EFFICIENCIES</i></b>				
Operating Cost to Collect One Ton of Commercial Garbage	\$55.57	\$45.47	\$47.59	\$42.27
<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 (KCCB)



Keep Copperas Cove Beautiful Volunteers

## **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 2011**

- 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.
- 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 2,500 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 sixth year in a row being awarded the Sustained Award of Excellence and placed third in our population category.
- Awarded three \$500 scholarships to high school students at the end of 2010-11 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 2012**

- 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

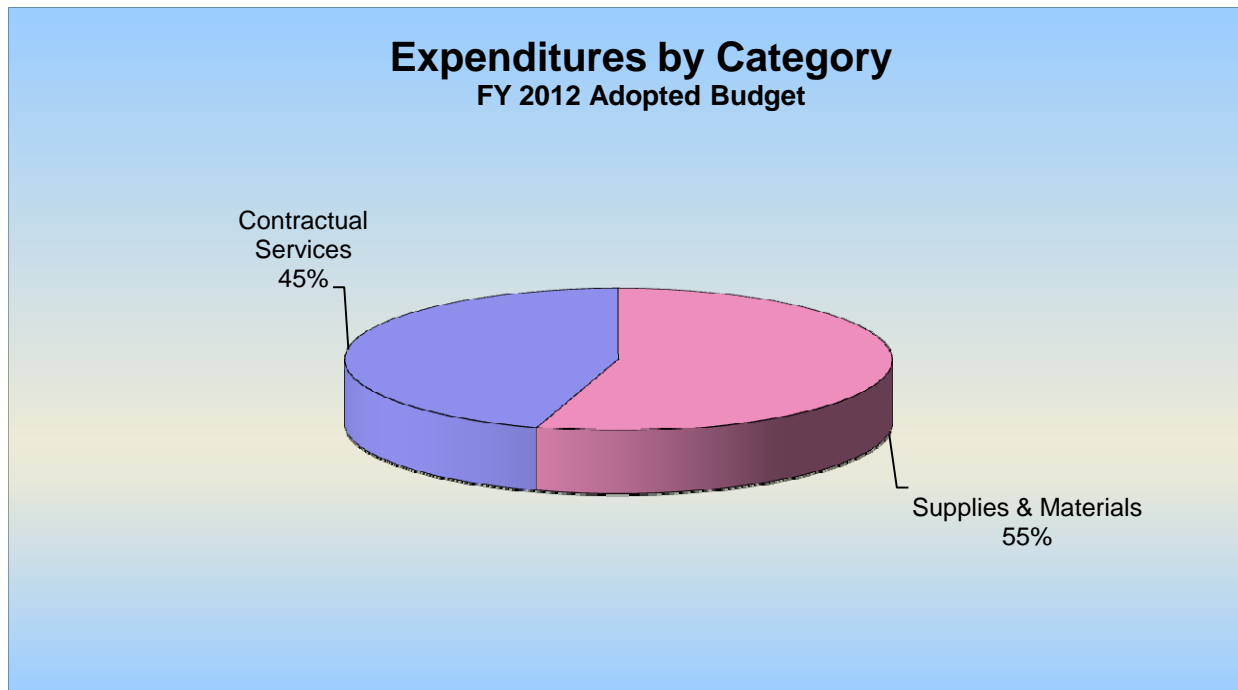
### EXPENDITURE SUMMARY

KEEP COPPERAS COVE BEAUTIFUL (KCCB)	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	-	-	-	-
Supplies & Materials	14,851	13,123	13,123	14,250
Repairs & Maintenance	-	64	64	-
Contractual Services	8,575	10,025	10,025	11,747
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>23,426</b>	<b>23,212</b>	<b>23,212</b>	<b>25,997</b>

### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increase:*

- Contractual Services: Include \$1,014 increase for professional development and \$500 increase for advertising.



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

**KEEP COPPERAS COVE BEAUTIFUL (KCCB)**

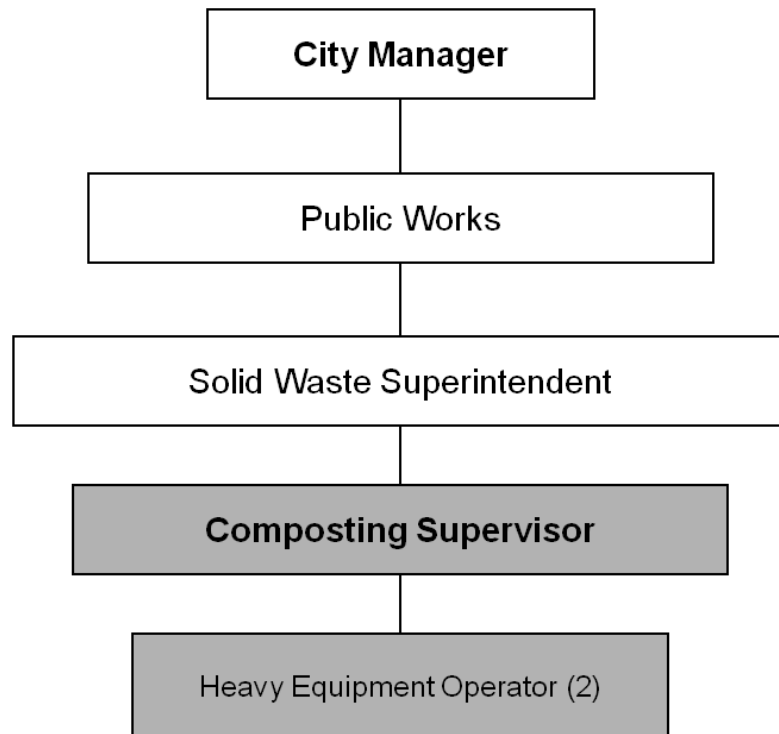
03-9105

<b>PERFORMANCE MEASURES</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Projection</b>	<b>FY 2012 Target</b>
<b>OUTPUTS</b>				
# of Clean-Up / Beautification Projects	16	16	21	23
# of Public Education Hours	61	60	72	75
<b>EFFICIENCIES</b>				
Funding Available per Project	\$1,464	\$1,451	\$1,105	\$1,130
<b>EFFECTIVENESS</b>				
% Increase in Memberships	0.0%	25.0%	0.0%	10.0%
% Increase in Projects	1.0%	0.0%	25.0%	10.0%
% Increase in Fund Raising	0.0%	5.0%	0.0%	10.0%

# SOLID WASTE - COMPOSTING



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

# **SOLID WASTE - 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.
- Operate the Compost Facility safely focusing on employee and equipment safety and fire prevention.
- Produce a product that is safe for the City to market and citizens to use.

## **ACHIEVEMENTS FOR FISCAL YEAR 2011**

- 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.
- 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.
- Participated with Eco-Harvest and provided display information about Compost awareness.

## **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 2012**

- 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.
- Provide a display booth about the Compost product operation during State of the City Event.

## SOLID WASTE - COMPOSTING

03-9106

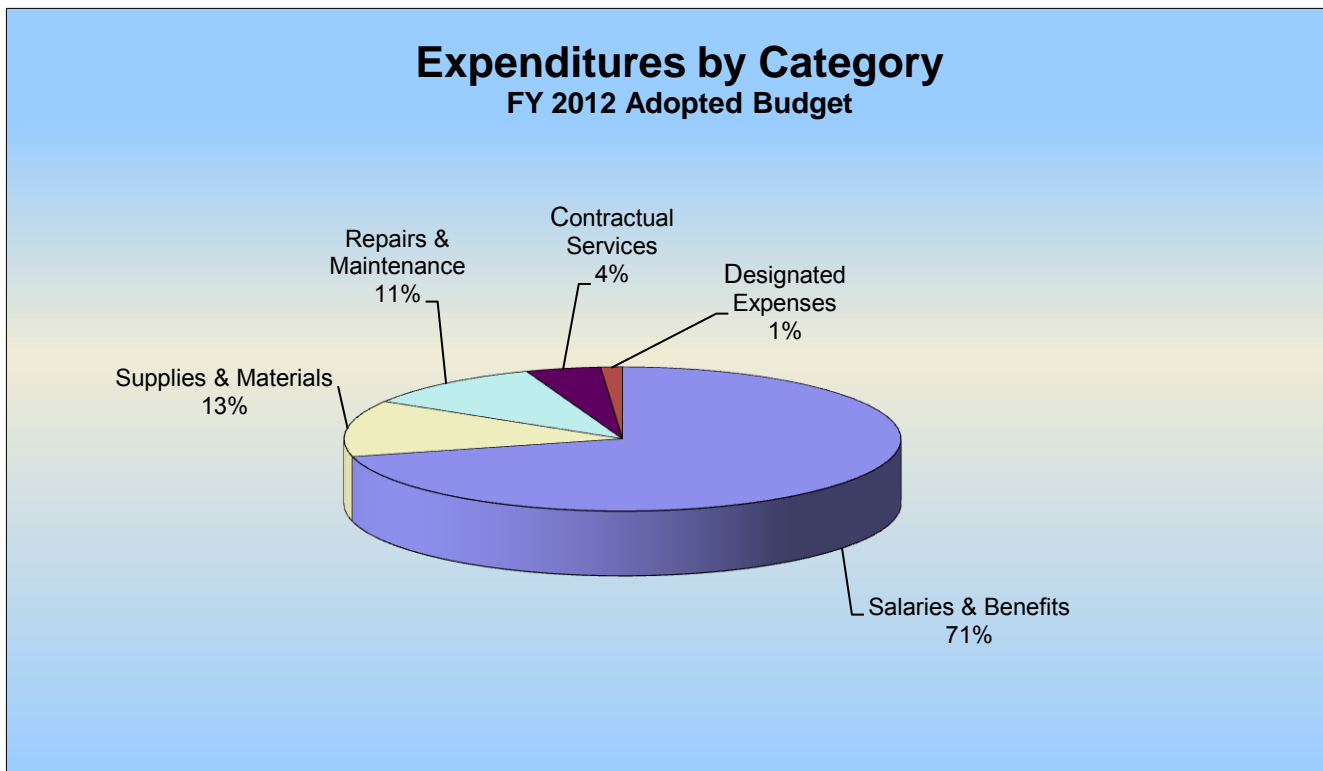
### EXPENDITURE SUMMARY

COMPOSTING	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	-	-	-	134,184
Personnel Support	-	-	-	-
Supplies & Materials	-	-	-	23,946
Repairs & Maintenance	-	-	-	20,221
Contractual Services	-	-	-	8,214
Designated Expenses	-	-	-	2,387
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	-	-	-	<b>188,952</b>

### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Composting is a new department to the Solid Waste Fund; moved from Water and Sewer Fund.



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



## SOLID WASTE - COMPOSTING

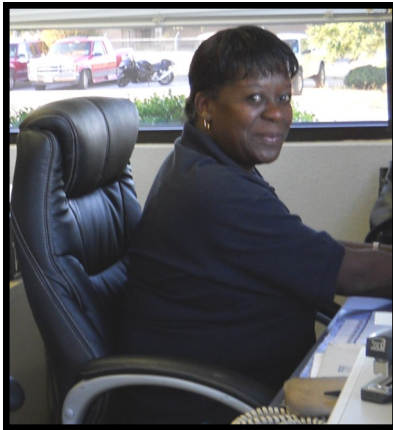
03-9106

STAFFING LEVEL	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Supervisor	0	0	0	1
Heavy Equipment Operator	0	0	0	2
<b>DIVISION TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>

Note: For FY 2012, Composting Department and all associated revenues and expenditures moved from the Water and Sewer Fund to the Solid Waste Fund.

PERFORMANCE MEASURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Projection	FY 2012 Target
<b>OUTPUTS</b>				
Finished Compost (cubic yards)	2,280	2,350	2,280	2,280
Brush Chipped (cubic yards)	6,075	6,200	8,700	8,700
Compost Used in City (cubic yards)	65	425	800	800
Compost Sold (cubic yards)	1,935	1,300	2,000	2,000
Mulch Sold (cubic yards)	127	300	150	150
Deliveries	105	65	145	145
<b>EFFICIENCIES</b>				
Total Amount of Sludge Converted to Compost (wet tons)	2,900	2,900	2,900	2,900
<b>EFFECTIVENESS</b>				
% of Finished Compost Sold	84.9%	55.3%	87.7%	87.7%
% of Compost Used by the City	2.9%	18.1%	35.1%	35.1%

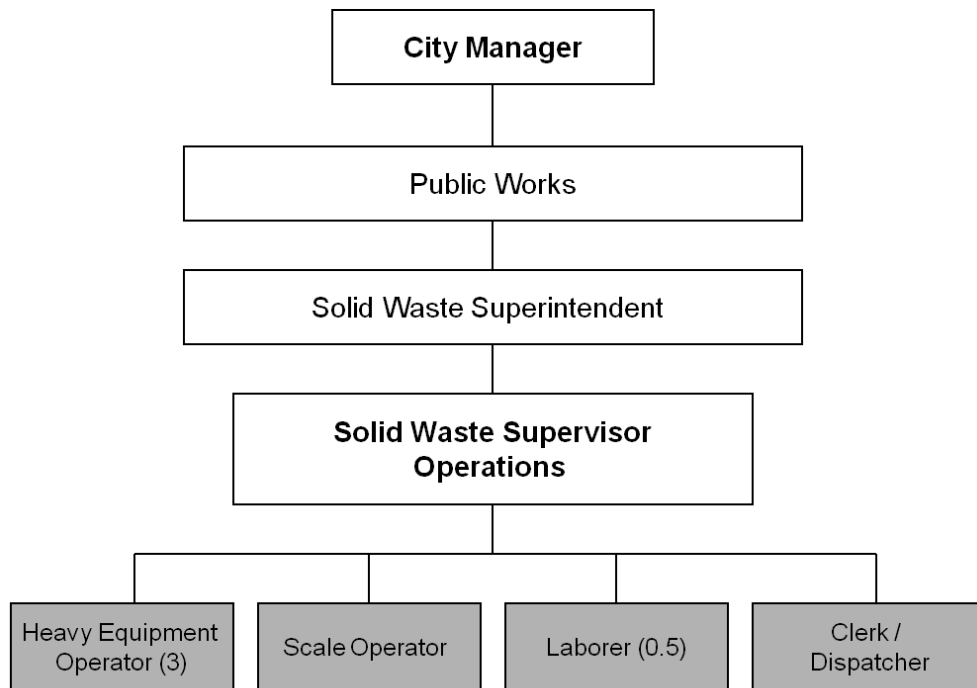
# SOLID WASTE - DISPOSAL



Beulah A. Hamilton (Scale Operator).



**Left to Right:** Richard Buttshaw (Heavy Equipment Operator); William Ortiz (Heavy Equipment Operator); Tony Yow (Heavy Equipment 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.*

5.5 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 and disposed in an out-of-town landfill. 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 2011**

- 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.
- Improved the efficiency of unloading vehicles.

## **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 buildings and grounds.
- Continue to support community sponsored events that are beneficial to the City's image.

## **GOALS FOR FISCAL YEAR 2012**

- Establish a continuing education program for all employees in waste screening and Transfer Station operations.
- Improve employee area facilities.
- Accommodate vehicle washing.
- Replace crane.

## SOLID WASTE - DISPOSAL

03-9200

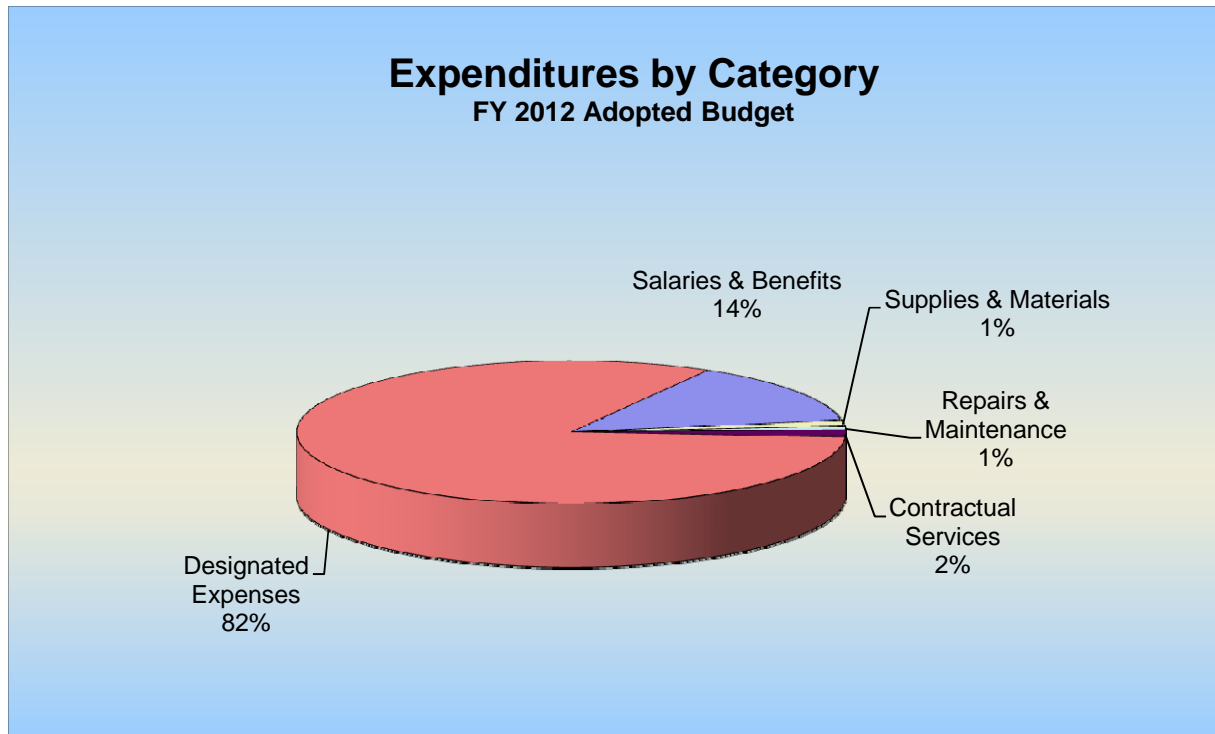
### EXPENDITURE SUMMARY

SOLID WASTE - DISPOSAL	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	161,052	151,810	158,310	179,093
Personnel Support	-	-	-	-
Supplies & Materials	10,384	21,352	15,717	16,998
Repairs & Maintenance	19,263	12,332	11,500	10,900
Contractual Services	13,001	21,186	21,186	20,731
Designated Expenses	928,149	993,942	994,821	1,050,475
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>1,131,849</b>	<b>1,200,622</b>	<b>1,201,534</b>	<b>1,278,197</b>

### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Salaries & Benefits: The part-time Laborer position was vacant in FY 2011 and the Heavy Equipment Operator position for a portion of FY 2011.
- Designated Expenses: Include \$44,726 increase for hauling and disposal costs, and \$8,500 increase in the cost to monitor wells.



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

## SOLID WASTE - DISPOSAL

03-9200

STAFFING LEVEL	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Heavy Equipment Operator	3	3	3	3
Scale Operator	1	1	1	1
Part-time Clerk / Dispatcher*	0.5	0.5	0.5	1
Laborer	0.5	0.5	0.5	0.5
<b>DIVISION TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5.5</b>

\* Two Part-time Clerk/Dispatcher positions are authorized for FY 2012; one is unfunded in FY 2012.

PERFORMANCE MEASURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Projection	FY 2012 Target
<b><i>OUTPUTS</i></b>				
# of Tons Transferred and Landfilled	22,147	24,000	22,300	24,000
# of City Vehicles Utilizing Transfer Station	5,022	5,100	5,000	5,100
# of Non-City Vehicles Utilizing Transfer Station	13,305	15,000	17,200	17,500
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	\$51.11	\$50.03	\$53.88	\$53.26
<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.



**Solid Waste Front Loader**

## NON - DEPARTMENTAL

03-9500

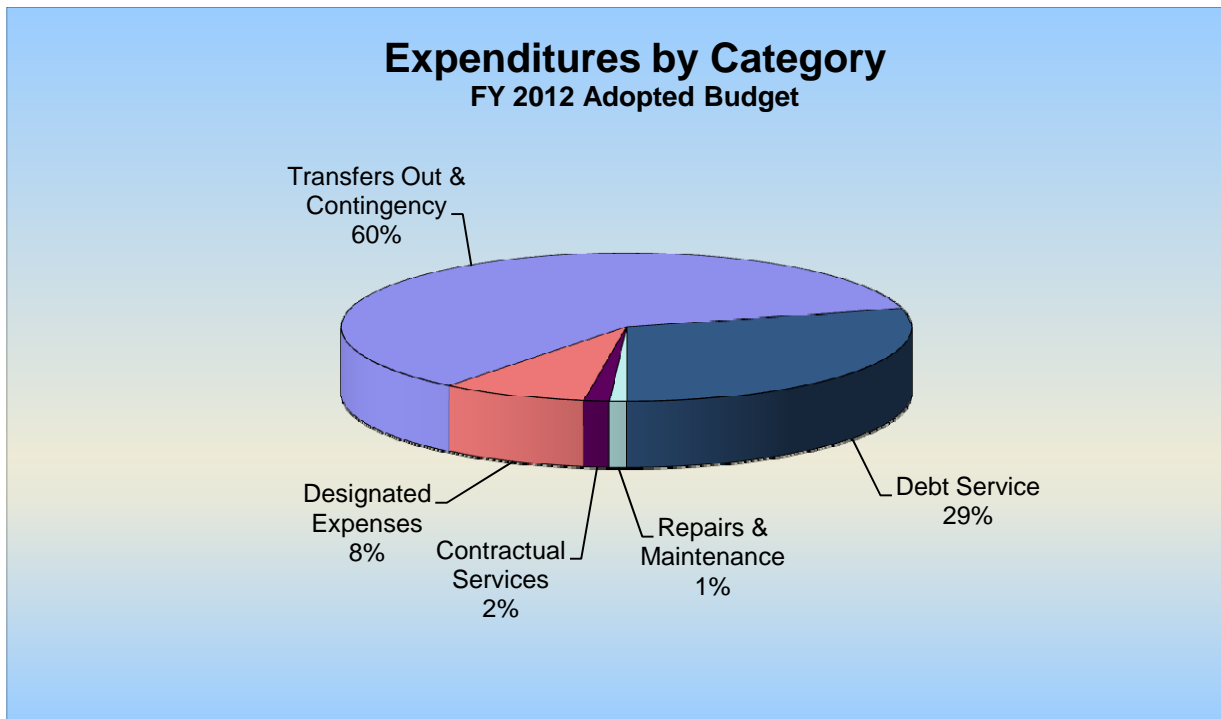
### EXPENDITURE SUMMARY

NON-DEPARTMENTAL	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	-	-	-	-
Supplies & Materials	-	-	-	-
Repairs & Maintenance	4,926	6,457	6,457	6,683
Contractual Services	10,645	9,436	9,436	10,272
Designated Expenses	57,362	58,000	58,000	58,500
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Transfers Out & Contingency	428,000	428,000	428,000	428,000
Debt Service	106,253	147,192	147,192	206,181
<b>Total</b>	<b>607,186</b>	<b>649,085</b>	<b>649,085</b>	<b>709,636</b>

### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

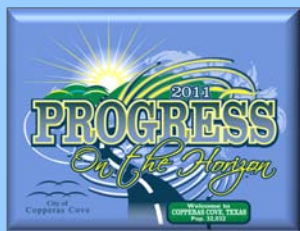
- Debt Service: Increase for the portion of debt to be paid from the Solid Waste Fund in FY 2012.



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



# GOLF COURSE FUND



Golf Course Entrance



Row of Golf Carts



# 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 Division of Parks and Leisure Services.

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

**FY 2012 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 270 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>REVENUES</b>	<b>FY 2008 ACTUAL</b>	<b>FY 2009 ACTUAL</b>	<b>FY 2010 ACTUAL</b>	<b>FY 2011 PROJECTED</b>	<b>FY 2012 ADOPTED</b>
Green Fees	157,620	116,889	96,418	120,000	128,000
Cart Rental Fees	148,136	136,907	103,556	120,000	133,000
Membership Dues	94,695	69,419	65,070	85,000	90,000
Pro Shop Sales	69,255	44,850	37,138	40,000	40,000
Other Operating Income	208,518	103,770	137,627	138,555	145,403
Transfers In	59,072	59,072	-	-	-
<b>TOTAL</b>	<b>737,296</b>	<b>530,907</b>	<b>439,809</b>	<b>503,555</b>	<b>536,403</b>
<b>EXPENSES</b>					
Salaries & Benefits	375,562	382,728	296,345	314,139	261,716
Supplies & Materials	66,153	40,675	36,532	42,407	56,828
Repairs & Maintenance	23,546	24,742	27,788	26,470	33,901
Contractual Services	80,181	58,627	80,548	81,483	83,355
Designated Expenses	203,573	187,631	57,108	54,703	63,605
Capital Lease Payments & Capital O	255	9,000	40,381	31,768	26,474
<b>TOTAL</b>	<b>749,270</b>	<b>703,404</b>	<b>538,701</b>	<b>550,970</b>	<b>525,879</b>
Revenues Over/(Under) Expenses	(11,974)	(172,497)	(98,892)	(47,415)	10,524
<b>TOTAL</b>	<b>737,296</b>	<b>530,907</b>	<b>439,809</b>	<b>503,555</b>	<b>536,403</b>

**CITY OF COPPERAS COVE  
FISCAL YEAR 2011-12 ADOPTED BUDGET  
GOLF COURSE FUND  
SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE**

<b>Description</b>	<b>Actual FY 2009-10</b>	<b>Budget* FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Adopted FY 2011-12</b>
<b>BEGINNING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ (162,922)	\$ (130,913)	\$ (261,814)	\$ (309,229)
<b>TOTAL BEGINNING FUND BALANCE</b>	<u>\$ (162,922)</u>	<u>\$ (130,913)</u>	<u>\$ (261,814)</u>	<u>\$ (309,229)</u>
<b>REVENUES:</b>				
Swimming Pool Receipts	\$ 381	\$ 500	\$ 500	\$ 500
Green Fees	96,418	120,000	120,000	128,000
Cart Rental Fees	103,556	120,000	120,000	133,000
Membership Dues	65,070	85,000	85,000	90,000
Tournament-Green Fees	11,589	12,000	12,000	13,500
Tournament-Cart Fees	2,291	750	750	-
Tournament Fees	-	1,000	1,000	-
Cart Storage Fees	38,027	41,000	41,000	41,000
Trail Fees	15,673	15,000	15,000	15,000
Pro Shop Sales	37,138	40,000	40,000	40,000
Facility Rental Income	3,145	7,800	7,800	7,879
Driving Range Fees	22,839	22,000	22,000	25,000
Snack Bar Revenue-Food & Beverage	15,457	3,165	165	-
Food & Beverage (Non-Tax)	606	2,200	2,200	-
Snack Bar Revenue-Alcohol Sale	11,389	18,000	18,000	20,000
Miscellaneous Revenue	83	40	40	24
Auction Proceeds	350	-	-	5,000
Special Green Fees	14,031	15,600	15,600	15,000
Golf Lesson Revenue	1,767	2,500	2,500	2,500
<b>TOTAL REVENUES</b>	<u>\$ 439,809</u>	<u>\$ 506,555</u>	<u>\$ 503,555</u>	<u>\$ 536,403</u>
<b>TOTAL FUNDS AVAILABLE</b>	<u>\$ 276,886</u>	<u>\$ 375,642</u>	<u>\$ 241,741</u>	<u>\$ 227,174</u>
<b>OPERATING EXPENSES:</b>				
Golf Course - Operations	\$ 188,863	\$ 218,289	\$ 204,245	\$ 193,606
Golf Course - Concessions	22,472	-	-	-
Golf Course - Maintenance	315,631	280,411	292,955	284,395
<b>TOTAL OPERATING EXPENSES</b>	<u>\$ 526,967</u>	<u>\$ 498,700</u>	<u>\$ 497,200</u>	<u>\$ 478,001</u>
<b>OTHER EXPENSES:</b>				
Capital Lease Payments	\$ -	\$ 31,768	\$ 31,768	\$ 26,474
Principal & Int Debt Pymts	22,708	22,002	22,002	21,404
Principal & Int Pymts in Bond Funds	(10,973)	-	-	-
<b>TOTAL OTHER EXPENSES</b>	<u>\$ 11,735</u>	<u>\$ 53,770</u>	<u>\$ 53,770</u>	<u>\$ 47,878</u>
<b>TOTAL EXPENSES</b>	<u>\$ 538,701</u>	<u>\$ 552,470</u>	<u>\$ 550,970</u>	<u>\$ 525,879</u>
<b>ENDING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ (261,814)	\$ (176,828)	\$ (309,229)	\$ (298,705)
<b>TOTAL ENDING FUND BALANCE</b>	<u>\$ (261,814)</u>	<u>\$ (176,828)</u>	<u>\$ (309,229)</u>	<u>\$ (298,705)</u>
<b>IDEAL FUND BALANCE</b>	\$ 131,742	\$ 124,675	\$ 124,300	\$ 119,500
<b>OVER (UNDER) IDEAL FUND BALANCE</b>	\$ (393,556)	\$ (301,502)	\$ (433,529)	\$ (418,205)

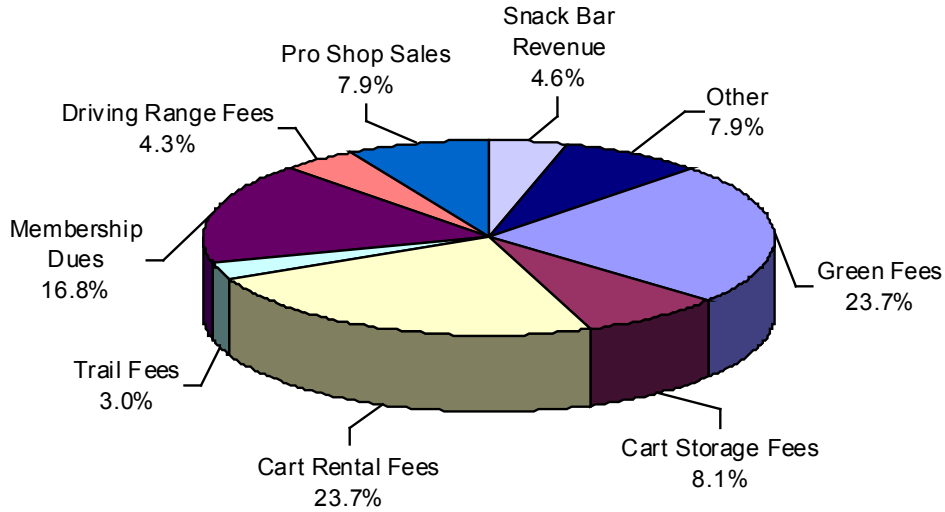
\* Includes budget amendments that were approved by City Council on 2/1/11, 4/19/11, 7/19/11, 8/2/11, and 9/6/11, and a resolution approved on 9/20/11.

# City of Copperas Cove, Texas

## Golf Course Fund

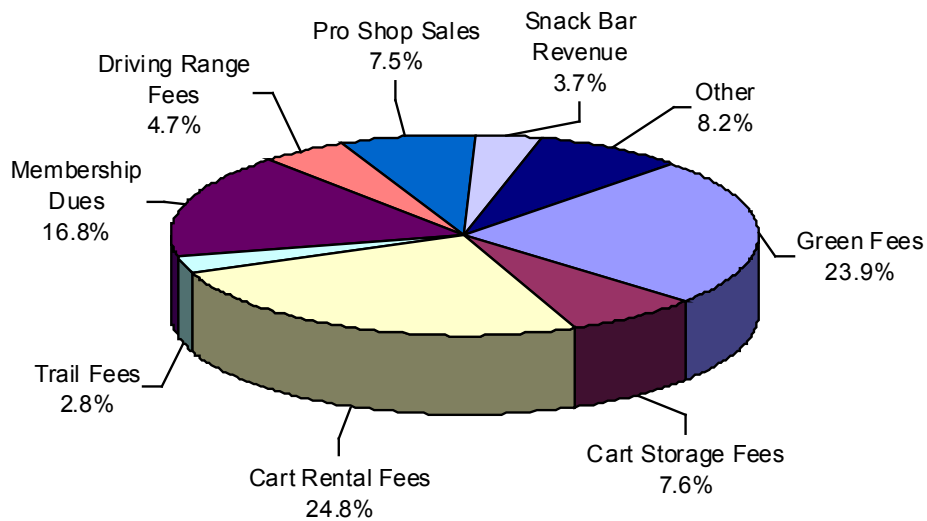
### Comparison of Fiscal Years 2010-11 and 2011-12 Budgeted Revenues By Source

**Fiscal Year 2010-11 Budgeted Revenues**



Total Budgeted Revenues for Fiscal Year 2010-11 are **\$506,555**

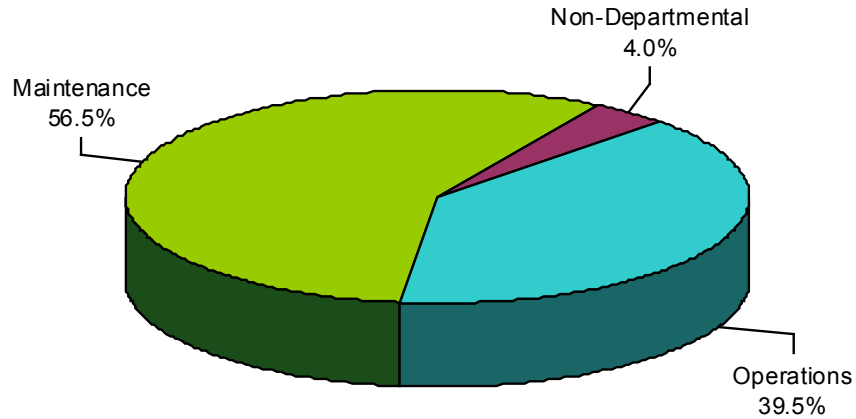
**Fiscal Year 2011-12 Budgeted Revenues**



Total Budgeted Revenues for Fiscal Year 2011-12 are **\$536,403**

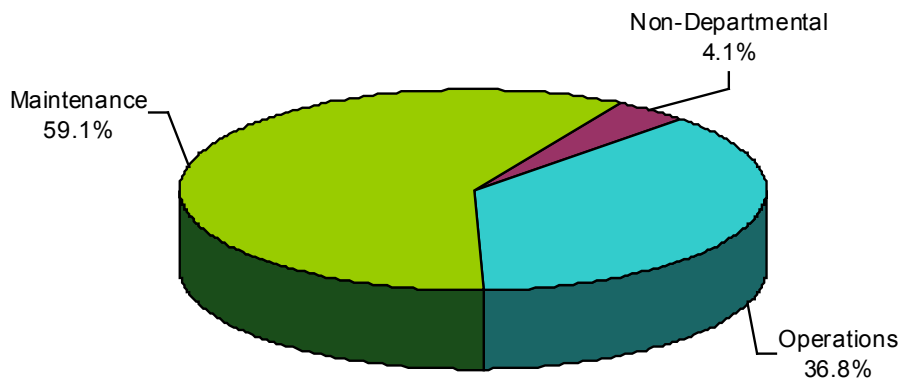
**City of Copperas Cove, Texas**  
**Golf Course Fund**  
**Comparison of Fiscal Years 2010-11 and 2011-12 Budgeted Expenses**  
**By Function**

**Fiscal Year 2010-11 Budgeted Expenses**



Total Budgeted Expenses for Fiscal Year 2010-11 are [\\$552,470](#)

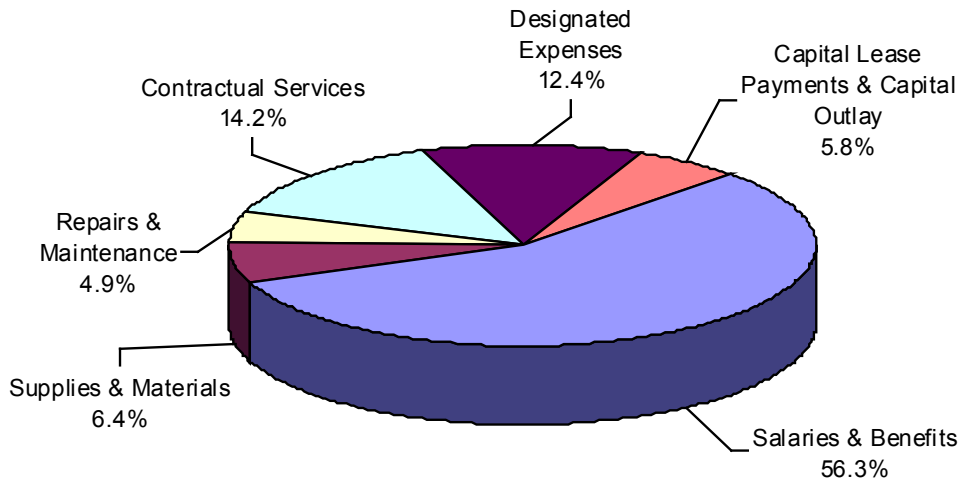
**Fiscal Year 2011-12 Budgeted Expenses**



Total Budgeted Expenses for Fiscal Year 2011-12 are [\\$525,879](#)

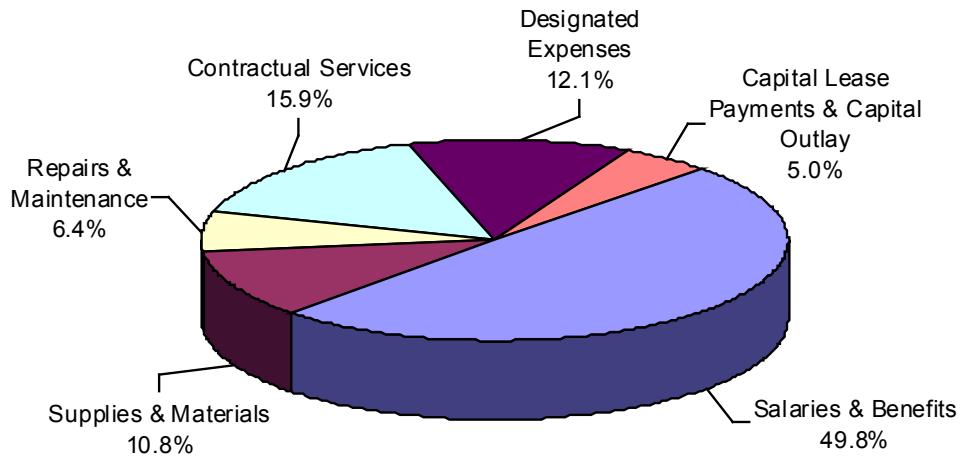
**City of Copperas Cove, Texas**  
**Golf Course Fund**  
**Comparison of Fiscal Years 2010-11 and 2011-12 Budgeted Expenses**  
**By Object**

**Fiscal Year 2010-11 Budgeted Expenses**



Total Budgeted Expenses for Fiscal Year 2010-11 are [\\$552,470](#)

**Fiscal Year 2011-12 Budgeted Expenses**

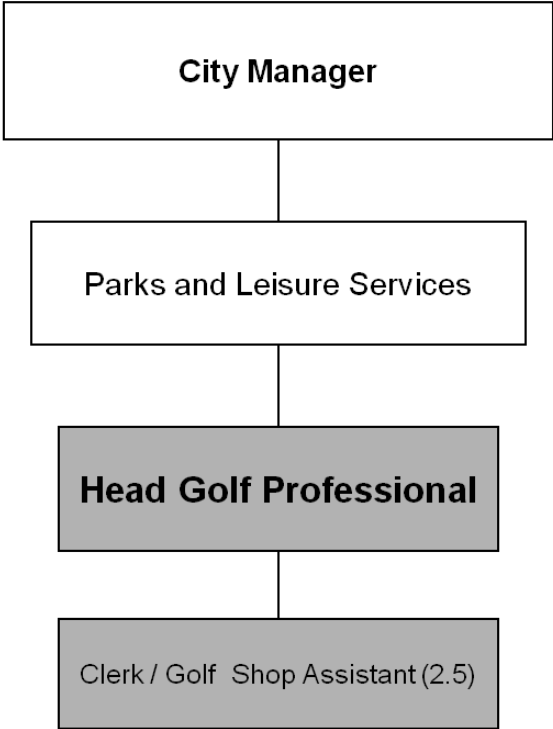


Total Budgeted Expenses for Fiscal Year 2011-12 are [\\$525,879](#)

# GOLF COURSE OPERATIONS



Davis Dewald (Head Golf Professional).



*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**

- Operate the golf course in a friendly, professional manner.
- Provide professionally run tournaments.
- Increase size and scope of golf clinics.
- Have all pro shop staff be knowledgeable about merchandise and the game of golf.

## **ACHIEVEMENTS FOR FISCAL YEAR 2011**

- Hosted 8 Charity Fund Raiser Golf Outings.
- Hosted 13 Copperas Cove Golf Association Tournaments throughout the year.
- Hosted two Junior Golf Camps in the summer.
- Hosted the Junior High's district tournament for boys and girls.
- Hosted 4 Military outings.
- Increased number of special orders in Pro Shop.
- Had a team advance to the finals and take 2<sup>nd</sup> place in the ESPN golf challenge.
- Restructured and improved the Golf Course Marshall program.

## **CONTINUING OBJECTIVES**

- Improve the working relationship between the Golf Course and Golf Association.
- Increase the rounds of golf played.
- Closely monitor operational costs.
- Continue marketing and advertising the Golf Course and Pro Shop.
- Continue to improve the working relationship with CCISD and CTC.

## **GOALS FOR FISCAL YEAR 2012**

- Increase golf memberships.
- Increase public and tournament rounds of golf played.
- Progressively turn over inventory.
- Have pro shop staff continue to develop good relationships with members and repeat customers.



## GOLF COURSE OPERATIONS

09-7400

### EXPENDITURE SUMMARY

GOLF COURSE OPERATIONS	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	71,585	86,877	86,862	64,842
Personnel Support	-	-	-	-
Supplies & Materials	7,551	7,721	6,407	8,291
Repairs & Maintenance	5,012	4,295	4,295	5,335
Contractual Services	75,261	72,995	73,980	72,937
Designated Expenses	27,313	46,401	32,701	42,201
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Other	2,141	-	-	-
<b>Total</b>	<b>188,863</b>	<b>218,289</b>	<b>204,245</b>	<b>193,606</b>

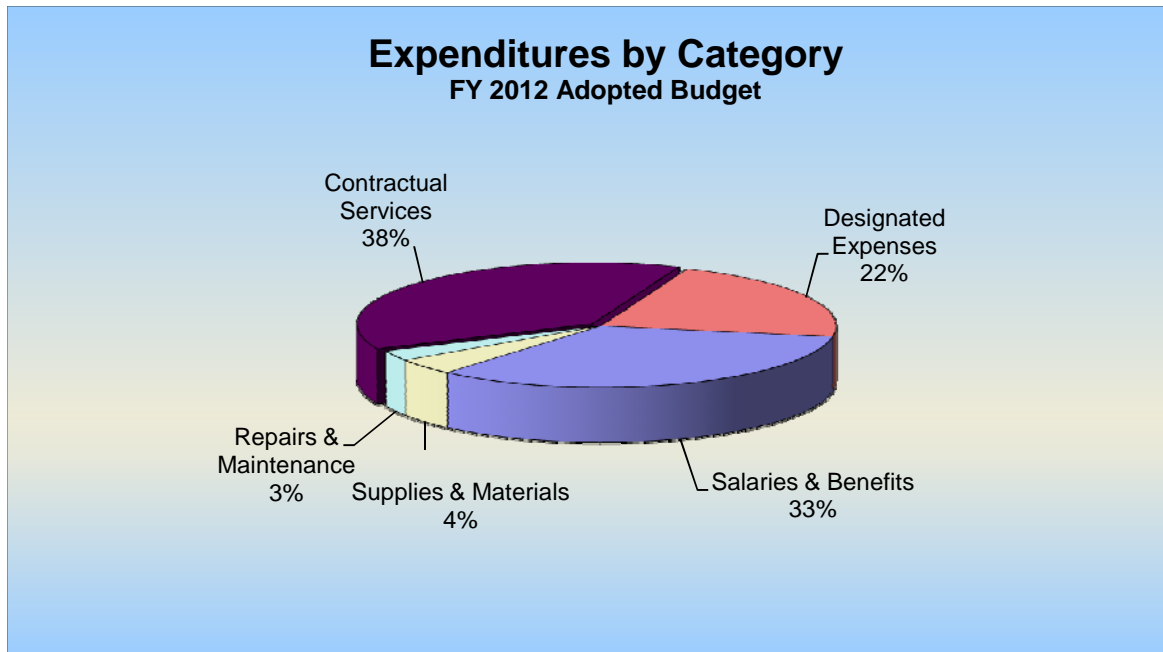
### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Designated Expenses: Include \$9,500 increase for beverages cost of goods sold.

*Decreases:*

- Salaries & Benefits: Decrease in FY 2012 due to one full-time and one part-time Clerk/Golf Shop Assistant position unfunded.



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

## GOLF COURSE OPERATIONS

09-7400

<b>STAFFING LEVEL</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 Adopted Budget</b>
Pro Shop Supervisor	1	0	0	0
Head Golf Professional	0	1	1	1
Clerk / Golf Shop Assistant	2.5	2.5	2.5	2.5
<b>DIVISION TOTAL</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>

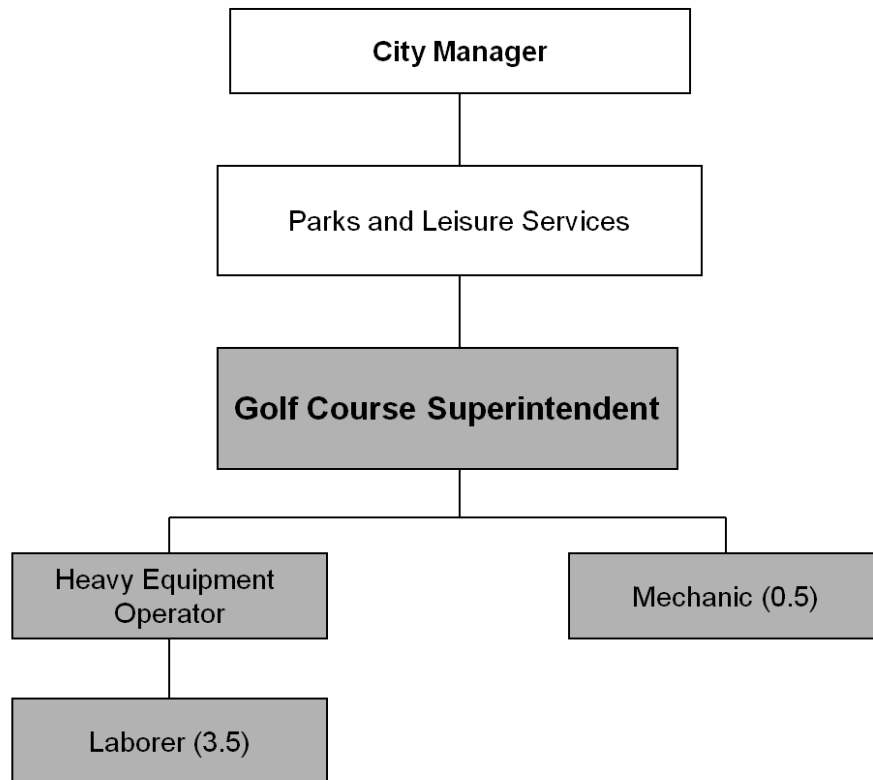
Note: One full-time and one part-time Clerk/Golf Shop Assistant positions are unfunded in FY 2011-12.

<b>PERFORMANCE MEASURES</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Projection</b>	<b>FY 2012 Target</b>
<b><i>OUTPUTS</i></b>				
Rounds of Golf Played (annually)	22,592	25,000	25,000	26,000
# of Tournament Rounds per Year	662	700	650	70
# of Annual Dues (Memberships)	229	275	270	280
<b><i>EFFICIENCIES</i></b>				
Average Revenue per Round of Golf Played	\$19.47	\$20.26	\$20.14	\$20.63
Proshop Profit Margin	30.7%	9.5%	50.0%	50.0%
<b><i>EFFECTIVENESS</i></b>				
% Increase in Annual Dues	4.8%	3.0%	8.0%	10.0%
Customer Satisfaction Rating for Operations	90.0%	95.0%	90.0%	95.0%
Customer Satisfaction Rating for Jr. Camp	95.0%	99.0%	95.0%	97.0%

# GOLF COURSE MAINTENANCE



**Left to Right:** Marcel McGinnis (Laborer); Mike Chandler (Golf Course Superintendent); Margarito Garcia (Laborer); Dave Barr (Part-time Laborer); Gregorio Hernandez (Laborer); Leonel Guajardo (Part-time Mechanic).



*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 2011**

- Designed and started construction for irrigation pond for effluent water to include filter system.
- Executed a plan to strategically renovate and or remove all bunkers.
- Removed problem trees on #9 along with dead oak trees on #10.
- Maintained greens and tees through the worst drought in 50 plus years with restricted effluent water available for the course.

## **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.
- Finish redesign on Hole #13.

## **GOALS FOR FISCAL YEAR 2012**

- Add and replace damaged irrigation heads.
- Re-install fertigation system to treat water and fertilize the course.
- Aerify greens 2 times pulling cores, 2 with solid tines.
- Pre-emerge weed control application for annual blue grass (poa annua) and goose grass.
- Continue developing 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 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	223,956	224,042	227,277	196,874
Personnel Support	-	-	-	-
Supplies & Materials	28,482	27,891	36,000	48,537
Repairs & Maintenance	22,776	22,990	22,175	28,566
Contractual Services	2,178	5,488	7,503	10,418
Designated Expenses	-	-	-	-
Capital Lease Payments	38,240	31,768	31,768	26,474
Capital Outlay & Improvements	-	-	-	-
<b>Total</b>	<b>315,632</b>	<b>312,179</b>	<b>324,723</b>	<b>310,869</b>

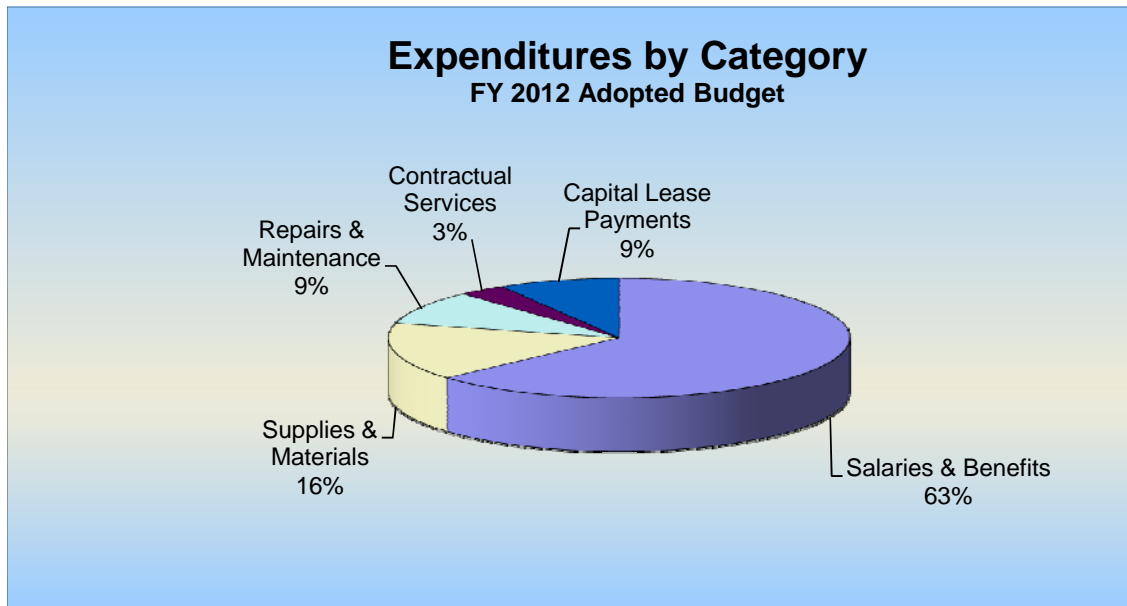
### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Decreases:*

- Salaries & Benefits: For FY 2012, the Heavy Equipment Operator position is unfunded.
- Capital Lease Payments: Reduction in capital lease payments for equipment purchased in prior years.

*Increases:*

- Supplies & Materials: Include \$9,560 increase for chemicals.
- Repairs & Maintenance: Include \$4,766 increase for equipment repairs and maintenance.



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

## GOLF COURSE MAINTENANCE

09-7402

<b>STAFFING LEVEL</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 Adopted Budget</b>
Golf Course Superintendent	1	1	1	1
Heavy Equipment Operator	1	1	1	1
Golf Course Mechanic	0.5	0.5	0.5	0.5
Laborer	3.5	3.5	3.5	3.5
<b>DIVISION TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

Note: The Heavy Equipment Operator position is unfunded in FY 2012.

<b>PERFORMANCE MEASURES</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Projection</b>	<b>FY 2012 Target</b>
<b>OUTPUTS</b>				
# of Acres Mowed and Maintained	122	122	122	122
# of Greens Over Seeded	19	19	19	19
# of Weed (Pest) Control Applications	4	3	4	4
<b>EFFICIENCIES</b>				
Operating Cost per Acre to Maintain	\$2,587.15	\$2,558.84	\$2,661.66	\$2,548.11
<b>EFFECTIVENESS</b>				
% of Golfers Rating the Course Overall as Good to Excellent	85.0%	95.0%	75.0%	95.0%

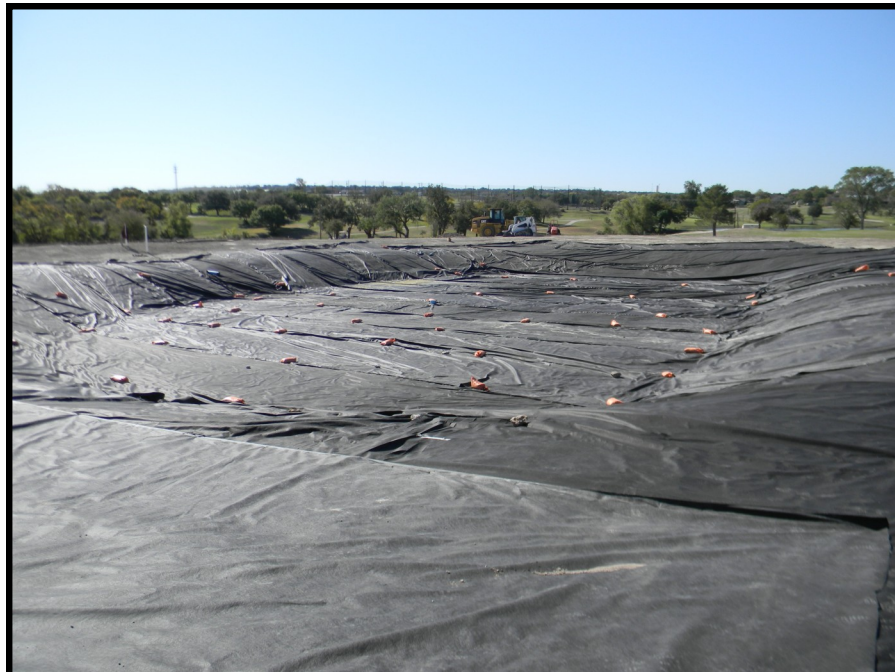
# GOLF COURSE NON-DEPARTMENTAL



## 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.

### Laying the Liner for the New Golf Course Effluent Pond



**NON - DEPARTMENTAL**

**09-7500**

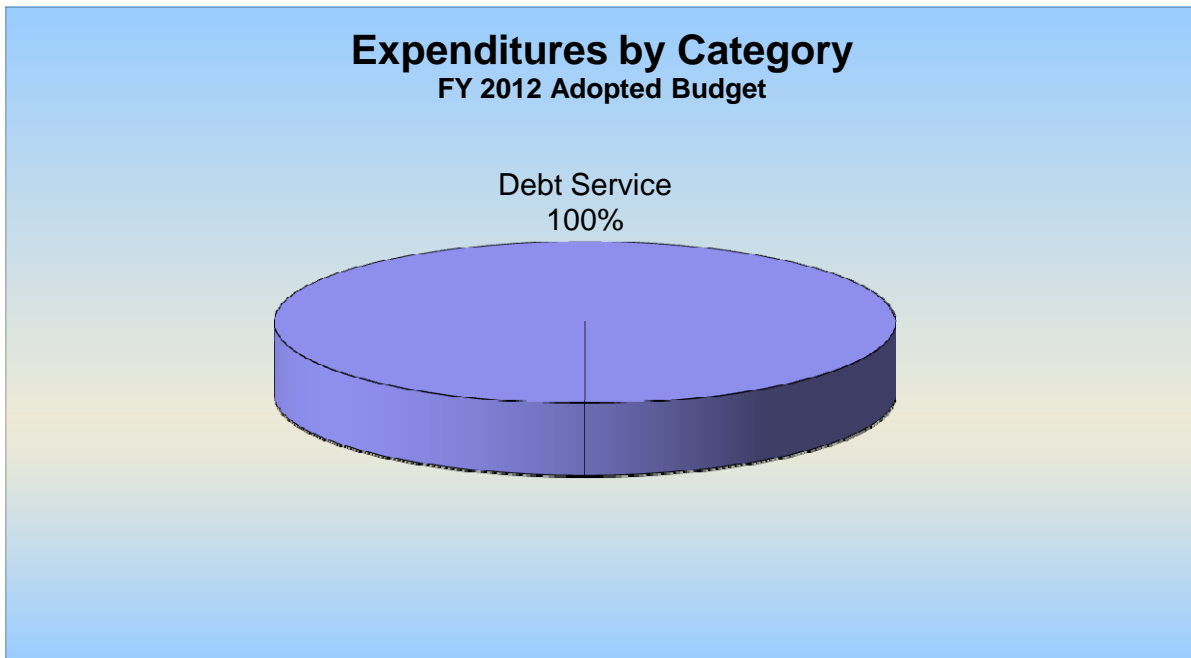
**EXPENDITURE SUMMARY**

<b>NON-DEPARTMENTAL</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 Adopted Budget</b>
Salaries & Benefits	-	-	-	-
Personnel Support	-	-	-	-
Supplies & Materials	-	-	-	-
Repairs & Maintenance	-	-	-	-
Contractual Services	-	-	-	-
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Debt Service	11,735	22,002	22,002	21,404
<b>Total</b>	<b>11,735</b>	<b>22,002</b>	<b>22,002</b>	<b>21,404</b>

**HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\***

*Decreases:*

- Debt Service: \$598 decrease in the portion of debt to be paid from the Golf Course Fund in FY 2012.



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



# OTHER FUNDS



Fire Dog and Rabbit together for Rabbit Fest, May 2011



William Colby, Mechanic, along with other employees setting head wall for a concrete culvert



Toy Bowl, December 4, 2010

# Copperas Cove, Texas

## OTHER FUNDS

### Special Revenue Funds:

**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.

**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 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 2011-12 ADOPTED BUDGET  
DRAINAGE UTILITY FUND  
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

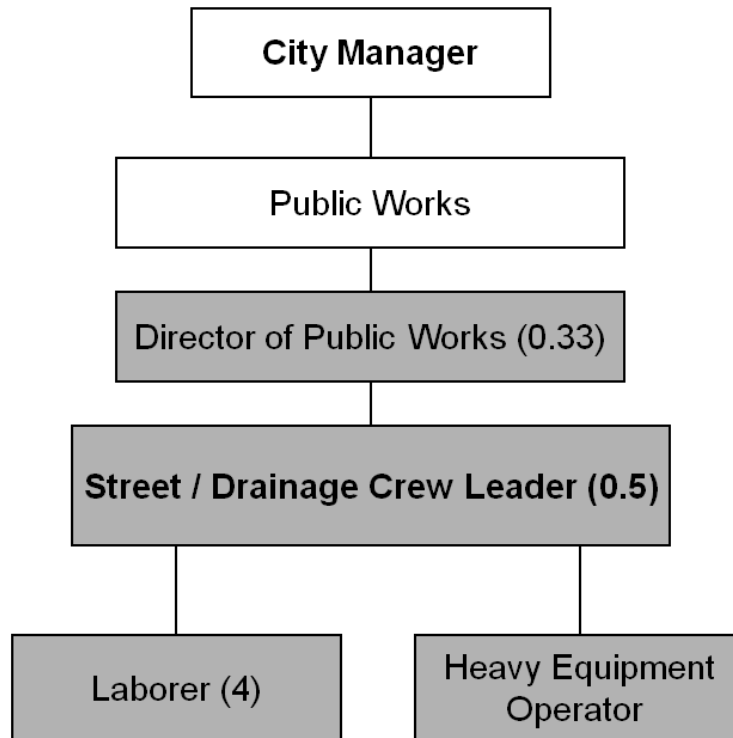
Account	Description	Actual FY 2009-10	Budget* FY 2010-11	Projected FY 2010-11	Adopted FY 2011-12
<b>BEGINNING FUND BALANCE:</b>					
	Unreserved, Undesignated	\$ 599,158	\$ 467,888	\$ 643,179	\$ 972,243
<b>TOTAL BEGINNING FUND BALANCE</b>		<u>\$ 599,158</u>	<u>\$ 467,888</u>	<u>\$ 643,179</u>	<u>\$ 972,243</u>
<b>REVENUES</b>					
05-340-1020	Drainage Utility Fee	\$ 870,377	\$ 875,000	\$ 875,000	\$ 875,000
Subtotal		<u>\$ 870,377</u>	<u>\$ 875,000</u>	<u>\$ 875,000</u>	<u>\$ 875,000</u>
<b>Other Revenue</b>					
05-370-6001	Interest Revenue	\$ 1,589	\$ 1,400	\$ 1,400	\$ 1,500
Subtotal		<u>\$ 1,589</u>	<u>\$ 1,400</u>	<u>\$ 1,400</u>	<u>\$ 1,500</u>
<b>TOTAL REVENUES</b>		<u>\$ 871,966</u>	<u>\$ 876,400</u>	<u>\$ 876,400</u>	<u>\$ 876,500</u>
<b>TOTAL FUNDS AVAILABLE</b>		<u>\$ 1,471,124</u>	<u>\$ 1,344,288</u>	<u>\$ 1,519,579</u>	<u>\$ 1,848,743</u>
<b>OPERATING EXPENDITURES</b>					
	Drainage	\$ 334,675	\$ 292,253	\$ 281,893	\$ 326,365
	Non-Departmental	109,125	109,149	101,460	107,960
<b>TOTAL OPERATING EXPENDITURES</b>		<u>\$ 443,798</u>	<u>\$ 401,402</u>	<u>\$ 383,353</u>	<u>\$ 434,325</u>
<b>OTHER EXPENDITURES</b>					
	Capital Improvement Projects	\$ 72,911	\$ 303,791	\$ 20,000	\$ 322,771
	Capital Outlay	-	19,932	19,932	-
	Capital Lease Payments	-	1,492	1,492	-
	Principal & Int Debt Pymts	311,233	122,559	122,559	189,235
<b>TOTAL OTHER EXPENDITURES</b>		<u>\$ 384,144</u>	<u>\$ 447,774</u>	<u>\$ 163,983</u>	<u>\$ 512,006</u>
<b>TOTAL EXPENDITURES</b>		<u>\$ 827,944</u>	<u>\$ 849,176</u>	<u>\$ 547,336</u>	<u>\$ 946,331</u>
<b>ENDING FUND BALANCE</b>					
	Unreserved, Undesignated	\$ 643,179	\$ 495,112	\$ 972,243	\$ 902,412
<b>TOTAL ENDING FUND BALANCE</b>		<u>\$ 643,179</u>	<u>\$ 495,112</u>	<u>\$ 972,243</u>	<u>\$ 902,412</u>

\* Includes budget amendments that were approved by City Council on 2/1/11, 4/19/11, 7/19/11, 8/2/11, and 9/6/11, and a resolution approved on 9/20/11.

# DRAINAGE UTILITY



**Left to Right:** James Mullen (Street/Drainage Crew Leader); Jerry Blocker (Laborer); Frank Haase (Laborer); Ernest Wilkins (Laborer); Danny Hamilton (Heavy Equipment Operator).



*The mission of the Drainage Department is to ensure quality and timely maintenance of the City's drainage system.*

5.83 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 2011**

- Installed MS4 required drain markers on 358 inlet boxes, 104 concrete flumes, and 63 grates.
- Removed silt and re-graded ditches on Courtney Lane, Robertson Avenue, Creek Street, Janelle Drive, Industrial Avenue and Bowen Avenue.
- Repaired eroded sections and installed rip-rap rock to help reduce erosion on Matt Drive, Georgetown Road, Phyllis Drive, Joe's Road, Five Hills Road and Creek Street.
- 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.
- 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 handrails on Risen Star Lane and Matt Drive that was broken loose.
- Installed new tin horn on walking trail for Parks & Leisure in Walker Place Housing Division.
- Repaired cracked concrete bridge over drainage pipe on North Main Street and installed concrete to fix headwall on Matt Drive.
- Replaced concrete section of cracked wall in flume on Bridle Drive.
- Installed new earthen flume on Amthor Avenue.
- Averaged mowing of 66.5 ditches per month during growing season.

## **CONTINUING OBJECTIVES**

- Control vegetation in drainage ditches by mowing.
- Control erosion in drainage channels by replacing washed out soil, revegetating and installing anti-erosion matting.
- Control weeds growth in gutters by use of herbicide and manual means.
- Clean out concrete channels and inlet boxes as needed.

## **GOALS FOR FISCAL YEAR 2012**

- 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.
- Complete Capital Improvement Project installing inlet boxes on Curry Avenue.

## DRAINAGE UTILITY

05-7600

### EXPENDITURE SUMMARY

DRAINAGE	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	254,826	227,077	227,077	251,785
Personnel Support	-	-	-	-
Supplies & Materials	19,470	28,168	28,811	36,408
Repairs & Maintenance	11,625	22,471	22,471	22,829
Contractual Services	30,860	14,537	3,534	15,343
Designated Expenses	-	-	-	-
Capital Lease Payments	17,895	1,492	1,492	-
Capital Outlay & Improvements	72,910	323,723	39,932	322,771
<b>TOTAL</b>	<b>407,586</b>	<b>617,468</b>	<b>323,317</b>	<b>649,136</b>

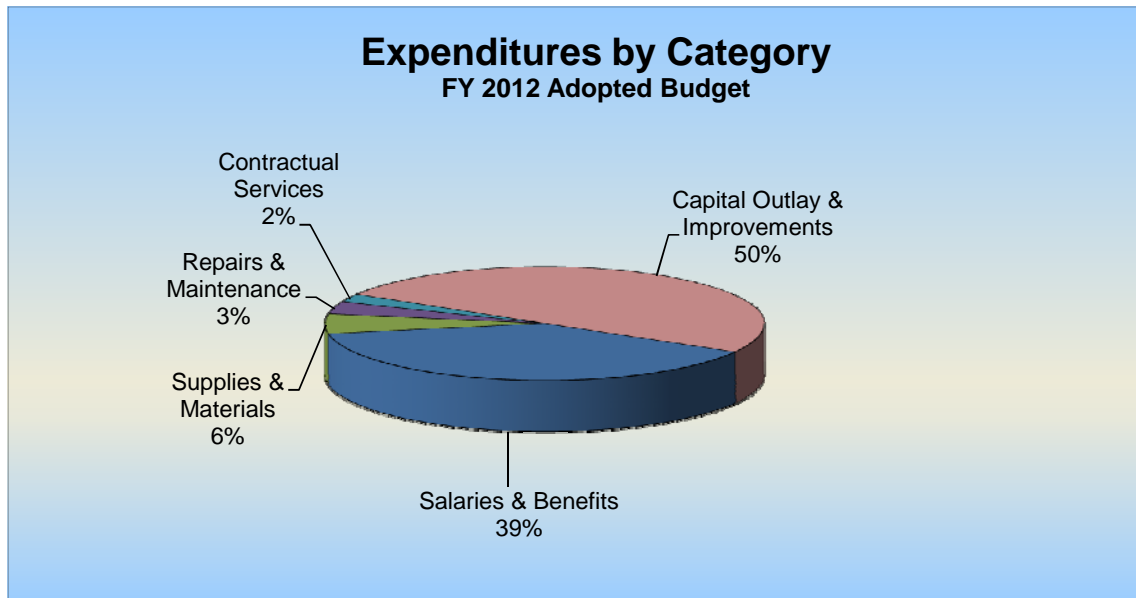
### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Salaries & Benefits: For FY 2012, the Director of Public Works is funded 1/3 in Drainage Utility.
- Supplies & Materials: Include \$3,500 for a two-way tripod and winch system and \$4,000 for a rotary broom with platform.
- Contractual Services: Include \$5,000 for consulting fees and \$4,500 for professional services, neither was funded in FY 2011.
- Capital Outlay & Improvements: \$179,125 for Curry Street Drainage improvement and \$143,646 for Rolling Heights Drainage project.

*Decreases:*

- Capital Lease Payments: Completed lease payments for a backhoe in FY 2011.



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

## DRAINAGE UTILITY

05-7600

<b>STAFFING LEVEL</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Amended Budget</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 Adopted Budget</b>
Assistant Director of Public Works	0.5	0	0	0
Street / Drainage Superintendent	1	0	0	0
Street / Drainage Crew Leader*	0	0.5	0.5	0.5
Heavy Equipment Operator	1	1	1	1
Director of Public Works**	0	0	0	0.33
Laborer	4	4	4	4
<b>DIVISION TOTAL</b>	<b>6.5</b>	<b>5.5</b>	<b>5.5</b>	<b>5.83</b>

\* For FY 2011 and FY 2012, the Street/Drainage Superintendent is funded 50/50 between Street and Drainage Utility departments.

\*\* Director of Public Works is funded 1/3 between Water & Sewer, Solid Waste and Drainage funds in FY 2012.

<b>PERFORMANCE MEASURES</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Projection</b>	<b>FY 2012 Target</b>
<b>OUTPUTS</b>				
Mowing Events per Year	10.0	10.0	10.0	11.0
Drainage Areas Maintained (in miles)	14.0	17.0	14.0	14.0
# of Drainage Miles Mowed per Month	12.6	12.6	12.5	12.6
<b>EFFICIENCIES</b>				
Drainage Miles Mowed per Employee (Monthly)	1.9	2.3	2.3	2.2
<b>EFFECTIVENESS</b>				
% of Drainage Miles Mowed per Month	90.0%	74.1%	89.3%	90.0%



# 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.

The Martin Walker Drainage project, depicted below, was completed last summer to alleviate drainage problems along a nearby street. Before the drainage project, during heavy rain events a large amount of storm water runoff would flood surrounding homes.





## NON - DEPARTMENTAL

05-8000

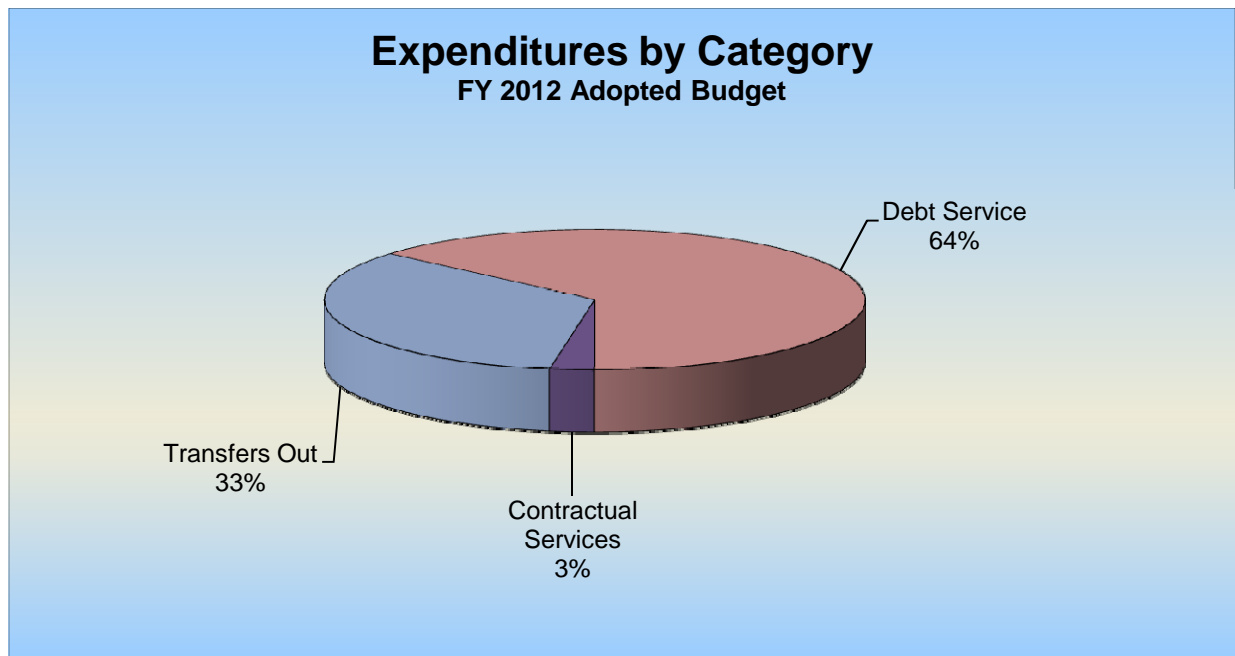
### EXPENDITURE SUMMARY

NON-DEPARTMENTAL	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 Year End Projection	FY 2012 Adopted Budget
Salaries & Benefits	-	-	-	-
Supplies & Materials	-	-	-	-
Repairs & Maintenance	-	-	-	-
Contractual Services	9,125	9,149	1,460	7,960
Designated Expenses	-	-	-	-
Capital Improvement Projects	-	-	-	-
Transfers Out	100,000	100,000	100,000	100,000
Debt Service	311,233	122,559	122,559	189,235
<b>TOTAL</b>	<b>420,358</b>	<b>231,708</b>	<b>224,019</b>	<b>297,195</b>

### HIGHLIGHTS (FY 2012 Adopted Over/Under FY 2011 Projected) \*\*

*Increases:*

- Contractual Services: Include \$6,500 for Drainage Fund portion of annual audit.
- Debt Service: Increase for the portion of debt to be paid from the Drainage Fund in FY 2012.



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

**CITY OF COPPERAS COVE  
FISCAL YEAR 2011-12 ADOPTED BUDGET  
LIBRARY GIFTS & MEMORIALS  
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Account	Description	Actual FY 2009-10	Budget* FY 2010-11	Projected FY 2010-11	Adopted FY 2011-12
<b>BEGINNING FUND BALANCE</b>					
	Unreserved, Undesignated	\$ 8,579	\$ 4,227	\$ 8,290	\$ 7,556
<b>TOTAL BEGINNING FUND BALANCE</b>		<u>\$ 8,579</u>	<u>\$4,227</u>	<u>\$ 8,290</u>	<u>\$ 7,556</u>
<b>REVENUES</b>					
11-370-6001	Interest Revenue	\$ 13	\$ 5	\$ 5	\$ 5
11-390-1001	Library Gifts & Memorials	1,258	5,000	5,000	300
<b>TOTAL REVENUES</b>		<u>\$ 1,270</u>	<u>\$ 5,005</u>	<u>\$ 5,005</u>	<u>\$ 305</u>
<b>TOTAL FUNDS AVAILABLE</b>		<u>\$ 9,849</u>	<u>\$ 9,232</u>	<u>\$ 13,295</u>	<u>\$ 7,861</u>
<b>EXPENDITURES</b>					
11-4320-7100-2100	Book Purchases	\$ -	\$ 476	\$ -	\$ 500
11-4320-7100-2840	Minor Equipment - General	-	324	800	1,200
11-4320-7100-2842	Minor Equipment - Electronics	-	1,500	1,500	2,150
11-4320-7100-2844	Minor Equipment - Software	-	400	400	400
11-4320-7100-6400	Dues and Subscriptions	-	2,000	2,000	2,000
11-4320-7100-7100	Memorial Brickpavers	210	180	180	180
11-4320-7100-8501	Adult & Young Adult Books	241	50	50	60
11-4320-7100-8502	Children's Books	1,108	-	-	100
11-4320-7100-8503	Reference Books	-	-	-	190
11-4320-7100-8505	Genealogy Material	-	809	809	1,081
<b>TOTAL EXPENDITURES</b>		<u>\$ 1,559</u>	<u>\$ 5,739</u>	<u>\$ 5,739</u>	<u>\$ 7,861</u>
<b>ENDING FUND BALANCE:</b>					
	Unreserved, Undesignated	\$ 8,290	\$ 3,493	\$ 7,556	\$ -
<b>TOTAL ENDING FUND BALANCE</b>		<u>\$ 8,290</u>	<u>\$ 3,493</u>	<u>\$ 7,556</u>	<u>\$ -</u>

\* Includes budget amendments that were approved by City Council on 2/1/11, 4/19/11, 7/19/11, 8/2/11, and 9/6/11, and a resolution approved on 9/20/11.

**CITY OF COPPERAS COVE  
FISCAL YEAR 2011-12 ADOPTED BUDGET  
HOTEL OCCUPANCY TAX FUND  
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Account	Description	Actual FY 2009-10	Budget* FY 2010-11	Projected FY 2010-11	Adopted FY 2011-12
<b>BEGINNING FUND BALANCE</b>					
	Unreserved, Undesignated	\$ 83,645	\$ 56,463	\$ 39,493	\$ (3,355)
<b>TOTAL BEGINNING FUND BALANCE</b>		<u>\$ 83,645</u>	<u>\$ 56,463</u>	<u>\$ 39,493</u>	<u>\$ (3,355)</u>
<b>REVENUES</b>					
14-310-1001.1	Hotel Occupancy Tax - Best Western	\$ 49,595	\$ 45,000	\$ 45,000	\$ 47,000
14-310-1001.2	Hotel Occupancy Tax - Luxury Inn	6,371	6,350	6,350	6,700
14-310-1001.3	Hotel Occupancy Tax - Cactus Lodge	11,585	12,000	12,000	13,000
14-310-1001.4	Hotel Occupancy Tax - Motel 8	25,143	23,500	23,500	25,500
14-310-1001.5	Hotel Occupancy Tax - Relax Inn	8,353	7,500	7,500	8,500
14-310-1001.6	Hotel Occupancy Tax - Comfort Suites	67,377	63,500	63,500	65,000
14-310-1001.7	Hotel Occupancy Tax - Days Inn	48,445	43,500	43,500	46,000
14-360-2001	Transfer to General Fund	-	90	-	-
14-370-6001	Interest Revenue	200	-	90	-
<b>TOTAL REVENUES</b>		<u>\$ 217,069</u>	<u>\$ 201,440</u>	<u>\$ 201,440</u>	<u>\$ 211,700</u>
<b>TOTAL FUNDS AVAILABLE</b>		<u>\$ 300,714</u>	<u>\$ 257,903</u>	<u>\$ 240,933</u>	<u>\$ 208,345</u>
<b>EXPENDITURES</b>					
14-4502-1400-207	Other Operating Costs	\$ 149	\$ -	\$ -	\$ -
14-4502-1400-220	Promo of Tourism - Chamber of Comme	186,000	177,750	177,750	121,000
14-4502-1400-220	Promo Tourism - Downtown	11,035	-	-	-
14-4502-1400-221	Texas Lodging Advertising	2,225	2,225	2,225	-
14-4502-1400-236	Promo of Arts - C. Cove Country Opry	2,000	-	-	-
14-4502-1400-445	C.H.A.M.P.S.	30,000	30,000	30,000	20,000
14-4502-1400-930	Principal - 2009 Tax Notes	25,000	30,000	30,000	30,000
14-4502-1400-940	Interest - 2009 Tax Notes	4,813	4,313	4,313	3,713
<b>TOTAL EXPENDITURES</b>		<u>\$ 261,221</u>	<u>\$ 244,288</u>	<u>\$ 244,288</u>	<u>\$ 174,713</u>
<b>ENDING FUND BALANCE:</b>					
	Unreserved, Undesignated	\$ 39,493	\$ 13,615	\$ (3,355)	\$ 33,632
<b>TOTAL ENDING FUND BALANCE</b>		<u>\$ 39,493</u>	<u>\$ 13,615</u>	<u>\$ (3,355)</u>	<u>\$ 33,632</u>

\* Includes budget amendments that were approved by City Council on 2/1/11, 4/19/11, 7/19/11, 8/2/11, and 9/6/11, and a resolution approved on 9/20/11.

**CITY OF COPPERAS COVE  
FISCAL YEAR 2011-12 ADOPTED BUDGET  
ANIMAL SHELTER FUND  
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Account	Description	Actual FY 2009-10	Budget* FY 2010-11	Projected FY 2010-11	Adopted FY 2011-12
<b>BEGINNING FUND BALANCE</b>					
	Unreserved, Undesignated	\$ 18,280	\$ 15,406	\$ 17,566	\$ 17,676
<b>TOTAL BEGINNING FUND BALANCE</b>		<u>\$ 18,280</u>	<u>\$ 15,406</u>	<u>\$ 17,566</u>	<u>\$ 17,676</u>
<b>REVENUES</b>					
15-370-6001	Interest Revenue	\$ 25	\$ 40	\$ 10	\$ 10
15-390-1001	Shelter Donation	-	100	100	-
<b>TOTAL REVENUES</b>		<u>\$ 25</u>	<u>\$ 140</u>	<u>\$ 110</u>	<u>\$ 10</u>
<b>TOTAL FUNDS AVAILABLE</b>		<u>\$ 18,305</u>	<u>\$ 15,546</u>	<u>\$ 17,676</u>	<u>\$ 17,686</u>
<b>EXPENDITURES</b>					
	Designated Expenses	\$ 739	\$ 15,546	\$ -	\$ 17,686
<b>TOTAL EXPENDITURES</b>		<u>\$ 739</u>	<u>\$ 15,546</u>	<u>\$ -</u>	<u>\$ 17,686</u>
<b>ENDING FUND BALANCE:</b>					
	Unreserved, Undesignated	\$ 17,566	\$ -	\$ 17,676	\$ -
<b>TOTAL ENDING FUND BALANCE</b>		<u><u>\$ 17,566</u></u>	<u><u>\$ -</u></u>	<u><u>\$ 17,676</u></u>	<u><u>\$ -</u></u>

\* Includes budget amendments that were approved by City Council on 2/1/11, 4/19/11, 7/19/11, 8/2/11, and 9/6/11, and a resolution approved on 9/20/11.

**CITY OF COPPERAS COVE  
FISCAL YEAR 2011-12 ADOPTED BUDGET  
COURT EFFICIENCY FUND  
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2009-10	Budget* FY 2010-11	Projected FY 2010-11	Adopted FY 2011-12
<b>BEGINNING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 15,635	\$ 15,473	\$ 16,073	\$ 12,375
<b>TOTAL BEGINNING FUND BALANCE</b>	<u>\$ 15,635</u>	<u>\$ 15,473</u>	<u>\$ 16,073</u>	<u>\$ 12,375</u>
<b>REVENUES</b>				
Court Efficiency Revenue	\$ 4,118	\$ 2,450	\$ 2,450	\$ 2,550
Interest Revenue	32	30	30	25
<b>TOTAL REVENUES</b>	<u>\$ 4,150</u>	<u>\$ 2,480</u>	<u>\$ 2,480</u>	<u>\$ 2,575</u>
<b>TOTAL FUNDS AVAILABLE</b>	<u>\$ 19,785</u>	<u>\$ 17,953</u>	<u>\$ 18,553</u>	<u>\$ 14,950</u>
<b>TOTAL EXPENDITURES</b>	<u>\$ 3,712</u>	<u>\$ 6,178</u>	<u>\$ 6,178</u>	<u>\$ 6,497</u>
<b>ENDING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 16,073	\$ 11,775	\$ 12,375	\$ 8,453
<b>TOTAL ENDING FUND BALANCE</b>	<u><u>\$ 16,073</u></u>	<u><u>\$ 11,775</u></u>	<u><u>\$ 12,375</u></u>	<u><u>\$ 8,453</u></u>

\* Includes budget amendments that were approved by City Council on 2/1/11, 4/19/11, 7/19/11, 8/2/11, and 9/6/11, and a resolution approved on 9/20/11.

Note: The Court Efficiency Fund was in a combined Municipal Court Special Revenue fund prior to FY 2008-09.

**CITY OF COPPERAS COVE  
FISCAL YEAR 2011-12 ADOPTED BUDGET  
COURT SECURITY FUND  
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2009-10	Budget* FY 2010-11	Projected FY 2010-11	Adopted FY 2011-12
<b>BEGINNING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 28,005	\$ 12,955	\$ 17,208	\$ 559
<b>TOTAL BEGINNING FUND BALANCE</b>	<u>\$ 28,005</u>	<u>\$ 12,955</u>	<u>\$ 17,208</u>	<u>\$ 559</u>
<b>REVENUES</b>				
Court Security Revenue	\$ 21,994	\$ 15,410	\$ 15,410	\$ 15,885
Interest Revenue	58	45	45	15
Transfer in from Fund 01	-	1,513	1,513	-
<b>TOTAL REVENUES</b>	<u>\$ 22,052</u>	<u>\$ 16,968</u>	<u>\$ 16,968</u>	<u>\$ 15,900</u>
<b>TOTAL FUNDS AVAILABLE</b>	<u>\$ 50,057</u>	<u>\$ 29,923</u>	<u>\$ 34,176</u>	<u>\$ 16,459</u>
<b>TOTAL EXPENDITURES</b>	<u>\$ 32,849</u>	<u>\$ 33,617</u>	<u>\$ 33,617</u>	<u>\$ -</u>
<b>ENDING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 17,208	\$ (3,694)	\$ 559	\$ 16,459
<b>TOTAL ENDING FUND BALANCE</b>	<u>\$ 17,208</u>	<u>\$ (3,694)</u>	<u>\$ 559</u>	<u>\$ 16,459</u>

\* Includes budget amendments that were approved by City Council on 2/1/11, 4/19/11, 7/19/11, 8/2/11, and 9/6/11, and a resolution approved on 9/20/11.

Note: The Court Security Fund was in a combined Municipal Court Special Revenue fund prior to FY 2008-09.

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

Position Title	Number of Positions			
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Bailiff*	-	-	0.5	-
<b>Total</b>	<u>-</u>	<u>-</u>	<u>0.5</u>	<u>-</u>

\* 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.

Note: For FY 2011-12, the Bailiff position is being funded in Municipal Court in the General Fund.

**CITY OF COPPERAS COVE  
FISCAL YEAR 2011-12 ADOPTED BUDGET  
COURT TECHNOLOGY FUND  
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2009-10	Budget* FY 2010-11	Projected FY 2010-11	Adopted FY 2011-12
<b>BEGINNING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 103,039	\$ 80,360	\$ 80,179	\$ 40,860
<b>TOTAL BEGINNING FUND BALANCE</b>	<u>\$ 103,039</u>	<u>\$ 80,360</u>	<u>\$ 80,179</u>	<u>\$ 40,860</u>
<b>REVENUES</b>				
Court Technology Revenue	\$ 29,018	\$ 19,700	\$ 19,700	\$ 20,300
Interest Revenue	190	115	115	130
<b>TOTAL REVENUES</b>	<u>\$ 29,209</u>	<u>\$ 19,815</u>	<u>\$ 19,815</u>	<u>\$ 20,430</u>
<b>TOTAL FUNDS AVAILABLE</b>	<u>\$ 132,248</u>	<u>\$ 100,175</u>	<u>\$ 99,994</u>	<u>\$ 61,290</u>
<b>TOTAL EXPENDITURES</b>	<u>\$ 52,069</u>	<u>\$ 59,134</u>	<u>\$ 59,134</u>	<u>\$ 30,919</u>
<b>ENDING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 80,179	\$ 41,041	\$ 40,860	\$ 30,371
<b>TOTAL ENDING FUND BALANCE</b>	<u><u>\$ 80,179</u></u>	<u><u>\$ 41,041</u></u>	<u><u>\$ 40,860</u></u>	<u><u>\$ 30,371</u></u>

\* Includes budget amendments that were approved by City Council on 2/1/11, 4/19/11, 7/19/11, 8/2/11, and 9/6/11, and a resolution approved on 9/20/11.

Note: The Court Technology Fund was in a combined Municipal Court Special Revenue fund prior to FY 2008-09.

**CITY OF COPPERAS COVE  
FISCAL YEAR 2011-12 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	\$ 74,000	\$ 16,400	\$ -	\$ 90,400
City-Wide Donation Fund	24,725	10,725	35,450	-
City-Wide Grants (SAFER Grant)	7,652	403,023	410,675	-
FEMA Grant Fund	3,903	-	3,903	-
Police State Seizure Fund	9,766	20	9,786	-
Police Federal Seizure Fund	2,104	-	2,104	-
Law Enforcement Block Grant Fund	7,109	10	7,119	-
Fire Department Grants Fund	9,425	10	9,435	-
Library Grants Fund	15,363	10	15,373	-
Tobacco Grant Fund	-	1,500	1,500	-
<b>Total Other Funds</b>	<b>\$ 154,047</b>	<b>\$ 431,698</b>	<b>\$ 495,345</b>	<b>\$ 90,400</b>



# DEBT SERVICE REQUIREMENTS



North 1<sup>st</sup> Street and West Avenue B  
received a dedicated left turn lane  
and signal in 2011



New Play Scope at High  
Chaparral Park



New Fire Engine

# 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.

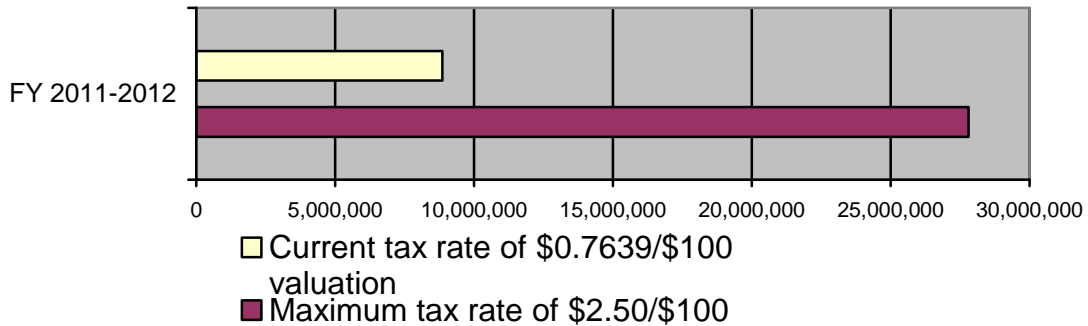
The most recent debt issues of the City of Copperas Cove have earned ratings from Standard & Poor's and Moody's.

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 and remained at the AA- rating after the February 2011 debt issue.

\*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 assessed value for all City purposes.



Administratively, the Attorney General of the State of Texas will permit allocation of \$1.50 of the \$2.50 maximum tax rate for **general obligation debt service**. (Source: Texas Admin Code, Rule 53.3)

Assessed value, 2011 Tax Roll	\$1,084,647,856
Limit on amount designated for debt service	x 1.5%
Legal limit	\$ 16,269,718

Actual amount to be expended from ad valorem taxes for <b>general obligation debt service</b> during the Year Ending September 30, 2012	\$ 1,601,100
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***The City Built for Family Living***

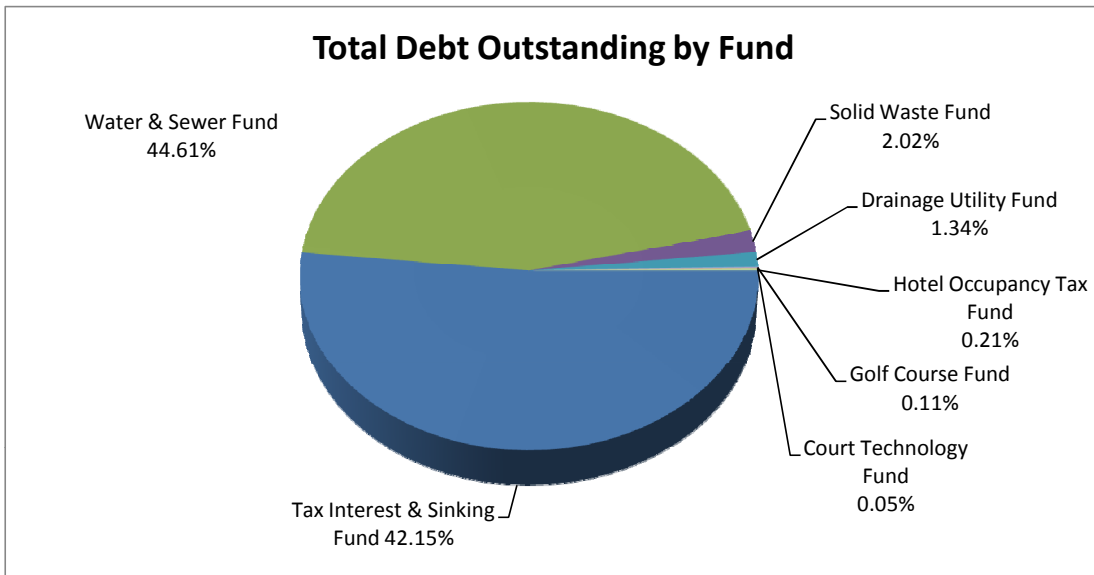
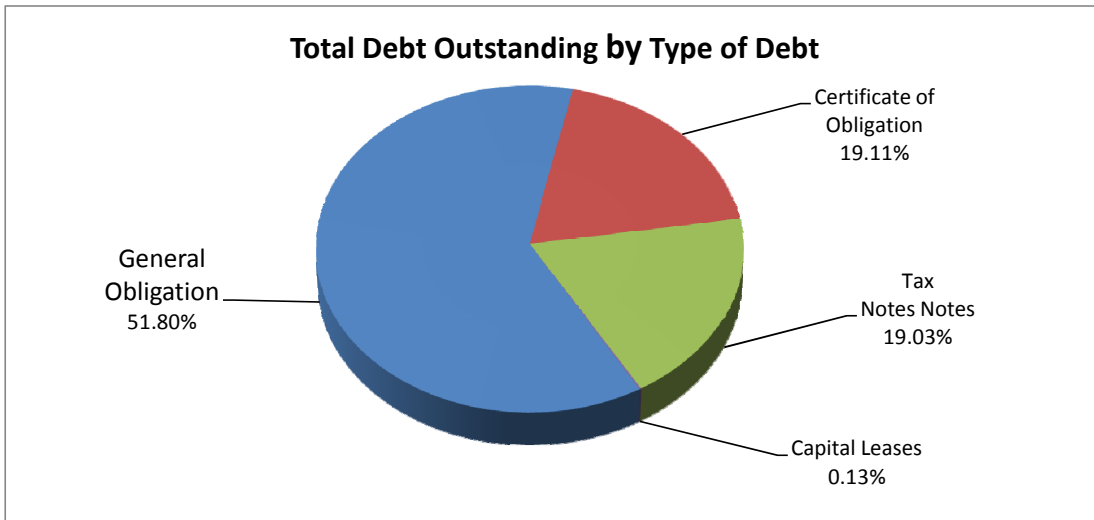
**CITY OF COPPERAS COVE  
FISCAL YEAR 2011-12 ADOPTED BUDGET  
TAX INTEREST AND SINKING FUND  
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Account	Description	Actual FY 2009-10	Budget* FY 2010-11	Projected FY 2010-11	Adopted FY 2011-12
<b>BEGINNING FUND BALANCE:</b>					
	Unreserved, Undesignated	\$ 424,489	\$ 326,868	\$ 345,669	\$ 1,989,807
<b>TOTAL BEGINNING FUND BALANCE</b>		<u>\$ 424,489</u>	<u>\$ 326,868</u>	<u>\$ 345,669</u>	<u>\$ 1,989,807</u>
<b>REVENUES</b>					
07-310-1001	Ad Valorem Taxes	\$ 1,768,772	\$ 1,960,000	\$ 1,960,000	\$ 2,521,476
07-310-1002	Delinquent Ad Valorem Taxes	16,768	14,000	14,000	15,000
07-310-1003	Penalty & Interest	13,732	13,000	13,000	12,000
07-370-6001	Interest Revenue	2,323	3,000	3,000	2,200
07-370-6002	Accrued Interest Revenue	20,684	-	-	-
07-390-6008	Other Financing Sources	-	2,918,827	2,918,827	133,500
<b>TOTAL REVENUES</b>		<u>\$ 1,822,278</u>	<u>\$ 4,908,827</u>	<u>\$ 4,908,827</u>	<u>\$ 2,684,176</u>
<b>TOTAL FUNDS AVAILABLE</b>		<u>\$ 2,246,767</u>	<u>\$ 5,235,695</u>	<u>\$ 5,254,496</u>	<u>\$ 4,673,983</u>
<b>EXPENDITURES</b>					
4701-0700-2218	Principal (Aug)-'98 GO	\$ 75,000	\$ -	\$ -	\$ -
4701-0700-2220	Principal (Aug)-'01C/O	105,000	110,000	110,000	-
4701-0700-2225	Principal '03 C/O	70,000	65,000	65,000	85,000
4701-0700-2226	Principal Refunding C/O	394,037	9,000	9,000	9,000
4701-0700-2227	Principal (Aug) Ref '06 C/O	1,000	418,932	418,932	453,033
4701-0700-2228	Principal '06 Tax Notes	160,000	165,000	165,000	170,000
4701-0700-2229	Principal '07 C/O	5,000	20,000	20,000	35,000
4701-0700-2230	Principal '07 C/O Refunding	6,000	6,000	6,000	6,000
4701-0700-2231	Principal '08 Tax Notes	130,000	10,000	10,000	175,000
4701-0700-2232	Principal '08A Tax Notes	40,000	110,000	110,000	135,000
4701-0700-2233	Principal '09 GO	25,000	45,000	45,000	50,000
4701-0700-2234	Principal '09 Tax Notes	50,000	50,000	50,000	60,000
4701-0700-2235	Principal '10 GO	-	-	-	35,000
4701-0700-2236	Principal '10 Tax Notes	-	-	-	110,000
4701-0700-2237	Principal '10 Refunding	-	205,425	205,425	338,225
4701-0700-2238	Principal '10A Tax Notes	-	125,000	125,000	25,000
4701-0700-2241	Principal '11 Tax Notes	-	-	-	20,000
4701-0700-2318	Interest (Fb/Ag)-'98 GO	14,435	-	-	-
4701-0700-2320	Interest (Fb/Ag)-'01 C/O	13,272	4,725	4,725	-
4701-0700-2325	Interest '03 C/O	112,632	53,637	53,637	50,277
4701-0700-2326	Interest Refunding C/O '06	37,422	37,384	37,384	37,044
4701-0700-2327	Interest Refunding C/O	76,139	61,738	61,738	46,536
4701-0700-2328	Interest '06 Tax Notes	26,566	20,247	20,247	13,697
4701-0700-2329	Interest '07 Proposed C/O Bond	208,028	207,835	207,835	207,047
4701-0700-2330	Interest '07 C/O Refund	54,312	54,077	54,077	53,840
4701-0700-2331	Interest '08 Tax Notes	34,998	14,382	-	26,480
4701-0700-2332	Interest '08A Tax Notes	37,364	35,920	35,920	31,949
4701-0700-2333	Interest '09 GO	207,175	206,425	206,425	205,075
4701-0700-2334	Interest '09 Tax Notes	16,819	15,819	15,819	14,819
4701-0700-2335	Interest '10 GO	-	72,130	72,130	55,963
4701-0700-2336	Interest '10 Tax Notes	-	21,420	21,420	16,619
4701-0700-2337	Interest '10 Refunding	-	38,540	38,540	49,334
4701-0700-2338	Interest '10A Tax Notes	-	20,843	20,843	26,540
4701-0700-2339	Interest '11 Rev & Tax Bond <sup>2</sup>	-	923,346	923,346	1,713,425
4701-0700-2340	Interest '11 GO Bonds <sup>2</sup>	-	141,216	141,216	262,050
4701-0700-2341	Interest '11 Tax Notes	-	-	-	22,128
4701-0700-2401	Bond Paying Agent Fees	900	(2,770)	(2,770)	-
4701-0700-6014	Arbitrage Rebate Service	-	12,800	12,800	-
<b>TOTAL EXPENDITURES</b>		<u>\$ 1,901,098</u>	<u>\$ 3,279,071</u>	<u>\$ 3,264,689</u>	<u>\$ 4,539,081</u>
<b>TOTAL ENDING FUND BALANCE</b>		<u>\$ 345,669</u>	<u>\$ 1,956,624</u>	<u>\$ 1,989,807</u>	<u>\$ 134,902</u>

\* Includes budget amendments that were approved by City Council on 2/1/11, 4/19/11, 7/19/11, 8/2/11, and 9/6/11, and a resolution approved on 9/20/11.

<sup>2</sup> 2011 Rev & Tax Bond and 2011 GO Bonds principal and interest will be paid with capitalized interest in FY 2011-12.

**City of Copperas Cove  
Outstanding Debt  
Fiscal Year 2011-2012**



Fund	General Obligation	Certificate of Obligation	Tax Notes	Capital Leases	Total Debt Service
Tax Interest & Sinking Fund	\$ 26,011,547	\$ 8,737,471	\$ 6,152,805	\$ -	\$ 40,901,823
General Fund	-	-	-	-	-
Water & Sewer Fund	22,095,113	6,391,295	6,802,854	32,339	35,321,601
Solid Waste Fund	-	-	1,565,489	35,240	1,600,729
Drainage Utility Fund	773,684	-	284,903	-	1,058,587
Cemetery Fund	-	-	-	-	-
Golf Course Fund	-	-	57,420	26,474	83,894
Court Technology Fund	-	-	35,060	7,938	42,998
Hotel Occupancy Tax Fund	-	-	167,189	-	167,189
<b>Total All Funds</b>	<b>\$ 48,880,344</b>	<b>\$ 15,128,766</b>	<b>\$ 15,065,720</b>	<b>\$ 101,991</b>	<b>\$ 79,176,821</b>

**CITY OF COPPERAS COVE, TEXAS  
FUTURE INDEBTEDNESS SCHEDULE  
2011-2012**

Year	General Obligation	Certificates of Obligation	Tax Notes	Capital Leases	Total Debt Service
2011 - 2012	3,762,398	957,847	1,896,568	101,991	6,718,804
2012 - 2013	3,374,354	1,102,786	2,066,888	-	6,544,028
2013 - 2014	3,494,251	925,200	2,355,395	-	6,774,846
2014 - 2015	3,153,900	1,084,812	2,413,848	-	6,652,560
2015 - 2016	3,268,777	1,111,539	4,939,211	-	9,319,527
2016 - 2017	3,166,602	1,094,645	1,095,110	-	5,356,357
2017 - 2018	3,343,396	1,118,316	298,700	-	4,760,412
2018 - 2019	3,240,216	1,059,575	-	-	4,299,791
2019 - 2020	2,939,502	1,086,467	-	-	4,025,969
2020 - 2021	2,988,898	1,075,264	-	-	4,064,162
2021 - 2022	2,207,154	1,072,971	-	-	3,280,125
2022 - 2023	2,226,249	1,054,223	-	-	3,280,472
2023 - 2024	1,263,263	704,772	-	-	1,968,035
2024 - 2025	1,264,963	710,979	-	-	1,975,942
2025 - 2026	1,694,763	486,051	-	-	2,180,814
2026 - 2027	1,696,213	483,321	-	-	2,179,534
2027 - 2028	1,452,188	-	-	-	1,452,188
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>48,880,340</b>	<b>15,128,766</b>	<b>15,065,720</b>	<b>101,991</b>	<b>79,176,817</b>
Less Interest	13,640,340	3,913,766	1,345,720	1,310	18,901,136
<b>TOTAL DEBT</b>	<b>35,240,000</b>	<b>11,215,000</b>	<b>13,720,000</b>	<b>100,681</b>	<b>60,275,681</b>

**Series Name**

Series 2003 Combination Tax & Revenue Certificates of Obligation	3,530,000
Series 2003A General Obligation Refunding	1,550,000
Series 2005 Combination Tax & Revenue Certificates of Obligation	2,430,000
Series 2005 General Obligation Refunding	3,825,000
Series 2006 General Obligation Refunding	4,900,000
Series 2006 Tax Notes	345,000
Series 2007 General Obligation Refunding	4,555,000
Series 2007 Combination Tax & Revenue Certificates of Obligation	5,255,000
Series 2008 Tax Notes	2,025,000
Series 2008A Tax Notes	1,710,000
Series 2009 General Obligation	4,685,000
Series 2009 Tax Notes	2,085,000
Series 2010 General Obligation	4,685,000
Series 2010 General Obligation Refunding	5,550,000
Series 2010 Tax Notes	4,465,000
Series 2010A Tax Notes	1,790,000
Series 2011 General Obligation	5,490,000
Series 2011 Tax Notes	1,300,000
<b>TOTAL</b>	<b>60,175,000</b>

Note: Principal and Interest payments for the 2011 Revenue and Tax Bonds are anticipated to be sourced from a combination of capitalized interest and revenues received pursuant to an agreement between the Texas Department of Transportation and the City of Copperas Cove.

**CITY OF COPPERAS COVE, TEXAS**  
**FUTURE INDEBTEDNESS SCHEDULE**  
**2011-2012**

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
2011 - 2012	2,415,000	1,347,398	3,762,398	2011 - 2012	495,000	462,847	957,847	2011 - 2012	1,535,000	361,568	1,896,568
2012 - 2013	2,104,999	1,269,355	3,374,354	2012 - 2013	660,000	442,786	1,102,786	2012 - 2013	1,745,000	321,888	2,066,888
2013 - 2014	2,305,001	1,189,250	3,494,251	2013 - 2014	510,000	415,200	925,200	2013 - 2014	2,090,000	265,395	2,355,395
2014 - 2015	2,035,000	1,118,900	3,153,900	2014 - 2015	690,000	394,812	1,084,812	2014 - 2015	2,215,000	198,848	2,413,848
2015 - 2016	2,210,000	1,058,777	3,268,777	2015 - 2016	745,000	366,539	1,111,539	2015 - 2016	4,785,000	154,211	4,939,211
2016 - 2017	2,175,000	991,602	3,166,602	2016 - 2017	760,000	334,645	1,094,645	2016 - 2017	1,060,000	35,110	1,095,110
2017 - 2018	2,420,000	923,396	3,343,396	2017 - 2018	815,000	303,316	1,118,316	2017 - 2018	290,000	8,700	298,700
2018 - 2019	2,395,000	845,216	3,240,216	2018 - 2019	790,000	269,575	1,059,575	2018 - 2019	-	-	-
2019 - 2020	2,185,000	754,502	2,939,502	2019 - 2020	850,000	236,467	1,086,467	2019 - 2020	-	-	-
2020 - 2021	2,320,000	668,898	2,988,898	2020 - 2021	875,000	200,264	1,075,264	2020 - 2021	-	-	-
2021 - 2022	1,630,000	577,154	2,207,154	2021 - 2022	910,000	162,971	1,072,971	2021 - 2022	-	-	-
2022 - 2023	1,715,000	511,249	2,226,249	2022 - 2023	930,000	124,223	1,054,223	2022 - 2023	-	-	-
2023 - 2024	825,000	438,263	1,263,263	2023 - 2024	620,000	84,772	704,772	2023 - 2024	-	-	-
2024 - 2025	865,000	399,963	1,264,963	2024 - 2025	650,000	60,979	710,979	2024 - 2025	-	-	-
2025 - 2026	1,335,000	359,763	1,694,763	2025 - 2026	450,000	36,051	486,051				
2026 - 2027	1,400,000	296,213	1,696,213	2026 - 2027	465,000	18,321	483,321				
2027 - 2028	1,225,000	227,188	1,452,188								
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>35,240,000</b>	<b>13,640,340</b>	<b>48,880,344</b>	<b>TOTAL</b>	<b>11,215,000</b>	<b>3,913,766</b>	<b>15,128,766</b>	<b>TOTAL</b>	<b>13,720,000</b>	<b>1,345,720</b>	<b>15,065,720</b>

Series Name	Principal Amount
Series 2003 Combination Tax & Revenue Certificates of Obligation	3,530,000
Series 2003A General Obligation Refunding	1,550,000
Series 2005 Combination Tax & Revenue Certificates of Obligation	2,430,000
Series 2005 General Obligation Refunding	3,825,000
Series 2006 General Obligation Refunding	4,900,000
Series 2006 Tax Notes	345,000
Series 2007 General Obligation Refunding	4,555,000
Series 2007 Combination Tax & Revenue Certificates of Obligation	5,255,000
Series 2008 Tax Notes	2,025,000
Series 2008A Tax Notes	1,710,000
Series 2009 General Obligation	4,685,000
Series 2009 Tax Notes	2,085,000
Series 2010 General Obligation	4,685,000
Series 2010 General Obligation Refunding	5,550,000
Series 2010 Tax Notes	4,465,000
Series 2010A Tax Notes	1,790,000
Series 2011 General Obligation	5,490,000
Series 2011 Tax Notes	1,300,000
<b>TOTAL</b>	<b>60,175,000</b>

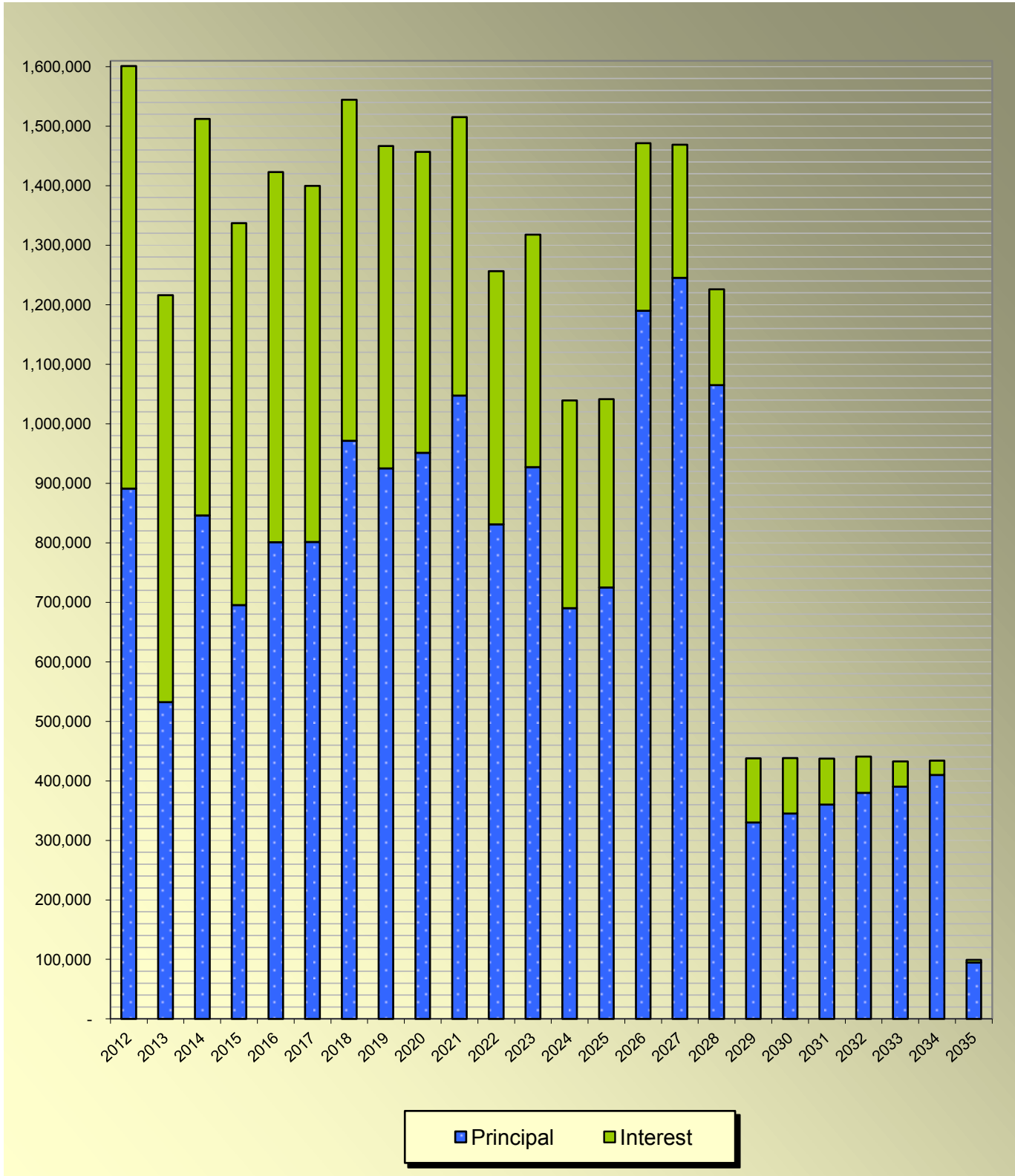
Note: Principal and Interest payments for the 2011 Revenue and Tax Bonds are anticipated to be sourced from a combination of capitalized interest and revenues received pursuant to an agreement between the Texas Department of Transportation and the City of Copperas Cove.

**CITY OF COPPERAS COVE, TEXAS**  
**TAX SUPPORTED FUTURE INDEBTEDNESS SCHEDULE**  
**2011-2012**

<b>GENERAL OBLIGATION DEBT</b>			
	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2011 - 2012	891,258	709,842	1,601,100
2012 - 2013	532,348	683,846	1,216,194
2013 - 2014	846,009	666,082	1,512,091
2014 - 2015	695,467	641,463	1,336,930
2015 - 2016	800,854	621,866	1,422,720
2016 - 2017	801,572	598,031	1,399,603
2017 - 2018	971,150	573,213	1,544,363
2018 - 2019	924,900	541,880	1,466,780
2019 - 2020	951,000	505,807	1,456,807
2020 - 2021	1,047,500	467,571	1,515,071
2021 - 2022	831,000	425,239	1,256,239
2022 - 2023	927,000	390,887	1,317,887
2023 - 2024	690,000	349,026	1,039,026
2024 - 2025	725,000	316,126	1,041,126
2025 - 2026	1,190,000	281,526	1,471,526
2026 - 2027	1,245,000	223,775	1,468,775
2027 - 2028	1,065,000	160,951	1,225,951
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>17,445,058</b>	<b>8,566,489</b>	<b>26,011,547</b>

<b>Series Name</b>	<b>Principal Amount</b>
Series 2005 General Obligation Refunding	1,285,308
Series 2006 General Obligation Refunding	980,000
Series 2007 General Obligation Refunding	1,366,500
Series 2009 General Obligation	4,595,000
Series 2010 General Obligation	1,425,000
Series 2010 General Obligation Refunding	2,303,250
Series 2011 General Obligation	5,490,000
<b>TOTAL</b>	<b>17,445,058</b>

**CITY OF COPPERAS COVE, TEXAS  
GENERAL OBLIGATION TAX DEBT TO MATURITY  
2011-2012**



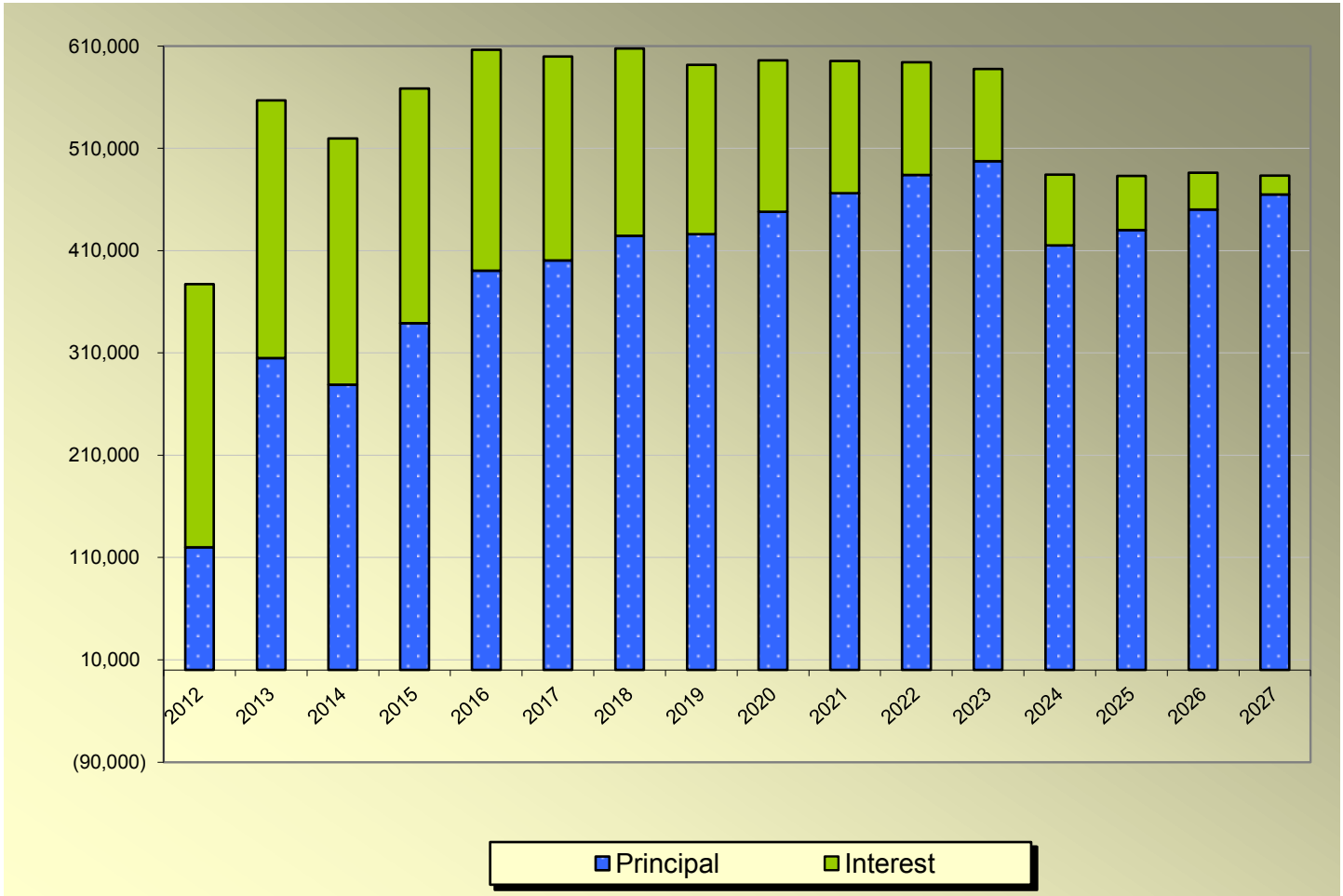


**CITY OF COPPERAS COVE, TEXAS**  
**TAX SUPPORTED FUTURE INDEBTEDNESS SCHEDULE**  
**2011-2012**

<b>CERTIFICATES OF OBLIGATION DEBT</b>			
	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2011 - 2012	120,000	257,324	377,324
2012 - 2013	305,000	251,865	556,865
2013 - 2014	279,000	240,701	519,701
2014 - 2015	339,000	229,490	568,490
2015 - 2016	390,500	215,663	606,163
2016 - 2017	400,500	199,371	599,871
2017 - 2018	424,500	183,027	607,527
2018 - 2019	426,000	165,655	591,655
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>6,340,000</b>	<b>2,397,471</b>	<b>8,737,471</b>

<b>Series Name</b>	<b>Principal Amount</b>
Series 2003 Combination Tax & Revenue	1,085,000
Series 2007 Combination Tax & Revenue	5,255,000
<b>TOTAL</b>	<b>6,340,000</b>

**CITY OF COPPERAS COVE, TEXAS**  
**CERTIFICATES OF OBLIGATION TAX DEBT TO MATURITY**  
**2011-2012**

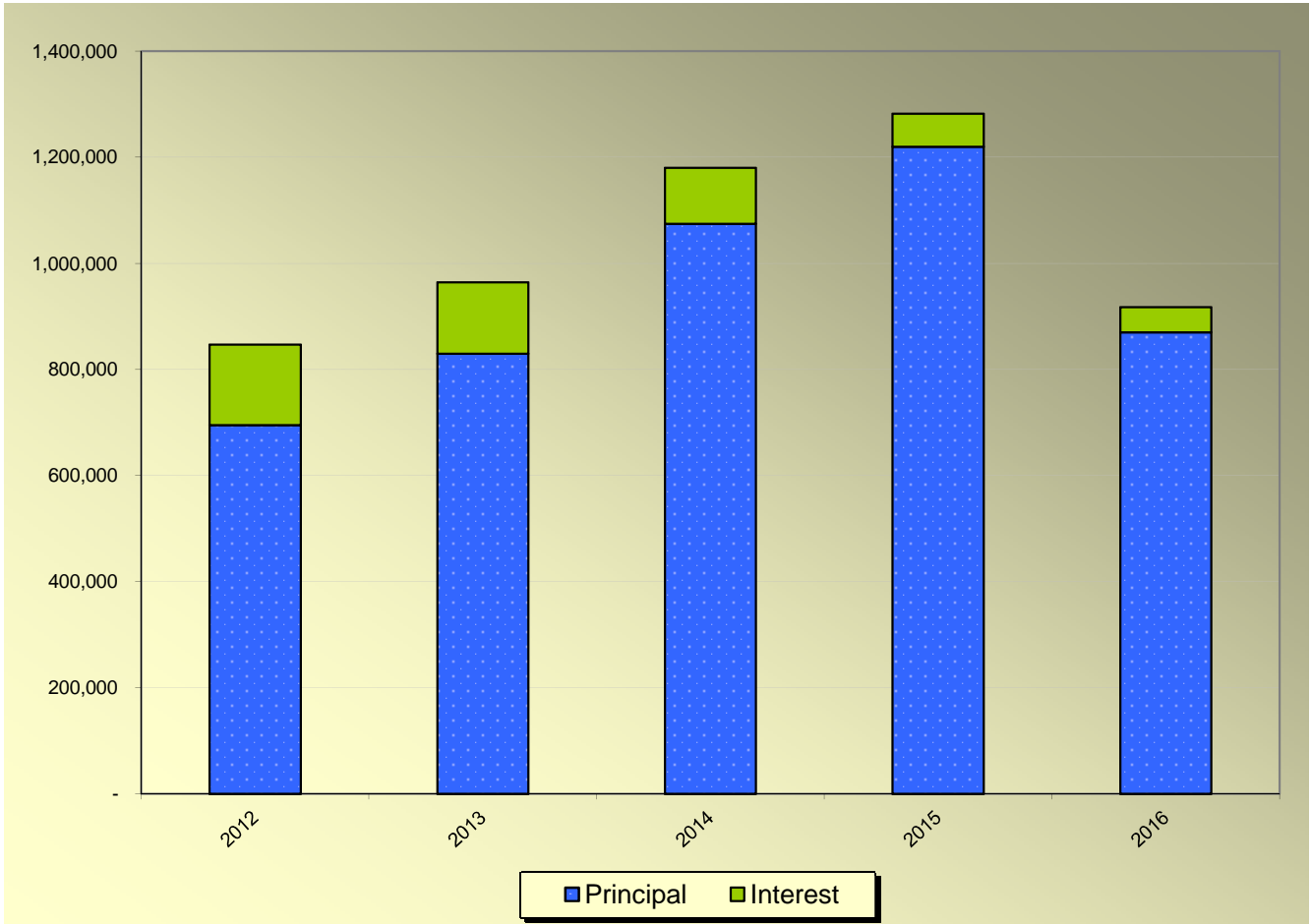


**CITY OF COPPERAS COVE, TEXAS**  
**TAX SUPPORTED FUTURE INDEBTEDNESS SCHEDULE**  
**2011-2012**

<b>TAX NOTES DEBT</b>			
	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2011 - 2012	695,000	152,232	847,232
2012 - 2013	830,000	134,491	964,491
2013 - 2014	1,075,000	105,624	1,180,624
2014 - 2015	1,220,000	62,084	1,282,084
2015 - 2016	870,000	47,374	917,374
2016 - 2017	710,000	24,400	734,400
2017 - 2018	220,000	6,600	226,600
<b>TOTAL</b>	<b>5,620,000</b>	<b>532,805</b>	<b>6,152,805</b>

<b>Series Name</b>	<b>Principal Amount</b>
Series 2006 Tax Notes	345,000
Series 2008 Tax Notes	1,040,000
Series 2008A Tax Notes	885,000
Series 2009 Tax Notes	580,000
Series 2010 Tax Notes	580,000
Series 2010A Tax Notes	1,255,000
Series 2011 Tax Notes	935,000
<b>TOTAL</b>	<b>5,620,000</b>

CITY OF COPPERAS COVE, TEXAS  
TAX NOTES TAX DEBT TO MATURITY  
2011-2012



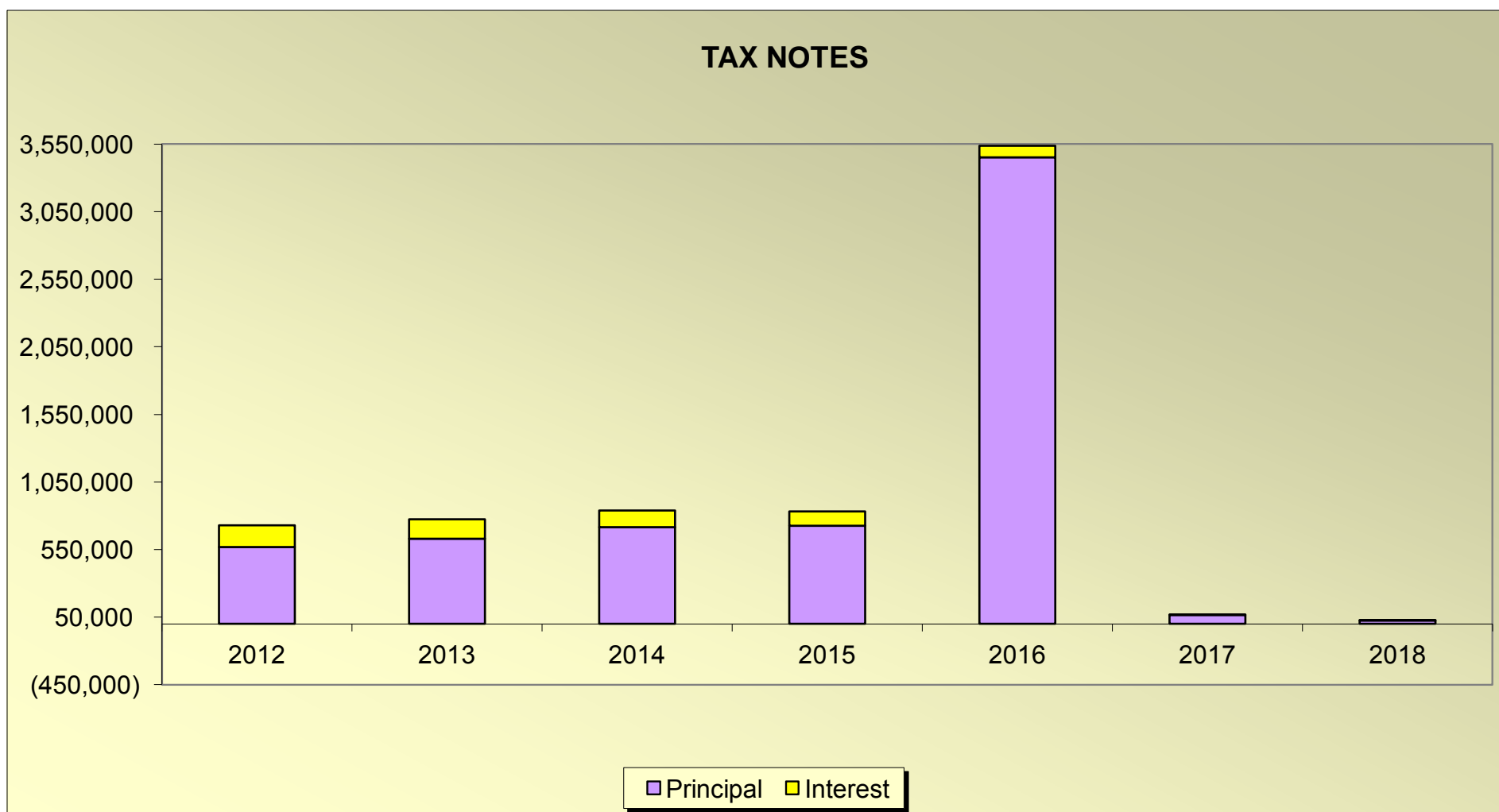
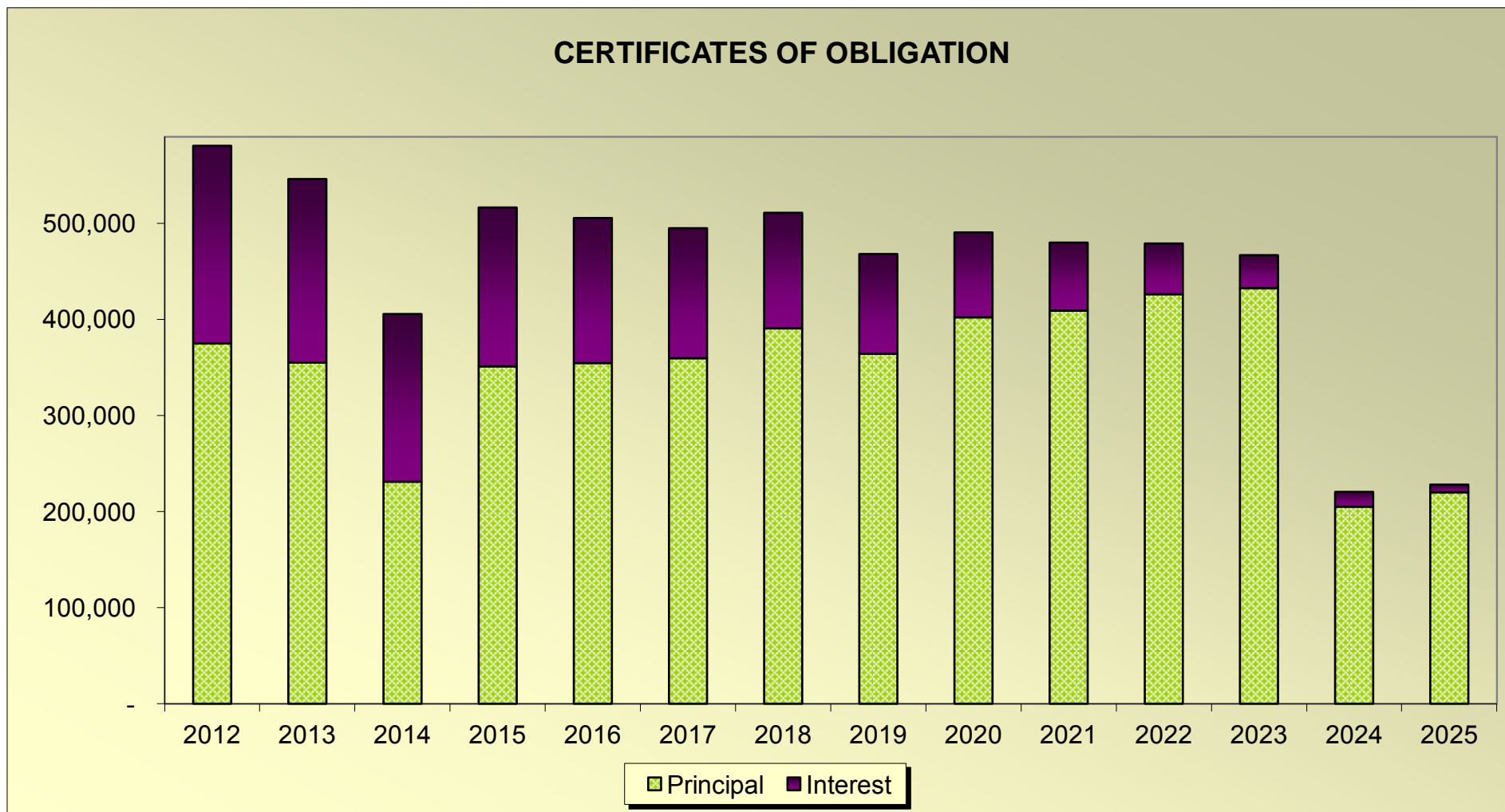
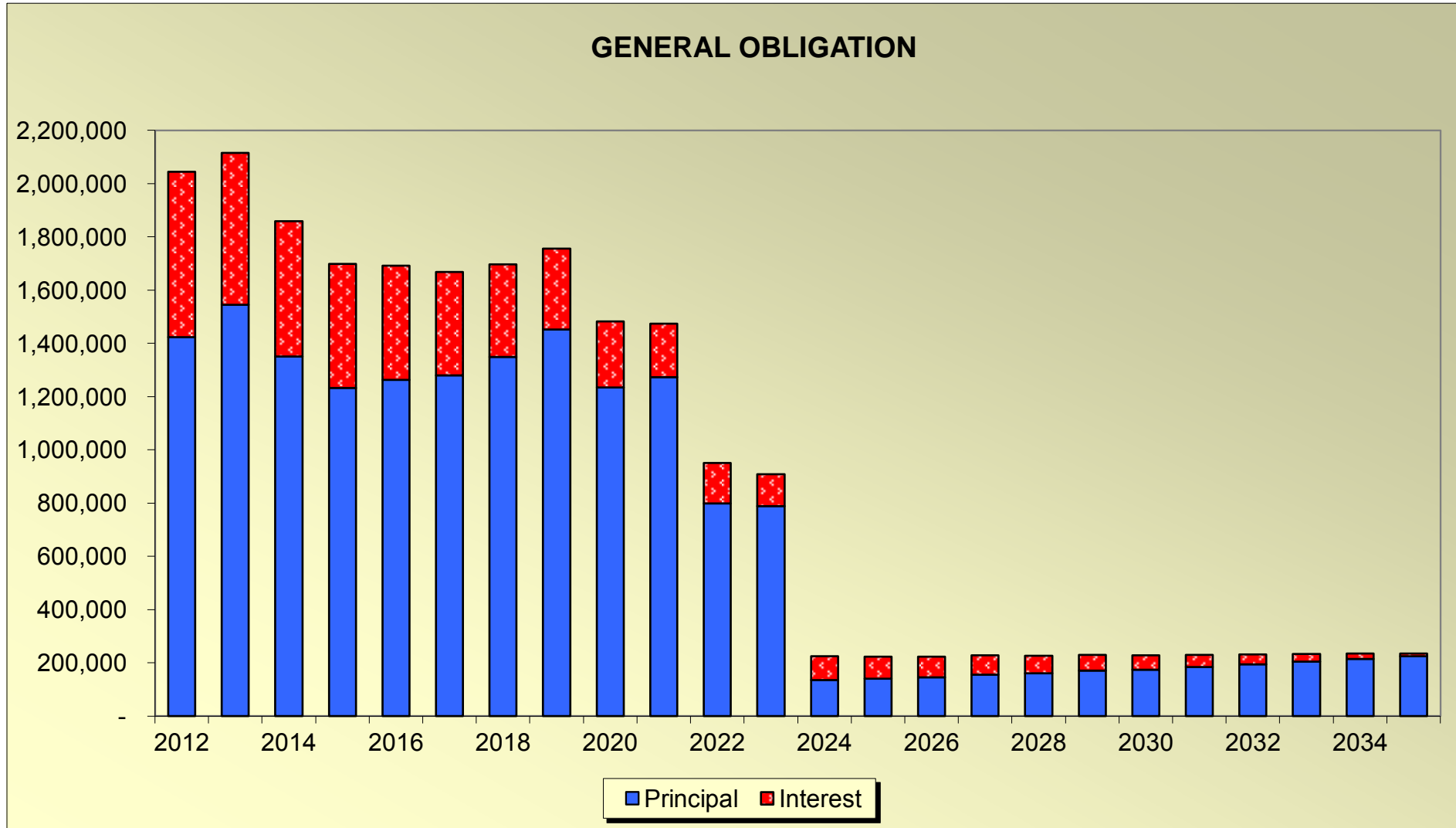
**CITY OF COPPERAS COVE, TEXAS  
FUTURE INDEBTEDNESS SCHEDULE  
2011-2012**

<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
2011 - 2012	1,424,092	621,181	2,045,273	2011 - 2012	375,000	205,523	580,523
2012 - 2013	1,544,501	571,227	2,115,728	2012 - 2013	355,000	190,921	545,921
2013 - 2014	1,349,992	509,549	1,859,541	2013 - 2014	231,000	174,499	405,499
2014 - 2015	1,232,733	466,098	1,698,831	2014 - 2015	351,000	165,322	516,322
2015 - 2016	1,263,446	427,908	1,691,354	2015 - 2016	354,500	150,876	505,376
2016 - 2017	1,279,928	388,482	1,668,410	2016 - 2017	359,500	135,274	494,774
2017 - 2018	1,348,750	347,197	1,695,947	2017 - 2018	390,500	120,289	510,789
2018 - 2019	1,452,500	302,853	1,755,353	2018 - 2019	364,000	103,920	467,920
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>17,094,442</b>	<b>5,000,671</b>	<b>22,095,113</b>	<b>TOTAL</b>	<b>4,875,000</b>	<b>1,516,295</b>	<b>6,391,295</b>

<b>WATER &amp; SEWER FUND DEBT TAX NOTES</b>			
Year	Principal	Interest	Total
2011 - 2012	570,000	159,119	729,119
2012 - 2013	630,000	143,058	773,058
2013 - 2014	715,000	123,152	838,152
2014 - 2015	725,000	108,078	833,078
2015 - 2016	3,450,000	86,242	3,536,242
2016 - 2017	65,000	2,455	67,455
2017 - 2018	25,000	750	25,750
<b>TOTAL</b>	<b>6,180,000</b>	<b>622,854</b>	<b>6,802,854</b>

Series Name	Principal Amount
Series 2003 Combination Tax & Revenue Certificates of Obligation	2,445,000
Series 2003A General Obligation Refunding	1,550,000
Series 2005 Combination Tax & Revenue Certificates of Obligation	2,430,000
Series 2005 General Obligation Refunding	2,539,692
Series 2006 General Obligation Refunding	3,920,000
Series 2007 General Obligation Refunding	3,188,500
Series 2008 Tax Note	835,000
Series 2008A Tax Note	450,000
Series 2009 Tax Note	785,000
Series 2010 General Obligation	3,260,000
Series 2010 General Obligation Refunding	2,636,250
Series 2010 Tax Note	3,885,000
Series 2010A Tax Note	70,000
Series 2011 Tax Note	155,000
<b>TOTAL</b>	<b>28,149,442</b>

**CITY OF COPPERAS COVE, TEXAS  
WATER & SEWER FUND DEBT TO MATURITY  
2011-2012**



**CITY OF COPPERAS COVE, TEXAS  
FUTURE INDEBTEDNESS SCHEDULE**

2011-2012

**SOLID WASTE FUND DEBT  
TAX NOTES**

Year	Principal	Interest	Total
2011 - 2012	155,000	36,181	191,181
2012 - 2013	160,000	33,366	193,366
2013 - 2014	180,000	29,261	209,261
2014 - 2015	185,000	24,181	209,181
2015 - 2016	425,000	18,795	
2016 - 2017	275,000	7,655	
2017 - 2018	35,000	1,050	
<b>TOTAL</b>	<b>1,415,000</b>	<b>150,489</b>	<b>802,989</b>

Series Name	Principal Amount
Series 2008A Tax Notes	205,000
Series 2009 Tax Notes	565,000
Series 2010A Tax Notes	465,000
Series 2011 Tax Notes	180,000
<b>TOTAL</b>	<b>1,415,000</b>

**DRAINAGE FUND DEBT  
GENERAL OBLIGATION BONDS**

Year	Principal	Interest	Total
2011 - 2012	99,650	16,376	116,026
2012 - 2013	28,150	14,283	42,433
2013 - 2014	109,000	13,620	122,620
2014 - 2015	106,800	11,340	118,140
2015 - 2016	145,700	9,004	154,704
2016 - 2017	93,500	5,090	98,590
2017 - 2018	100,100	2,987	103,087
2018 - 2019	17,600	484	18,084
<b>TOTAL</b>	<b>700,500</b>	<b>73,188</b>	<b>773,688</b>

**DRAINAGE FUND DEBT  
TAX NOTES**

Year	Principal	Interest	Total
2011 - 2012	65,000	8,209	73,209
2012 - 2013	75,000	6,153	81,153
2013 - 2014	75,000	3,736	78,736
2014 - 2015	50,000	1,805	51,805
<b>TOTAL</b>	<b>265,000</b>	<b>19,903</b>	<b>284,903</b>

Series Name	Principal Amount
Series 2008 Tax Note	105,000
Series 2008A Tax Note	160,000
Series 2009 General Obligation	90,000
Series 2010 General Obligation Refunding	610,500
<b>TOTAL</b>	<b>965,500</b>

**GOLF COURSE FUND DEBT  
TAX NOTES**

Year	Principal	Interest	Total
2011 - 2012	20,000	1,404	21,404
2012 - 2013	20,000	807	20,807
2013 - 2014	15,000	209	15,209
<b>TOTAL</b>	<b>55,000</b>	<b>2,424</b>	<b>57,424</b>

Series Name	Principal Amount
Series 2008 Tax Note	45,000
Series 2008A Tax Note	10,000
<b>TOTAL</b>	<b>55,000</b>

**HOTEL OCCUPANCY TAX FUND DEBT  
TAX NOTES**

Year	Principal	Interest	Total
2011 - 2012	30,000	3,713	33,713
2012 - 2013	30,000	3,113	33,113
2013 - 2014	30,000	2,513	32,513
2014 - 2015	30,000	1,800	31,800
2015 - 2016	35,000	1,050	36,050
<b>TOTAL</b>	<b>155,000</b>	<b>12,193</b>	<b>167,193</b>

Series Name	Principal Amount
Series 2009 Tax Note	155,000

**COURT TECHNOLOGY FUND DEBT  
TAX NOTES**

Year	Principal	Interest	Total
2011 - 2012	-	710	710
2012 - 2013	-	900	900
2013 - 2014	-	900	900
2014 - 2015	5,000	900	5,900
2015 - 2016	5,000	750	5,750
2016 - 2017	10,000	600	10,600
2017 - 2018	10,000	300	10,300
<b>TOTAL</b>	<b>30,000</b>	<b>5,064</b>	<b>35,064</b>

Series Name	Principal Amount
Series 2011 Tax Note	30,000

**CITY OF COPPERAS COVE, TEXAS  
CAPITAL LEASE REQUIREMENTS  
2011-2012**

Lease Description	Debt Outstanding as of 10/01/2011	Year	Principal	Interest	Interest Rate	Total Requirements	Debt Outstanding as of 9/30/2012
\$525,227 - Various Solid Waste Equipment - December 2007	\$ 35,240	2012	35,034	206	3.898%	35,240	-
\$314,003 - Various Equipment & Software - July 2008	\$ 58,813	2012	57,886	927	3.480%	58,813	-
\$ 50,612 - Municipal Court Module - June 2009	\$ 7,938	2012	7,761	177	8.000%	7,938	-
<b>Totals</b>	<b>\$ 101,991</b>	<b>2012</b>	<b>100,681</b>	<b>1,310</b>	<b>N/A</b>	<b>101,991</b>	<b>-</b>

NOTE: All capital leases will be retired during the 2011-2012 Fiscal Year



# CAPITAL OUTLAY



Library Reference Section



Police Pursuit Vehicles



Animal Control's New 2011 Ford Ranger

# 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 2011-12 Adopted Budget and Plan of Municipal Services for capital outlay is \$1,431. This amount represents a decrease of \$191,107 or 99% below the amount of capital outlay that was budgeted in fiscal year 2010-11. Funding most of the capital outlay through a tax note in Fiscal Year 2011-12 is the main reason for the substantial decrease.

<b>Fund</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>	<b>FY 2010 Budget</b>	<b>FY 2011 Budget</b>	<b>FY 2012 Budget</b>
General Fund	284,231	110,584	69,600	154,694	-
Water & Sewer Fund	121,107	42,200	31,835	-	-
Solid Waste Fund	33,500	4,300	-	-	-
Golf Course Fund	1,700	15,700	-	-	-
Recreation Activities Fund	24,720	-	-	-	-
Drainage Utility Fund	206,975	-	9,000	20,949	-
Cemetery Fund	-	-	-	-	-
Hotel / Motel Fund	-	-	-	-	-
Library Gifts & Memorials Fund	-	4,673	4,627	1,400	1,431
Library Grants Fund	-	19,521	12,300	-	-
Animal Shelter Fund	-	4,996	-	-	-
Municipal Court Efficiency Fund	-	1,085	-	-	-
Municipal Court Technology Fund	15,600	28,286	13,000	15,495	-
Municipal Court Security Fund	-	-	-	-	-
<b>Total</b>	<b>\$ 687,833</b>	<b>\$ 231,345</b>	<b>\$ 140,362</b>	<b>\$ 192,538</b>	<b>\$ 1,431</b>

**The City Built for Family Living**

**CITY OF COPPERAS COVE, TEXAS  
 DETAILED LISTING OF BUDGETED CAPITAL OUTLAY  
 FISCAL YEAR 2011-12**

Account	Description	Amount	Total by Account
<b>LIBRARY GIFTS &amp; MEMORIALS FUND</b>			
11-4320-7100-8501	Adult & Young Adult Books	\$ 60	\$ 60
11-4320-7100-8502	Children's Books	100	100
11-4320-7100-8503	Reference Books	190	190
11-4320-7100-8505	Genealogy Material	1,081	1,081
	<b>Total</b>	<b>\$ 1,431</b>	<b>\$ 1,431</b>
<b>TOTAL LIBRARY GIFTS &amp; MEMORIALS FUND</b>		<b>\$ 1,431</b>	<b>\$ 1,431</b>
<b>TOTAL ALL FUNDS</b>		<b>\$ 1,431</b>	<b>\$ 1,431</b>

# CAPITAL IMPROVEMENTS



Groundbreaking, State Highway 9



Groundbreaking, South East Bypass

# **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. 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.

In this section of the budget book, a financial statement detailing revenues and expenditures for each current bond construction fund is provided. The Adopted FY 2010-2014 Capital Improvement Plan document provides project details, including funding source and use.

***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 be placed in the budget, the City Manager identifies funding sources for those projects. The Five-Year Capital Improvement Plan adopted in October 2009 was last amended on August 30, 2011.

### ***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 and to supplement hazard mitigation funding received in past years 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 in FY 2011-2012 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**

The Capital Improvement Projects for fiscal year 2011-2012 includes capital projects started prior to FY 2010 as well as those included in the Adopted Capital Improvement Plan for FY 2010-2014.

The Adopted FY 2010-2014 Capital Improvement Plan includes pertinent project information such as description, location, funding source and proposed uses. 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 remaining budget for various ongoing capital improvement projects and the projects planned to be executed in FY 2011-2012. The funding sources being utilized to complete these projects are identified and the



estimated operating costs related to the projects shown in the table are included in the FY 2011-2012 budget. In projects where operating cost savings are identified, the operating budget, in most cases, has not been reduced by the amount of the savings. The savings realized from capital projects are refocused on maintenance in areas currently receiving fewer resources than actually needed to fully maintain the community's assets.

**FY 2011-12 CAPITAL IMPROVEMENT PROJECTS BY FUNDING SOURCE**

Fund/Project	Operating Funds	General Obligation Bonds	Limited Tax Notes	Certificates of Obligation	Annual Operating Impact in Future Years
<b>Court Technology Fund</b>					
Electronic Ticket Writers	26,764				
<b>2003 Certificates of Obligation</b>					
Southeast Bypass				41,453	0
<b>2006 Limited Tax Notes</b>					
Police Facility			98,889		0
<b>2007 Certificates of Obligation</b>					
Police Facility				11,572	0
<b>2008 Limited Tax Notes</b>					
High Chaparral Park Improvements			6,726		2,500
Golf Course Effluent Storage Pond			159,178		3,500
Rolling Heights Drainage			151,176		0
<b>2008A Limited Tax Notes</b>					
Bradford Drive Road Extension			250,557		(15,000)
Texas & Golf Course Drainage			60,010		0
<b>2009 General Obligation</b>					
Colorado Stem Wall Drainage		8,004			0
Police Facility		112,524			0

Fund/Project	Operating Funds	General Obligation Bonds	Limited Tax Notes	Certificates of Obligation	Annual Operating Impact in Future Years
	<b>2009 Limited Tax Notes</b>				
South Park Improvements			1,609		0
Crane replacement at Transfer Station			200,000		(5,000)
Civic Center Renovations			102,704		0
	<b>2010 General Obligation</b>				
Northeast Sewer Line		994,645			0
Northeast Water Line		1,268,037			0
	<b>2010 Limited Tax Notes</b>				
Northeast Water Line			1,123,231		0
Mountaintop Water Line & Storage Tank			1,658,064		10,000
Bradford Drive Road Extension			163,342		(5,000)
Ave F Reconstruction			180,623		(2,000)
	<b>2010A Limited Tax Notes</b>				
Fire Station #2 Relocation - Design			266,562		0
Northeast Sewer Line			49,200		0
	<b>2011 Contract Revenue &amp; Limited Tax Bonds</b>				
Southeast Bypass			64,506		0
	<b>2011 General Obligation</b>				
Southeast Bypass		4,467			0

Fund/Project	Grant Funds	General Obligation Bonds	Limited Tax Notes	Certificates of Obligation	Annual Operating Impact in Future Years
	Future Debt Issuances/Grant Funding				
Fire Station #2 Relocation – Construction		2,847,500			18,000
Allen Street Waterline Upgrade			125,000		
Louise, South 9 <sup>th</sup> and Cove Avenue Waterline Replacement (CDBG)	330,000				330,000

(See amended FY 2010 - 2014 Capital Improvement Plan for a comprehensive listing and details of all projects.)

## 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:

- **2003 Certificates of Obligation** – The construction of City infrastructure and improvements to the City's water/wastewater utility system; and the payment of fiscal, engineering and legal fees incurred in connection with the projects. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund and the Water & Sewer Fund. This issue was for \$14,010,000.
- **2006 Limited Tax Notes** – The purchase of land and acquisition of engineering services for a new Police Station; the acquisition of a vacuum sweeper; and an ambulance. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund. The issue was for \$1,260,000.
- **2007 Certificates of Obligation** – The construction of the new police facility, including the parking lot and drainage improvements. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund. The issue was for \$5,300,000.
- **2008 Limited Tax Notes** – The Fire Station Relocation Land Purchase; Parks and Recreation projects to include software, playscapes, lighting on baseball and soccer fields, Park renovations; Library Repairs; Street Reconstruction; City-Wide Cash Receipts system; Golf Cart Storage; Water and Sewer projects; and Drainage projects. Payment of the debt service for this proposed issue will be derived from the Tax Interest and Sinking Fund, Water & Sewer Fund, Drainage Fund, and Golf Course Fund. The issue was for \$2,855,000.
- **2008A Limited Tax Notes** – The purchase of materials, supplies, equipment and machinery for various City departments, Fire Station Roof Repair, new Ambulance for Fire Department, Summers Road Improvements, Retrofit of clarifier at South Plant, Water Tank Rehabs, Recycling Center expansion, New Trailer Jockey and Trough loader for the Solid Waste Department, and Drainage projects. Payment of the debt service for this proposed issue will be derived from the Tax Interest and Sinking Fund, Water & Sewer Fund, Solid Waste Fund, Drainage Fund, and Golf Course Fund. The issue was for \$2,190,000.
- **2009 General Obligation Bonds** – The construction of the Policy Facility and Lutheran Church Road and Lutheran Church Road Drainage. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund and the Drainage Fund. The issue was for \$4,770,000.
- **2009 Limited Tax Notes** – The purchase of fire apparatus, south park pool renovations, retrofit of west clarifier, Long Mountain tank rehab, vac con for sewer department, recycling center expansion, transfer station tipping floor renovations, rearloader and sideloader for the Solid Waste Department, and Allin House and Civic Center renovations. Payment of the debt service for this proposed issue will be derived from the Tax Interest and Sinking Fund, Water & Sewer Fund, Solid Waste Fund, and Hotel Occupancy Tax Fund. The issue was for \$2,510,000.
- **2010 Limited Tax Notes** – The new debt includes many Water and Sewer projects, the largest of which are the Northeast Water Line and Mountaintop Water Line and Storage Tank. Other projects include Bradford Drive extension and Ave F reconstruction. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund and the Water & Sewer Fund. The issue was for \$4,770,000.

- **2010 General Obligation Bonds** – The new debt includes funding the Northeast Water and Sewer Lines. Payment of the debt service for this issuance will be derived from the Water & Sewer Fund. The issue was for \$3,260,000.
- **2010A Limited Tax Notes** – The new debt includes projects and equipment for many tax supported departments including Police, Fire, Streets, Parks, Information Systems, Finance, and City Secretary. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund. The issue was for \$1,915,000.
- **2011 Revenue and Limited Tax Bonds** – Funding for the Southeast Bypass project is the sole project for the use of the funds. Payment of the debt service for this issuance will be derived from federal and state reimbursements. The issue was for \$39,000,000.
- **2011 General Obligation Bonds** – The use of these funds are also solely for the Southeast Bypass project. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund. The issue was for \$5,490,000.

City of Copperas Cove, Texas  
2003 Certificates of Obligation  
Tax Supported Capital Projects  
FY 2011-12

Account	Description	Total Project Budget**	As of FY 2010-11	Budget FY 2011-12
<b>Beginning Fund Balance</b>				
70-300-0001	Fund Balance	\$ -	\$ -	41,453
	Prior Period Adjustment		(55,374)	
<b>Total Beginning Fund Balance</b>		<u>\$ -</u>	<u>\$ (55,374)</u>	<u>\$ 41,453</u>
<b>Revenues</b>				
70-390-1003	Bond Proceeds	\$ 4,190,000	\$ 4,190,000	-
70-370-6001	Interest Revenue	235,900	235,730	-
70-370-6005	Miscellaneous Revenue	5,953	29,387	-
<b>Total Revenues</b>		<u>\$ 4,431,853</u>	<u>\$ 4,455,117</u>	<u>\$ -</u>
<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	1,636,236	-
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	448,204	381,462	-
70-4615-5400-9025	Renovation of Civic Center	132,691	132,691	-
70-4615-5400-9027	Construction of Skate Park	24,750	24,750	-
70-4615-5400-9035	City Hall Roof Repairs	11,441	11,441	-
70-4615-5400-9037	Human Resources' Bldg. Repairs	94,312	94,311	-
70-4615-8500-6014	Arbitrage Rebate Service Fee	2,750	2,750	-
70-4615-8500-9019	Construction of Big Divide	957,924	954,534	-
70-4615-8500-9033	Feeder Road (SE Bypass)	516,630	487,199	41,453
70-4615-8500-9043	Street Reconstruction	250,058	250,058	-
70-4615-8500-9916	Transfer Out to Fund 87	5,309	5,309	-
<b>Total Expenditures</b>		<u>\$ 4,433,162</u>	<u>\$ 4,358,290</u>	<u>\$ 41,453</u>
<b>Ending Fund Balance</b>				
70-300-0001	Fund Balance	<u>\$ (1,309)</u>	<u>\$ 41,453</u>	<u>\$ (0)</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.

**City of Copperas Cove, Texas**  
**2006 Limited Tax Notes**  
**Capital Equipment/Land & Professional Services**  
**FY 2011-12**

Account	Description	Total Project Budget**	As of FY 2010-11	Budget FY 2011-12
<b>Beginning Fund Balance</b>				
73-300-0001	Fund Balance	\$ -	\$ -	18,194
<b>Revenues</b>				
73-390-1003	Bond Proceeds	\$ 1,260,000	\$ 1,260,000	-
73-370-6001	Interest Revenue	84,450	84,459	-
<b>Total Revenues</b>		<u>\$ 1,344,450</u>	<u>\$ 1,344,459</u>	<u>\$ -</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 - Police Facility	853,505	835,320	18,194
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>\$ 1,326,265</u>	<u>\$ 18,194</u>
<b>Ending Fund Balance</b>				
73-253-0001	Fund Balance	<u>\$ -</u>	<u>\$ 18,194</u>	<u>\$ (0)</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.

**City of Copperas Cove, Texas**  
**2007 Certificates of Obligation**  
**Police Facility**  
**FY 2011-12**

Account	Description	Total Project Budget**	As of FY 2010-11	Budget FY 2011-12
<b>Beginning Fund Balance</b>				
74-300-0001	Fund Balance	\$ -	\$ -	11,572
<b>Revenues</b>				
74-390-1001	Bond Proceeds	\$ 5,300,000	\$ 5,300,000	-
74-370-6001	Interest Revenue	311,400	311,131	-
74-390-1002	Discount Note Proceeds	-	-	-
<b>Total Revenues</b>		<u>\$ 5,611,400</u>	<u>\$ 5,611,131</u>	<u>\$ -</u>
<b>Expenditures*</b>				
74-4618-4200-8600	Bond Issuance Costs	\$ 54,030	\$ 54,030	-
74-4618-4200-6014	Arbitrage Rebate Service Fee	3,335	3,335	-
74-4618-4200-2200	Postage	23	23	-
74-4618-4200-6100	Advertising	1,128	1,128	-
74-4618-4200-6800	Professional Services	70,968	70,968	-
74-4618-4200-8500	Police Facility	5,481,916	5,470,074	11,572
<b>Total Expenditures</b>		<u>\$ 5,611,400</u>	<u>\$ 5,599,558</u>	<u>\$ 11,572</u>
<b>Ending Fund Balance</b>				
74-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 11,572</u>	<u>\$ 0</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.



**City of Copperas Cove, Texas**  
**2008 Limited Tax Notes**  
**Tax Supported**  
**FY 2011-12**

Account	Description	Total Project Budget**	As of FY 2010-11	Budget FY 2011-12
<b>Beginning Fund Balance</b>				
75-300-0001	Fund Balance	\$ -	\$ -	6,726
<b>Revenues</b>				
75-390-1001	Bond Proceeds	\$ 1,485,000	1,485,000	-
75-370-6001	Interest Revenue	25,600	25,466	-
75-390-6005	Miscellaneous Revenue	99,500	99,500	-
<b>Total Revenues</b>		<u>\$ 1,610,100</u>	<u>\$ 1,609,966</u>	<u>\$ -</u>
<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	18,616	-
75-4190-7500-9034	Cash Receipts - City Wide	16,471	16,471	-
75-4190-7500-9035	Fire Station Reloc. Land	141,794	141,794	-
75-4190-7500-9036	Playscape - City Park	56,016	33,113	-
75-4190-7500-9037	Playscape - Kate Street	35,030	35,030	-
75-4190-7500-9038	Recreation Center	35,973	35,973	-
75-4190-7500-9039	Park Renovations - High Chaparral Park	31,781	62,419	6,726
75-4190-7500-9040	Library Renovations	40,910	40,910	-
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	610,924	-
75-4190-7500-9300	Principal 2008 Tax Notes	145,000	145,000	-
75-4190-7500-9400	Interest 2008 Tax Notes	31,206	16,611	-
75-4190-7500-9600	Transfer Out to 2008 LTN (Golf)	287,821	287,821	-
<b>Total Expenditures</b>		<u>\$ 1,610,100</u>	<u>\$ 1,603,240</u>	<u>\$ 6,726</u>
<b>Ending Fund Balance</b>				
75-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 6,726</u>	<u>\$ (0)</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.

**City of Copperas Cove, Texas**  
**2008 Limited Tax Notes**  
**Golf**  
**FY 2011-12**

Account	Description	Total Project Budget**	As of FY 2010-11	Budget FY 2011-12
<b>Beginning Fund Balance</b>				
77-300-0001	Fund Balance	\$ -	\$ -	\$ 159,178
<b>Revenues</b>				
77-390-1001	Bond Proceeds	\$ 80,000	\$ 80,000	-
77-390-5075	Transfer In from 2008 LTN (Tax Supt)	287,821	287,821	-
77-370-6001	Interest Revenue	1,252	1,511	-
<b>Total Revenues</b>		<u>\$ 369,073</u>	<u>\$ 369,332</u>	<u>\$ -</u>
<b>Expenditures*</b>				
77-4310-7400-9044	Golf Cart Storage	\$ 70,279	\$ 70,280	-
77-4310-7400-9045	Effluent Storage Pond	287,821	128,902	159,178
77-4310-7400-9233	Principal - '08 Tax Notes	10,000	10,000	-
77-4310-7400-9333	Interest - ' 08 Tax Notes	973	973	-
<b>Total Expenditures</b>		<u>\$ 369,073</u>	<u>\$ 210,155</u>	<u>\$ 159,178</u>
<b>Ending Fund Balance</b>				
77-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 159,178</u>	<u>\$ (0)</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.

**City of Copperas Cove, Texas**  
**2008 Limited Tax Notes**  
**Drainage**  
**FY 2011-12**

Account	Description	Total Project Budget**	As of FY 2010-11	Budget FY 2011-12
<b>Beginning Fund Balance</b>				
78-300-0001	Fund Balance	\$ -	\$ -	\$ 151,176
<b>Revenues</b>				
78-390-1001	Bond Proceeds	\$ 155,000	\$ 155,000	-
78-370-6001	Interest Revenue	2,700	2,973	-
<b>Total Revenues</b>		<u>\$ 157,700</u>	<u>\$ 157,973</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	2,364	151,176
<b>Total Expenditures</b>		<u>\$ 157,700</u>	<u>\$ 6,797</u>	<u>\$ 151,176</u>
<b>Ending Fund Balance</b>				
78-253-0001	Fund Balance	<u>\$ -</u>	<u>\$ 151,176</u>	<u>\$ 0</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.

**City of Copperas Cove, Texas**  
**2008A Limited Tax Notes**  
**Tax Supported**  
**FY 2011-12**

Account	Description	Total Project Budget**	As of FY 2010-11	Budget FY 2011-12
<b>Beginning Fund Balance</b>				
79-300-0001	Fund Balance	\$ -	\$ -	\$ 250,557
<b>Revenues</b>				
79-390-1001	Bond Proceeds	\$ 1,060,000	\$ 1,060,000	-
79-370-6001	Interest Revenue	6,000	6,466	-
<b>Total Revenues</b>		<u>\$ 1,066,000</u>	<u>\$ 1,066,466</u>	<u>\$ -</u>
<b>Expenditures*</b>				
79-4190-7500-8200	Furniture	\$ 15,839	\$ 15,839	-
79-4190-7500-8300	Vehicles	309,619	309,619	-
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	56,461	-
79-4190-7500-9046	Bradford Drive Road Extension	271,038	22,003	250,557
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>\$ 815,909</u>	<u>\$ 250,557</u>
<b>Ending Fund Balance</b>				
79-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 250,557</u>	<u>\$ 0</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.

**City of Copperas Cove, Texas**  
**2008A Limited Tax Notes**  
**Solid Waste**  
**FY 2011-12**

Account	Description	Total Project Budget**	As of FY 2010-11	Budget FY 2011-12
<b>Beginning Fund Balance</b>				
81-300-0001	Fund Balance	\$ -	\$ -	\$ 73,860
<b>Revenues</b>				
81-390-1001	Bond Proceeds	\$ 285,000	\$ 285,000	-
81-370-6001	Interest Revenue	1,700	1,793	-
<b>Total Revenues</b>		<u>\$ 286,700</u>	<u>\$ 286,793</u>	<u>\$ -</u>
<b>Expenditures*</b>				
81-4430-9500-8400	General Equipment - Residential Truck	\$ 208,380	\$ 208,380	73,860
81-4430-9500-9051	Recycling Center Expansion	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>\$ 73,860</u>
<b>Ending Fund Balance</b>				
81-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 73,860</u>	<u>\$ 0</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.

**City of Copperas Cove, Texas**  
**2008A Limited Tax Notes**  
**Drainage**  
**FY 2011-12**

Account	Description	Total Project Budget**	As of FY 2010-11	Budget FY 2011-12
<b>Beginning Fund Balance</b>				
82-300-0001	Fund Balance	\$ -	\$ -	\$ 60,010
<b>Revenues</b>				
82-390-1001	Bond Proceeds	\$ 175,000	\$ 175,000	-
82-370-6001	Interest Revenue	840	1,015	-
<b>Total Revenues</b>		<u>\$ 175,840</u>	<u>\$ 176,015</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	26,825	26,825	-
82-4410-8000-9054	Tonkawa Village - Katelyn Circle	23,892	23,892	-
82-4410-8000-9055	Texas and Golf Drainage Project	60,000	-	60,010
82-4410-8000-9500	Bond Issuance Costs	2,391	2,391	-
82-4410-8000-9916	Transfer Out to Fund 64	111	111	-
<b>Total Expenditures</b>		<u>\$ 176,005</u>	<u>\$ 116,006</u>	<u>\$ 60,010</u>
<b>Ending Fund Balance</b>				
82-300-0001	Fund Balance	<u>\$ (165)</u>	<u>\$ 60,010</u>	<u>\$ (0)</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.

**City of Copperas Cove, Texas**  
**2009 General Obligation**  
**Drainage**  
**FY 2011-12**

Account	Description	Total Project Budget**	As of FY 2010-11	Budget FY 2011-12
<b>Beginning Fund Balance</b>				
64-300-0001	Fund Balance	\$ -	\$ -	8,004
<b>Revenues</b>				
64-390-1001	Bond Proceeds	\$ 105,000	\$ 105,000	-
64-360-5007	Transfer In from Fund 82	111	111	-
64-370-6001	Interest Revenue	1,500	154	-
<b>Total Revenues</b>		<u>\$ 106,611</u>	<u>\$ 105,265</u>	<u>\$ -</u>
<b>Expenditures*</b>				
64-4410-8000-9030	Lutheran Church Road - Drainage	\$ 100,770	\$ 96,111	-
64-4410-8000-9040	Colorado Stem Wall	-	-	8,004
64-4410-8000-9500	Bond Issuance Costs	5,730	1,150	-
<b>Total Expenditures</b>		<u>\$ 106,500</u>	<u>\$ 97,261</u>	<u>\$ 8,004</u>
<b>Ending Fund Balance</b>				
64-300-0001	Fund Balance	<u>\$ 111</u>	<u>\$ 8,004</u>	<u>\$ 0</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.

**City of Copperas Cove, Texas  
2009 General Obligation  
Tax Supported  
FY 2011-12**

Account	Description	Total Project Budget**	As of FY 2010-11	Budget FY 2011-12
<b>Beginning Fund Balance</b>				
65-300-0001	Fund Balance	\$ -	\$ -	\$ 112,524
<b>Revenues</b>				
65-390-1001	Bond Proceeds	\$ 4,665,000	\$ 4,665,000	-
65-370-6001	Interest Revenue	10,000	3,137	-
<b>Total Revenues</b>		<u>\$ 4,675,000</u>	<u>\$ 4,668,137</u>	<u>\$ -</u>
<b>Expenditures*</b>				
65-4190-7500-8500	Police Facility - Detention Pond	\$ 3,786,007	\$ 3,673,500	112,524
65-4190-7500-9030	Lutheran Church Road	831,015	831,015	-
65-4190-7500-9500	Bond Issuance Costs	51,098	51,098	-
<b>Total Expenditures</b>		<u>\$ 4,668,120</u>	<u>\$ 4,555,613</u>	<u>\$ 112,524</u>
<b>Ending Fund Balance</b>				
65-300-0001	Fund Balance	<u>\$ 6,880</u>	<u>\$ 112,524</u>	<u>\$ (0)</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.



**City of Copperas Cove, Texas**  
**2009 Limited Tax Notes**  
**Tax Supported**  
**FY 2011-12**

Account	Description	Total Project Budget**	As of FY 2010-11	Budget FY 2011-12
<b>Beginning Fund Balance</b>				
66-300-0001	Fund Balance	\$ -	\$ -	\$ 1,609
	Prior Period Adjustment		(286)	
<b>Total Beginning Fund Balance</b>		<u>\$ -</u>	<u>\$ (286)</u>	<u>\$ 1,609</u>
<b>Revenues</b>				
66-390-1001	Bond Proceeds	\$ 680,000	\$ 680,000	0
66-370-6001	Interest Revenue	1,000	1,621	-
<b>Total Revenues</b>		<u>\$ 681,000</u>	<u>\$ 681,620</u>	<u>\$ 0</u>
<b>Expenditures*</b>				
66-4190-7500-8300	Fire Apparatus	\$ 463,613	\$ 463,612	-
66-4190-7500-9040	South Park Pool Renovations	207,838	205,940	1,609
66-4190-7500-9500	Bond Issuance Costs	9,767	10,173	-
<b>Total Expenditures</b>		<u>\$ 681,218</u>	<u>\$ 679,726</u>	<u>\$ 1,609</u>
<b>Ending Fund Balance</b>				
66-300-0001	Fund Balance	<u>\$ (218)</u>	<u>\$ 1,609</u>	<u>\$ (0)</u>

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**City of Copperas Cove, Texas**  
**2009 Limited Tax Notes**  
**Solid Waste**  
**FY 2011-12**

Account	Description	Total Project Budget**	As of FY 2010-11	Budget FY 2011-12
<b>Beginning Fund Balance</b>				
68-300-0001	Fund Balance	\$ -	\$ -	\$ 400,990
	Prior Period Adjustment		516	
<b>Total Beginning Fund Balance</b>		<u>\$ -</u>	<u>\$ 516</u>	<u>\$ 400,990</u>
<b>Revenues</b>				
68-390-1001	Bond Proceeds	\$ 690,000	\$ 690,000	-
68-370-6001	Interest Revenue	2,000	1,518	-
<b>Total Revenues</b>		<u>\$ 692,000</u>	<u>\$ 691,518</u>	<u>\$ -</u>
<b>Expenditures*</b>				
68-4430-9500-8300	Rearloader, Sideloader & Residential Truck	\$ 275,338	\$ 275,338	200,990
68-4430-9500-9051	Expansion of Recycle Center - Phase II	161,759	-	-
68-4430-9500-9052	Transfer Station Tipping / Renovations	244,580	5,382	-
68-4430-9500-9053	Crane	-	-	200,000
68-4430-9500-9500	Bond Issuance Costs	10,323	10,323	-
<b>Total Expenditures</b>		<u>\$ 692,000</u>	<u>\$ 291,043</u>	<u>\$ 400,990</u>
<b>Ending Fund Balance</b>				
68-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 400,990</u>	<u>\$ 0</u>

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**City of Copperas Cove, Texas**  
**2009 Limited Tax Notes**  
**Hotel Occupancy Tax**  
**FY 2011-12**

Account	Description	Total Project Budget**	As of FY 2010-11	Budget FY 2011-12
<b>Beginning Fund Balance</b>				
69-300-0001	Fund Balance	\$ -	\$ -	\$ 102,704
<b>Revenues</b>				
69-390-1001	Bond Proceeds	\$ 210,000	\$ 210,133	-
69-370-6001	Interest Revenue	1,000	602	-
<b>Total Revenues</b>		<u>\$ 211,000</u>	<u>\$ 210,735</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	95,364	102,704
69-4190-7500-9500	Bond Issuance Costs	3,996	3,142	-
<b>Total Expenditures</b>		<u>\$ 211,000</u>	<u>\$ 108,031</u>	<u>\$ 102,704</u>
<b>Ending Fund Balance</b>				
69-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 102,704</u>	<u>\$ (0)</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.

**City of Copperas Cove, Texas  
2010 General Obligation  
Water & Sewer  
FY 2011-12**

Account	Description	Total Project Budget**	As of FY 2010-11	Budget FY 2011-12
<b>Beginning Fund Balance</b>				
86-300-0001	Fund Balance	\$ -	\$ -	\$ 2,262,682
<b>Revenues</b>				
86-390-1001	Bond Proceeds	\$ 3,260,000	\$ 3,260,000	-
86-370-6001	Interest Revenue	8,000	5,484	-
86-360-5002	Trnsfer fr Fund 02 - Reimb. Resolution	300,000	300,000	-
<b>Total Revenues</b>		<u>\$ 3,568,000</u>	<u>\$ 3,565,484</u>	<u>\$ -</u>
<b>Expenditures*</b>				
86-4615-8500-9186	NE Sewer Line (Eastside Infrastructure)	\$ 1,957,178	\$ 960,017	994,645
86-4615-8500-9187	NE Water Line (Eastside Infrastructure)	1,268,248	211	1,268,037
86-4615-8500-9002	Transfer out to Fund 02	300,000	300,000	-
86-4615-8500-9500	Bond Issuance Costs	42,574	42,574	-
<b>Total Expenditures</b>		<u>\$ 3,568,000</u>	<u>\$ 1,302,802</u>	<u>\$ 2,262,682</u>
<b>Ending Fund Balance</b>				
86-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 2,262,682</u>	<u>\$ 0</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

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**City of Copperas Cove, Texas**  
**2010 Limited Tax Notes**  
**Water & Sewer**  
**FY 2011-12**

Account	Description	Total Project Budget**	As of FY 2010-11	Budget FY 2011-12
<b>Beginning Fund Balance</b>				
88-300-0001	Fund Balance	\$ -	\$ -	\$ 2,815,420
	Prior Period Adjustment		(51,793)	
<b>Total Beginning Fund Balance</b>		<u>\$ -</u>	<u>\$ (51,793)</u>	<u>\$ 2,815,420</u>
<b>Revenues</b>				
88-390-1001	Bond Proceeds	\$ 3,885,000	\$ 3,885,000	-
88-370-6001	Interest Revenue	8,500	6,699	-
<b>Total Revenues</b>		<u>\$ 3,893,500</u>	<u>\$ 3,891,699</u>	<u>\$ -</u>
<b>Expenditures*</b>				
88-4616-8500-9034	Turkey Run Pump Station	\$ 50,000	\$ 49,004	996
88-4616-8500-9035	North Loop Waterline	341,409	339,500	1,909
88-4616-8500-9036	Water/Wastewater Rate Study	40,000	38,170	1,830
88-4616-8500-9037	Fleet	26,300	25,580	565
88-4616-8500-9038	Weir Gate (Facilities)	38,353	38,353	-
88-4616-8500-9039	NE Water Line	1,123,231	-	1,123,231
88-4616-8500-9040	Mountaintop Water - Phase I	341,000	27,936	313,064
88-4616-8500-9041	Mountaintop Water - Phase II	1,345,000	-	1,345,000
88-4616-8500-9042	Water Model Update	15,000	8,405	6,595
88-4616-8500-9043	Software (Tyler Content Manager)	7,230	-	7,230
88-4616-8500-9044	2012 CDBG Match	15,000	-	15,000
88-4616-8500-9045	Transfer to Fund 89 (Ave F Reconstruction)	413,097	413,097	-
88-4616-8500-9046	Long Mountain Tank Rehab	40,000	40,000	-
88-4616-8500-9500	Bond Issuance Costs	97,880	44,442	-
<b>Total Expenditures</b>		<u>\$ 3,893,500</u>	<u>\$ 1,024,487</u>	<u>\$ 2,815,420</u>
<b>Ending Fund Balance</b>				
88-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 2,815,420</u>	<u>\$ (0)</u>

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**City of Copperas Cove, Texas  
2010 Limited Tax Notes  
Tax Supported  
FY 2011-12**

Account	Description	Total Project Budget**	As of FY 2010-11	Budget FY 2011-12
<b>Beginning Fund Balance</b>				
89-300-0001	Fund Balance	\$ -	\$ -	\$ 344,277
<b>Revenues</b>				
89-390-1001	Bond Proceeds	\$ 165,000	\$ 165,000	-
89-360-5002	Transfer from Fund 88	413,097	413,097	-
89-370-6001	Interest Revenue	400	712	-
<b>Total Revenues</b>		<u>\$ 578,497</u>	<u>\$ 578,809</u>	<u>\$ -</u>
<b>Expenditures*</b>				
89-4190-7500-9046	Bradford Drive Road Extension	\$ 163,342	\$ -	163,342
89-4190-7500-9047	Ave F Reconstruction	223,906	43,283	180,623
89-4190-7500-9500	Bond Issuance Costs	2,058	2,058	312
89-4190-7500-9916	Transfer Out to Fund 71	189,191	189,191	-
<b>Total Expenditures</b>		<u>\$ 578,497</u>	<u>\$ 234,532</u>	<u>\$ 344,277</u>
<b>Ending Fund Balance</b>				
89-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 344,277</u>	<u>\$ (0)</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

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**City of Copperas Cove, Texas**  
**2010A Limited Tax Notes**  
**Tax Supported**  
**FY 2011-12**

Account	Description	Total Project Budget**	As of FY 2010-11	Budget FY 2011-12
<b>Beginning Fund Balance</b>				
60-300-0001	Fund Balance	\$ -	\$ -	\$ 541,283
<b>Revenues</b>				
60-390-1001	Bond Proceeds	\$ 1,380,000	\$ 1,380,000	-
60-370-6001	Interest Revenue	-	986	-
<b>Total Revenues</b>		<u>\$ 1,380,000</u>	<u>\$ 1,380,986</u>	<u>\$ -</u>
<b>Expenditures*</b>				
60-4190-4200-8300	Police - Utility Sport & Pursuit Vehicle (3)	96,800	87,656	9,144
60-4190-5300-8300	Street - Bucket Truck	65,985	-	65,985
60-4190-5400-8300	Parks - Pickup Truck	43,913	36,394	7,519
60-4190-7500-8401	HVAC Oncon Equipment	40,429	-	40,429
60-4190-4400-8400	Fire - SCBA Units & PPE Racks	168,377	166,046	2,331
60-4190-5300-8400	Street - Backhoe Loader	100,000	92,625	7,375
60-4190-5400-8400	Parks - Lawn Machines	122,486	115,885	6,601
60-4190-3500-8402	Electronic Equipment - Information Systems	95,322	80,014	15,308
60-4190-2300-8404	City Secretary - Document Imaging	41,882	250	41,632
60-4190-3100-8404	Finance - Payroll Time Keeping Module	56,000	137	55,864
60-4190-3500-8404	I.S. - Fin CIP Tracking & HR App Tracking	33,956	12,410	21,546
60-4190-4400-8500	Facilities - Fire	308,000	41,438	266,562
60-4190-7500-9500	Bond Issuance Costs	26,294	26,294	987
<b>Total Expenditures</b>		<u>\$ 1,380,000</u>	<u>\$ 839,703</u>	<u>\$ 541,283</u>
<b>Ending Fund Balance</b>				
60-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 541,283</u>	<u>\$ (0)</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.

**City of Copperas Cove, Texas**  
**2010A Limited Tax Notes**  
**Water & Sewer**  
**FY 2011-12**

Account	Description	Total Project Budget**	As of FY 2010-11	Budget FY 2011-12
<b>Beginning Fund Balance</b>				
61-300-0001	Fund Balance	\$ -	\$ -	\$ 50,699
<b>Revenues</b>				
61-390-1001	Bond Proceeds	\$ 70,000	\$ 70,000	-
61-370-6001	Interest Revenue	-	55	-
<b>Total Revenues</b>		<u>\$ 70,000</u>	<u>\$ 70,055</u>	<u>\$ -</u>
<b>Expenditures*</b>				
61-4425-8500-9030	NE Sewer Line Design Fees	\$ 49,200	\$ -	49,200
61-4425-8500-9031	Sewer Capacity Study	20,000	19,273	728
61-4425-8500-9500	Bond Issuance Costs	800	84	771
<b>Total Expenditures</b>		<u>\$ 70,000</u>	<u>\$ 19,356</u>	<u>\$ 50,699</u>
<b>Ending Fund Balance</b>				
61-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 50,699</u>	<u>\$ 0</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.



**City of Copperas Cove, Texas**  
**2010A Limited Tax Notes**  
**Solid Waste**  
**FY 2011-12**

Account	Description	Total Project Budget**	As of FY 2010-11	Budget FY 2011-12
<b>Beginning Fund Balance</b>				
62-300-0001	Fund Balance	\$ -	\$ -	\$ 310,236
<b>Revenues</b>				
62-390-1001	Bond Proceeds	\$ 465,000	\$ 465,000	-
62-370-6001	Interest Revenue	-	404	-
<b>Total Revenues</b>		<u>\$ 465,000</u>	<u>\$ 465,404</u>	<u>\$ -</u>
<b>Expenditures*</b>				
62-4430-9500-8300	Sideloader Truck & Roll Off Truck	\$ 308,025	\$ -	308,025
62-4430-9500-8400	General Equipment - Tractor	151,308	151,308	-
62-4430-9500-9500	Bond Issuance Costs	5,667	3,860	2,211
<b>Total Expenditures</b>		<u>\$ 465,000</u>	<u>\$ 155,168</u>	<u>\$ 310,236</u>
<b>Ending Fund Balance</b>				
62-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 310,236</u>	<u>\$ 0</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

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**City of Copperas Cove, Texas**  
**2011 Contract Revenue and Limited Tax Bonds**  
**Tax Supported**  
**FY 2011-12**

Account	Description	Total Project Budget**	As of FY 2010-11	Budget FY 2011-12
<b>Beginning Fund Balance</b>				
94-300-0001	Fund Balance	\$ -	\$ -	\$ 65,793
<b>Revenues</b>				
94-390-1001	Bond Proceeds	\$ 39,000,000	\$ 39,000,000	-
94-390-1002	Bond Discount or Premium	289,641	289,641	-
94-370-6001	Interest Revenue	-	1,287	-
<b>Total Revenues</b>		<u>\$ 39,289,641</u>	<u>\$ 39,290,928</u>	<u>\$ -</u>
<b>Expenditures*</b>				
94-4190-7500-9033	Southeast Bypass Project	\$ 39,064,641	\$ 39,000,135	64,506
94-4190-7500-9500	Bond Issuance Costs	225,000	225,000	1,287
<b>Total Expenditures</b>		<u>\$ 39,289,641</u>	<u>\$ 39,225,135</u>	<u>\$ 65,793</u>
<b>Ending Fund Balance</b>				
94-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 65,793</u>	<u>\$ 0</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

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**City of Copperas Cove, Texas**  
**2011 General Obligation Bonds**  
**Tax Supported**  
**FY 2011-12**

Account	Description	Total Project Budget**	As of FY 2010-11	Budget FY 2011-12
<b>Beginning Fund Balance</b>				
95-300-0001	Fund Balance	\$ -	\$ -	\$ 4,647
<b>Revenues</b>				
95-390-1001	Bond Proceeds	\$ 5,490,000	\$ 5,490,000	-
95-390-1002	Bond Discount or Premium	71,770	71,770	-
95-370-6001	Interest Revenue	-	180	-
<b>Total Revenues</b>		<u>\$ 5,561,770</u>	<u>\$ 5,561,950</u>	<u>\$ -</u>
<b>Expenditures*</b>				
95-4190-7500-9033	Southeast Bypass Project	\$ 5,494,470	\$ 5,490,003	4,467
95-4190-7500-9500	Bond Issuance Costs	67,300	67,300	180
<b>Total Expenditures</b>		<u>\$ 5,561,770</u>	<u>\$ 5,557,303</u>	<u>\$ 4,647</u>
<b>Ending Fund Balance</b>				
95-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 4,647</u>	<u>\$ (0)</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

\*\* This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.

# APPENDIX



Krist Kindl Markt, first weekend  
in December, downtown  
Copperas Cove



Annual Easter Egg Hunt, April 23, 2011



Christmas Tree Lighting Ceremony,  
December 2010

# 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.

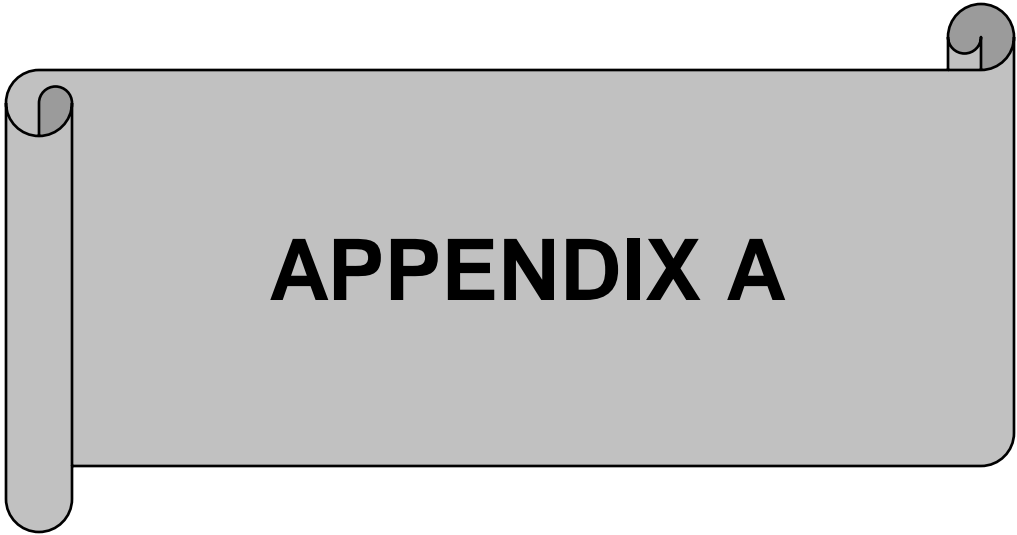
**B. City of Copperas Cove Personnel Schedule, Employee Position Listing and Salary Ranges by Department, and Schedule of Incentives:** This appendix provides a detailed schedule of authorized positions, a detailed position listing and pay plan for fiscal year 2011-12 and listing of incentives.

**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*

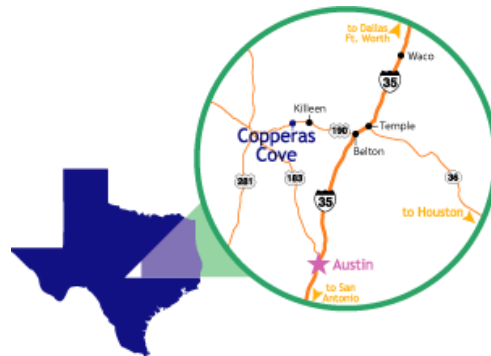


## Copperas Cove at a Glance



## 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

Monthly Average **Low** Temperature

January	58 degrees
July	95 degrees

January	34 degrees
July	72 degrees

## POPULATION

2010 Total Population	32,032
Males	48.5%
Females	51.5%

## POPULATION BY AGE DISTRIBUTION

Age	Total	Percent
0-4	3,111	9.7%
5-9	2,530	7.9%
10-14	2,326	7.3%
15-19	2,272	7.1%
20-24	3,117	9.7%
25-34	5,675	17.7%
35-44	4,060	12.7%
45-54	3,796	11.9%
55-64	2,626	8.2%
65-74	1,673	5.2%
75-84	673	2.1%
85+	173	0.5%
<b>Total</b>	<b>32,032</b>	<b>100.0%</b>

## ETHNIC CHARACTERISTICS

Ethnicity	Percent
White Alone	66.2%
Black Alone	18.0%
Hispanic	15.0%
Some other races	0.8%
<b>Total</b>	<b>100.0%</b>

## CRIME RATES:

Calendar Year 2010 Crime Rate per 100,000:

**Copperas Cove: 3,975.1**

Killeen: 5,573.0

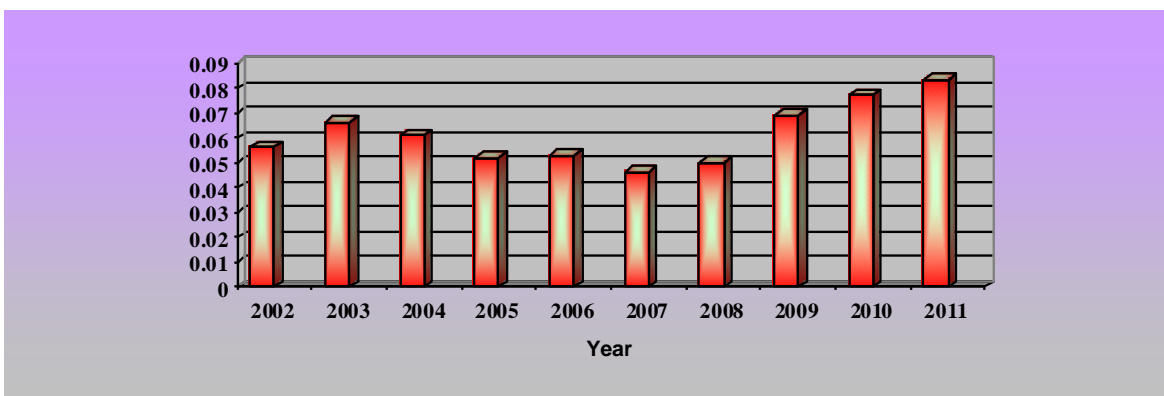
Temple: 3,785.5

State: 4,236.4

## LABOR FORCE

	Copperas Cove	Coryell County	Killeen-Temple MSA
Total Labor Force	13,700	25,372	168,535
Total Employment	12,557	22,752	153,753
Unemployment Rate	8.3%	10.3%	8.8%

## UNEMPLOYMENT RATE





## EMPLOYERS

Employer	Product	Employees
Fort Hood	Military Soldiers	47,700
	Civilian (Federal & Contract)	15,800
Copperas Cove ISD	School Administration	1,324
GC Services	Credit collection agency	1,150
Wal-Mart Supercenter	Department Store	450
City of Copperas Cove	City Government	298
H.E.B. Grocery Store	Grocers - Retail	174
WindCrest Nursing Center	Nursing Home	100
McDonald's	Limited Service Restaurant	95
Hill Country Rehab. & Nursing Ctr.	Nursing Home	84

## 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:	5
Number of paid firefighters:	46
Fire officers per 1,000 population:	1.44

#### Police Protection

##### ***Use or Nature: Public Safety***

Stations	1
Number of reserve police officers:	-
Number of sworn officers:	54
Officers per 1,000 population:	1.69

#### Libraries

##### ***Use or Nature: Community Services***

Number of public libraries:	1
Number of volumes:	69,000
Circulated items:	87,000
Circulated items per capita:	2.72

#### 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:	133 miles
Unpaved streets:	0 miles

Utilities

Water System

**Use or Nature: Public Works**

Miles of water mains:	225
Daily average consumption:	3.9 MGD
Maximum daily capacity:	7.6 MGD
Number of service connections:	12,031
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:	1.9 MGD
Maximum capacity of treatment plants:	9.0 MGD
Number of service connections:	11,400

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 11 campuses in the district. The Copperas Cove Independent School District includes one high school, two junior high schools, seven 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, and to High Chaparral Park in 2011. 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 Civic Center is currently undergoing a major renovation, which is approximately 65 percent complete. 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 28, 2012. The event will take place at the City Park Pool. All participants that register and dare to take the plunge will receive a 2011 “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 11, 2012 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 133 years old on Sunday, March 25, 2012. The City’s Birthday celebration activities will be on March 25, 2012.



**Easter Egg Hunt** – The annual Easter Egg Hunt and Picnic will be held on Saturday, April 7, 2012. The Easter Egg Hunt has been a wonderful family tradition enjoyed by generations of family and friends. The event is free to the public and will be held this year at City Park Field 9.



**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 21, 2012. Cove Classic Bike Tour is scheduled for August 18, 2012, and the State Championship Bike Race is scheduled for September 29<sup>th</sup> and 30<sup>th</sup>, 2012. For more information go to [www.copperascove.com](http://www.copperascove.com) or contact the Copperas Cove Chamber of Commerce.

**Rabbit Fest** – Rabbit Fest is a 4-day arts and crafts festival that draws over 100,000 attendees annually in May. Rabbit Fest 2012 will be the third weekend of May (May 17<sup>th</sup> - 20<sup>th</sup>) at the Copperas Cove City Park. On May 17<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 Duathlon during the month of March. The Jack Rabbit Run will be held on May 4, 2012 and the Gallop or Trot will be held on September 15, 2012. 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 21, 2012. Something for everyone! Come out and peruse the merchandise of over 50 garage sale vendors in one place.

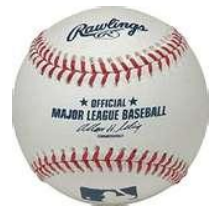


**Fourth of July Parade** – The Fourth of July Parade is an annual event winding through downtown Copperas Cove to celebrate the anniversary of our nation's independence.

**Punt, Pass and Kick Contest** – The NFL “Punt Pass and Kick” contest will take place soon after the school year begins on Saturday, September 8, 2012. The age divisions range from 8 to 15. All participants compete in punting, passing, and kicking, and the champions will have the chance to move on to regional and then to national competitions. The final competition will be held during the half time of an actual NFL football game. This competition is a free activity. Please call the Parks and Recreation office for more details.



**MLB Pitch Hit and Run** – Major League Baseball (MLB) Pitch Hit and Run (PHR) is a local competition that will be held on Saturday, March 24, 2012. 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, 2001, all veterans, past and present, and "First Responders" (police and fire rescue officers).



**Safe Halloween** - The Safe Halloween Trick or Treat will be held on October 27, 2012. The event will feature costume contests for children of all ages.

**Veteran's Day Parade** – An annual event winding through downtown Copperas Cove to honor our veterans.



**Christmas Parade** – Scheduled for Saturday evening, December 1, 2012. The 2012 parade will be the 7<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 1, 2012. Kickoff 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.

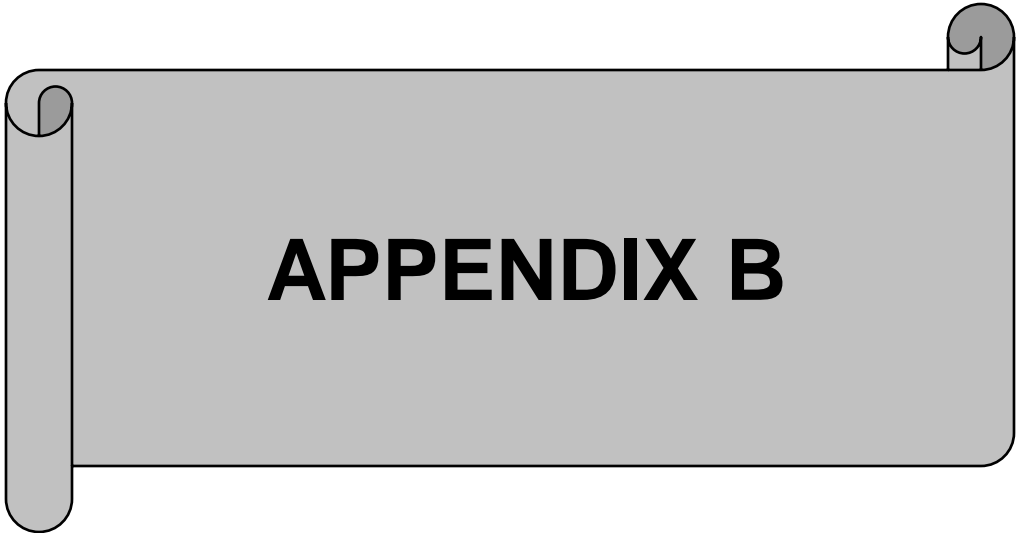
**TOY Bowl** – The Toy Bowl includes championship games for the Division I and II youth tackle football programs. The Toy Bowl immediately follows the H.O.T. Bowl game. The price of admission is an unwrapped toy or monetary donation. The donations will be given to the Blue Santa program. The Toy Bowl is scheduled for Saturday, November 17, 2012.



**Christmas Tree Lighting Ceremony** – Anticipated to be held on Thursday, November 29, 2012, behind City Hall. The City Parks and Leisure 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 November 30 through December 2, 2012. The festivities include food, entertainment, and plenty of arts and crafts to peruse and purchase. Saturday is highlighted by the annual Chamber of Commerce Children's Christmas Parade, marking an official appearance of Santa Claus in the Copperas Cove area.





City of Copperas Cove Personnel  
Schedule, Employee Position and  
Salary Ranges by Department &  
Schedule of Incentives



**CITY OF COPPERAS COVE, TEXAS**

**PERSONNEL SCHEDULE**

	<b>ACTUAL FY 2008-09</b>	<b>ACTUAL FY 2009-10</b>	<b>ACTUAL FY 2010-11</b>	<b>ADOPTED FY 2011-12</b>
<b>GENERAL FUND</b>				
City Manager	4	3	3	2
City Secretary / Elections	2	2	1	2.5
Finance	7	7	8	4
City Attorney	1	1	1	1
Budget	0	0	0	4
Human Resources	3.5	4.5	3.5	3.75
Information Systems	3	3	4	4
Municipal Court	7	7	7	7.5
City Judge (Contract)	1	1	1	1
Associate Judge (Contract)	1	1	1	1
Police-Administration	73.5	73.5	73.5	5
Police-Services	0	0	0	74
Public Affairs Office	1	1	0	0
Animal Control	5	5	5	5.5
Fire / EMS	53	53	53	56
Engineering	2	2	1	0
Street	7.5	7.5	6.5	9.5
Fleet Services	5	5	4.5	4.5
Facility Maintenance	2	2	2	2
Planning	2	1	2	2
Building and Development	4	4	4	5
Code and Health Compliance	4	4	4	3.25
Parks & Leisure Administration	18	18	18	4
Parks & Leisure Maintenance	0	0	0	10
Parks & Leisure Athletics	0	0	0	4.5
Parks & Leisure Aquatics	0	0	0	1
Parks & Leisure Cemetery	0	0	0	1
Library	10	10	10	10
<b>TOTAL GENERAL FUND EMPLOYEES</b>	<u>216.5</u>	<u>215.5</u>	<u>213</u>	<u>228</u>
<b>WATER &amp; SEWER FUND</b>				
Public Works	2.25	2.25	3.25	3.84
Utility Administration	11	11	11	11
Water Distribution	11	11	11	11
Sewer Collection	9	9	9	9
Wastewater Treatment	11	11	11	11
Composting	3	3	3	0
<b>TOTAL WATER &amp; SEWER EMPLOYEES</b>	<u>47.25</u>	<u>47.25</u>	<u>48.25</u>	<u>45.84</u>
<b>RECREATION ACTIVITIES FUND</b>				
Recreation Activities	2	2	2	0
<b>TOTAL YOUTH ACTIVITIES FUND EMPLOYEES</b>	<u>2</u>	<u>2</u>	<u>2</u>	<u>0</u>
<b>CEMETERY FUND</b>				
Cemetery	1	1	1	0
<b>TOTAL CEMETERY FUND EMPLOYEES</b>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>

Note: This schedule includes authorized unfunded positions.

**CITY OF COPPERAS COVE, TEXAS**

**PERSONNEL SCHEDULE**

	<b>ACTUAL FY 2008-09</b>	<b>ACTUAL FY 2009-10</b>	<b>ACTUAL FY 2010-11</b>	<b>ADOPTED FY 2011-12</b>
<b>SOLID WASTE FUND</b>				
Solid Waste Collection - Administration	4.25	4.25	4.25	4.33
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 Composting	0	0	0	3
Solid Waste Disposal	5	5	5	5.5
<b>TOTAL SOLID WASTE FUND EMPLOYEES</b>	<u>21.25</u>	<u>21.25</u>	<u>21.25</u>	<u>24.83</u>
<b>DRAINAGE UTILITY FUND</b>				
Drainage Utility	6.5	6.5	5.5	5.83
<b>TOTAL DRAINAGE UTILITY FUND EMPLOYEES</b>	<u>6.5</u>	<u>6.5</u>	<u>5.5</u>	<u>5.83</u>
<b>GOLF COURSE FUND</b>				
Golf Course Operations	5	3.5	3.5	3.5
Golf Course Concessions	2.5	0	0	0
Golf Course Maintenance	7	6	6	6
<b>TOTAL GOLF COURSE FUND EMPLOYEES</b>	<u>14.5</u>	<u>9.5</u>	<u>9.5</u>	<u>9.5</u>
<b>MUNICIPAL COURT SECURITY FUND</b>				
Municipal Court Security	0	0	0.5	0
<b>TOTAL MUNICIPAL COURT SECURITY FUND EMPLOYEES</b>	<u>0</u>	<u>0</u>	<u>0.5</u>	<u>0</u>
<b>TOTAL ALL FUNDS</b>	<u><u>309</u></u>	<u><u>303</u></u>	<u><u>301</u></u>	<u><u>314</u></u>

Note: This schedule includes authorized unfunded positions.

**City of Copperas Cove FY 2011-12  
Position Listing and Salary Ranges by Department**

Fund #	Dept #	No. EE's	Department Name	Position Title	Hourly Salary Minimum	Hourly Salary Maximum
01	22	1	City Manager	Secretary to the City Manager	\$ 13.63	\$ 20.08
01	22	1	City Manager	City Manager	Unclassified	
01	23	0.5	City Secretary	Records/File Clerk	\$ 9.54	\$ 14.05
01	23	1	City Secretary	City Secretary	Unclassified	
01	23	1	City Secretary	Deputy City Secretary	Unfunded 2011-12 Budget Year	
01	31	2	Finance	Accounting Technician	\$ 13.07	\$ 19.26
01	31	1	Finance	Senior Accountant	\$ 16.75	\$ 24.67
01	31	1	Finance	Director of Financial Services	Unclassified	
01	32	1	Budget	Project Accountant	\$ 22.58	\$ 33.27
01	32	1	Budget	Budget Analyst	\$ 22.58	\$ 33.27
01	32	1	Budget	Purchasing Officer	\$ 24.42	\$ 35.97
01	32	1	Budget	Assistant Director of Financial Services/Budget Director	\$ 28.85	\$ 42.50
01	34	0.25	Human Resources	Part Time Clerk/ Receptionist	\$ 9.54	\$ 14.05
01	34	1	Human Resources	Receptionist	\$ 9.54	\$ 14.05
01	34	1	Human Resources	Human Resources Coordinator	\$ 13.24	\$ 19.50
01	34	1	Human Resources	Division Head of Human Resources	Unclassified	
01	34	0.5	Human Resources	Receptionist	Unfunded 2011-12 Budget Year	
01	35	1	Information Systems	Information Systems Specialist II	\$ 21.89	\$ 32.25
01	35	1	Information Systems	Information Systems Supervisor	\$ 23.92	\$ 35.24
01	35	1	Information Systems	Director of Information Systems	Unclassified	
01	35	1	Information Systems	Information Systems Specialist I	Unfunded 2011-12 Budget Year	
01	41	4	Municipal Court	Court Clerk	\$ 10.84	\$ 15.97
01	41	1	Municipal Court	Assistant Administrator - Municipal Court	\$ 12.88	\$ 18.97
01	41	0.5	Municipal Court	Bailiff	\$ 17.77	\$ 26.18
01	41	1	Municipal Court	Administrator - Municipal Court	\$ 20.71	\$ 30.50
01	41	1	Municipal Court	Court Clerk	Unfunded 2011-12 Budget Year	
01	4200	1	Police Administration	Custodian/ Kennel Attendant	\$ 9.60	\$ 14.14
01	4200	1	Police Administration	Executive Secretary	\$ 13.63	\$ 20.08
01	4200	1	Police Administration	Captain	\$ 28.93	\$ 42.61
01	4200	1	Police Administration	Police Deputy Chief	\$ 31.47	\$ 46.35
01	4200	1	Police Administration	Chief of Police	Unclassified	
01	4210	2	Police Services	Senior Records Clerk	\$ 10.84	\$ 15.97
01	4210	1	Police Services	Administrative Assistant	\$ 11.89	\$ 17.51
01	4210	1	Police Services	Administrative Assistant Training and Evidence	\$ 11.89	\$ 17.51
01	4210	12	Police Services	Police Communications/Operator	\$ 11.91	\$ 17.54
01	4210		Police Services	Patrol Officer - Non Certified in Academy	\$ 12.95	-
01	4210		Police Services	Patrol Officer - Certified in FTP	\$ 14.46	-
01	4210	34	Police Services	Patrol Officer - Certified	\$ 17.77	\$ 26.18
01	4210	7	Police Services	Police Corporal	\$ 21.82	\$ 32.14
01	4210	9	Police Services	Police Sergeant	\$ 23.61	\$ 34.78
01	4210	2	Police Services	Police Lieutenant	\$ 26.77	\$ 39.43
01	4210	1	Police Services	Senior Records Clerk	Unfunded 2011-12 Budget Year	
01	4210	1	Police Services	Police Communications/Operator	Unfunded 2011-12 Budget Year	
01	4210	4	Police Services	Patrol Officer - Certified	Unfunded 2011-12 Budget Year	
01	43	4	Animal Control	Animal Control Officer	\$ 10.66	\$ 15.70
01	43	1	Animal Control	Senior Animal Control Officer	\$ 14.21	\$ 20.93
01	43	0.5	Animal Control	Records/File Clerk	Unfunded 2011-12 Budget Year	
01	44	33	Fire	Firefighter (2904 hour work year)	\$ 11.63	\$ 17.13
01	44	1	Fire	Administrative Assistant - Fire and EMS	\$ 11.89	\$ 17.51
01	44	1	Fire	Administrative Assistant - Support Services/Emerg Mgt	\$ 11.89	\$ 17.51
01	44	6	Fire	Fire Lieutenant (2904 hour 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 hour work year)	\$ 18.08	\$ 26.63
01	44	1	Fire	Division Chief of Prevention/Fire Marshal	\$ 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/Emergency Management Coordinator	Unclassified	
01	44	3	Fire	Firefighter (2904 hour work year)	Unfunded 2011-12 Budget Year	
01	44	2	Fire	Fire Inspector/Investigator	Unfunded 2011-12 Budget Year	
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.	Public Improvements Inspector	\$ 20.30	\$ 29.90
01	52	1	Building & Development Svcs.	Chief Building Official	\$ 29.62	\$ 43.63
01	52	1	Building & Development Svcs.	Inspector	Unfunded 2011-12 Budget Year	
01	53	2	Street	Light Equipment Operator	\$ 10.37	\$ 15.28
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	53	1	Street	Light Equipment Operator	Unfunded 2011-12 Budget Year	
01	53	3	Street	Light Equip Oper/Crack Sealer	Unfunded 2011-12 Budget Year	

**City of Copperas Cove FY 2011-12**  
**Position Listing and Salary Ranges by Department**

Fund #	Dept #	No. EE's	Department Name	Position Title	Hourly Salary Minimum	Hourly Salary Maximum
01	5400	1	Parks & Leisure Administration	Recreation Specialist/Administrative Assistant	\$ 12.30	\$ 18.12
01	5400	1	Parks & Leisure Administration	Director of Parks & Recreation	\$ 29.28	\$ 43.13
01	5400	1	Parks & Leisure Administration	Division Head of Parks and Leisure Services	Unclassified	
01	5400	1	Parks & Leisure Administration	Convention & Tourism Coordinator	Unfunded 2011-12 Budget Year	
01	5410	6	Parks & Leisure Maintenance	Laborer	\$ 9.60	\$ 14.14
01	5410	2	Parks & Leisure Maintenance	Light Equipment Operator	\$ 10.37	\$ 15.28
01	5410	1	Parks & Leisure Maintenance	Light Equipment Operator/HVAC Technician	\$ 10.37	\$ 15.28
01	5410	1	Parks & Leisure Maintenance	Supervisor - Parks	\$ 15.53	\$ 22.87
01	5420	2	Parks & Leisure Athletics	Recreation Aide	\$ 8.12	\$ 11.96
01	5420	1	Parks & Leisure Athletics	Recreation Specialist	\$ 12.30	\$ 18.12
01	5420	1	Parks & Leisure Athletics	Recreation Coordinator	\$ 15.53	\$ 22.87
01	5420	0.5	Parks & Leisure Athletics	Recreation Aide	Unfunded 2011-12 Budget Year	
01	5430	1	Parks & Leisure Aquatics	Recreation/Aquatics Specialist	\$ 12.30	\$ 18.12
01	5450	1	Parks & Leisure Cemetery	Light Equipment Operator	Unfunded 2011-12 Budget Year	
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	2	Facility Maintenance	Facility Maintenance	Unfunded 2011-12 Budget Year	
01	61	1	Planning	Planner I	Unfunded 2011-12 Budget Year	
01	61	1	Planning	Administrative Assistant	Unfunded 2011-12 Budget Year	
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	1	Library	Reference Assistant/Electronic Tech Coordinator	\$ 13.77	\$ 20.29
01	71	1	Library	Assistant Director Library/Reference	\$ 18.95	\$ 27.91
01	71	1	Library	Director Library	\$ 30.45	\$ 44.85
01	71	0.5	Library	Outreach Specialist/Library Assistant III	Unfunded 2011-12 Budget Year	
01	72	0.25	Code & Health Compliance	Part Time Clerk/ Receptionist	\$ 9.54	\$ 14.05
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	0.5	Public Works Administration	Facility Maintenance	\$ 12.55	\$ 18.48
02	80	1	Public Works Administration	Executive Secretary	\$ 13.63	\$ 20.08
02	80	1	Public Works Administration	GIS Technician	\$ 19.15	\$ 28.21
02	80	0.34	Public Works Administration	Director of Public Works	\$ 21.64	\$ 31.88
02	80	1	Public Works Administration	Division Head Public Works /City Engineer	Unclassified	
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 Representative	\$ 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 Equipment 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	Assistant Supervisor/Operator III Sewer Collection	\$ 15.53	\$ 22.87
02	83	1	Sewer Collection	Superintendent - Sewer Collection	\$ 20.20	\$ 29.75
02	83	1	Sewer Collection	Operator II Sewer Collection	Unfunded 2011-12 Budget Year	
02	84	6	Wastewater Treatment	Operator II Wastewater	\$ 12.28	\$ 18.09
02	84	1	Wastewater Treatment	Laboratory Technician Wastewater	\$ 13.79	\$ 20.32
02	84	3	Wastewater Treatment	Chief Plant Operator Wastewater	\$ 17.88	\$ 26.34
02	84	1	Wastewater Treatment	Laboratory Technician - Senior Wastewater	\$ 17.88	\$ 26.34
03	90	1	Solid Waste Collection Administration	Administrative Assistant	\$ 11.89	\$ 17.51
03	90	1	Solid Waste Collection Administration	Supervisor Solid Waste - Operations	\$ 15.53	\$ 22.87
03	90	1	Solid Waste Collection Administration	Supervisor Solid Waste - Recycling/Admin	\$ 15.53	\$ 22.87
03	90	0.33	Solid Waste Collection Administration	Director of Public Works	\$ 21.64	\$ 31.88
03	90	1	Solid Waste Collection Administration	Solid Waste Superintendent	\$ 22.10	\$ 32.55
03	9101	4	Solid Waste Collection Residential	Driver	\$ 11.91	\$ 17.54
03	9102	2	Solid Waste Collection Recycling	Driver	\$ 11.91	\$ 17.54
03	9103	2	Solid Waste Collection Brush/Bulk	Driver	\$ 11.91	\$ 17.54
03	9104	2	Solid Waste Collection Commercial	Driver	\$ 11.91	\$ 17.54
03	9104	1	Solid Waste Collection Residential	Lead Driver	\$ 12.78	\$ 18.82
03	9104	1	Solid Waste Collection Commercial	Mechanic	\$ 13.64	\$ 20.09
03	9106	2	Solid Waste Collection Brush/Bulk	Heavy Equipment Operator	\$ 11.91	\$ 17.54
03	9106	1	Solid Waste Collection Brush/Bulk	Supervisor Composting	\$ 15.53	\$ 22.87
03	92	0.5	Solid Waste Disposal	Clerk/Dispatcher	\$ 9.60	\$ 14.14
03	92	1	Solid Waste Disposal	Scale Operator	\$ 9.60	\$ 14.14

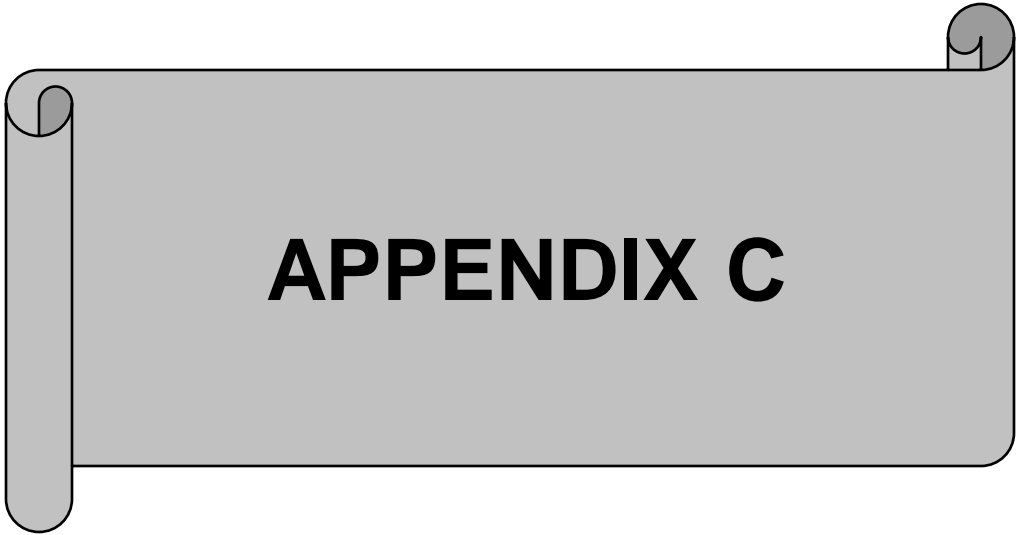
**City of Copperas Cove FY 2011-12  
Position Listing and Salary Ranges by Department**

<b>Fund #</b>	<b>Dept #</b>	<b>No. EE's</b>	<b>Department Name</b>	<b>Position Title</b>	<b>Hourly Salary Minimum</b>	<b>Hourly Salary Maximum</b>
03	92	0.5	Solid Waste Disposal	Laborer	\$ 9.60	\$ 14.14
03	92	3	Solid Waste Disposal	Heavy Equipment Operator	\$ 11.91	\$ 17.54
03	92	0.5	Solid Waste Disposal	Clerk/Dispatcher	Unfunded 2011-12 Budget Year	
05	76	4	Drainage Utility	Laborer	\$ 9.60	\$ 14.14
05	76	1	Drainage Utility	Heavy Equipment Operator	\$ 11.91	\$ 17.54
05	76	0.5	Drainage Utility	Crewleader Street/Drainage	\$ 15.23	\$ 22.43
05	76	0.33	Drainage Utility	Director of Public Works	\$ 21.64	\$ 31.88
09	7400	1	Golf Course Operations	Clerk/Golf Shop Assistant	\$ 9.60	\$ 14.14
09	7400	1	Golf Course Operations	Head Golf Professional	\$ 15.30	\$ 22.54
09	7400	1.5	Golf Course Operations	Clerk/Golf Shop Assistant	Unfunded 2011-12 Budget Year	
09	7402	3.5	Golf Course Maintenance	Laborer	\$ 9.60	\$ 14.14
09	7402	0.5	Golf Course Maintenance	Golf Course Mechanic	\$ 11.91	\$ 17.54
09	7402	1	Golf Course Maintenance	Golf Course Superintendent	\$ 27.82	\$ 40.98
09	7402	1	Golf Course Maintenance	Heavy Equipment Operator	Unfunded 2011-12 Budget Year	

**CITY OF COPPERAS COVE, TEXAS  
INCENTIVE/REIMBURSEMENT PAY  
FY 2011-12**

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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
Evidence Tech	\$ 75
 <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, 2011**

**Ordinance 2011-43 (Exhibit 1)**

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**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

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**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

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**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2011**

**Ordinance 2011-43 (Exhibit 1)**

**FIRE DEPARTMENT**

**EMS**

Annual License Fee - Private Ambulance Service	\$3,000.00
<i>(Above fee may be waived by the Fire Chief with approval of the City Manager according to the City's internal policy.)</i>	
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	\$850.00 + 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)	\$200.00 + \$15/mile
- "No Transport Fee" - County (if requested by patient or family)	\$250.00 + \$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 half hour)	\$50.00
Investigator (per half hour)	\$50.00
Extrication tools (per hour)	\$50.00
Disposable supplies, damaged or contaminated equipment, fire hose, nozzles, etc.	Replacement Cost including Shipping plus 15% Admin Fee

**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

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2011**

**Ordinance 2011-43 (Exhibit 1)**

<b>Above &amp; Below Ground Fuel Storage Tank Installation and Removal</b>	<b>\$125.00</b>
Permit covers the following:	
- Plans review	
- Necessary meetings (if necessary)	
- Witnessing tests	
- Final inspection/approval	
 <b>Fireworks Display (Public Display) Permit</b>	 <b>\$500.00</b>
Permit covers the following:	
- Plans review & site inspections	
- Necessary meetings	
- Witnessing tests	
- Final inspection/approval	
- Requires proof of liability coverage or bond	
 <b>Licensed Facility Inspections</b>	
Inside City Limits	
-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
Outside City Limits	
-Private Schools, Day Care, Nursing Home, Assisted Living Centers (less than 50 occupants)	\$100 + \$5.00 per mile from Fire Station
-Private Schools, Day Care, Nursing Home, Assisted Living Centers (50 or more occupants)	\$200 + \$5.00 per mile from Fire Station
-Foster Home, Adoptive Home	\$50 + \$5.00 per mile from Fire Station
-Re-inspection Fee (charged when both the initial and one re-inspection have failed)	\$200 + \$5.00 per mile from Fire Station
 Burn Permit Fee (per permit, per day) (one permit per property location)	 \$100.00
 <b><u>CENTRAL FIRE STATION MEETING ROOM RENTAL</u></b>	
(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)	\$35.00

**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.

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2011**

**Ordinance 2011-43 (Exhibit 1)**

**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 Piping, Water Heater (no base fee required)	\$50.00
Minor Commercial Alteration, Repair or Replacement of Existing Water or Sewer Piping, Water Heater (no base fee required)	\$50.00
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

**Mechanical:**

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

**Gas:**

Inspection of Consumers Piping (rough and final piping)	\$50.00
Mobile Home Gas Test	\$25.00
Reinspection Fee	\$50.00

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2011**

**Ordinance 2011-43 (Exhibit 1)**

**Electrical:**

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

**Sign Inspection Fees:**

- 0 to 16 sq. ft. of face area	\$25.00
- 16.1 to 96 sq. ft of face area	\$25.00
- 96.1 to 192 sq. ft. of face area	\$25.00
- 192.1 sq. ft. and larger	\$30.00

Massage Business License (without State License)	\$110.00
Masseur/Masseuse License (without State License)	\$60.00
Taxi Permits	\$60.00
Wrecker License Fee	\$85.00
Amusement Permit	\$150.00
Amusement Deposit	\$300.00
Poolroom, Gameroom (More than 1 video game)	\$60.00
Domino Hall license	\$60.00
Gameroom (with only 1 video game)	\$25.00
Gameroom (Eight - Liners only)	\$2,000.00
Video/Electronic Game License Fee (Each)	\$15.00

**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

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2011**

**Ordinance 2011-43 (Exhibit 1)**

**STREETS**

Street Cuts	\$200.00 + 10.00/sq. ft.
<b>Signs:</b>	
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)	\$3.00
- 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	\$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	\$400.00
- Fee	\$500.00
- Fee Each Additional Hour	\$50.00
- Stage Rental / Set-up	\$100.00
- Event Set Up Fee	\$100.00
- Kitchen Rental	\$100.00
- Sound System Rental	\$100.00
Allin House: (5 hour rental)	
- Deposit	\$200.00
- Fee	\$100.00
- Fee Each Additional Hour	\$20.00
Community/Civic Meetings per Hour	\$15.00
Ogletree Pavilion: (8 hour rental)	
- Deposit	\$200.00
- Fee	\$200.00
- Fee each additional hour	\$35.00

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2011**

**Ordinance 2011-43 (Exhibit 1)**

**City Park Facilities:**

Fester's House: (5 hour rental)

- Deposit	\$50.00
- Fee	\$50.00
- Each Additional Hour	\$10.00

Pavilion: (all day)

- Fee	\$50.00
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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)	\$100.00
- Additional Fee (101 - 125 people)	\$125.00
- Additional Fee (Over 125 people)	\$150.00
- 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

*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.*

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

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2011**

**Ordinance 2011-43 (Exhibit 1)**

**Youth Activities:**

Youth Sports Fee (per sport) (2nd child \$5.00 discount):

- Soccer, Basketball, Flag Football, Volleyball	\$40.00
- Softball, Baseball	\$55.00
- Football	\$85.00
- Cheerleading	\$55.00
- Non Resident (Soccer, Basketball, Flag Football, Volleyball)	\$45.00
- Basketball Team Fee (Division I Teams Only)	\$500.00

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 internment.)

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2011**

**Ordinance 2011-43 (Exhibit 1)**

**PLANNING**

Plats:	
Dedication Plat	\$250.00
Minor Plats - Preliminary and Final	\$250.00
Minor Replats - Preliminary and Final	\$250.00
Amended Plats	\$150.00
Vacated Plats:	
- Less than 10.0 Acres	\$100.00
- 10.0 to 50.0 Acres	\$150.00
- Over 50.0 Acres	\$200.00
Major Plat - Preliminary	
- Less than 10.0 Acres	\$300.00
- 10.0 to 50.0 Acres	\$400.00
- Over 50.0 Acres	\$500.00
Major Plat - Final	
- Less than 10.0 Acres	\$300.00
- 10.0 to 50.0 Acres	\$400.00
- Over 50.0 Acres	\$500.00
Rezoning Application Fee	\$200.00
Variance Application Fee	\$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



**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2011**

**Ordinance 2011-43 (Exhibit 1)**

**LIBRARY**

Resident User Fee	No Charge
Non-Resident User Fee (per year)	\$10.00
Non-Resident User Fee: City Employees (Full Time)	No Charge
Replacement Card (lost only)	\$3.00
Computer Classes (per class period)	10
Faxing Service - Send only per page	2
<b>Fines:</b>	
- 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 Governmental Publications	\$5.00
Overdue Postage - Regular (per notice)	\$0.50
Inter Library - Loan Postage	\$3.00
<b>Miscellaneous Repair/Replacement Costs:</b>	
- Video Cover (Video/DVD 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
- Replacement Videos/Audio Cassettes, DVDs, CDs	Actual Cost
- Audiocassette Kit	\$2.00
- CD Albums 2-12 Capacity Storage (previously 4-5)	\$8.00
- CD Albums 13-24 Capacity Storage (previously 6-9)	\$9.00
- CD Albums 26-36 Capacity Storage (previously 10-19)	\$12.00
- CD Albums 34-48+ Capacity Storage (previously 20+)	\$15.00
- CD Book Sleeves - each	\$1.00
- CD TRIMpak Case (kit items)	\$2.00
- Protective Strips - VHS/Audiocassettes	\$1.00
- Protective Strips - CDs/DVDs	\$2.00
- Minor Damage Fee (per item)	\$5.00
Test Proctoring	\$15.00/hr
Typing Paper (per sheet)	\$0.10
Computer Printout (per page)	\$0.10
<b>Meeting Room Rental:</b>	
- 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
Senior Center Rental Deposit	\$200.00
Senior Center Rental (1 hour)	\$100.00
Senior Center Rental (each additional hour)	\$20.00

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2011**

**Ordinance 2011-43 (Exhibit 1)**

**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:**

- Two Year - Classroom training	\$15.00
- Two Year - Online training	\$14.00
- Non-Profit use card - Classroom training	\$2.00/student
Registration of non-city-provided Food Handler Cards with the City	\$10.00
Replacement of Lost Food Handlers Card	\$15.00

**Manager Accreditation:**

- Registration of Certification within the City	\$10.00
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**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

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2011**

**Ordinance 2011-43 (Exhibit 1)**

**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
Semi Annual (payment plan)	\$200.00
Daily (per round)	\$12.00

Handicaps - Annual	\$20.00
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**Concessions:**

Golf Course Concession Area Rental (monthly)	\$600.00
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**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
Notary Public Fee - First signature on one document	\$6.00
Notary Public Fee - Each additional signature after the first signature on one document	\$1.00
<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

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2011**

**Ordinance 2011-43 (Exhibit 1)**

**Non-standard Size Copies:**

- Diskette (each)	\$1.00
- Magnetic Tape (each)	\$12.00
- VHS Video Cassette (each)	\$2.50
- Audio Cassette (each)	\$1.00
- Other Charges	Actual Cost

**Computer Resource Charges:**

- Mainframe (per minute)	\$10.00
- Midrange (per minute)	\$1.50
- Client/Server (per hour)	\$2.20
- PC or LAN (per hour)	\$1.00

**Labor Charges:**

- 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
Utilities Pay Credit Card Payment Phone Convenience Fees	\$2.00
Riser Deposit	\$50.00
Reconnect Fee	\$25.00
Disconnect Fee	\$6.00
New 3/4" Water Tap ** into city water main (incl. srv. conn.)	\$575.00
Water Tap 1" and larger into city water main (incl. srv. conn.)	3/4" tap fee + 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	\$50.00
1" meter	\$92.00
1-1/2" meter	\$133.00
2" meter	\$528.00
3" or larger meter	\$750.00

**Sewer customers deposits:**

Residential	\$50.00
Multi-family	\$291.00
Commercial	\$51.00
Hotel/motel	\$184.00
Government	\$280.00
Industrial	\$394.00

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2011**

**Ordinance 2011-43 (Exhibit 1)**

Automatic Blanket Deposit	\$100.00
Non-Automatic Blanket Deposit	\$100.00

**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	\$3.07
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
6" meter	\$4.78
Bulk Meter	\$5.62
Contractor	\$5.62

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2011**

**Ordinance 2011-43 (Exhibit 1)**

**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)	\$4.00
<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)	\$40.00
Solid Waste Deposit (commercial)	\$65.00

**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

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2011**

**Ordinance 2011-43 (Exhibit 1)**

**Commercial Monthly Rates for 96 Gallon Container:**

Twice-a-week pickup of one automated container	\$28.00
Twice-a-week pickup for one additional container	\$56.00
Twice-a-week pickup for two additional containers	\$84.00
Automated container reload for excess garbage (per load; 2 loads max)	\$4.50
Fee for overloaded container	\$4.50

**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

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2011**

**Ordinance 2011-43 (Exhibit 1)**

**Disposal Fees:**

- Minimum Charge (up to 240 lbs.)	\$5.64
- Per Ton	\$47.00
Weighing Vehicles	\$8.00

Rear Load Dumpster Rental includes the following

- Delivery	\$25.00
- Service/Pull Fee (3 cubic yd)	\$25.00
- Service/Pull Fee (6 cubic yd)	\$50.00
- Rental Per Day Fee	\$2.00

**Compost:**

- Bulk (per cubic yard)	\$8.50
- Container (up to 30 gallons)	\$2.25
- Delivery (per delivery within City limits only)	\$15.00

Kraft Bags \$.34 + sales tax

**Tire Disposal:**

- 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

**Excess Garbage or Overloaded Containers:**

*Container Reload Fees while on site*

3 yard container	\$13.96
4 yard container	\$17.52
6 yard container	\$23.31
8 yard container	\$28.62
10 yard container	\$33.60

*Return Service*

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, 2011**

**Ordinance 2011-43 (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, 2011**

**Ordinance 2011-43 (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

**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

**ETJ** – Extra Territorial Jurisdiction

## **BUDGET ACRONYMS**

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**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

**HVAC** – 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

**MDT** – Mobile Data Terminal

**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

**SH** - State Highway

**SR** - Senior

**SRF** – State Revolving Fund

**SRTS** – Safe Routes to School

**Svcs** – Services

**SWAT** – Special Weapons and Tactics

**TAACO** -

**TCEQ** – Texas Commission on Environmental Quality

## **BUDGET ACRONYMS**

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**TCLEOSE** – Texas Commission on Law Enforcement Officer Standards and Education

**TDEM** – Texas Division of Emergency Management

**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

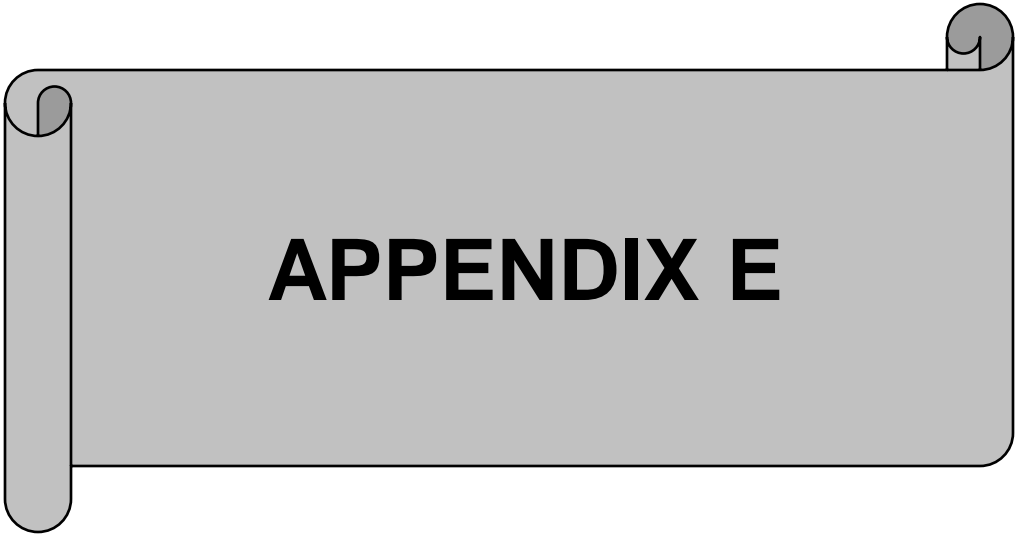
**TWDB** – Texas Water Development Board

**VFD** – Variable Frequency Drive

**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 obligations 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 and Lampasas 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 GLOSSARY**

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**Budget Calendar** – The schedule of key dates or events, which the City follows in the preparation, adoption, and administration of the budget.

**Capital Improvement Project** – The specific projects that make up the Capital Improvements Program. The projects involve construction, purchase, or renovation of City facilities or property.

**Capital Improvements Program (CIP)** – A management tool used to assist in the scheduling, planning and execution of a series of capital improvements over a period of time. The CIP should be updated annually. It sets forth the estimated expenditures by year and specifies the resources estimated to be available to finance the project expenditures. Capital improvements refer to additional investment in basic facilities owned by the City with life expectancy greater than five years.

**Capital Outlay** – Expenditures for fixed assets, such as equipment, remodeling, minor building improvements and vehicles that are funded from the operating budget. Since long-term financing is not necessary and expenditures of this type are of such recurring character, these items are not part of the Capital Improvements Program.

**Certificates of Obligation** – Another form of debt that is backed by a pledge of the full faith and credit of the City. This form of debt differs from general obligation bonds in that they do not require direct approval of the voters rather an indirect approval.

**Cost Center** – An administrative branch of a division.

**Debt Service** – The amount of interest and principal the City must pay each year on long-term and short-term debt.

**Debt Service Fund** – The debt service fund, also known as an interest and sinking fund, was established for funds needed to make principal and interest payments on outstanding bonds when due.

**Department** – A major organizational unit that reports directly to the city manager. This unit may be responsible for one type of activity or several types of activities.

**Depreciation** – The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

**Division** – A basic organizational unit of government which is functionally unique in its delivery of services.

**Effective Tax Rate** – The rate which produces the same effect in terms of the total amount of taxes as compared to the prior year.

**Encumbrance** – The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.

**Enterprise Fund** – A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds are established for services such as water, wastewater, gas, airport, and the golf course.

## **BUDGET GLOSSARY**

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**Estimated Revenue** – The amount of projected revenue to be collected during the fiscal year.

**Expenditure** – The outflow of funds paid or to be paid for an asset obtained or goods or services obtained regardless of when the expense is actually paid. This term applies to all funds. (Note: An encumbrance is not an expenditure. An encumbrance reserves funds to be expended.)

**Expense** – Charges incurred whether paid immediately or unpaid for operation, maintenance, interest and other charges.

**Fiduciary Funds** – Funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs.

**Fiscal Year** – The time period designated by the city signifying the beginning and ending period for recording financial transactions. The City of Copperas Cove has specified October 1 - September 30 as its fiscal year.

**Fixed Assets** – Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

**Full Faith and Credit** – A pledge of the City's taxing power to repay debt obligations (typically used in reference to general obligation bonds or tax supported debt.)

**Full-Time Equivalent (FTE)** – A measure of authorized personnel calculated by equating 2,080 hours of work per year with the full-time equivalent of one (1) position. (FF/EMS shift employees are calculated by 2904 hours of work per year.)

**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, library, 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.

## **BUDGET GLOSSARY**

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**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.

**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** – Net income and losses of all prior periods adjusted for transfers and amounts of depreciation charged to contributed capital; 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.

## **BUDGET GLOSSARY**

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**Risk Management** – An organized attempt to protect a government's assets against the accidental loss in the most economical method.

**Source of Revenue** – Revenues are classified according to their source or point of origin.

**Special Revenue Funds** – Special revenue funds are used to account for resources allocated to specific purposes. A special revenue fund continues in existence as long as governmental resources are allocated to its specific purpose.

**Strategy** – A strategy is a specific, measurable and observable result of an organization's activity which advances the organization toward its goal.

**Tax Levy** – The total amount to be raised by general property taxes for operating and debt service purposes specified in the annual tax ordinance.

**Tax Rate** – The amount of tax levied for each \$100 of assessed valuation.

**Transfers** – Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**Trust Fund** – The trust fund was established to account for all assets received by the city that are in the nature of a trust and not accounted for in other funds. The trust fund is accounted for as an expendable trust fund.

**Unencumbered Balance** – The amount of an appropriation that is not expended or encumbered. It is essentially the amount of money still available for future purchases.

**Working Capital** – The equivalent number to the fund balance of a governmental fund in the proprietary fund is working capital. The working capital is calculated to be current assets less current liabilities.