

FISCAL YEAR 2012-2013

ADOPTED BUDGET & PLAN OF MUNICIPAL SERVICES



Where
Progress
GROWS



City of Copperas Cove

"City Built for Family Living"

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

City Council

John Hull - Mayor
Frank Seffrood - Mayor Pro Tem

Cheryl L. Meredith - Council Member
Gary L. Kent - Council Member
Vacant - 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, Municipal 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
Vacant, 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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Copperas Cove
Texas**

For the Fiscal Year Beginning

October 1, 2011

Linda C. Danson Jeffrey R. Egan

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **City of Copperas Cove, Texas**, for the Annual Budget beginning **October 1, 2011**. 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.

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Andrea Gardner
Lisa Wilson

City Secretary
Jane Lees
Yvonne Davis

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Stephanie Potvin
Deanna Sloan
Tre'Manielle Cofield

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Adam Wolf
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Municipal Court
Joseph Pace

Police Department
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Mike Heintzelman
Eddie Wilson
Cheryl Forester

Animal Control
David Wellington

Fire Department
Sean Hughes
Gary Young
Michael Ramminger
Michael Fleming
Katy Wolf

Street
James Mullens

Fleet Services
Mike King

Planning
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Building Development
Mike Morton
Kathy Weber

Code & Health Compliance
Robert Martin

Parks & Leisure
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Andy Cedillo
Brian Hawkins
Mark Willingham
Gene Williams

Library
Terry Swenson

Water & Sewer
Wesley Wright
James Trevino
Stefanie Brown
Dennis Courtney
Daniel Hawbecker

Utility Administration
Aaron Paul

Solid Waste
John Mantanona
Silvia Rhoads
Tommy Camacho

Golf Course
Mike Chandler
Davis Dewald

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.



City of Copperas Cove

Where Progress Grows

TABLE OF CONTENTS



Pictures taken at the 2012 Meet the City event, held at the Copperas Cove Civic Center on September 19, 2012.

**CITY OF COPPERAS COVE, TEXAS
ANNUAL BUDGET AND PLAN OF MUNICIPAL SERVICES
FISCAL YEAR 2012-2013**

TABLE OF CONTENTS

City Manager’s Message

Letter of Transmittal i

Budget Summary

Organization Structure..... 1
 Organizational Matrix – Department/Division Assigned by Fund..... 2
 Budget Overview 3
 Reader’s Guide to the Budget 9
 Budget Process 12
 Budget Calendar..... 13
 State Statues – Local Government Code..... 16
 Local Law – City Charter Article VI..... 19
 Financial Policies..... 22
 Debt Management Policy 27
 Summary of Fund Balances, Revenues & Expenses 30
 New/Deleted/Unfunded/Reclassified Personnel Schedule 49
 Recap of New Programs and Services – City’s Operating Budget..... 51
 Recap of New Programs and Services – Adopted as Part of the 2010 Tax Note Issue..... 52
 Recap of Unfunded Unmet Needs Requested in Operating Funds by City Departments 53
 Combined Schedule of Revenues, Expenditures/Expenses and Changes in Fund Balance..... 54
 Combined Schedule of Revenues, Expenditures/Expenses and Changes in Fund Balance - Illustration 55
 Adopted Budget Summary for all Funds 56
 Adopted Budget Summary for all Funds – Illustration 57
 Consolidated Schedule of Receipts of all Funds by Source 58
 Consolidated Schedule of Receipts of all Funds by Source – Illustration..... 59
 Consolidated Schedule of Expenditures/Expenses of all Funds by Object Class 60
 Consolidated Schedule of Expenditures/Expenses of all Funds by Object Class – Illustration..... 61
 Ad Valorem Tax Analysis 62
 Budget Adoption Ordinance 63
 Tax Rate Adoption Ordinance 66

General Fund

General Fund Description..... 69
 Revenue & Expenditure Summary 70
 Summary of Revenues, Expenditures and Changes in Fund Balance 71
 Budgeted Revenues Comparison by Source – Illustration..... 72
 Budgeted Expenditures Comparison by Function – Illustration 73
 Budgeted Expenditures Comparison by Object – Illustration..... 74
 General Fund Revenue Detail 75
Departmental: Organizational Chart, Goals, Expenditure Summary and Performance Measures
 City Council 79
 City Manager 83
 City Secretary 87
 City Attorney 91

| | |
|--|-----|
| Finance | 95 |
| Budget | 99 |
| Human Resources | 103 |
| Information Systems | 107 |
| Municipal Court | 111 |
| Police Department | 115 |
| Animal Control | 121 |
| Fire/EMS – Administration | 125 |
| Fire/EMS – Operations | 129 |
| Fire/EMS – Training..... | 133 |
| Fire/EMS – Prevention..... | 137 |
| Emergency Management | 141 |
| Street | 145 |
| Fleet Services | 149 |
| Planning..... | 153 |
| Building and Development | 157 |
| Code and Health Compliance..... | 161 |
| Parks and Leisure – Administration | 165 |
| Parks and Leisure – Maintenance | 169 |
| Parks and Leisure – Athletics | 173 |
| Parks and Leisure – Aquatics..... | 177 |
| Parks and Leisure – Special Events..... | 181 |
| Library | 185 |
| Non-Departmental | 189 |

Water & Sewer Fund

| | |
|---|-----|
| Water & Sewer Fund Description | 191 |
| Revenue & Expense Summary | 192 |
| Summary of Revenues, Expenses and Changes in Fund Balance | 193 |
| Budgeted Revenues Comparison by Source – Illustration..... | 194 |
| Budgeted Expenses Comparison by Function – Illustration..... | 195 |
| Budgeted Expenses Comparison by Object – Illustration | 196 |
| <i>Departmental: Organizational Chart, Goals, Expenditure Summary and Performance Measures</i> | |
| Public Works..... | 197 |
| Utility Administration | 201 |
| Water Distribution | 205 |
| Sewer Collection..... | 209 |
| Wastewater Treatment | 213 |
| Non-Departmental | 217 |

Solid Waste Fund

| | |
|---|-----|
| Solid Waste Fund Description | 219 |
| Revenue & Expense Summary | 220 |
| Summary of Revenues, Expenses and Changes in Fund Balance | 221 |
| Budgeted Revenues Comparison by Source – Illustration..... | 222 |
| Budgeted Expenses Comparison by Function – Illustration..... | 223 |
| Budgeted Expenses Comparison by Object – Illustration | 224 |
| <i>Departmental: Organizational Chart, Goals, Expenditure Summary and Performance Measures</i> | |
| Solid Waste Administration..... | 225 |
| Solid Waste – Residential | 229 |
| Solid Waste – Recycling..... | 233 |
| Solid Waste – Brush and Bulk..... | 237 |
| Solid Waste – Commercial | 241 |
| Keep Copperas Cove Beautiful (KCCB)..... | 245 |
| Solid Waste – Composting | 249 |
| Solid Waste Disposal..... | 253 |

| | |
|------------------------|-----|
| Non-Departmental | 257 |
|------------------------|-----|

Golf Course Fund

| | |
|---|-----|
| Golf Course Fund Description | 259 |
| Revenue & Expense Summary | 260 |
| Summary of Revenues, Expenses and Changes in Fund Balance | 261 |
| Budgeted Revenues Comparison by Source – Illustration..... | 262 |
| Budgeted Expenses Comparison by Function – Illustration..... | 263 |
| Budgeted Expenses Comparison by Object – Illustration..... | 264 |
| <i>Departmental: Organizational Chart, Goals, Expenditure Summary and Performance Measures</i> | |
| Golf Course Operations..... | 265 |
| Golf Course Maintenance..... | 269 |
| Non-Departmental | 273 |

Other Funds

| | |
|---|-----|
| Other Funds Description | 275 |
| Special Revenue Funds | |
| Drainage Utility Fund | 276 |
| <i>Departmental: Organizational Chart, Goals, Expenditure Summary and Performance Measures</i> | |
| Drainage Utility | 277 |
| Drainage – Non-Departmental..... | 281 |
| Library Gifts & Memorials Fund..... | 283 |
| Hotel Occupancy Tax Fund | 284 |
| Animal Shelter Fund | 265 |
| Court Efficiency Fund | 286 |
| Court Security Fund..... | 287 |
| Court Technology Fund | 288 |
| Other Funds – Summary of Revenues, Expenditures and Changes in Fund Balance..... | 289 |

Debt Service Requirements

| | |
|---|-----|
| Debt Service Requirements..... | 291 |
| Tax Interest and Sinking Fund..... | 292 |
| Outstanding Debt Schedule..... | 293 |
| Future Indebtedness Schedule | 294 |
| Tax Supported Future Indebtedness Schedule – General Obligation Debt..... | 296 |
| General Obligation Tax Debt to Maturity – Illustration | 297 |
| Tax Supported Future Indebtedness Schedule – Certificates of Obligation Debt | 298 |
| Certificates of Obligation Tax Debt to Maturity – Illustration | 299 |
| Tax Supported Future Indebtedness Schedule – Tax Notes Debt | 300 |
| Tax Notes Tax Debt to Maturity – Illustration | 301 |
| Future Indebtedness Schedule for Water & Sewer Fund Debt..... | 302 |
| Water & Sewer Fund Debt to Maturity – Illustration | 303 |
| Future Indebtedness Schedules for Solid Waste, Drainage, Golf Course, Hotel Occupancy, and Court Technology Funds..... | 304 |

Capital Outlay

| | |
|--|-----|
| Capital Outlay Summary..... | 305 |
| Capital Outlay Detail – Operating Budget | 306 |
| Capital Outlay Detail – Capital Outlay Plan..... | 307 |

Capital Improvements

| | |
|---|-----|
| Capital Improvements Description | 309 |
| Capital Improvement Projects – Summary..... | 310 |

| | |
|--|-----|
| Financial Statements for Bond Construction Funds..... | 316 |
| 2006 Limited Tax Notes – Tax Supported..... | 318 |
| 2008 Limited Tax Notes – Tax Supported..... | 319 |
| 2008 Limited Tax Notes – Drainage..... | 320 |
| 2008A Limited Tax Notes – Tax Supported..... | 320 |
| 2008A Limited Tax Notes – Drainage..... | 321 |
| 2009 General Obligation – Tax Supported..... | 322 |
| 2009 Limited Tax Notes – Solid Waste..... | 322 |
| 2009 Limited Tax Notes – Hotel Occupancy Tax..... | 323 |
| 2010 General Obligation – Water & Sewer..... | 323 |
| 2010 Limited Tax Notes – Water & Sewer..... | 324 |
| 2010 Limited Tax Notes – Tax Supported..... | 325 |
| 2010A Limited Tax Notes – Tax Supported..... | 326 |
| 2010A Limited Tax Notes – Water & Sewer..... | 327 |
| 2010A Limited Tax Notes – Solid Waste..... | 327 |
| 2011 Contract Revenue & Limited Tax Bonds – Tax Supported..... | 328 |
| 2011 General Obligation – Tax Supported..... | 328 |
| 2012 Limited Tax Notes – Tax Supported..... | 329 |
| 2012 Limited Tax Notes – Water & Sewer..... | 330 |
| 2012 Limited Tax Notes – Solid Waste..... | 330 |
| 2012 Limited Tax Notes – Court Technology..... | 331 |
| 2012 General Obligation – Water & Sewer..... | 331 |

Appendix

| | |
|---|-----|
| Appendices Description..... | 333 |
| Appendix A | |
| Copperas Cove at a Glance..... | 334 |
| Appendix B | |
| Personnel Schedule..... | 344 |
| Position Listing and Salary Ranges by Department..... | 364 |
| Incentive Pay Schedule..... | 367 |
| Appendix C | |
| Fee Schedule..... | 368 |
| Fee Schedule Definitions..... | 385 |
| Appendix D | |
| Budget Acronyms..... | 387 |
| Appendix E | |
| Budget Glossary..... | 393 |

CITY MANAGER'S MESSAGE



Robert Griffin, III (aka RG3) and the City Manager: Copperas Cove joining RG3 in celebrating the winning of the Heisman Trophy



City Manager speaking at the 2012 State of the City Event, held at Cinergy Cinemas September 19, 2012





“The City Built for Family Living”

December 1, 2012

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, 2012 through September 30, 2013. 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 \$29,680,183. This total includes \$15,267,524 for the General Fund, \$10,557,085 for the Water & Sewer Fund, \$3,339,702 for the Solid Waste Fund and \$515,872 for the Golf Course Fund.

The municipal services plan totaling \$16,105,751 are provided for the Other Funds of the City to include the Special Revenue Funds with expenditures as follows: \$15,217,421 for the Interest and Sinking Fund, \$155,339 for the Hotel Occupancy Tax Fund, \$550,784 for the Drainage Fund, \$6,047 for the Court Efficiency Fund, \$25,131 for the Court Technology Fund, \$13,283 for the Library Gifts & Memorials Fund, \$18,582 for the Animal Shelter Fund with the remaining funds totaling \$119,164 for the Miscellaneous Other Funds.

City staff concluded the FY 2012 budget process flow improved considerably due to the earlier involvement of the governing body in the budget pre-development process, thus staff conducted a series of planning sessions to review the operating budget, CIP and Personnel Improvement Plan with the Council in April just prior to the routine budget kickoff. Following the direction of the governing body, the City’s Strategic Plan Initiatives, 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) and the City’s multiple year Personnel Improvement Plan. For FY 2013, City staff also completed and presented the City’s multiple year Capital Outlay Plan to the governing body for adoption.

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, Personnel Plan and Capital Outlay 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, capital outlay needs, principal and interest payments for outstanding long-term debt and capital leases. The operations are organized into functional areas of service or operating departments to provide the citizens with a clear vision of how resources are allocated.

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

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

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

The **Other Funds tab** 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 Fund tab** provides details on outstanding debt including the amount outstanding and a payment schedule.

The **Capital Outlay tab** provides a listing of all major capital purchases planned for acquisition in the major operating funds for the upcoming year including those capital needs identified in the Capital Outlay Plan.

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 2013 are also identified.

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

Vision Statement for the City

The City's Vision Statement was adopted on November 13, 2000. In March 2011, the Council reviewed the City's Vision Statement and on April 19, 2011, the Council adopted the following as the City's 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.

City Council Goals

As with the Vision Statement, the Goals were adopted on November 13, 2000. During the annual Council/Staff Retreat held in March 2011, the Council reviewed the Goals of the City. On April 19, 2011, the Council adopted the following Goals for the City of Copperas Cove:

- 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.

The City's Strategic Plan was adopted on January 3, 2012 and will be reviewed and updated annually. The strategic plan includes a series of strategic initiatives that correlate to the expenses proposed in the attached documents. One of the Strategic Plan Initiatives that seeks feedback from stakeholders is the bi-annual citizen and employee surveys. City staff is currently accepting professional services proposals to assist with the survey format and distribution, the data compilation and analysis and the presentation of the results. The survey results will be reviewed with the governing body and City Executive Staff at the beginning of the 2013 calendar year to ensure the program and operational expenditures included in the FY 2014 Proposed Budget is reflective of the feedback received from the surveys.

Budget Priorities and Changes in Funding

The development of the budget for fiscal year 2012-2013 was established by the Council's expressed direction during the Planning Sessions held with the Body in April of this year. Specific feedback included the importance of maintaining the City's existing tax rate at 0.7639 per \$100 of assessed valuation utilizing the 2011 Utility Rate Study recommendations for water, sewer and solid waste rates, and implementing single-stream recycling and a new customer call-in request for brush collection services. 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, disabled veterans exemption, unfunded mandates and the impact of changing from a non-TMA to a TMA metropolitan planning organization 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 \$484,588 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 proposed updates to the Five Year Personnel Plan in May 2012. 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 updated Plan is expected prior to the adoption of the Annual Budget and Plan of Municipal Services and will continue to be reviewed each spring.

Sales tax revenue estimates remain conservative with the fluctuations realized in sales tax revenue over the past twelve 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 is still somewhat reluctant to fund large new programs until projected revenue levels are established. The City did execute a Chapter 380 Agreement with a major retail developer during FY 2012; however, due to the uncertainty of the proposed completion of the anchor store for the development, the estimated increase to the sales tax and property tax revenues utilized during the negotiation process were not included in the upcoming budget.

Budget Development Process

Development of the FY 2013 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 continued its enhanced involvement in the budget planning process as evidenced by their participation in the Budget and CIP Planning Sessions held in April 2012, the completion of the elected official's budget survey, and participation in discussions on the Five Year Personnel Improvement Plan and the newly proposed Capital Outlay Plan.

Following the April 2012 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, Budget and Finance Departments 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 further reductions from each General Fund department 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 4, 2012 at a regularly scheduled Council Meeting. The 2013 Budget goes into effect on October 1, 2012.

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 2012, regular monitoring of revenues and expenditures can limit extreme fluctuations 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. In September of 2011, the City Council passed a resolution seeking the introduction of legislation that helps offset the losses incurred by cities as a result of H.B. 3613 adopted by the 81st Texas Legislature. The Texas Municipal League delegates assembled in October 2011 and agreed to refer the matter to an interim policy committee in which the Copperas Cove City Manager was able to serve. The Legislative Policy Committee on Municipal Revenue and Finance met in May 2012 and agreed that TML should support legislation that would help offset the losses incurred by cities disparately impacted as a result of H.B. 3613 adopted in 2009. As such, the City is developing the proposed legislation. Although the issue seems to have gained some interest, as City Manager, I feel it is necessary to begin planning for further reductions in property tax revenues as more taxpayers are likely to qualify for exemptions, thus creating the need for adjustments to expenditures in the current and upcoming fiscal years.

Revenue Trends

The revenues in the General Fund steadily increased from 2004 through 2009; however, in 2010 revenues decreased and continue to stay mostly level. A decrease in debt service payments and the use of fund balance in the interest and sinking fund have allowed a modest increase in General Fund revenues in 2013. The changes in revenue from historical trends have generated the need for change in expenditure budgets. Hence, the personnel changes recommended in this year's funding plan are critical until the revenues begin to improve. In the Water and Sewer Fund, revenues increased 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 from 2010 to 2013 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. Though Solid Waste Fund revenues have

remained relatively steady since 2002 with only minor increases recognized each year since 2006, significant increases consistent with the Utility Rate Study are included in the 2013 Budget for roll-off and disposal fees.

The Shops at Five Hills retail development center in east Copperas Cove is under construction and is expected to generate increased sales tax revenues beginning in 2013 and continuing well into the future. The 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 \$5.8 million and sales tax revenue of \$9.8 million over the ten year period from 2013 to 2022 not including any rebates of property tax or sales tax as a result of the development. Additionally, the General Fund property tax revenue increased slightly over FY 2012 primarily due to an administrative change in the repayment of property tax backed debt that conversely affects the operations and maintenance portion of the property tax revenue.

Cities with large numbers of disabled veterans residing in their communities are also feeling the impact of the 100 percent disabled veterans' and surviving spouses of 100% disabled veterans exemption is having on property tax revenues. The City is working with federal and state elected officials to seek relief in the future from the losses encountered as a result of the exemptions. 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 2013, the impact on the City's property tax revenue is \$367,862 with the exemption being provided to 479 Copperas Cove residents having property values of \$48,402,862.

Expenditure Trends

The expenditures in the major operating funds are being closely monitored on a monthly basis. With the impact of property tax exemptions, reductions in property tax values, fluctuating fuel prices, unfunded mandates and Council direction to maintain the existing tax rate, expenses for FY 2013 were limited to those items essential for maintaining the current service levels. In correlation to the forecast by the U.S. Energy Information Administration, the City's spending plan for fiscal year 2012-13 includes \$3.51 per gallon for regular unleaded gasoline and \$3.89 per gallon for diesel gasoline. Unfunded mandates, such as, the new accessibility rule from the 2010 Americans with Disability Act Standards for Accessible Design, require accommodations, such as lifts and zero-entry sloped entrances for public pools and places the financial burden on the municipality at a cost to the taxpayers.

As previously mentioned, fifty-five (55) full-time equivalent (FTE) positions are included in the spending plan to be unfunded for 2013, of which 20 were previously filled and the remainder are newly requested, unfilled positions. Thirty-two 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 2013. This type of spending control is being utilized by state and local governments across the nation. Of the 55 unfunded positions, 46 are included in the General Fund with 31 positions previously authorized and provide \$1,247,388 in savings. The remaining nine FTE positions are in other funds with four positions previously authorized accounting for savings of \$148,051. 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. As a result, only one employee lost a job with the City.

Economic Outlook and Revenue Projections for Fiscal Year 2012-2013

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 down slightly compared to the previous fiscal year as the troop levels are not always consistent from one fiscal year to the next and the uncertainty remains regarding the possibility of a Base Realignment and Closure (BRAC) coupled with the reductions experienced in the number of contractors employed by Fort Hood.

With home sales showing improvement, the City is anticipating a more drastic improvement in revenues for future years. In considering the spending plan for the City, it is important to keep in mind the impact the troop levels have on our local economy. A measure utilized by staff to monitor the levels is the number of utility connections. 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.

Sales tax revenues show increases from October 2010 to April 2012 with a slight decrease in FY 2011; however, the revenue from sales tax is projected to be less than the adopted budget for fiscal year 2012. With consumer confidence being low and 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 2012 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 18% 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.

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 the current tax rate requires one portion to decrease if the other increases. Property tax revenues for maintenance and operations were projected to increase in FY 2013 due only to a decrease in the required debt service payments. However, property tax revenue is lost from the "over 65 tax freeze", the disabled veterans exemption and property valuations.

The taxable property value was projected to increase by 1.66% in FY 2012 and the certified assessed values reflect an increase of 1.42%. 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. Council reduced in November 2011 the previously authorized exemption of \$12,000 (section 16-3 of the Code of Ordinances) for residence homesteads of persons sixty-five (65) years of age or older to equal that amount authorized for all taxpayers, \$5,000 of the assessed value of such person's residence homestead. The homestead exemption amount is in addition to the tax freeze provided to those taxpayers age sixty-five (65) or older or disabled.

The action, effective January 2012, to reduce the exemption will provide additional revenues in future years.

Even though tax revenues in the general fund increased 2.5% from the FY 2012 adopted budget, increases in expenditures are minimized for FY 2013. Proposed expenditures increased only 1.3% over the FY 2012 adopted budget, including pay increases for employees.

A multitude of options were considered and implemented as a result of the economic impact on current and future year budgets, including fifty-five (55) unfunded FTE 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, street maintenance, fire protection, library services, parks and recreation and emergency medical services.

Comprising 46 percent of the total projected General Fund revenues in FY 2013 and 44 percent in FY 2012, 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, 2012. Once the certified values are 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 plan includes a tax rate of 76.00 cents per \$100 of property value, which is 0.39 cents lower than the FY 2012 tax rate.

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

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

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** section of this document.

The City's economy is anticipated to generate approximately \$2.58 million in sales tax revenue for fiscal year 2011-2012. This amount does not 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 3.9% less than the original budget for FY 2011-2012, but 6.1% above the actual collections in FY 2011. For 2012-2013, the budget is \$2,600,000 in sales tax revenue for General Fund operations, a 7.1% increase from the FY 2010-2011 actual.

Franchise fee revenue represents 8.8% 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 show signs of constant to decreased construction, no significant changes are planned for these revenue sources.

Municipal Court fines and traffic violation fines revenue is produced through the payment of citations, warrants and court costs. The citations issued by the Police Department are processed by and collected or adjudicated by the Municipal Court. Traffic law enforcement remains a priority in hopes of changing driver behavior and the reinstatement of a local warrant roundup have improved the collection of fines. Revenues are anticipated to increase 5.9% above the FY 2011-2012 original budget.

The transfer from the Water & Sewer Fund, Solid Waste Fund and Drainage Fund to the General Fund is \$695,000, \$483,000 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 2012-2013, the General Fund budget includes revenues of \$14,502,124, which is \$347,555 or 2.5% more than the amount adopted in the 2011-2012 budget. General fund expenditures are proposed to reach \$15,267,524, which is \$189,626 or 1.3% more than the amount appropriated at adoption of the 2011-2012 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 2012-2013 in the General Fund is \$4,668,606, which after adjusting for projected revenues and proposed appropriations for each operating department, leaves an estimated ending fund balance of \$3,903,206. This amount is \$156,788 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 fourteen years. City Council and staff continue efforts of maintaining ideal fund balance within the General Fund.

The proposed budget includes a total of 194.5 authorized full-time equivalents for fiscal year 2012-2013 funded in the General Fund budget and 46 full-time equivalents being authorized, but unfunded, with 16 of those positions having previously been filled. The proposed budget includes no new funded positions for fiscal year 2012-2013.

The Police Department operating budget comprises 33.8% of the total General Fund expenditures as proposed for fiscal year 2012-2013. This department's spending plan includes increases in expenditures for pay increases, health insurance and maintenance contracts. Replacing the motorcycle units are the only capital outlay expenditures included in the proposed budget for the Police Department. Other 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 23.5% of the proposed General Fund appropriations. The Fire Department's spending plan includes separating expenditures for administration, operations, training and prevention and includes increases in expenditures for pay increases, health insurance and certification pays. The capital needs for the Fire Department will also be met with the issuance of tax notes. One other major capital purchase included in the proposed budget spending plan are books for the municipal library. The remaining expense budget includes those items essential to the daily operations of the General Fund operating departments. Any reductions in the proposed spending plan could result in the recommended reduction of services or increase in user fees.

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 full-time equivalents positions to sixteen for fiscal year 2012-2013. 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 \$10,054,196 for fiscal year 2012-2013, which is \$452,382 or 4.7% more than the amount of revenues adopted for fiscal year 2011-2012. The increase is attributed to the current governing body's direction to begin utilizing the 2011 Utility Rate Study. By holding the revenues steady in prior years and not following the recommended rates per a prior rate study, the fund has been unable to meet ideal fund balance for the past several years. In addition, this summer has again been extremely hot and dry, thus creating the need for increased watering. Both the water and sewer revenues for the current year are projected to end the year above the amount included in the adopted budget as a result of weather patterns. The total water revenues projected for fiscal year 2012-2013 does include a recommended rate structure change and adjustment for water usage by a 0.29 cent per 1,000 gallons increase for residential customers and sewer rate adjustment for sewer services by a 0.96 cent per 1,000 gallons increase.

Total expenses are estimated at \$10,557,085, which is \$487,933 or 4.8% more than the amount adopted for the fiscal year 2012-2013. 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. It is anticipated the Water & Sewer Fund will begin realizing some relief in debt service requirements in year 2015-2016 after refunding some outstanding debt. 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 in the third quarter of FY 2012; 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 2012-2013 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 \$1,740,074 for fiscal year 2012-2013. 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 the upcoming fiscal year, a full-time position that became vacant during fiscal year 2010 will continue to be unfunded. After reassigning personnel, the Director of Public Works will be unfunded in next year's budget allowing the funding of a Project Engineer to assist with project review, inspection, and minor design. In fiscal year 2011-2012, the Compost Department operations were 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 through an unfunded position will only keep the amount over ideal fund balance from increasing further, as the increase in debt service greatly 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 2012-2013 Proposed Budget includes 45 funded full-time positions in the Water & Sewer Fund, an increase of 1 position. This spending plan does not include funding for capital outlay purchases for the fiscal year 2012-2013. However, due to extremely low interest rates for issuance of tax notes, staff is recommending including items for the Water & Sewer Fund in an issuance scheduled for the second quarter of fiscal year 2012-2013. The budget for 2012-2013 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 2004-2005 without a rate increase. However, due to increasing operational costs related to hauling and disposal, as well as fuel and oil, the City increased commercial rates in fiscal year 2006-2007 and increased rates for base service to residential and commercial customers in the 2009-2010 Budget.

Revenues are projected at \$3,322,692, which is \$239,810 or 7.8% increase in total revenues included in the 2011-2012 Adopted Budget. A residential collection monthly fee increase of \$2 is budgeted to take effect on January 1, 2013 and will generate \$184,230. The fee increase will help provide a more comprehensive recycling program using 96 gallon garbage carts. Additionally, City Council provided direction to adjust the roll-off and disposal fees according to the 2011 Utility Rate Study. Total expenses are estimated at \$3,339,702, which is \$75,317 or 2.3% more than the amount adopted for fiscal year 2011-2012.

There are a total of 26.17 full-time equivalent funded positions included in the Solid Waste Fund budget for fiscal year 2012-2013, an increase of 2.5 positions. The fiscal year 2012-2013 spending plan includes the addition of one driver for residential collection, one driver for brush and bulk collection and changing a part-time dispatcher position to full-time. The residential driver position will provide more effective residential waste collection and the brush collection driver and dispatcher are needed as a result of Council requiring citizens to call in for brush and bulk pick up. The 2012-2013 spending plan includes no major capital outlay purchases funded through Solid Waste operating funds; however, a loader for compost and a cardboard baler is recommended for replacement and funding through the issuance of a Tax Note in 2013. 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 2006-2007, City staff reviewed and implemented various costs reducing measures to improve the financial position of this fund. Again in the current year, costs saving measures were implemented to include three full-time equivalent unfunded positions and the continued outsourcing of the restaurant operations.

Revenues for the 2012-2013 fiscal year are projected at \$412,063, which is \$124,340 or 23.2% lower than the amount adopted for fiscal year 2011-2012. The decrease is considered to be a more realistic conservative budget based on historical sales and fees. A transfer from the General Fund is not included in the 2012-2013 spending plan; however, at the end of fiscal year 2008-2009, 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 \$515,872, which is \$10,007 or 1.9% less than the amount adopted in fiscal year 2011-2012. 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 \$123,766 and the projected ending fund balance is (\$721,931), which is (\$845,697), less than the amount necessary to achieve ideal fund balance. The fiscal year 2012-2013 Proposed Budget includes a total of seven authorized and funded full-time equivalent employees, one unfunded full-time position and four unfunded part-time positions. The spending plan for this fund only includes those purchases essential to the daily operations of the course. 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.

Future Planning

During the 2011-2012 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 and the City's Five-Year Capital Outlay Plan was completed and is planned for adoption by the City Council prior to end of the fiscal year. The ordinances and plans include the 2010-2014 Capital Improvement Plan Update, 2012-2016 Personnel Improvement Plan, Strategic Plan, Swimming Pool Ordinance and Development Review Process. Other ordinances being reviewed, but not planned for presentation to the Council prior to fiscal year end include the Drainage Master Plan, the subdivision ordinance, the zoning ordinance and a street maintenance master plan. The City's Five-Year Capital Outlay Plan was completed and adopted prior to adoption of this budget.

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 2009-2010. 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 2012 and the plan was amended on August 28, 2012, 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 2013 Capital Improvement Plan:

- Louise, S. 9th and Cove Avenue Waterline Replacement
- Courtney Lane Road Improvements Phase I
- Taylor Mountain Complete Tank Rehabilitation
- Fire Station #2 Relocation
- Western Hills Drainage Improvements

City Employees

Personnel

The City currently has 278.5 authorized and funded full-time equivalent employees allocated among the operating departments. As part of the cost reduction measures mentioned in the spending plan, funding for 56 positions, of which 20 were previously filled within the past three years, has not been included in this budget. These positions may be funded during the year if the local economy will support them. This employment level allows the City to maintain our current level of service to the citizens of Copperas Cove.

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, a decision was made to suspend the performance based payroll increases beginning April 1, 2009. However, the 2012-2013 budget includes \$419,508 for employee pay increases. Management will determine at the beginning of the fiscal year the breakdown for COLA and merit increases. If the City cannot provide performance based increases, employees will receive a COLA increase from the amount included for pay increases.

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 \$1,379,577 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. However, during the 82nd Legislative Session, SB 350 was signed by the Governor restructuring TMRS funds which reduced annual contribution rates for many cities. To the City's benefit, the FY 2012-2013 spending plan includes funding for the full rate as required by TMRS and is no longer in the phase-in program.

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 2012-2013 fiscal year.

Healthcare Benefits

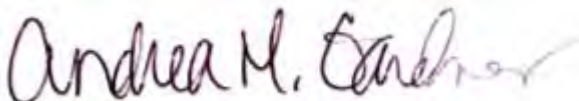
The City provides healthcare, dental and vision benefits to all of its full-time employees through the Scott & White Health Plan and Met Life Dental. Along with employee contributions payroll deducted, the City has allocated approximately \$1,531,447 in this spending plan for funding of healthcare, dental 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. Twenty-one to fifty-eight percent (21-58%) of employee health costs are associated with behavioral risk factors, thus FY 2012-2013 marks the beginning of a multi-year Employee Wellness Program that is designed to control health costs and improve the overall health and wellness of our City employees. For FY 2012-2013, the City will implement a tobacco cessation education program and implement an incentive program that will provide a separate charge for tobacco users (employee or spouse). 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 2007-2008. This budget includes approximately \$25,223 for the 2012-2013 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 practical 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 Coryell, Bell and Lampasas counties and the citizens of this community to make decisions and develop plans that will have a positive, long-lasting impact on our community.

Sincerely,



Andrea M. Gardner
City Manager



City of Copperas Cove

Where Progress Grows

BUDGET SUMMARY



City of Copperas Cove Employees at Work



Citizens of Copperas Cove
32,300 Citizens¹

Mayor & City Council
FTE: 0 Exp: \$37,046

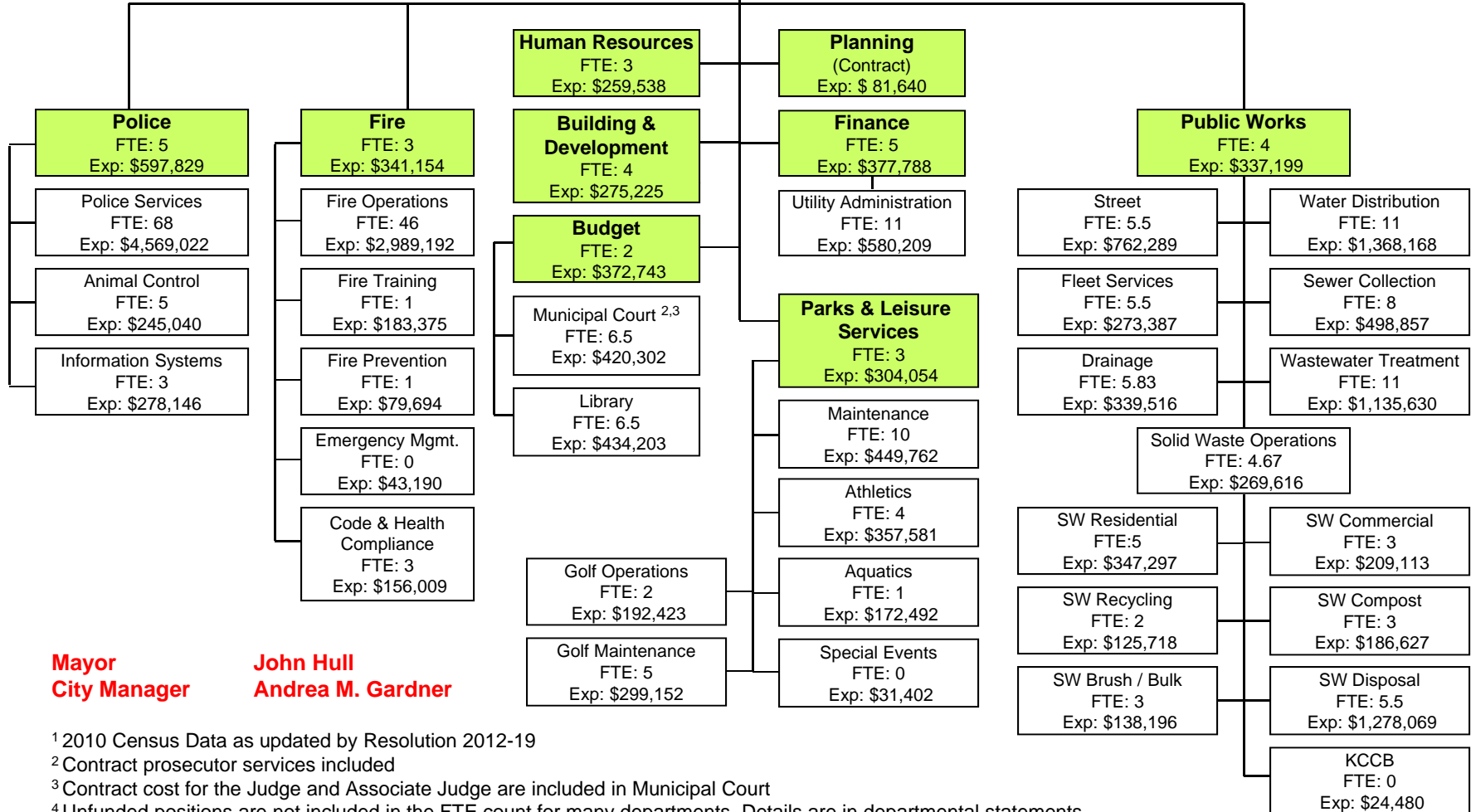
City Attorney (Contract)²
Exp: \$106,515

City Secretary
FTE: 1.5
Exp: \$114,182

City Manager
FTE: 2
Exp: \$272,192

Municipal Judge (Contract)³

Assoc. Municipal Judge (Contract)³



Mayor John Hull
City Manager Andrea M. Gardner

¹ 2010 Census Data as updated by Resolution 2012-19
² Contract prosecutor services included
³ Contract cost for the Judge and Associate Judge are included in Municipal Court
⁴ Unfunded positions are not included in the FTE count for many departments. Details are in departmental statements.

City of Copperas Cove

2012-2013 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 & Sewer Fund</u> | <u>Solid Waste Fund</u> | <u>Golf Course Fund</u> | <u>Drainage Utility Fund</u> |
|-----------------------------------|----------------------------------|-------------------------------|-------------------------|-------------------------|------------------------------|
| | City Council | | | | |
| CITY MANAGER | City Manager's Office | | | | |
| CITY SECRETARY | City Secretary | | | | |
| CITY ATTORNEY | City Attorney | | | | |
| FINANCE | Finance | Utility Administration | | | |
| BUDGET | Budget | | | | |
| | Municipal Court | | | | |
| | Library | | | | |
| HUMAN RESOURCES | Human Resources | | | | |
| POLICE | Police - Administration | | | | |
| | Police - Services | | | | |
| | Animal Control | | | | |
| | Information Systems | | | | |
| FIRE | Fire - Administration | | | | |
| | Fire - Operations | | | | |
| | Fire - Training | | | | |
| | Fire - Prevention | | | | |
| | Emergency Management | | | | |
| | Code & Health Compliance | | | | |
| BUILDING & DEVELOPMENT | Building & Development | | | | |
| PARKS & LEISURE | Parks & Leisure - Administration | | | Golf Operations | |
| | Parks & Leisure - Maintenance | | | Golf Maintenance | |
| | Athletics | | | | |
| | Aquatics | | | | |
| | Special Events | | | | |
| | Cemetery | | | | |
| PUBLIC WORKS | Street | Public Works Admin | SW Administration | | Drainage |
| | Fleet Services | Water Distribution | SW Residential | | |
| | | Sewer Collection | SW Recycling | | |
| | | Wastewater Treatment | SW Brush/Bulk | | |
| | | | SW Commercial | | |
| | | | SW Composting | | |
| | | | SW Disposal | | |
| | | | KCCB | | |

**FY 2012-13
BUDGET OVERVIEW**



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.

Copperas Cove Elected Officials

| | |
|--------------------------------------|---------------------------------|
| John Hull Mayor | Frank Seffrood Mayor Pro Tem |
| Cheryl L. Meredith Council Member | Danny Palmer Council Member |
| Vacant Council Member | Kenn Smith Council Member |
| Gary L. Kent Council Member | Jim Schmitz Council Member |

Copperas Cove Appointed Officials

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

FY 2013 Budget Calendar

- April 19, 2012 - Budget Kickoff Meeting with City Departments.
- May 1, 2012 - Revenue forecasts due.
- May 7, 9-10, 2012 - First Round Department Meetings with City Manager.
- May 15, 2012 - Proposed Budgets due to Budget Department.
- May 25, 2012 - Department Supplemental Requests due to Budget Department.
- June 12-14, 2012 - Second Round Department Meetings with City Manager.
- July 17, 2012 - City Manager presents Proposed Budget to City Council.
- July 23, 2012 - Chief Appraiser certifies approved appraisal roll.
- July 24 & 31, & August 2, 2012 - City Council Workshops to discuss Proposed Budget.
- August 2, 2012 - Public Hearing on City Manager's Proposed Budget.
- August 14, 2012 - Review City Council recommended changes to the Proposed Budget.
- August 28, 2012 - Public Hearing on changes to the Proposed Budget.
- September 4, 2012 - Approval of Budget, City's Fee Schedule, and Tax Rate for Fiscal Year 2013.
- October 1, 2012 - Fiscal Year 2013 begins.

FY 2013 Budget Approved by Copperas Cove Elected Officials

On September 4, 2012 the members of the Copperas Cove City Council voted to approve the Annual Budget and Plan of Municipal Services for fiscal year 2012-2013. City Council adopted a tax rate equal to \$0.7600 per \$100 of assessed valuation. 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 \$116,952.

The City's total operating budget equals \$29,680,183. The General Fund is the main operating fund of the City and was adopted with revenues totaling \$14,502,124. Taxes, which include both property taxes and sales taxes, comprise 75% or \$10,809,414 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 \$15,267,524. Thirty-four percent (34%) of total expenses is utilized for Police protection, 24% for Fire and EMS services, and 12% for parks & leisure activities.

For FY 2013, the General Fund will benefit from an increase in property taxes in the amount of \$382,865, or 6% compared to property taxes originally budgeted in FY 2012. This increase to the General Fund is due to decreased payments required in the Interest and Sinking Fund in FY 2013. The increased revenue will help fund pay increases delayed several years prior to 2012 and cover cost increases for required services and materials. However, the number of unfunded positions will increase for the third straight year. Thirty-one (31) existing full-time equivalent positions will be unfunded and 15 newly requested positions will be unfunded in FY 2013. No new positions will be funded in the General Fund. Duties of unfunded positions will be borne by the remaining funded positions. It is a focus of the city administration to fund previously unfunded positions in the future.

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 included salary increases in the General Fund, but could not include salary increases in this budget for the Water and Sewer, Solid Waste, Golf Course and Drainage Funds since revenues could not be increased to cover the increased expenditures. However, a salary increases will be provided after the fiscal year begins through a budget amendment for those funds. The General Fund and Solid Waste Fund will still allow the projected ending fund balance in those funds 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 2012-2013, the budget includes restructuring and increasing volumetric water rates for all customer types (e.g. residential, commercial, sprinkler and bulk) and a \$0.96 per 1,000 gallons of water use increase in the sewer rates for all customers. The increase in rates were recommended by the 2011 Utility Rate Study, though the 2012 rates are included in the 2012-2013 budget. The Water & Sewer Fund budget totaled \$10,557,085 with revenues budgeted at \$10,054,196. The Water and Sewer Fund budget does not meet ideal fund balance. Substantial progress has been made over the past two years to increase the fund balance.

The Solid Waste Fund total budget is \$3,339,702 for fiscal year 2012-2013. Revenues total \$3,322,692, with Garbage Collection Fees comprising 82% of the total revenues. Projected ending fund balance is \$967,020, which exceeds the 25% reserve ideal fund balance requirement.



The revenues are budgeted in the Golf Course Fund at \$412,063, which is 2% below the prior fiscal year projections. Expenses are budgeted at \$515,872 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. Budgeted costs have been reduced for the sixth year to continue taking steps toward achieving a positive fund balance. Through expenditure reductions, one part-time Golf Shop Assistant position was funded to help current staff for FY 2012-2013. Staff has seen an increase in played rounds in the past year and improvements to the course as a result of the effluent water pond. 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.

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. 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 2012-2013 is \$901,500. 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 \$550,784. A budget amendment after fiscal year 2012-2013 begins will be required to fund the Western Hills Drainage capital improvement project. 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.



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, for a combined advertising program to promote local tourism and debt service payments for the Civic Center renovations are provided in the FY 2012-2013 budget.





Funding in the FY 2012-2013 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 2006 Limited Tax Notes includes funding for the land purchase, design and architecture services for the new police facility.



The 2008 Limited Tax Notes include funding for park renovations and funding for the Rolling Heights drainage project.

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

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

The 2009 Limited Tax Notes include funding for Solid Waste equipment and renovations to the Civic Center.



The 2010 Limited Tax Notes were issued in May 2010. Funded projects include the Northeast Water Line, Mountaintop Water Line and Storage Tank, CDBG match for residential service water line replacement, content manager, Bradford Drive extension and Ave F reconstruction.

The 2010 General Obligation Bonds were issued in May 2010 to fund the Northeast Water and Sewer Lines.

The 2010A Limited Tax Notes were issued in November 2010. Funded projects include content manager, a time keeping system, design services for Fire Station #2, Police vehicles, construction for the Northeast Sewer Line and Solid Waste equipment.



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.

The 2012 Limited Tax Notes were issued in February 2012. The new debt includes projects for many tax supported departments including Information Systems, Police, Fire, Streets, Aquatics and Library. Projects for he Water & Sewer fund include a land purchase, equipment and vehicles. The Solid Waste fund is able to fund vehicles, equipment and land improvements. The Court Technology Fund funded electronic tickets writers.



The 2012 General Obligation Bonds were issued in May 2012 to fund the Northeast Water Line.

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 32,300. Copperas Cove is approximately 17.3 square miles, with 13.9 square miles located in Coryell County. Copperas Cove’s crime rate of 3,156 per 100,000 is among the lowest in the Central Texas area and is below the state crime rate of 4,236 (rate for 2010). The 2011 estimated median household income is \$49,754 and the average home market value is \$97,379. The major employers in the area are Fort Hood (military soldiers) with 45,000 employees, Fort Hood Civilian (federal and contract) with 21,240 employees, Copperas Cove ISD with 1,275 employees, GC Services (credit collection agency) with 1,248 employees, Wal-Mart Supercenter with 445 employees, City of Copperas Cove with 276 employees, H.E.B. Grocery Store with 170 employees, Windcrest Nursing Center with 100 employees, McDonald’s with 95 employees, and Hill Country Rehabilitation Center with 90 employees.

Copperas Cove is home to Copperas Cove ISD and the Copperas Cove Bull Dawgs. Copperas Cove ISD serves over 8,200 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 school of choice, 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.





Key Topics

- Fund Accounting
- Basis of Accounting
 - Modified Accrual
 - Full Accrual
- Budget Process
- Budget Calendar
- State Statutes
- Local Law
- Financial Policies
- Debt Management Policy
- Summary of Fund Balances, Revenues & Expenses
- Personnel Schedule
- "New / Unfunded" Personnel Schedule
- Recap of New Programs
- Recap of New Programs as Part of the 2013 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.

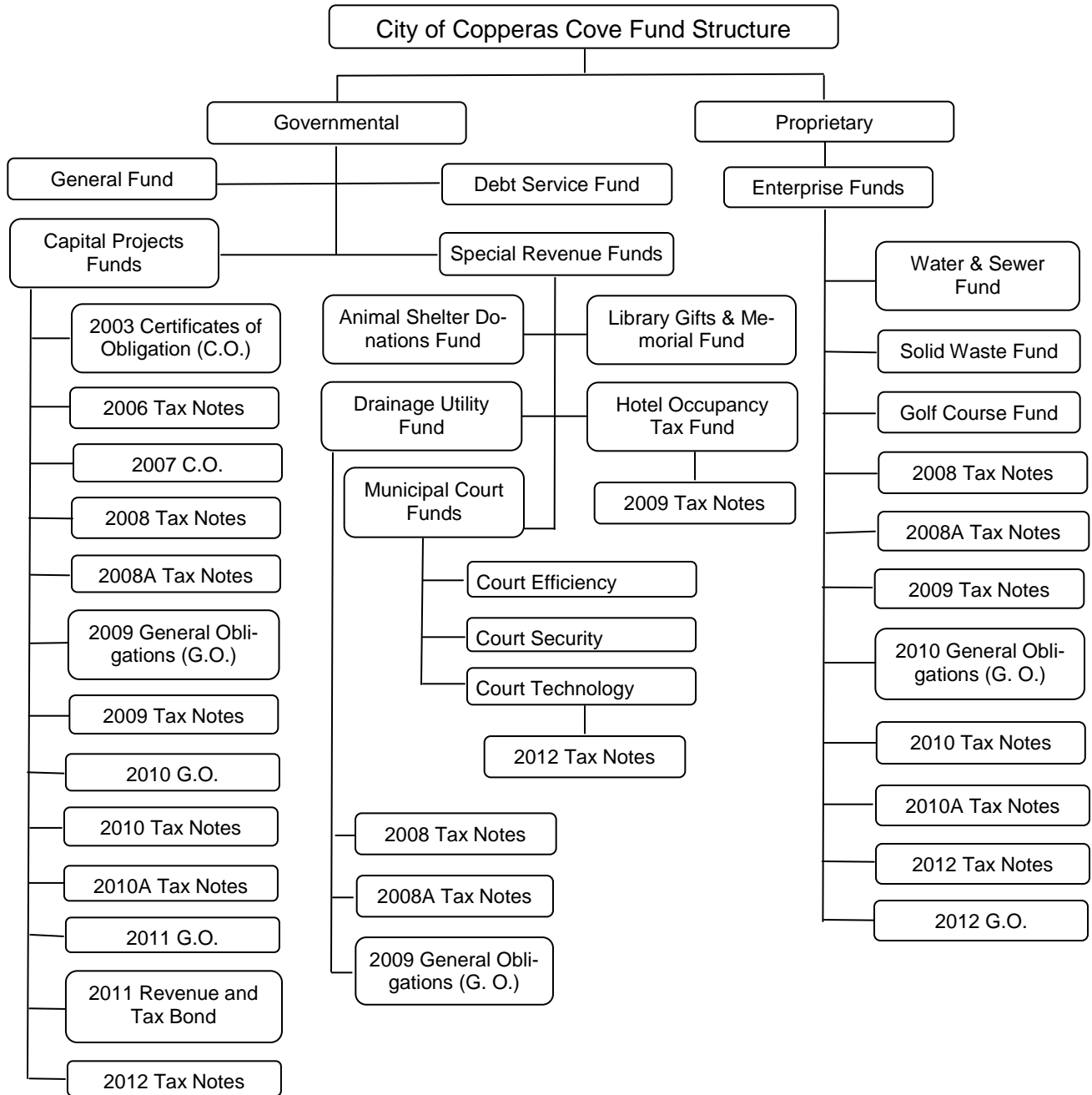
Special Revenue Funds: These funds are budgeted to account for revenue sources that are restricted for specific purposes. This includes hotel occupancy taxes collected, which are used to promote tourism, preserve historical sites, and promote the arts. It also includes drainage utility fees collected 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 2012-13 Budget Process

FY 2012-13 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 Budget Department Staff.

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

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

April 19, 2012

Revenue Forecasts

Departments 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.

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 nor liberal.

May 1, 2012

Budget Requests

Departments prepare and submit Budget Requests for Operating Budget and Capital Improvement Programs.

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

May 15, 2012

Budget Presentation

City Manager, Director of Budget and Director of Finance conduct budget meetings with departments.

Budget Department compiles all approved requests and prepares proposed budget.

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

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

July 17, 2012

Budget Adoption

Multiple Budget Workshops are conducted with staff & City Council.

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

City Council adopts the FY 2012-2013 Budget.

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

September 4, 2012

DUE DATE

**City of Copperas Cove, Texas
FY 2012-13 Budget Calendar**

| Date | Council Meeting | Required Activity | Legal Requirement Reference |
|-------------------|--------------------------|--|--|
| March 19, 2012 | | City Council Retreat | |
| April 3, 2012 | | City Council Budget Action Conference | |
| April 4, 2012 | | Begin budget process with instructions and schedule email to Departments | |
| April 9, 2012 | | City Council Budget/CIP Planning Session | |
| April 19, 2012 | | Budget Kickoff Meeting for City Departments | |
| April 23, 2012 | | Develop Department Program Descriptions, Goals & Achievements -- Complete a draft prior to working on budget detail -- update as you go through the budget process | |
| May 1, 2012 | | FY 2011-12 Revenue and Expenditure projections due to Budget Department | *City Charter Article VI, Sec 6.04 |
| May 1, 2012 | | Revenue forecasts for FY 2012-13 due to Budget Department | *City Charter Article VI, Sec 6.03 |
| May 7,9,&10, 2012 | | Department Budget Meetings with City Manager to review revenue forecasts and expenditure projections. | *State Statute Sec 102.004 |
| May 15, 2012 | | FY 2013 Proposed budgets due to Budget Department | *City Charter Article VI, Sec 6.04 *State Statute Sec 102.002 |
| June 12-14, 2012 | | Budget Meetings with City Manager to discuss budget submissions including New Program Requests | *State Statute Sec 102.004 |
| June 29, 2012 | | Proposed Budget due to City Manager from Budget Department | |
| July 17, 2012 | | FY 2013 Proposed Budget filed with City Secretary | *City Charter Article VI, Sec 6.05 *State Statute Sec 102.005 |
| July 17, 2012 | Council Workshop | Presentation of FY 2013 Proposed Budget by City Manager | *City Charter Article VI, Sec 6.02 & 6.05 *State Statute Sec 102.001, 102.003(a) & 102.003(b) |
| July 17, 2012 | Council Meeting | Set Public Hearing on Proposed Budget for August 2, 2012 | *City Charter Article VI, Sec 6.06 |
| July 23, 2012 | | Chief Appraiser Certifies Approved Appraisal Roll | *Texas Property Tax Code 26, Article VIII Sec 21 |
| July 24, 2012 | Special Council Workshop | Budget Workshop (Departmental Presentations) - Major Operating Funds | |
| July 24, 2012 | | Public Notice of Meeting to Discuss Tax Rate | *Texas Property Tax Code 26, Article VIII Sec 21 |
| July 27, 2012 | | Publication of Effective and Rollback Tax Rates, Statements, and Schedules (Tax Collector prepares for newspaper) | *Texas Property Tax Code 26, Article VIII Sec 21 |

**City of Copperas Cove, Texas
FY 2012-13 Budget Calendar**

| Date | Council Meeting | Required Activity | Legal Requirement Reference |
|-----------------|-----------------------------------|---|--|
| July 31, 2012 | Special Council Workshop/ Meeting | Budget Workshop (Departmental Presentations) Discuss Tax Rate | *Texas Property Tax Code 26, Article VIII Sec 21 |
| August 2, 2012 | Special Council Meeting | Public Hearing on Proposed Budget | *City Charter Article VI, Sec 6.07 *State Statute Sec 102.006 |
| August 2, 2012 | Special Council Meeting | Take a record vote on tax rate and set date to adopt the tax rate | *Texas Property Tax Code 26, Article VIII Sec 21 |
| August 2, 2012 | Special Council Meeting | Set Public Hearings on the Tax Increase for August 14, 2012 and August 28, 2012 | *Texas Property Tax Code 26, Article VIII Sec 21 |
| August 2, 2012 | Special Council Meeting | Set meeting to Adopt Tax Rate for September 4, 2012 | *Texas Property Tax Code 26, Article VIII Sec 21 |
| August 2, 2012 | Special Council Meeting | Budget Meeting (Hotel Occupancy Tax Committee Presentation and Outside Organization Presentations) and Fee Schedule Changes | |
| August 7, 2012 | | Publication of "Notice of Public Hearing on Tax Increase" | *Texas Property Tax Code 26, Article VIII Sec 21 |
| August 7, 2012 | | Public Notice for First Public Hearing on Tax Increase | *Texas Property Tax Code 26, Article VIII Sec 21 |
| August 14, 2012 | Special Council Workshop | Review City Council Recommended Changes to the Proposed Budget | *City Charter Article VI, Sec 6.08 |
| August 21, 2012 | Council Meeting (6:00pm) | First Public Hearing on Tax Increase | *Texas Property Tax Code 26, Article VIII Sec 21 |
| August 21, 2012 | | Public Notice of the Changes to the Proposed Budget with Notification of Public Hearing on August 28, 2012 | *City Charter Article VI, Sec 6.08 |
| August 21, 2012 | | Public Notice for Second Public Hearing on Tax Increase | *Texas Property Tax Code 26, Article VIII Sec 21 |
| August 28, 2012 | | Publication of "Notice of Tax Revenue Increase" (Tax Collector prepares for newspaper) | *Texas Property Tax Code 26, Article VIII Sec 21 |
| August 28, 2012 | | Public Notice for Meeting to Adopt Tax Rate | *Texas Property Tax Code 26, Article VIII Sec 21 |
| August 28, 2012 | Special Council Meeting (5:00pm) | Second Public Hearing on Tax Increase | *Texas Property Tax Code 26, Article VIII Sec 21 |
| August 28, 2012 | Special Council Meeting (5:30pm) | Public Hearing on Changes to Proposed Budget | *City Charter Article VI, Sec 6.08 |

**City of Copperas Cove, Texas
FY 2012-13 Budget Calendar**

| Date | Council Meeting | Required Activity | Legal Requirement Reference |
|-------------------|------------------------|--|---|
| September 4, 2012 | Council Meeting | Adoption of FY 2013 Proposed Budget | *City Charter Article VI, Sec 6.09 & 6.10 *State Statute Sec 102.007 |
| September 4, 2012 | Council Meeting | Action on Amending the City's "Fee Schedule" Ordinance | |
| September 4, 2012 | Council Meeting | Adoption of 2012-13 Tax Rate | *City Charter Article VI, Sec 6.10 *Texas Property Tax Code Sec 26.05a&b |
| September 4, 2012 | 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"> 1. the outstanding obligations of the municipality; 2. the cash on hand to the credit of each fund; 3. the funds received from all sources during the preceding year; 4. the funds available from all sources during the ensuing year; 5. the estimated revenue available to cover the proposed budget; and 6. the estimated tax rate required to cover the proposed budget. |
| 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"> a. The budget officer shall file the proposed budget with the municipal clerk before the 30th day before the date the governing body of the municipality makes its tax levy for the fiscal year. b. A proposed budget that will require raising more revenue from property taxes |

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 15th 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"> c. Notice under this section shall be published not earlier than the 30th or later than the 10th day before the date of the hearing. 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). |
| 102.007 | Adoption of Budget | <ul style="list-style-type: none"> a. At the conclusion of the public hearing, the governing body of the municipality shall take action on the proposed budget. 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. 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. |

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) Fund. A separate fiscal and accounting entity used by governments to segregate resources related to specific activities.
- b) Fund balance. The difference between fund assets and fund liabilities in a governmental or trust fund.
- c) Fund type. One (1) of seven (7) categories into which all individual funds must be classified.
- d) Liquidity. The ability to meet demands for payment on a timely basis.
- e) Net Assets. Difference between total assets and total liabilities. Used by FASB and GASB to describe equity accounts.
- f) Net assets-invested in capital assets, net of related debt. The portion of net assets of a governmental unit representing capital assets less accumulated depreciation less debt associated with the capital assets.
- g) Restricted net assets. Assets of an enterprise fund that may not be used for normal operating purposes because of the requirements of regulatory authorities, provisions in bond indentures, or other legal agreements but that need not be accounted for in a separate fund.
- h) Net assets unrestricted. Portion of the excess of total assets over total liabilities that may be utilized at the discretion of the governing body.
- i) Non-spendable fund balance. Includes amounts that are not in a spendable form or are required to be maintained intact. Examples are inventory or permanent funds.
- j) Restricted fund balance. Includes amounts that can be spent only for the specific purposes stipulated by external resource providers either constitutionally or through enabling legislation. Examples include grants and child safety fees.
- k) Committed fund balance. Includes amounts that can be used only for the specific purposes determined by a formal action of the government's highest level of decision-making authority. Committed may be changed or lifted only by the government taking the same formal action that imposed the constraint originally.
- l) Assigned fund balance. Comprises amounts intended to be by the government for specific purposes. Intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority. In governmental funds other than the general fund, assigned fund balance

Financial Policies

represents the amount that is not restricted or committed. This indicates that resources in other governmental funds are, at a minimum, intended to be used for the purpose of that fund.

- m) Unassigned fund balance. The residual classification of the general fund and includes all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose.

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 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.

Financial Policies

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.

Sec. 2-127. Policy

Committed Fund Balance. The City Council is the City's highest level of decision-making authority and the formal action that is required to be taken to establish, modify, or rescind a fund balance commitment in a resolution approved by the Council at the City's Council meeting. The resolution must either be approved or rescinded, as applicable, prior to the last day of the fiscal year for which the commitment is made. The amount subject to the constraint may be determined in the subsequent period.

Assigned fund balance. The City Council has authorized the City's Finance Director as the official authorized to assigned fund balance to a specific purpose as approved by this fund balance policy.

Investments

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

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

Long Term Debt

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

Indirect Cost Allocations

Indirect cost allocations transfer actual costs for services, such as administration and facility use, to those funds that use the services. Indirect costs are allocated on the

Financial Policies

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 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

Financial Policies

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.

Debt Management Policy

Purpose: The purpose of this policy is to establish guidelines for the financing of capital expenditures.

Objective: The objective of this policy is to minimize the City's debt service and issuance cost, retain the highest practical credit rating, and maintain full and complete financial disclosure and reporting . The policy applies to all debt issued by the City of Copperas Cove, including leases, and any other forms of obligation of indebtedness (collectively, "debt").

- A. Costs and Fees:** All cost and fees related to the issuance of debt will be paid out or ultimately reimbursed from the proceeds of such debt.
- B. Interest Earnings:** Interest earnings received on the investment of proceeds of any City debt may be used to assist in paying the principal and/or interest due on debt payments or arbitrage due to the Internal Revenue Service.
- C. Debt Refunding:** City staff and the City's Financial Advisor shall monitor the municipal bond market for opportunities to obtain interest saving by refunding outstanding debt. The City may issue refunding bonds when the present value savings of the refunding is at least 3% of the refunded maturities or for the purpose of tax rate or utility rate management.
- D. Investment of Bond Proceeds:** All debt proceeds shall be invested as directed by the City's investment policy.
- E. Arbitrage compliance:** The Department of Finance shall maintain a system of record keeping and reporting to meet the arbitrage rebate compliance requirements of the federal tax code.
- F. Financial Disclosure:** The City is committed to disclosure of financial and pertinent credit information relevant to the City's outstanding securities and will abide by the provisions of Securities and Exchange Commission (SEC) Rule 15c2-12 concerning primary and secondary market disclosures.
- G. Bond Counsel:** The City will retain external bond counsel for all debt issues. All debt issued by the City will include a written opinion by bond counsel affirming that the City is authorized to issue the debt and stating that the City has met all state constitutional and statutory requirements necessary for issuance. The bond counsel will also assist in drafting bond documents including the official statements, ordinances or resolutions authorizing the issuance and sale of a debt offering, the tax certificate, and other necessary documents.
- H. Method of sale:** The City will give preference to the use of competitive sale in the issuance of debt. The decision to use negotiated sale or Private Placement will depend upon specific circumstances, including but not limited to refunding sizing requirements, type of debt instrument offered, market volatility and certain debt structuring requirements which may not allow for an efficient competitive sale. Competitive bids will be awarded on a true interest cost (TIC) basis, unless it is determined by the Financial Advisor that such method will not produce the best results for the City.

Debt Management Policy

- I. Financial Advisor:** For each City debt offering the Financial Advisor will provide the City with information on pricing and underwriting fees for comparable sales by other issuers prior to the final sale. The Financial Advisor advises on the structuring of debt to be issued, informs the City of various options, and advises the City as to how the choices will impact the marketability of City debt. To ensure independence, the Financial Advisor shall not bid on nor underwrite any City debt issues. The Financial Advisor's role in the debt issuance process may vary, depending on whether such debt is issued through a competitive or negotiated sale.
- **Competitive Sale:** In a competitive sale, the Financial Advisor's role is to work with the City to agree on the structure and timing of the issue, to prepare documents and rating agency presentations, to evaluate and select the best bid, and to close the transaction.
 - **Negotiated Sale:** in a negotiated sale, the Financial Advisor ensures the City's goals and interest are represented and protected when structuring the transaction and establishing the borrowing rates/yields on the debt.
- J. Rating Agency Presentations:** City staff, with the assistance of the Financial Advisor, must prepare the necessary materials and presentation to the rating agencies, whenever a rating is required for a particular offering of debt.
- K. Lease/Purchase Agreements:** Capital lease/Purchase Agreement will be considered to finance Council authorized expenditures. Adequate funds for the repayment of principal and interest must be included in the requesting department's operating budget. Tax exempt leases/purchases will not be closed unless the City's Financial Advisor or Bond Counsel have been informed of the intended action so that the "Bank Qualified" status of the offering (and any other City debt offering for the calendar year) can be properly determined.
- L. Use of Debt Proceeds:** Debt proceeds should be used to finance Council authorized expenditures and to purchase capital assets, land, design, and construct infrastructure improvements.
- M. Debt Limits:** The City will keep outstanding debt within the limits prescribed by state laws.
- N. Debt Structure:** Debt will be structured to achieve the lowest possible net cost to the City given market conditions and the urgency of the proposed expenditure. The City will design the repayment of its overall debt so as to recapture rapidly its credit capacity for future use. No individual series of debt will be issued for a term which exceeds the useful life of the asset(s) or improvement(s) being financed. Additionally, the city will manage the amortization of its combined outstanding debt to ensure at least 50% amortization of overall principal within the ensuing 10 years.
- O. Type of Long-Term Debt(including but not limited to the following):**
- **General Obligation Bonds:** The City shall have the power to issue general obligation bonds on the full faith and credit of the City for permanent public

Debt Management Policy

improvements or any other public purpose not prohibited by law or the charter. It may also issue refunding bonds to refund outstanding bonds previously issued. All such bonds shall be issued in conformity with the laws of the State of Texas and shall be used only for purposes for which they were issued.

- **Revenue Bonds:** The City shall have the power to issue revenue bonds for the purpose of constructing, purchasing, improving, extending or repairing public utilities, public facilities, or any other self-liquidating municipal function not prohibited by the Constitution and the laws of the State of Texas. Such bonds shall be a charge upon and payable from properties, or interest therein pledged, or the income therein gained from, or both. The holders of the revenue bonds shall never have the right to demand payment thereof out of monies raised by taxation. All such bonds shall be issued in conformity with the laws of the State of Texas and shall be used only for the purpose for which they were issued.

- **Borrowing in Anticipation of Property Tax:** In any budget year, the Council may, by resolution, authorize the borrowing of money in anticipation of the collection of the property tax for the same year whether levied or to be levied. Notes may be issued and repayable no later than the end of the current fiscal year.

- **Certificates of Obligation:** All certificates of obligation issued by the City shall be approved by ordinance and issued in accordance with the laws of the State of Texas.

- **Limited Tax Notes:** All limited tax notes issued by the City shall be approved by ordinance and issued in accordance with the laws of the State of Texas.

Summary of Fund Balances, Revenues & Expenses

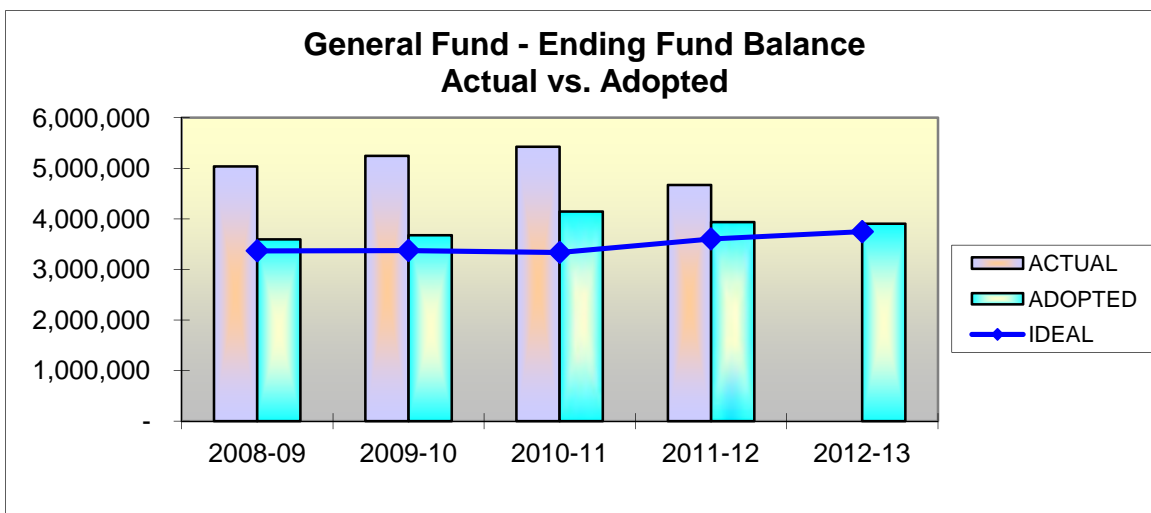
FUND BALANCE

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 eight 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 is a result 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.



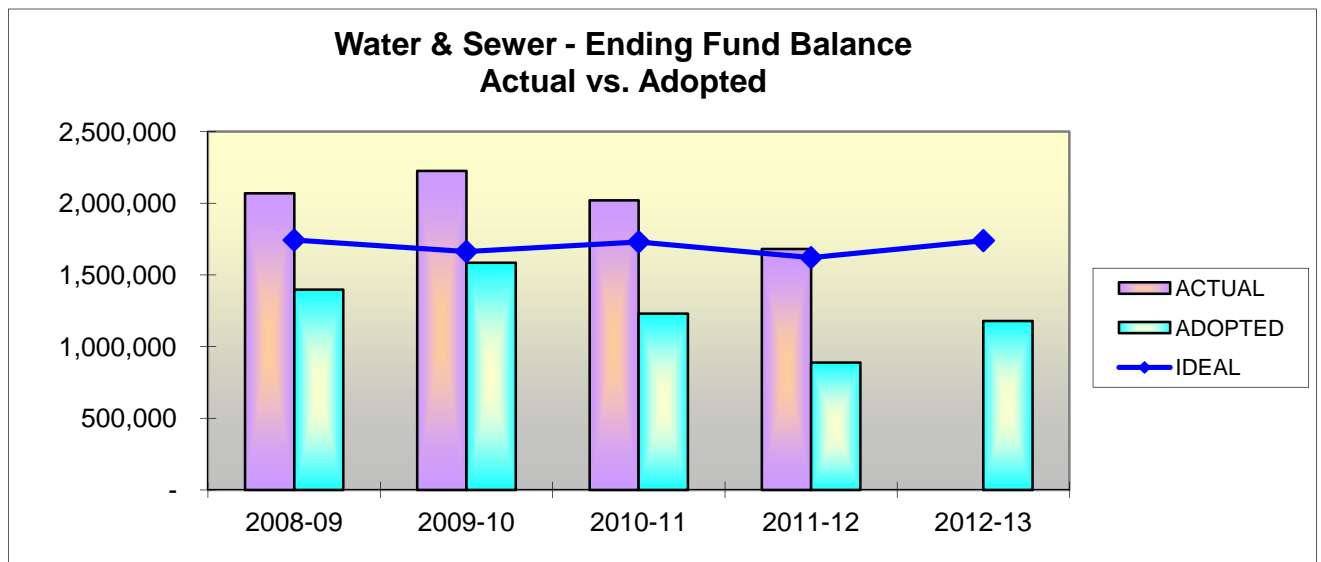
Note: The actual amount provided for fiscal year 2011-12 is a projection. The ideal fund balance represented above is calculated on actual expenditures if available.

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 above the fiscal year 2011-2012 budget, but is not budgeted to achieve an ideal fund balance in fiscal year 2012-2013. 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 decreased in fiscal year 2010-2011 and 2011-2012. In fiscal year 2008-2009, City Council approved a revision to the City's Fund Balance Policy that excluded debt service payments and capital outlay from the ideal fund balance calculation. The policy was revised again in fiscal year 2009-2010 to exclude capital lease payments from the ideal fund balance calculation. The adopted fund balance in fiscal year 2012-2013 is below the ideal fund balance by \$561,650, an improvement of approximately \$400,000 from fiscal year 2011-2012. Increased fees and revised customer structure were approved in fiscal year 2012-2013 for all water and sewer volumetric rates. A utility rate study was conducted in 2011 and presented to the City Council in November 2011 and April 2012. The 2011 rates were adopted in the fee schedule for fiscal year 2012-2013. Revenues are conservatively budgeted based on a normal yearly customer usage. City staff will continue working with the City Council to achieve an ideal fund balance within the next three years through critical expenditure reviews and utility rate reviews.



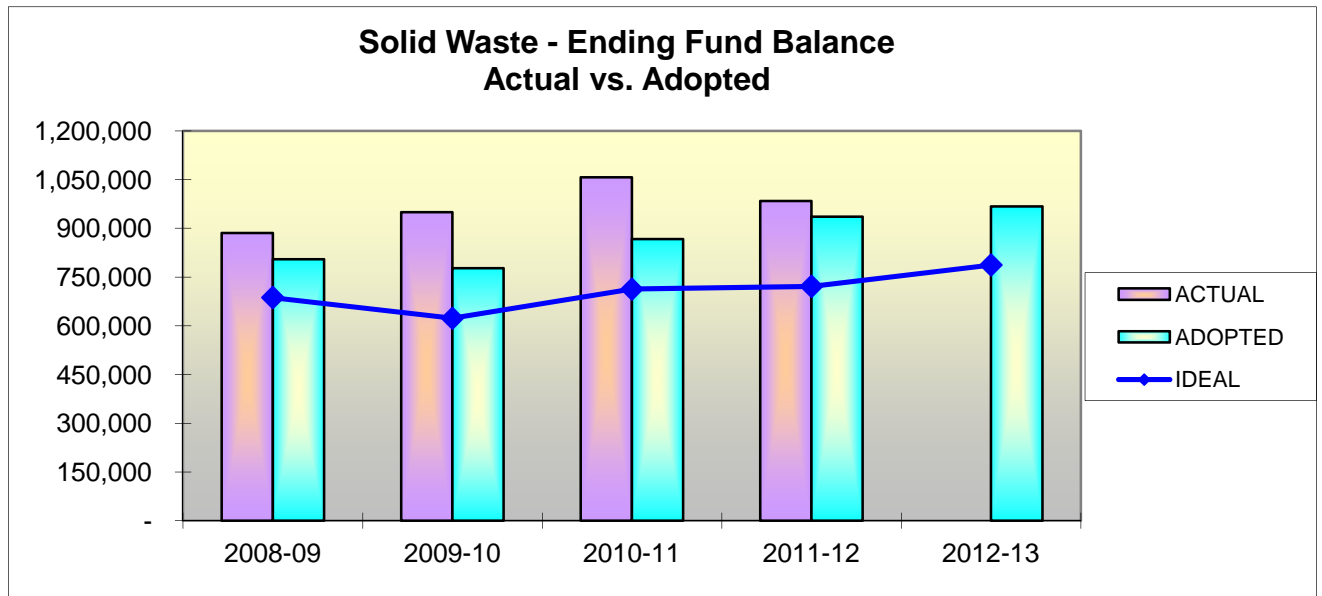
*Note: The actual amount provided for fiscal year 2011-12 is a projection.
The ideal fund balance represented above is calculated on actual expenses if available.*

Solid Waste Fund

The fund balance position in the Solid Waste Fund has improved over the past six years and is expected to help the fund remain stable in future years. The Solid Waste Fund has maintained

Summary of Fund Balances, Revenues & Expenses

or exceeded an ideal fund balance level in the past six years and is budgeted to exceed the ideal fund balance in fiscal year 2012-2013 by \$179,981. 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 since 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 \$970,000 for fiscal year 2012-2013 which is a 26% increase. Increases in repair and maintenance costs and unpredictable changes in fuel and oil 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.



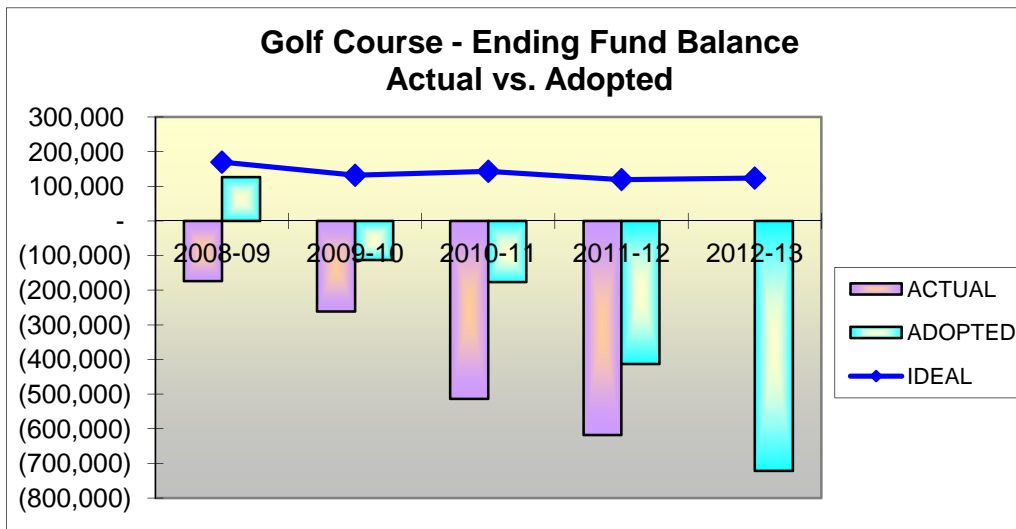
*Note: The actual amount provided for fiscal year 2011-12 is a projection.
The ideal fund balance represented above is calculated on actual expenses if available.*

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 fiscal year 2008-2009, for audit and cash purposes, the general fund loaned cash to the golf course fund without actually

Summary of Fund Balances, Revenues & Expenses

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 fiscal year 2008-2009 through fiscal year 2010-2011. Operational changes were implemented in the last quarter of fiscal year 2008-2009 with additional changes implemented in fiscal year 2009-2010. In fiscal year 2009-2010 the grill and bar offered concessions only for special events and tournaments. In fiscal year 2010-2011 and 2011-2012, concession vendors attempted to establish their business in the grill and bar without success. Staff will continue to work with potential businesses to establish a successful operation in the grill and bar. Grab and go concessions are sold on a daily basis to patrons of the golf course. Additionally, 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 2011-12 is a projection.
The ideal fund balance represented above is calculated on actual expenses if available.*

Summary of Fund Balances, Revenues & Expenses

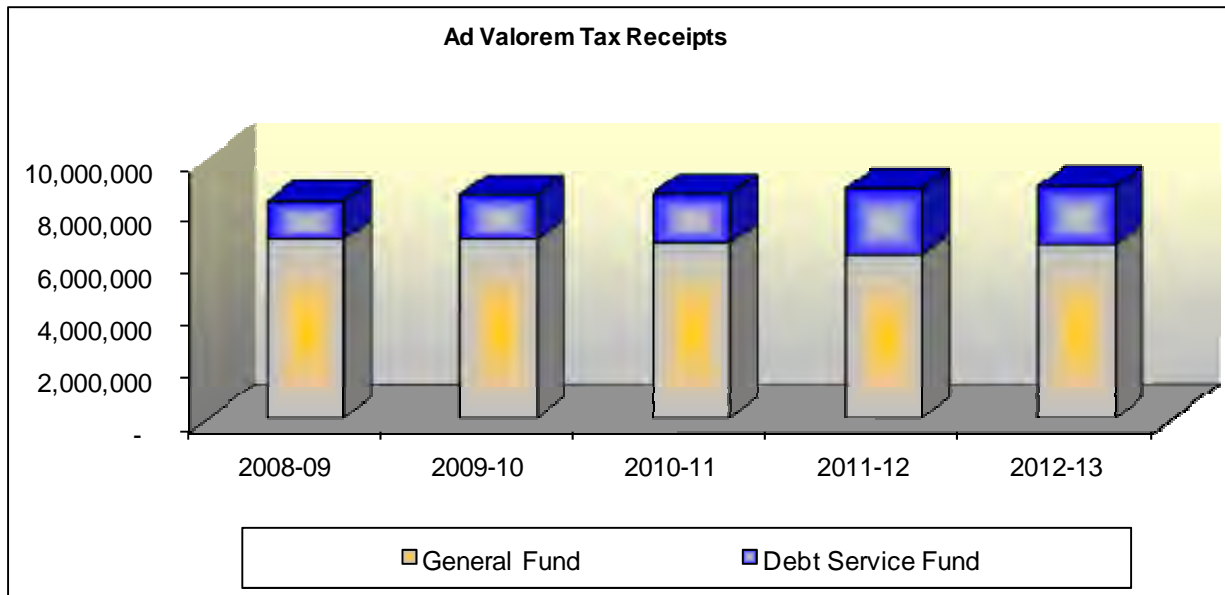
SIGNIFICANT REVENUES

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 \$8,888,359 which represents a minor increase of \$97,234 or 1.1%. A significant portion of the General Fund's revenue is derived from this source at \$6,652,515 or 45.9%, and represents a 6.1% increase in General Fund revenue.



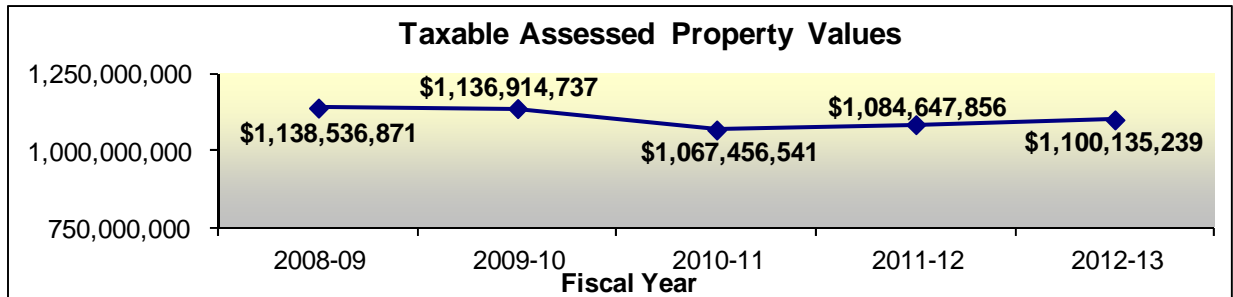
Note: Actual revenues are provided for FY 2008-09 to FY 2010-11, projected revenues are provided for FY 2011-12 and budgeted revenues are provided for FY 2012-13.

The 2012-2013 tax rate approved by the City Council is 76.00 cents per \$100 of assessed valuation. This is a 0.39 cent decrease from the previous year and equal to the rate adopted for fiscal year 2010-2011. The tax rate has two components: 19.120 cents or 25.16% going to the Debt Service Fund and 56.880 cents or 74.84% to the General Fund. The adopted tax rate adopted is less than the rollback tax rate of 77.4500 cents per \$100 valuation.

Legislation providing a property tax exemption for disabled veterans and their surviving spouses enacted within the last four years continues to significantly lower the City's taxable assessed values. Since property values are such an integral part in determining the amount of ad

Summary of Fund Balances, Revenues & Expenses

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.



Note: Actual values are provided for FY 2008-09 to FY 2010-11, projected revenues are provided for FY 2011-12 and budgeted revenues are provided for FY 2012-13.

Top 10 Property Tax Payers for the City of Copperas Cove

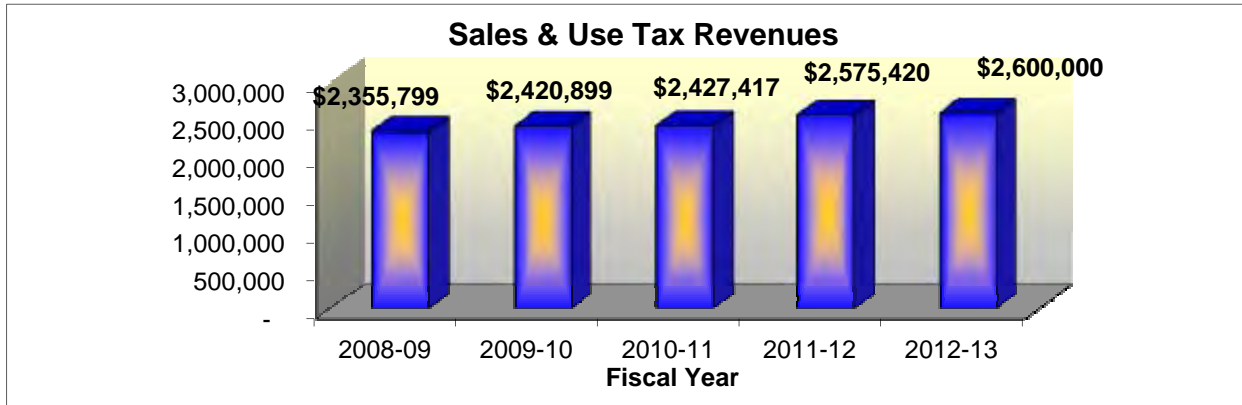
| Taxpayer Name | Market Value | Taxable Value |
|---------------------------------------|--------------|---------------|
| Wal-Mart Real Estate | 11,150,000 | 11,150,000 |
| Oncor Electric Delivery Co. (FKA TXU) | 9,680,850 | 9,680,850 |
| Wal-Mart Properties Stores East | 8,537,720 | 8,537,720 |
| James Construction Group | 7,007,400 | 7,007,400 |
| Colonial Plaza Partnership | 5,676,988 | 5,676,988 |
| Cove Terrace Associates LTD | 5,675,000 | 5,675,000 |
| Cinergy Cinemas LP | 5,652,350 | 5,652,350 |
| Ledcor | 4,558,590 | 4,558,590 |
| H E Butt Grocery Company | 4,518,680 | 4,518,680 |
| Crosstowne LTD | 4,450,230 | 4,450,230 |

Sales & Use Taxes

The City of Copperas Cove, along with the State of Texas, collects sales and use taxes on most retail and commercial sales and services. The State Comptroller collects the entire 8.25% tax of which 2.0% is remitted to the local governments, 0.5% 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 \$2,600,000 in sales and use taxes for fiscal year 2012-2013, which is \$24,580 more than the amount projected to be collected in fiscal year 2011-2012. Sales and use taxes represent 17.9% of the General Fund's total revenues, making it one of the primary sources of revenue. Budgeting only a 1.0% increase over the 2011-2012 projected amount is conservative considering potential impact due to commercial development in the community in addition to the stability of modest growth over the past four years. The overall growth of \$244,201 or 10.4% between fiscal year 2008-2009 and 2012-2013 can be attributed to the

Summary of Fund Balances, Revenues & Expenses

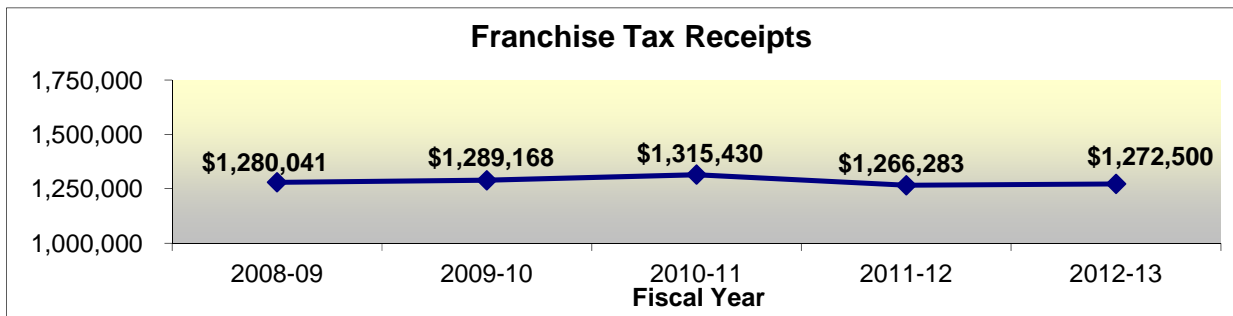
relatively healthy economy that has been enjoyed by Texas over the past two decades and commercial growth in the City.



Note: Actual revenues are provided for FY 2008-09 to FY 2010-11, projected revenues are provided for FY 2011-12 and budgeted revenues are provided for FY 2012-13.

Franchise Taxes

Franchise taxes represent a major source of revenue for the general fund making up approximately 8.8% 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 \$1,272,500 in franchise tax receipts for fiscal year 2012-2013 which is slightly over fiscal year 2011-2012 projected collections. Franchise tax receipts have remained relatively consistent over the last four years since 2008-2009 showing an overall slight decrease of \$7,541 or 0.6%.



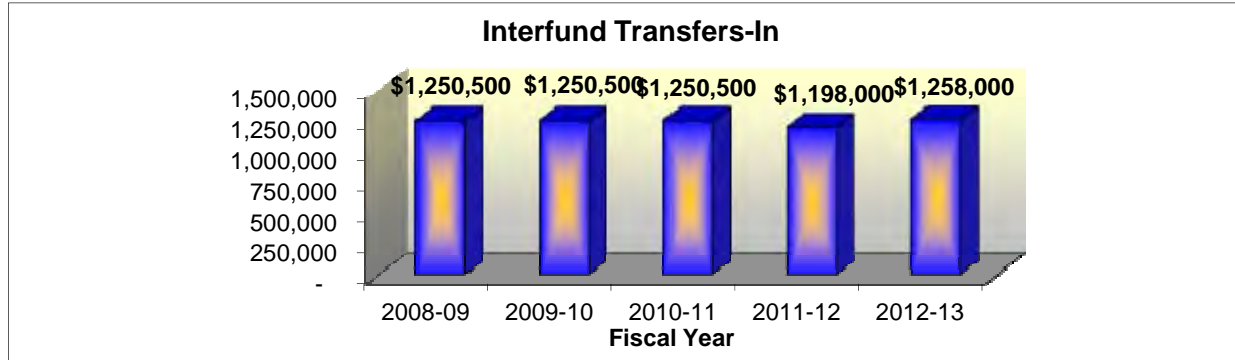
Note: Actual revenues are provided for FY 2008-09 to FY 2010-11, projected revenues are provided for FY 2011-12 and budgeted revenues are provided for FY 2012-13.

Interfund Transfers-In

Interfund transfers-in represent a significant source of revenue for the General Fund amounting to \$1,258,000 or 8.7% of total General Fund receipts budgeted in fiscal year 2012-2013. In order for the General Fund to recover its cost of administering the municipality, each major fund transfers an administrative reimbursement to the General Fund. In May 2003, City Council adopted an Inter-Fund Transfer Policy to establish specific guidelines in the amount to be budgeted and transferred on an annual basis to the General Fund from the Enterprise Funds and Other Funds established. The decrease from fiscal year 2010-2011 to 2011-2012 was due to the decrease in the interfund transfer from the Water and Sewer Fund in the amount of \$690,000 as a result of moving expenditures from the General Fund to the Water & Sewer

Summary of Fund Balances, Revenues & Expenses

Fund. The increase of \$60,000 in fiscal year 2012-2013 is due to the increased management responsibilities of City Management over Water and Sewer Fund activities. An analysis and recalculation of the interfund transfers from each major fund will be completed regularly to ensure compliance with the interfund transfer policy guidelines.



Note: Actual revenues are provided for FY 2008-09 to FY 2010-11, projected revenues are provided for FY 2011-12 and budgeted revenues are provided for FY 2012-13.

Charges for Services

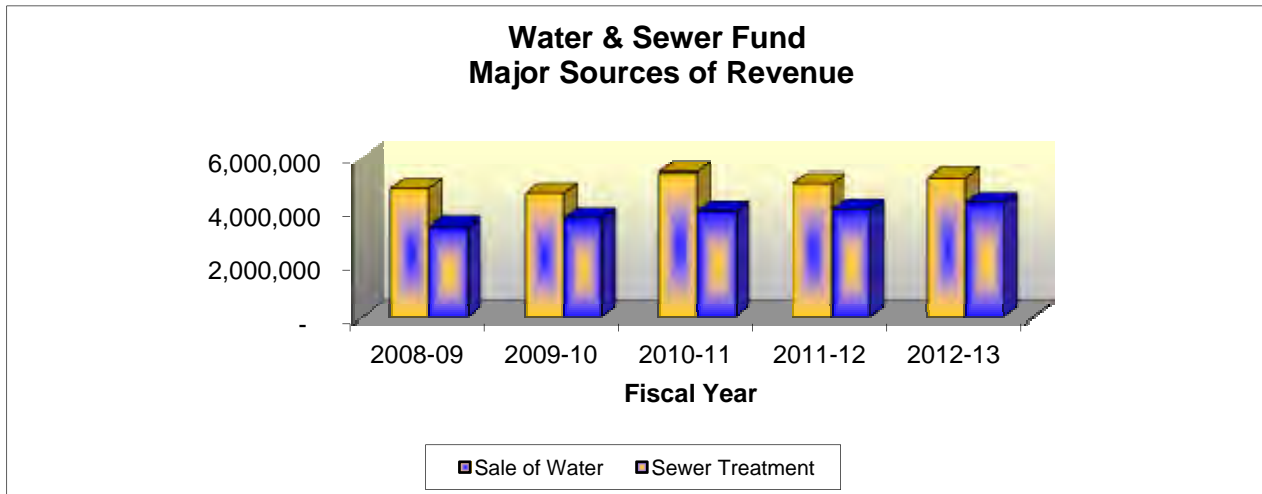
Charges for Services represent a significant source of revenue for the General Fund beginning with fiscal year 2011-2012 when all parks and leisure activities were moved into the General Fund. Most of the parks and leisure activities occurred in a separate fund prior to FY 2011-2012. A total of \$1,179,105 or 8.1% 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 decreased \$41,998 or 3.4% from FY 2011-2012 projected receipts.

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 \$5,249,662 or 52.2% (net of the 20% senior citizen discount) of the total revenue budgeted by the Water & Sewer Fund for the 2012-2013 fiscal year. This amount is \$209,385 or 4.2% higher than the amount projected to be collected in fiscal year 2011-2012. Charges for the collection of sewer make up \$4,324,534 or 43% (net of the 20% senior citizen discount) of the total revenues to be collected by the Water & Sewer Fund for the 2012-2013 fiscal year. This amount is \$268,947 or 6.6% higher than the amount projected to be collected in fiscal year 2011-2012. In the 2012-2013 fiscal year, increased volumetric rates and a new customer structure was approved for water and sewer customers. A 2011 utility rate study provided the basis for the new rate structure and the increased rates. The customer volumetric water rate structure changed from eight categories by meter size to four categories by customer type (e.g. residential, commercial, sprinkler). The increases were included in the City's Adopted Budget to begin stabilizing the fund from increased water purchase costs, utilities, maintenance and unfunded federal and state mandates.

Summary of Fund Balances, Revenues & Expenses



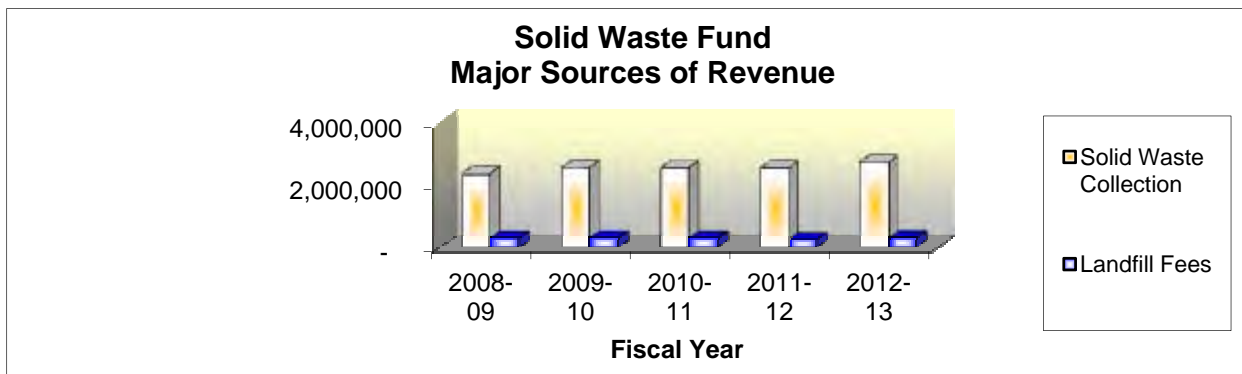
Note: Actual revenues are provided for FY 2008-09 to FY 2010-11, projected revenues are provided for FY 2011-12 and budgeted revenues are provided for FY 2012-13.

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 \$2,719,230 or 81.8% (net of the 20% discount given to senior citizens age 65 or older) of the total Solid Waste revenues for fiscal year 2012-2013 which is \$200,095 or 7.9% higher than the amount projected to be collected in fiscal year 2011-2012. A \$2.00 increase in fees is budgeted beginning January 1, 2013 for increased recycling, brush and bulk collection to provided greater services to the community.

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 \$342,012 or 10.3% of the total revenues for the 2012-2013 fiscal year, which is \$57,012 or 20% more than the amount projected to be collected in fiscal year 2010-2011. The 2011 utility rate study called for a 50% fee increase in landfill fees. The approved fees only increased by 20% as part of a three year phase-in strategy.



Note: Actual revenues are provided for FY 2008-09 to FY 2010-11, projected revenues are provided for FY 2011-12 and budgeted revenues are provided for FY 2012-13.

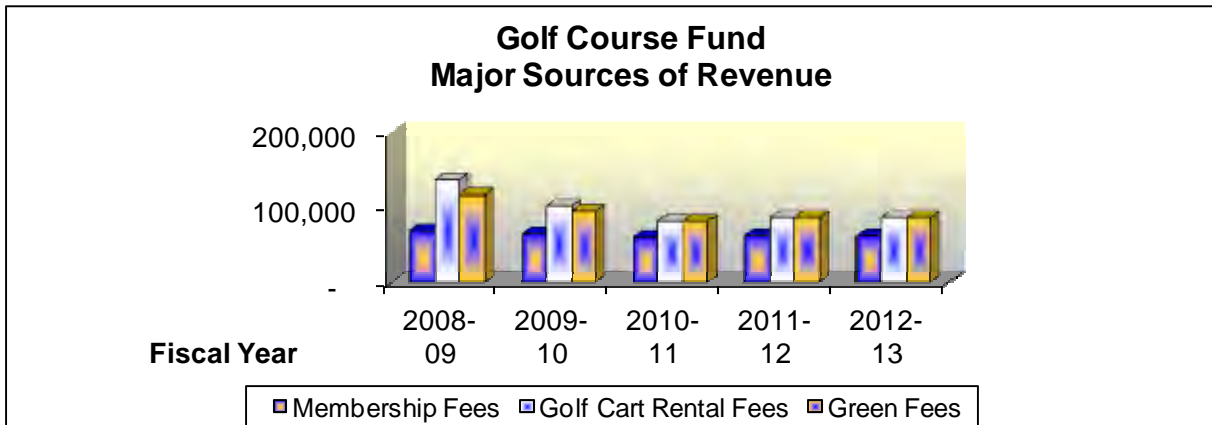
Summary of Fund Balances, Revenues & Expenses

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 1996-1997 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 2012-2013 it is expected that the Golf Course will generate \$62,500 in membership dues. This amount is approximately 15.2% of the total Golf Course revenue and is equal to the membership dues projected in fiscal year 2011-2012. Cart rental fees are generated when golfers rent carts from the City and make up \$87,500 or 21.2% of total Golf Course receipts for fiscal year 2012-2013. This amount, budgeted conservatively, is also equal to fiscal year 2011-2012 golf cart rental fees projected to be collected. Green fees are budgeted at \$92,050 for fiscal year 2012-2013. The FY 2012-2013 amount budgeted for green fees is only slightly above the green fees projected to be collected in fiscal year 2011-2012.



Note: Actual revenues are provided for FY 2008-09 to FY 2010-11, projected revenues are provided for FY 2011-12 and budgeted revenues are provided for FY 2012-13.

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 2011-2012 and fiscal year 2012-2013.

General Fund

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

City Administration

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

Public Safety

Municipal Court
Police Admin.
Police Services
Animal Control
Fire/EMS Admin
Fire/EMS Operations
Fire/EMS Training
Fire/EMS Prevention
Emergency Mgmt.

Public Works

Street
Fleet Services

Development Svcs.

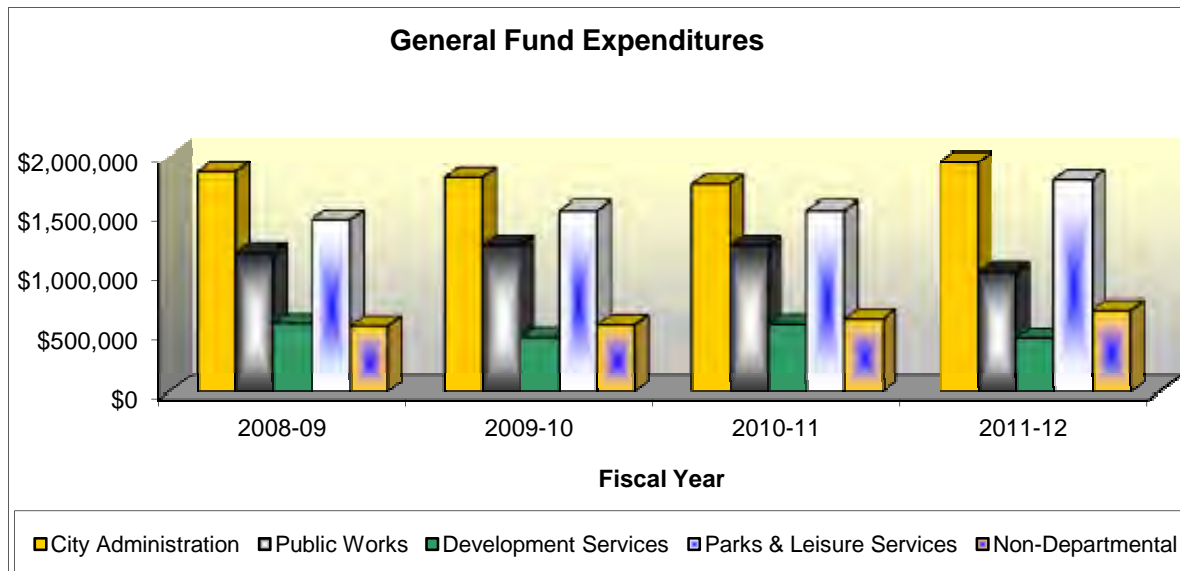
Planning
Building & Dev.
Code & Health

Non-Dept.

Non-Dept.

Parks & Leisure Svcs.

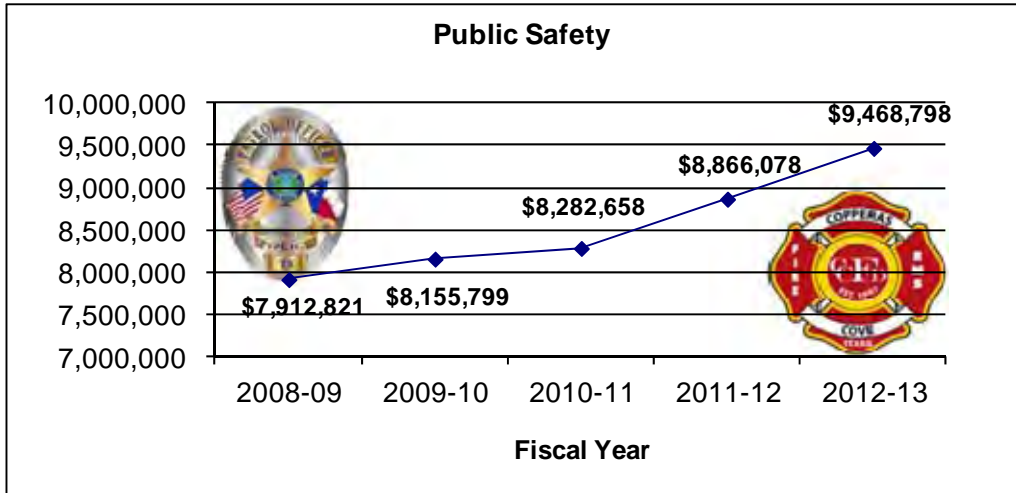
Parks & Leisure Admin.
Parks Maintenance
Athletics
Aquatics
Special Events
Cemetery
Library



Note: Actual expenditures are provided for FY 2008-09 to FY 2010-11, projected expenditures are provided for FY 2011-12 and budgeted expenditures are provided for FY 2012-13.

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 2008-09 to FY 2010-11, projected expenditures are provided for FY 2011-12 and budgeted expenditures are provided for FY 2012-13.

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 2012-2013 and the projected expenditures for fiscal year 2011-2012. Further detail regarding these increases is located in the “Expenditure Summary” found after 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 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | % Variance 2013 to 2012 |
|--------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------------|
| City Administration | \$ 1,869,707 | \$ 1,818,886 | \$ 1,761,208 | \$ 1,950,799 | \$ 1,818,150 | -6.8% |
| Public Works | 1,177,788 | 1,241,219 | 1,239,367 | 1,028,326 | 1,035,676 | 0.7% |
| Development Services | 588,922 | 467,836 | 583,457 | 462,315 | 512,874 | 10.9% |
| Parks & Leisure Services | 1,462,129 | 1,540,994 | 1,540,982 | 1,797,866 | 1,749,494 | -2.7% |
| Non-Departmental | 567,358 | 577,981 | 629,372 | 702,329 | 682,532 | -2.8% |
| Public Safety | 7,912,821 | 8,155,799 | 8,282,658 | 8,866,078 | 9,468,798 | 6.8% |
| Totals | \$ 13,578,725 | \$ 13,802,715 | \$ 14,037,044 | \$ 14,807,713 | \$ 15,267,524 | 3.1% |

Note: Actual expenditures are provided for FY 2008-09 to FY 2010-11, projected expenditures are provided for FY 2011-12 and budgeted expenditures are provided for FY 2012-13.

Summary of Fund Balances, Revenues & Expenses

City Administration:

The City Administration function decreased by 6.8% or (\$132,649) compared to what was projected to be expended in fiscal year 2011-2012. The increase is primarily due to the Planning function out of the City Administration and into the Development Services function.

Public Works:

The Public Works function is reflecting an increase of 0.7% or \$7,350. This increase is mainly attributed to salary and employee insurance increases.

Development Services:

The Development Services function decreased by 10.9% or \$50,559 compared to the amount projected to be expended in fiscal year 2011-2012. This increase is due in whole to moving the Planning function from City Administration.

Parks and Leisure Services:

The Parks and Leisure Services function (formerly Community Services) includes the Library and the Parks and Recreation departments. These departments cumulatively decreased 2.7% or \$48,372 in comparison to the fiscal year 2011-2012 projections. The majority of the net decrease is due to a lower level of maintenance required by Parks Maintenance for city facilities and a reduction in staff levels at the Library.

Non-Departmental:

The Non-Departmental budget reflects a 2.8% or \$19,797 decrease compared to fiscal year 2011-2012 year end projection. The primary changes in fiscal year 2012-2013 include a decrease from not funding the SAFER Grant match requirement since the requirements were satisfied in fiscal year 2011-2012, an increase for salary adjustments and an increase of for employee support moved from the Human Resources Department.

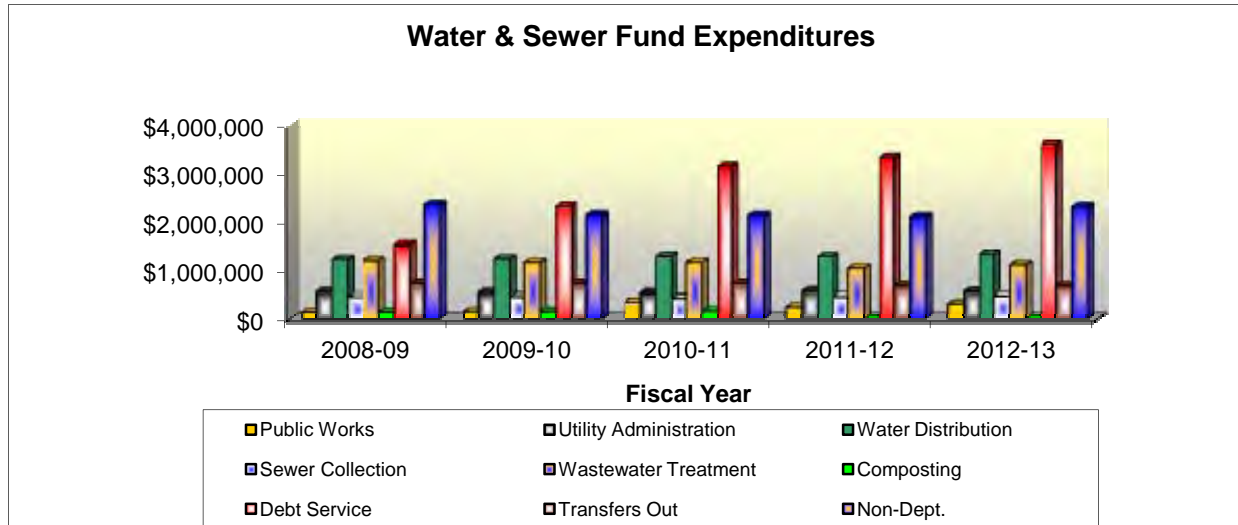
Public Safety:

The Public Safety function of the City reflects an increase of 6.8% or \$602,720 over the 2011-2012 projected expenditures. The increase is partially attributed to an increase in personnel costs related to vacancies in fiscal year 2011-2012, personnel cost increases, minor equipment for the Police Department, an increase in supplies for animals at the Animal Shelter, an increase for half the personnel costs for firefighters hired under the SAFER Grant and an increase in repair and maintenance costs for the Fire Department.

Summary of Fund Balances, Revenues & Expenses

Water & Sewer Fund

The Water & Sewer Fund's appropriated budget reflects a 6.8% or \$672,491 increase above projected 2011-2012 expenses. This net increase results from a variety of issues, which are discussed in this section.



Note: Actual expenditures are provided for FY 2008-09 to FY 2010-11, projected expenditures are provided for FY 2011-12 and budgeted expenditures are provided for FY 2012-13.

Public Works Administration:

The Public Works Administration budget reflects an increase of 25.4% or \$68,275. The increase is due to the funding of a Project Engineer that will prepare and review project plans and specifications. The additional position is planned to reduce project development and review costs for water and sewer projects.

Utility Administration:

The FY 2012-2013 budget for Utility Administration presents a 1.6% or \$9,399 decrease over the 2011-2012 projection. The decrease is due to a vehicle purchase in fiscal year 2011-2012 that will not occur in fiscal year 2012-2013.

Water Distribution:

The budget for Water Distribution includes an increase of 4.0% or \$52,013. The increase is attributed to increases in personnel costs and increases in fuel and oil and electricity cost resulting from an additional pump station added to the City's water system.

Sewer Collection:

The increase of 4.7% or \$22,396 in Sewer Collection is primarily attributed to increases to personnel cost and the repair and maintenance of facilities and equipment.

Wastewater Treatment:

The Wastewater Treatment budget reflects an increase of 6.7% or \$71,552. The increase is mainly due to increases in personnel costs and electricity costs. Electricity increases are due to the additional of pump station facilities.

Summary of Fund Balances, Revenues & Expenses

Debt Service and Transfers Out:

A 7.2% increase or \$241,874 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 fiscal year 2012-2013 increased 0.7% or \$5,000. The transfer increased as a result of additional management and capital project support.

Non-Departmental:

An increase of 10.4% or \$220,780 is reflected in the Non-Departmental budget as a result of increases for water purchases, including a match for CDBG and an increase for salary adjustments.

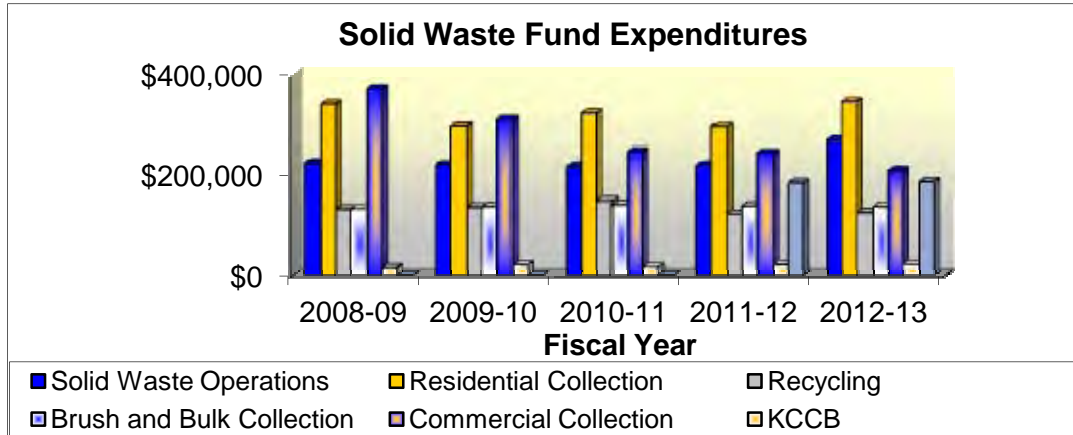
| Function | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | % Variance 2013 to 2012 |
|------------------------|---------------------|---------------------|----------------------|---------------------|----------------------|-------------------------------|
| Public Works | \$ 166,941 | \$ 175,969 | \$ 375,751 | \$ 268,924 | \$ 337,199 | 25.4% |
| Utility Administration | 564,328 | 555,385 | 548,300 | 589,608 | 580,209 | -1.6% |
| Water Distribution | 1,254,997 | 1,263,615 | 1,325,996 | 1,316,155 | 1,368,168 | 4.0% |
| Sewer Collection | 469,055 | 471,264 | 441,147 | 476,461 | 498,857 | 4.7% |
| Wastewater Treatment | 1,217,791 | 1,189,825 | 1,190,948 | 1,064,078 | 1,135,630 | 6.7% |
| Composting | 166,517 | 172,480 | 185,763 | - | - | 0.0% |
| Debt Service | 1,539,967 | 2,353,088 | 3,171,842 | 3,354,916 | 3,596,790 | 7.2% |
| Transfers Out | 742,500 | 742,500 | 742,500 | 690,000 | 695,000 | 0.7% |
| Non-Departmental | 2,390,491 | 2,167,439 | 2,160,142 | 2,124,452 | 2,345,232 | 10.4% |
| Totals | \$ 8,512,585 | \$ 9,091,565 | \$ 10,142,389 | \$ 9,884,594 | \$ 10,557,085 | 6.8% |

Note: Actual expenditures are provided for FY 2008-09 to FY 2010-11, projected expenditures are provided for FY 2011-12 and budgeted expenditures are provided for FY 2012-13.

Summary of Fund Balances, Revenues & Expenses

| |
|-------------------------|
| Solid Waste Fund |
|-------------------------|

The Solid Waste Fund's budget reflects a 7.3% increase or \$227,534 in appropriations over the 2011-2012 projected expenses. Additional positions, paying a portion of the Solid Waste Director's personnel cost and an increase in the Administrative Transfers all contribute to the increase in the fiscal year 2012-2013 budget.



Note: Actual expenditures are provided for FY 2008-09 to FY 2010-11, projected expenditures are provided for FY 2011-12 and budgeted expenditures are provided for FY 2012-13.

Solid Waste Administration:

The Solid Waste Administration budget is showing an increase of 22.8% or \$50,053. The increase is due to moving two-thirds of the personnel cost of the Solid Waste Director into the Solid Waste Fund and the addition of an Assistant Supervisor position in fiscal year 2012-2013.

Residential Collection:

In Residential, there is a 17.2% or \$50,926 increase is primarily a result adding an additional driver for collection routes.

Recycling:

The Recycling budget includes a 1.9% or \$2,330 increase primarily due to increases in repair and maintenance of vehicles.

Brush and Bulk Collection:

The Brush and Bulk budget includes a 1.1% or \$1,519 decrease as a result of reductions in craft bag purchases.

Commercial Collection:

In Commercial, there is a 14.3% or \$34,972 decrease related to reductions for potential vacancies of positions within this division.

Keep Copperas Cove Beautiful (KCCB):

KCCB has an increase in the budget of 0.3% or \$83 for advertising and program supplies.

Summary of Fund Balances, Revenues & Expenses

Composting:

Composting was a new department in the Solid Waste Fund beginning in FY 2011-2012. The budgeted amount increased from the FY 2011-2012 budget by 1.3% or \$2,463 as a result of salary adjustments.

Solid Waste Disposal:

In Disposal, there is an 8.3% or \$98,270 budget increase. The increase is primarily due an increase in hauling and disposal costs and the conversion of a part-time position to a full-time position.

Debt Service and Transfers Out:

Debt service reflects an increase of 0.2% or \$365 when compared to fiscal year 2011-2012 payments. The Transfer to the General Fund increased by 12.9% or \$55,000 as a result of increased transferring the mechanic position to Fleet Maintenance in the General Fund.

Non-Departmental:

The Non-Departmental budget includes a 5.6% or \$4,535 increase primarily due to including an increase for salary adjustments.

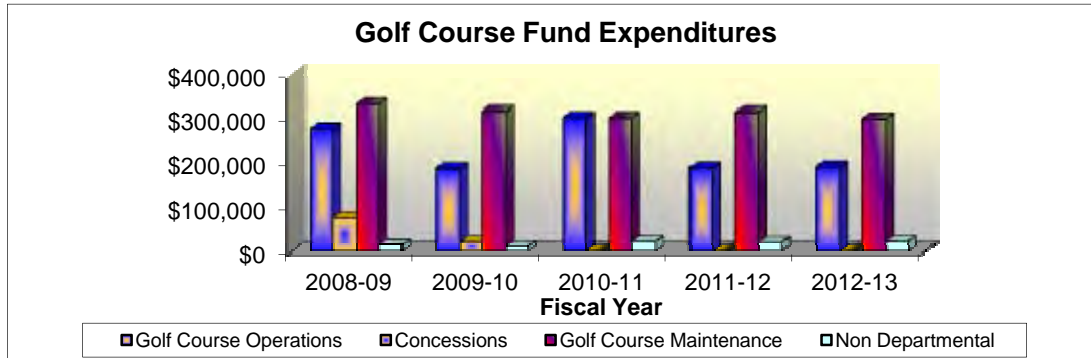
| Function | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | % Variance 2013 to 2012 |
|----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------------------|
| Solid Waste Administration | 223,889 | 220,617 | 216,918 | 219,563 | 269,616 | 22.8% |
| Residential Collection | 342,505 | 296,907 | 323,787 | 296,371 | 347,297 | 17.2% |
| Recycling | 133,217 | 137,026 | 149,194 | 123,388 | 125,718 | 1.9% |
| Brush and Bulk Collection | 133,460 | 137,638 | 141,837 | 139,715 | 138,196 | -1.1% |
| Commercial Collection | 369,909 | 311,214 | 247,113 | 244,085 | 209,113 | -14.3% |
| KCCB | 17,090 | 23,426 | 18,626 | 24,397 | 24,480 | 0.3% |
| Composting | - | - | - | 184,164 | 186,627 | 1.3% |
| Solid Waste Disposal | 1,019,240 | 1,131,849 | 1,141,281 | 1,179,799 | 1,278,069 | 8.3% |
| Debt Service | 18,202 | 106,253 | 147,191 | 191,181 | 191,546 | 0.2% |
| Transfer Out | 428,000 | 428,000 | 428,000 | 428,000 | 483,000 | 12.9% |
| Non-Departmental | 80,640 | 72,932 | 343,614 | 81,505 | 86,040 | 5.6% |
| Totals | \$ 2,766,152 | \$ 2,865,862 | \$ 3,157,561 | \$ 3,112,168 | \$ 3,339,702 | 7.3% |

Note: Actual expenditures are provided for FY 2008-09 to FY 2010-11, projected expenditures are provided for FY 2011-12 and budgeted expenditures are provided for FY 2012-13.

Summary of Fund Balances, Revenues & Expenses

Golf Course Fund

The Golf Course Fund's appropriated budget reflects a decrease of 1.9% or \$9,786 from the 2011-2012 projected expense. The overall decrease is an effort to control costs in light of deficits in the past several years.



Note: Actual expenditures are provided for FY 2008-09 to FY 2010-11, projected expenditures are provided for FY 2011-12 and budgeted expenditures are provided for FY 2012-13.

Golf Course Operations:

The Operations division reflects a 1.0% or \$1,880 increase. This increase is primarily due to funding one part-time golf shop assistant and mostly offset by miscellaneous decreases in other expense categories.

Golf Course Maintenance:

The Maintenance division shows a decrease of 4.6% or \$14,559. The decrease is attributable to the retirement of a capital lease from fiscal year 2011-2012.

Non-Departmental:

The Non-Departmental budget debt service payments for the 2008 and 2008A Tax Notes decreased \$597 in FY 2012-2013. An amount of \$3,490 is also included for salary adjustments during the fiscal year.

| Function | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | % Variance 2013 to 2012 |
|-------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------------------|
| Golf Course Operations | 276,918 | 188,863 | 301,798 | 190,543 | 192,423 | 1.0% |
| Golf Course Concessions | 79,101 | 22,472 | - | - | - | 0.0% |
| Golf Course Maintenance | 331,802 | 315,631 | 301,141 | 313,711 | 299,152 | -4.6% |
| Non-Departmental | 15,883 | 11,735 | 23,812 | 21,404 | 24,297 | 13.5% |
| Totals | \$ 703,404 | \$ 538,701 | \$ 626,751 | \$ 525,658 | \$ 515,872 | -1.9% |

Note: Actual expenditures are provided for FY 2008-09 to FY 2010-11, projected expenditures are provided for FY 2011-12 and budgeted expenditures are provided for FY 2012-13.

Summary of Fund Balances, Revenues & Expenses

| |
|-------------------------------------|
| Long Range Financial Outlook |
|-------------------------------------|

| MAJOR OPERATING FUNDS | | | | |
|-------------------------------|--------------------|-------------|-------------|-------------|
| FUND | FISCAL YEAR | | | |
| | 2013 | 2014 | 2015 | 2016 |
| General Fund | | | | |
| Total Revenues | 14,502,124 | 14,494,516 | 14,806,854 | 15,342,845 |
| Total Expenditures | 15,267,524 | 15,695,172 | 16,245,126 | 16,939,581 |
| Water & Sewer Fund | | | | |
| Total Revenues | 10,054,196 | 10,305,551 | 10,563,190 | 10,827,269 |
| Total Expenditures | 10,557,085 | 10,835,043 | 11,138,068 | 11,473,810 |
| Solid Waste Fund | | | | |
| Total Revenues | 3,322,692 | 3,405,759 | 3,490,903 | 3,578,176 |
| Total Expenditures | 3,339,702 | 3,426,726 | 3,531,439 | 3,647,928 |
| Golf Fund | | | | |
| Total Revenues | 412,063 | 422,365 | 432,924 | 443,747 |
| Total Expenditures | 515,872 | 530,648 | 548,110 | 569,372 |

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 and FY 2016.
- 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 2012-2013 Budget**

| Department | New Positions | Newly Authorized | FTE ¹ | Salary | Benefits | Total |
|-----------------------------------|-----------------------------|------------------|------------------|-------------------|------------------|-------------------|
| WATER AND SEWER FUND | | | | | | |
| Public Works - Administration | Development Review Engineer | Y | 1 | \$ 62,400 | \$ 16,513 | \$ 78,913 |
| Total Water and Sewer Fund | | | 1 | \$ 62,400 | \$ 16,513 | \$ 78,913 |
| SOLID WASTE FUND | | | | | | |
| Solid Waste - Administration | Director of Solid Waste | Y | 0.66 | \$ 49,258 | \$ 15,676 | \$ 64,934 |
| Solid Waste - Residential | Driver | Y | 1 | \$ 24,773 | | \$ 36,273 |
| Solid Waste - Brush & Bulk | Driver | Y | 1 | \$ 16,515 | | \$ 21,337 |
| Solid Waste - Disposal | Clerk/Dispatcher | Y | 0.5 | \$ 11,508 | | \$ 19,530 |
| Total Solid Waste Fund | | | 3.16 | \$ 102,054 | \$ 15,676 | \$ 142,074 |
| GOLF COURSE FUND | | | | | | |
| Golf Course Operations | Clerk/Golf Shop Assistant | | 0.5 | 9,600 | 899 | 10,499 |
| Total Golf Course Fund | | | 0.5 | \$ 9,600 | \$ 899 | \$ 10,499 |
| DRAINAGE FUND | | | | | | |
| Drainage | Director of Solid Waste | Y | 0.34 | \$ 24,262 | \$ 7,721 | \$ 31,983 |
| Total Drainage Fund | | | 0.34 | \$ 24,262 | \$ 7,721 | \$ 31,983 |

| Department | Unfunded Positions | Newly Authorized | FTE ¹ | Salary | Benefits | Total |
|----------------------------------|---|------------------|------------------|-----------------------|---------------------|-----------------------|
| GENERAL FUND | | | | | | |
| City Manager | Assistant City Manager | Y | 1 | \$ (100,006) | \$ (23,107) | \$ (123,113) |
| City Manager | Administrative Assistant | Y | 1 | (24,731) | (7,850) | (32,581) |
| City Secretary | Deputy Secretary | | 1 | (30,160) | (8,951) | (39,111) |
| Finance | Accounting Technician | | 1 | (29,411) | (8,799) | (38,210) |
| Human Resources | Administrative Assistant | | 0.5 | (9,540) | (745) | (10,285) |
| Human Resources | HR Coordinator Benefits/LOA | Y | 0.5 | (14,140) | (1,105) | (15,245) |
| Information Systems | Information Systems Specialist I | | 1 | (28,558) | (8,626) | (37,184) |
| Municipal Court | Assistant Court Administrator | | 1 | (32,541) | (12,310) | (44,851) |
| Police | Patrol Officer - Certified | | 4 | (150,008) | (43,608) | (193,616) |
| Police | Patrol Officer - Certified | Y | 3 | (112,506) | (32,706) | (145,212) |
| Police | Police Communications/Operator | | 1 | (25,313) | (7,998) | (33,311) |
| Police | Police Communications/Operator | Y | 1 | (25,313) | (7,998) | (33,311) |
| Police | Senior Records Clerk | | 1 | (22,547) | (7,435) | (29,982) |
| Animal Control | Clerk | Y | 1 | (20,800) | (7,320) | (28,120) |
| Fire - Operations | Firefighter | | 3 | (105,013) | (30,876) | (135,889) |
| Fire - Operations | Firefighter | Y | 3 | (111,634) | (32,636) | (144,270) |
| Fire - Operations | Fire Dispatchers | Y | 3 | - | - | - |
| Fire - Prevention | Fire Inspector/Investigator | | 2 | (90,646) | (25,742) | (116,388) |
| Building & Development | Inspector | | 1 | (33,613) | (9,721) | (43,334) |
| Street | Light Equipment Operator | | 1 | (21,570) | (8,011) | (29,581) |
| Street | Light Equip. Operator/Crack Sealer/Herbicide | | 3 | (64,709) | (24,033) | (88,742) |
| Parks & Leisure - Athletics | Recreation Aide | | 0.5 | (8,200) | (753) | (8,953) |
| Parks & Leisure - Special Events | Special Events Coordinator | | 1 | (33,280) | (10,080) | (43,360) |
| Parks & Leisure - Cemetery | Light Equipment Operator | | 1 | (23,920) | (8,043) | (31,963) |
| Parks & Leisure - Cemetery | Laborer | Y | 1 | (19,968) | (7,183) | (27,151) |
| Fleet Services | Parts Technician | Y | 0.5 | (12,182) | (5,322) | (17,504) |
| Facility Maintenance | Facility Maintenance | | 2 | (52,208) | (17,180) | (69,388) |
| Planning | Planner I | | 1 | (70,720) | (17,256) | (87,976) |
| Planning | Administrative Assistant | | 1 | (24,731) | (7,880) | (32,611) |
| Library | Adult Programming Outreach Specialist | | 0.5 | (13,250) | (1,035) | (14,285) |
| Library | Circulation Clerk/Library Assistant I | | 1 | (20,862) | (9,929) | (30,791) |
| Library | Technical Services Specialist/Library Assistant III | | 1 | (28,274) | (11,439) | (39,713) |
| Library | Reference Assistant/Electronics Coordinator | | 1 | (30,773) | (11,948) | (42,721) |
| Code Compliance | Administrative Assistant | | 0.5 | (4,770) | (373) | (5,143) |
| Total General Fund | | | 46 | \$ (1,395,897) | \$ (417,998) | \$ (1,813,895) |

**City of Copperas Cove
New / Unfunded Personnel Schedule
FY 2012-2013 Budget**

| Department | Unfunded Positions | Newly Authorized | FTE ¹ | Salary | Benefits | Total |
|-----------------------------------|------------------------------|---------------------|------------------|-----------------------|---------------------|-----------------------|
| WATER AND SEWER FUND | | | | | | |
| Public Works - Administration | Director of Public Works | | 1 | \$ (45,011) | \$ (11,961) | \$ (56,972) |
| Utility Administration | Assistant Supervisor | Y | 1 | (26,790) | (8,300) | (35,090) |
| Sewer Collection | Operator II Sewer Collection | | 1 | (25,542) | (8,305) | (33,847) |
| Wastewater Treatment | Wastewater Superintendent | Y | 1 | (42,016) | (11,830) | (53,846) |
| Total Water and Sewer Fund | | | 4 | \$ (139,359) | \$ (40,396) | \$ (179,755) |
| SOLID WASTE FUND | | | | | | |
| Solid Waste - Recycling | Driver | Y | 1 | \$ (24,773) | \$ (11,500) | \$ (36,273) |
| Total Solid Waste Fund | | | 1 | \$ (24,773) | \$ (11,500) | \$ (36,273) |
| GOLF COURSE FUND | | | | | | |
| Golf Course Operations | Clerk/Golf Shop Assistant | | 1.5 | \$ (32,480) | \$ (11,596) | \$ (44,076) |
| Golf Course Operations | Clerk/Golf Shop Assistant | Y | 0.5 | (9,600) | (899) | (10,499) |
| Golf Course Maintenance | Heavy Equipment Operator | | 0.5 | (12,029) | (1,127) | (13,156) |
| Golf Course Maintenance | Laborer | Y | 0.5 | (9,696) | (908) | (10,604) |
| Total Golf Course Fund | | | 3 | \$ (63,805) | \$ (14,530) | \$ (78,335) |
| DRAINAGE FUND | | | | | | |
| Drainage | Light Equipment Operator | Y | 2 | \$ (43,139) | \$ (15,309) | \$ (58,448) |
| Total Drainage Fund | | | 2 | \$ (43,139) | \$ (15,309) | \$ (58,448) |
| TOTAL ALL FUNDS | | | | \$ (1,468,657) | \$ (458,924) | \$ (1,903,237) |
| Net Cost/Savings | | | | | | |

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

¹FTE - Full-Time Equivalent

**CITY OF COPPERAS COVE, TEXAS
 RECAP OF NEW REQUESTS
 CITY'S OPERATING BUDGET
 FISCAL YEAR 2012-2013**

| Fund/Dept-Division | Description | Cost |
|---------------------|---------------------------|--------------|
| General Fund | | |
| City Secretary | iPad and related service | 1,138 |
| | General Fund Total | <u>1,138</u> |

Total Proposed New Programs in City Operating Funds \$ 1,138

| | | |
|---|----------------------------------|-----------------|
| Recap of New Programs in City Operating Funds: | | |
| | General Fund | \$ 1,138 |
| | Total All Operating Funds | <u>\$ 1,138</u> |

**CITY OF COPPERAS COVE, TEXAS
 RECAP OF NEW PROGRAMS AND SERVICES
 ADOPTED AS PART OF THE 2013 TAX NOTE ISSUE*
 FISCAL YEAR 2012-13**

| Fund/Dept-Division | Description | Cost |
|---|---------------------------------------|----------------------------|
| Tax Supported | | |
| Fire | Equipment-Power Stretchers (3) | 37,002 |
| Fire | Equipment-Rapid Intervention SCBA (3) | 19,998 |
| Fire | Stair chairs (2) | 9,000 |
| Fire | Cots (3) | 18,000 |
| Fire | Ambulance | 175,000 |
| Police | Vehicles | 133,000 |
| Police-Services | Equipment - General | 47,600 |
| Police-Services | Equipment - Vehicles | 43,580 |
| Police-Services | Equipment - Communication | 249,000 |
| Information Systems | Computer Replacements & Upgrades | 74,025 |
| Non-Departmental | Safe Routes to School Grant Match | 75,000 |
| Building | 1/2 Ton Pickup | 20,000 |
| Parks | Mower | 16,000 |
| Parks | 3/4 Ton Pickup | 20,000 |
| Parks | 1/2 Ton Pickup | 20,000 |
| Parks | Tractor | 20,000 |
| Library | Interior Efficiencies Renovation | 20,000 |
| Street | Message Board - Trailer Mounted (2) | 36,000 |
| Street | Crack Patcher | 39,000 |
| Tax Supported Total | | <u>1,072,205</u> |
| Water & Sewer Fund | | |
| Water Distribution | Commercial Lawn Mower | 7,000 |
| Water Distribution | Mini Excavator | 32,000 |
| Water Distribution | Taylor Mountain Tank Rehab Design | 50,000 |
| Water Distribution | Installation of 16" Insta-Valve | 33,000 |
| Water Distribution | Variable Frequency Drive Upgrades (2) | 25,000 |
| Water Distribution | Installation of 6" Insta-Valves (2) | 10,000 |
| Water Distribution | Backhoe | 110,000 |
| Water Distribution | 3/4 Ton Pickup | 27,000 |
| Non-Departmental | FY 2013-2014 CDBG Match | 61,325 |
| Water & Sewer Fund Total | | <u>355,325</u> |
| Solid Waste Fund | | |
| Compost | Loader | 137,000 |
| Recycling | Cardboard Baler | 91,000 |
| Solid Waste Fund Total | | <u>228,000</u> |
| Golf Course Fund | | |
| Operations | Mower-Triking Trim | 28,500 |
| Golf Course Fund Total | | <u>28,500</u> |
| Bond Issues Costs | | 50,000 |
| Total Proposed 2013 Tax Note Issue | | <u>\$ 1,734,030</u> |

| Recap of New Programs Proposed in the 2013 Tax Note Issue: | |
|---|----------------------------|
| Tax Supported | \$ 1,072,205 |
| Water & Sewer Fund | 355,325 |
| Solid Waste Fund | 228,000 |
| Golf Course Fund | 28,500 |
| Bond Issue Costs | 50,000 |
| Total Proposed 2013 Tax Note Issue | <u>\$ 1,734,030</u> |

* Tax Note Issue will require future governing body action planned for after October 2012 prior to funding of requests.

**CITY OF COPPERAS COVE, TEXAS
 RECAP OF UNFUNDED UNMET NEEDS REQUESTED BY CITY DEPARTMENTS
 CITY'S OPERATING BUDGET
 FISCAL YEAR 2012-2013**

| Fund/Dept-Division | Description | Cost |
|--|---------------------------|-------------------------|
| General Fund | | |
| Human Resources | Vision Insurance | 24,500 |
| Fire | Rescue Tripod | 1,800 |
| | General Fund Total | <u>26,300</u> |
| Total Proposed New Programs in City Operating Funds | | <u>\$ 26,300</u> |

| | | |
|---|----------------------------------|-------------------------|
| Recap of New Programs in City Operating Funds: | | |
| | General Fund | \$ 26,300 |
| | Total All Operating Funds | <u>\$ 26,300</u> |

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

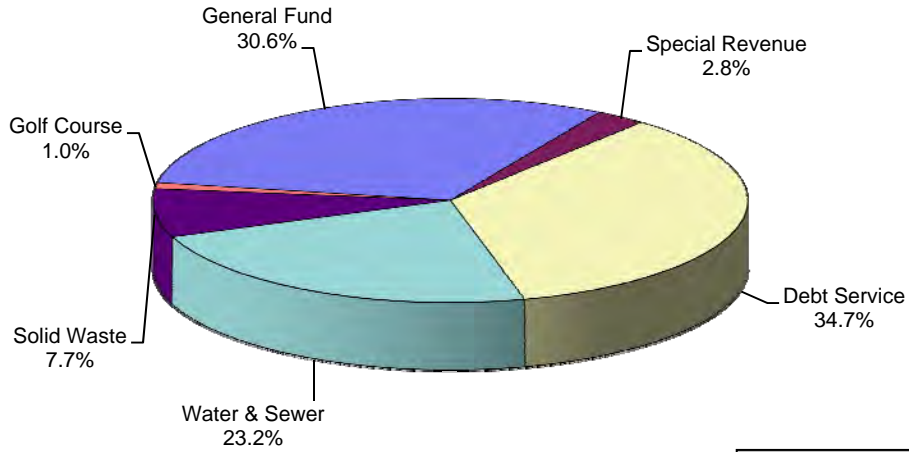
Fiscal Year 2012-13

(With Comparative Totals for the Years Ended September 30, 2011 and 2012, actual and projected, respectively)

| | General | Special Revenue | Debt Service | Capital Projects | Water & Sewer | Solid Waste | Golf Course | Total Adopted Budget 2012-13 | Projected Budget 2011-12 | Actual 2010-11 |
|---|---------------------|---------------------|-------------------|--------------------|---------------------|-------------------|---------------------|------------------------------|--------------------------|----------------------|
| REVENUES | | | | | | | | | | |
| Taxes | \$ 10,809,414 | \$ 197,700 | \$ 2,250,844 | \$ - | \$ - | \$ - | \$ - | \$ 13,257,958 | \$ 13,019,237 | \$ 12,746,929 |
| Permits & Licenses | 188,065 | - | - | - | - | - | - | 188,065 | 192,692 | 193,340 |
| Charges for Services | 1,179,105 | 900,000 | - | - | 9,720,196 | 3,174,692 | 412,063 | 15,386,056 | 14,687,022 | 14,840,382 |
| Fees | - | - | - | - | 230,000 | 140,000 | - | 370,000 | 316,824 | 417,016 |
| Fines | 740,627 | 44,100 | 15,000 | - | - | - | - | 799,727 | 806,357 | 633,673 |
| Miscellaneous | 326,913 | 54,066 | 12,828,575 | - | 84,000 | 8,000 | - | 13,301,554 | 4,303,388 | 5,659,037 |
| Total Revenues | <u>13,244,124</u> | <u>1,195,866</u> | <u>15,094,419</u> | <u>-</u> | <u>10,034,196</u> | <u>3,322,692</u> | <u>412,063</u> | <u>43,303,360</u> | <u>33,325,520</u> | <u>34,490,377</u> |
| EXPENDITURES | | | | | | | | | | |
| Current: | | | | | | | | | | |
| City Administration | 1,818,150 | - | - | 88,924 | 337,199 | 269,616 | - | 2,513,889 | 2,525,006 | 2,458,873 |
| Public Works | 1,035,676 | 366,603 | - | 5,783,299 | 3,582,864 | 2,309,500 | - | 13,077,942 | 10,693,367 | 9,250,298 |
| Parks and Leisure Services | 1,749,494 | 168,804 | - | 45,626 | - | - | 491,575 | 2,455,499 | 2,771,768 | 3,026,427 |
| Development Services | 512,874 | - | - | - | - | - | - | 512,874 | 462,315 | 583,457 |
| Public Safety | 9,468,798 | 120,699 | - | 692,067 | - | - | - | 10,281,564 | 9,872,409 | 9,733,540 |
| Non-Departmental | 680,532 | - | - | 159,038 | 2,343,732 | 86,040 | 3,490 | 3,272,832 | 2,736,113 | 2,836,525 |
| Debt service: | | | | | | | | | | |
| Principal retirement | - | 115,000 | 12,432,873 | - | 2,702,176 | 160,000 | 20,000 | 15,430,049 | 4,445,000 | 3,890,000 |
| Interest and fiscal charges | - | 17,224 | 2,784,548 | - | 896,114 | 31,546 | 807 | 3,730,239 | 3,890,508 | 3,109,916 |
| Bond issuance Costs | - | - | - | - | - | - | - | - | 14,000 | 30,238 |
| Total Expenditures | <u>15,265,524</u> | <u>788,330</u> | <u>15,217,421</u> | <u>6,768,954</u> | <u>9,862,085</u> | <u>2,856,702</u> | <u>515,872</u> | <u>51,274,888</u> | <u>37,410,486</u> | <u>34,919,274</u> |
| EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES | <u>(2,021,400)</u> | <u>407,536</u> | <u>(123,002)</u> | <u>(6,768,954)</u> | <u>172,111</u> | <u>465,990</u> | <u>(103,809)</u> | <u>(7,971,528)</u> | <u>(4,084,966)</u> | <u>(428,897)</u> |
| OTHER FINANCING SOURCES (USES) | | | | | | | | | | |
| Operating transfers in | 1,258,000 | 2,000 | - | - | 20,000 | - | - | 1,280,000 | 1,402,861 | 1,795,983 |
| Operating transfers (out) | (2,000) | (100,000) | - | - | (695,000) | (483,000) | - | (1,280,000) | (1,402,861) | (1,795,983) |
| Proceeds from bond issue | - | - | - | - | - | - | - | - | - | - |
| Total Other Financing Sources (Uses) | <u>1,256,000</u> | <u>(98,000)</u> | <u>-</u> | <u>-</u> | <u>(675,000)</u> | <u>(483,000)</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES | <u>(765,400)</u> | <u>309,536</u> | <u>(123,002)</u> | <u>(6,768,954)</u> | <u>(502,889)</u> | <u>(17,010)</u> | <u>(103,809)</u> | <u>(7,971,528)</u> | <u>(4,084,966)</u> | <u>(428,897)</u> |
| FUND BALANCES BEGINNING OF YEAR | 4,668,606 | 1,160,359 | 147,531 | 6,845,322 | 1,681,313 | 984,030 | (618,122) | 14,869,039 | 18,902,869 | 19,293,192 |
| RESIDUAL EQUITY TRANSFER IN (OUT) | | | | | | | | | | |
| FUND BALANCES END OF YEAR | <u>\$ 3,903,206</u> | <u>\$ 1,469,895</u> | <u>\$ 24,529</u> | <u>\$ 76,368</u> | <u>\$ 1,178,424</u> | <u>\$ 967,020</u> | <u>\$ (721,931)</u> | <u>\$ 6,897,511</u> | <u>\$ 14,817,903</u> | <u>\$ 18,864,295</u> |

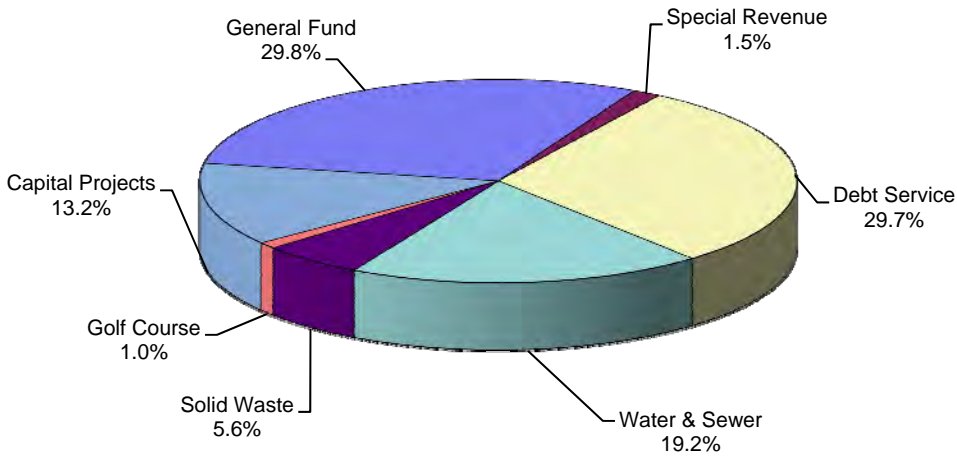
City of Copperas Cove
Combined Schedule of Revenues, Expenditures/Expenses and Changes in Fund
Balances All Fund Types (by Funds)
Fiscal Year 2012-13

Total Revenues



Total Revenues:
\$43,303,360

Total Expenditures / Expenses



Total Expenditures / Expenses:
\$51,274,888

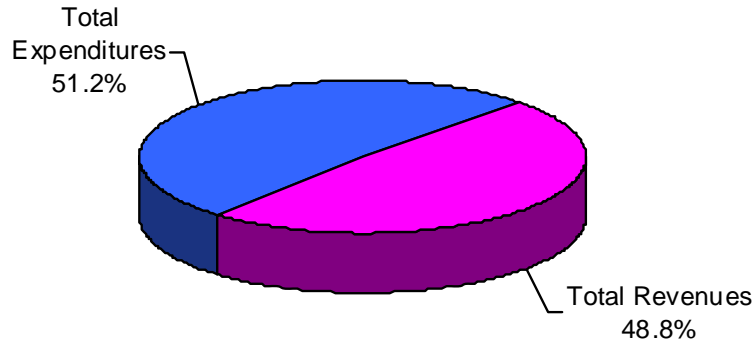
City of Copperas Cove, Texas
Adopted Budget Summary for all Funds
Fiscal Year 2012-13

| 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 |
|-------------------------------------|-----------------------------------|----------------------|---------------------------------|--|--|--------------------------------|--------------------------|---------------------------------------|
| Operating Funds | | | | | | | | |
| General Fund | \$ 4,668,606 | \$ 14,502,124 | \$ 19,170,730 | \$ 14,985,672 | \$ 281,852 | \$ 3,903,206 | \$ 3,746,418 | \$ 156,788 |
| Water & Sewer Fund | 1,681,313 | 10,054,196 | 11,735,509 | 6,960,295 | 3,596,790 | \$ 1,178,424 | 1,740,074 | (561,650) |
| Solid Waste Fund | 984,030 | 3,322,692 | 4,306,722 | 3,148,156 | 191,546 | \$ 967,020 | 787,039 | 179,981 |
| Golf Course Fund | (618,122) | 412,063 | (206,059) | 495,065 | 20,807 | \$ (721,931) | 123,766 | (845,697) |
| Total Operating Funds | \$ 6,715,827 | \$ 28,291,075 | \$ 35,006,902 | \$ 25,589,188 | \$ 4,090,995 | \$ 5,326,719 | \$ 6,397,297 | \$ (1,070,578) |
| Other Funds* | | | | | | | | |
| Drainage Utility Fund | \$ 886,137 | \$ 901,500 | \$ 1,787,637 | \$ 452,262 | \$ 98,522 | \$ 1,236,853 | \$ - | \$ - |
| Interest & Sinking Fund | 147,531 | 15,094,419 | 15,241,950 | 15,217,421 | - | \$ 24,529 | - | - |
| Library Gifts & Mem. Fund | 12,783 | 500 | 13,283 | 13,283 | - | - | - | - |
| Hotel Occupancy Tax Fund | 902 | 197,710 | 198,612 | 155,339 | - | \$ 43,273 | - | - |
| Animal Shelter Fund | 17,582 | 1,000 | 18,582 | 18,582 | - | - | - | - |
| Municipal Court Efficiency Fund | 14,937 | 3,625 | 18,562 | 6,047 | - | \$ 12,515 | - | - |
| Municipal Court Technology Fund | 36,878 | 22,528 | 59,406 | 25,131 | - | \$ 34,275 | - | - |
| Municipal Court Security Fund | 18,608 | 18,010 | 36,618 | - | - | \$ 36,618 | - | - |
| Miscellaneous Other Funds | 172,532 | 52,993 | 225,525 | 119,164 | - | \$ 106,361 | - | - |
| Total Other Funds | \$ 1,307,890 | \$ 16,292,285 | \$ 17,600,175 | \$ 16,007,229 | \$ 98,522 | \$ 1,494,424 | \$ - | \$ - |
| Capital Projects Funds* | | | | | | | | |
| 2006 Ltd. Tax Notes (Cap. Imprvmt.) | \$ 15,215 | \$ - | \$ 15,215 | \$ - | \$ 15,194 | \$ 21 | \$ - | \$ - |
| 2008 Ltd. Tax Notes (All Funds) | 64,975 | - | 64,975 | - | 64,800 | 175 | - | - |
| 2008A Ltd. Tax Notes (All Funds) | 25,068 | - | 25,068 | - | 24,778 | 290 | - | - |
| 2009 General Obligation (All Funds) | 70,104 | - | 70,104 | - | 69,980 | 124 | - | - |
| 2009 Ltd. Tax Notes (All Funds) | 346,164 | - | 346,164 | - | 346,146 | 19 | - | - |
| 2010 General Obligation (W&S) | 387,417 | - | 387,417 | - | 385,816 | 1,601 | - | - |
| 2010 Ltd. Tax Notes (All Funds) | 2,855,440 | - | 2,855,440 | - | 2,800,119 | 55,321 | - | - |
| 2010A Ltd. Tax Notes (All Funds) | 376,270 | - | 376,270 | - | 376,136 | 134 | - | - |
| 2011 Contr. Rev. & LTN (Tax Suptd) | 76,748 | - | 76,748 | - | 65,793 | 10,955 | - | - |
| 2011 G. O. (Tax Supported) | 8,660 | - | 8,660 | - | 2,647 | 6,013 | - | - |
| 2012 Ltd. Tax Notes (All Funds) | 753,474 | - | 753,474 | - | 752,546 | 928 | - | - |
| 2012 Ltd. Tax Notes (W&S) | 1,865,787 | - | 1,865,787 | - | 1,865,000 | 787 | - | - |
| Total Capital Projects Funds | \$ 6,845,322 | \$ - | \$ 6,845,321 | \$ - | \$ 6,768,954 | \$ 76,368 | \$ - | \$ - |
| Total Funds | \$ 14,869,039 | \$ 44,583,360 | \$ 59,452,398 | \$ 41,596,417 | \$ 10,958,471 | \$ 6,897,511 | \$ - | \$ - |

* Ideal fund balances do not apply.

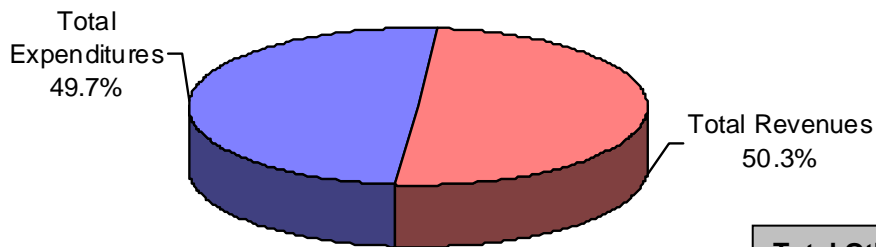
City of Copperas Cove
Adopted Budget Summary for all Funds
Fiscal Year 2012-13

Fiscal Year 2012-13 Operating Funds



Total Operating Funds:
Revenues: \$28,291,075
Expenditures: \$29,680,183

Fiscal Year 2012-13 Other Funds



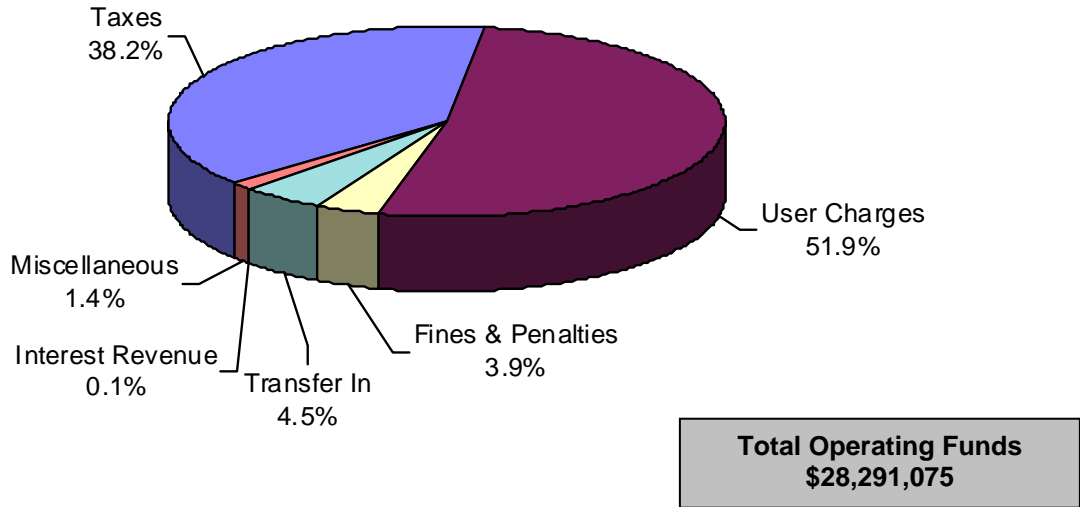
Total Other Funds:
Revenues: \$16,292,285
Expenditures: \$16,105,751

City of Copperas Cove, Texas
Consolidated Schedule of Receipts of all Funds by Source
Fiscal Year 2012-13

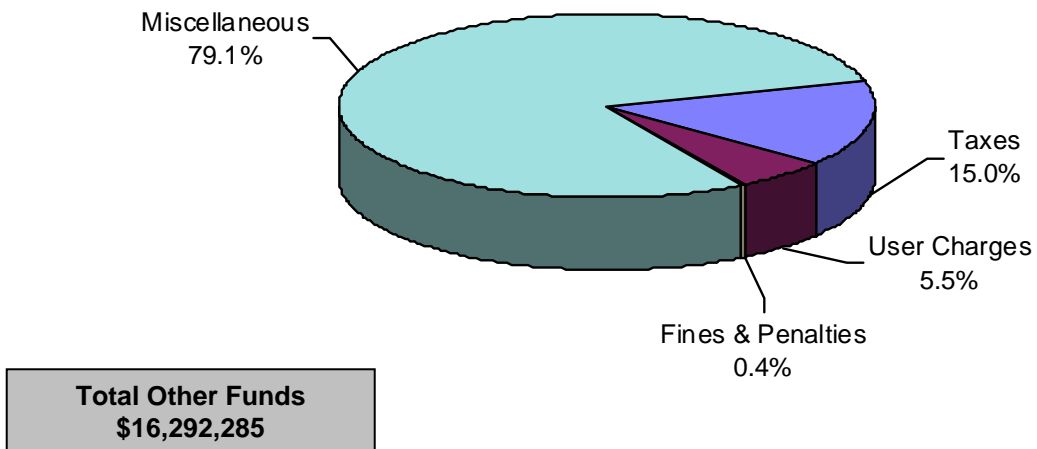
| Fund | Taxes | User Charges | Fines & Penalties | Transfer-in | Interest Revenue | Bond Proceeds | Miscellaneous | Total |
|---------------------------------|----------------------|----------------------|---------------------|---------------------|------------------|---------------|----------------------|----------------------|
| Operating Funds | | | | | | | | |
| General Fund | \$ 10,809,414 | \$ 1,367,170 | \$ 740,627 | \$ 1,258,000 | \$ 15,000 | \$ - | \$ 311,913 | \$ 14,502,124 |
| Water & Sewer Fund | - | 9,720,196 | 230,000 | 20,000 | 5,000 | - | 79,000 | 10,054,196 |
| Solid Waste Fund | - | 3,174,692 | 140,000 | - | 1,500 | - | 6,500 | 3,322,692 |
| Golf Course Fund | - | 412,063 | - | - | - | - | - | 412,063 |
| Total Operating Funds | \$ 10,809,414 | \$ 14,674,121 | \$ 1,110,627 | \$ 1,278,000 | \$ 21,500 | \$ - | \$ 397,413 | \$ 28,291,075 |
| Other Funds | | | | | | | | |
| Drainage Utility Fund | - | 900,000 | - | - | 1,500 | - | - | 901,500 |
| Interest & Sinking Fund | 2,250,844 | - | 15,000 | - | 3,000 | - | 12,825,575 | 15,094,419 |
| Library Gifts & Mem. Fund | - | - | - | - | - | - | 500 | 500 |
| Hotel Occupancy Tax Fund | 197,700 | - | - | - | 10 | - | - | 197,710 |
| Animal Shelter Fund | - | - | - | - | - | - | 1,000 | 1,000 |
| Municipal Court Efficiency Fund | - | - | 3,600 | - | 25 | - | - | 3,625 |
| Municipal Court Technology Fund | - | - | 22,500 | - | 28 | - | - | 22,528 |
| Municipal Court Security Fund | - | - | 18,000 | - | 10 | - | - | 18,010 |
| Miscellaneous Other Funds | - | - | - | 2,000 | 105 | - | 50,888 | 52,993 |
| Total Other Funds | \$ 2,448,544 | \$ 900,000 | \$ 59,100 | \$ 2,000 | \$ 4,678 | \$ - | \$ 12,877,963 | \$ 16,292,285 |
| Total Funds | \$ 13,257,958 | \$ 15,574,121 | \$ 1,169,727 | \$ 1,280,000 | \$ 26,178 | \$ - | \$ 13,275,376 | \$ 44,583,360 |

City of Copperas Cove
Consolidated Schedule of Receipts of all Funds by Source
Fiscal Year 2012-13

Fiscal Year 2012-13 Operating Funds



Fiscal Year 2012-13 Other Funds



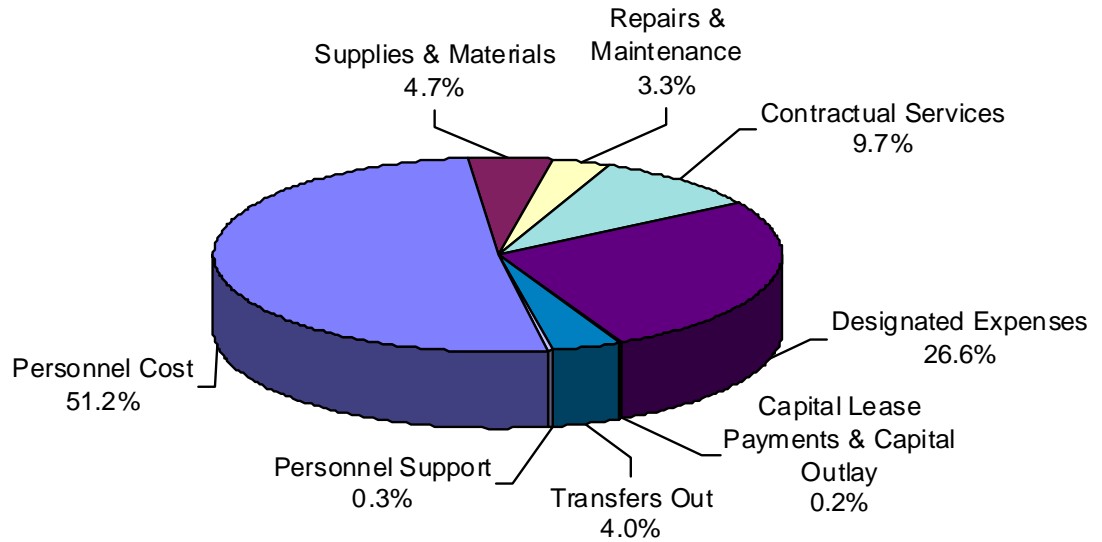
City of Copperas Cove, Texas
Consolidated Schedule of Expenditures/Expenses of all Funds by Object Class
Fiscal Year 2012-13

| Fund | Personnel Costs | Personnel Support | Supplies & Materials | Repairs & Maintenance | Contractual Services | ** Designated Expenses | Capital Lease Payments, Capital Outlay & Improvements | Transfers Out | Total |
|-------------------------------------|----------------------|----------------------|-------------------------|--------------------------|-------------------------|------------------------------|--|---------------------|----------------------|
| Operating Funds | | | | | | | | | |
| General Fund | \$ 11,681,261 | \$ 80,255 | \$ 754,710 | \$ 483,819 | \$ 1,592,843 | \$ 618,911 | \$ 53,725 | \$ 2,000 | \$ 15,267,524 |
| Water & Sewer Fund | 2,166,797 | - | 340,940 | 299,961 | 1,135,160 | 5,919,227 | - | 695,000 | 10,557,085 |
| Solid Waste Fund | 1,078,363 | - | 255,769 | 157,424 | 77,703 | 1,287,443 | - | 483,000 | 3,339,702 |
| Golf Course Fund | 273,383 | - | 58,361 | 41,782 | 83,647 | 58,699 | - | - | 515,872 |
| Total Operating Funds | \$ 15,199,804 | \$ 80,255 | \$ 1,409,780 | \$ 982,986 | \$ 2,889,353 | \$ 7,884,280 | \$ 53,725 | \$ 1,180,000 | \$ 29,680,183 |
| Other Funds | | | | | | | | | |
| Drainage Utility Fund | \$ 271,335 | \$ - | \$ 35,883 | \$ 25,938 | \$ 19,106 | \$ - | \$ 98,522 | \$ 100,000 | \$ 550,784 |
| Interest & Sinking Fund | - | - | - | - | - | 15,217,421 | - | - | 15,217,421 |
| Library Gifts & Memorials Fund | - | - | 13,283 | - | - | - | - | - | 13,283 |
| Hotel Occupancy Tax Fund | - | - | - | - | - | 155,339 | - | - | 155,339 |
| Animal Shelter Fund | - | - | - | - | - | 18,582 | - | - | 18,582 |
| Municipal Court Efficiency Fund | - | - | 2,472 | - | 3,575 | - | - | - | 6,047 |
| Municipal Court Technology Fund | - | - | 840 | 17,986 | 5,717 | 588 | - | - | 25,131 |
| Miscellaneous Other Funds | - | - | 69,368 | - | 19,440 | 5,400 | 24,956 | - | 119,164 |
| Bond Funds | - | - | - | - | - | - | - | - | - |
| Total Other Funds | \$ 271,335 | \$ - | \$ 121,846 | \$ 43,924 | \$ 47,838 | \$ 15,397,330 | \$ 123,478 | \$ 100,000 | \$ 16,105,751 |
| Capital Projects Funds | | | | | | | | | |
| 2006 Ltd. Tax Notes (Cap. Imprvmt.) | \$ - | \$ - | \$ - | \$ - | \$ 15,194 | \$ - | \$ - | \$ - | \$ 15,194 |
| 2008 Ltd. Tax Notes (All Funds) | - | - | - | - | - | - | 64,800 | - | 64,800 |
| 2008A Ltd. Tax Notes (All Funds) | - | - | - | - | - | - | 24,778 | - | 24,778 |
| 2009 General Obligation (All Funds) | - | - | - | - | - | - | 69,980 | - | 69,980 |
| 2009 Ltd. Tax Notes (All Funds) | - | - | - | - | - | - | 346,146 | - | 346,146 |
| 2010 General Obligation (W&S) | - | - | - | - | - | - | 385,816 | - | 385,816 |
| 2010 Ltd. Tax Notes (All Funds) | - | - | - | - | - | - | 2,800,119 | - | 2,800,119 |
| 2010A Ltd. Tax Notes (All Funds) | - | - | - | - | - | - | 376,136 | - | 376,136 |
| 2011 Contr. Rev. & LTN (Tax Suptd) | - | - | - | - | - | - | 65,793 | - | 65,793 |
| 2011 G. O. (Tax Supported) | - | - | - | - | - | - | 2,647 | - | 2,647 |
| 2012 Ltd. Tax Notes (All Funds) | - | - | - | - | - | - | 752,546 | - | 752,546 |
| 2012 Ltd. Tax Notes (W&S) | - | - | - | - | - | - | 1,865,000 | - | 1,865,000 |
| Total Capital Projects Funds | \$ - | \$ - | \$ - | \$ - | \$ 15,194 | \$ - | \$ 6,753,761 | \$ - | \$ 6,768,954 |
| Total Funds | \$ 15,471,139 | \$ 80,255 | \$ 1,531,626 | \$ 1,026,910 | \$ 2,952,385 | \$ 23,281,610 | \$ 6,930,964 | \$ 1,280,000 | \$ 52,554,888 |

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

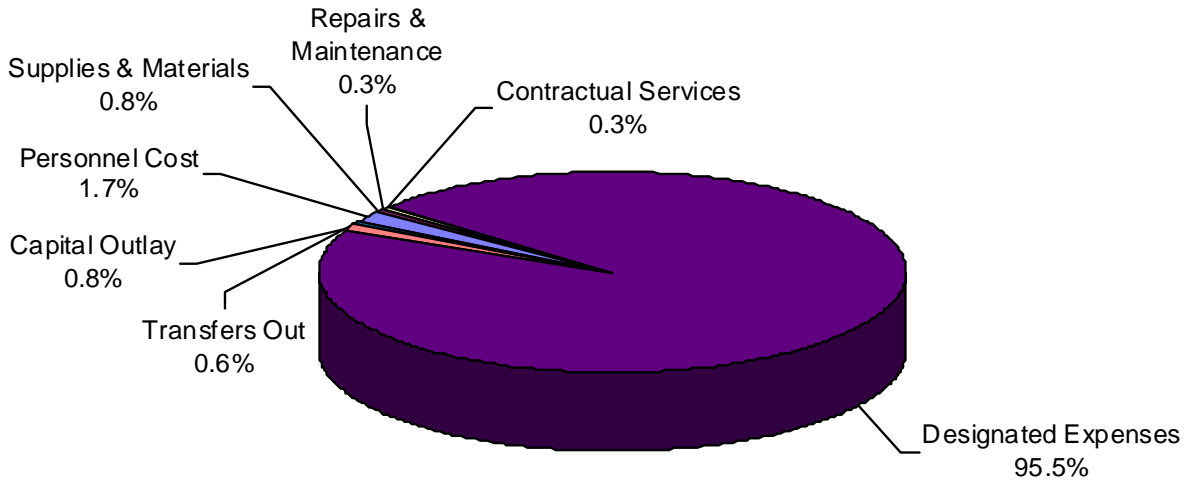
City of Copperas Cove
Consolidated Schedule of Expenditures/Expenses of all Funds by Object Class
Fiscal Year 2012-13

Fiscal Year 2012-13 Operating Funds



Total Operating Funds
\$29,680,183

Fiscal Year 2012-13 Other Funds



Total Other Funds
\$16,105,751

CITY OF COPPERAS COVE, TEXAS
 FY 2012-2013 AD VALOREM TAXES ANALYSIS
 ESTIMATED REVENUE AND PROPOSED DISTRIBUTION OF COLLECTIONS

| | |
|--------------------------------------|----------------------------|
| | Certified - CCAD & LCAD |
| Taxable Assessed Valuation | 1,100,135,239 |
| Proposed Tax Rate of \$100 Valuation | 0.760000 |
| Non-Freeze Tax Levy | 8,361,028 |
| Freeze Tax Levy | 617,112 |
| Total Tax Levy | 8,978,140 |
| Estimated Percent of Collections | 99% |
| Estimated Funds from Tax Levy | 8,888,358 |

PROPOSED DISTRIBUTION OF ALL TAX COLLECTIONS

| | % of Total | Tax Rate | Collections |
|--------------------|------------|----------|-------------|
| General Fund | 74.84% | 0.568800 | 6,652,515 |
| Interest & Sinking | 25.16% | 0.191200 | 2,235,844 |
| Total | 100.00% | 0.760000 | 8,888,359 |

COMPARISON OF PREVIOUS YEARS TAX RATES

| | Fiscal Years | | | | |
|--------------------|--------------|----------|----------|----------|----------|
| | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
| General Fund | 0.599300 | 0.612852 | 0.583500 | 0.544800 | 0.568800 |
| Interest & Sinking | 0.140700 | 0.147148 | 0.176500 | 0.219100 | 0.191200 |
| Total | 0.740000 | 0.760000 | 0.760000 | 0.763900 | 0.760000 |

PROPERTY VALUE ANALYSIS

| Tax Year | Assessed Value | Percentage Increase | Amount Collected | Percentage Collected |
|----------|-----------------|---------------------|------------------|----------------------|
| 1990 | \$368,161,345 | 1.45% | \$2,507,339 | 97.29% |
| 1991 | \$363,098,757 | -1.38% | \$2,660,196 | 96.40% |
| 1992 | \$367,262,172 | 1.15% | \$2,724,254 | 98.11% |
| 1993 | \$396,852,652 | 8.06% | \$2,964,341 | 98.94% |
| 1994 | \$423,799,207 | 6.79% | \$3,178,888 | 99.35% |
| 1995 | \$472,928,469 | 11.59% | \$3,537,442 | 99.07% |
| 1996 | \$546,764,501 | 15.61% | \$3,811,739 | 99.68% |
| 1997 | \$565,699,472 | 3.46% | \$3,967,828 | 99.49% |
| 1998 | \$578,775,314 | 2.31% | \$4,050,984 | 99.28% |
| 1999 | \$592,338,964 | 2.34% | \$4,149,031 | 99.35% |
| 2000 | \$609,313,400 | 2.87% | \$4,494,472 | 99.16% |
| 2001 | \$642,285,232 | 5.41% | \$4,673,658 | 98.66% |
| 2002 | \$670,544,556 | 4.40% | \$4,955,417 | 99.20% |
| 2003 | \$683,946,827 | 2.00% | \$5,260,214 | 99.24% |
| 2004 | \$716,954,411 | 4.83% | \$5,490,827 | 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 | 99.33% |
| 2010 | \$1,067,456,541 | -6.11% | \$8,450,978 | 98.47% |
| 2011 | \$1,084,647,856 | 1.61% | \$8,577,223 | 96.59% |
| 2012 | \$1,100,135,239 | 1.43% | \$0 | 0.00% |

ORDINANCE NO. 2012-40

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, 2012 AND ENDING ON SEPTEMBER 30, 2013; 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.

THIS BUDGET WILL RAISE MORE TOTAL PROPERTY TAXES THAN LAST YEAR'S BUDGET BY \$97,233 (1%), AND OF THAT AMOUNT \$154,092 IS TAX REVENUE TO BE RAISED FROM NEW PROPERTY ADDED TO THE TAX ROLL THIS YEAR.

- WHEREAS,** a budget for operating the municipal government of City of Copperas Cove for the fiscal year October 1, 2012, to September 30, 2013, 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, 2012, to September 30, 2013, 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 2012-2013 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 4th day of September 2012, 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.

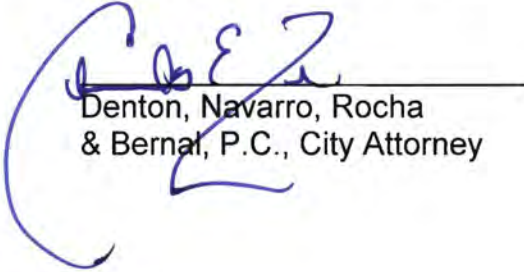

John Hull, Mayor

ATTEST:


Jane Lees, City Secretary



APPROVED AS TO FORM:


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

ORDINANCE NO. 2012-41

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 2012 TAX YEAR FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF COPPERAS COVE FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2012 AND ENDING ON SEPTEMBER 30, 2013; 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 Chief Appraiser of the Lampasas 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 Lampasas 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 4, 2012; 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 2012.

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 2012 be, and is hereby, set at 76.0000 cents on each one hundred dollars (\$100) of the taxable value of real and personal property not exempt from taxation by the constitution and laws of this state situated within the corporate limits of said City.

SECTION 2.

That there is hereby levied for the tax year 2012 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) 0.5688 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:

0.1912 cents per one hundred dollars (\$100) valuation.

SECTION 3

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

THE TAX RATE WILL EFFECTIVELY BE RAISED BY 0.0053 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$3.00.

SECTION 4.

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

SECTION 5.

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

SECTION 6.

That monies collected pursuant to this Ordinance shall be expended as set forth in the City of Copperas Cove Annual Budget for FY 2012-2013.


SECTION 7.

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

SECTION 8.

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

PASSED, APPROVED AND ADOPTED this 4th day of September 2012, 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.

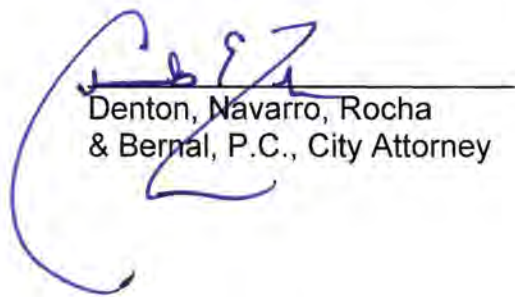

John Hull, Mayor

ATTEST:


Jane Lees, City Secretary



APPROVED AS TO FORM:


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

GENERAL FUND



Top Picture: Officers saluting at the 2012 State of the City Event
Bottom Picture: Parks employees landscaping at City Park

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 2013 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, Golf Course and Drainage 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.

| REVENUES | FY 2009 ACTUAL | FY 2010 ACTUAL | FY 2011 ACTUAL | FY 2012 PROJECTED | FY 2013 ADOPTED |
|---|---------------------------|---------------------------|---------------------------|------------------------------|----------------------------|
| Property Taxes | 6,866,735 | 6,729,680 | 6,611,244 | 6,320,031 | 6,762,514 |
| Sales Taxes | 2,355,799 | 2,420,899 | 2,427,417 | 2,575,420 | 2,600,000 |
| Franchise Fees | 1,318,681 | 1,289,168 | 1,315,430 | 1,266,283 | 1,286,500 |
| Other Taxes | 148,670 | 177,883 | 211,050 | 163,322 | 160,400 |
| Licenses & Permits | 171,361 | 239,555 | 193,340 | 192,692 | 188,315 |
| Fines & Forfeitures | 868,420 | 796,724 | 578,117 | 740,257 | 740,627 |
| Charges for Services | 887,869 | 853,828 | 864,224 | 1,221,103 | 1,178,725 |
| Miscellaneous | 411,360 | 379,056 | 556,118 | 373,591 | 327,043 |
| Transfers | 1,250,500 | 1,250,500 | 1,250,500 | 1,198,000 | 1,258,000 |
| TOTAL | 14,279,395 | 14,137,292 | 14,007,440 | 14,050,699 | 14,502,124 |
| EXPENDITURES | | | | | |
| Salaries & Benefits | 10,444,906 | 10,757,324 | 10,492,047 | 10,970,755 | 11,761,516 |
| Supplies & Materials | 409,601 | 442,162 | 532,998 | 740,677 | 754,710 |
| Repairs & Maintenance | 427,565 | 375,816 | 460,313 | 514,587 | 483,819 |
| Contractual Services | 1,311,233 | 1,252,233 | 1,440,978 | 1,721,471 | 1,592,843 |
| Designated Expenditures | 717,426 | 432,734 | 670,349 | 634,606 | 618,911 |
| Capital Lease Payments & Capital Outlay | 102,756 | 303,271 | 157,817 | 48,826 | 53,725 |
| Transfers | 165,237 | 239,174 | 282,540 | 176,791 | 2,000 |
| TOTAL | 13,578,725 | 13,802,715 | 14,037,044 | 14,807,713 | 15,267,524 |
| Revenues Over/(Under) Expenditures | 700,670 | 334,577 | (29,604) | (757,014) | (765,400) |
| TOTAL | 14,279,395 | 14,137,292 | 14,007,440 | 14,050,699 | 14,502,124 |

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2012-13 ADOPTED BUDGET
GENERAL FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

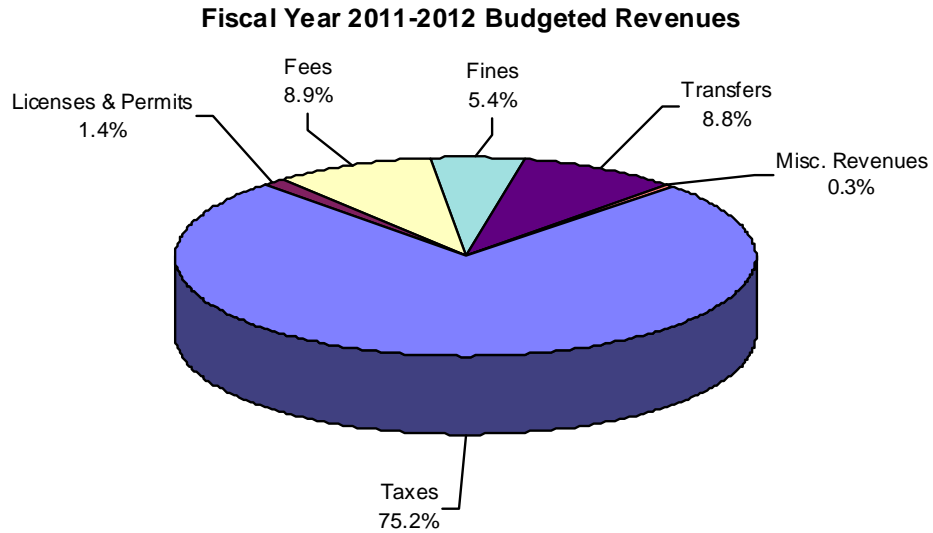
| Description | Actual FY 2010-11 | Budget* FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 |
|---|----------------------|-----------------------|-------------------------|-----------------------|
| BEGINNING FUND BALANCE: | | | | |
| Unreserved, Undesignated | \$ 4,455,224 | \$ 3,759,639 | \$ 4,425,620 | \$ 3,668,606 |
| Unreserved, Designated | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| Unreserved, Designated - HCTD Funding | - | - | - | - |
| TOTAL BEGINNING FUND BALANCE | \$ 5,455,224 | \$ 4,759,639 | \$ 5,425,620 | \$ 4,668,606 |
| REVENUES: | | | | |
| Taxes | \$ 10,565,141 | \$ 10,325,056 | \$ 10,325,056 | \$ 10,809,414 |
| Permits & Licenses | 193,340 | 192,692 | 192,692 | 188,065 |
| Charges for Services | 864,224 | 1,221,103 | 1,221,103 | 1,179,105 |
| Fines | 578,117 | 740,257 | 740,257 | 740,627 |
| Administrative Reimbursements | 1,250,500 | 1,206,070 | 1,206,070 | 1,258,000 |
| Miscellaneous Revenue | 556,118 | 365,521 | 365,521 | 326,913 |
| TOTAL REVENUES | \$ 14,007,440 | \$ 14,050,699 | \$ 14,050,699 | \$ 14,502,124 |
| TOTAL FUNDS AVAILABLE | \$ 19,462,664 | \$ 18,810,338 | \$ 19,476,319 | \$ 19,170,730 |
| EXPENDITURES: | | | | |
| City Council (21) | \$ 32,465 | \$ 38,344 | \$ 38,344 | \$ 37,046 |
| City Manager (22) | 248,256 | 348,890 | 348,890 | 272,192 |
| City Secretary (23) | 144,112 | 104,997 | 104,997 | 114,182 |
| City Attorney (24) | 107,709 | 111,451 | 111,451 | 106,515 |
| Finance (31) | 706,265 | 260,181 | 260,181 | 377,788 |
| Budget (32) | - | 504,227 | 504,227 | 372,743 |
| Human Resources (34) | 261,513 | 299,909 | 299,909 | 259,538 |
| Public Affairs Office (4250) | - | - | - | - |
| Information Systems (35) | 260,888 | 277,900 | 282,800 | 278,146 |
| Municipal Court (41) | 382,732 | 415,068 | 415,068 | 420,302 |
| Police-Admin (42) | 4,555,570 | 472,213 | 472,213 | 597,829 |
| Police-Services (4210) | - | 4,450,017 | 4,450,017 | 4,545,022 |
| Animal Control (43) | 196,275 | 200,895 | 200,895 | 245,040 |
| Fire/EMS-Admin (44) | 3,095,512 | 3,290,036 | 3,290,036 | 341,154 |
| Fire/EMS-Operations (4417) | - | - | - | 2,989,192 |
| Fire/EMS-Training (4418) | - | - | - | 183,375 |
| Fire/EMS-Prevention (4419) | - | - | - | 79,694 |
| Emergency Management (4420) | 4,091 | 37,849 | 37,849 | 43,190 |
| Engineering (51) | 134,387 | - | - | - |
| Street (53) | 548,171 | 550,718 | 604,218 | 572,289 |
| Fleet Services (55) | 200,077 | 220,558 | 217,058 | 273,387 |
| Facility Maintenance (57) | 69,740 | - | - | - |
| Planning (61) | 176,888 | - | - | 81,640 |
| Building Development (52) | 218,323 | 299,088 | 299,088 | 275,225 |
| Code & Health Compliance (72) | 173,359 | 153,301 | 153,301 | 156,009 |
| Parks and Leisure - Admin (54) | 988,977 | 294,806 | 296,428 | 304,054 |
| Parks and Leisure - Maintenance (5410) | - | 467,021 | 466,499 | 449,762 |
| Parks and Leisure - Athletics (5420) | - | 371,940 | 362,935 | 357,581 |
| Parks and Leisure - Aquatics (5430) | - | 162,942 | 170,847 | 172,492 |
| Parks and Leisure - Special Events (5440) | - | 31,266 | 31,266 | 31,402 |
| Parks and Leisure - Cemetery (5450) | - | 500 | 500 | - |
| Library (71) | 494,197 | 469,391 | 469,391 | 404,478 |
| Non-Departmental (75) | 346,831 | 491,538 | 525,538 | 644,405 |
| TOTAL OPERATING EXPENDITURES | \$ 13,346,338 | \$ 14,325,046 | \$ 14,413,946 | \$ 14,985,672 |
| OTHER EXPENDITURES: | | | | |
| Capital Outlay | \$ 99,303 | \$ 38,900 | \$ - | \$ 53,725 |
| Capital Lease Payments | 58,514 | 9,926 | 9,926 | - |
| Grant Match | - | - | - | 36,127 |
| Street Maintenance | 250,349 | 257,050 | 207,050 | 190,000 |
| Transfers Out | 282,540 | 241,926 | 176,791 | 2,000 |
| TOTAL OTHER EXPENDITURES | \$ 690,705 | \$ 547,802 | \$ 393,767 | \$ 281,852 |
| TOTAL EXPENDITURES | \$ 14,037,044 | \$ 14,872,848 | \$ 14,807,713 | \$ 15,267,524 |
| ENDING FUND BALANCE: | | | | |
| Unreserved, Undesignated | \$ 4,425,620 | \$ 2,937,490 | \$ 3,668,606 | \$ 2,903,206 |
| Unreserved, Designated | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| Unreserved, Designated - HCTD Funding | - | - | - | - |
| TOTAL ENDING FUND BALANCE | \$ 5,425,620 | \$ 3,937,490 | \$ 4,668,606 | \$ 3,903,206 |
| IDEAL FUND BALANCE | \$ 3,336,585 | \$ 3,581,262 | \$ 3,603,487 | \$ 3,746,418 |
| OVER (UNDER) IDEAL FUND BALANCE | \$ 2,089,036 | \$ 356,229 | \$ 1,065,120 | \$ 156,788 |

* Includes budget amendments that were approved by City Council on 10/18/11, 2/07/12, 4/17/12, 7/03/12, 7/17/12, and 10/16/12.

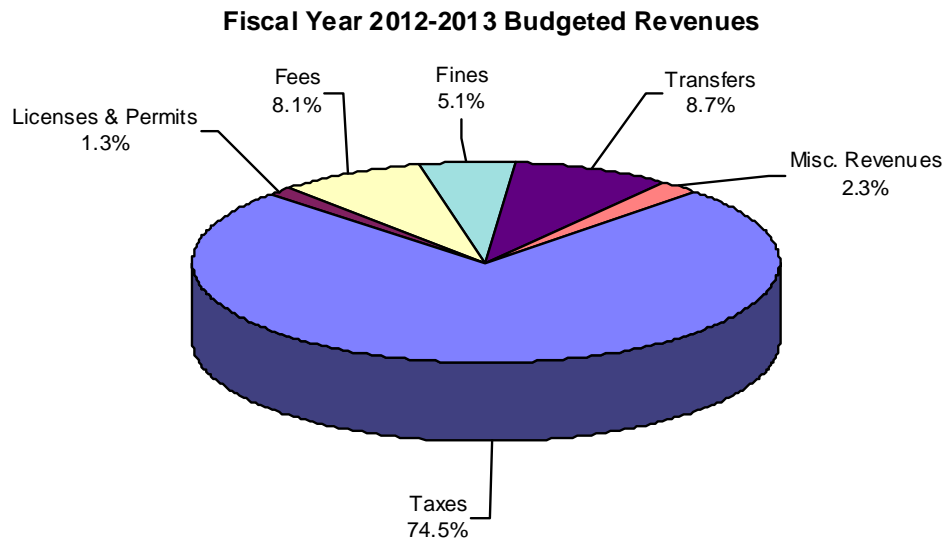
City of Copperas Cove, Texas

General Fund

Comparison of Fiscal Years 2011-2012 and 2012-2013 Budgeted Revenues By Source



Total Budgeted Revenues for Fiscal Year 2011-2012 are **\$14,050,699**



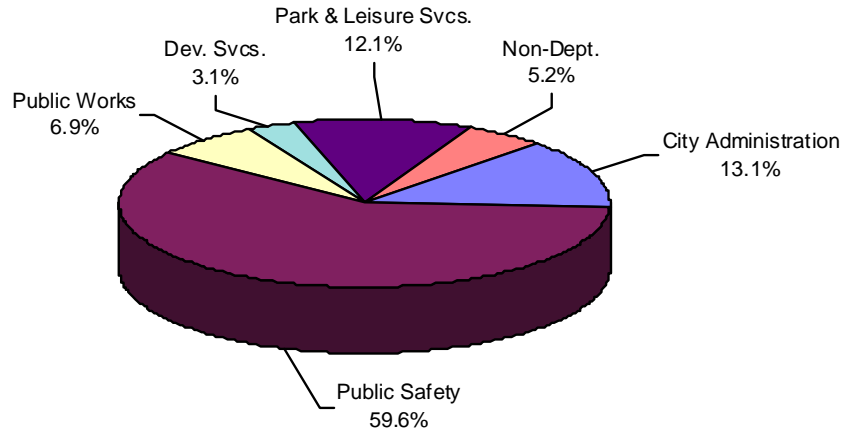
Total Budgeted Revenues for Fiscal Year 2012-2013 are **\$14,502,124**

City of Copperas Cove, Texas

General Fund

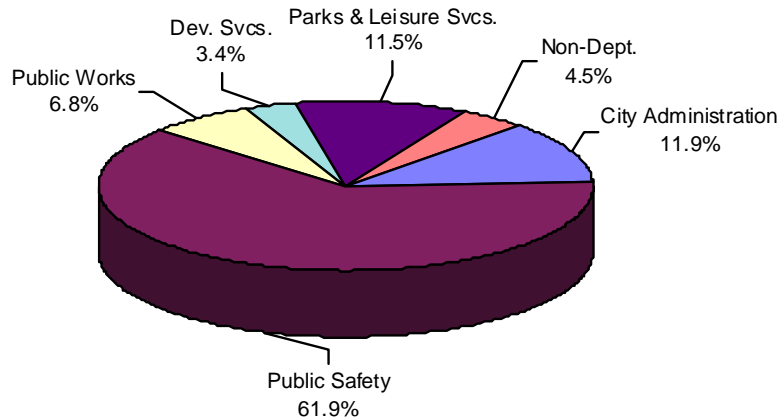
Comparison of Fiscal Years 2011-2012 and 2012-2013 Budgeted Expenditures By Function

Fiscal Year 2011-2012 Budgeted Expenditures



Total Budgeted Expenditures for Fiscal Year 2011-2012 are **\$14,872,848**

Fiscal Year 2012-2013 Budgeted Expenditures



Total Budgeted Expenditures for Fiscal Year 2012-2013 are **\$15,267,524**

| <u>City Administration</u> | <u>Public Safety</u> | <u>Public Works</u> | <u>Development Svcs.</u> | <u>Parks & 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 | Planning | Parks & Leisure Maintenance | |
| City Secretary | Police Services | | Code & Health | Athletics | |
| City Attorney | Animal Control | | | Aquatics | |
| Finance | Fire/EMS Administration | | | Special Events | |
| Budget | Fire/EMS Operations | | | Cemetery | |
| Human Resources | Fire/EMS Training | | | Library | |
| Information Systems | Fire/EMS Prevention | | | | |
| | Emergency Mgmt | | | | |

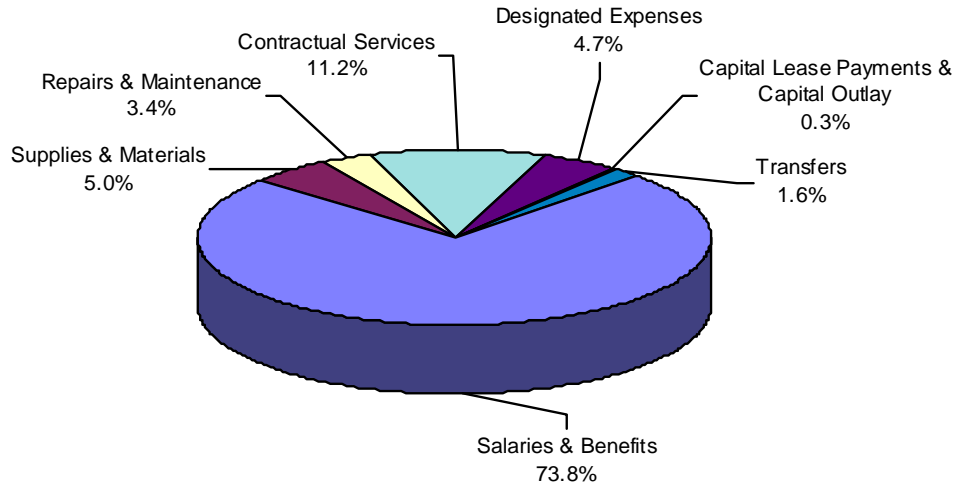
Note: This table demonstrates the various departments included in each function on which the above graphs are based. The graphs above are illustrated by function and do not depict the organizational structure of the city.

City of Copperas Cove, Texas

General Fund

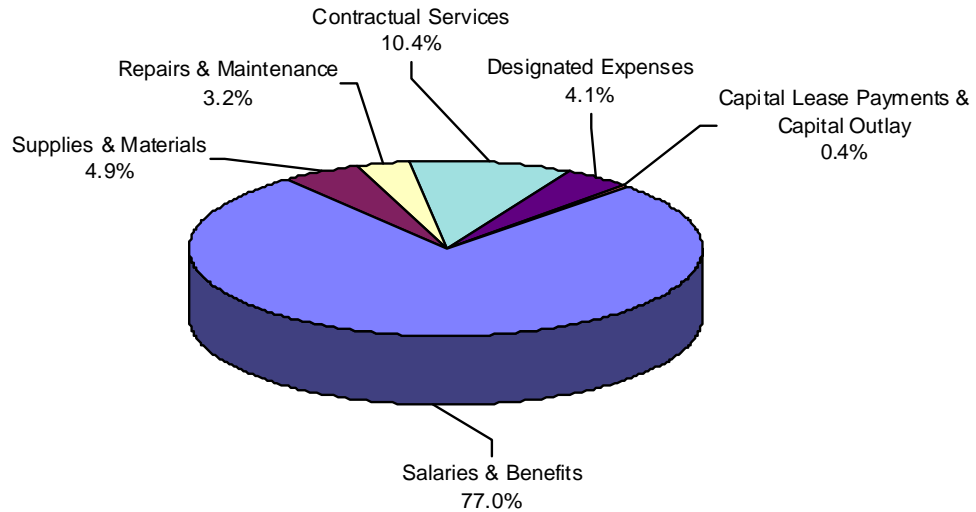
Comparison of Fiscal Years 2011-2012 and 2012-2013 Budgeted Expenditures By Object

Fiscal Year 2011-2012 Budgeted Expenditures



Total Budgeted Expenditures for Fiscal Year 2011-2012 are **\$14,872,848**

Fiscal Year 2012-2013 Budgeted Expenditures



Total Budgeted Expenditures for Fiscal Year 2012-2013 are **\$15,267,524**

**CITY OF COPPERAS COVE, TEXAS
GENERAL FUND REVENUES
FISCAL YEAR 2012-13**

| Account | Description | Actual 2010-11 | Budget* 2011-12 | Projected 2011-12 | Adopted 2012-13 |
|--------------------------------------|----------------------------------|----------------------|----------------------|----------------------|----------------------|
| 01-310-1001 | Current Ad Valorem Taxes | \$ 6,486,545 | \$ 6,206,954 | \$ 6,206,954 | \$ 6,652,514 |
| 01-310-1002 | Delinquent Ad Valorem Taxes | 69,700 | 61,493 | 61,493 | 60,000 |
| 01-310-1003 | Penalty & Interest | 54,999 | 51,584 | 51,584 | 50,000 |
| 01-310-1004 | Sales Tax | 2,427,417 | 2,575,420 | 2,575,420 | 2,600,000 |
| 01-310-1005 | Franchise Tax | - | - | - | - |
| 01-310-1005.1 | Franchise Tax-Telephone | 60,283 | 52,352 | 52,352 | 51,500 |
| 01-310-1005.2 | Franchise Tax-Cable | 313,611 | 327,372 | 327,372 | 320,000 |
| 01-310-1005.3 | Franchise Tax-Electric | 843,181 | 795,391 | 795,391 | 790,000 |
| 01-310-1005.4 | Franchise Tax-Gas | 98,355 | 91,168 | 91,168 | 111,000 |
| 01-310-1006 | TXU Settlement | - | - | - | - |
| 01-310-1007 | Mixed Drink Tax | 13,527 | 12,648 | 12,648 | 14,000 |
| 01-310-1008 | Bingo Tax | 197,213 | 149,674 | 149,674 | 160,000 |
| 01-310-1010 | Fuel Refund Claim | - | - | - | - |
| 01-310-1012 | Used Oil-H&H Waste Oil | 310 | 1,000 | 1,000 | 400 |
| 01-310-1016 | Insurance Proceeds for Repairs | - | - | - | - |
| Subtotal Taxes | | \$ 10,565,141 | \$ 10,325,056 | \$ 10,325,056 | \$ 10,809,414 |
| 01-320-2002 | License-Bicycle | \$ 6 | \$ - | \$ - | \$ 10 |
| 01-320-2003 | License-Contractors | 33,145 | 28,000 | 28,000 | 25,000 |
| 01-320-2004 | License-Animal | 4,934 | 4,808 | 4,808 | 5,000 |
| 01-320-2005 | License-Bail Bondsman | - | - | - | - |
| 01-320-2006 | Permits-Building | 46,310 | 50,000 | 50,000 | 50,000 |
| 01-320-2007 | Permits-House Moving | - | - | - | - |
| 01-320-2008 | Permits-Street Cuts | 4,914 | 7,500 | 7,500 | 6,000 |
| 01-320-2009 | Permits-Electrical | 17,120 | 16,500 | 16,500 | 16,500 |
| 01-320-2010 | Permits-Solicitors | 3,410 | 3,515 | 3,515 | 3,100 |
| 01-320-2011 | Permits-Natural Gas Lines | 2,100 | 2,100 | 2,100 | 2,000 |
| 01-320-2012 | Permits-Garage Sales | 8,520 | 6,514 | 6,514 | 8,000 |
| 01-320-2013 | Permits-Plumbing | 41,022 | 36,500 | 36,500 | 35,000 |
| 01-320-2014 | Permits-Mechanical | 16,855 | 20,000 | 20,000 | 20,000 |
| 01-320-2015 | License-Taxicabs | 480 | 600 | 600 | 600 |
| 01-320-2017 | License-Vicious/Dangerous Animal | 350 | 2,550 | 2,550 | 2,800 |
| 01-320-2018 | Sign-Dangerous Animal | 25 | 50 | 50 | - |
| 01-320-2021 | Permits-Car Washes | 450 | 500 | 500 | 500 |
| 01-320-2022 | Permits-Signs | 1,700 | 1,500 | 1,500 | 1,500 |
| 01-320-2023 | Permits-Swimming Pools | 365 | 150 | 150 | 200 |
| 01-320-2024 | Massage License | - | - | - | - |
| 01-320-2025 | Permit-Ambulance License | 2,500 | 3,000 | 3,000 | 3,000 |
| 01-320-2026 | License-Wrecker | 595 | 765 | 765 | 765 |
| 01-320-2027 | Permit-Certificate of Occupancy | 3,000 | 2,000 | 2,000 | 2,000 |
| 01-320-2028 | Permits-Mobile Home Parks | - | - | - | - |
| 01-320-2029 | Permits-Beverage Cartage | - | - | - | - |
| 01-320-2030 | Permits-Alarms | 5,250 | 4,000 | 4,000 | 4,000 |
| 01-320-2031 | False Alarm Penalties | (250) | 100 | 100 | 100 |
| 01-320-2032 | Permits-Alcohol License | 540 | 540 | 540 | 1,740 |
| 01-320-2034 | Permits-Burn Permits | - | 1,500 | 1,500 | 500 |
| 01-320-2049 | Permits-Miscellaneous | - | - | - | - |
| 01-320-3024 | Permits-Well/Gas Drilling | - | - | - | - |
| Subtotal Permits and Licenses | | \$ 193,340 | \$ 192,692 | \$ 192,692 | \$ 188,315 |
| 01-340-1001 | Cemetery Plot Sales | \$ - | \$ 13,000 | \$ 13,000 | \$ 13,000 |
| 01-340-1002 | Football Revenue | - | 22,950 | 22,950 | 25,500 |
| 01-340-1004 | Basketball Revenue | - | 16,928 | 16,928 | 19,750 |
| 01-340-1005 | Volleyball Entry Fees | - | 4,600 | 4,600 | 4,600 |
| 01-340-1006 | Youth Baseball Fees | - | 42,000 | 42,000 | 42,750 |
| 01-340-1007 | Adult Softball Fees | - | 7,200 | 7,200 | 8,000 |
| 01-340-1008 | Soccer Registration Fees | - | 36,435 | 36,435 | 40,000 |
| 01-340-1012 | Special Events Revenue | - | 895 | 895 | 750 |
| 01-340-1015 | Concession Sales | - | 20,000 | 20,000 | 20,000 |
| 01-340-1016 | Flag Football Fees | - | 12,000 | 12,000 | 12,000 |
| 01-340-1017 | Track Revenue | - | 500 | 500 | 140 |
| 01-340-1020 | Summer Camp Registration Fees | - | 41,250 | 41,250 | 41,250 |
| 01-340-1030 | Recreational Classes Revenue | - | 5,000 | 5,000 | 5,625 |

* Includes budget amendments that were approved by City Council on 10/18/11, 2/7/12, 4/17/12, 7/3/12, 7/17/12, and 10/16/12.

**CITY OF COPPERAS COVE, TEXAS
GENERAL FUND REVENUES
FISCAL YEAR 2012-13**

| Account | Description | Actual 2010-11 | Budget* 2011-12 | Projected 2011-12 | Adopted 2012-13 |
|-----------------------------------|-----------------------------------|---------------------|---------------------|----------------------|---------------------|
| 01-340-1060 | Cheerleader Revenue | - | 200 | 200 | 200 |
| 01-340-1400 | Swimming Lessons | - | 17,500 | 17,500 | 17,500 |
| 01-340-3001 | Swimming Pool Receipts | 42,365 | 45,000 | 45,000 | 50,500 |
| 01-340-3002 | Community Building Rental | 17,427 | 30,000 | 30,000 | 28,000 |
| 01-340-3003 | Permits-City Park Comm Activities | - | - | - | 600 |
| 01-340-3004 | Miscellaneous Library Receipts | 13,080 | 13,000 | 13,000 | 11,870 |
| 01-340-3005 | Animal Shelter Fees | 19,896 | 20,000 | 20,000 | 29,895 |
| 01-340-3006 | Ambulance Fee Revenue | 654,272 | 750,000 | 750,000 | 690,000 |
| 01-340-3007 | Notary Fee Revenue | 18 | 350 | 350 | 350 |
| 01-340-3008 | Copy Machine | 4,507 | 4,000 | 4,000 | 4,000 |
| 01-340-3009 | Mowing/Mowing Liens Revenue | 15,380 | 10,000 | 10,000 | 10,000 |
| 01-340-3010 | Sale of City Maps | 100 | 15 | 15 | - |
| 01-340-3012 | Service Charge-NSF Checks | 5,730 | 5,000 | 5,000 | 5,000 |
| 01-340-3013 | Plat Filing Fee Revenue | 3,265 | 4,800 | 4,800 | 5,000 |
| 01-340-3014 | Permits-Land Disturbance | 35 | - | - | - |
| 01-340-3015 | RV Park Fees | 27,715 | 25,000 | 25,000 | 27,525 |
| 01-340-3016 | Permits-Floodplain Development | 35 | - | - | - |
| 01-340-3017 | Deed Approval Application Fee | - | - | - | - |
| 01-340-3019 | Police Overtime Reimbursement | 11,646 | 3,500 | 3,500 | 3,500 |
| 01-340-3020 | Police Restitution Revenue | 5,653 | 4,000 | 4,000 | 4,000 |
| 01-340-3021 | Festival Reimbursements | 11,755 | 15,000 | 15,000 | 15,000 |
| 01-340-3022 | Special Events Seniors | 1,479 | 1,600 | 1,600 | 2,400 |
| 01-340-3023 | Library Meeting Room Rental | 1,155 | 6,500 | 6,500 | 7,400 |
| 01-340-3024 | Open Records Revenue | 421 | 625 | 625 | 500 |
| 01-340-3025 | Senior Games | - | - | - | - |
| 01-340-3026 | Fax Machine Fees | 1 | - | - | - |
| 01-340-3027 | Pool Rental Revenue | 10,422 | 10,000 | 10,000 | 10,000 |
| 01-340-3030 | Micro Chip of Animals Revenue | 533 | 700 | 700 | 10,000 |
| 01-340-3031 | Re-Inspection Fees | 5,450 | 7,000 | 7,000 | 5,000 |
| 01-340-3032 | Fire Related Response Revenue | - | 20,255 | 20,255 | - |
| 01-340-3033 | Animal Tranquilization Fee | 120 | 250 | 250 | 120 |
| 01-340-3035 | Fire Inspection Fees | 4,675 | 1,000 | 1,000 | 2,000 |
| 01-340-3036 | Fire Testing Fees | 790 | 400 | 400 | 1,000 |
| 01-350-4105 | Rezone Request Fees | 2,200 | 350 | 350 | 1,500 |
| 01-350-4110 | Variance Request Fees | 4,100 | 2,300 | 2,300 | 2,500 |
| Subtotal Fees | | \$ 864,224 | \$ 1,221,103 | \$ 1,221,103 | \$ 1,178,725 |
| 01-350-4001 | Municipal Court Fines | \$ 202,896 | \$ 265,000 | \$ 265,000 | \$ 265,000 |
| 01-350-4002 | Traffic Violation Fines | 128,864 | 162,272 | 162,272 | 162,272 |
| 01-350-4003 | Library Fines | 14,034 | 14,000 | 14,000 | 14,370 |
| 01-350-4004 | Arrest Warrant Fees | 39,835 | 62,000 | 62,000 | 62,000 |
| 01-350-4005 | Child Safety Funds | 7,392 | 13,500 | 13,500 | 13,500 |
| 01-350-4006 | City's % of State Court Fees | 30,959 | 48,000 | 48,000 | 48,000 |
| 01-350-4007 | HB 70 Fees | 11,744 | 11,200 | 11,200 | 11,200 |
| 01-350-4010 | Arresting Officer Fees | 25,469 | 30,000 | 30,000 | 30,000 |
| 01-350-4011 | Civil Justice Fee | 32 | 32 | 32 | 32 |
| 01-350-4012 | Child Safety Seats Fee | 1 | - | - | - |
| 01-350-4042 | CCISD Liaison Funding | 106,584 | 123,773 | 123,773 | 123,773 |
| 01-350-4101 | Admin Fee-Teen Court | 595 | 480 | 480 | 480 |
| 01-350-4102 | Admin Fee-Defensive Driving | 9,713 | 10,000 | 10,000 | 10,000 |
| Subtotal Fines | | \$ 578,117 | \$ 740,257 | \$ 740,257 | \$ 740,627 |
| 01-360-5001 | Admin. Reimb.-W/S Fund | \$ 742,500 | \$ 690,000 | \$ 690,000 | \$ 695,000 |
| 01-360-5002 | Admin. Reimb-Solid Waste Fund | 428,000 | 428,000 | 428,000 | 483,000 |
| 01-360-5004 | Admin. Reimb. Drainage Utility | 80,000 | 80,000 | 80,000 | 80,000 |
| Subtotal Intergovernmental | | \$ 1,250,500 | \$ 1,198,000 | \$ 1,198,000 | \$ 1,258,000 |
| 01-360-5007 | Transfer from Other Funds | \$ - | \$ 8,070 | \$ 8,070 | \$ - |
| 01-370-6001 | Interest Revenue | 7,150 | 7,006 | 7,006 | 15,000 |
| 01-390-6001 | Admin Fees | - | 201 | 201 | - |
| 01-390-6002 | Rental Income | 26,946 | 19,000 | 19,000 | 19,000 |
| 01-390-6003 | Sale of Unclaimed Property | - | - | - | - |

* Includes budget amendments that were approved by City Council on 10/18/11, 2/7/12, 4/17/12, 7/3/12, 7/17/12, and 10/16/12.

**CITY OF COPPERAS COVE, TEXAS
GENERAL FUND REVENUES
FISCAL YEAR 2012-13**

| Account | Description | Actual 2010-11 | Budget* 2011-12 | Projected 2011-12 | Adopted 2012-13 |
|---------------------------------------|-----------------------------------|---------------------------|----------------------------|------------------------------|----------------------------|
| 01-390-6004 | Sale of City Property & Equip. | - | - | - | - |
| 01-390-6005 | Miscellaneous Revenues | 184,630 | 137,900 | 137,900 | 139,000 |
| 01-390-6006 | Insurance Proceeds | 4,588 | 5,729 | 5,729 | - |
| 01-390-6007 | Cash Over/(Short) | 267 | 30 | 30 | 200 |
| 01-390-6008 | Credit Bureau Collection Fees | - | - | - | - |
| 01-390-6009 | Food Workers' Registration | 7,395 | 3,102 | 3,102 | 3,000 |
| 01-390-6010 | Food Establishment Licenses | 8,893 | 7,000 | 7,000 | 6,000 |
| 01-390-6012 | Police Misc. Revenues | 5,517 | 3,500 | 3,500 | 3,500 |
| 01-390-6015 | Misc. Grant Revenue | 36,882 | 2,900 | 2,900 | - |
| 01-390-6016 | Street Sign revenue | 675 | 460 | 460 | 630 |
| 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 | 7,800 | 7,200 | 7,200 | 7,213 |
| 01-390-6032 | County Mutual Aid Revenue | 48,766 | 46,433 | 46,433 | 40,000 |
| 01-390-6033 | Bell County Fire Runs Revenue | 2,697 | 3,702 | 3,702 | 2,500 |
| 01-390-6034 | County EMS Revenue | 80,000 | 100,000 | 100,000 | 85,000 |
| 01-390-6035 | Tax Abatement Application Fee | - | - | - | - |
| 01-390-6036 | Emerg Mgmt Perf Grant | 29,789 | 358 | 358 | - |
| 01-390-6040 | Confidential Funds | 14,265 | 3,000 | 3,000 | - |
| 01-390-6060 | Reimbursements | 69,317 | - | - | - |
| 01-392-1001 | Auction Proceeds | 20,540 | 18,000 | 18,000 | 6,000 |
| Subtotal Miscellaneous Revenue | | \$ 556,118 | \$ 373,591 | \$ 373,591 | \$ 327,043 |
| Total General Fund Revenues | | \$ 14,007,440 | \$ 14,050,699 | \$ 14,050,699 | \$ 14,502,124 |

* Includes budget amendments that were approved by City Council on 10/18/11, 2/7/12, 4/17/12, 7/3/12, 7/17/12, and 10/16/12.



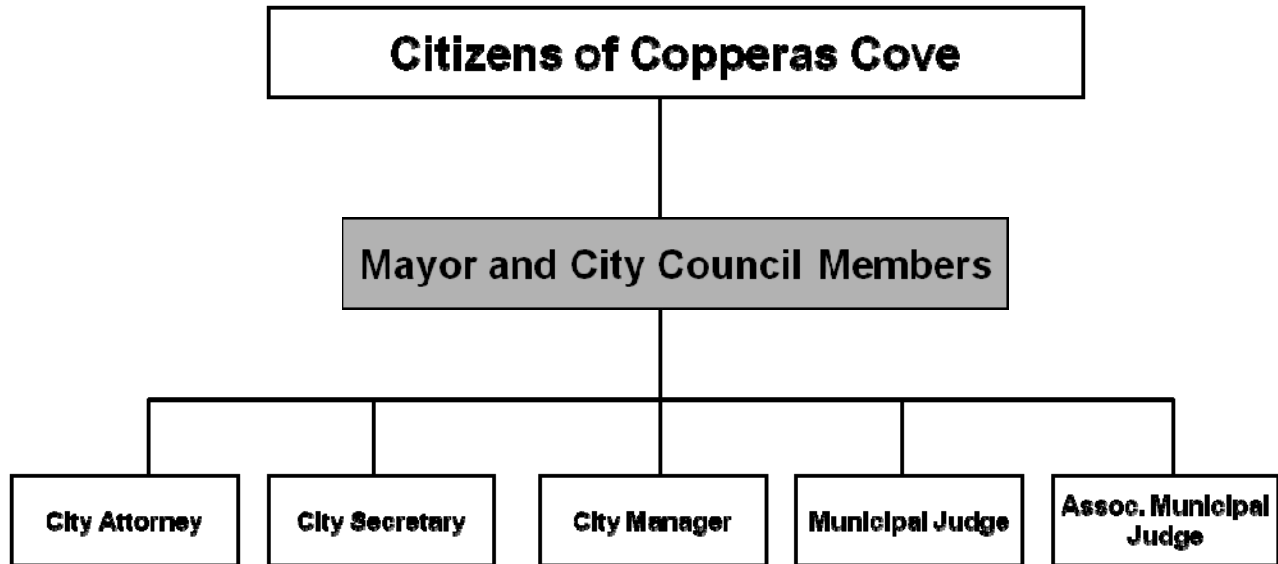
City of Copperas Cove

Where Progress Grows

CITY COUNCIL



Left to Right: John Hull (Mayor); Frank Seffrood (Mayor Pro Tem); Cheryl L. Meredith; Gary L. Kent; Danny Palmer; Kenn Smith; Jim Schmitz;



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 2012

- Adopted the FY 2012-13 Budget that is fiscally responsible and ensures continued quality services to the public.
- Approved the City's official Capital Improvement Plan, Personnel Improvement Plan and Capital Outlay Plan for FY 2013.
- Adopted the FY 2012-13 Strategic Plan and the Debt Policy of the City.
- Hosted the Annual Texas A&M Scholarship Benefit Golf Tournament at the Golf Course.
- Authorized a facility needs assessment for the proposed joint use government complex to include the City, County, Economic Development Corporation, CCISD and Chamber of Commerce.
- Approved contracts for the Economic Development Corporation for the reconstruction of Old Copperas Cove Road and the construction of the Narrows Business and Technology Park.
- Awarded bids for the reconstruction of Avenue F and the construction of Bradford Drive and various Drainage Projects around the City.
- Participated in a Program/Budget Action Conference per Section 6.11 (a) of the City Charter.
- Participated in the annual Council/Staff retreat, a Capital Improvements Project Planning Session and FY 2012-13 Budget Planning Session to provide direction for the City.
- Approved the Economic Development Corporation to issue Sales Tax Revenue Bonds in the amount of \$1.5M for installing infrastructure to promote new and expanded business enterprises in the City.
- Authorized publication and hosting of Geographical Information Systems (GIS) data.
- Established a Youth Advisory Council.
- Approved a 380 Economic Development Agreement between the City and Endeavor Real Estate Group for the development of the Shops at Five Hills Shopping Center.
- Issued General Obligation Refunding and Improvement Bonds, Series 2012 in the amount of \$5,390,000 and Limited Tax Notes, Series 2012 in the amount of \$1,325,000.

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 Workshops of the City as required by the City Charter.

GOALS FOR FISCAL YEAR 2013

- Pursue priorities established for the current fiscal year.
- Review and approve revisions to Chapter 20 of the Code of Ordinances.
- Review and adopt the FY 2014 Budget and Plan of Municipal Services.
- Review and adopt the FY 2014 Capital Improvement Plan.
- Review and adopt the FY 2014 Personnel Improvement Plan.
- Review and adopt the FY 2014 Capital Outlay Plan.
- Participate in the annual Council/Staff Retreat.

CITY COUNCIL

01-2100

EXPENDITURE SUMMARY

| CITY COUNCIL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | - | - | - | - |
| Personnel Support | 4,107 | 10,190 | 10,190 | 6,250 |
| Supplies & Materials | 6,249 | 4,801 | 4,801 | 10,007 |
| Repairs & Maintenance | - | - | - | - |
| Contractual Services | 19,391 | 20,634 | 20,634 | 20,562 |
| Designated Expenses | 2,718 | 2,719 | 2,719 | 227 |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | 32,465 | 38,344 | 38,344 | 37,046 |

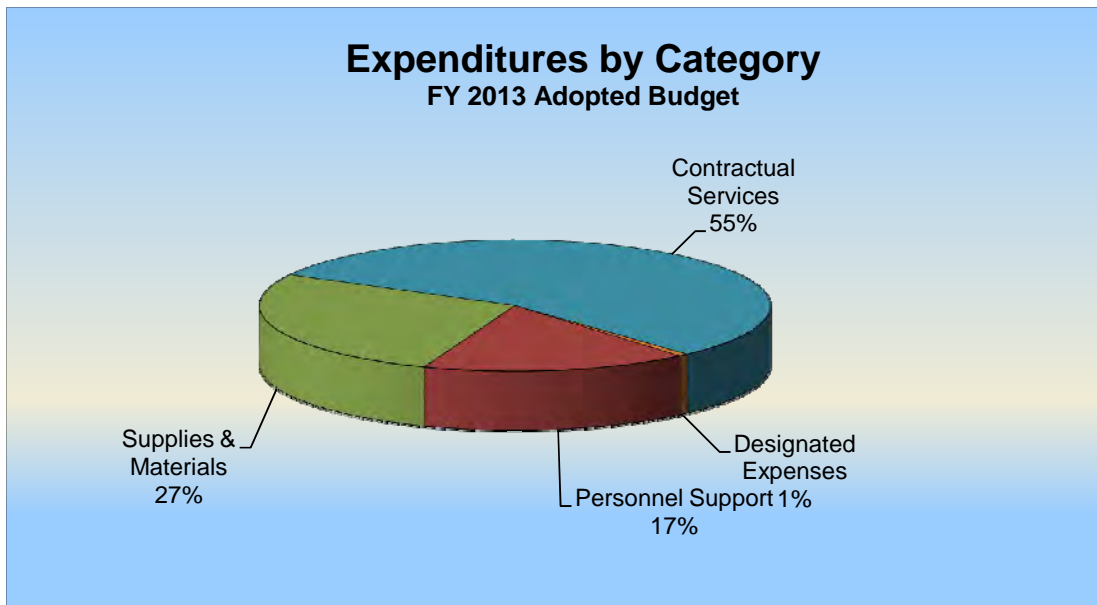
HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Supplies & Materials: Increased costs primarily for meals and associated expenses for city council meetings.

Decreases:

- Personnel Support: Increase in public relations cost to purchase mayor and council coins.
- Designated Expenses: Department's portion of final payment for current computer lease due in October 2012.



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

CITY COUNCIL

01-2100

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|---------------------------|---------------------------------------|--|---------------------------------------|
| Council Member Position No. 1 | 1 | 1 | 1 | 1 |
| Council Member Position No. 2 | 1 | 1 | 1 | 1 |
| Council Member Position No. 3 | 1 | 1 | 1 | 1 |
| Council Member Position No. 4 | 1 | 1 | 1 | 1 |
| Council Member Position No. 5 | 1 | 1 | 1 | 1 |
| Council Member Position No. 6 | 1 | 1 | 1 | 1 |
| Council Member Position No. 7 | 1 | 1 | 1 | 1 |
| Mayor | 1 | 1 | 1 | 1 |
| DIVISION TOTAL | 8 | 8 | 8 | 8 |

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|--|---------------------------|---------------------------|-------------------------------|---------------------------|
| OUTPUTS | | | | |
| # of Regular City Council Meetings | 23 | 23 | 23 | 23 |
| # of Ordinances / Resolutions Passed | 104 | 104 | 104 | 104 |
| # of Special Meetings | 5 | 10 | 5 | 10 |
| EFFICIENCIES | | | | |
| 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 |
| Adopt a Personnel Improvement Plan that is Aligned with City Council Goals | Yes | Yes | Yes | Yes |
| Adopt a Capital Outlay Plan that is Aligned with City Council Goals | N/A* | Yes | Yes | Yes |
| EFFECTIVENESS | | | | |
| Citizens Overall Satisfaction (Good to Excellent) | ** | ** | ** | ** |

* New Performance Measure - Data not available.

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

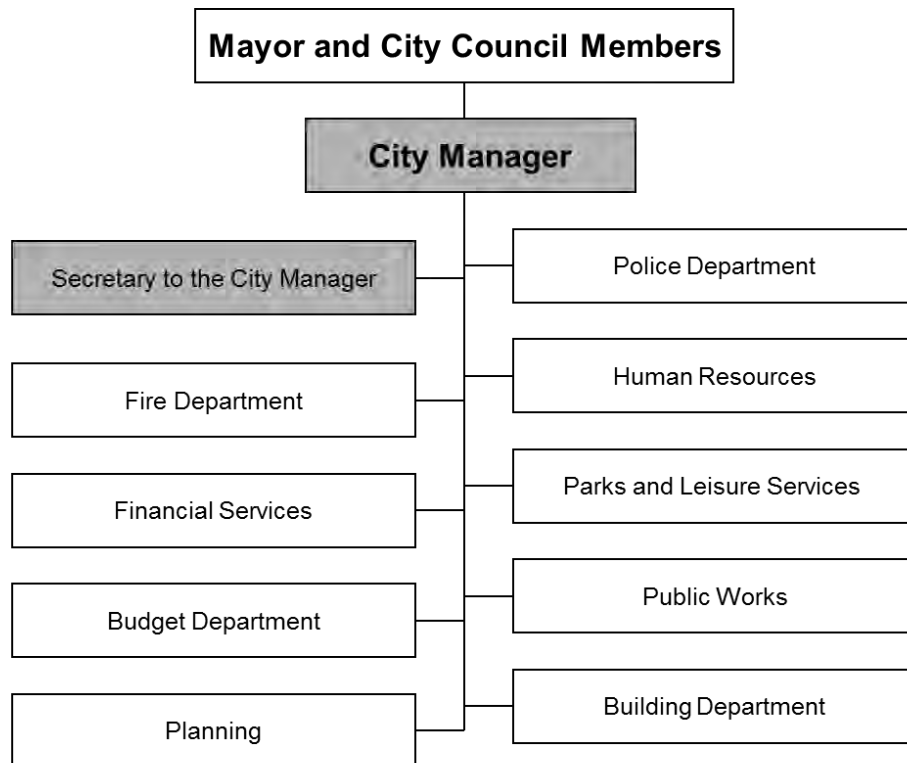
CITY MANAGER



Andrea M. Gardner (City Manager)



Lisa Wilson (Secretary to the City Manager)



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 Funded

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 2012

- Developed annual Budget and Plan of Municipal Services.
- Conducted the 2012 Annual Council/Staff Retreat.
- Prepare and distribute the City Quarterly Newsletter for posting on the City website.
- Delivered the 5th Annual State of the City Address.
- Facilitated the preparation & distribution of the 5th Annual Report of the City.
- Facilitated the design and implementation of the Meet the City Event.
- Facilitated updating and amending the City's Five Year Capital Improvement Plan.
- Facilitated updating the City's Five Year Personnel Plan.
- Facilitated the development and presentation of the City's Five Year Capital Outlay Plan.
- Held groundbreaking ceremony for the construction of the FM 2657 Road Widening project.
- Facilitated the submission of the 2013-14 Community Development Block Grant Application.
- Facilitated the development of a Chapter 380 Agreement for major retail development in the City.
- Facilitated the completion of the NE Waterline Phase I project.
- Conducted a planning session with the City Council prior to the development of the operating budget and updates to the multi-year planning documents.
- Created City's Facebook page.

CONTINUING OBJECTIVES

- Develop annual Budget and Plan of Municipal Services.
- Conduct/participate in quarterly "Summit Meetings and host 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.
- Host the annual Volunteer Appreciation Reception.

GOALS FOR FISCAL YEAR 2013

- Facilitate the reconstruction of Avenue F.
- Facilitate the completion of the Northeast Water Line Phase II 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.
- 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.
- Facilitate the construction of the Western Hills Drainage Project.

CITY MANAGER

01-2200

EXPENDITURE SUMMARY

| CITY MANAGER | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | 218,477 | 234,906 | 234,906 | 244,781 |
| Personnel Support | 11,930 | 11,000 | 11,000 | 11,560 |
| Supplies & Materials | 3,617 | 2,455 | 2,455 | 1,485 |
| Repairs & Maintenance | 863 | 2,172 | 2,172 | 2,216 |
| Contractual Services | 12,358 | 95,425 | 95,425 | 11,981 |
| Designated Expenses | 1,012 | 2,932 | 2,932 | 169 |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | 248,256 | 348,890 | 348,890 | 272,192 |

HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

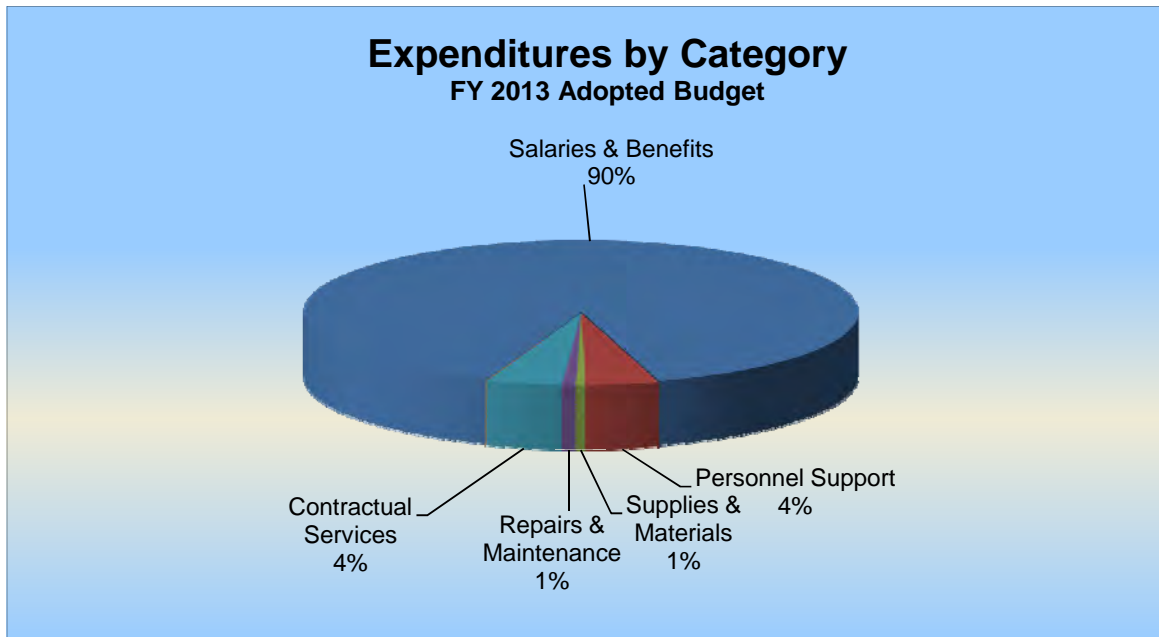
Increases:

- Salaries & Benefits: Include a one percent employee increase set aside and a City Council recommended and approved increase for City Manager.

Decreases:

- Contractual Services: FY 2012 included \$80,000 for professional services to rework planning ordinance and to conduct other planning services, which is not included in FY 2013.

- Designated Expenses: Department's portion of final payment for current computer lease due in October 2012.



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

CITY MANAGER

01-2200

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|---------------------------|---------------------------------------|--|---------------------------------------|
| City Manager | 1 | 1 | 1 | 1 |
| Secretary to the City Manager | 1 | 1 | 1 | 1 |
| Assistant to the City Manager | 0 | 0 | 1 | 0 |
| Administrative Assistant | 0 | 0 | 0 | 1 |
| Assistant City Manager | 0 | 0 | 0 | 1 |
| DIVISION TOTAL | 2 | 2 | 3 | 4 |

Note: Assistant City Manager and Administrative Assistant positions are unfunded in FY 2013.

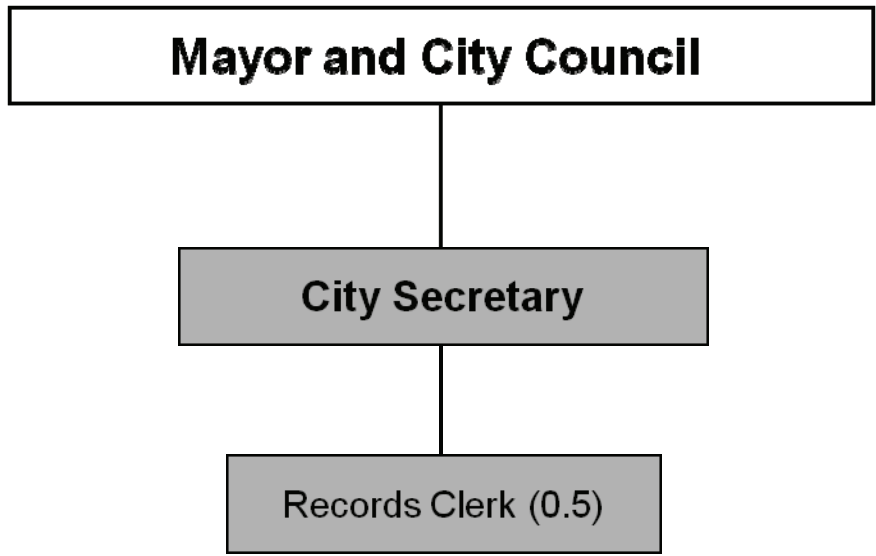
| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|
| <i>OUTPUTS</i> | | | | |
| Developer Meetings Hosted | 1 | 2 | 1 | 1 |
| Council Meetings / Workshops Attended | 55 | 58 | 55 | 58 |
| Public Meetings Hosted | 0 | 2 | 0 | 0 |
| <i>EFFICIENCIES</i> | | | | |
| Operating Budget (General Fund) \$ per Capita | \$416.66 | \$465.55 | \$446.25 | \$463.95 |
| Full-Time Employees per 1,000 Population | 9.40 | 9.80 | 9.66 | 8.62 |
| <i>EFFECTIVENESS</i> | | | | |
| 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.

1.5 Full Time Employees Funded

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).
- Organize, maintain and dispose of City records in accordance with State laws.

ACHIEVEMENTS FOR FISCAL YEAR 2012

- Continued assistance to City staff with AgendaQuick software program.
- Finalized and maintained all current information for City Boards, Commissions and Committees in the TermTracker portion of the AgendaQuick Program.
- Conducted one petition driven special election jointly with Coryell County for civil service for the Fire Department.
- Assisted City staff in creating and publishing approved minutes on the City's website for several committees, boards and commissions.
- Successfully reorganized and indexed records in the Records Room and legally disposed of many older records incorrectly marked as permanent, making more space available for storage.
- Ensured compliance of operating budgets for City Secretary and City Council Departments.
- Coordinated three supplements for the City of Copperas Cove Code of Ordinances.
- City Secretary completed 32 hours training in emergency management through the Texas Department of Public Safety.
- City Secretary and staff completed a Texas Notary Law and Procedure Seminar through the Texas State Notary 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 jointly with Coryell and Lampasas Counties 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 2013

- Successfully conduct jointly with Coryell and Lampasas Counties one general election, a special bond election and a special City Charter amendment election, in accordance with Texas Election Law statutes; conduct a runoff election, if necessary.
- Train and begin using electronic records system for records storage that complies with State law.
- City Secretary to complete requirements for recertification in the Texas Registered Municipal Clerk (TRMC) program through the Texas Municipal Clerks Association and the University of North Texas.
- Develop a system for Boards and Commissions appointments with TermTracker in the AgendaQuick Program, mail appointment letters and provide information on each board or commission for the City's website.

CITY SECRETARY

01-2300

EXPENDITURE SUMMARY

| CITY SECRETARY | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | 115,027 | 87,111 | 87,111 | 88,792 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 7,395 | 662 | 662 | 1,448 |
| Repairs & Maintenance | 5,431 | 1,542 | 1,542 | 1,457 |
| Contractual Services | 4,884 | 3,228 | 3,228 | 4,398 |
| Designated Expenses | 11,374 | 12,454 | 12,454 | 18,087 |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | 144,112 | 104,997 | 104,997 | 114,182 |

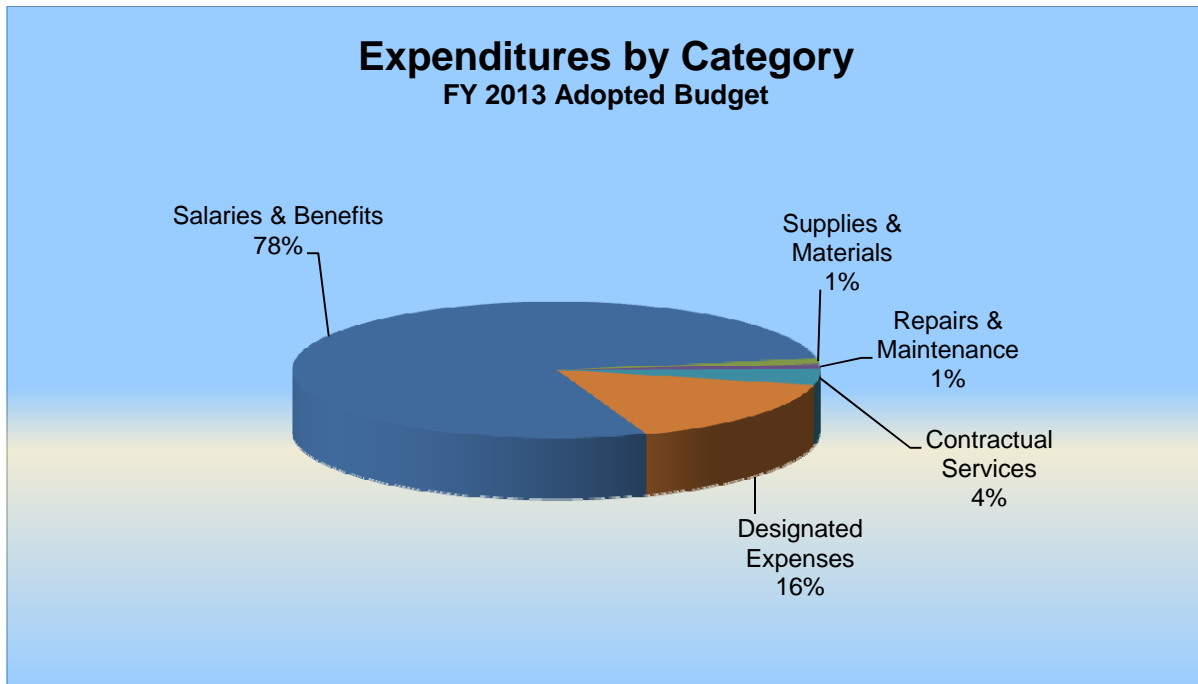
HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Include a one percent employee increase set aside.
- Supplies & Materials: Include \$778 for an Apple iPad with wi-fi and a keyboard case for City Secretary.

Decreases:

- Designated Expenses: Include \$8,000 for Code of Ordinance Supplements and \$9,940 for November 2012 election.



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

CITY SECRETARY

01-2300

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-----------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| City Secretary | 1 | 1 | 1 | 1 |
| Deputy City Secretary | 0 | 1 | 1 | 1 |
| Records Clerk | 0 | 0.5 | 0.5 | 0.5 |
| DIVISION TOTAL | 1 | 2.5 | 2.5 | 2.5 |

Note: The Deputy City Secretary position is unfunded in FY 2013.

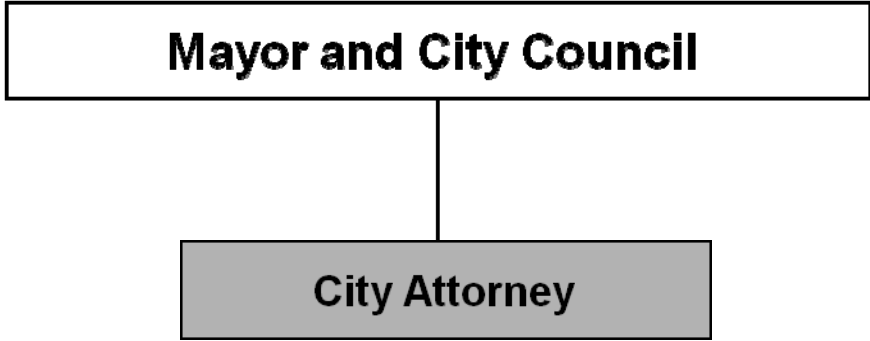
| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|--|-------------------|-------------------|-----------------------|-------------------|
| OUTPUTS | | | | |
| Council Meetings Organized / Records Maintained | 23 | 23 | 23 | 23 |
| Workshops Organized / Records Maintained | 27 | 25 | 27 | 25 |
| Special Meetings Organized / Records Maintained | 5 | 10 | 5 | 10 |
| Elections Conducted | 1 | 2 | 1 | 2 |
| EFFICIENCIES | | | | |
| Average Cost per Council Meeting / Workshop for Record Management | \$2,882.23 | \$2,187.44 | \$2,099.94 | \$2,378.79 |
| EFFECTIVENESS | | | | |
| % of Time Council Minutes are Completed for Approval at the next Regular Council Meeting | 94.0% | 100.0% | 100.0% | 100.0% |
| % of Time Adopted Ordinance Titles are Published within 15 Days of Passage | 100.0% | 100.0% | 100.0% | 100.0% |
| Supplements to the City's Code of Ordinances Coordinated Annually | 4.0 | 4.0 | 3.0 | 3.0 |
| Provide Annual Statistical Report to City Council on Records Management Program | N/A* | N/A* | N/A* | Yes |

* New Performance Measure - Data not available.

CITY ATTORNEY



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



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

1 Contract Position

CITY ATTORNEY

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT / DIVISION GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2012

- Provided Council and Staff with legal opinions and interpretations.
- Reviewed proposed ordinance changes.
- 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.
- Prepared Developer Reimbursement Agreement for Mountain Top Water and Sewer projects.
- Provided legal assistance on the Local Government Code Chapter 143 issues.

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 2013

- Assist with updating the Zoning Ordinance.
- Provide legal assistance to Human Resources Department.
- Provide legal guidance for easement issues related to Capital Improvement Project completion.
- Assist with updating the City's Subdivision Ordinance.

CITY ATTORNEY

01-2400

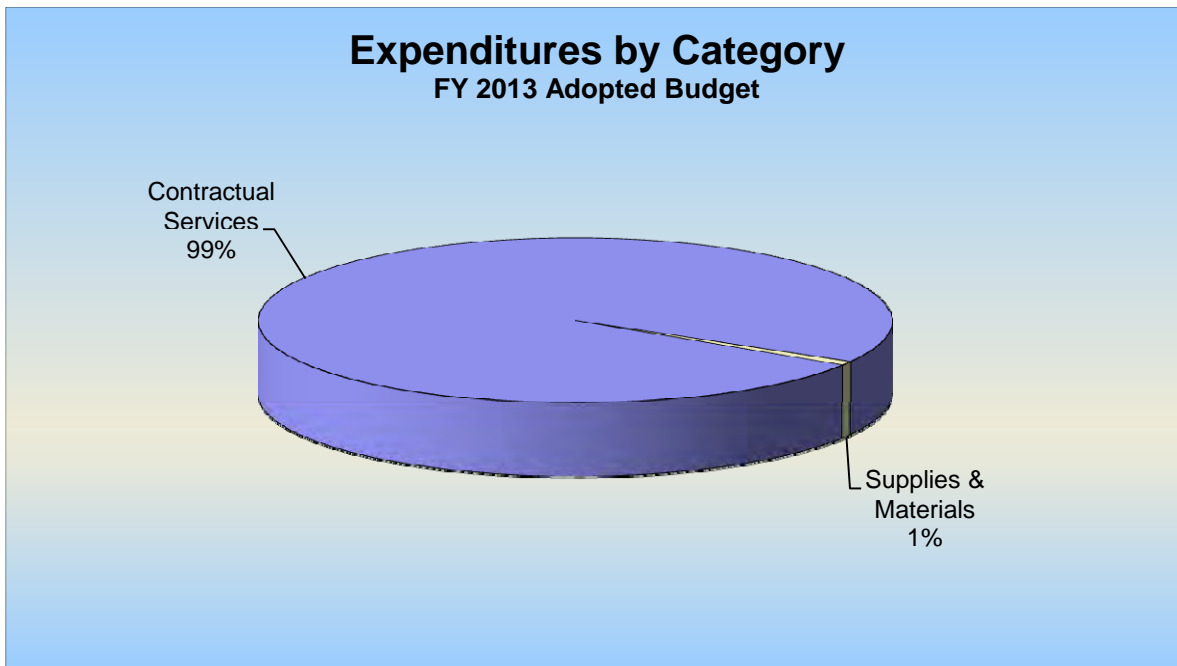
EXPENDITURE SUMMARY

| CITY ATTORNEY | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | - | - | - | - |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 43 | 800 | 800 | 805 |
| Repairs & Maintenance | 61 | 42 | 42 | - |
| Contractual Services | 107,218 | 110,222 | 110,222 | 105,677 |
| Designated Expenses | 387 | 387 | 387 | 33 |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | 107,709 | 111,451 | 111,451 | 106,515 |

HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Decreases:

- Designated Expenses: Department's portion of final payment for current computer lease due in October 2012.



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

CITY ATTORNEY

01-2400

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|--------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| City Attorney (Contract) | 1 | 1 | 1 | 1 |
| DIVISION TOTAL | 1 | 1 | 1 | 1 |

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|---|-------------------|-------------------|-----------------------|-------------------|
| <i>OUTPUTS</i> | | | | |
| Disposition Prior to Trial - Fined | 2,568 | 3,500 | 3,774 | 3,500 |
| Disposition Prior to Trial - Dismissed | 1,393 | 1,200 | 1,339 | 1,400 |
| Disposition at Trial by Judge - Guilty | 1,563 | 2,000 | 1,176 | 1,300 |
| Disposition at Trial by Judge - Not Guilty | 3 | 2 | 2 | 2 |
| Trial by Jury - Guilty | 0 | 5 | 6 | 5 |
| Trial by Jury - Not Guilty | 0 | 5 | 3 | 2 |
| # of Council Meetings / Council Meetings Attended | 23/16 | 23/17 | 23/17 | 23/17 |
| Open Records Requests Received and Responded | 315 | 315 | 315 | 320 |
| Attorney General Opinion Sought | 58 | 50 | 58 | 50 |
| <i>EFFICIENCIES</i> | | | | |
| % of Open Records Requests where Attorney General Ruling/Opinion was Sought | 18.4% | 15.9% | 18.4% | 15.6% |
| <i>EFFECTIVENESS</i> | | | | |
| % of Public Information Requests Completed within 10 Business Days | 100.0% | 100.0% | 100.0% | 100.0% |

FINANCE



Left to Right:

Front Row: Tracy Molnes (Purchasing Officer); Velia Key (Director of Financial Services); Deanna Sloan (Senior Accountant)

Back Row: Stephanie Potvin (Project Accountant); Tre'Manielle Cofield (Accounting Technician)



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.

5 Full Time Employees Funded

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 2012

- Completed the CAFR for FY 2011 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 Limited Tax Note Series 2012.
- Issued General Obligation refunding Bonds, Series 2012.
- Provided Quarterly Investment Reports to the City Council.
- Re-structured job duties.
- Implemented Debt Policy.
- Implemented check scanners city-wide.
- Implemented internal audit of CIP expenditures.

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.
- Continue internal audit of CIP expenditures.

GOALS FOR FISCAL YEAR 2013

- Develop and conduct cross training schedule to improve staff knowledge and efficiency in the department.
- Review and update financial policies.
- Implement Positive Pay.
- Implement Content Manager.

FINANCE

01-3100

EXPENDITURE SUMMARY

| FINANCE | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | 414,754 | 205,261 | 205,261 | 322,069 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 12,979 | 9,039 | 9,143 | 8,801 |
| Repairs & Maintenance | 1,006 | 1,305 | 1,201 | 1,236 |
| Contractual Services | 74,061 | 43,561 | 43,561 | 45,597 |
| Designated Expenses | 203,465 | 1,015 | 1,015 | 85 |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | 706,265 | 260,181 | 260,181 | 377,788 |

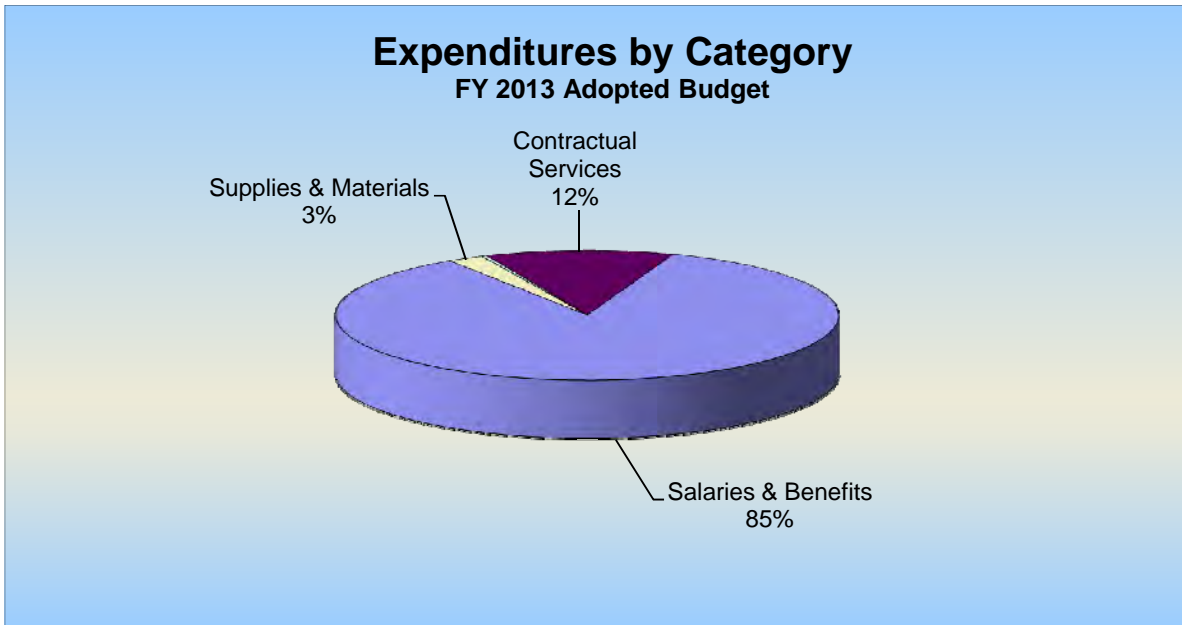
HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Increase due to Purchasing Officer and Project Accountant positions moving and associated expenses to Finance from the Budget Department and the inclusion of a one percent employee increase set aside, offset by one Accounting Technician position unfunded in FY 2013.

Decreases:

- Designated Expenses: Department's portion of final payment for current computer lease due in October 2012.



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

FINANCE

01-3100

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|--|-------------------|------------------------------|-----------------------------------|------------------------------|
| Senior Accountant | 1 | 1 | 1 | 1 |
| Accounting Technician | 2 | 2 | 2 | 2 |
| Budget Analyst | 1 | 0 | 0 | 0 |
| Purchasing Officer | 1 | 0 | 0 | 1 |
| Director of Financial Services | 1 | 1 | 1 | 1 |
| Assistant Director of Financial Svcs. / Director of Budget | 1 | 0 | 0 | 0 |
| Project Accountant | 1 | 0 | 0 | 1 |
| TOTAL | 8 | 4 | 4 | 6 |

Note: For FY 2013, the Purchasing Officer and the Project Accountant positions are moving to the Finance Department from the Budget Department.

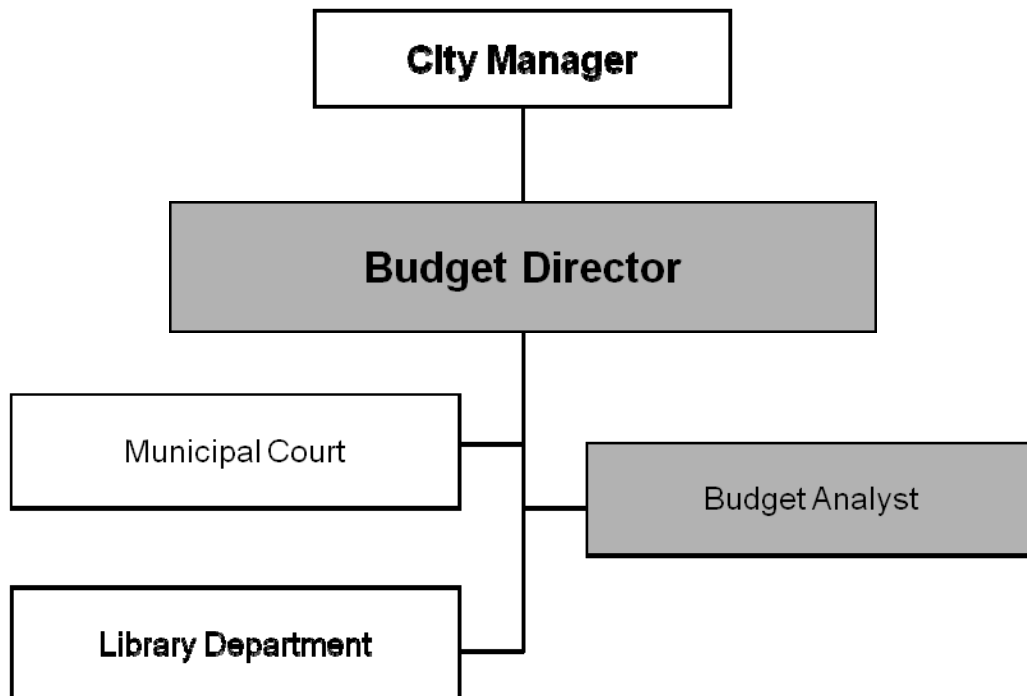
| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|--|-------------------|-------------------|-----------------------|-------------------|
| OUTPUTS | | | | |
| # of Internal Audits Performed | 10 | 15 | 15 | 15 |
| # of Accounts Receivables Invoiced | 601 | 650 | 680 | 680 |
| Accounts Payable Checks Processed | 5,100 | 5,100 | 5,100 | 5,100 |
| Accounts Payable Invoices Processed | 11,500 | 11,600 | 10,587 | 11,000 |
| EFFICIENCIES | | | | |
| % of Accounts Payable Customers Setup with Automatic Draft Payment | 11.6% | 25.0% | 21.0% | 21.0% |
| EFFECTIVENESS | | | | |
| 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 | 33.5% | 25.8% | 43.0% | 33.0% |
| Water and Sewer Fund | 17.5% | 11.4% | 26.0% | 18.0% |
| Solid Waste Fund | 37.6% | 27.2% | 37.6% | 32.0% |
| Golf Course Fund* | -62.2% | -62.5% | -118.0% | -136.0% |

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

BUDGET



Left to Right: Cynthia Taylor (Budget Analyst); Ryan Haverlah (Budget Director)



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.

2 Full Time Employees Funded

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, monthly and quarterly reporting and review of budget and project progress and providing financial proposal recommendations to the City Manager and City Council. 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 and the Public Library.

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.
- Assist in the implementation of internal control City-wide.

ACHIEVEMENTS FOR FISCAL YEAR 2012

- Completed the budget book for FY 2012 and received the Distinguished Budget Presentation Award from GFOA.
- Prepared for adoption the 2012 Property Tax Rate, FY 2013 Budget and Capital Improvement Plan in accordance with the City Charter and Texas State Law.
- Prepared for adoption the 2012-2016 Personnel Improvement Plan.
- Prepare for adoption the 2013-2017 Capital Outlay Plan.
- Implemented automated time entry policy and procedures.
- Prepared and published 31 Requests for Bids and Requests for Proposals.

CONTINUING OBJECTIVES

- Continue to maintain the high standard and level of budget preparation in obtaining the GFOA Distinguished Budget Presentation Award.
- Recommend improvements in City processes for efficiency.
- Continue to review and update the financial policies and procedures.
- Assist assigned departments with long-range planning and documentation preparation.

GOALS FOR FISCAL YEAR 2013

- 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 a more reader friendly and better planning document.
- Develop a five year street maintenance plan in coordination with all pertinent departments.

BUDGET

01-3200

EXPENDITURE SUMMARY

| BUDGET | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | - | 289,195 | 289,195 | 161,634 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | - | 3,543 | 3,543 | 1,735 |
| Repairs & Maintenance | - | 235 | 235 | 91 |
| Contractual Services | - | 12,487 | 12,487 | 7,490 |
| Designated Expenses | - | 198,767 | 198,767 | 201,793 |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | - | 504,227 | 504,227 | 372,743 |

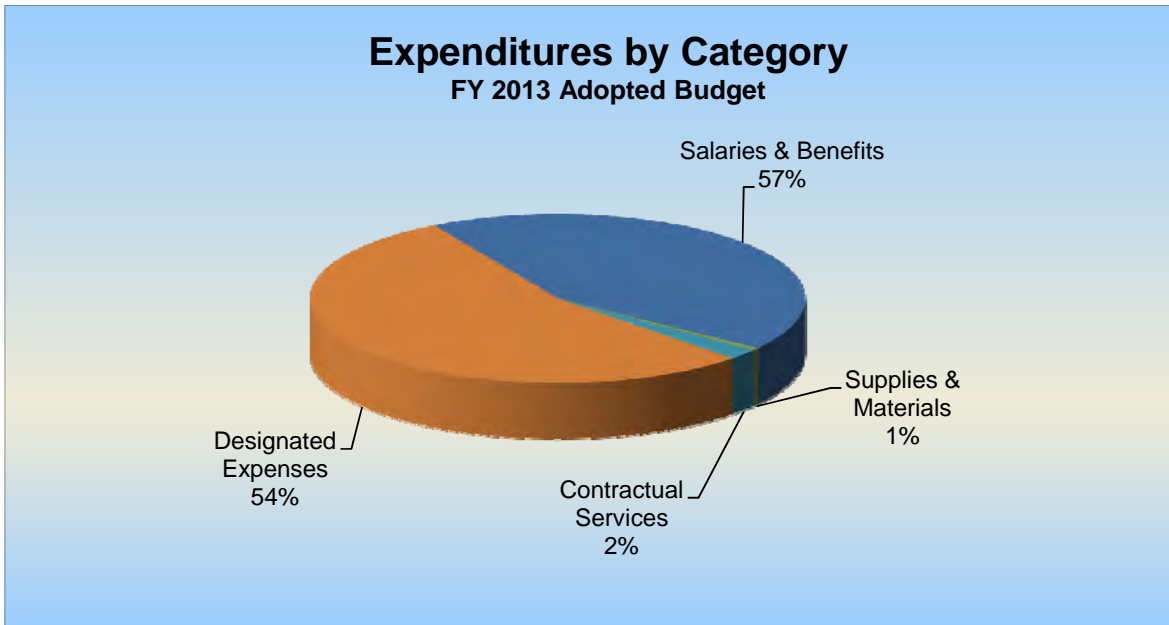
HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Designated Expenses: Include a \$3,886 increase in appraisal districts fees netted with the reduction of department's portion of current computer lease payment; final payment due October 2012.

Decreases:

- All decreases primarily due to Purchasing Officer and Project Accountant positions and associated expenses moving to the Finance Department for FY 2013.



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

BUDGET

01-3200

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|---|---------------------------|---------------------------------------|--|---------------------------------------|
| Assistant Director of Financial Svcs. / Budget Director | 0 | 1 | 1 | 0 |
| Budget Director | 0 | 0 | 0 | 1 |
| Budget Analyst | 0 | 1 | 1 | 1 |
| Purchasing Officer | 0 | 1 | 1 | 0 |
| Project Accountant | 0 | 1 | 1 | 0 |
| TOTAL | 0 | 4 | 4 | 2 |

Note: For FY 2013, the Purchasing Officer and the Project Accountant positions are moving to the Finance Department from the Budget Department.

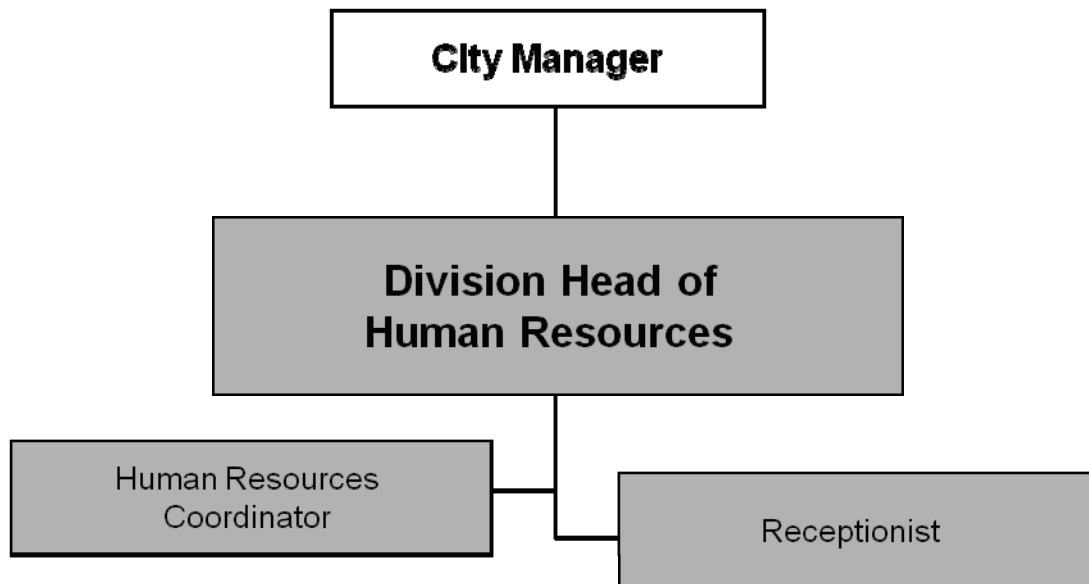
| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|
| OUTPUTS | | | | |
| # of Budget Amendments/Transfers Processed | 311 | 300 | 317 | 300 |
| # of Capital Improvement Amendments Processed | N/A | 5 | 9 | 5 |
| # of Personnel Improvement Plan Amend. Processed* | N/A | N/A | N/A | 2 |
| EFFICIENCIES | | | | |
| Actual General Fund Revenue as a Percentage of Original Budget | 97.5% | 100.0% | 99.3% | 100.0% |
| EFFECTIVENESS | | | | |
| 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: Linda Hernandez (Human Resources Coordinator); Kelli Sames (Division Head of Human Resources); Joan Kelley (Receptionist)



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

3 Full Time Employees Funded

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 offered are competitive with the market and related industry.
- Provide effective human resource training and development opportunities for all levels of employees.
- Assist supervisors in effective recruitment methodology to ensure qualified candidates are available to fill vacant positions.
- Maintain and update personnel policies and procedures.
- Explore all options available concerning benefit insurance coverage to ensure employees have access to the best offering at a competitive price.
- Provide employees access to programs targeted toward their improved wellness.
- Ensure the development, maintenance and management of a cost effective risk management program.
- Effectively recruit and utilize volunteers.

ACHIEVEMENTS FOR FISCAL YEAR 2012

- Enhanced the use of the on-line recruiting application system for improved effectiveness in the selection process.
- Updated various personnel policies to incorporate new regulations, legislative changes, and procedure changes.
- Provided a variety of training and development opportunities, to include a new supervisory academy.
- Assisted the Employee Activities Committee and Employee Recognition Committee in coordinating several employee appreciation events.
- Facilitated the hiring and in-processing of 66 new employees.
- Posted 54 job postings.
- Received and reviewed 4,524 job applicants.
- Facilitated and conducted an employee health fair.
- Coordinated the "United Way" drive for all City employees.
- 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 2013

- Implement a wellness initiative to include wellness seminars on smoking cessation, a health fair, an on-line health assessment, biometric screenings for employees, and fitness initiatives.
- Update Personnel Policies and Procedures to incorporate new regulations resulting from the legislative session.
- Continue to enhance the use of the financial system (Content Manager and HRIS) for improved effectiveness in the Human Resources Department.

HUMAN RESOURCES

01-3400

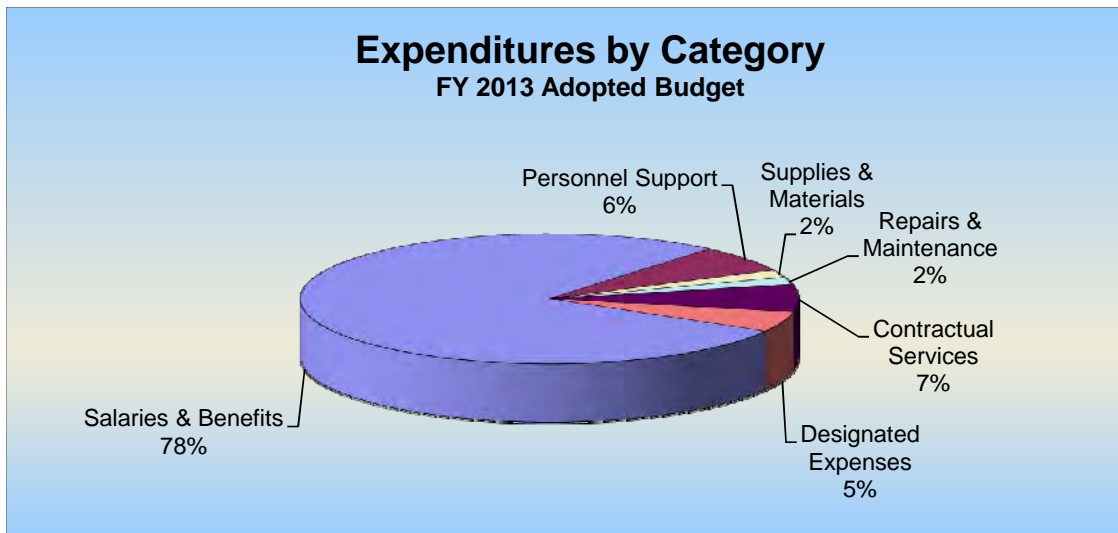
EXPENDITURE SUMMARY

| HUMAN RESOURCES | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | 204,485 | 203,277 | 203,277 | 201,727 |
| Personnel Support | 20,693 | 19,291 | 19,291 | 17,366 |
| Supplies & Materials | 4,258 | 5,801 | 5,801 | 4,855 |
| Repairs & Maintenance | 455 | 4,442 | 4,442 | 4,753 |
| Contractual Services | 10,057 | 35,554 | 35,554 | 17,700 |
| Designated Expenses | 21,565 | 31,544 | 31,544 | 13,137 |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | 261,513 | 299,909 | 299,909 | 259,538 |

HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Decreases:

- Salaries & Benefits: Decrease primarily due to the unfunding of the Part-time Administrative Assistant position in FY 2013, offset by the inclusion of a one percent employee increase set aside.
- Contractual Services: Include \$17,550 reduction in consulting fees.
- Designated Expenses: For FY 2013, City Committee accounts are moved to Non-Departmental.



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

HUMAN RESOURCES

01-3400

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|----------------------------------|---------------------------|---------------------------------------|--|---------------------------------------|
| Division Head of Human Resources | 1 | 1 | 1 | 1 |
| Human Resources Coordinator | 1 | 1 | 1 | 1 |
| Receptionist | 1.5 | 1.5 | 1.5 | 1 |
| Clerk / Receptionist | 0 | 0.25 | 0 | 0 |
| Administrative Assistant | 0 | 0 | 0.25 | 0.5 |
| HR Coordinator Benefits/LOA | 0 | 0 | 0 | 0.5 |
| DIVISION TOTAL | 3.5 | 3.75 | 3.75 | 4 |

Note: For FY 2013, the HR Coordinator Benefits/LOA and the Administrative Assistant positions are unfunded.

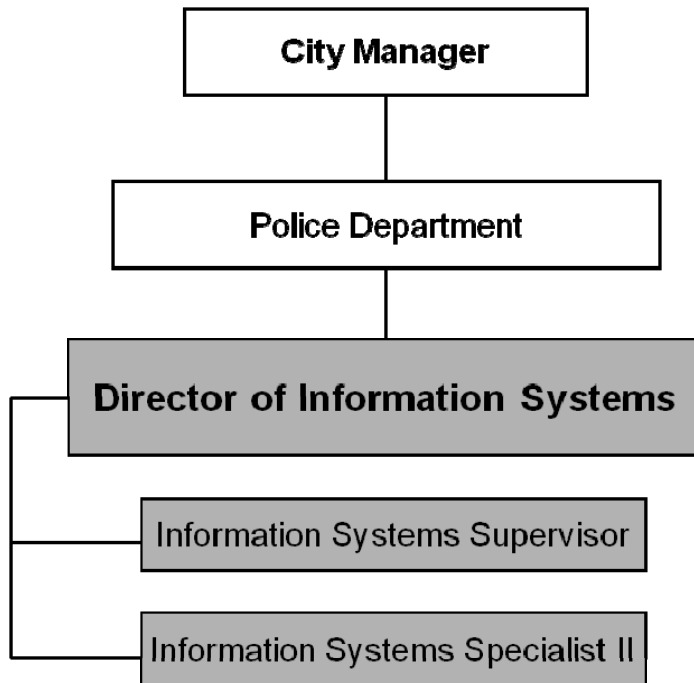
| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|--|---------------------------|---------------------------|-------------------------------|---------------------------|
| OUTPUTS | | | | |
| # of Full-Time Positions Filled | 49 | 42 | 30 | 35 |
| # of Workers Compensation Claims Processed | 36 | 40 | 42 | 30 |
| # of Employee Grievances | 0 | 0 | 0 | 0 |
| # of Personnel Training Programs Offered / Attended | 62 | 65 | 1146* | 800* |
| EFFICIENCIES | | | | |
| % of Personnel Vacancies Filled within 60 Days of Job Opportunity Notice | 95.0% | 97.0% | 93.0% | 97.0% |
| % of Employees Participating in Health Care Plan | 71.0% | 70.0% | 71.0% | 70.0% |
| % of Employees Participating in 125 Cafeteria Plan | 29.0% | 30.0% | 29.0% | 30.0% |
| EFFECTIVENESS | | | | |
| City Employee Turnover Rate (Full Time) | 18.0% | 15.0% | 15.0% | 13.0% |

* 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.

3 Full Time Employees Funded

INFORMATION SYSTEMS

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT / DIVISION GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2012

- Upgraded network switches to 1Gbps switches.
- Implemented broadband internet access at the Water Distribution Department.
- Implemented broadband internet access at the Composting facility.
- Implemented broadband internet access at the WasteWater Treatment S. Plant.
- Setup and implemented new disk-based backup server to back up five network servers.
- Assisted with GIS project implementation.
- Designed and implemented new City website.
- Implemented new service desk and asset tracking software.
- Implemented new network hardware monitoring software.
- Implemented new file system auditing software.
- Assisted with implementation of new Time Clock Plus software.
- Implemented new .gov domain name for the City and changed City email addresses and website.
- Setup new webcams, microphones and meeting software for the Fire Department for briefings and training.
- Installed wireless headsets for employees at the Utility Administration Department.
- Installed new network file server at the Solid Waste Department.
- Coordinated and assisted with City Department moves to new facilities.
- Completed project to install fiber optic connectivity to the new City facilities.

CONTINUING OBJECTIVES

- Maintain the Government Access Channel.
- Continue improvements to the 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.

GOALS FOR FISCAL YEAR 2013

- Setup, configure and implement new Exchange email servers.
- Install 50 new computers.
- Upgrade City computers to Windows 7.
- Replace Police Department network, file and application servers.
- Upgrade the operating systems on several City servers.
- Continue implementation of City GIS project.

INFORMATION SYSTEMS

01-3500

EXPENDITURE SUMMARY

| INFORMATION SYSTEMS | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | 237,690 | 243,171 | 243,171 | 247,910 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 3,884 | 5,535 | 5,535 | 6,100 |
| Repairs & Maintenance | 13,449 | 21,000 | 21,000 | 19,834 |
| Contractual Services | 3,449 | 5,778 | 5,778 | 4,100 |
| Designated Expenses | 2,416 | 2,416 | 2,416 | 202 |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | 4,900 | 4,900 | - |
| Total | 260,888 | 282,800 | 282,800 | 278,146 |

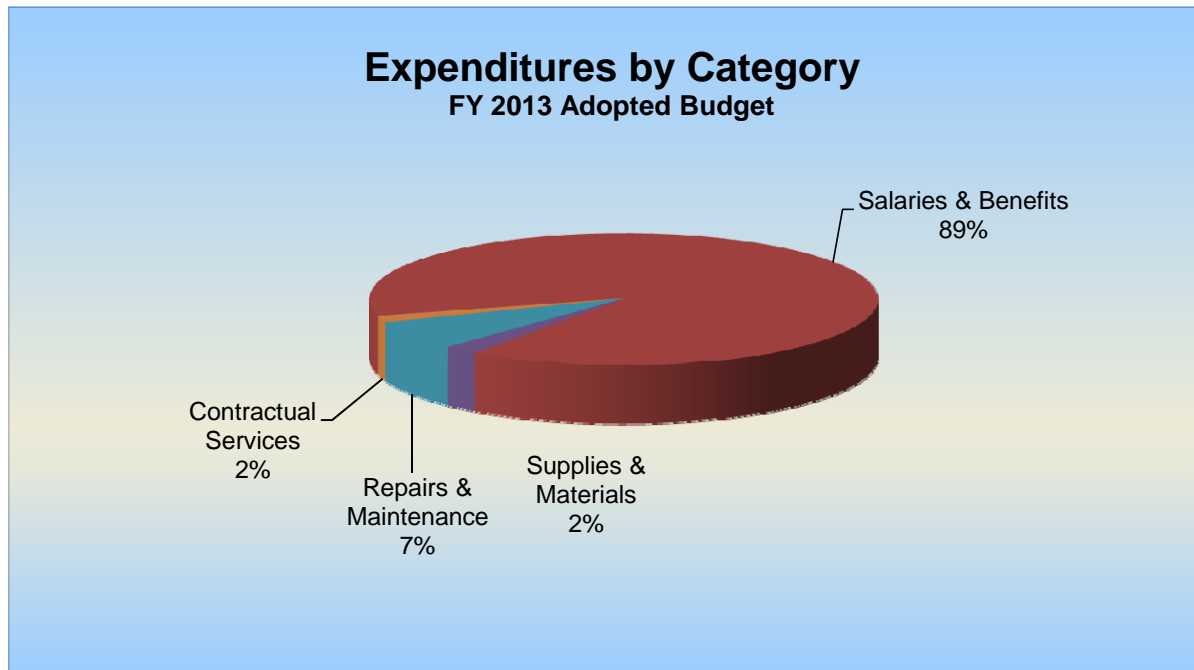
HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Include a one percent employee increase set aside.

Decreases:

- Designated Expenses: Department's portion of final payment for current computer lease due in October 2012.



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

INFORMATION SYSTEMS

01-3500

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-----------------------------------|---------------------------|---------------------------------------|--|---------------------------------------|
| Director of Information Systems | 1 | 1 | 1 | 1 |
| Information Systems Supervisor | 1 | 1 | 1 | 1 |
| Information Systems Specialist I | 1 | 1 | 1 | 1 |
| Information Systems Specialist II | 1 | 1 | 1 | 1 |
| DIVISION TOTAL | 4 | 4 | 4 | 4 |

Note: The Information Systems Specialist I position is unfunded in FY 2013.

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|--|---------------------------|---------------------------|-------------------------------|---------------------------|
| <i>OUTPUTS</i> | | | | |
| # of Personal Computers and Laptops Supported | 302 | 302 | 303 | 300 |
| # of Network / Email / Web / File / Application Servers Administered and Supported | 21 | 21 | 22 | 22 |
| # of Tech Support / Service Requests | 3,500 | 3,500 | 4,000 | 4,000 |
| # of Additions / Changes to the City Website | 950 | 950 | 1,000 | 1,000 |
| <i>EFFICIENCIES</i> | | | | |
| Average Response Time for Support Requests (in minutes) | 15 | 15 | 15 | 15 |
| # of Service Requests and Computer / Network Related Tasks Completed per Information Systems Department Employee | N/A* | N/A* | 1,333 | 1,333 |
| <i>EFFECTIVENESS</i> | | | | |
| % of Desktop / Tech / User Support Calls Resolved within 24 Hours | 98.0% | 98.0% | 95.0% | 95.0% |
| % of Network System Availability (Network Hardware and Servers) | N/A* | N/A* | 99.5% | 99.5% |

* New Performance Measure - Data not available.

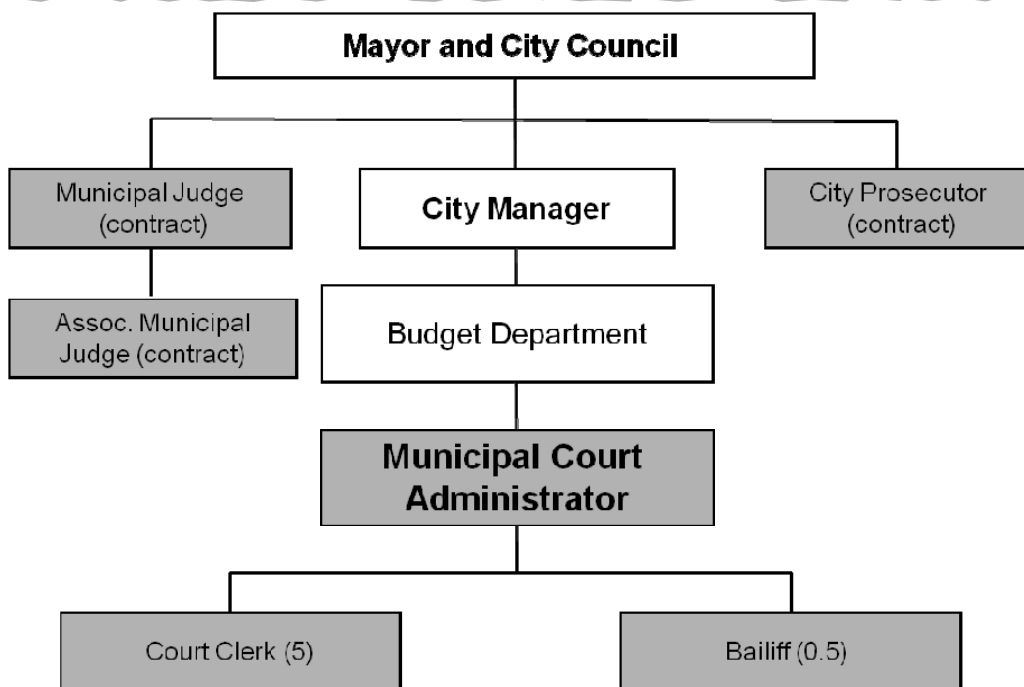
MUNICIPAL COURT



Left to Right:

Front Row: Erin Higginbotham (City Prosecutor); Joshua Caruso (Court Clerk); Alfredo Chavez (Part-time Bailiff); Juanita Epperson (Court Clerk); Mariela Altott (Court Clerk)

Back Row: F. W. Price (Judge); Tiffany Truque (Court Clerk); Jennifer Henry (Court Clerk); 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.

6.5 Full Time Employees Funded
 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 2012

- Created the Municipal Court Teen Court web page.
- Teen Court experienced unprecedented growth in 2012 by partnering with the Copperas Cove ISD Debate team.
- Conducted a Copperas Cove Warrant Round-up that cleared 264 warrants that resulted in collecting \$33,575 in actual dollars and clearing over \$107,370 in total face value of warrants.
- Continued both the collection program with Linebarger Goggan Blair & Simpson and the purge program for delinquent cases, under strict guidelines set forth by the City Prosecutor, thus resulting in clearing an estimated total of 3,202 warrants for the year.
- Purchased an additional seven (7) electronic ticket writers for the Copperas Cove Police Department.
- Improved Court Security by installing two new doors in the Municipal Court.
- All staff attended Court Clerk Training through Texas Municipal Court Education Center (TMCEC).
- Two Clerks attended INCODE Regional Training.
- Collected \$1,065,869 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 1,345 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 2013

- Provide the necessary training for the Municipal Court staff through the Texas Municipal Court Education Center (TMCEC) and INCODE Regional Training.
- Increase collections of delinquent accounts by contracting with INCODE Notification software.
- Participate in State Wide Warrant Roundup Program in 2013.
- Install additional monitors and electronic key pads on the outside of the clerk area to expand "paperless" capabilities of the Court.
- Add the option of participating in Defensive Driving and/or Deferred Impositions online.
- Explore new and innovative ways to expand the Teen Court program, while maintaining our ongoing relationship with the Copperas Cove ISD.

MUNICIPAL COURT

01-4100

EXPENDITURE SUMMARY

| MUNICIPAL COURT | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | 241,892 | 258,644 | 258,644 | 260,185 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 5,637 | 9,900 | 9,900 | 8,632 |
| Repairs & Maintenance | 2,833 | 16,207 | 16,207 | 11,976 |
| Contractual Services | 131,984 | 129,930 | 129,930 | 139,476 |
| Designated Expenses | 387 | 387 | 387 | 33 |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | 382,732 | 415,068 | 415,068 | 420,302 |

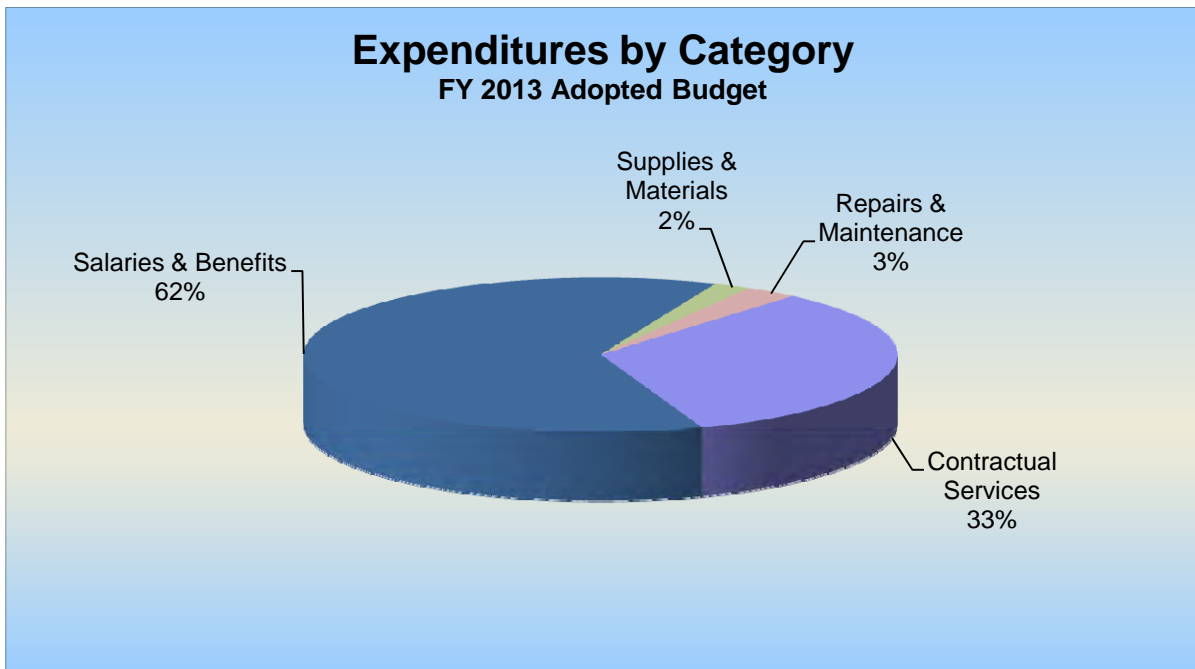
HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: The Assistant Court Administrator position is unfunded in FY 2013; savings is offset by a one percent employee increase set aside.
- Contractual Services: Include \$2,000 for collection expenses and \$11,000 for warrant round-up expenses.

Decreases:

- Repairs & Maintenance: Include \$4,172 decrease in repairs and maintenance to building.



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

MUNICIPAL COURT

01-4100

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|--|-------------------|------------------------------|-----------------------------------|------------------------------|
| 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 | 0.5 | 0.5 | 0.5 |
| DIVISION TOTAL | 10 | 10.5 | 10.5 | 10.5 |

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

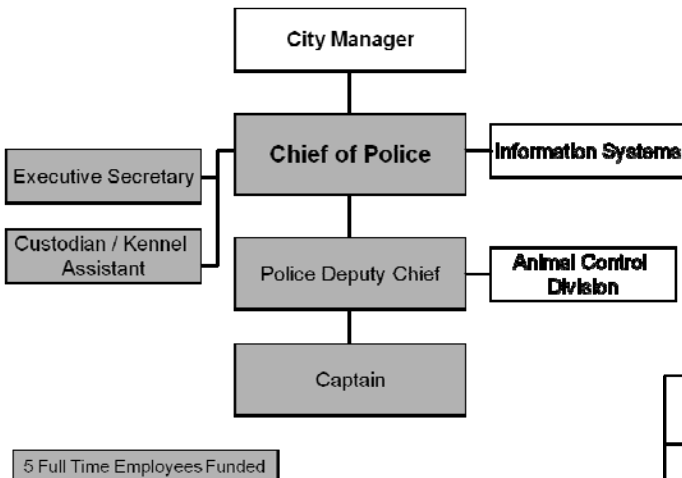
Note: For FY 2013, the Assistant Court Administrator position is unfunded.

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|-------------------------------|-------------------|-------------------|-----------------------|-------------------|
| OUTPUTS | | | | |
| # of Warrants Issued | 2,750 | 3,000 | 1,345 | 1,700 |
| # of Warrants Cleared | 7,500 | 7,000 | 3,202 | 4,000 |
| # of Violations Processed | 9,575 | 10,500 | 9,500 | 9,600 |
| EFFICIENCIES | | | | |
| Average Collections per Clerk | 4,788 | 5,250 | 4,750 | 4,800 |
| Online Payments | 1,020 | 1,200 | 1,040 | 1,200 |
| EFFECTIVENESS | | | | |
| % of Total Warrants Cleared | 40.0% | 40.0% | 18.9% | 30.0% |

POLICE DEPARTMENT

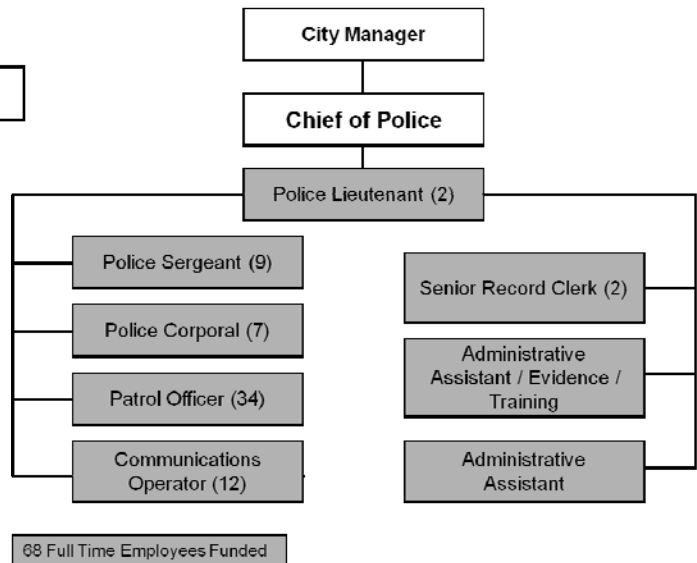


Police Administration Department



5 Full Time Employees Funded

Police Services Department



68 Full Time Employees Funded

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 2012

- Conducted a National Night Out Event and a National Night Out Kick Off Party.
- Provided police protection during the Trick-or-Treating in the Park.
- 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.

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 Trick-or-Treating in the Park.
- 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 2013

- 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

| <u>POLICE ADMINISTRATION</u> | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | 4,011,651 | 419,650 | 419,650 | 427,847 |
| Personnel Support | 429 | 3,000 | 3,000 | - |
| Supplies & Materials | 189,776 | 16,040 | 15,179 | 18,261 |
| Repairs & Maintenance | 142,338 | 6,940 | 6,940 | 44,579 |
| Contractual Services | 197,803 | 13,698 | 13,698 | 106,413 |
| Designated Expenses | 13,455 | 12,885 | 13,746 | 729 |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | 19,294 | - | - | - |
| Focus Group | 118 | - | - | - |
| Total | 4,574,864 | 472,213 | 472,213 | 597,829 |

HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

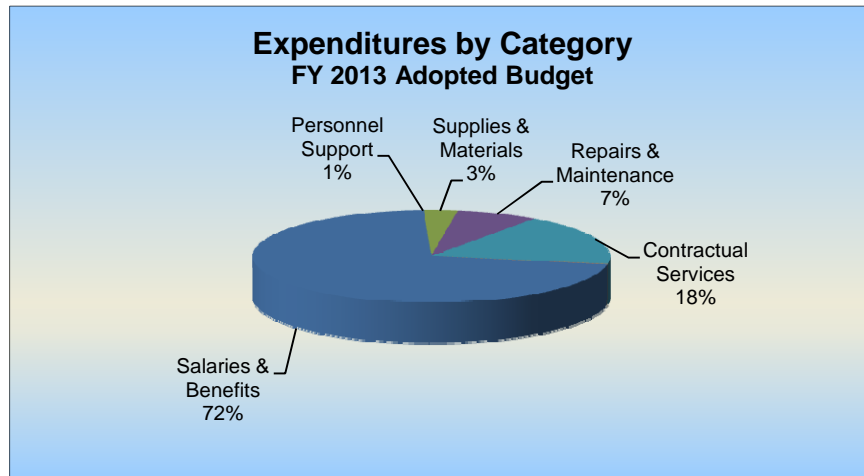
Increases:

u

- Salaries & Benefits: Include a one percent employee increase set aside.
- Repairs & Maintenance: Include \$9,240 to repair and maintain building, and \$28,569 increase for vehicles repair and maintenance.
- Contractual Services: For FY 2013, Utilities (\$81,000) and copier rentals (\$10,080) moved from the Services department to Administration.

Decreases:

- Designated Expenses: Department's portion of final payment for current computer lease due in October 2012.



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

POLICE DEPARTMENT

01-4210

EXPENDITURE SUMMARY

| <u>POLICE SERVICES</u> | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | - | 3,904,035 | 3,904,035 | 4,095,257 |
| Personnel Support | - | - | - | 3,000 |
| Supplies & Materials | - | 189,330 | 189,330 | 197,015 |
| Repairs & Maintenance | - | 130,262 | 130,262 | 88,800 |
| Contractual Services | - | 226,390 | 226,390 | 160,950 |
| Designated Expenses | - | - | - | - |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | 24,000 |
| Total | - | 4,450,017 | 4,450,017 | 4,569,022 |

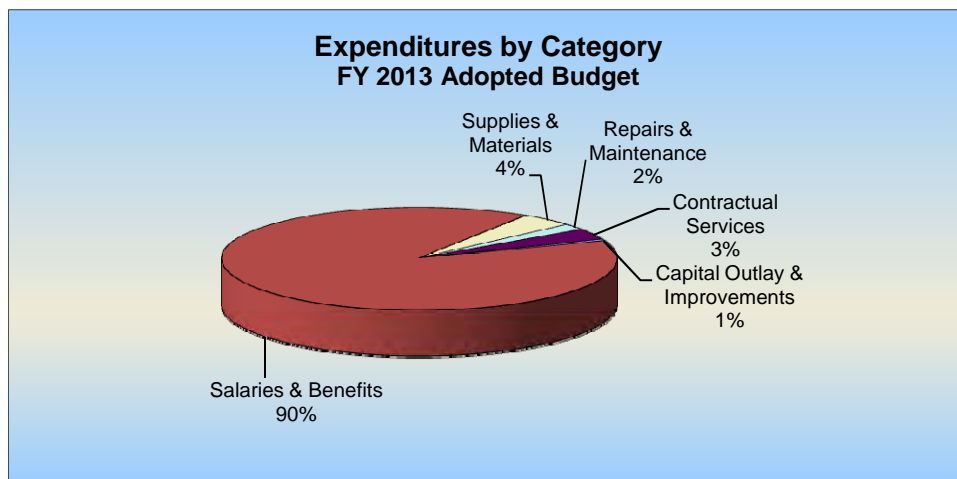
HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Include a one percent employee increase set aside.
- Personnel Support: \$3,000 for public relations.
- Supplies & Materials: Include an increase of \$36,438 in fuel and oil cost.
- Capital Outlay & Improvements: Cost to replace four motorcycles.

Decreases:

- Contractual Services: For FY 2013, moved Utilities (\$81,000) and copier rentals (\$10,080) from the Services department to Administration.



POLICE DEPARTMENT

01-4200 01-4210

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|--|---------------------------|---------------------------------------|--|---------------------------------------|
| <i>Police Administration (01-4200)</i> | | | | |
| Communications Officer | 12 | 0 | 0 | 0 |
| Corporal | 7 | 0 | 0 | 0 |
| Deputy Chief | 1 | 1 | 1 | 1 |
| Executive Secretary | 1 | 1 | 1 | 1 |
| Lieutenant | 2 | 0 | 0 | 0 |
| Patrol Officer* | 35 | 0 | 0 | 0 |
| Police Chief | 1 | 1 | 1 | 1 |
| Senior Records Clerk | 2 | 0 | 0 | 0 |
| Administrative Assistant | 1 | 0 | 0 | 0 |
| Sergeant | 9 | 0 | 0 | 0 |
| Administrative Assistant / Evidence / Training | 1 | 0 | 0 | 0 |
| Captain | 1 | 1 | 1 | 1 |
| Janitorial Services | 0 | 1 | 0 | 0 |
| Custodian | 0.5 | 0.5 | 0 | 0 |
| Custodian/Kennel Assistant | 0 | 0 | 1 | 1 |
| Total Police Administration | 73.5 | 5.5 | 5 | 5 |
| <i>Police Services (01-4210)</i> | | | | |
| Communications Officer | 0 | 13 | 13 | 12 |
| Corporal | 0 | 7 | 7 | 7 |
| Lieutenant | 0 | 2 | 2 | 2 |
| Patrol Officer | 0 | 38 | 38 | 34 |
| Senior Records Clerk | 0 | 3 | 3 | 2 |
| Administrative Assistant | 0 | 1 | 1 | 1 |
| Sergeant | 0 | 9 | 9 | 9 |
| Administrative Assistant / Evidence / Training | 0 | 1 | 1 | 1 |
| Total Police Services | 0 | 74 | 74 | 68 |
| DIVISION TOTAL | 73.5 | 79.5 | 79 | 73 |

* In FY 2011, 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 2013, the following positions are unfunded: two Police Communications/Operators, seven Patrol Officers and a Senior Records Clerk.

POLICE DEPARTMENT

01-4200 01-4210

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|
| OUTPUTS | | | | |
| # of Calls for Service | 20,000 | 19,000 | 19,000 | 19,000 |
| # of Part I Violent Crimes Reported | 1,320 | 1,200 | 1,200 | 1,200 |
| EFFICIENCIES | | | | |
| Part I Crime* Clearance Rate: | | | | |
| Copperas Cove's Rate | 40.0% | 43.0% | 43.0% | 42.0% |
| State Average (Texas Standard) | 22.0% | 23.0% | 23.0% | 23.0% |
| Texas Cities with Population of 25,000 - 50,000 | 23.0% | 24.0% | 24.0% | 24.0% |
| Part II Crime** Clearance Rate - Copperas Cove | 72.0% | 72.0% | 72.0% | 70.0% |
| EFFECTIVENESS | | | | |
| Customer Satisfaction Survey (% Satisfied / Very Satisfied) | 90.0% | 90.0% | 90.0% | 90.0% |

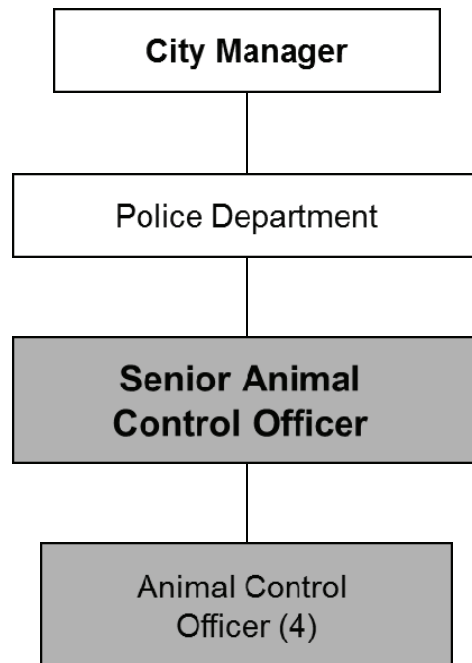
* Part I Crimes that are serious in nature include these crimes: Murder, Rape, Robbery, Aggravated Assault, Burglary, Larceny, and Motor Vehicle Theft.

** 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); George Sinner (Animal Control Officer); Tanja Allsbrook (Animal Control Officer); Stefanie Fisher (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 Full Time Employees Funded

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 State Health Services 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 the Animal Shelter Advisory Committee and governing body on updating current ordinances regarding animals.

ACHIEVEMENTS FOR FISCAL YEAR 2012

- Certified three (3) officers through the Texas Department of State Health Services (TDSHS) Euthanasia class.
- Two (2) Animal Control Officers (ACOs) completed the Basic Animal Control Class.
- Decreased overtime budget.
- Presented to civic organizations.
- Hosted two low cost shot clinics at the Copperas Cove Civic Center.
- Held an Adopt-A-Thon at the Copperas Cove Animal Shelter.
- Increased fee prices.
- Implemented new data base for the 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.
- Continue decreasing euthanasia rate by working with humane rescue organizations.
- Continue hosting and coordinating low cost shot clinics.
- Teach animal control related classes to Citizens Police Academy.
- Improve the existing animal playground areas.
- Increase number of volunteers that assist at the shelter.

GOALS FOR FISCAL YEAR 2013

- Obtain additional training courses for Animal Control Officers.
- Hold an Adopt-A-Thon.
- Certify two (2) ACOs through the Advanced ACO certification course.
- Certify one (1) officer through the Basic Animal Control Class.
- Repaint animal shelter kennels.

ANIMAL CONTROL

01-4300

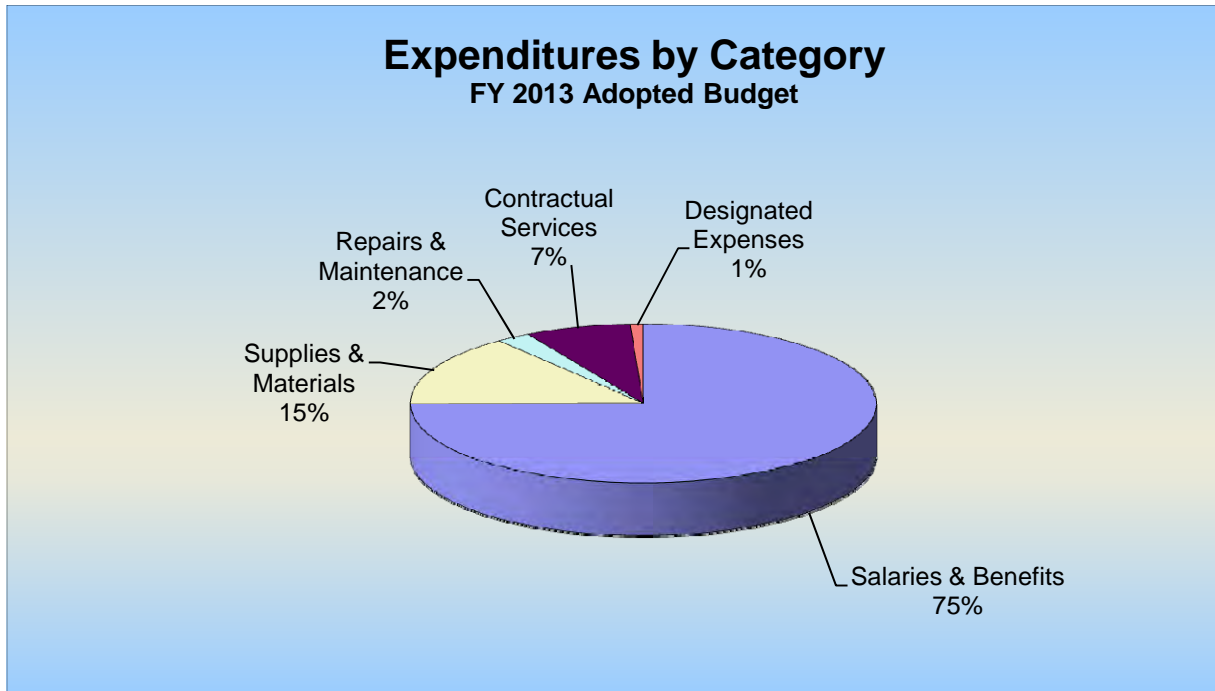
EXPENDITURE SUMMARY

| ANIMAL CONTROL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | 154,701 | 152,390 | 151,890 | 183,413 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 16,648 | 21,551 | 21,051 | 35,573 |
| Repairs & Maintenance | 4,872 | 6,118 | 7,118 | 5,819 |
| Contractual Services | 15,709 | 17,296 | 17,296 | 18,065 |
| Designated Expenses | 4,346 | 3,540 | 3,540 | 2,170 |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | 21,359 | - | - | - |
| Total | 217,635 | 200,895 | 200,895 | 245,040 |

HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Several positions were vacant for a portion of FY 2012, resulting in reduced annual health insurance for new hires in addition to reduced salary expense for the year; also include a one percent employee increase set aside. .
- Supplies & Materials: Include increases for animal shelter supplies, microchipping, and fuel and oil costs.



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

ANIMAL CONTROL

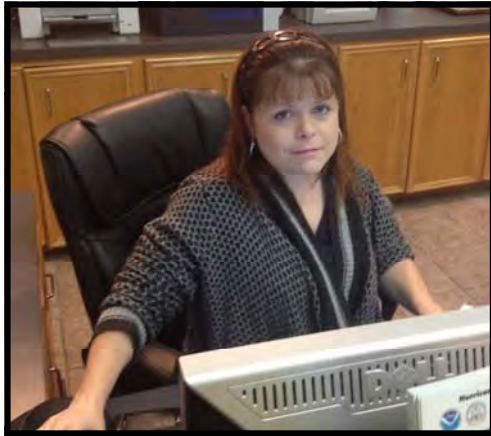
01-4300

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|---------------------------|---------------------------------------|--|---------------------------------------|
| Animal Control Clerk | 1 | 0.5 | 0.5 | 1 |
| Animal Control Officer | 3 | 4 | 4 | 4 |
| Senior Animal Control Officer | 1 | 1 | 1 | 1 |
| DIVISION TOTAL | 5 | 5.5 | 5.5 | 6 |

Note: For FY 2013, the Animal Control Clerk position is unfunded.

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|
| OUTPUTS | | | | |
| # of Animals Impounded | 1,905 | 1,950 | 2,039 | 1,950 |
| # of Animals Euthanized | 857 | 850 | 817 | 850 |
| # of Animals Adopted | 660 | 712 | 459 | 712 |
| # of Animals Re-Claimed | 330 | 330 | 414 | 330 |
| # of Animals Released to Rescues | N/A* | N/A* | 329 | 305 |
| EFFICIENCIES | | | | |
| Average Cost to Impound an Animal | \$114.24 | \$103.02 | \$98.53 | \$125.66 |
| Average Response Time per Call (in minutes) | 18 | 18 | 18 | 18 |
| EFFECTIVENESS | | | | |
| % of Eligible Animals Adopted | 54.0% | 52.0% | 59.0% | 69.1% |

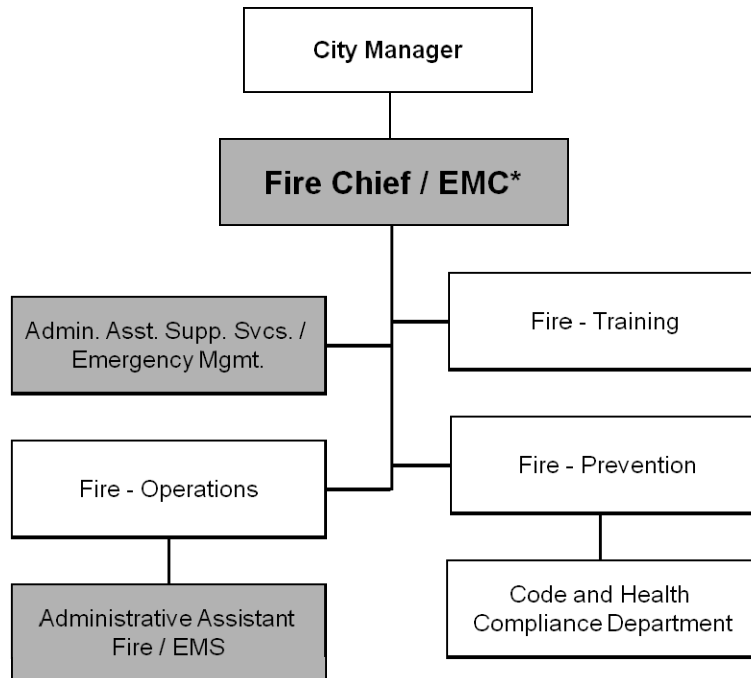
FIRE/EMS-ADMINISTRATION



Katy Wolf
(Administrative Assistant of Support Services/Emergency Management)



Gary Young
(Deputy Fire Chief)



* 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.

3 Full Time Employees Funded

FIRE/EMERGENCY MEDICAL SERVICES (EMS)-ADMINISTRATION

PROGRAM DESCRIPTION

Fire Administration coordinates, directs and monitors all activities relating to Fire Prevention and Education, Emergency Management-Homeland Security Planning, Emergency Ambulance Service and Fire Operations. Fire Administration houses support staff that coordinates, monitors and controls all operating expenses, all personnel related functions and daily administrative operations in the Department. Administration reviews the day-to-day operations of the Department and critiques major incidents, to ensure continuous improvement of service delivery to citizens and internal Department personnel. Fire Administration strives to be open and innovative, and to anticipate the future needs of the City and Fire Department.

MAJOR DEPARTMENT / DIVISION GOALS

- To ensure the quality of customer service and the readiness of Fire Department members to respond to emergency incidents through training and education.
- To strive to continuously improve the City's overall fire protection capabilities, thereby maintaining the City's favorable Insurance Services Organization (ISO) Public Protection Classification (PPC) rating of 2.
- To ensure the effective and efficient use of Fire Department human and physical resources.
- To identify measures to enhance the occupational safety and health of all Fire Department members.
- To be active in the Fire Service community outside the Department, and project a positive image for the City.
- To recruit and retain staff assigned to the Operations Division.

ACHIEVEMENTS FOR FISCAL YEAR 2012

- Received and managed a Homeland Security Program Grant used to fund the purchase of Interoperability Compliant portable radios.
- Received, reviewed and selected an Architectural and Design firm for Fire Station #2.
- Conducted a Citizen Fire Academy.

CONTINUING OBJECTIVES

- Meet all local, state and federally-mandated training requirements related to fire protection.
- Meet all local, state and federally-mandated training requirements related to emergency medical response.
- Monitor and update the projected fire apparatus replacement program and initiate apparatus purchases in accordance with the plan.
- Conduct a status review of the Fire Department occupational safety and health program in accordance with NFPA 1500.
- Monitor budget to ensure proper allocation and efficient expenditure of funds within budget.
- Monitor data and reports to ensure proper and efficient use of human & physical resources.
- Evaluate fire information management system to provide better data and access data in a more timely manner.
- Maintain a 95% or better Citizen satisfaction rate for overall Service Delivery for Department.
- Be an active leader in local, regional and state Fire related organizations and associations.

GOALS FOR FISCAL YEAR 2013

- Expand Life and Fire Safety Community Education Outreach Programs.
- Update all Code of Ordinances pertaining to Fire and EMS Services.
- Continue to systematically move programs toward paperless filing and recordkeeping.
- Complete and approve the Architectural Design for Fire Station #2.

FIRE/EMS-ADMINISTRATION

01-4400

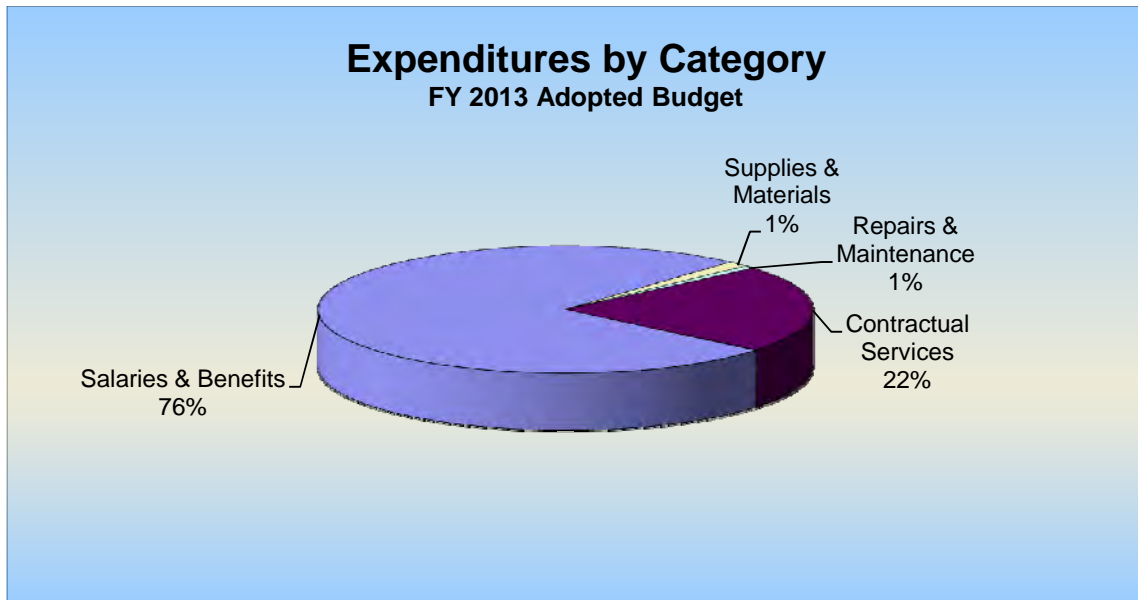
EXPENDITURE SUMMARY

| ADMINISTRATION | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | 2,769,396 | 2,854,000 | 2,854,000 | 257,533 |
| Personnel Support | - | 2,072 | 2,072 | - |
| Supplies & Materials | 127,412 | 143,129 | 143,929 | 4,723 |
| Repairs & Maintenance | 86,334 | 99,674 | 99,674 | 2,438 |
| Contractual Services | 105,636 | 184,204 | 183,404 | 76,055 |
| Designated Expenses | 6,734 | 6,957 | 6,957 | 405 |
| Capital Lease Payments | 341 | - | - | - |
| Capital Outlay & Improvements | 7,484 | - | - | - |
| Focus Group | - | - | - | - |
| Total | 3,103,336 | 3,290,036 | 3,290,036 | 341,154 |

HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Decreases:

- For FY 2013, Fire/EMS is split into four departments: Administration, Operations, Training, and Prevention. Expenses that were in the Fire/EMS Department are spread amongst the newly created departments.



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

FIRE/EMS-ADMINISTRATION

01-4400

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|--|-------------------|------------------------------|-----------------------------------|------------------------------|
| 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 | 0 |
| Division Chief - Training | 1 | 1 | 1 | 0 |
| Division Chief - Prevention / Fire Marshal | 1 | 1 | 1 | 0 |
| Inspector / Investigator | 2 | 2 | 2 | 0 |
| Battalion Chief | 3 | 3 | 3 | 0 |
| Captain | 3 | 3 | 3 | 0 |
| Lieutenant | 6 | 6 | 6 | 0 |
| Firefighter | 33 | 36 | 36 | 0 |
| DIVISION TOTAL | 53 | 56 | 56 | 3 |

Note: For FY 2013, the Fire Department is separated into four departments: Administration, Operations, Training, and Prevention.

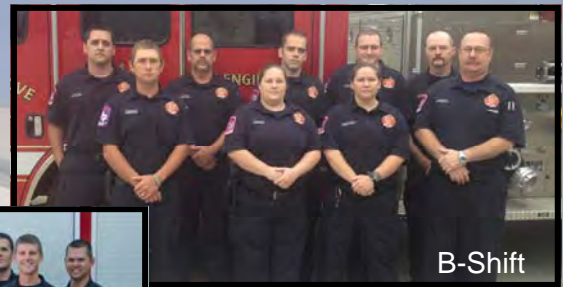
| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|---|-------------------|-------------------|-----------------------|-------------------|
| OUTPUTS | | | | |
| # of Command Staff Planning Sessions Conducted | 7 | N/A* | 6 | 6 |
| # of Medical Director Update Meetings Conducted | 6 | N/A* | 12 | 12 |
| # of Citizens Fire Academy's Conducted | 1 | N/A* | 1 | 1 |
| # of Apparatus/Vehicle Purchases Initiated | 2 | N/A* | 0 | 1 |
| # of New or Renovated Facilities Projects Initiated | 0 | N/A* | 1 | 1 |
| EFFICIENCIES | | | | |
| Per Capita Cost for Fire/Emergency Services | \$96.88 | \$102.71 | \$101.86 | \$10.56 |
| # of Sworn Firefighters per 1,000 Population: | | | | |
| # Per 1,000 including Ambulance Staff | 1.53 | N/A* | 1.47 | 1.50 |
| # Per 1,000 excluding Ambulance Staff | 1.03 | N/A* | 1.08 | 1.04 |
| # of Citizens Attending Citizen Fire Academy | 10 | N/A* | 12 | 12 |
| # of Apparatus/Vehicle Purchases Placed In Service | 3 | N/A* | 0 | 1 |
| Community Room Fees Collected | \$140 | N/A* | \$175 | \$280 |
| EFFECTIVENESS | | | | |
| Property Protection Classification | 2 | N/A* | 2 | 2 |
| % Mandated Fire Training Completed | 100.0% | N/A* | 100.0% | 100.0% |
| % Mandated EMS Training Completed | 76.0% | N/A* | 35.0% | 100.0% |

* New Performance Measure - Data not available.

FIRE/EMS-OPERATIONS



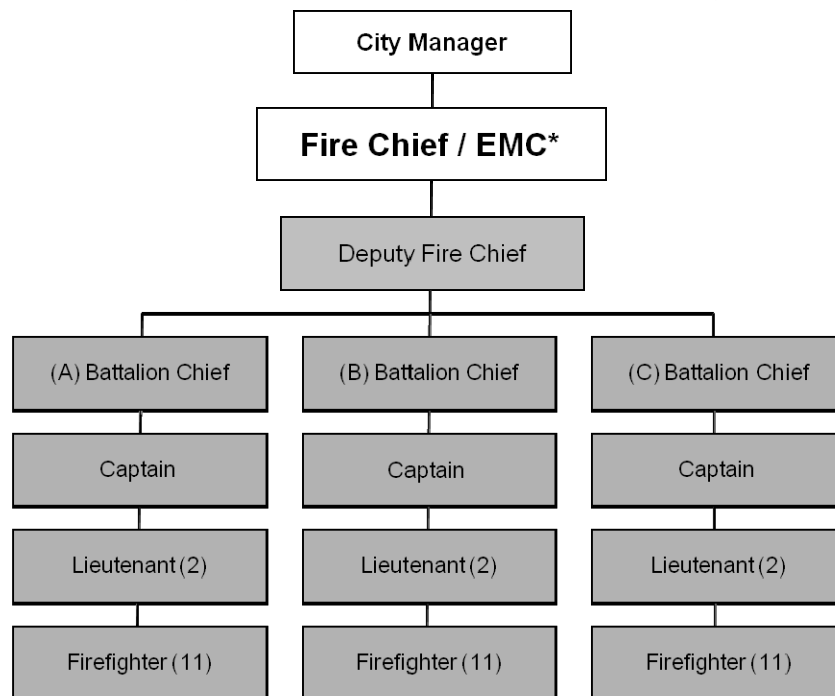
A-Shift



B-Shift



C-Shift



* 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.

46 Full Time Employees Funded

FIRE/EMERGENCY MEDICAL SERVICES (EMS)-OPERATIONS

PROGRAM DESCRIPTION

The Operations Division provides 24 hour emergency response services for the citizens and visitors of Copperas Cove. These services include fire protection, advanced life support ambulance service, rescue, hazardous materials response, fire hydrant inspections, fire/life safety education, and a myriad of other public services.

MAJOR DEPARTMENT / DIVISION GOALS

- To provide professional and effective emergency response services.
- To reduce fire loss through annual inspections and improved response times.
- To anticipate increases in emergency services response requests.
- To provide expedient emergency responses to all calls for service.

ACHIEVEMENTS FOR FISCAL YEAR 2012

- Purchased a New Self Contained Breathing Apparatus Air Compressor.
- Purchased a Self Contained Breathing Apparatus Posi-Check testing device.
- Purchased a Firefighter Personal Protective Clothing hydrostatic inspection testing device.
- Purchased five (5) sets of firefighting coats and pants.
- Implemented an Apparatus Readiness Inspection program with electronic documentation.

CONTINUING OBJECTIVES

- Maintain authorized staffing through recruitment.
- Respond to 90 percent of all Emergency calls within 5.0 minutes.
- Respond to 50 percent of all Emergency calls within 4.5 minutes.
- Confine 80 percent of the structure fires to the object, area, or room of origin.
- Inspect 95 percent of the hydrants.
- Complete 89 percent of intravenous lines (IVs) on first attempt.

GOALS FOR FISCAL YEAR 2013

- Support Life and Fire Safety Community Education Outreach Programs.
- Continue systematically moving programs toward paperless filing and recordkeeping.
- Have 25 percent of the member's firefighter certification levels increased to the next available benchmark.
- Graduate 3 new paramedics.
- Support staff in their pursuit of college level courses.

FIRE/EMS - OPERATIONS

01-4417

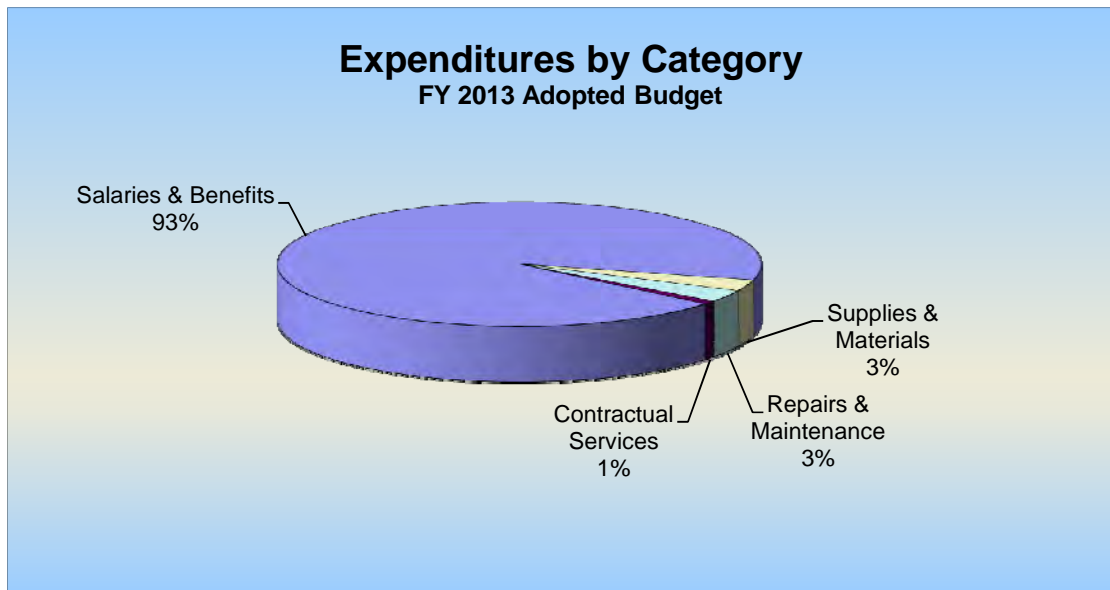
EXPENDITURE SUMMARY

| OPERATIONS | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | - | - | - | 2,780,486 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | - | - | - | 88,095 |
| Repairs & Maintenance | - | - | - | 93,972 |
| Contractual Services | - | - | - | 26,639 |
| Designated Expenses | - | - | - | - |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Focus Group | - | - | - | - |
| Total | - | - | - | 2,989,192 |

HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Decreases:

- For FY 2013, Fire/EMS is split into four departments: Administration, Operations, Training, and Prevention. Expenses that were in the Fire/EMS Department are spread amongst the newly created departments.



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

FIRE/EMS - OPERATIONS

01-4417

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-----------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Deputy Fire Chief | 0 | 0 | 0 | 1 |
| Battalion Chief | 0 | 0 | 0 | 3 |
| Captain | 0 | 0 | 0 | 3 |
| Lieutenant | 0 | 0 | 0 | 6 |
| Firefighter | 0 | 0 | 0 | 39 |
| Fire Dispatcher | 0 | 0 | 0 | 3 |
| DIVISION TOTAL | 0 | 0 | 0 | 55 |

Note: For FY 2013, the Fire Department is separated into four departments: Administration, Operations, Training, and Prevention.

Note: For FY 2013, five Firefighter/EMTs, one Firefighter/Paramedic, and three Fire Dispatchers are unfunded.

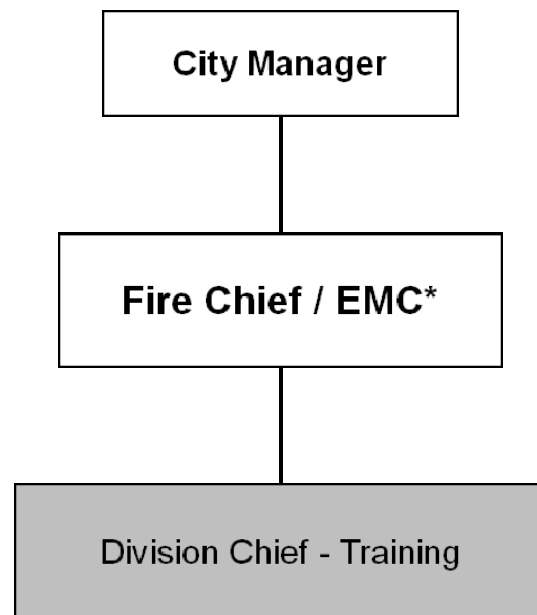
| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|--|-------------------|-------------------|-----------------------|-------------------|
| OUTPUTS | | | | |
| # of Total Calls | 4,622 | N/A* | 4,625 | 4,819 |
| # of Total Calls for EMS Response-City | 2,956 | N/A* | 2,983 | 3,010 |
| # of Total Calls for EMS Response-Counties | 364 | N/A* | 374 | 394 |
| # of EMS Mutual Aid Responses Given | 46 | N/A* | 51 | 50 |
| # of EMS Response with Transport | 2,061 | N/A* | 2,100 | 2,150 |
| # of Total Calls for Fire Response-City | 1,061 | N/A* | 1,034 | 1,150 |
| # of Total Calls for Fire Response-Counties | 241 | N/A* | 234 | 265 |
| # of Fire Mutual Aid Responses Given | 49 | N/A* | 24 | 30 |
| # of IV's Attempted | 868 | N/A* | 1,490 | 1,550 |
| EFFICIENCIES | | | | |
| Overall Average Fire Response Time in Minutes-City | 5.3 | N/A* | 4.6 | 5.0 |
| Overall Average Fire Response Time in Minutes-Counties | 10.3 | N/A* | 11.2 | 10.0 |
| # of Structure Fires per 1,000 Residential Structures - City | 3.4 | N/A* | 2.1 | 2.8 |
| # of Structure Fires per 1,000 Population-City | 1.1 | N/A* | 0.7 | 0.9 |
| # of all Calls that were Structure Fires-City | 36 | N/A* | 22 | 30 |
| # of all Calls that were Structure Fires-Counties | 5 | N/A* | 4 | 5 |
| # of EMS Responses per 1,000 Population-City | 92.3 | N/A* | 93.1 | 94.0 |
| # of IV's Successful on First Attempt | 750 | N/A* | 1,266 | 1,350 |
| Overall Average EMS Response Time in Minutes-City | 4.5 | N/A* | 4.3 | 4.5 |
| Overall Average EMS Response Time in Minutes-Counties | 9.3 | N/A* | 10.2 | 9.3 |
| EFFECTIVENESS | | | | |
| Total Property Threatened by Structure Fire-City | \$2,853,280 | N/A* | \$1,660,840 | \$1,500,000 |
| Total Property Lost by Structure Fire-City | \$732,500 | N/A* | \$325,450 | \$150,000 |
| Total Property Threatened by Structure Fire-Counties | \$196,000 | N/A* | \$356,000 | \$125,000 |
| Total Property Lost by Structure Fire-Counties | \$87,400 | N/A* | \$186,200 | \$12,500 |
| % of EMS Responses Within 5.0 Minutes | 86.0% | N/A* | 88.0% | 90.0% |
| % of EMS Responses Resulting in Transport | 62.1% | N/A* | 62.6% | 63.2% |
| % of IV's Successful on First Attempt | 86.4% | N/A* | 85.0% | 87.1% |

* New Performance Measure - Data not available.

FIRE/EMS-TRAINING



James Piper
(Division Chief - Training)



* 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.

1 Full Time Employee Funded

FIRE/EMERGENCY MEDICAL SERVICES (EMS)-TRAINING

PROGRAM DESCRIPTION

The Training Division provides training and material support to all other Fire Department Divisions. The Training Division also serves as liaison between the Medical Director and the Fire Department EMS Operations. This support role is accomplished through apparatus, equipment, and supply purchase, distribution and maintenance, providing all required Fire, EMS, Hazardous Materials continuing education (CE) training, providing a broad spectrum of professional development training and Fire Department Occupational Safety and Health Initiatives.

MAJOR DEPARTMENT / DIVISION GOALS

- To operate the Division in an efficient and effective manner.
- To continually improve the level of care provided to our patients.
- To provide timely, high quality apparatus and equipment maintenance.
- To provide quality apparatus, equipment and personal protective equipment of up to date technology for personnel that meet all applicable standards.
- Work with fire department administration to recruit and hire the best candidates for our department.
- To provide quality training to all personnel in all disciplines.
- To provide outstanding professional development training to all personnel for state certifications as needed.

ACHIEVEMENTS FOR FISCAL YEAR 2012

- Provided free immunizations through the "Shots through the Firehouse" program.
- Completed multiple training and certification courses for employee career development.
- Conducted a Citizen Fire Academy.

CONTINUING OBJECTIVES

- Evaluate required skills for EMT-B and EMT-P each year, thus enhancing the individual EMS provider's abilities and confidence.
- Review 100 percent of all EMS reports generated for Completion of Data.
- Evaluate 100 percent of contracts for services and supplies to ensure efficient use and effectiveness.
- Review a minimum of approximately 3,000 EMS reports generated for Quality Assurance and Protocol Adherence (250/month).
- Provide 200 percent of annual required Fire continuing education training for all certified firefighters to exceed mandated training requirements.
- Provide Driver/Operator certification training to all Apparatus Operators in the Department.
- Provide 100 percent of annual required EMS continuing education training for each certified EMS provider within the department, to meet all local, state and federally mandated training requirements.
- Provide advanced level training for certifications such as Fire Inspector, Fire Instructor, Fire Officer, Driver Pump/Operator and Fire Investigator to fire department staff.

GOALS FOR FISCAL YEAR 2013

- Systematically move programs toward paperless filing and recordkeeping.
- Move continuing education to an online class delivery system to increase availability of training.
- Have 25 percent of the member's firefighter certification levels increased to the next available benchmark.
- Graduate 3 new paramedics.

FIRE/EMS - TRAINING

01-4418

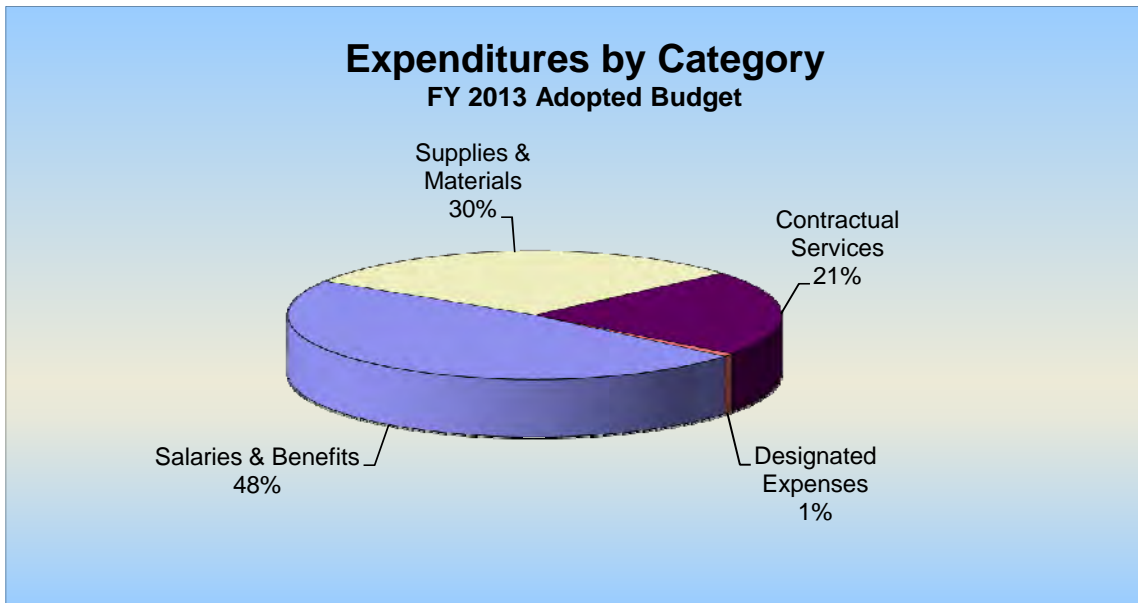
EXPENDITURE SUMMARY

| TRAINING | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | - | - | - | 87,535 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | - | - | - | 54,675 |
| Repairs & Maintenance | - | - | - | - |
| Contractual Services | - | - | - | 39,755 |
| Designated Expenses | - | - | - | 1,410 |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Focus Group | - | - | - | - |
| Total | - | - | - | 183,375 |

HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Decreases:

- For FY 2013, Fire/EMS is split into four departments: Administration, Operations, Training, and Prevention. Expenses that were in the Fire/EMS Department are spread amongst the newly created departments.



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

FIRE/EMS - TRAINING

01-4418

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|---------------------------|---------------------------|---------------------------------------|--|---------------------------------------|
| Division Chief - Training | 0 | 0 | 0 | 1 |
| DIVISION TOTAL | 0 | 0 | 0 | 1 |

Note: For FY 2013, the Fire Department is separated into four departments: Administration, Operations, Training, and Prevention.

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|--|---------------------------|---------------------------|-------------------------------|---------------------------|
| OUTPUTS | | | | |
| # of EMS Reports Reviewed by Quality Management Team | 2,962 | N/A* | 2,853 | 3,694 |
| # of EMS Training Hours Provided | 1,405 | N/A* | 1,414 | 1,500 |
| # of Fire Continuing Education (CE) Hours Provided | 6,899 | N/A* | 4,598 | 4,700 |
| EFFICIENCIES | | | | |
| % of EMS Reports Reviewed by Quality Management Team | 100.0% | N/A* | 100.0% | 100.0% |
| % of Required EMS CE Training Provided | 71.0% | N/A* | 110.0% | 100.0% |
| % of Required Fire CE Training Provided | 670.0% | N/A* | 450.0% | 500.0% |
| EFFECTIVENESS | | | | |
| % of Paramedics Recertified | 17.0% | N/A* | 30.0% | 21.0% |
| % of EMT's Recertified | 23.0% | N/A* | 5.0% | 27.0% |
| % of Firefighters Recertified | 100.0% | N/A* | 100.0% | 100.0% |

* New Performance Measure - Data not available.

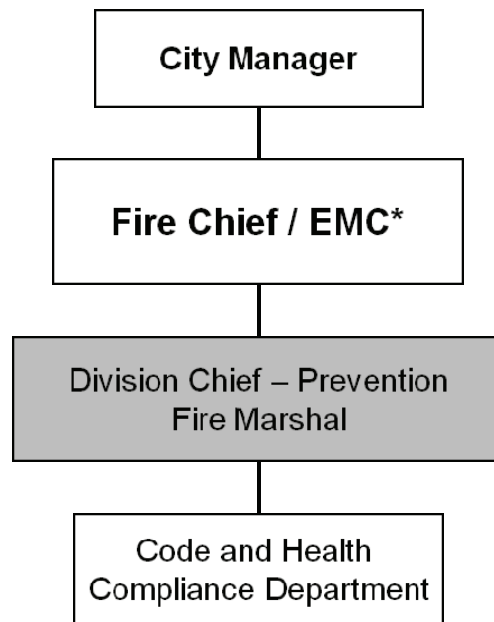
FIRE/EMS-PREVENTION



At Turkey Creek Elementary School



At Halstead Elementary School



* 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.

1 Full Time Employee Funded

FIRE/EMERGENCY MEDICAL SERVICES (EMS)-PREVENTION

PROGRAM DESCRIPTION

The Fire Prevention Division strives to provide a fire-safe environment by reducing the frequency, probability, and severity of fires along with the consequences of death, injury and property damage. This is accomplished through fire safety education classes, fire safety inspections, fire investigations and by encouraging our customers to be more aware of fire safety in the home, at school, and in the workplace.

MAJOR DEPARTMENT / DIVISION GOALS

- To provide Fire & Life Safety education training for the City of Copperas Cove through the school district, businesses, daycares, and citizen groups.
- To increase code compliance and awareness through guidance and Fire Code analysis on all new & proposed developments through, general plans review and inspections.
- To reduce fire probability and loss through inspections and code enforcement.
- To provide timely Fire Origin and Cause investigations and assist law enforcement with arson case development as needed.

ACHIEVEMENTS FOR FISCAL YEAR 2012

- Identified and corrected life and fire safety hazards during annual inspections.
- Continued community outreach programs including "*Fired Up About Reading Program*" and Citizens Fire Academy.
- Participated in and "Witnessed" fire alarm evacuation drills for schools and assisted living facilities.

CONTINUING OBJECTIVES

- Conduct 5 Commercial and 30 Non-Commercial Fire/Life Safety programs.
- Complete 95 percent of plans submitted for review within ten business days of receipt.
- Complete 80 percent of annual fire safety inspections in businesses, licensed care facilities, and public and private schools.
- Identify hazards for correction by owner.
- Identify cause of 90 percent of False Fire Alarms.
- Reduce False Fire Alarm calls by 10 percent.
- Determine 85 percent accidental/intentional cause of fires within the City of Copperas Cove.
- Establish Code Enforcement Division within the physical structure of the Fire Department.

GOALS FOR FISCAL YEAR 2013

- Expand Life and Fire Safety Community Education Outreach Programs.
- Review and update all Code of Ordinances pertaining to fire prevention and fire code enforcement.
- Continue to systematically move programs toward paperless filing and recordkeeping.

FIRE/EMS - PREVENTION

01-4419

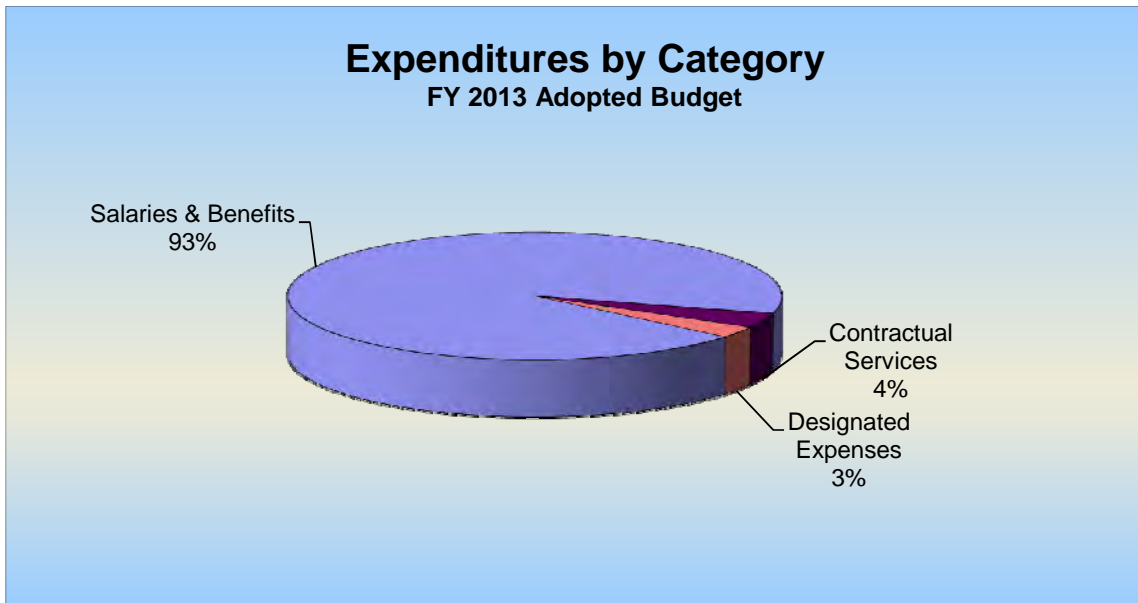
EXPENDITURE SUMMARY

| PREVENTION | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | - | - | - | 74,348 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | - | - | - | 75 |
| Repairs & Maintenance | - | - | - | - |
| Contractual Services | - | - | - | 2,953 |
| Designated Expenses | - | - | - | 2,318 |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Focus Group | - | - | - | - |
| Total | - | - | - | 79,694 |

HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Decreases:

- For FY 2013, Fire/EMS is split into four departments: Administration, Operations, Training, and Prevention. Expenses that were in the Fire/EMS Department are spread amongst the newly created departments.



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

FIRE/EMS - PREVENTION

01-4419

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|--|-------------------|------------------------------|-----------------------------------|------------------------------|
| Division Chief - Prevention / Fire Marshal | 0 | 0 | 0 | 1 |
| Inspector / Investigator | 0 | 0 | 0 | 2 |
| DIVISION TOTAL | 0 | 0 | 0 | 3 |

Note: For FY 2013, the Fire Department is separated into four departments: Administration, Operations, Training, and Prevention.

Note: The Inspector/Investigator positions are unfunded in FY 2013.

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|---|-------------------|-------------------|-----------------------|-------------------|
| OUTPUTS | | | | |
| # of Non-Commercial Fire Safety Education Programs | 32 | N/A* | 35 | 40 |
| # of Commercial Fire Safety Education Programs | 5 | N/A* | 5 | 8 |
| # of Fire Plans and Plats Reviewed | 16 | N/A* | 20 | 25 |
| # of Fire Safety Inspections | 101 | N/A* | 350 | 500 |
| # of Fire Safety Hazards Identified | 225 | N/A* | 175 | 150 |
| # of Re-Inspections | 12 | N/A* | 20 | 20 |
| # of Sprinkler Inspections | 7 | N/A* | 5 | 5 |
| # of Fire Alarm Inspections | 5 | N/A* | 5 | 5 |
| # of Fixed Suppression Inspections | 11 | N/A* | 5 | 5 |
| # of Complaint Inspections | 4 | N/A* | 5 | 5 |
| # of Certificate of Occupancy Inspections | 72 | N/A* | 60 | 65 |
| # of Miscellaneous Inspections | 79 | N/A* | 50 | 50 |
| # of Businesses (per Economic Development) | 737 | N/A* | 768 | 780 |
| # of False Fire Alarms | 106 | N/A* | 112 | 125 |
| # of Accidental Causes | 115 | N/A* | 100 | 90 |
| # of Incendiary Causes | 5 | N/A* | 4 | 4 |
| # of Undetermined Causes | 40 | N/A* | 30 | 30 |
| # of Arson Cases Submitted | 1 | N/A* | 0 | 0 |
| EFFICIENCIES | | | | |
| | 8,152 | N/A* | 4,500 | 6,000 |
| # in Attendance Non-Commercial Fire Safety Programs | | N/A* | | |
| # in Attendance Commercial Fire Safety Programs | 168 | N/A* | 200 | 250 |
| # Plans Reviewed Less Than 10 Days | 16 | N/A* | 20 | 25 |
| # of Identified Fire Safety Hazards Corrected | 159 | N/A* | 140 | 130 |
| # of Identified Cause of False Alarms | 69 | N/A* | 73 | 82 |
| # of Fire Investigations Cleared | 194 | N/A* | 130 | 100 |
| EFFECTIVENESS | | | | |
| % of Plans Reviewed Within 10 Business Days | 100.0% | N/A* | 100.0% | 100.0% |
| % of Fire Safety Hazards Corrected | 70.7% | N/A* | 80.0% | 86.7% |
| % of Fire Alarms Due to Equipment Malfunction or Accidental | 65.1% | N/A* | 65.2% | 65.6% |
| % of Businesses Inspected | 13.7% | N/A* | 45.6% | 64.1% |

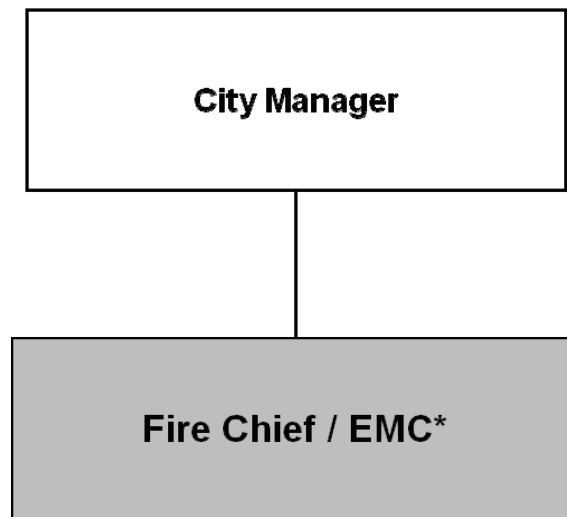
* New Performance Measure - Data not available.

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.

Note: The Emergency Management Department is under the guidance of the Fire Chief. Fifty percent of sixty percent of the Fire Chief's Salary and Benefits are expected to be reimbursed by the Emergency Management Performance Grant (EMPG).

EMERGENCY MANAGEMENT

PROGRAM DESCRIPTION

The Office of Emergency Management/Homeland Security is responsible for mitigation, planning, preparedness and recovery from manmade or natural emergencies or disasters that affect the health and safety of the citizens of Copperas Cove. Other areas of responsibility are Homeland Security.

MAJOR DEPARTMENT / DIVISION GOALS

- To provide a quality Emergency Management Program for the City.
- To participate in local and regional Emergency Management and Homeland Security programs and training.
- To continually improve the City's ability to respond to large scale emergencies.
- To provide quality Emergency Management and Homeland Security training to citizens.
- To ensure that the City remains compliant with Texas Division of Emergency Management policies and the United States Department of Homeland Security guidelines to ensure that the City is qualified for grant monies.

ACHIEVEMENTS FOR FISCAL YEAR 2012

- Participated in table top and functional exercises to test and evaluate the existing Emergency Operations Plan (EOP).
- Reviewed annexes to the Emergency Operations Plan.
- Continued mandatory certification requirement matrix and training development program.
- Participated in external programs and exercises with regional and state partners.
- Awarded Emergency Management Performance Grant (EMPG) funding.

CONTINUING OBJECTIVES

- Increase the coordination of the City's Emergency Management/Homeland Security plans and measures.
- Continue to monitor divisional budget to ensure proper allocation and efficient expenditure of funds.
- Continue to meet all local, state and federally mandated requirements for Emergency Management, Homeland Security and NIMS/NRP requirements.
- Increase the training, review and familiarity of city staff with the Emergency Operations Plan.
- Increase the number of staff training hours, preparedness drills and exercises.

GOALS FOR FISCAL YEAR 2013

- Conduct community awareness and preparedness training.
- Conduct ongoing training for staff.
- Conduct a table top and a functional exercise to evaluate the EOP.
- Submit updated annexes to the TDEM for approval.
- Create and deploy user defined contact lists in Firstcall System.

EMERGENCY MANAGEMENT

01-4420

EXPENDITURE SUMMARY

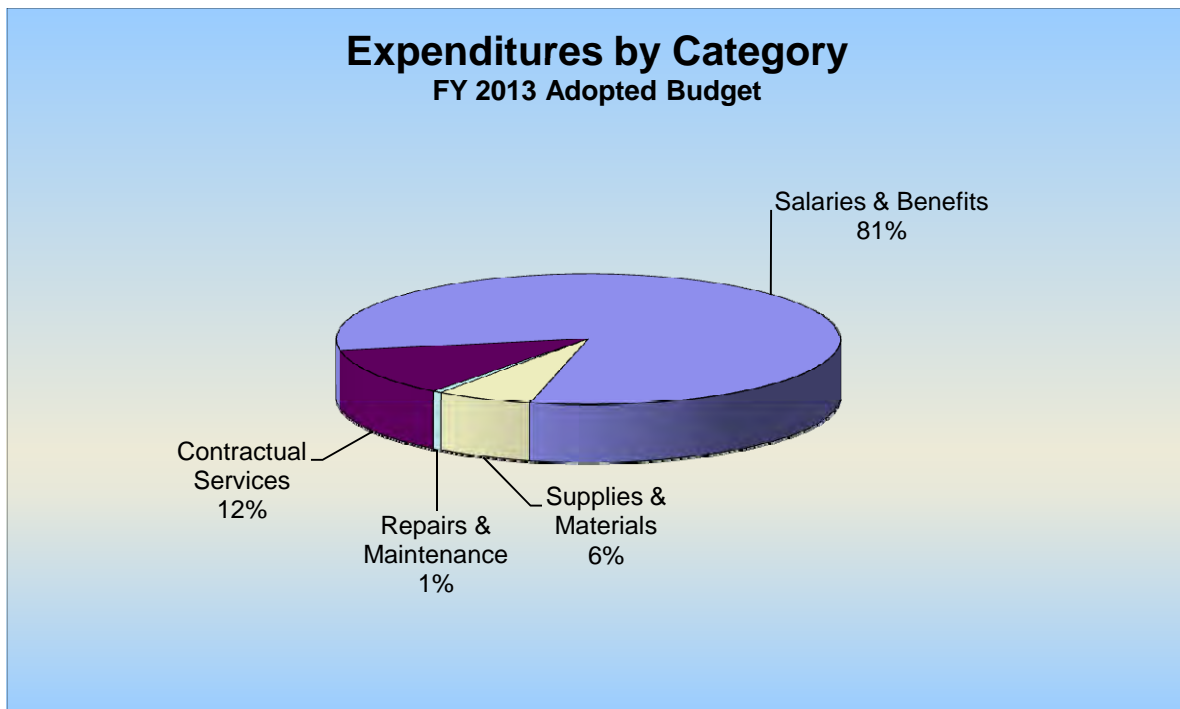
| EMERGENCY MANAGEMENT | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|---------------------------|---------------------------------------|--|---------------------------------------|
| Salaries & Benefits | - | 30,016 | 30,016 | 35,197 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 1,224 | 2,907 | 2,907 | 2,676 |
| Repairs & Maintenance | 273 | 281 | 281 | 250 |
| Contractual Services | 2,594 | 4,645 | 4,645 | 5,067 |
| Designated Expenses | - | - | - | - |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | 4,091 | 37,849 | 37,849 | 43,190 |

Note: The Emergency Management Department is under the guidance of the Fire Chief. Fifty percent of sixty percent of the Fire Chief's Salary and Benefits are expected to be reimbursed by the Emergency Management Performance Grant (EMPG).

HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Increase to the amount that are expected to be reimbursed by the EMPG.
- Contractual Services: Include increase for civic group membership for four firefighters.



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

EMERGENCY MANAGEMENT

01-4420

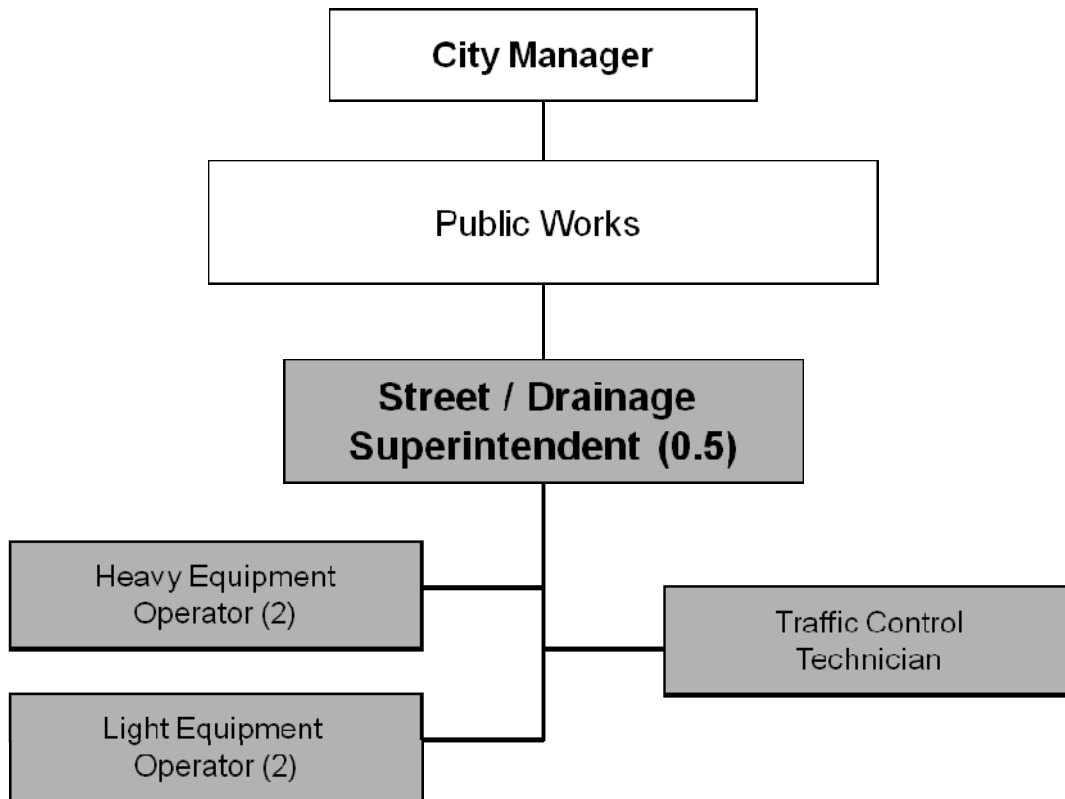
| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|--|-------------------|-------------------|-----------------------|-------------------|
| OUTPUTS | | | | |
| # of Emergency Management Training Hours Provided | N/A* | N/A* | N/A* | 6 |
| | 2 | N/A* | 3 | 2 |
| # of Preparedness Exercises Conducted/Participated In | N/A* | N/A* | N/A* | 6 |
| # of Severe Weather Hours Worked | N/A* | N/A* | N/A* | 6 |
| # of Emergency Management Tabletop Exercises Completed by Department Directors | 1 | N/A* | 1 | 2 |
| # of City Events Worked by Staff | 3 | N/A* | 3 | 3 |
| # of EOP Annexes Revised | 22 | N/A* | 0 | 22 |
| Amount Received from Grants | \$30,000 | N/A* | \$30,000 | \$45,000 |
| # of Citizens in Attendance in Disaster Preparedness Programs | N/A* | N/A* | N/A* | 100 |
| # of Emergency Management Training Hours Attended | N/A* | N/A* | N/A* | 40 |
| # of Hours EMC Spent Conducting Emergency Management Activities | N/A* | N/A* | N/A* | 1,000 |
| EFFICIENCIES | | | | |
| Average % of Hours EMC Spent Each Day Conducting Emergency Management Activities/Work | N/A* | N/A* | N/A* | 40.0% |
| % of City Employees Who Participated or Engaged in National Incident Management Training | N/A* | N/A* | N/A* | 40.0% |
| EFFECTIVENESS | | | | |
| % Change in Citizens Participation in Disaster Preparedness Programs | N/A* | N/A* | N/A* | 100.0% |
| % Change in Training Hours | N/A* | N/A* | N/A* | 100.0% |

* New Performance Measure - Data not available.

STREET



Left to Right: Chris Aguilar (Light Equipment Operator); Jason Culbertson (Heavy Equipment Operator); Steve Hollenbeck (Light Equipment Operator); Andrew Branson (Heavy Equipment Operator); Joseph Kepler (Traffic Control Technician)



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

5.5 Full Time Employees Funded

STREET DEPARTMENT

PROGRAM DESCRIPTION

The Street Department has an effective preventive street maintenance program which provides necessary services to protect the public investment on all public streets, thoroughfares and public ways within the City. The program consists of roadway maintenance, resurfacing, overlay, seal coating, level-up, and repair of utility cuts and patching of public streets to preserve and to extend the life of the pavement. There is an annual program of mowing vegetation along the rights-of-way of major thoroughfares as well as a traffic control devices maintenance program which involves the maintenance of traffic control signal light, school zones flashers, streets signs and pavement markings to enhance the safe and efficient movement of traffic along public streets. There is a response team that reacts when the needs arises from severe weather such as icy/snowy road conditions and rain/wind storms. These programs keeps the City from having higher street repair costs in the future by repairing the minor problems and preventing them from becoming significant and more costly repairs.

MAJOR DEPARTMENT / DIVISION GOALS

- Provide superior pavement maintenance services by performing preventive maintenance repairs to various streets annually ensuring maximum street pavement life.
- Keep the streets clear of debris with the street sweeping program and R.O.W. mowing program to provide an aesthetically pleasing corridor along major City thoroughfares.
- Install, upgrade and maintain adequate signage in compliance with the Texas Manual of Uniform Traffic Control Devices and to enhance the safety of motorist.

ACHIEVEMENTS FOR FISCAL YEAR 2012

- Compacted and asphalted average of 4.5 utility cuts per month.
- Installed and repaired an average of 38 traffic control signs per month.
- Performed periodic mowing of right-of-ways.
- Acquired herbicide license recertification for 2 personnel.
- Repaired damaged guard rails on West Avenue D and Summers Road.
- Completed City's part of excavation for the Bradford Drive project.
- Built parking lot on High Chaparral Drive and at Public Works.
- Provided support for Rabbit Festival, Kris Kindl Mart, Downtown Party's, Tough Cookie Decathlon, Cove Classic Bike Tour and Central Texas Bike Run.
- Completed shoulder work on Grimes Crossing Road, North 1st St, Reagan Avenue, Ogletree Pass and Freedom Lane.
- Assisted Drainage Department with the effluent pond project at the Golf Course.
- Assisted in the quality control inspections of Bradford Drive extension and West Avenue F reconstruction projects.
- Installed six new solar powered flashing school zone sign assemblies.

CONTINUING OBJECTIVES

- Manage a street/road repair program and the right-of-way mowing program.
- Maintain a sweeper program by increasing mileage with better training and maintenance.
- Continue the herbicide program and get more qualified personnel licensed.
- Support special event activities.
- Monitor the reflectivity of signs and pavement markings.
- Conduct special requested traffic control counting for Traffic Engineering Studies.

GOALS FOR FISCAL YEAR 2013

- Replace old faded school zone pavement markings with new pattern and upgraded materials.
- Replace regulatory, warning and post mounted guide signs as they become unserviceable with the new TXDOT MUTCD complaint signs.
- 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.

STREET

01-5300

EXPENDITURE SUMMARY

| STREET | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | 190,607 | 198,440 | 198,440 | 212,066 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 37,366 | 45,556 | 46,058 | 41,126 |
| Repairs & Maintenance | 93,767 | 88,625 | 88,123 | 91,745 |
| Contractual Services | 225,747 | 217,413 | 270,913 | 227,295 |
| Designated Expenses | 683 | 684 | 684 | 57 |
| Capital Lease Payments | 26,861 | - | - | - |
| Capital Outlay & Improvements | 260,131 | 257,050 | 207,050 | 190,000 |
| Total | 835,163 | 807,768 | 811,268 | 762,289 |

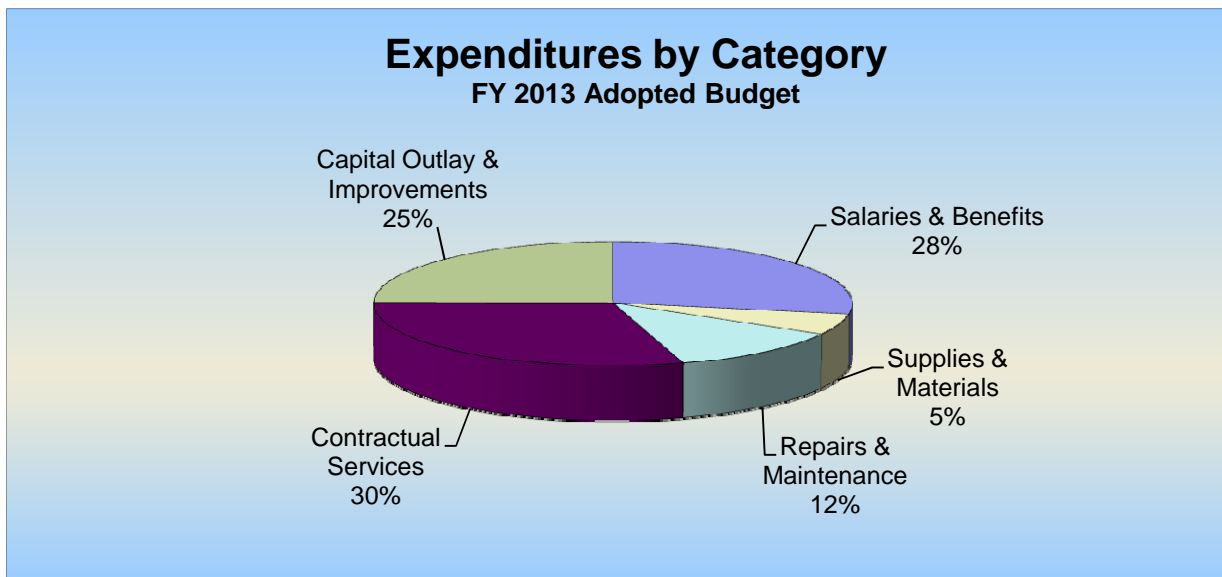
HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Include a one percent employee increase set aside and promotion of Crew Leader to Superintendent.

Decreases:

- Contractual Services: FY 2012 Projected included a \$50,000 grant match for Safe Routes To School (SRTS).
- Designated Expenses: Department's portion of final payment for current computer lease due in October 2012.



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

STREET

01-5300

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|---|-------------------|------------------------------|-----------------------------------|------------------------------|
| 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 | 3 | 3 | 3 |
| Street / Drainage Superintendent* | 0 | 0 | 0 | 0.5 |
| Street / Drainage Crew Leader* | 0.5 | 0.5 | 0.5 | 0 |
| DIVISION TOTAL | 6.5 | 9.5 | 9.5 | 9.5 |

* For FY 2013, the Street/Drainage Superintendent is funded 50/50 between Street and Drainage Utility departments as was the Street/Drainage Crew Leader for FY 2011 and FY 2012.

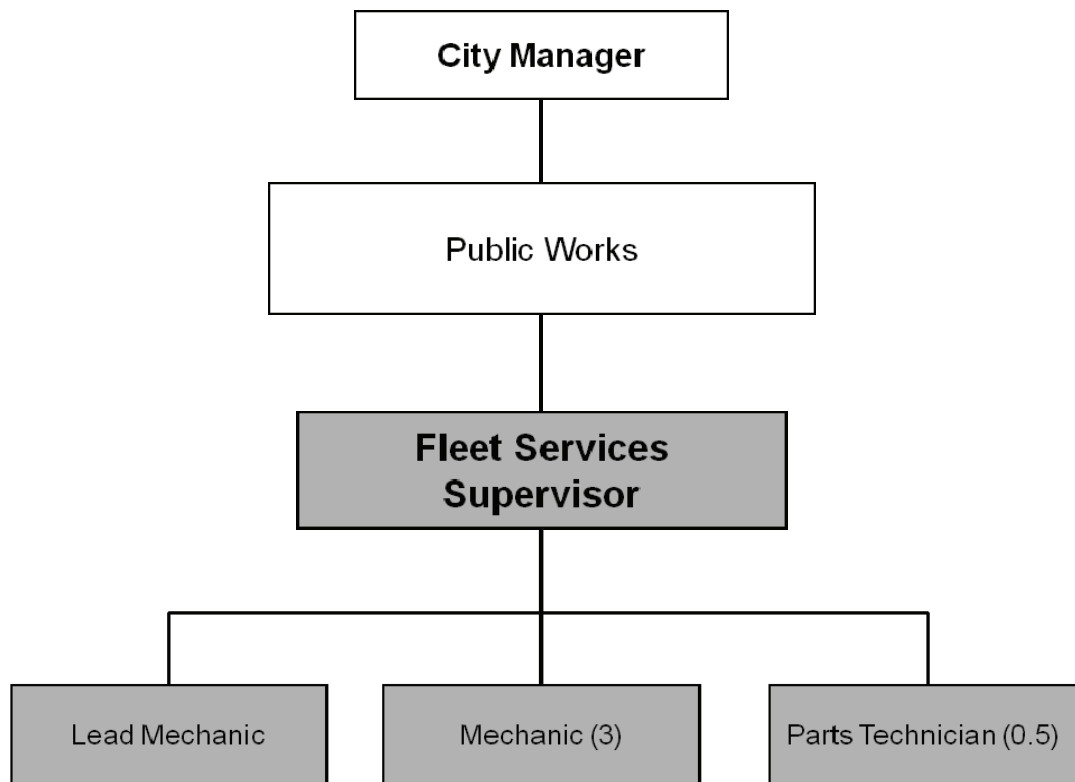
Note: For FY 2013, one Light Equipment Operator and the three Light Equipment Operator/Crack Sealer/Herbicide positions are unfunded.

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|--|-------------------|-------------------|-----------------------|-------------------|
| OUTPUTS | | | | |
| Seal Coat Resurfacing (lane miles) | 3.4 | 0.0 | 0.0 | 2.0 |
| Asphalt Overlay (lane miles) | 1.2 | 2.0 | 2.0 | 3.0 |
| # of Utility Excavation Repairs | 54 | 70 | 70 | 70 |
| Street Sweeping (curb miles) | 1,453 | 1,800 | 1,684 | 1,800 |
| # of City Lane Miles | 133.0 | 133.3 | 133.3 | 133.3 |
| EFFICIENCIES | | | | |
| Operating Cost Budgeted per City Lane Mile | \$6,279 | \$6,060 | \$6,086 | \$5,719 |
| EFFECTIVENESS | | | | |
| % of Pothole and Utility Cut Requests Repaired within 48 Hours | 91.0% | 91.1% | 91.1% | 91.2% |

FLEET SERVICES



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



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.

5.5 Full Time Employees Funded

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 2012

- Performed 404 preventive maintenance services.
- Performed 150 State Vehicle Inspections.
- Performed 212 Winterization Services.
- Completed 1,762 Work Orders internally, with shop sales of \$132,051.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2013

- 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 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | 179,522 | 193,485 | 193,485 | 247,859 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 6,424 | 8,107 | 8,039 | 7,931 |
| Repairs & Maintenance | 4,070 | 2,619 | 3,120 | 4,920 |
| Contractual Services | 9,379 | 15,663 | 11,730 | 12,620 |
| Designated Expenses | 683 | 684 | 684 | 57 |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | 200,077 | 220,558 | 217,058 | 273,387 |

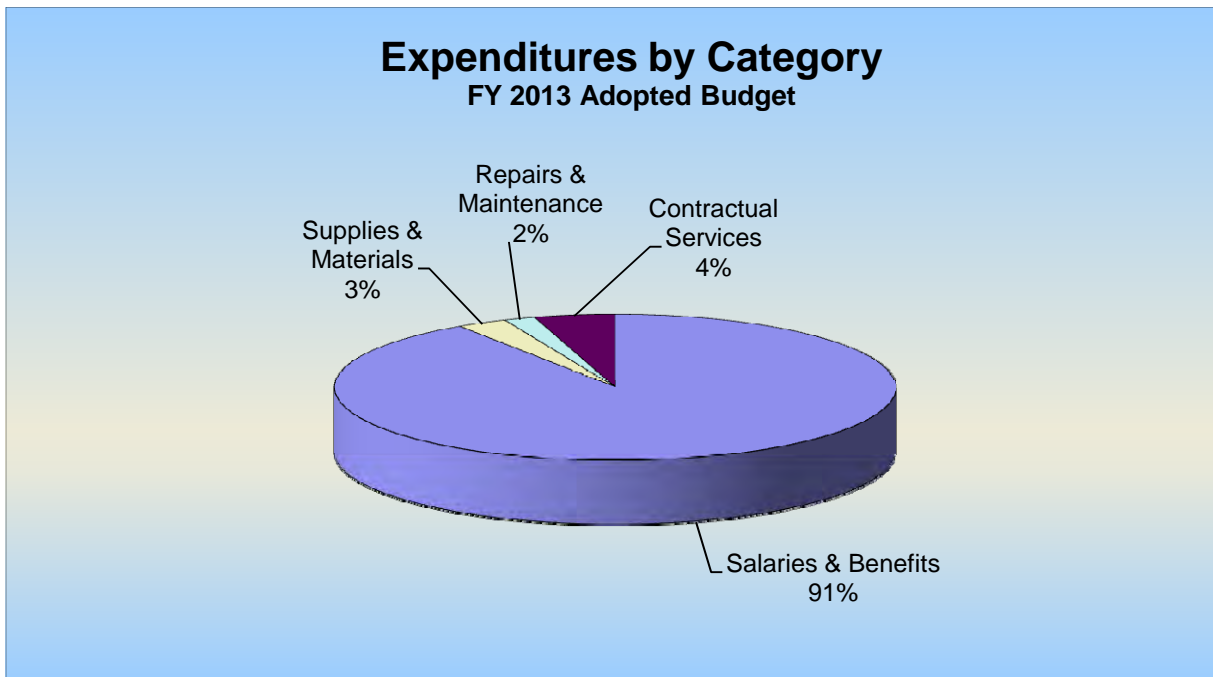
HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Increase includes a Mechanic position that was moved from the Solid Waste Fund to Fleet Services and a one percent employee increase set aside.

Decreases:

- Designated Expenses: Department's portion of final payment for current computer lease due in October 2012.



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

FLEET SERVICES

01-5500

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|---------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Parts Technician | 0.5 | 0.5 | 0.5 | 1 |
| Lead Mechanic | 1 | 1 | 1 | 1 |
| Mechanic | 2 | 2 | 2 | 3 |
| Fleet Services Supervisor | 1 | 1 | 1 | 1 |
| DIVISION TOTAL | 4.5 | 4.5 | 4.5 | 6 |

Note: One Part-time Parts Technician position is unfunded in FY 2013.

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|--|-------------------|-------------------|-----------------------|-------------------|
| OUTPUTS | | | | |
| # of Work Orders Completed | 1,736 | 1,650 | 1,760 | 1,600 |
| EFFICIENCIES | | | | |
| Average Operating Cost per Work Order | \$115 | \$134 | \$123 | \$171 |
| EFFECTIVENESS | | | | |
| Percentage Work Orders on Preventive Maintenance | 98%* | 99.0% | 99.0% | 100.0% |

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

PLANNING



Chris Stewart
(Planning Consultant)



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

0 Full Time Employees Funded

PLANNING

PROGRAM DESCRIPTION

The Planning Department is responsible for providing support to the development community and general public through administration of the city's ordinances. The Department serves as the recording secretary for both the Planning and Zoning Commission and the Board of Adjustment. The Planning Department assists with the coordination of review meetings with city staff and developers.

MAJOR DEPARTMENT / DIVISION GOALS

- Improve the quality of life and safety of the community through implementation of Council Policy for planned sustainable land use.
- Provide efficient and accurate services to citizens, developers, and builders.
- Support the Planning and Zoning Commission in conformance with city ordinances and State law.
- Support the Board of Adjustment in conformance with city ordinances and State law.

ACHIEVEMENTS FOR FISCAL YEAR 2012

- Participated in Development Process Review with City staff, consultants, and development community.
- Updated the City's zoning, city limit, and address maps.
- Coordinated builder/developer luncheons.
- Assisted in implementation of online GIS city wide mapping system.

CONTINUING OBJECTIVES

- Review and update the zoning and subdivision ordinances.
- Research, develop, and implement procedures for conducting effective and efficient plat and plan review meetings, including notification process and information dissemination.
- Maintain the City's zoning map, city limit map, address maps, plat database, and infrastructure library.
- Continue to improve plat application/development procedures and developer relations.
- Manage consulting Planning services within approved budget.

GOALS FOR FISCAL YEAR 2013

- Update Development Services web site to reflect changes in the development process.
- Assist with the ongoing implementation of the City's Storm Water Management Plan.
- Comprehensive update of planning and zoning ordinances.
- Finalize and implement the Development Process Review.

PLANNING

01-6100

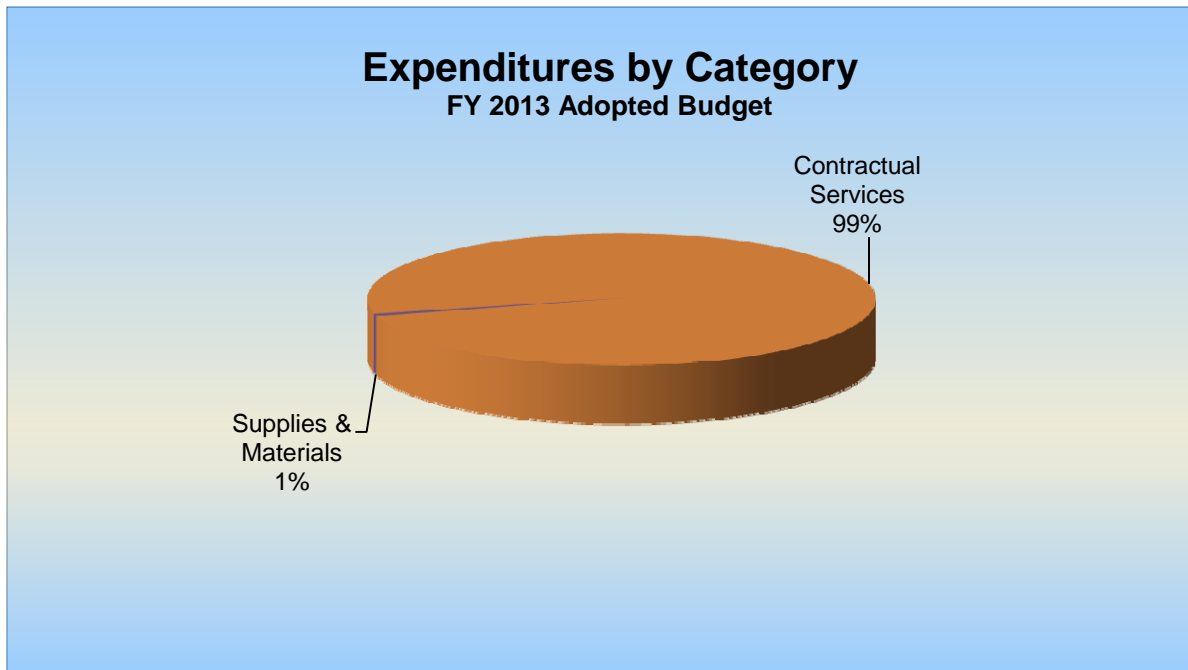
EXPENDITURE SUMMARY

| PLANNING | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | 53,533 | - | - | - |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 2,288 | - | - | 440 |
| Repairs & Maintenance | 2,676 | - | - | - |
| Contractual Services | 109,430 | - | - | 81,200 |
| Designated Expenses | 8,962 | - | - | - |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | 176,888 | - | - | 81,640 |

HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Supplies & Materials: Include office supplies, printing costs and postage costs for FY 2013.
- Contractual Services: \$60,000 for planning services, \$20,000 to update planning ordinance, and \$1,200 for advertising.



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

PLANNING

01-6100

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|--------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Planner I | 1 | 1 | 1 | 1 |
| GIS Technician | 1 | 0 | 0 | 0 |
| Planning Consultant | 0 | 0 | 0 | 1 |
| Administrative Assistant | 0 | 1 | 1 | 1 |
| DIVISION TOTAL | 2 | 2 | 2 | 3 |

Note: GIS Technician position was moved to Publics Works Administration in FY 2012. Planner I and Administrative Assistant positions are unfunded in FY 2013.

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|---|-------------------|-------------------|-----------------------|-------------------|
| <i>OUTPUTS</i> | | | | |
| # of Plats Processed | N/A* | N/A* | 8 | 10 |
| # of Zoning Changes Processed | N/A* | N/A* | 5 | 3 |
| # of Variance Requests Processed | N/A* | N/A* | 15 | 7 |
| # of Land Transactions Recorded in GIS | N/A* | N/A* | 40 | 40 |
| <i>EFFICIENCIES</i> | | | | |
| % of Responses to Zoning Verifications within One Day | N/A* | N/A* | 100.0% | 100.0% |
| % of Staff Reports to Boards at least 5 days in Advance | N/A* | N/A* | 100.0% | 100.0% |
| % of Adjoining Property Owners Letters Sent at Least 10 days Prior to Hearing | N/A* | N/A* | 100.0% | 100.0% |
| <i>EFFECTIVENESS</i> | | | | |
| % of Plat Cases Processed to Completion within State Mandated Timelines without Error | N/A* | N/A* | 92.0% | 100.0% |
| % of Zoning Cases Processed to Completion without Error | N/A* | N/A* | 92.0% | 100.0% |

* New Performance Measure - Data not available.

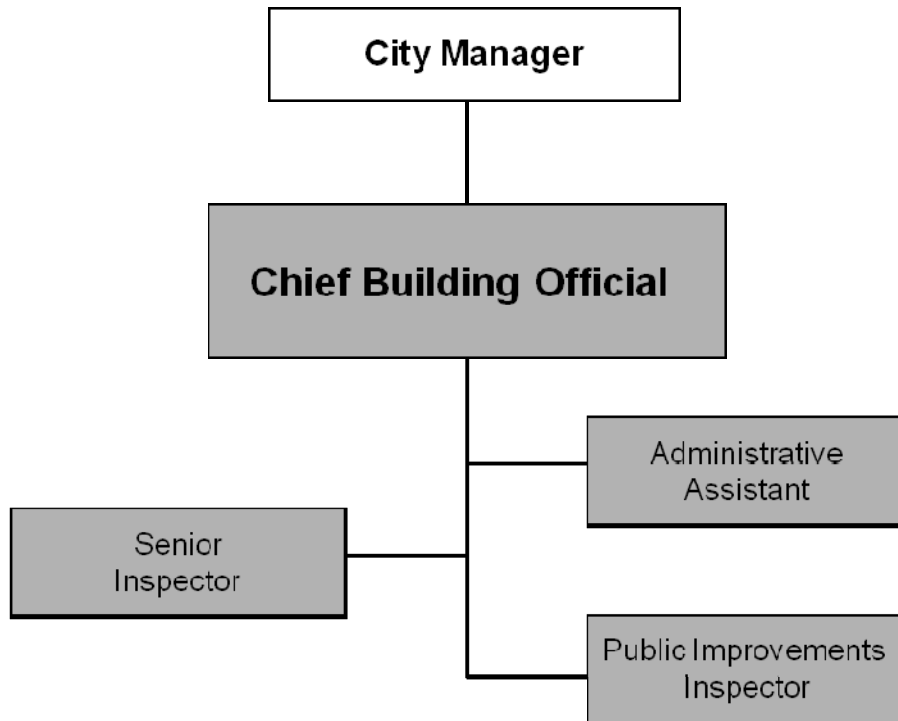
BUILDING AND DEVELOPMENT



Left to Right:

Front Row: Daniel Taylor (Public Improvements Inspector); Kathy Weber (Administrative Assistant)

Back Row: Christopher Tucker (Senior Building Inspector); Mike Morton (Chief Building Official)



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

4 Full Time Employees Funded

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

- Increase public awareness through informational and educational opportunities.
- Ensure that all commercial and residential construction meet all recognized standards for building safety and quality of life.
- Implement new planning process.

ACHIEVEMENTS FOR FISCAL YEAR 2012

- Issued permits for 140 new Single Family Houses having a total valuation of \$19,228,115.
- Issued permits for 39 Residential remodels for a total valuation of \$277,177.
- Issued permits for 4 Multi-family Residential Houses having a total valuation of \$10,799,806.
- Issued permits for 7 new Commercial Buildings having a total valuation of \$17,661,815.
- Issued permits for 12 Commercial remodels for a total valuation of \$601,130.
- Issued permits 2,898 miscellaneous (including permits for sheds, fences, re-roofs, sign, lawn irrigation, electrical, plumbing, and mechanical).
- Completed 5,541 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 2013

- Complete move to Public Works building.
- 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

| BUILDING AND DEVELOPMENT | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|---------------------------------|---------------------------|---------------------------------------|--|---------------------------------------|
| Salaries & Benefits | 172,323 | 233,755 | 233,755 | 247,196 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 6,520 | 7,232 | 7,232 | 9,303 |
| Repairs & Maintenance | 4,216 | 5,565 | 5,565 | 7,167 |
| Contractual Services | 19,428 | 23,277 | 23,277 | 11,379 |
| Designated Expenses | 15,836 | 29,259 | 29,259 | 180 |
| Capital Lease Payments | 9,925 | 9,926 | 9,926 | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | 228,248 | 309,014 | 309,014 | 275,225 |

HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

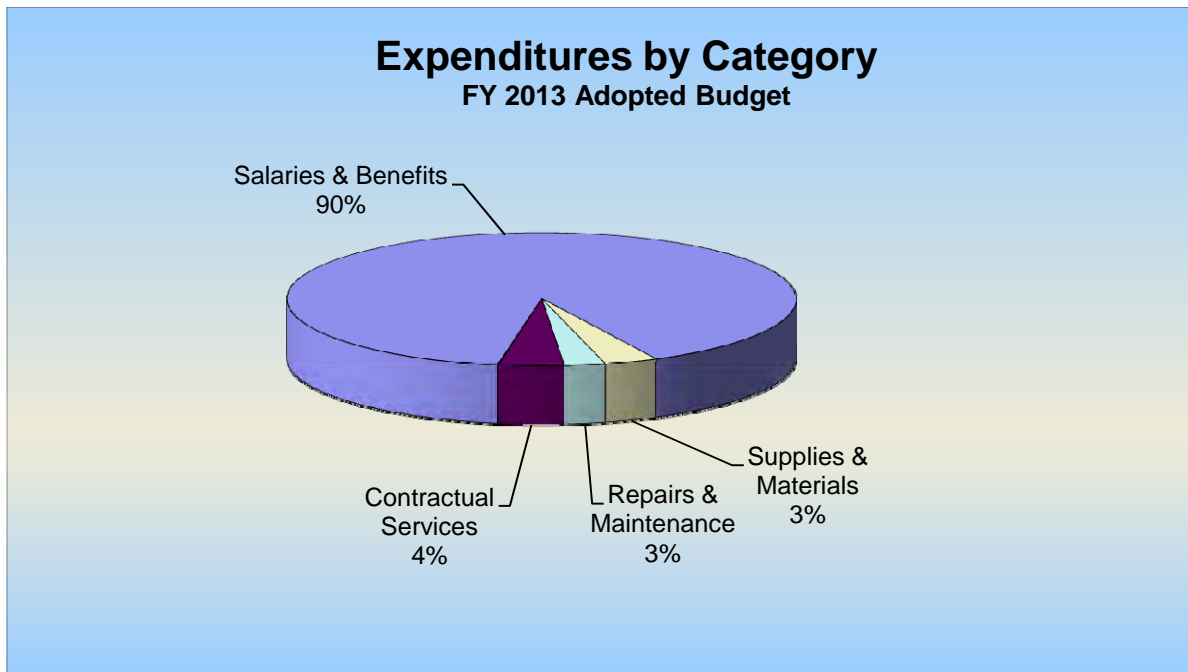
- Salaries & Benefits: Increase due to FY 2012 projected employee insurance costs under FY 2013 budgeted amount offset by a one percent employee increase set aside.

Decreases:

- Contractual Services: Include \$4,568 for professional development, \$3,560 for communication, and \$1,931 for dues and subscriptions costs.

- Designated Expenses: Building Department is moving to the Public Works location in FY 2013; \$180 for department's portion of the final payment for current computer lease due in October 2012.

- Capital Lease Payments: Lease payments for building software is fully paid.



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

BUILDING AND DEVELOPMENT

01-5200

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 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 | 1 | 1 | 1 |
| DIVISION TOTAL | 4 | 5 | 5 | 5 |

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

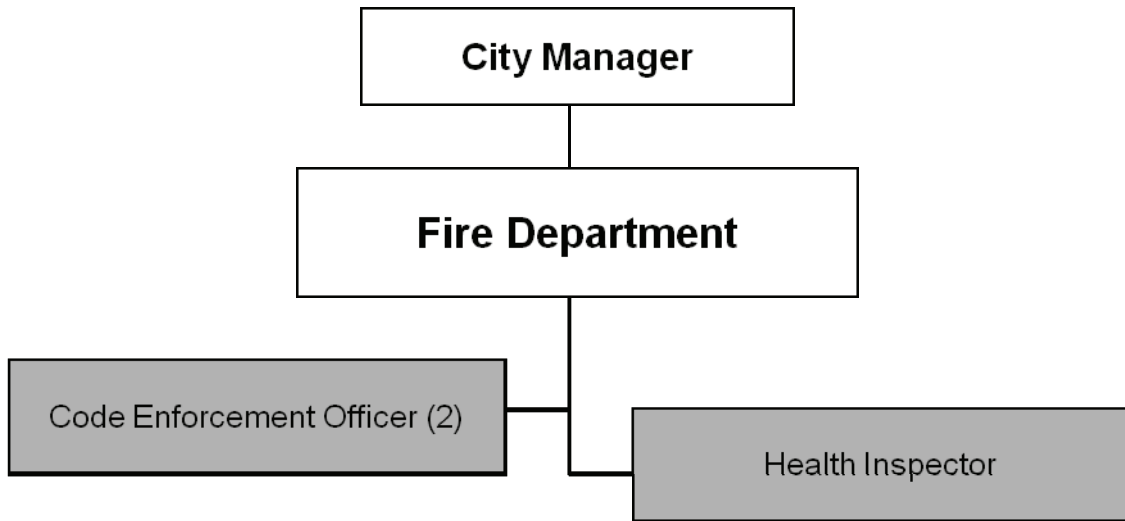
Note: For FY 2013, the Inspector position is unfunded.

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|--|-------------------|-------------------|-----------------------|-------------------|
| OUTPUTS | | | | |
| # of Permits Issued | 3,237 | 3,000 | 3,100 | 3,200 |
| # of Inspections Performed | 6,032 | 7,000 | 5,541 | 7,000 |
| EFFICIENCIES | | | | |
| Average Time to Process a Permit Application (minutes) | 15 | 15 | 15 | 15 |
| Average Time to Complete an Inspection (minutes) | 25 | 25 | 25 | 25 |
| EFFECTIVENESS | | | | |
| % 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); Don Denniston (Health Inspector); Autumn Downing (Code Enforcement Officer)



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

3 Full Time Employees Funded

CODE AND HEALTH COMPLIANCE

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT / DIVISION GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2012

- Received and managed 1,750 code enforcement complaints from citizens and city employees.
- Conducted 6 food handler classes to 174 food service employees. (Classes are now given on line.)
- Completed annual health licensing inspections in all commercial food establishments within the City.
- Provided "special" health inspections and food handler permits for food vendors at all community events like Rabbit Fest, City of Copperas Cove Birthday, Krist Kindl Markt and others.
- Completed 100 percent abatement to complaints regarding health issues such as sewage, rodents, and unsecured vacant homes.
- Completed all requests for health licensing inspections for childcare facilities and adoptive/foster homes within the City.
- Completed 127 health inspections and an additional 47 temporary/mobile inspections were conducted.
- Completed 9 foster care inspections.
- Provided education and licensing programs for basic food handlers.
- Two Code Enforcement Officers completed Code Enforcement Officer II Training with certification.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2013

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

CODE AND HEALTH COMPLIANCE

01-7200

EXPENDITURE SUMMARY

| CODE AND HEALTH COMPLIANCE | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-----------------------------------|---------------------------|---------------------------------------|--|---------------------------------------|
| Salaries & Benefits | 146,301 | 129,797 | 129,797 | 132,470 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 5,406 | 5,312 | 6,084 | 5,722 |
| Repairs & Maintenance | 3,233 | 4,586 | 4,278 | 5,627 |
| Contractual Services | 10,407 | 12,594 | 12,130 | 12,105 |
| Designated Expenses | 8,012 | 1,012 | 1,012 | 85 |
| Capital Lease Payments | 4,963 | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | 178,321 | 153,301 | 153,301 | 156,009 |

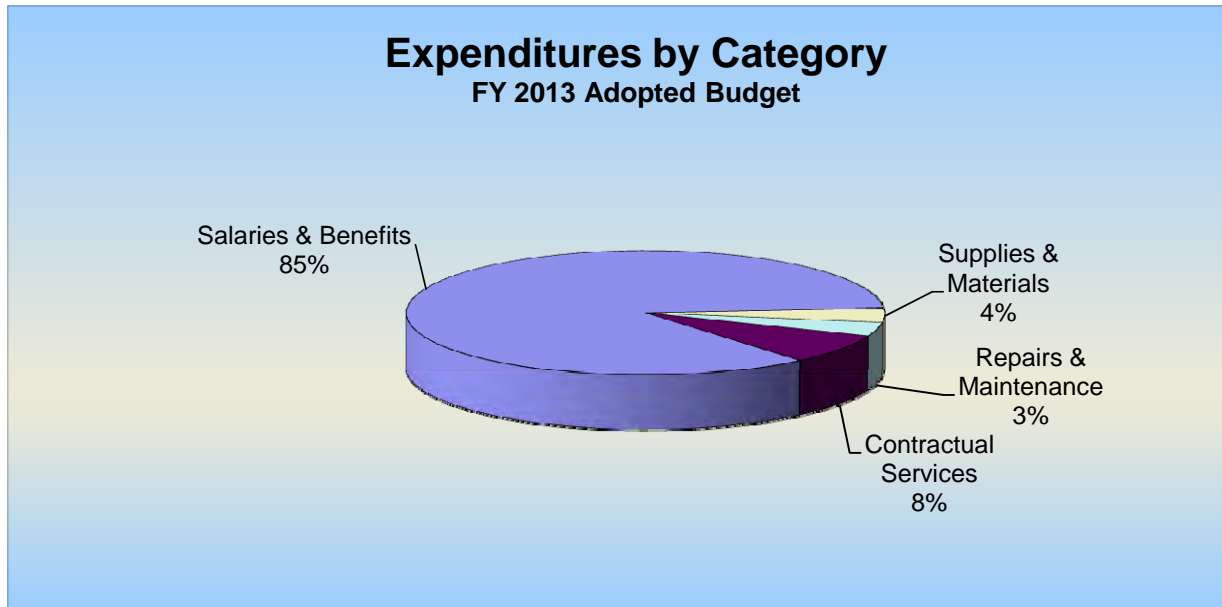
HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Include a one percent employee increase set aside.

Decreases:

- Designated Expenses: Department's portion of final payment for current computer lease due in October 2012.



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

CODE AND HEALTH COMPLIANCE

01-7200

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|--------------------------|---------------------------|---------------------------------------|--|---------------------------------------|
| Code Enforcement Officer | 2 | 2 | 2 | 2 |
| Health Inspector | 1 | 1 | 1 | 1 |
| Administrative Assistant | 1 | 0.25 | 0.25 | 0.5 |
| DIVISION TOTAL | 4 | 3.25 | 3.25 | 3.5 |

Note: The Part-time Administrative Assistant position is unfunded in FY 2013.

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|--|---------------------------|---------------------------|-------------------------------|---------------------------|
| OUTPUTS | | | | |
| # of Complaints Received and Investigated | 2,880 | 2,500 | 1,750 | 2,500 |
| EFFICIENCIES | | | | |
| Complaints per Code Enforcement Officer/Health Inspector | 960 | 833 | 583 | 833 |
| EFFECTIVENESS | | | | |
| % of Complaints Resulting in Voluntary Compliance | 97.0% | 98.0% | 98.0% | 98.0% |

PARKS AND LEISURE ADMINISTRATION



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



* For FY 2013, no funds are budgeted in the Cemetery Department. Two full time positions are assigned to the Cemetery Department, but are unfunded in FY 2013: Light Equipment Operator and a Laborer.

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.

3 Full Time Employees Funded

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, MHMR, Hill County Community Action, 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 a safe working environment to protect employees and minimize costs due to injuries.
- Maintain courteous rapport with citizens.

ACHIEVEMENTS FOR FISCAL YEAR 2012

- Completed the Needs Assessment Plan for future Parks needs.
- Completed submission of Parks and Recreation Master Plan to Texas Parks and Wildlife.
- Ensured 100% volunteer youth sports coaches completed certification and background checks.
- Maintained Cemetery operations and maintenance areas.
- Helped to provide a successful Halloween Safe Trick or Treat event.

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 2013

- Strengthen partnerships with outside organizations.
- Develop Standards of Operations for department.
- Complete High Chaparral project.
- Implement Time Clock Plus system.
- Implement and support city wide special events.

PARKS AND LEISURE - ADMINISTRATION

01-5400

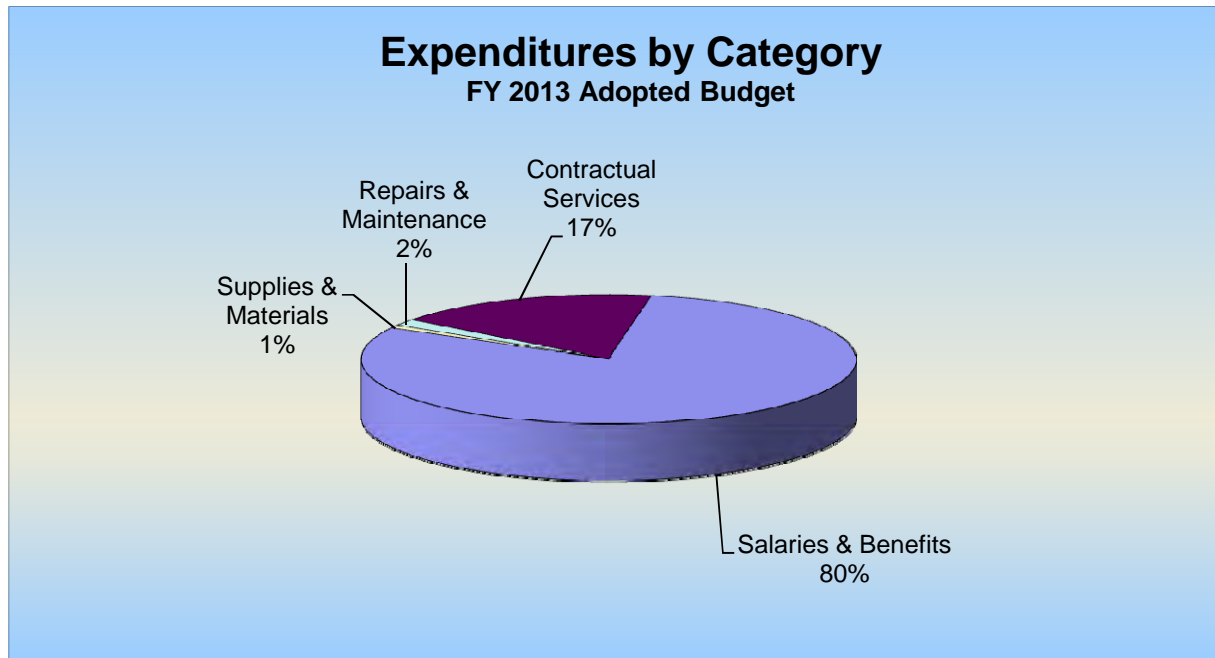
EXPENDITURE SUMMARY

| PARKS AND LEISURE - ADMINISTRATION | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|------------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | 708,369 | 237,383 | 237,383 | 243,599 |
| Personnel Support | 696 | 250 | - | - |
| Supplies & Materials | 65,238 | 1,824 | 1,750 | 2,405 |
| Repairs & Maintenance | 43,895 | 4,355 | 4,355 | 5,014 |
| Contractual Services | 162,921 | 50,994 | 52,940 | 53,036 |
| Designated Expenses | 2,358 | - | - | - |
| Capital Lease Payments | 16,424 | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Other Expenditures | 5,500 | - | - | - |
| Total | 1,005,401 | 294,806 | 296,428 | 304,054 |

HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Include a one percent employee increase set aside.



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

PARKS AND LEISURE - ADMINISTRATION

01-5400

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|--|-------------------|------------------------------|-----------------------------------|------------------------------|
| Recreation Specialist / Administrative Assistant | 0 | 1 | 1 | 1 |
| Division Head of Parks and Leisure Services | 1 | 1 | 1 | 1 |
| Director of Parks and Recreation | 1 | 1 | 1 | 1 |
| Park Supervisor | 1 | 0 | 0 | 0 |
| Recreation Specialist / Aquatics | 1 | 0 | 0 | 0 |
| Recreation Aide | 2 | 0 | 0 | 0 |
| Recreation Specialist | 1 | 0 | 0 | 0 |
| Light Equipment Operator | 2 | 0 | 0 | 0 |
| Light Equipment Operator / HVAC Tech | 1 | 0 | 0 | 0 |
| Custodian | 2 | 0 | 0 | 0 |
| Laborer | 6 | 0 | 0 | 0 |
| Convention and Tourism Coordinator | 0 | 1 | 1 | 0 |
| DIVISION TOTAL | 18 | 4 | 4 | 3 |

Note: In FY 2012, Parks and Recreation Department was renamed Parks and Leisure Services. Recreation Activities and Cemetery Funds were inactivated and all staff and activities were moved to the General Fund and were 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, and 6-Special Events.

Note: Two full-time positions (one Light Equipment Operator and one Laborer) are budgeted in the Cemetery Department and are unfunded in FY 2013.

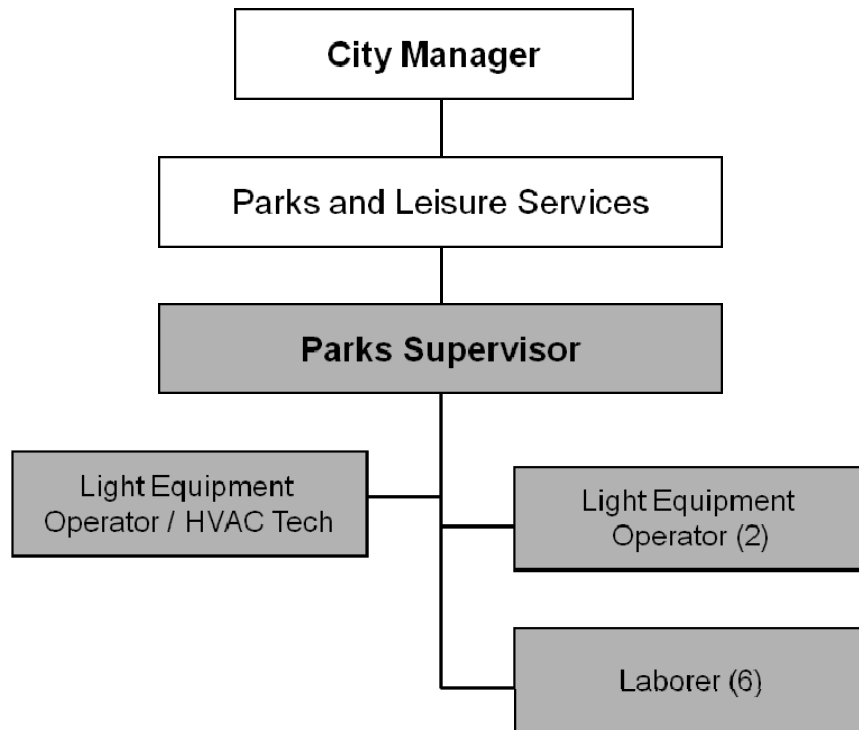
| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|---|-------------------|-------------------|-----------------------|-------------------|
| OUTPUTS | | | | |
| # of Athletic Games Scheduled | 1,158 | 1,162 | 1,200 | 1,220 |
| # of Participants in Recreation Programs | 26,725 | 26,827 | 28,770 | 29,675 |
| EFFICIENCIES | | | | |
| Parks and Leisure Total Operating Cost per Capita | \$31.39 | \$41.46 | \$41.11 | \$40.72 |
| EFFECTIVENESS¹ | | | | |
| Parks and Leisure Overall Customer Satisfaction | 4.2 | 4.3 | 4.3 | 4.5 |

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

PARKS AND LEISURE MAINTENANCE



Left to Right: Donovan Haire (Laborer); Trudy Chapman (Laborer); Joseph Ngiraklang (Laborer); Anibal Figueroa (Laborer); Kevin Bell (Light Equipment Operator); Dan Woolard (Laborer); Brian Hawkins (Laborer); Jerry Stanley (Light Equipment Operator); Gene Williams (Parks Supervisor)



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 Funded

PARKS AND LEISURE MAINTENANCE

PROGRAM DESCRIPTION

The Parks and Leisure Maintenance Department is responsible for planning, constructing, and 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.
- Maintain the operation of three (3) City Pools.

ACHIEVEMENTS FOR FISCAL YEAR 2012

- Maintained and repaired facilities throughout park system.
- Maintained 385 acres of park property.
- 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.
- Provided maintenance and cleanup support for Rabbit Fest.
- Installed Pavilion at High Chaparral Park.
- Repaired 200 feet of hiking trail at South Park.
- Installed shade structure at City Park Pool.
- Renovated RV Park.
- Assisted with 87 events including setting up for civic center events, ground breakings, and other special events.

CONTINUING OBJECTIVES

- Maintain safe working environment to protect employees and minimize costs due to injuries and down equipment.
- Provide quality field surfaces.
- Improve quality of Park facilities through preventive and annual maintenance.
- Maintain the operation of City Pools.
- Conduct landscaping, facility maintenance, and HVAC of Municipal buildings.
- Maintain City Cemetery.
- Continue upgrades to parks equipment, picnic tables, and grills.

GOALS FOR FISCAL YEAR 2013

- Complete High Chaparral Park parking lot.
- Upgrade equipment in neighborhood parks.
- Complete flood gates in City Park.
- Complete irrigation system at High Chaparral Park.
- Assist City Departments with movement of office furniture to new buildings.

PARKS AND LEISURE - MAINTENANCE

01-5410

EXPENDITURE SUMMARY

| PARKS AND LEISURE - MAINTENANCE | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|---------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | - | 340,300 | 340,300 | 346,028 |
| Personnel Support | - | 390 | - | - |
| Supplies & Materials | - | 42,721 | 40,881 | 36,490 |
| Repairs & Maintenance | - | 43,991 | 46,387 | 36,750 |
| Contractual Services | - | 38,046 | 37,358 | 30,362 |
| Designated Expenses | - | 1,573 | 1,573 | 132 |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | - | 467,021 | 466,499 | 449,762 |

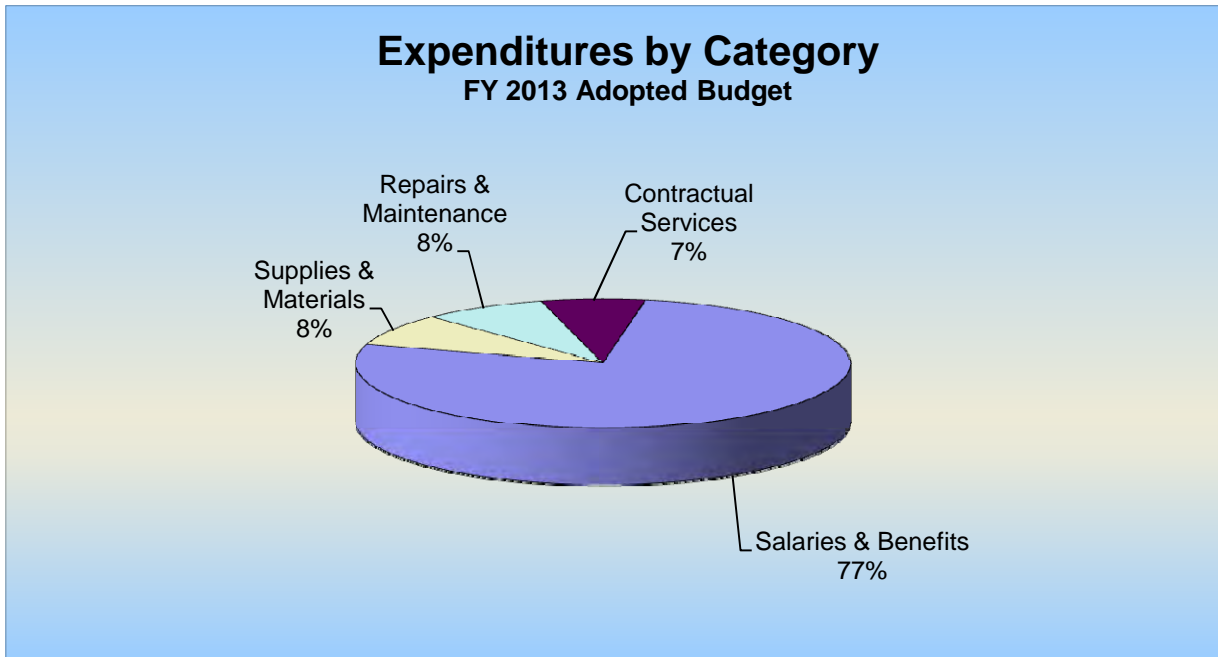
HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Include a \$5,483 FY 2013 employee insurance increase and a one percent employee increase set aside.

Decreases:

- Repairs & Maintenance: Include \$22,750 for facilities; \$8,000 for equipment; and \$4,000 for vehicles.
- Contractual Services: Include \$4,743 decrease for utilities and \$1,000 decrease for uniforms.
- Designated Expenses: Department's portion of final payment for current computer lease due in October 2012.



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

PARKS AND LEISURE - MAINTENANCE

01-5410

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|--------------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Parks Supervisor | 0 | 1 | 1 | 1 |
| Light Equipment Operator / HVAC Tech | 0 | 1 | 1 | 1 |
| Light Equipment Operator | 0 | 2 | 2 | 2 |
| Laborer | 0 | 6 | 6 | 6 |
| DIVISION TOTAL | 0 | 10 | 10 | 10 |

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

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|---|-------------------|-------------------|-----------------------|-------------------|
| OUTPUTS | | | | |
| # 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 | 25 | 32 | 40 | 35 |
| EFFICIENCIES | | | | |
| Parks Maintenance Operating Cost per Capita | N/A* | \$14.58 | \$14.44 | \$13.92 |
| EFFECTIVENESS¹ | | | | |
| Park Maintenance Customer Satisfaction | 4.0 | 4.2 | 4.5 | 4.5 |

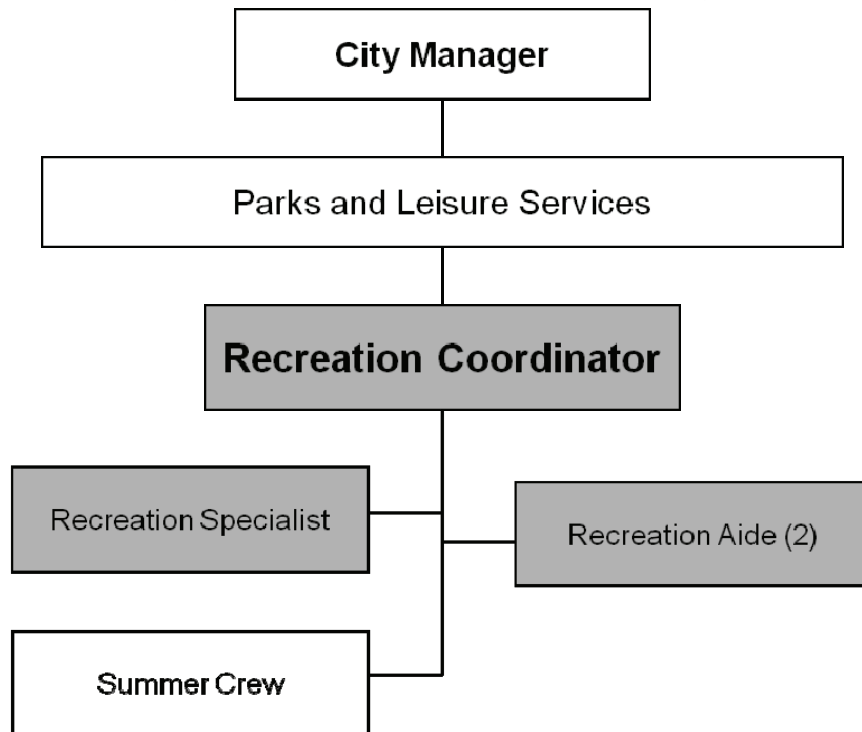
* New Performance Measure - Data not available.

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

PARKS AND LEISURE ATHLETICS



Left to Right: Mark Willingham (Recreation Coordinator); Jerome McFadden (Part-time Recreation Aide); Jessica Santana (Part-time Recreation Aide); Caycee Hauck (Part-time Recreation Aide); Grover Lehman (Part-time Recreation Aide)



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 Full Time Employees Funded

PARKS AND LESIURE - ATHLETICS

PROGRAM DESCRIPTION

The Parks and Recreation 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.
- Improve and expand department activities and facilities.
- Develop a Regional Complex to promote growth in the community.

ACHIEVEMENTS FOR FISCAL YEAR 2012

- Conducted Youth Basketball program with 414 participants.
- Conducted Youth Soccer program (two sessions) with 942 participants.
- Conducted Adult Softball program for the Summer and Fall seasons with 20 teams.
- Conducted Youth Baseball / Softball programs with 781 participants.
- Coordinated Annual Rabbit Festival Adult Softball Tournament with 30 teams.
- Hosted District Tournament for TTA Baseball and Tee ball.
- Hosted MLB Pitch, Hit and Run Local Competition.
- Hosted two sessions of Challenger Sports - British Soccer Camp.
- Conducted Summer Track Program with CCISD, 31 participants.
- Conducted Youth Tackle Football program with 248 participants.
- Promoted Blue Santa Toy Drive.
- Conducted Youth Flag Football program with 178 participants.
- Hosted NFL Punt, Pass, and Kick Local Competition.
- Established a new youth sport with Volleyball, 35 participants.
- Co-sponsored Youth Cheerleading with GymKix, 42 participants.
- Conducted Adult Flag Football program with 8 teams.

CONTINUING OBJECTIVES

- Ensure all coaches receive proper certification, education and background checks.
- Track and maintain acceptable ratings with organizational performance measures.
- Maintain recaps and surveys to ensure quality assurance.

GOALS FOR FISCAL YEAR 2013

- Establish outside funding and sponsorship program to promote improvements to department.
- Continue to host district and regional sporting events with CCISD to generate revenue and interest while strengthening relations with school district.
- Establish Copperas Cove into a regional hub for athletics.
- Develop Marketing plan for Parks and Leisure Services Department.

PARKS AND LEISURE - ATHLETICS

01-5420

EXPENDITURE SUMMARY

| PARKS AND LEISURE - ATHLETICS | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | - | 155,807 | 155,807 | 158,298 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | - | 165,617 | 164,638 | 153,580 |
| Repairs & Maintenance | - | 1,850 | 2,600 | 3,073 |
| Contractual Services | - | 35,836 | 29,390 | 32,590 |
| Designated Expenses | - | 12,830 | 10,500 | 10,040 |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | - | 371,940 | 362,935 | 357,581 |

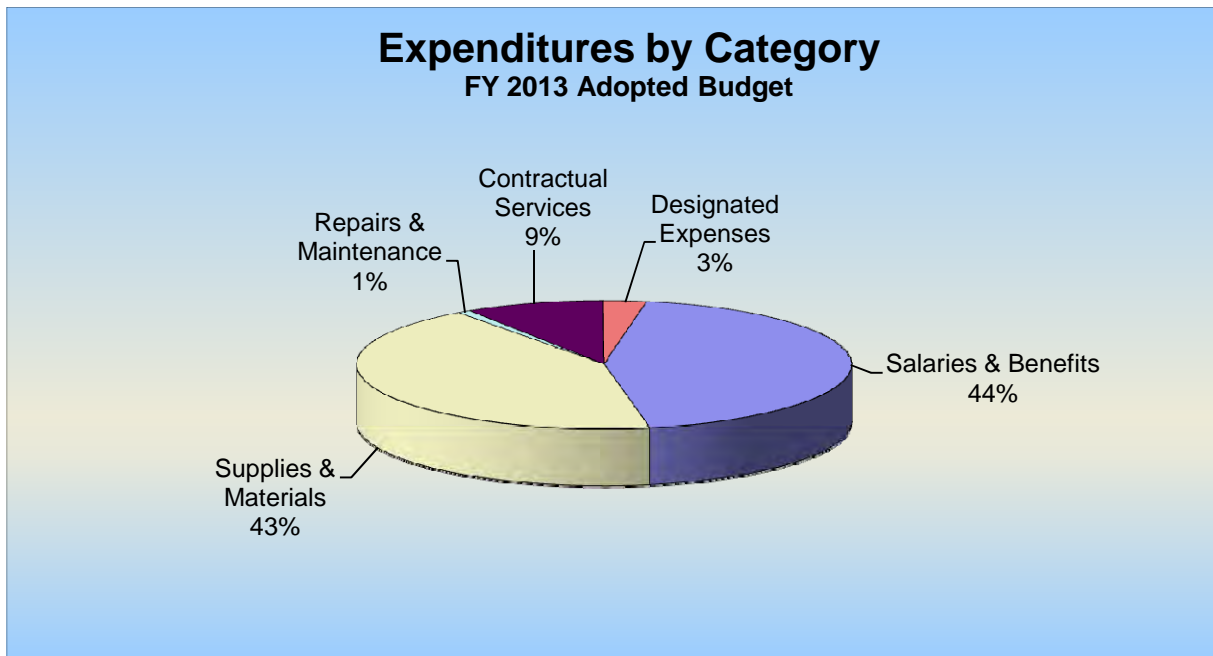
HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Include a one percent employee increase set aside.

Decreases:

- Supplies & Materials: Include a \$9,210 decrease in baseball program expenses.



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

PARKS AND LEISURE - ATHLETICS

01-5420

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Recreation Specialist | 0 | 1 | 1 | 1 |
| Recreation Coordinator | 0 | 1 | 1 | 1 |
| Recreation Aide | 0 | 2.5 | 2.5 | 2.5 |
| DIVISION TOTAL | 0 | 4.5 | 4.5 | 4.5 |

Note: In FY 2012, Parks and Recreation Department was renamed Parks and Leisure Services, and six (6) additional Departments were created: Parks and Leisure Administration, Parks and Leisure Maintenance, Athletics, Aquatics, Cemetery and Special Events. One part-time Recreation Aide position is unfunded in FY 2013.

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|--|-------------------|-------------------|-----------------------|-------------------|
| OUTPUTS | | | | |
| # of Tackle Football Participants | 254 | 250 | 244 | 300 |
| # of Youth Basketball Participants | 494 | 450 | 414 | 475 |
| # of Youth Baseball and Softball Participants | 794 | 800 | 796 | 800 |
| # of Soccer Participants | 1,091 | 900 | 868 | 1,000 |
| # of Flag Football Participants | 236 | 300 | 314 | 300 |
| # of Coaches Certified | 596 | 550 | 570 | 300 |
| EFFICIENCIES | | | | |
| Athletics Department Operating Cost per Capita | N/A* | \$11.61 | \$11.24 | \$11.07 |
| % of Coaches Certified | 100.0% | 100.0% | 100.0% | 100.0% |
| EFFECTIVENESS¹ | | | | |
| Athletics Customer Satisfaction | 3.5 | 3.6 | 3.8 | 4.0 |

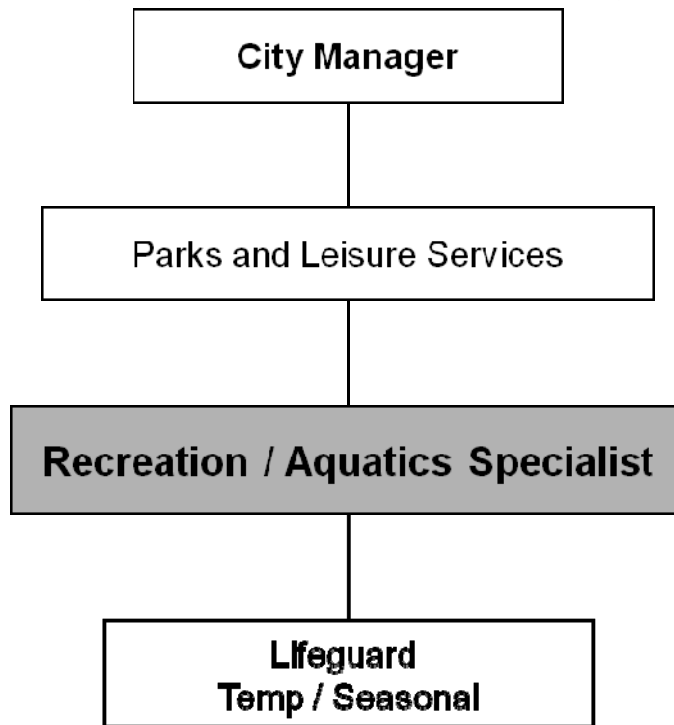
* New Performance Measure - Data not available.

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

PARKS AND LEISURE AQUATICS



Kari Dominowski
(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 Funded

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 2012

- Install two shade structures at City Park Pool.
- Conducted swimming lessons for 5 levels of ability.
- Conducted water aerobics classes with different levels of difficulty.
- Hosted 95 Pool Reservations.
- Conducted weekly training of lifeguards.
- Recreation Specialist and Aquatics Coordinator completed Certified Pool Operator (CPO) and Lifeguard Instructor (LGI) training.
- Implemented new fee structure for daily admissions.

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 2013

- Develop system to log daily attendance and pool rentals attendance.
- Develop Policy Handbook for Lifeguards and Pool Managers.
- Implement survey program to obtain data from the public for the purpose of improving programs.
- Obtain a 4.0 on the Customer Satisfaction Rating Survey.
- Develop and implement a pay scale for returning guards.

PARKS AND LEISURE - AQUATICS

01-5430

EXPENDITURE SUMMARY

| PARKS AND LEISURE - AQUATICS | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | - | 126,580 | 126,580 | 127,373 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | - | 24,260 | 26,385 | 29,185 |
| Repairs & Maintenance | - | 1,903 | 3,233 | 3,166 |
| Contractual Services | - | 9,805 | 14,255 | 12,735 |
| Designated Expenses | - | 394 | 394 | 33 |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | - | 162,942 | 170,847 | 172,492 |

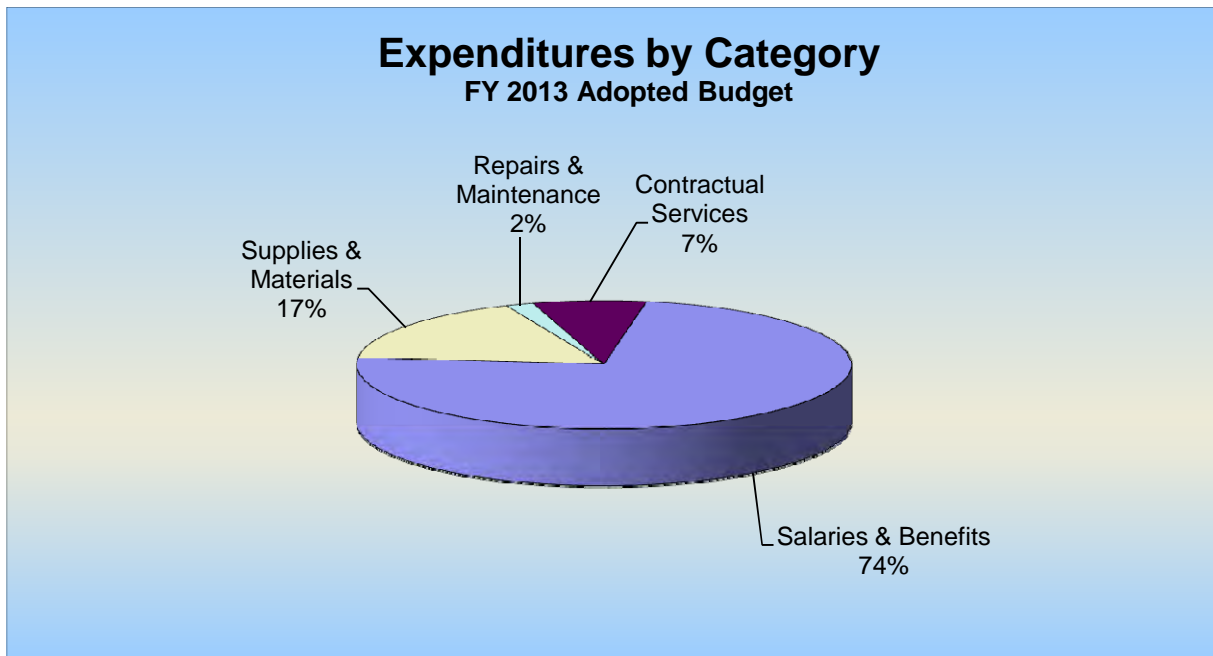
HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Supplies & Materials: Include \$17,208 for chemicals and \$4,000 for wheel chair lift.

Decreases:

- Designated Expenses: Department's portion of final payment for current computer lease due in October 2012.



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

PARKS AND LEISURE - AQUATICS

01-5430

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|----------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Recreation / Aquatics Specialist | 0 | 1 | 1 | 1 |
| DIVISION TOTAL | 0 | 1 | 1 | 1 |

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

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|---|-------------------|-------------------|-----------------------|-------------------|
| OUTPUTS | | | | |
| # of Patrons through the Gate for Public Swim | 17,000 | 16,600 | 16,593 | 17,500 |
| # of Students in Swim Lessons | 328 | 363 | 429 | 450 |
| # of Private Parties | 60 | 95 | 95 | 100 |
| # of Patrons in Water Fitness Classes | 2,125 | 3,973 | 4,418 | 4,500 |
| EFFICIENCIES | | | | |
| Aquatics Department Operating Cost per Capita | N/A* | \$5.09 | \$5.29 | \$5.34 |
| EFFECTIVENESS¹ | | | | |
| Public Swim Customer Satisfaction | 3.3 | 3.5 | 3.7 | 4.0 |
| Swim Lessons Customer Satisfaction | 4.0 | 4.0 | 4.5 | 4.5 |

* New Performance Measure - Data not available.

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

PARKS AND LEISURE SPECIAL EVENTS



The Special Events Division of Parks and Leisure Services has fun-filled activities throughout the year, to include Fishing in the Park, Easter Egg Hunting, Safe Trick or Treat, and the Christmas Tree Lighting.



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 Funded

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 2012

- Completed renovation of bathrooms at Civic Center.
- Conducted Polar Bear Swim, 50 participants.
- Conducted Fishing in the Park, 300 participants.
- Conducted Safe Trick or Treat, 3000 participants.

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 2013

- Install outdoor lighted sign at Civic Center.
- Coordinate City Wide Safe Trick and Treat.
- Coordinate Polar Bear Swim.
- Coordinate Fishing in the Park.
- Develop and implement Sponsorship Plan of the department.

PARKS AND LEISURE - SPECIAL EVENTS

01-5440

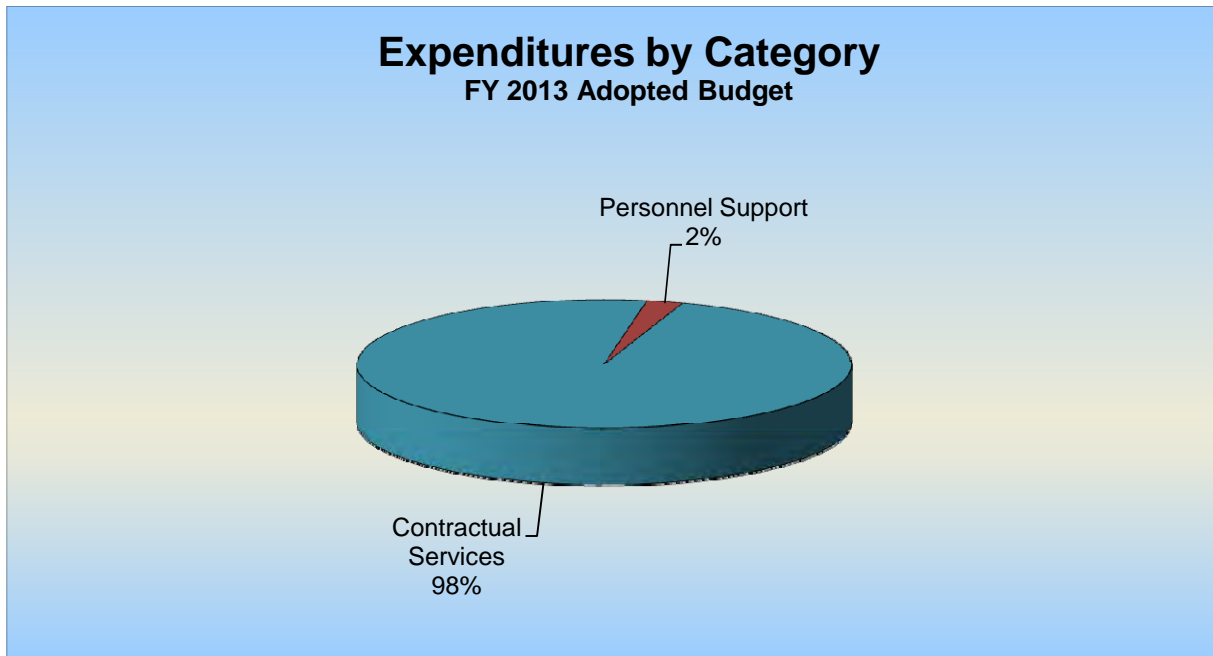
EXPENDITURE SUMMARY

| PARKS AND LEISURE - SPECIAL EVENTS | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|------------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | - | - | - | - |
| Personnel Support | - | 617 | 517 | 750 |
| Supplies & Materials | - | 434 | 434 | - |
| Repairs & Maintenance | - | - | - | - |
| Contractual Services | - | 30,215 | 30,315 | 30,652 |
| Designated Expenses | - | - | - | - |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | - | 31,266 | 31,266 | 31,402 |

HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Personnel Support: Include \$250 for each of the following: National Kids Day, CCISD Goundhog Day, and CCISD Project Graduation.
- Contractual Services: Include \$20,750 for utilities, \$3,500 for Safe Trick or Treat; \$1,500 for Feast of Sharing; and \$750 for Easter Egg Hunt.



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

PARKS AND LEISURE - SPECIAL EVENTS

01-5440

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|----------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Special Events Coordinator | 0 | 0 | 0 | 1 |
| DIVISION TOTAL | 0 | 0 | 0 | 1 |

Note: In FY 2012, Parks and Recreation Department was renamed Parks and Leisure Services, and six (6) additional Departments were created: Parks and Leisure Administration, Parks and Leisure Maintenance, Athletics, Aquatics, Cemetery and Special Events. Special Events Coordinator position is unfunded in FY 2013.

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|--|-------------------|-------------------|-----------------------|-------------------|
| OUTPUTS | | | | |
| # of Easter Egg Hunt Participants | 3,000 | 3,000 | 4,000 | 4,500 |
| # of Christmas Tree Lighting Participants | 500 | 500 | 550 | 600 |
| # of Polar Bear Swim Participants | 49 | 50 | 75 | 75 |
| # of Fishing in the Park Participants | 300 | 300 | 400 | 400 |
| EFFICIENCIES | | | | |
| Operating Cost per Capita for Special Events | N/A* | \$0.98 | \$0.97 | \$0.97 |
| EFFECTIVENESS¹ | | | | |
| Special Events Customer Satisfaction | 3.3 | 3.5 | 4.0 | 4.5 |

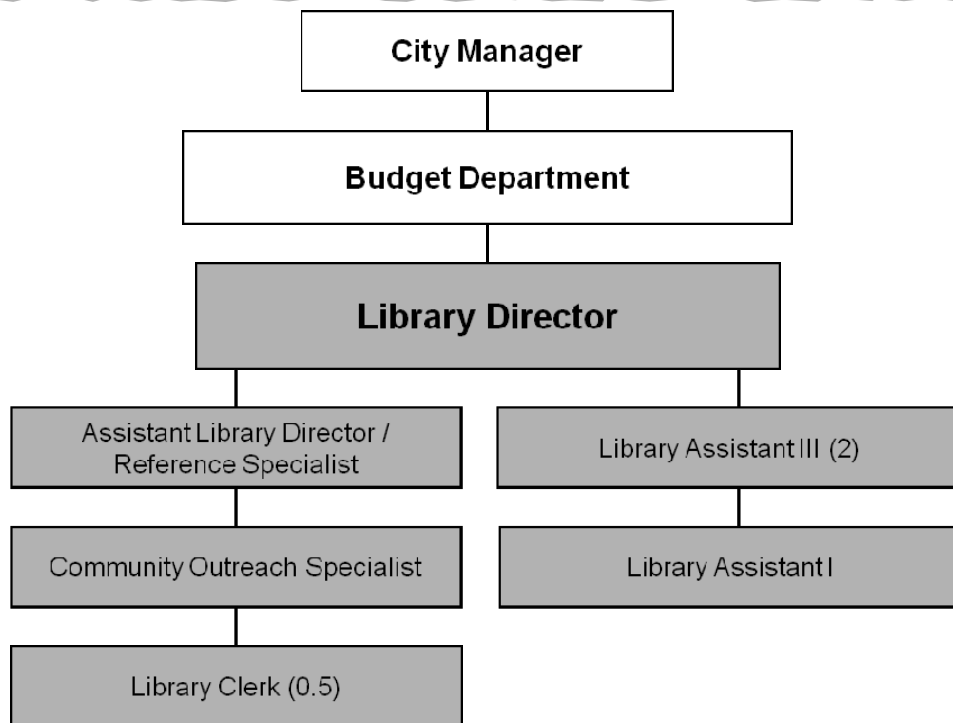
* New Performance Measure - Data not available.

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

LIBRARY



Left to Right: Valerie Reynolds (Library Assistant III); Anita Schultz (Library Assistant III); Martha Dye (Library Assistant I); Angie McConnaughay (Community Outreach Specialist)



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.

6.5 Full Time Employees Funded

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, discussion groups and basic computer instruction 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 2012

- Maintained accreditation by the Texas State Library & Archives Commission.
- Provided access to e-book, and downloadable e-materials.
- Provided computer literacy and on-line job hunting classes.
- Provided monthly informative Brown Bag Lunch Programs with diverse topics.
- Provided diversified author visits and book talks.
- Introduced a dedicated computer system limited to genealogy and ancestry research.

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 development of programs for patrons of all ages.
- Continue to provide outstanding customer service for circulation, reference and computer patrons.

GOALS FOR FISCAL YEAR 2013

- 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 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | 404,329 | 363,340 | 363,340 | 300,735 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 15,479 | 17,129 | 17,181 | 19,031 |
| Repairs & Maintenance | 14,469 | 26,922 | 27,370 | 22,616 |
| Contractual Services | 53,723 | 55,839 | 55,339 | 55,807 |
| Designated Expenses | 6,197 | 6,161 | 6,161 | 6,289 |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | 41,384 | - | - | 29,725 |
| Total | 535,581 | 469,391 | 469,391 | 434,203 |

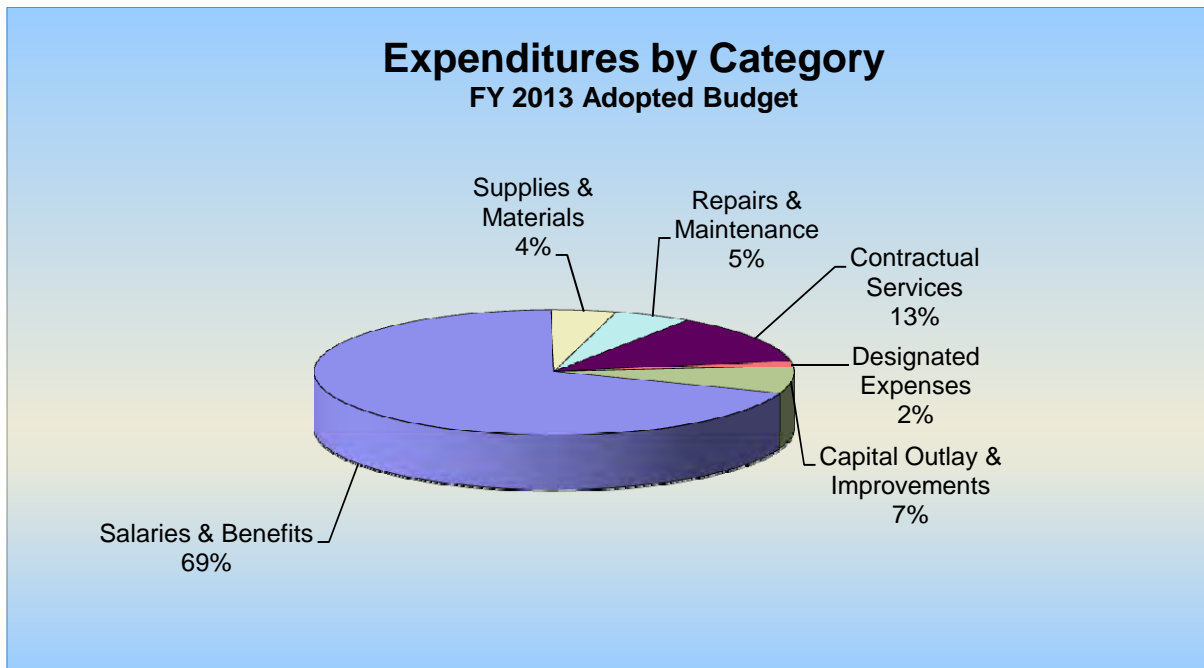
HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Capital Outlay & Improvements: Include \$11,300 for adult and young adult books; \$6,000 for children's books; \$6,000 for reference books; and \$6,425 for audiovisual items.

Decreases:

- Salaries & Benefits: Include four unfunded positions in FY 2013: Part-time Outreach Specialist/Library Assistant III, Library Assistant III, Library Assistant I, and Reference Assistant/Electronic Technician Coordinator positions. The unfunded positions is offset by a one percent employee increase set aside, employee insurance increase, and funding for a new Library Director (position was vacant for a large portion of FY 2012).



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

LIBRARY

01-7100

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|---|-------------------|------------------------------|-----------------------------------|------------------------------|
| Assistant Library Director / Reference Specialist | 1 | 1 | 1 | 1 |
| Library Assistant I | 2 | 2 | 2 | 2 |
| Library Clerk | 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 | 1 | 1 | 1 | 1 |
| Library Director | 1 | 1 | 1 | 1 |
| DIVISION TOTAL | 10 | 10 | 10 | 10 |

Note: For FY 2013, one Library Assistant I, one Library Assistant III, the Reference Assistant/Electronic Technician Coordinator, and the part-time Outreach Specialist/Library Assistant III positions are unfunded.

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|---|-------------------|-------------------|-----------------------|-------------------|
| OUTPUTS | | | | |
| Attendance at Children Programs | 8,250 | 9,000 | 7,499 | 8,200 |
| Attendance at Senior Programs | 3,400 | 3,500 | N/A* | N/A* |
| Circulated Items | 87,000 | 95,000 | 95,000 | 100,000 |
| Reference Questions Answered | 9,500 | 10,000 | 9,500 | 10,000 |
| Collected Size in Volumes | 69,000 | 71,400 | 70,566 | 73,500 |
| EFFICIENCIES | | | | |
| # of Library Visits per Each Library Employee | 10,300 | 11,000 | 18,333 | 20,000 |
| Operating Costs per Library User (\$) | 4.9 | 4.3 | 4.3 | 3.9 |
| EFFECTIVENESS | | | | |
| % Increase in Children Program Attendance | 1.9% | 9.1% | -9.0% | 1.0% |
| % Increase in Adult and Senior Program Attendance | 36.0% | 2.9% | N/A* | N/A* |
| % Increase in Circulated Items | -27.5% | 9.2% | 9.0% | 5.0% |
| % Increase in Reference Questions Answered | 26.7% | 5.3% | 0.0% | 5.0% |
| % Increase in Collection Size | 1.5% | 3.5% | 2.0% | 4.0% |

* Senior Outreach programs discontinued in FY 2012.

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, Copperas Cove Economic Development Corporation, and the Copperas Cove Independent School District, held the Fifth Annual State of the City Address and the Fourth Annual Meet the City event on September 19, 2012. 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 Andrea Gardner, City Manager, in the Cinergy Cinemas located on Constitution Drive. The 2012 State of the City theme was "Where Progress Grows." The presentation highlighted the growth, development, progress, and potential of our community.



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

NON - DEPARTMENTAL

01-7500

EXPENDITURE SUMMARY

| NON-DEPARTMENTAL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | - | - | - | 196,923 |
| Personnel Support | 41,890 | 65,707 | 64,642 | 41,329 |
| Supplies & Materials | 8,969 | 11,920 | 6,959 | 4,536 |
| Repairs & Maintenance | 33,919 | 38,440 | 38,440 | 26,320 |
| Contractual Services | 159,689 | 265,700 | 281,572 | 240,184 |
| Designated Expenses | 102,363 | 109,771 | 99,925 | 135,113 |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | 34,000 | 34,000 | - |
| Transfers Out & Contingency | 282,540 | 241,926 | 176,791 | 38,127 |
| Total | 629,371 | 767,464 | 702,329 | 682,532 |

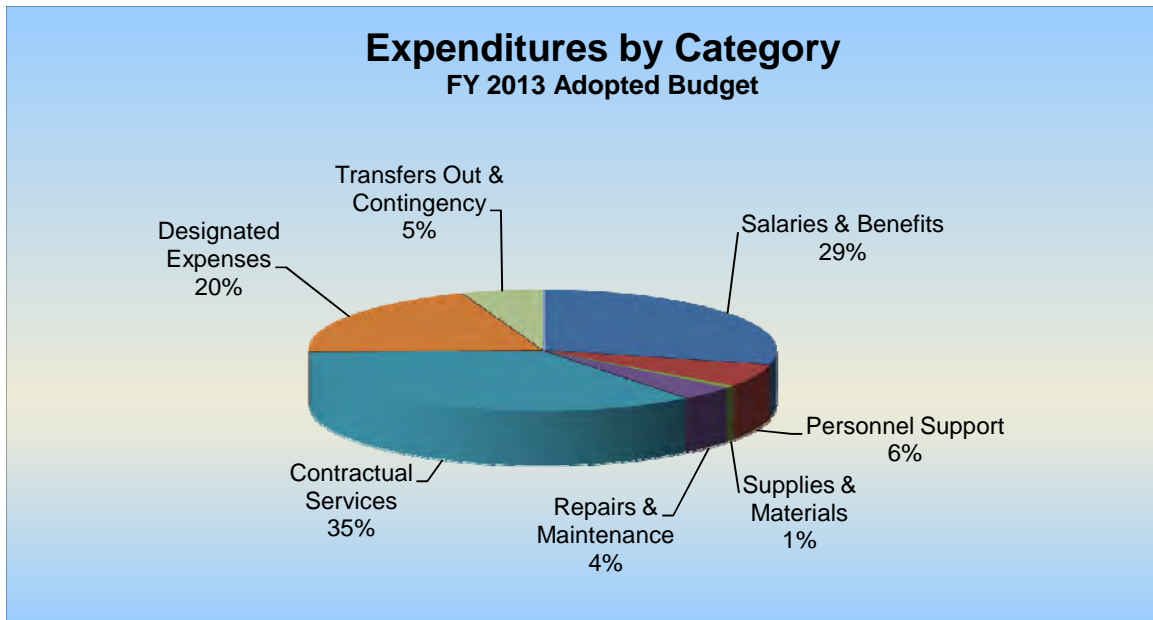
HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: \$13,600 for safe driver incentive and a two percent employee increase set aside (\$183,323).
- Designated Expenses: Include \$14,690 increase in insurance costs and \$18,200 increase in employee relations.
- Transfers Out & Contingency: Include \$10,135 for Fire's Homeland Security Grant match and \$25,992 for Police's COP Grant match.

Decreases:

- Personnel Support: Include \$14,000 for unemployment compensation and \$18,579 for Hill Country Transit (HOP).
- Repairs & Maintenance: FY 2013 includes \$6,200 decrease for building repairs and maintenance and \$4,774 decrease for software maintenance.
- Contractual Services: Include \$63,802 decrease for professional services; \$14,700 decrease for consulting fees; and \$5,056 decrease in utilities, offset by \$45,121 increase for rental of property.



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

WATER & SEWER FUND



Top Picture: Kenneth Wilgus, NW Plant Chief Plant Operator
Bottom Picture: Aaron Paul, Utilities Supervisor

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 and treating the wastewater collected from residents and businesses. 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 2013 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 12,387 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 Coppas Cove will make every effort to keep expenses to a minimum.

| | FY 2009 ACTUAL | FY 2010 ACTUAL | FY 2011 ACTUAL | FY 2012 PROJECTION | FY 2013 ADOPTED |
|---|---------------------------|---------------------------|---------------------------|-------------------------------|----------------------------|
| REVENUES | | | | | |
| Sale of Water | 4,857,109 | 4,665,636 | 5,444,409 | 5,040,296 | 5,249,715 |
| Sewer Revenues | 3,412,498 | 3,711,476 | 3,985,493 | 4,055,568 | 4,324,481 |
| Service Charges | 130,935 | 182,149 | 139,906 | 142,000 | 146,000 |
| Interest Income | 23,982 | 6,949 | 4,937 | 4,000 | 5,000 |
| Other Income | 346,805 | 662,662 | 383,453 | 303,147 | 329,000 |
| TOTAL | 8,771,329 | 9,228,873 | 9,958,198 | 9,545,011 | 10,054,196 |
| EXPENSES | | | | | |
| Salaries & Benefits | 1,921,680 | 1,979,522 | 2,194,165 | 1,964,425 | 2,166,797 |
| Supplies & Materials | 267,255 | 262,180 | 310,582 | 327,168 | 340,940 |
| Repairs & Maintenance | 275,589 | 357,025 | 295,250 | 303,777 | 299,961 |
| Contractual Services | 1,204,498 | 1,117,263 | 1,212,682 | 1,070,251 | 1,135,160 |
| Designated Expenses | 3,801,063 | 4,550,235 | 5,293,196 | 5,485,101 | 5,919,227 |
| Capital Lease Payments & Capital Outlay | - | 82,843 | 45,687 | 43,872 | - |
| Transfers / Other | 1,042,500 | 742,500 | 790,826 | 690,000 | 695,000 |
| TOTAL | 8,512,585 | 9,091,566 | 10,142,389 | 9,884,594 | 10,557,085 |
| Revenues Over/(Under) Expenses | 258,744 | 137,307 | (184,191) | (339,583) | (502,889) |
| TOTAL | 8,771,329 | 9,228,873 | 9,958,198 | 9,545,011 | 10,054,196 |

CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2012-13 ADOPTED BUDGET
WATER & SEWER FUND
SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE

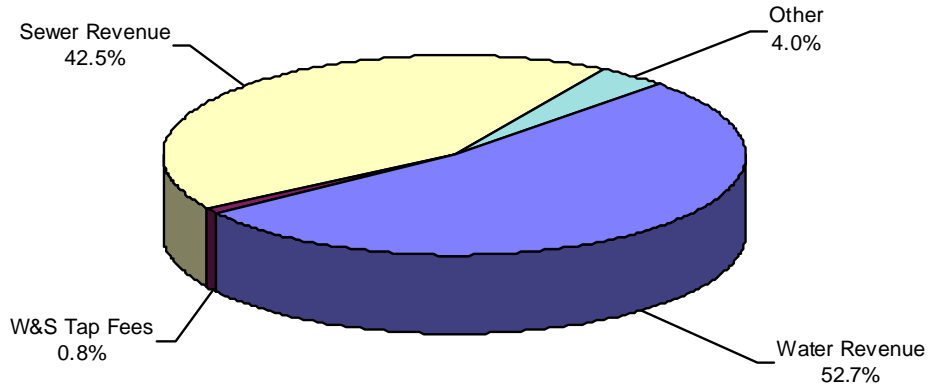
| Description | Actual FY 2010-11 | Budget* FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 |
|--|----------------------|-----------------------|-------------------------|-----------------------|
| BEGINNING FUND BALANCE: | | | | |
| Unreserved, Undesignated | \$ 2,205,087 | \$ 1,228,604 | \$ 2,020,896 | \$ 1,681,313 |
| Prior Yr Enc Voided in Current Yr | - | - | - | - |
| Prior Period Adjustment | - | - | - | - |
| TOTAL BEGINNING FUND BALANCE | \$ 2,205,087 | \$ 1,228,604 | \$ 2,020,896 | \$ 1,681,313 |
| Water Revenue | \$ 5,545,885 | \$ 5,125,612 | \$ 5,125,612 | \$ 5,342,875 |
| Sewer Revenue | 4,059,886 | 4,124,252 | 4,124,252 | 4,401,321 |
| Senior Citizen Discount | (175,869) | (154,000) | (154,000) | (170,000) |
| Water Tap Fees | 52,292 | 58,000 | 58,000 | 60,000 |
| Sewer Tap Fees | 14,170 | 14,000 | 14,000 | 14,000 |
| Connect/Disconnect Fee | 53,530 | 70,000 | 70,000 | 72,000 |
| Meter Box Reset Fee | - | - | - | - |
| Composting Sales Revenue | 19,914 | - | - | - |
| Subtotal | \$ 9,569,808 | \$ 9,237,864 | \$ 9,237,864 | \$ 9,720,196 |
| Admin Reimb-Drainage | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| Transfer from Bond Funds | - | - | - | - |
| Interest Revenue | 4,937 | 4,000 | 4,000 | 5,000 |
| Late Charge For Billing | 286,261 | 200,000 | 200,000 | 230,000 |
| Miscellaneous Revenues | 45,628 | 60,422 | 60,422 | 60,000 |
| Insurance Proceeds | 3,416 | 5,725 | 5,725 | - |
| Riser Forfeiture Revenue | 2,150 | 1,000 | 1,000 | 1,000 |
| Credit Card Convenience Fee | - | 13,000 | 13,000 | 15,000 |
| Reimbursements | 1,398 | - | - | - |
| Auction Proceeds | 24,600 | 3,000 | 3,000 | 3,000 |
| Subtotal | \$ 388,390 | \$ 307,147 | \$ 307,147 | \$ 334,000 |
| TOTAL REVENUE | \$ 9,958,198 | \$ 9,545,011 | \$ 9,545,011 | \$ 10,054,196 |
| TOTAL FUNDS AVAILABLE | \$ 12,163,285 | \$ 10,773,615 | \$ 11,565,907 | \$ 11,735,509 |
| OPERATING EXPENSES: | | | | |
| Public Works Administration (80) | \$ 375,751 | \$ 268,924 | \$ 268,924 | \$ 337,199 |
| Utility Administration (81) | 548,300 | 578,077 | 578,077 | 580,209 |
| Water Distribution (82) | 1,302,798 | 1,296,822 | 1,296,822 | 1,368,168 |
| Sewer Collection (83) | 434,268 | 476,461 | 476,461 | 498,857 |
| Wastewater Treatment (84) | 1,175,338 | 1,051,070 | 1,051,070 | 1,135,630 |
| Composting (84-01) ¹ | 185,763 | - | - | - |
| Non-Departmental (85) | 2,902,642 | 2,814,452 | 2,814,452 | 3,040,232 |
| TOTAL OPERATING EXPENSES | \$ 6,924,860 | \$ 6,485,806 | \$ 6,485,806 | \$ 6,960,295 |
| OTHER EXPENSES: | | | | |
| Capital Outlay | \$ - | \$ 11,531 | \$ 11,531 | \$ - |
| Capital Lease Payments | 45,687 | 32,341 | 32,341 | - |
| Principal & Int Debt Pymts | 3,171,842 | 3,354,916 | 3,354,916 | 3,596,790 |
| Principal & Int Pymts in Bond Funds | - | - | - | - |
| Transfer to Bond Funds | - | - | - | - |
| TOTAL OTHER EXPENSES | \$ 3,217,529 | \$ 3,398,788 | \$ 3,398,788 | \$ 3,596,790 |
| TOTAL EXPENSES | \$ 10,142,389 | \$ 9,884,594 | \$ 9,884,594 | \$ 10,557,085 |
| ENDING FUND BALANCE: | | | | |
| Unreserved, Undesignated | \$ 2,020,896 | \$ 889,021 | \$ 1,681,313 | \$ 1,178,424 |
| TOTAL ENDING FUND BALANCE | \$ 2,020,896 | \$ 889,021 | \$ 1,681,313 | \$ 1,178,424 |
| IDEAL FUND BALANCE | \$ 1,731,215 | \$ 1,621,452 | \$ 1,621,452 | \$ 1,740,074 |
| OVER (UNDER) IDEAL FUND BALANCE | \$ 289,681 | \$ (732,431) | \$ 59,862 | \$ (561,650) |

* Includes budget amendments that were approved by City Council on 10/18/11, 2/07/12, 4/17/12, 7/03/12, 7/17/12, and 10/16/12.

¹ Moved Composting function to Solid Waste Fund beginning FY 2011-12.

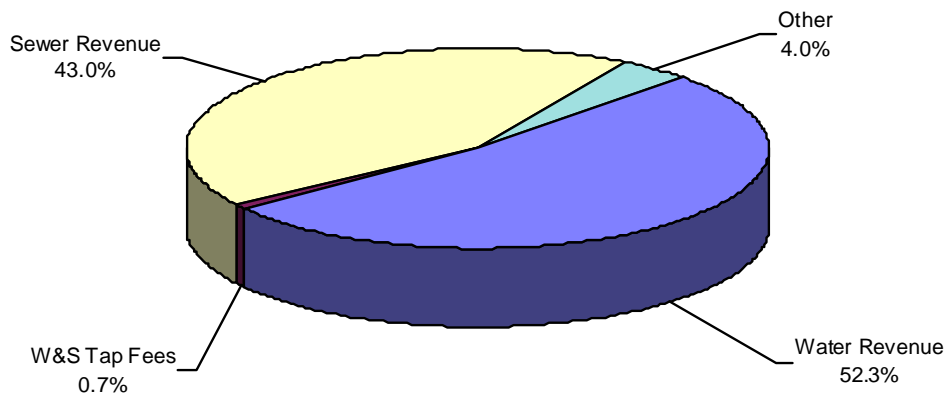
City of Copperas Cove, Texas
Water & Sewer Fund
Comparison of Fiscal Years 2011-2012 and 2012-2013
Budgeted Revenues By Source

Fiscal Year 2011-2012 Budgeted Revenues



Total Budgeted Revenues for Fiscal Year 2011-2012 are **\$9,545,011**

Fiscal Year 2012-2013 Budgeted Revenues



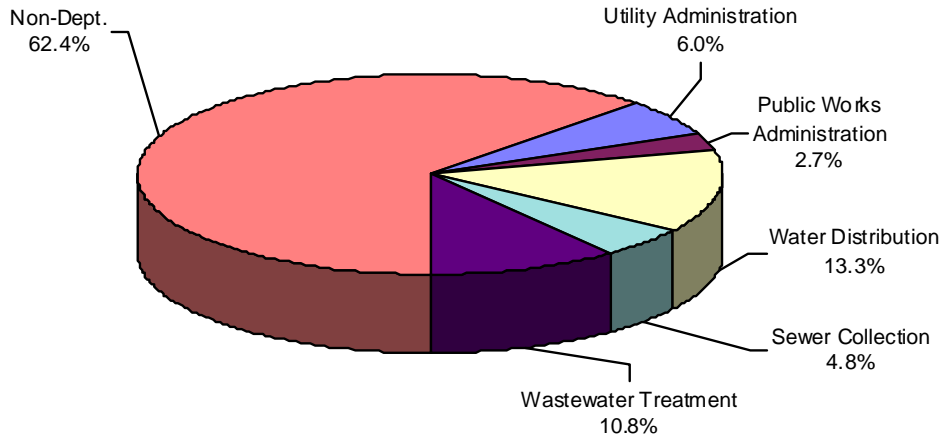
Total Budgeted Revenues for Fiscal Year 2012-2013 are **\$10,054,196**

City of Copperas Cove, Texas

Water & Sewer Fund

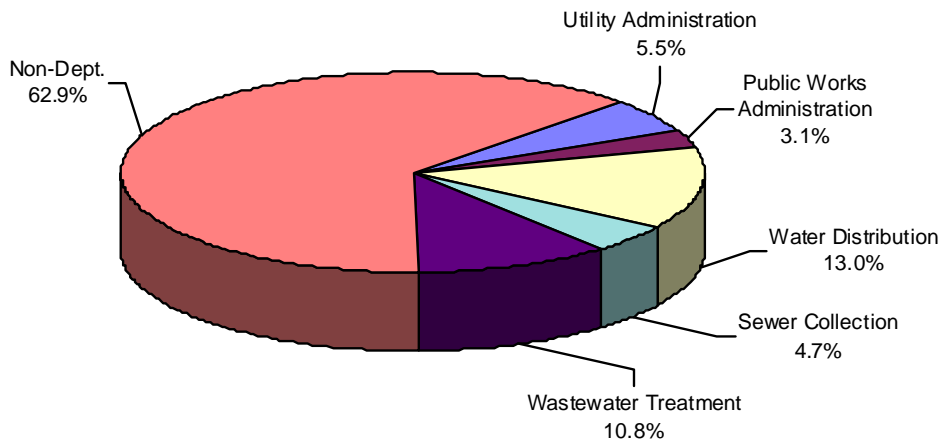
Comparison of Fiscal Years 2011-2012 and 2012-2013 Budgeted Expenses By Function

Fiscal Year 2011-2012 Budgeted Expenses



Total Budgeted Expenses for Fiscal Year 2011-2012 are **\$9,884,594**

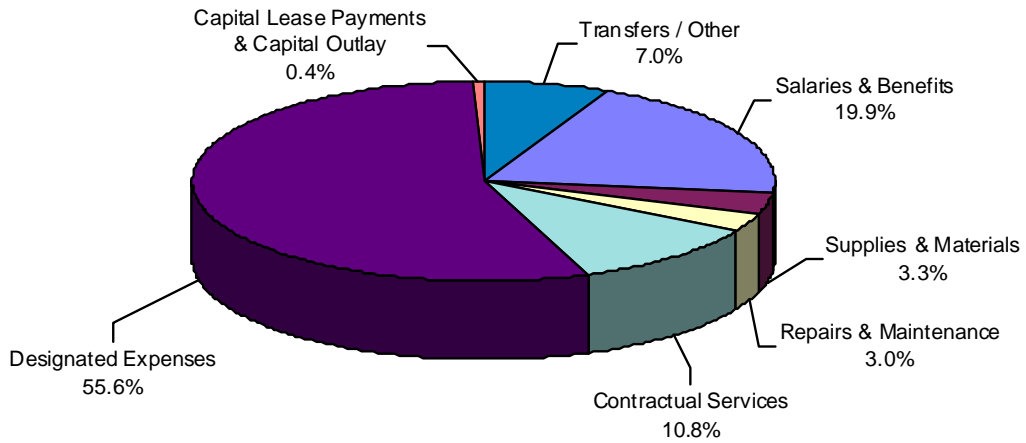
Fiscal Year 2012-2013 Budgeted Expenses



Total Budgeted Expenses for Fiscal Year 2012-2013 are **\$10,557,085**

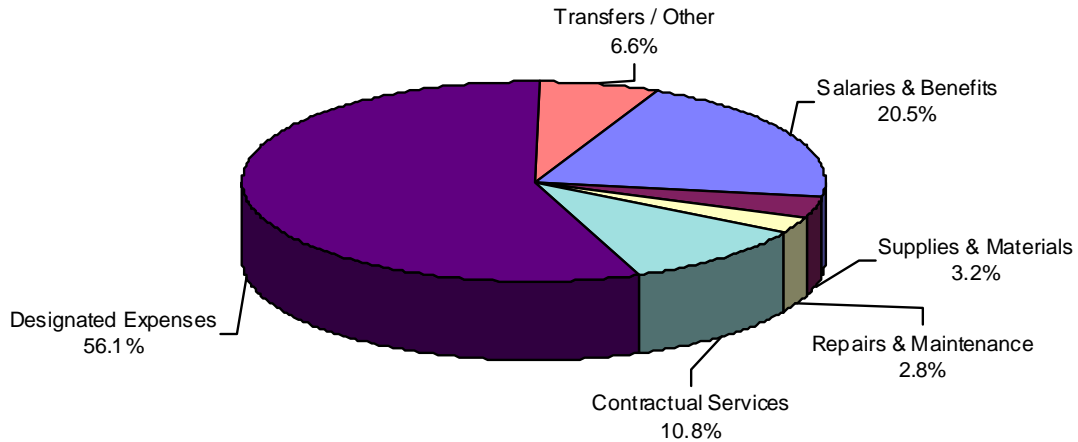
City of Copperas Cove, Texas
Water & Sewer Fund
Comparison of Fiscal Years 2011-2012 and 2012-2013
Budgeted Expenses By Object

Fiscal Year 2011-2012 Budgeted Expenses



Total Budgeted Expenses for Fiscal Year 2011-2012 are **\$9,884,594**

Fiscal Year 2012-2013 Budgeted Expenses

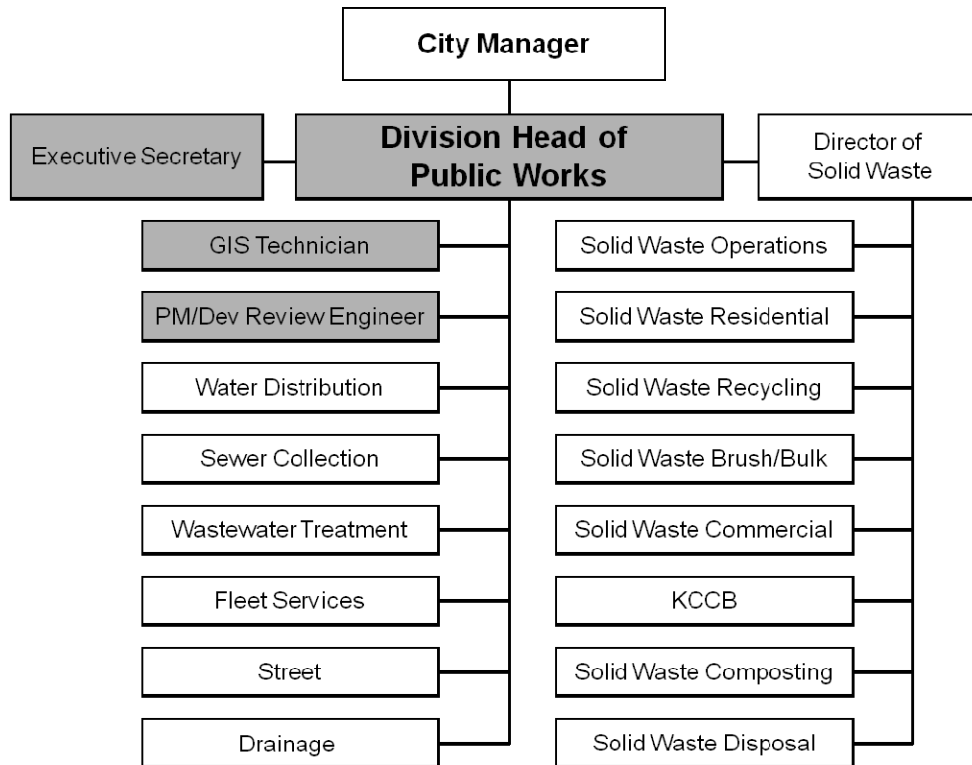


Total Budgeted Expenses for Fiscal Year 2012-2013 are **\$10,557,085**

PUBLIC WORKS



Left to Right: Benjamin Smith III (GIS Technician); Stefanie Borchers-Brown (Executive Secretary); Wes Wright (Division Head of Public Works)



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

4 Full Time Employees Funded

PUBLIC WORKS

PROGRAM DESCRIPTION

Administer the City's Wastewater Treatment, Water Distribution, Sewer Collection, Fleet Services, 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 2012

- 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.
- Designed and bid Mountain Top Water storage tank.
- Provided oversight for design and easement acquisition of Eastside Infrastructure Projects (water and sewer).
- Worked to complete Water Model update.
- Coordinated South Bypass utility relocates.
- Coordinated Shops at Five Hills utility improvements.

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.
- Ensure compliance with TCEQ Stormwater (MS4) requirements.

GOALS FOR FISCAL YEAR 2013

- 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 and update the city's water model.
- Plan for the preparation of a sewer/wastewater master plan.
- Complete Mountain Top Tank construction.
- Complete NE Sewer Infrastructure Improvements, Phase 2A.
- Work to create a city wide sewer model.

PUBLIC WORKS

02-8000

EXPENDITURE SUMMARY

| PUBLIC WORKS ADMINISTRATION | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|------------------------------------|---------------------------|---------------------------------------|--|---------------------------------------|
| Salaries & Benefits | 363,560 | 253,065 | 253,065 | 318,875 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 941 | 1,469 | 1,469 | 1,450 |
| Repairs & Maintenance | 1,131 | 2,022 | 1,924 | 2,316 |
| Contractual Services | 8,746 | 10,473 | 10,571 | 14,400 |
| Designated Expenses | 1,372 | 1,895 | 1,895 | 158 |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | 375,751 | 268,924 | 268,924 | 337,199 |

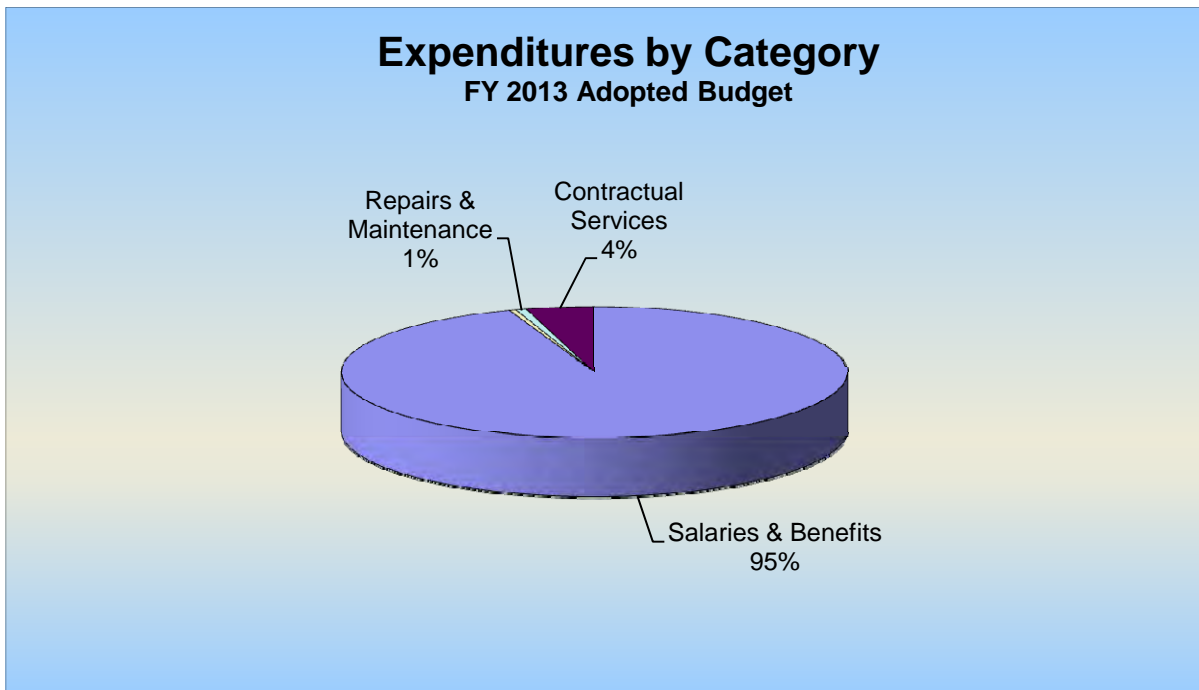
HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Increase due primarily to funding a new PM/Dev Review Engineer.

Decreases:

- Designated Expenses: Department's portion of final payment for current computer lease due in October 2012.



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

PUBLIC WORKS

02-8000

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|--|---------------------------|---------------------------------------|--|---------------------------------------|
| Executive Secretary | 1 | 1 | 1 | 1 |
| Director of Public Works | 1 | 0.34 | 0 | 1 |
| Public Works Division Head/City Engineer | 1 | 1 | 1 | 1 |
| GIS Technician | 0 | 1 | 1 | 1 |
| PM/Dev Review Engineer | 0 | 0 | 0 | 1 |
| DIVISION TOTAL | 3 | 3.34 | 3 | 5 |

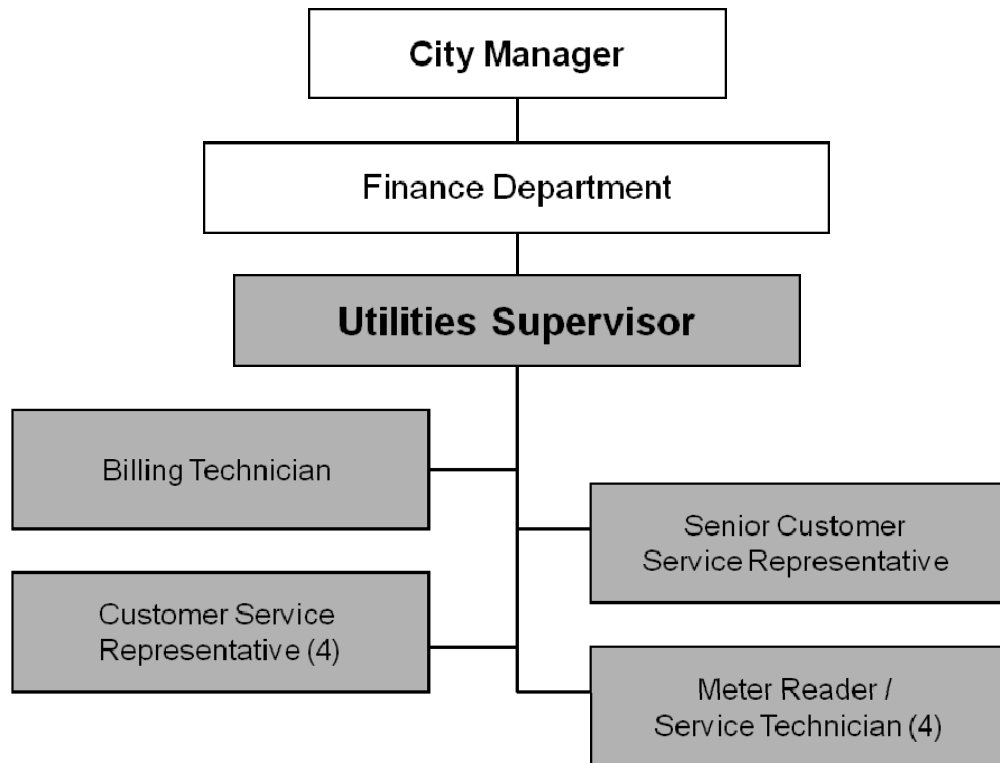
Note: Director of Public Works position is unfunded in FY 2013.

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|--|---------------------------|---------------------------|-------------------------------|---------------------------|
| OUTPUTS | | | | |
| # of State and Federal Correspondences (TCEQ, EPA, etc.) | 16 | 16 | 18 | 16 |
| EFFICIENCIES | | | | |
| % of Department Purchase Orders / Check Requests Processed within 2 Working Days | 100.0% | 100.0% | 100.0% | 100.0% |
| EFFECTIVENESS | | | | |
| % of Citizen Inquiries Responded to Favorably within 24 Hours | 100.0% | 100.0% | 100.0% | 100.0% |

UTILITY ADMINISTRATION



Left to Right: Carroll Merrell (Meter Reader/ Service Technician); Chong Kim (Customer Service Representative); Aaron Paul (Utilities Supervisor); Jean Williams (Senior Customer Service Representative); Silvia Perez (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 Funded

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 2012

- 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 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 2013

- Implement Content Manager.

UTILITY ADMINISTRATION

02-8100

EXPENDITURE SUMMARY

| UTILITY ADMINISTRATION | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | 379,128 | 401,610 | 401,610 | 420,088 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 75,704 | 83,494 | 83,712 | 84,961 |
| Repairs & Maintenance | 32,743 | 29,821 | 29,821 | 29,282 |
| Contractual Services | 57,377 | 59,802 | 59,584 | 45,598 |
| Designated Expenses | 3,349 | 3,350 | 3,350 | 280 |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | 11,531 | 11,531 | - |
| Total | 548,300 | 589,608 | 589,608 | 580,209 |

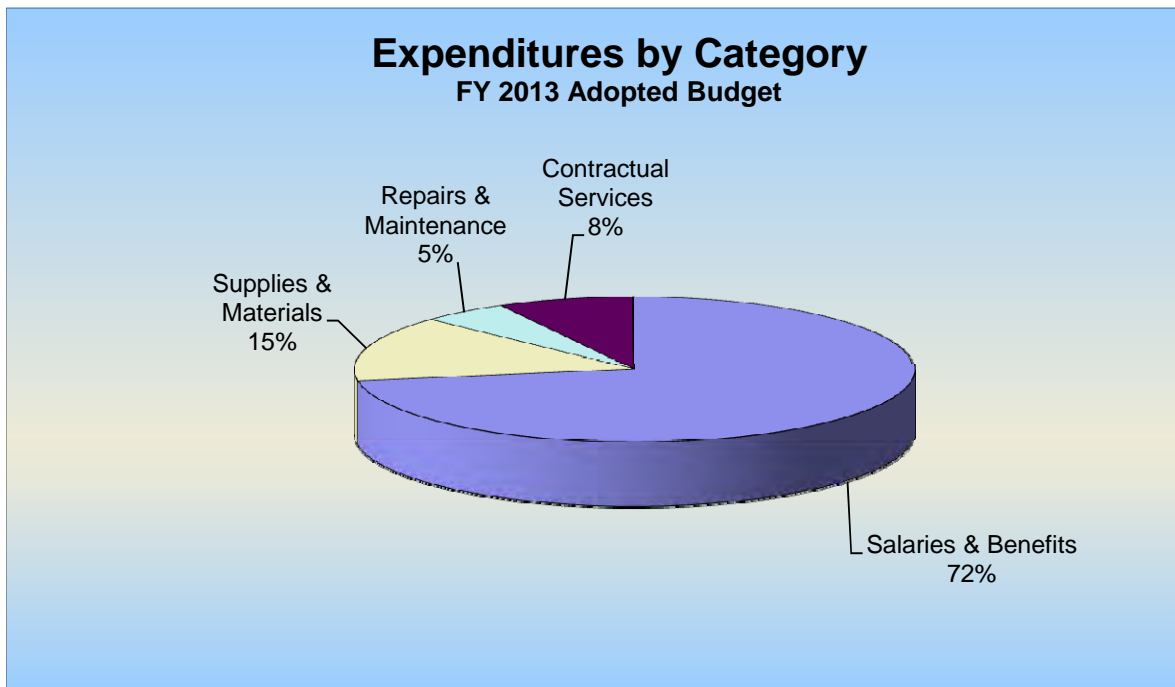
HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Increase include a Customer Service Representative position vacant for a portion of FY 2012; employee insurance increase; and a one percent employee increase set aside.

Decreases:

- Contractual Services: Include a \$13,000 decrease for professional services.
- Designated Expenses: Department's portion of final payment for current computer lease due in October 2012.



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

UTILITY ADMINISTRATION

02-8100

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|--|---------------------------|---------------------------------------|--|---------------------------------------|
| 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 |
| Assistant Supervisor | 0 | 0 | 0 | 1 |
| DIVISION TOTAL | 11 | 11 | 11 | 12 |

Note: Assistant Supervisor position is unfunded in FY 2013.

| PERFORMANCE MEASURES | FY 2010 Actual | FY 2011 Budget | FY 2011 Projection | FY 2012 Target |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|
| OUTPUTS | | | | |
| # of Utility Customers | 12,031 | 12,200 | 12,387 | 12,400 |
| # of Meters Reads | 156,784 | 146,400 | 146,412 | 148,800 |
| # of Disconnects for Non-Payment | 1,000 | 1,000 | 2,417 | 2,500 |
| # of Payment Transactions | 105,236 | 107,264 | 105,969 | 108,000 |
| EFFICIENCIES | | | | |
| # of Meter Reads per Month per Reader | 4,010 | 4,067 | 4,129 | 4,133 |
| # of Customers per Utility Customer Service Representative | 2,406 | 2,440 | 2,477 | 3,100 |
| # of Payment Transactions per Utility Customer Service Representative | 21,047 | 21,453 | 21,194 | 21,600 |
| EFFECTIVENESS | | | | |
| Meter Reading Error Rate | <1.0% | <1.0% | <1.0% | <1.0% |
| % of Payments Received via Bank Draft / Credit Card | 10.0% | 12.0% | 10.0% | 12.0% |
| % of Payments Received Online | 14.0% | 13.0% | 15.0% | 16.0% |

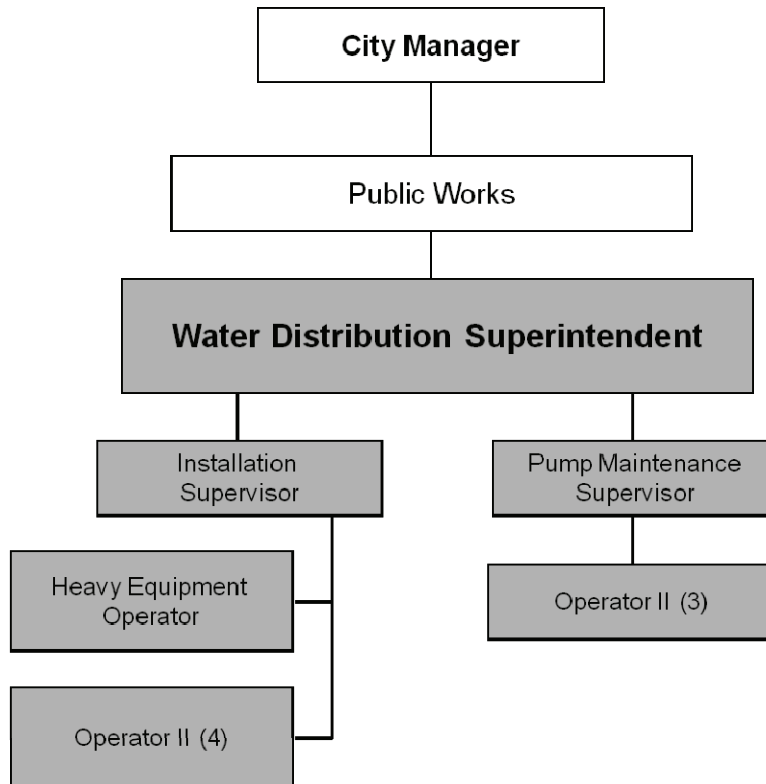
WATER DISTRIBUTION



Left to Right:

Front Row: Daniel Hawbecker (Water Distribution Superintendent); Mark Flock (Water Operator II); Jerry Hardcastle (Heavy Equipment Operator); Garrett Gilmore (Water Operator II)

Back Row: Corey Chambers (Water Operator II); Jeff Leonard (Water Operator II); Keith Fields (Water Operator II); Daniel Joost (Pump Maintenance Supervisor); Thomas Haire (Installation Supervisor); Tim Burson (Water 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 Funded

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 1,100 fire hydrants, 12,350 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 2012

- 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.
- Completed professional engineer inspection of Rattlesnake standpipe storage tank.
- Completed 7-Mile 1 MG ground storage tank replacement project.
- Had no positive bacteriological water samples for the year.
- Installed one Automatic Flushing Assembly on dead-end water main.
- 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 Long Mountain 200,000 gallon ground storage tank.
- Completed 475 work orders, repaired 40 water main breaks, repaired 30 service line leaks, repaired 35 fire hydrants, and replaced 110 curb stops.
- Published the Water Department's 2011 Water Quality Report.
- Completed the CDBG's Waterline upgrade for the 1000 blocks of South 9th, 11th, 13th, and 15th streets by relocating meters from backyards to front.
- Replaced SCADA systems on two computers.
- Completed revised update of Water Model.
- Comprehensive compliance investigation was conducted by TCEQ and no violations were found.

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 2013

- Upgrade electrical system at the 7-Mile Pump/Storage Facility.
- Upgrade waterline on Allen Street.
- 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 Mican Mountain Pump / Storage Facility to the Taylor Mountain Pump / Storage Facility.
- Publish the 2012 Water Quality Report on schedule.
- Have Professional Engineer inspect 500,000 Gallon Storage Tank at the Killeen 20" Pump/Storage Facility.
- Replace 2nd of two Cedar Grove 6" water meters.
- Complete the North Mountain Top Pump/Storage Facility Project.

WATER DISTRIBUTION

02-8200

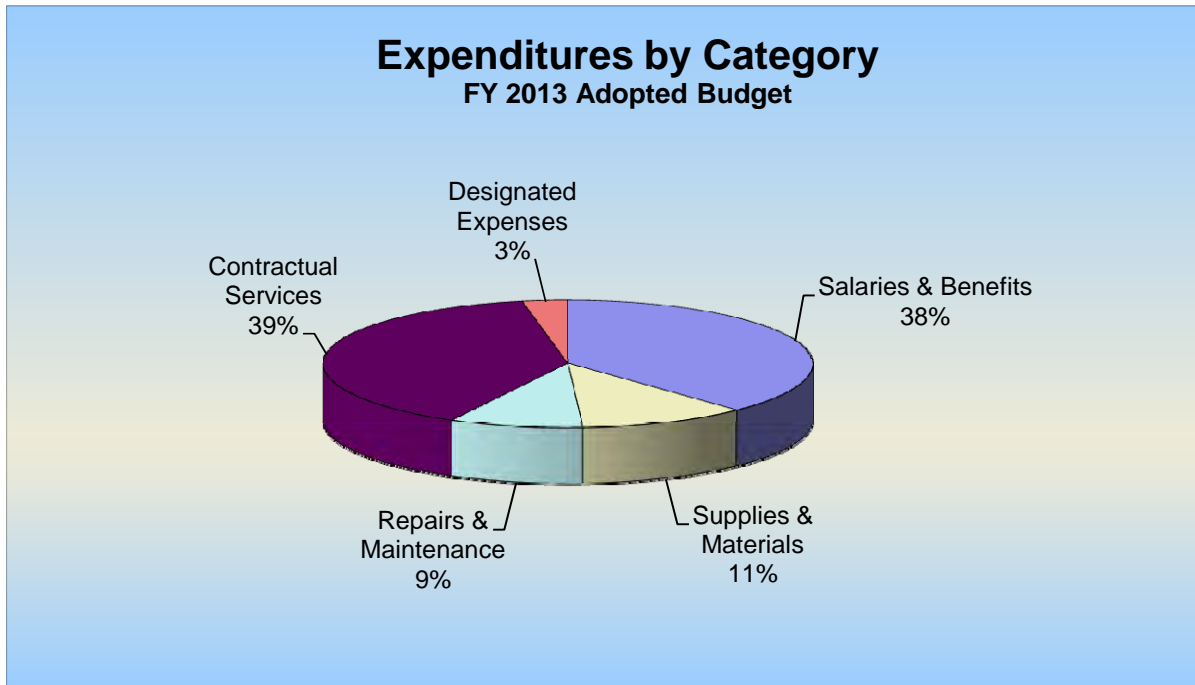
EXPENDITURE SUMMARY

| WATER DISTRIBUTION | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | 492,932 | 498,330 | 498,330 | 519,043 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 114,671 | 137,000 | 137,000 | 151,642 |
| Repairs & Maintenance | 118,724 | 128,200 | 128,200 | 120,646 |
| Contractual Services | 542,111 | 494,605 | 494,605 | 536,080 |
| Designated Expenses | 34,358 | 38,687 | 38,687 | 40,757 |
| Capital Lease Payments | 23,199 | 19,333 | 19,333 | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | 1,325,996 | 1,316,155 | 1,316,155 | 1,368,168 |

HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Vacancies in Operator II positions during FY 2012.
- Supplies & Materials: Include \$2,300 increase for general minor equipment and \$10,600 increase for fuel and oil.
- Contractual Services: Include \$39,000 increase for utilities cost.



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

WATER DISTRIBUTION

02-8200

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 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 |
| DIVISION TOTAL | 11 | 11 | 11 | 11 |

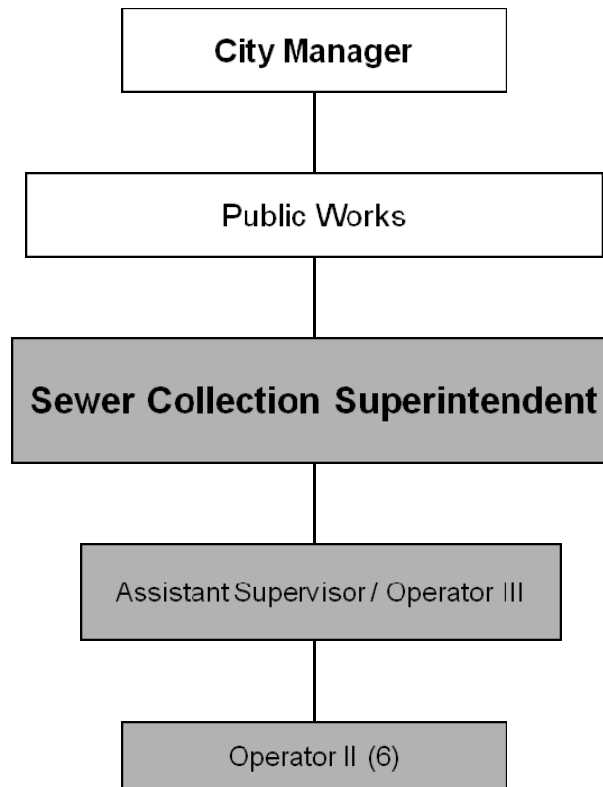
| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|---|-------------------|-------------------|-----------------------|-------------------|
| OUTPUTS | | | | |
| # of Water Meters Installed for New Construction | 327 | 200 | 200 | 200 |
| Water Lines Maintained (in miles) | 226 | 228 | 226 | 231 |
| # of Service Lines Repaired | 29 | 30 | 30 | 25 |
| # of Water Mains Repaired | 45 | 40 | 38 | 40 |
| # of Fire Hydrants Repaired | 34 | 37 | 35 | 25 |
| Water Storage Capacity (gallons) | 8,100,000 | 8,600,000 | 8,100,000 | 8,600,000 |
| Replacements of Water Meters | 113 | 150 | 90 | 100 |
| Water Meters Tested for Accuracy | 30 | 200 | 37 | 50 |
| Curb Stops Replacements | 125 | 110 | 90 | 100 |
| Bacteriological Water Sampling | 529 | 490 | 495 | 500 |
| Chlorine Residual Monitoring | 848 | 844 | 850 | 875 |
| Installation of Automatic Flushing Devices | 2 | 2 | 1 | 1 |
| Monochloramines, Free Ammonia, Nitrite & Nitrate Sampling | 880 | 950 | 1,350 | 1,375 |
| Pumps Rebuilt / Replaced | 0 | 2 | 0 | 0 |
| New Pumps | 0 | 0 | 3 | 0 |
| Pump Motors Rebuilt / Replaced | 1 | 2 | 2 | 2 |
| New Pump Motors | 0 | 0 | 0 | 3 |
| Rehab / Replaced Water Storage Tanks | 2 | 2 | 1 | 0 |
| New Water Storage Tank | 0 | 0 | 0 | 2 |
| Inspection / Cleaning Water Storage Tanks | 13 | 13 | 13 | 15 |
| EFFICIENCIES | | | | |
| Operating Cost per Mile of Water Lines | \$5,867.24 | \$5,772.61 | \$5,823.69 | \$5,922.81 |
| Maintain Chlorine Residual Required by TCEQ | \$37,950 | \$39,795 | \$40,075 | \$37,900 |
| Maintenance Cost for Pumps & Motors | \$42,000 | \$36,000 | \$19,500 | \$21,000 |
| Maintenance Cost for Storage Tanks | \$128,500 | \$27,300 | \$26,200 | \$30,000 |
| EFFECTIVENESS | | | | |
| % of Unaccounted Water Loss | 6.6% | 10.0% | 12.0% | 10.0% |
| # of Bacteriological Water Sample Positives | 0 | 0 | 0 | 0 |

* Positive construction sample.

SEWER COLLECTION



Left to Right: Paul Cuevas (Assistant Superintendent/Operator III); Mike Coats (Operator II); John Rogers (Operator II); Dennis Courtney (Superintendent); Jessie Smith (Operator II); Bobbie Stevens (Operator II); David Boone (Operator II); Casey Jewell (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.

8 Full Time Employees Funded

SEWER COLLECTION

PROGRAM DESCRIPTION

The Sewer Collection Department maintains and repairs (as needed) approximately 377 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 2012

- Decommissioned Mueller Lift Station and Constitution Lift Station.
- Constructed a new lift station that in the near future is going to serve the new HEB Plus and any other development in that area.
- Raised 7 manholes throughout the City.
- All department personnel successfully took all the "NIMS" classes and passed the tests.
- Cleaned approximately 972,000 linear feet of city sewer main.
- Cleaned approximately 2,150 manholes throughout the city.
- Installed 40 feet of 18 inch steel pipe at Bradford Road for future encasement/development.
- Two sections of PVC city sewer main totaling about 80 were replaced with cast iron pipe in order to accommodate the construction of Highway 190 Bypass.
- Installed conduit from South 3rd Street to Utilities at Main Street for the installation of fiber optic cable.
- Two manholes replaced; one at Bowen and Allen, and the other at Michelle Drive.

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 2013

- 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 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | 324,910 | 338,790 | 338,790 | 355,480 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 41,451 | 50,672 | 47,122 | 46,887 |
| Repairs & Maintenance | 37,468 | 47,950 | 51,500 | 57,257 |
| Contractual Services | 30,053 | 38,662 | 38,662 | 39,200 |
| Designated Expenses | 387 | 387 | 387 | 33 |
| Capital Lease Payments | 6,879 | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | 441,147 | 476,461 | 476,461 | 498,857 |

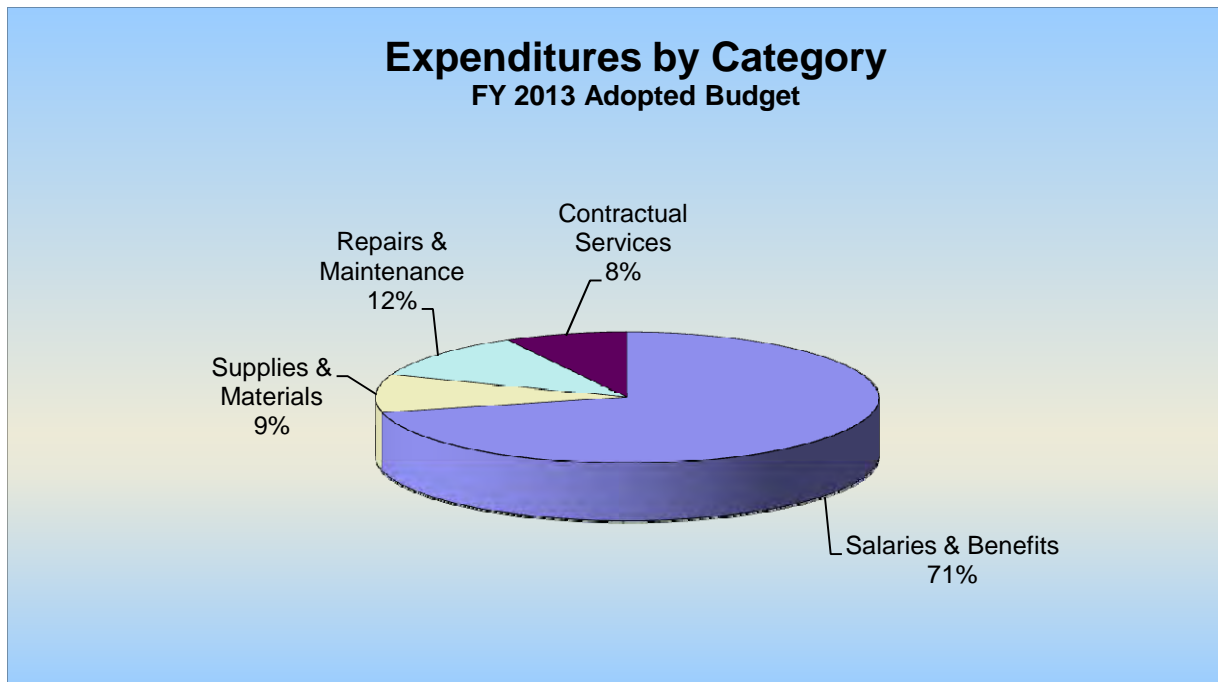
HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Increase due to FY 2012 projected employee insurance costs under FY 2013 budgeted amount offset by a one percent employee increase set aside.
- Repairs & Maintenance: Include a \$2,500 increase for facilities repairs and maintenance and a \$1,857 increase for equipment repairs and maintenance.

Decreases:

- Designated Expenses: Department's portion of final payment for current computer lease due in October 2012.



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

SEWER COLLECTION

02-8300

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Superintendent | 1 | 1 | 1 | 1 |
| Assistant Supervisor / Operator III | 1 | 1 | 1 | 1 |
| Operator II | 7 | 7 | 7 | 7 |
| DIVISION TOTAL | 9 | 9 | 9 | 9 |

Note: For FY 2013, one Operator II position is unfunded.

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|---|-------------------|-------------------|-----------------------|-------------------|
| OUTPUTS | | | | |
| Sewer Lines Maintained (in miles) | 375 | 377 | 377 | 420 |
| # of Lift Stations | 16 | 16 | 16 | 14 |
| Sewer Lines Cleaned (in linear feet) | 802,900 | 2,000,000 | 972,000 | 2,000,000 |
| Manholes Cleaned / Inspected | 2,004 | 3,600 | 2,150 | 3,700 |
| Sewer Line Stoppages Cleared | 42 | 25 | 40 | 25 |
| EFFICIENCIES | | | | |
| Maintenance Cost per Mile of Sewer Lines | \$1,176 | \$1,264 | \$1,264 | \$1,188 |
| EFFECTIVENESS | | | | |
| % 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% |

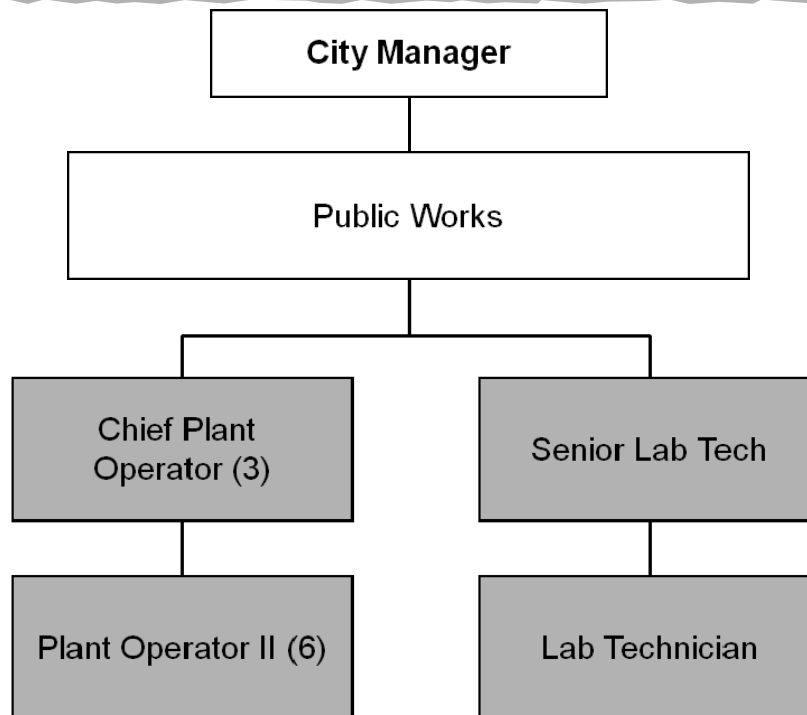
WASTEWATER TREATMENT



Left to Right:

Front Row: Mark Summerlin (Operator II); Bradell Gilliard (Operator II); Ken Wilgus (Chief Plant Operator); Christopher Alcott (Chief Plant Operator); Christopher Stephens (Operator II)

Back Row: James Malone (Chief Plant Operator); Joe Wooten (Senior Lab Technician); Patrick Bray (Lab Technician); Tony Castro (Operator II); Chad Cullar (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 Funded

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 2012

- 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.
- Completed new headworks facility and influent line at Northeast Plant.
- Completed successful TCEQ inspection with no operational difficulties or quality failures.

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 2013

- Identify ways to reduce operational costs at wastewater plants.
- Identify and plan for future equipment and facility repairs and coordinate large improvements into Capital Improvement Plan.
- Review and implement TCEQ Municipal Separate Storm Sewer (MS4) permit requirements.

WASTEWATER TREATMENT

02-8400

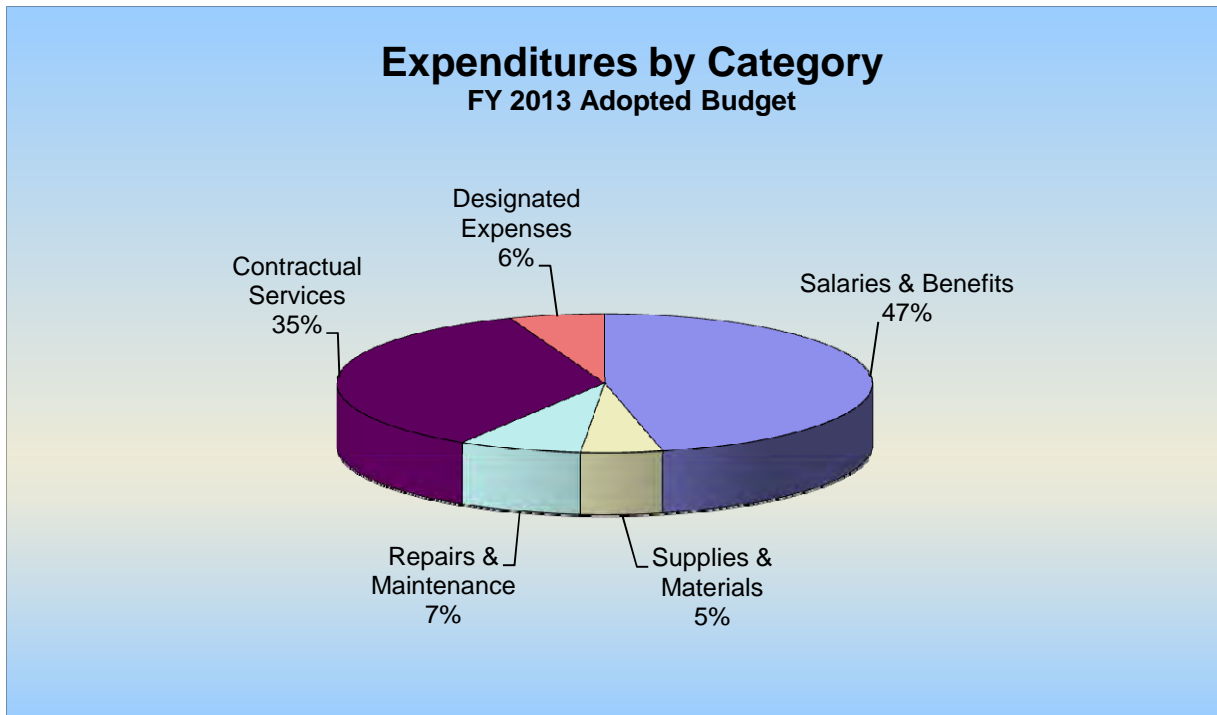
EXPENDITURE SUMMARY

| WASTEWATER TREATMENT | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | 495,672 | 472,565 | 472,565 | 528,143 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 56,920 | 57,386 | 57,865 | 56,000 |
| Repairs & Maintenance | 72,575 | 87,752 | 87,315 | 84,704 |
| Contractual Services | 487,488 | 372,980 | 372,938 | 401,750 |
| Designated Expenses | 62,683 | 60,387 | 60,387 | 65,033 |
| Capital Lease Payments | 15,609 | 13,008 | 13,008 | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | 1,190,948 | 1,064,078 | 1,064,078 | 1,135,630 |

HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Vacancies in Chief Plant Operator and Operator II positions during FY 2012; also a one percent employee increase set aside.
- Contractual Services: Include a \$31,922 increase for utilities cost, a \$1,300 increase for communication, and a \$5,130 decrease for consulting fees.



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

WASTEWATER TREATMENT

02-8400

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-----------------------|---------------------------|---------------------------------------|--|---------------------------------------|
| Chief Plant Operator | 3 | 3 | 3 | 3 |
| Plant Operator II | 6 | 6 | 6 | 6 |
| Senior Lab Technician | 1 | 1 | 1 | 1 |
| Lab Technician | 1 | 1 | 1 | 1 |
| Superintendent | 0 | 0 | 0 | 1 |
| DIVISION TOTAL | 11 | 11 | 11 | 12 |

Note: Superintendent position is unfunded in FY 2013.

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|
| OUTPUTS | | | | |
| # of Wastewater Treatment Plants | 3 | 3 | 3 | 3 |
| Total Gallons of Wastewater Treated (million) | 740 | 800 | 961 | 1,009 |
| EFFICIENCIES | | | | |
| Operating Cost per Million Gallons of Wastewater Treated | \$1,609.39 | \$1,330.10 | \$1,107.26 | \$1,125.50 |
| EFFECTIVENESS | | | | |
| 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.

Wastewater New Dump Truck



NON - DEPARTMENTAL

02-8500

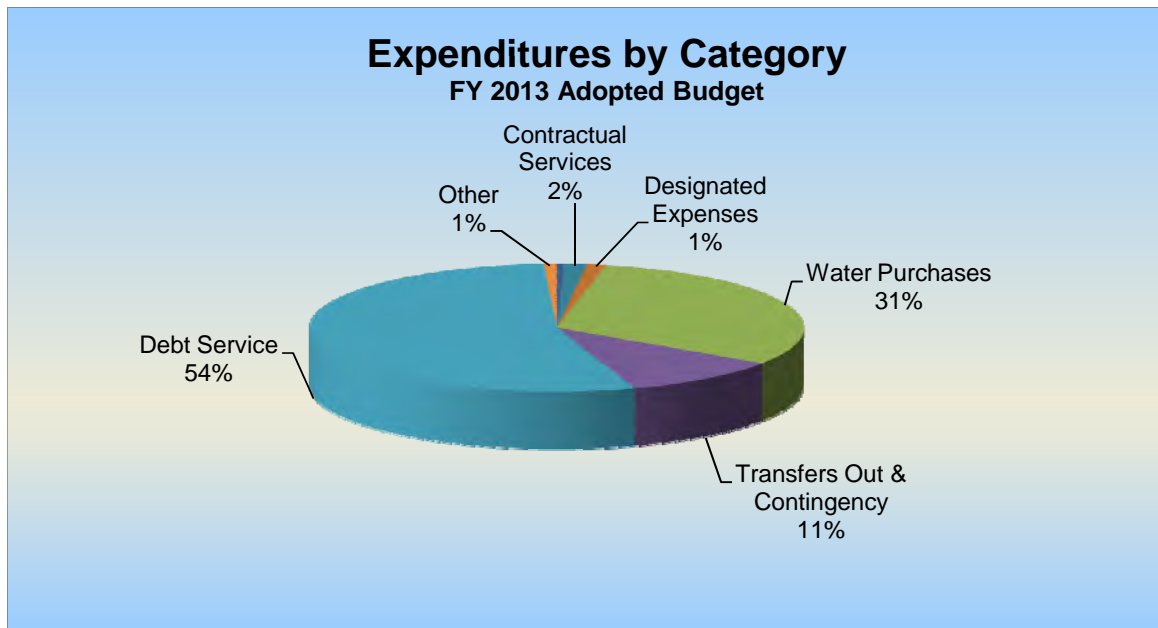
EXPENDITURE SUMMARY

| NON-DEPARTMENTAL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | - | - | - | 25,168 |
| Personnel Support | 7,972 | 65 | 65 | - |
| Supplies & Materials | - | - | - | - |
| Repairs & Maintenance | 5,607 | 5,017 | 5,017 | 5,756 |
| Contractual Services | 80,092 | 93,891 | 93,891 | 98,132 |
| Designated Expenses | 39,458 | 38,000 | 38,000 | 82,300 |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Water Purchases | 1,914,390 | 1,920,124 | 1,920,124 | 2,075,376 |
| Transfers Out & Contingency | 790,826 | 695,000 | 695,000 | 695,000 |
| Debt Service | 3,173,656 | 3,366,271 | 3,366,271 | 3,598,290 |
| Other | 62,482 | 51,000 | 51,000 | 57,000 |
| Total | 6,074,484 | 6,169,368 | 6,169,368 | 6,637,022 |

HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Two percent employee increase set aside.
- Designated Expenses: Include a CDBG match of \$40,000 and \$42,000 for TML Insurance.
- Debt Service: Increase for the portion of debt to be paid from the Water and Sewer Fund in FY 2013.
- Transfers Out & Contingency: \$695,000 administrative transfer to General Fund.



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

SOLID WASTE FUND



Top Picture: Beulah Hamilton, Scale Operator
Bottom Picture: James Trevino, Director of Solid Waste

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 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 2013 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. The Solid Waste Fund also includes the daily operation of a transfer station and funding for Keep Copperas Cove Beautiful (KCCB). The City provides solid waste service to approximately 10,729 residential and commercial customers through the Solid Waste Fund. Garbage Collection Fees provides 81.8% of the total revenue generated in the Solid Waste Fund. The City of Copperas Cove will make every effort to keep expenditures to a minimum.

| REVENUES | FY 2009 ACTUAL | FY 2010 ACTUAL | FY 2011 ACTUAL | FY 2012 PROJECTED | FY 2013 ADOPTED |
|---|---------------------------|---------------------------|---------------------------|------------------------------|----------------------------|
| Garbage Collection Fees | 2,348,983 | 2,496,207 | 2,534,222 | 2,519,135 | 2,719,230 |
| Sanitary Landfill Fees | 328,533 | 336,267 | 329,499 | 285,000 | 342,012 |
| Charges for Services | 148,803 | 93,473 | 100,440 | 110,570 | 113,450 |
| Interest Income | 6,484 | 1,791 | 1,243 | 1,300 | 1,500 |
| Other Income | 128,362 | 166,145 | 135,439 | 123,029 | 146,500 |
| TOTAL | 2,961,165 | 3,093,883 | 3,100,843 | 3,039,034 | 3,322,692 |
| EXPENSES | | | | | |
| Salaries & Benefits | 759,896 | 766,583 | 757,935 | 907,331 | 1,078,363 |
| Supplies & Materials | 156,413 | 147,522 | 221,732 | 255,891 | 255,769 |
| Repairs & Maintenance | 132,341 | 108,444 | 116,416 | 161,498 | 157,424 |
| Contractual Services | 60,529 | 50,012 | 53,424 | 79,603 | 77,703 |
| Designated Expenses | 1,228,973 | 1,098,074 | 1,420,924 | 1,244,598 | 1,287,443 |
| Capital Lease Payments & Capital Outlay | - | 267,226 | 159,131 | 35,247 | - |
| Transfers / Other | 428,000 | 428,000 | 428,000 | 428,000 | 483,000 |
| TOTAL | 2,766,152 | 2,865,862 | 3,157,562 | 3,112,168 | 3,339,702 |
| Revenues Over / (Under) Expenses | 195,013 | 228,021 | (56,719) | (73,134) | (17,010) |
| TOTAL | 2,961,165 | 3,093,883 | 3,100,843 | 3,039,034 | 3,322,692 |

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2012-13 ADOPTED BUDGET
SOLID WASTE FUND
SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE**

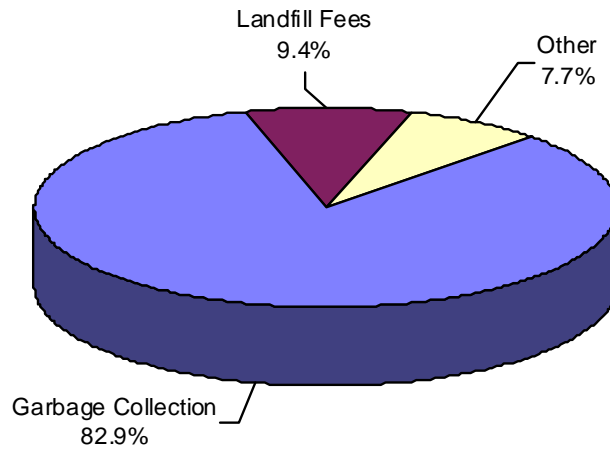
| Description | Actual FY 2010-11 | Budget* FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 |
|--|----------------------|-----------------------|-------------------------|-----------------------|
| BEGINNING FUND BALANCE: | | | | |
| Unreserved, Undesignated | \$ 1,113,883 | \$ 1,009,134 | \$ 1,057,164 | \$ 984,030 |
| TOTAL BEGINNING FUND BALANCE | \$ 1,113,883 | \$ 1,009,134 | \$ 1,057,164 | \$ 984,030 |
| REVENUES: | | | | |
| Refuse Collection Fees | \$ 2,578,006 | \$ 2,562,870 | \$ 2,562,870 | \$ 2,764,230 |
| Senior Discount | (43,784) | (43,735) | (43,735) | (45,000) |
| Sanitary Landfill Fees | 329,499 | 285,000 | 285,000 | 342,012 |
| Recycling Fee | - | - | - | - |
| Recycling Proceeds | 37,801 | 32,595 | 32,595 | 35,000 |
| Sale of Kraft Bags | 8,324 | 7,770 | 7,770 | 10,000 |
| Sale of Scrap Metal | 12,260 | 8,262 | 8,262 | 10,000 |
| Commercial Reload/Overloan Fees | 6,879 | - | - | - |
| Return Service/Overload/Excess | 6,473 | 5,247 | 5,247 | 4,000 |
| Auto-Lid Locks | 869 | 915 | 915 | 850 |
| Rear Load Dumpster Rental | 2,281 | 2,000 | 2,000 | 2,000 |
| Roll-Off Rental Income | 23,327 | 34,011 | 34,011 | 32,000 |
| Bulky/White Goods Collection | 2,093 | 725 | 725 | 800 |
| Container Removal from Curb | 135 | 1,045 | 1,045 | 800 |
| Composting Sales Revenue | - | 18,000 | 18,000 | 18,000 |
| Subtotal | <u>\$ 2,964,161</u> | <u>\$ 2,914,705</u> | <u>\$ 2,914,705</u> | <u>\$ 3,174,692</u> |
| Interest Revenue | \$ 1,243 | \$ 1,300 | \$ 1,300 | \$ 1,500 |
| Late Charge For Billing | 130,755 | 116,824 | 116,824 | 140,000 |
| Auction Proceeds | - | 2,500 | 2,500 | 5,000 |
| Miscellaneous Revenues | 4,684 | 3,705 | 3,705 | 1,500 |
| Subtotal | <u>\$ 136,681</u> | <u>\$ 124,329</u> | <u>\$ 124,329</u> | <u>\$ 148,000</u> |
| TOTAL REVENUES | \$ 3,100,843 | \$ 3,039,034 | \$ 3,039,034 | \$ 3,322,692 |
| TOTAL FUNDS AVAILABLE | \$ 4,214,726 | \$ 4,048,168 | \$ 4,096,198 | \$ 4,306,722 |
| OPERATING EXPENSES: | | | | |
| Solid Waste Administration (90) | \$ 216,918 | \$ 220,863 | \$ 219,563 | \$ 269,616 |
| Solid Waste Collection - Residential (91-01) | 275,066 | 291,760 | 284,188 | 347,297 |
| Solid Waste Collection - Recycling (91-02) | 124,948 | 127,372 | 121,867 | 125,718 |
| Solid Waste Collection - Brush (91-03) | 115,655 | 127,597 | 133,169 | 138,196 |
| Solid Waste Collection - Commercial (91-04) | 187,129 | 230,688 | 229,088 | 209,113 |
| Solid Waste Collection - KCCB (91-05) | 18,626 | 24,397 | 24,397 | 24,480 |
| Solid Waste Composting (91-06) ¹ | - | 184,164 | 184,164 | 186,627 |
| Solid Waste Disposal (92) | 1,141,281 | 1,169,394 | 1,179,799 | 1,278,069 |
| Non-Departmental (95) | 771,614 | 509,505 | 509,505 | 569,040 |
| TOTAL OPERATING EXPENSES | \$ 2,851,239 | \$ 2,885,740 | \$ 2,885,740 | \$ 3,148,156 |
| OTHER EXPENSES: | | | | |
| Capital Lease Payments | \$ 159,132 | \$ 35,247 | \$ 35,247 | \$ - |
| Principal & Int Debt Pymts | 147,191 | 191,181 | 191,181 | 191,546 |
| TOTAL OTHER EXPENSES | \$ 306,323 | \$ 226,428 | \$ 226,428 | \$ 191,546 |
| TOTAL EXPENSES | \$ 3,157,562 | \$ 3,112,168 | \$ 3,112,168 | \$ 3,339,702 |
| ENDING FUND BALANCE: | | | | |
| Unreserved, Undesignated | \$ 1,057,164 | \$ 936,000 | \$ 984,030 | \$ 967,020 |
| TOTAL ENDING FUND BALANCE | \$ 1,057,164 | \$ 936,000 | \$ 984,030 | \$ 967,020 |
| IDEAL FUND BALANCE | \$ 712,810 | \$ 721,435 | \$ 721,435 | \$ 787,039 |
| OVER (UNDER) IDEAL FUND BALANCE | \$ 344,355 | \$ 214,565 | \$ 262,595 | \$ 179,981 |

* Includes budget amendments that were approved by City Council on 10/18/11, 2/07/12, 4/17/12, 7/03/12, 7/17/12, and 10/16/12.

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

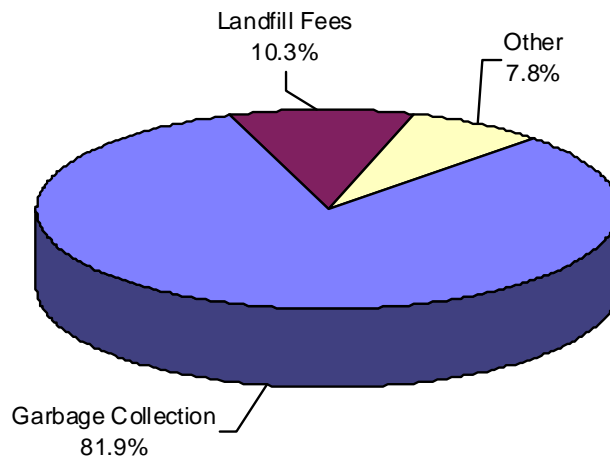
City of Copperas Cove, Texas
Solid Waste Fund
Comparison of Fiscal Years 2011-2012 and 2012-2013
Budgeted Revenues By Source

Fiscal Year 2011-2012 Budgeted Revenues



Total Budgeted Revenues for Fiscal Year 2011-2012 are **\$3,039,034**

Fiscal Year 2012-2013 Budgeted Revenues



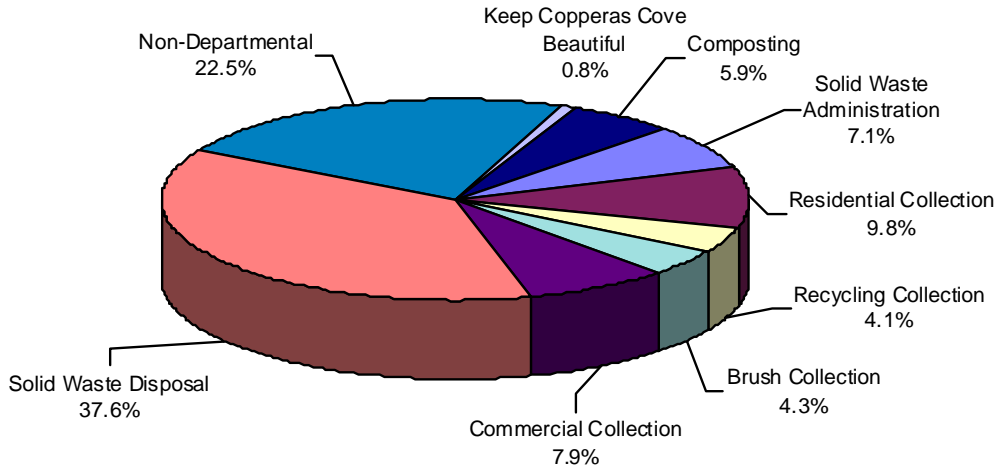
Total Budgeted Revenues for Fiscal Year 2012-2013 are **\$3,322,692**

City of Copperas Cove, Texas

Solid Waste Fund

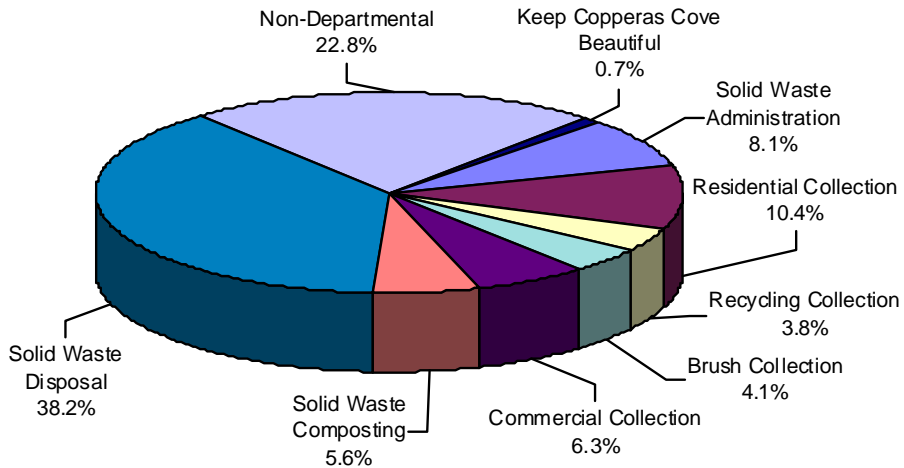
Comparison of Fiscal Years 2011-2012 and 2012-2013 Budgeted Expenses By Function

Fiscal Year 2011-2012 Budgeted Expenses



Total Budgeted Expenses for Fiscal Year 2011-2012 are **\$3,112,168**

Fiscal Year 2012-2013 Budgeted Expenses



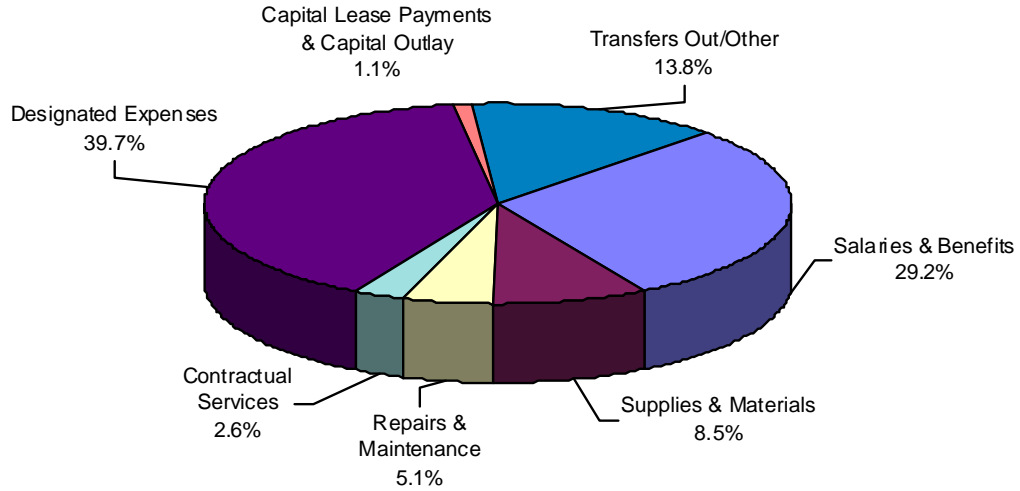
Total Budgeted Expenses for Fiscal Year 2012-2013 are **\$3,339,702**

City of Copperas Cove, Texas

Solid Waste Fund

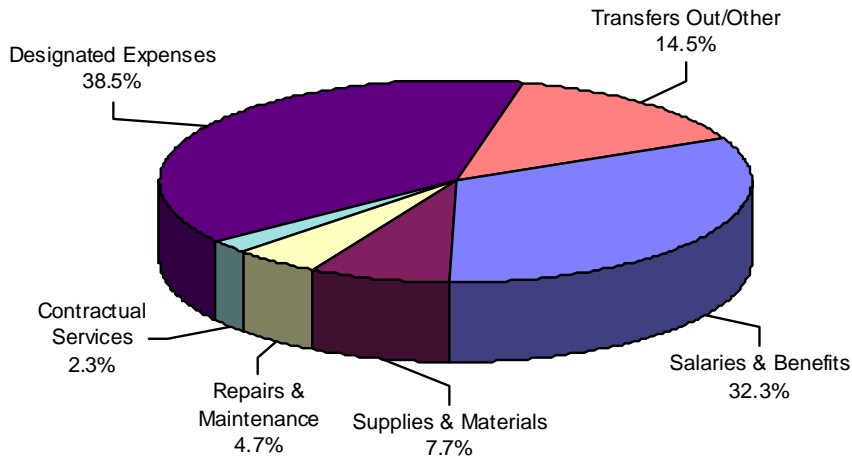
Comparison of Fiscal Years 2011-2012 and 2012-2013 Budgeted Expenses By Object

Fiscal Year 2011-2012 Budgeted Expenses



Total Budgeted Expenses for Fiscal Year 2011-2012 are **\$3,112,168**

Fiscal Year 2012-2013 Budgeted Expenses



Total Budgeted Expenses for Fiscal Year 2012-2013 are **\$3,339,702**

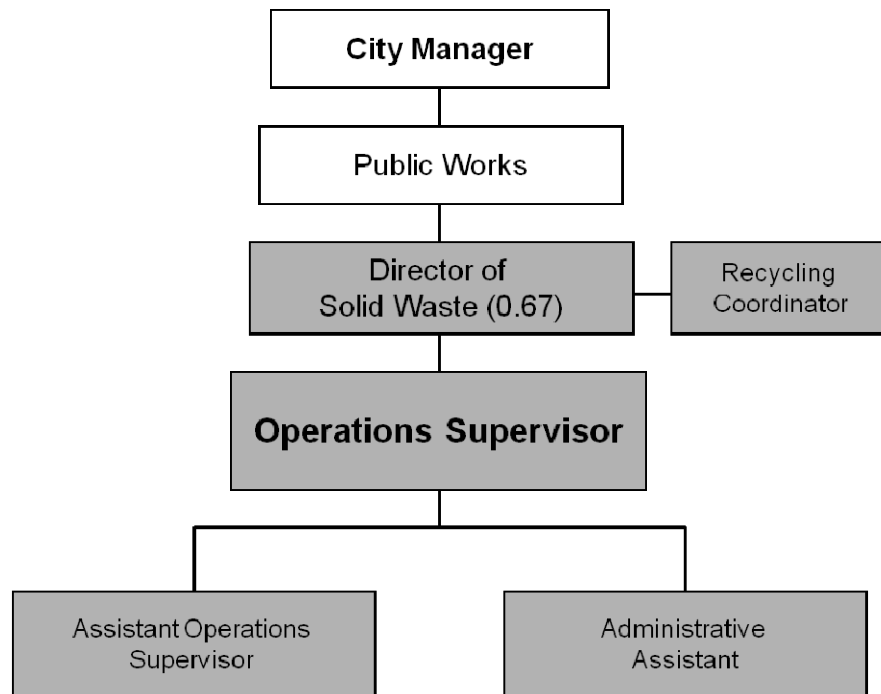
SOLID WASTE ADMINISTRATION



Left to Right: Silvia Rhoads (Recycling Coordinator); John Mantanona (Operations Supervisor); Becky Johnson (Administrative Assistant)



James Trevino
(Director of Solid Waste)



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.

4.67 Full Time Employees Funded

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 2012

- 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.
- Continue with excellent customer service, listening and resolving any discrepancies in a prompt manner.

GOALS FOR FISCAL YEAR 2013

- Improve vehicle and stationary equipment maintenance program.
- 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

| SOLID WASTE ADMINISTRATION | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-----------------------------------|---------------------------|---------------------------------------|--|---------------------------------------|
| Salaries & Benefits | 193,554 | 201,340 | 200,440 | 249,887 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 10,071 | 4,568 | 4,568 | 6,500 |
| Repairs & Maintenance | 798 | 2,200 | 2,200 | 2,250 |
| Contractual Services | 10,531 | 10,790 | 10,390 | 10,815 |
| Designated Expenses | 1,965 | 1,965 | 1,965 | 164 |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | 216,918 | 220,863 | 219,563 | 269,616 |

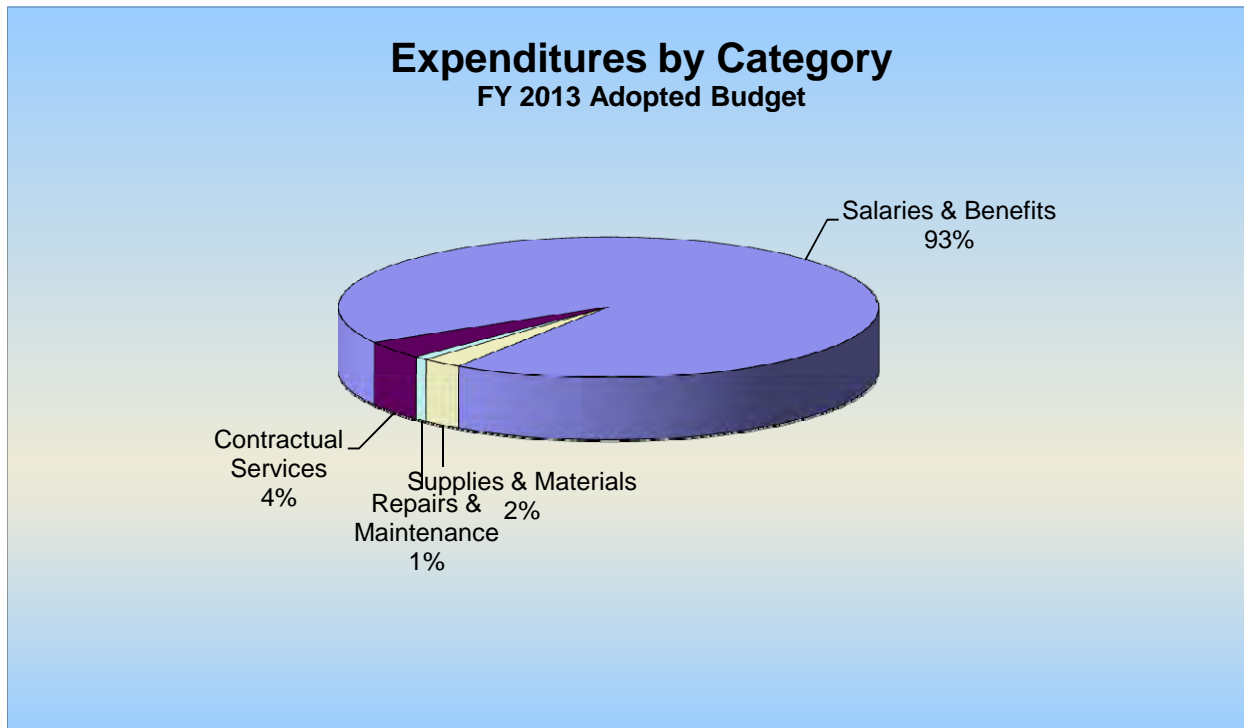
HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: For FY 2013, the Director of Solid Waste is funded 67% in Solid Waste Administration and 33% in Drainage and an Assistant Operations Supervisor is added to the Administration division. Also include a one percent employee increase set aside.

Decreases:

- Designated Expenses: Department's portion of final payment for current computer lease due in October 2012.



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

SOLID WASTE ADMINISTRATION

03-9000

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|--|-------------------|------------------------------|-----------------------------------|------------------------------|
| Administrative Assistant | 1 | 1 | 1 | 1 |
| Solid Waste Superintendent | 1 | 1 | 0 | 0 |
| SW Supervisor-Operations | 1 | 1 | 1 | 1 |
| SW Supervisor-Recycling-Administration | 1 | 1 | 1 | 0 |
| Recycling Coordinator | 0 | 0 | 0 | 1 |
| Director of Public Works | 0 | 0.33 | 0 | 0 |
| Director of Solid Waste* | 0 | 0 | 0.67 | 0.67 |
| Assistant Supervisor-Operations | 0 | 0 | 1 | 1 |
| DIVISION TOTAL | 4 | 4.33 | 4.67 | 4.67 |

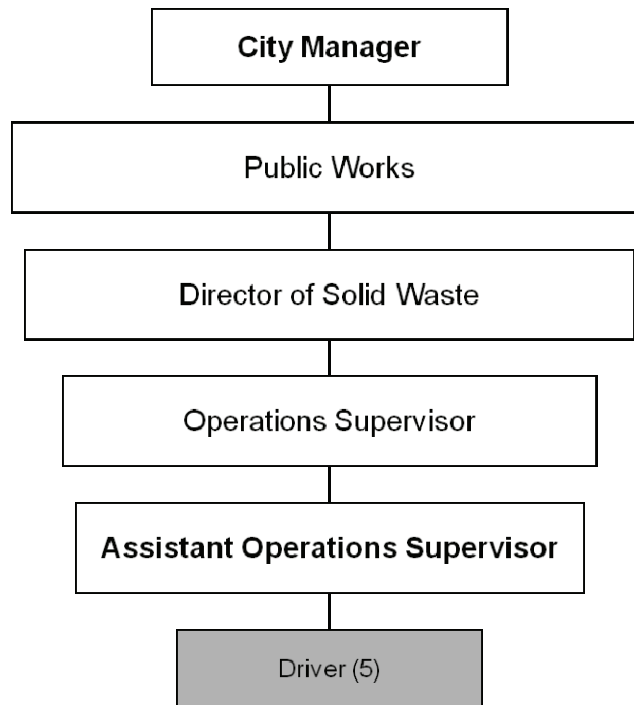
* For FY 2013, Director of Solid Waste is funded 2/3 in the Solid Waste Fund and 1/3 in the Drainage Utility Fund.

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|---|-------------------|-------------------|-----------------------|-------------------|
| OUTPUTS | | | | |
| Total Tons Collected | 22,300 | 24,000 | 20,400 | 22,500 |
| Total # of Complaints | 250 | 230 | 399 | 300 |
| EFFICIENCIES | | | | |
| Operating Cost to Collect One Ton of Garbage | \$9.73 | \$9.20 | \$10.76 | \$11.98 |
| EFFECTIVENESS | | | | |
| % of Customer Service Complaints Resolved in 24 Hours or Less | 93.0% | 98.0% | 89.0% | 90.0% |

SOLID WASTE - RESIDENTIAL



Left to Right: Ronnie Daniel (Driver); Robert Butler (Driver); Lee Taylor (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.

5 Full Time Employees Funded

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 5:1, Primary Vehicle to Backup Vehicle.
- Monitor and adjust collection routes as necessary to maintain 800 to 1,000 households per collection route.

ACHIEVEMENTS FOR FISCAL YEAR 2012

- 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.
- Cross trained employees across the different divisions.
- Incorporated fleet management system to verify route stops by addresses and time utilizing the Global Positioning System (GPS).

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.
- Handle customer requests for additional services on a fee basis.
- Support events beneficial to the City's image.
- Continue to improve fleet management system to verify route stops by addresses and time utilizing GPS.

GOALS FOR FISCAL YEAR 2013

- 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.

SOLID WASTE COLLECTIONS - RESIDENTIAL

03-9101

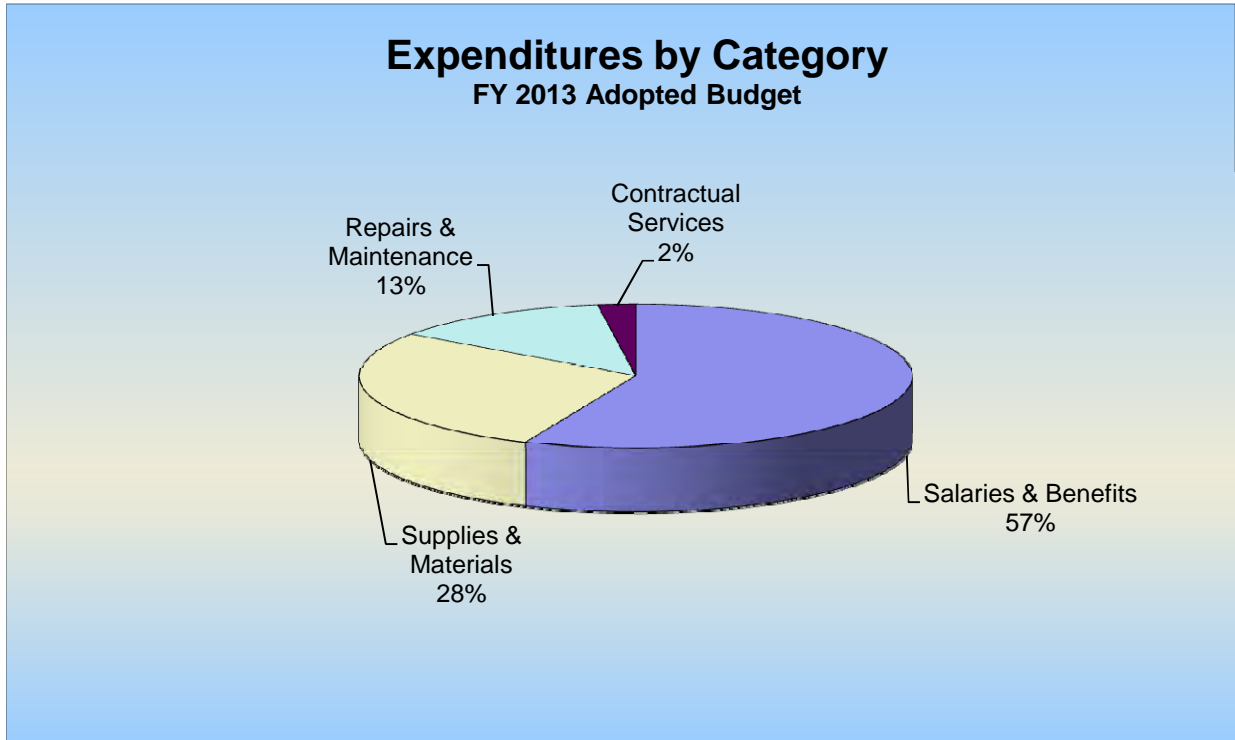
EXPENDITURE SUMMARY

| SW COLLECTIONS - RESIDENTIAL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------------|---------------------------|---------------------------------------|--|---------------------------------------|
| Salaries & Benefits | 142,839 | 146,270 | 145,270 | 196,275 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 82,514 | 88,369 | 87,769 | 98,322 |
| Repairs & Maintenance | 48,284 | 51,571 | 44,999 | 45,000 |
| Contractual Services | 1,430 | 5,550 | 6,150 | 7,700 |
| Designated Expenses | - | - | - | - |
| Capital Lease Payments | 48,721 | 12,183 | 12,183 | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | 323,787 | 303,943 | 296,371 | 347,297 |

HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Additional driver position is added for FY 2013; a Driver position was vacant for a portion of FY 2012. Also include a one percent employee increase set aside.
- Supplies & Materials: Include \$10,753 increase for fuel and oil.



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

SOLID WASTE COLLECTIONS - RESIDENTIAL

03-9101

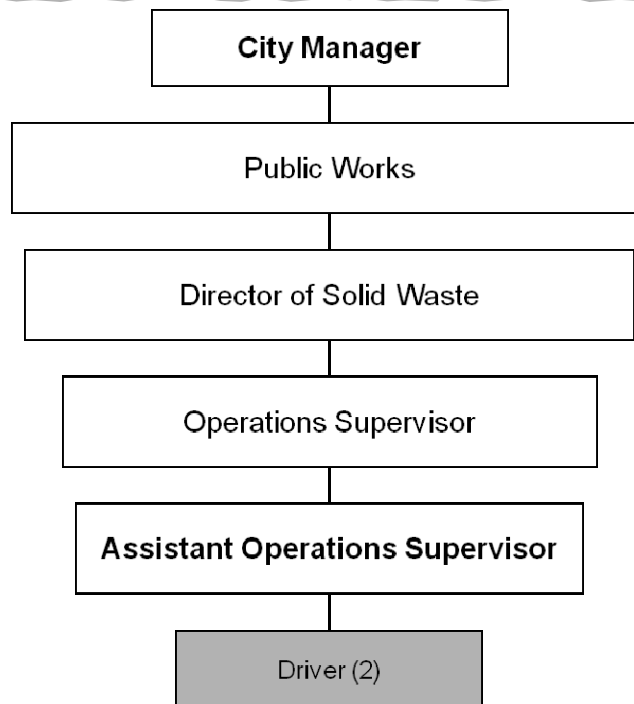
| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-----------------------|---------------------------|---------------------------------------|--|---------------------------------------|
| Driver | 3 | 4 | 4 | 5 |
| Lead Driver | 1 | 0 | 0 | 0 |
| DIVISION TOTAL | 4 | 4 | 4 | 5 |

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|--|---------------------------|---------------------------|-------------------------------|---------------------------|
| OUTPUTS | | | | |
| Tons Collected by Residential Collection Vehicles | 10,500 | 11,000 | 11,050 | 11,200 |
| EFFICIENCIES | | | | |
| Cost to Collect One Ton of Residential Garbage | \$30.84 | \$27.63 | \$26.82 | \$31.01 |
| EFFECTIVENESS | | | | |
| % of Customer Service Complaints Compared to Service Opportunities | <0.1% | <0.1% | <0.1% | <0.1% |

SOLID WASTE - RECYCLING



Left to Right: Daniel Floyd (Driver); David Lyle (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 Funded

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.

MAJOR DEPARTMENT / DIVISION GOALS

- Increase commercial and residential participation.
- Increase drivers' safety training to improve safety record.
- Implement single stream recycling to increase residents' participation, thus lowering hauling and disposal costs.

ACHIEVEMENTS FOR FISCAL YEAR 2012

- Continued to enhance relationship with the Copperas Cove Independent School District through revenue sharing on a plastic bottle recycling initiative at the High School.
- Supported and participated in two City-wide clean up events.
- Continued recycling education through speeches, classroom style education and tours at the recycle center.
- Published recycling articles in newsletter.
- Increased recycling participation by increasing public knowledge about the recycling program.
- Incorporated fleet management system to verify route stops by addresses and time.
- Applied to host a Household Hazardous Waste (HHW) event.

CONTINUING OBJECTIVES

- Continue to operate and maintain the recycling center in accordance with all regulatory requirements.
- Continue to educate citizens on the benefits of the recycling program via advertising, newspaper articles and city-wide activities.
- Continue relationship with CCISD by visiting classes and hosting field trips to the Solid Waste Recycling Center.
- Maintain professional driving and work safety records.
- Continue to fine tune collection methods.
- Expand program by increasing the number of voluntary residential participants.
- Educate and encourage citizens to use the recycling facility.
- Continue to look for ways to expand the recycling program.

GOALS FOR FISCAL YEAR 2013

- Increase the commercial/business participation.
- Research and work on single stream recycling to increase diversion rates and increase residential recycling participation rate.
- Host two City-wide clean up events.
- Enhance partnership with schools on recycling projects.
- Purchase a new Cardboard Baler.
- Apply to host a Household Hazardous Waste (HHW) event.

SOLID WASTE COLLECTIONS - RECYCLING

03-9102

EXPENDITURE SUMMARY

| SW COLLECTIONS - RECYCLING | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-----------------------------------|---------------------------|---------------------------------------|--|---------------------------------------|
| Salaries & Benefits | 75,733 | 63,652 | 63,652 | 77,368 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 36,359 | 43,516 | 37,016 | 24,750 |
| Repairs & Maintenance | 11,973 | 17,495 | 18,495 | 20,000 |
| Contractual Services | 883 | 2,709 | 2,704 | 3,600 |
| Designated Expenses | - | - | - | - |
| Capital Lease Payments | 24,245 | 1,521 | 1,521 | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | 149,194 | 128,893 | 123,388 | 125,718 |

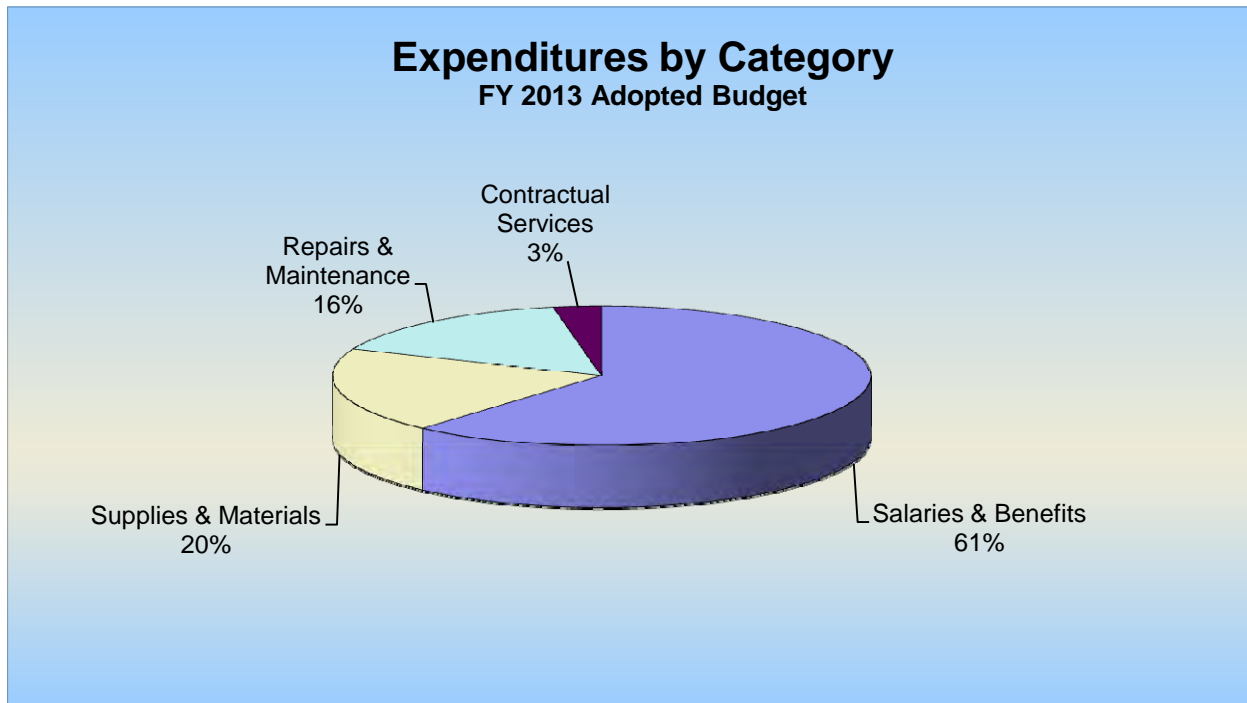
HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Additional driver position is added for FY 2013 but is unfunded; a Driver position was vacant for a portion of FY 2012.

Decreases:

- Supplies & Materials: FY 2013 expenditures do not include any new containers with lids, a cost of approximately \$11,500.



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

SOLID WASTE COLLECTIONS - RECYCLING

03-9102

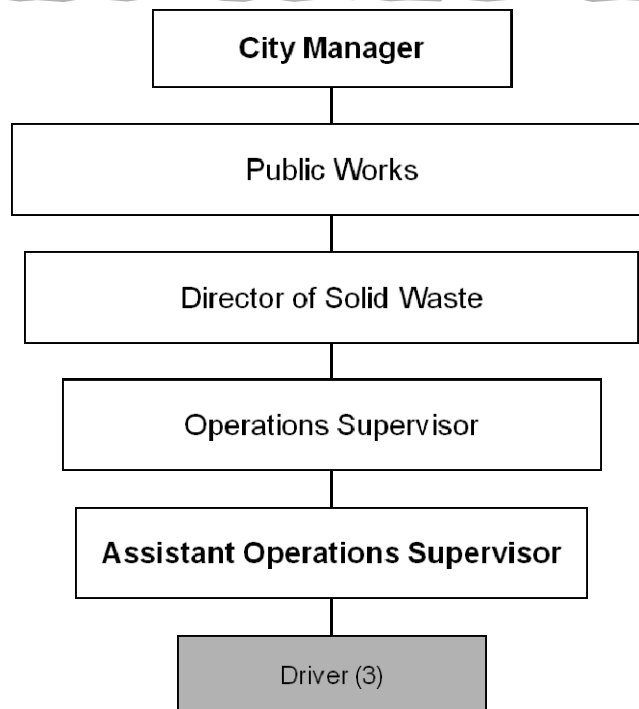
| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-----------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Driver | 2 | 2 | 2 | 3 |
| DIVISION TOTAL | 2 | 2 | 2 | 3 |

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|--|-------------------|-------------------|-----------------------|-------------------|
| OUTPUTS | | | | |
| Tons of Recyclables Collected (excluding scrap metal) | 433 | 450 | 457 | 475 |
| Tons of Scrap Metal Collected | 80 | 100 | 50 | 75 |
| EFFICIENCIES | | | | |
| Operating Cost per Ton to Process Recycled Materials | \$290.83 | \$234.35 | \$243.37 | \$228.58 |
| EFFECTIVENESS | | | | |
| Solid Waste Diverted from the Landfill in Tons (Includes Recycled Brush) | 1,545 | 1,600 | 1,750 | 2,000 |
| % of Customer Service Complaints Compared to Service Opportunities | <0.1% | <0.1% | <0.1% | <0.1% |

SOLID WASTE BRUSH AND BULK



Travis Daniels
(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.

3 Full Time Employees Funded

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 2012

- 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.
- Incorporated fleet management system to verify route stops by addresses and time.

CONTINUING OBJECTIVES

- Further develop our program to improve customer service, and reduce operating costs.
- Develop program to enhance service bulk items.
- Continue to educate residents to better understand the operations of the Brush and Bulk division.
- Continue to improve fleet management system to verify route stops by addresses and time.

GOALS FOR FISCAL YEAR 2013

- 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.
- Add new brush collection vehicle and driver to the department.

SOLID WASTE COLLECTIONS - BRUSH AND BULK

03-9103

EXPENDITURE SUMMARY

| SW COLLECTIONS - BRUSH AND BULK | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|--|---------------------------|---------------------------------------|--|---------------------------------------|
| Salaries & Benefits | 76,203 | 80,849 | 80,849 | 91,346 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 27,867 | 29,797 | 29,797 | 23,750 |
| Repairs & Maintenance | 10,763 | 14,428 | 20,000 | 20,000 |
| Contractual Services | 823 | 2,523 | 2,523 | 3,100 |
| Designated Expenses | - | - | - | - |
| Capital Lease Payments | 26,182 | 6,546 | 6,546 | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | 141,837 | 134,143 | 139,715 | 138,196 |

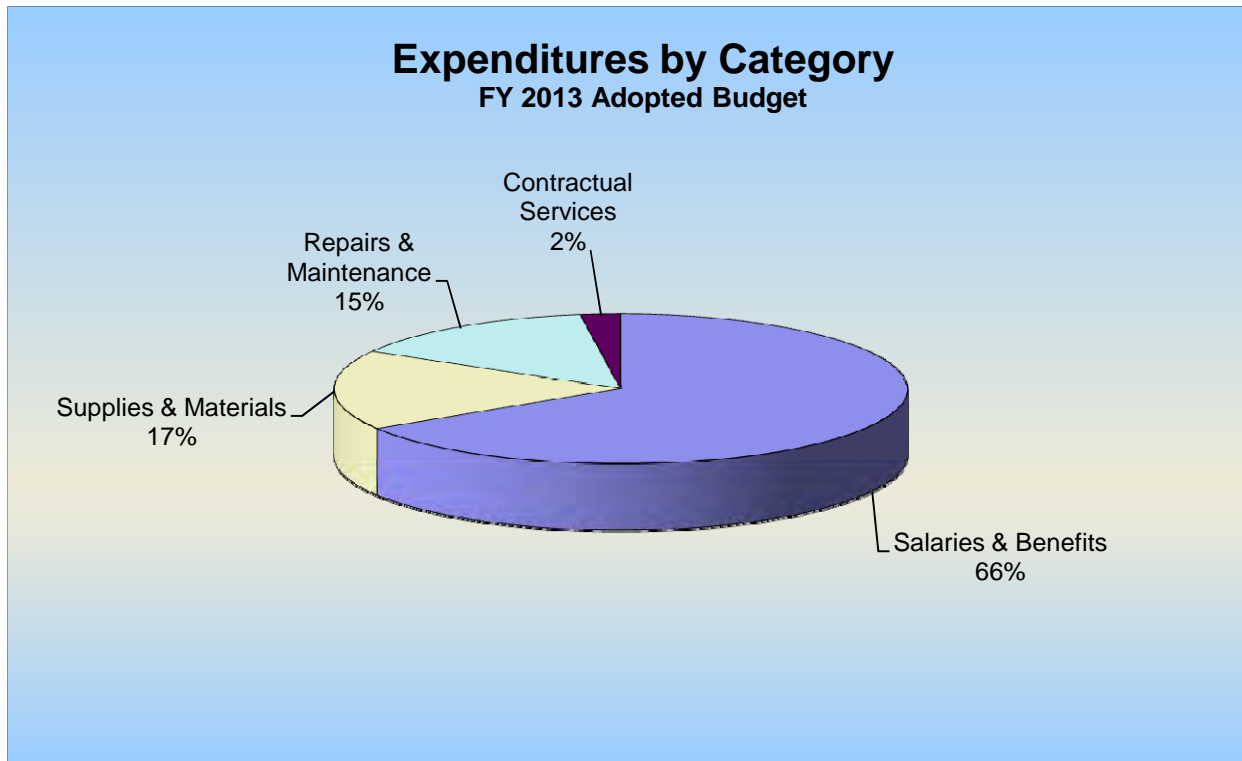
HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Additional driver position is added for FY 2013.

Decreases:

- Supplies & Materials: FY 2013 expenditures do not include any new Kraft bags, a cost of approximately \$11,000; this decrease is offset by an increase of \$3,600 for mobile radios.



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

SOLID WASTE COLLECTIONS - BRUSH AND BULK

03-9103

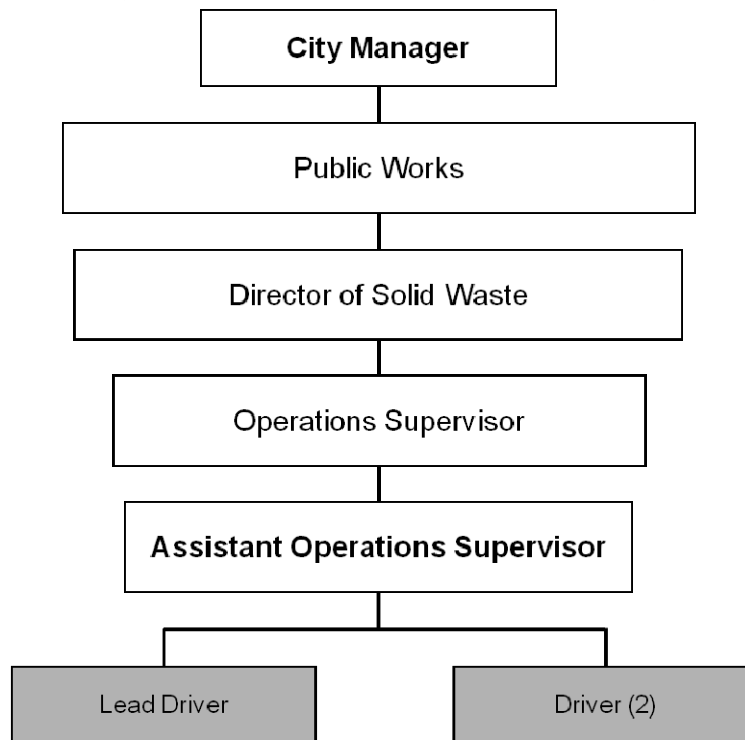
| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-----------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Driver | 2 | 2 | 2 | 3 |
| DIVISION TOTAL | 2 | 2 | 2 | 3 |

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|--|-------------------|-------------------|-----------------------|-------------------|
| OUTPUTS | | | | |
| Tons of Brush Collected | 1,110 | 1,200 | 1,260 | 1,300 |
| Tons of Bulk Items Collected | 880 | 950 | 855 | 900 |
| EFFICIENCIES | | | | |
| Cost per Ton to Collect Brush and Bulk | \$71.27 | \$62.39 | \$66.06 | \$62.82 |
| EFFECTIVENESS | | | | |
| Tons of Brush Diverted from the Landfill | 1,110 | 1,200 | 1,177 | 1,200 |
| % of Customer Service Complaints Compared to Service Opportunities | <0.1% | <0.1% | <0.1% | <0.1% |

SOLID WASTE - COMMERCIAL



Left to Right: Lenny Warner (Driver); Anthony Brown (Driver); Mark Turner (Lead 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.

3 Full Time Employees Funded

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 2012

- Initiated program to clean, repair and paint commercial containers on a rotating basis.
- Initiated service to the new apartment complex on Constitution Drive.
- Provided dumpster service for Ledcor Construction.
- Incorporated fleet management system to verify route stops by addresses and time utilizing the Global Positioning System (GPS).

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.
- Continue to improve fleet management system to verify route stops by addresses and time.

GOALS FOR FISCAL YEAR 2013

- Improve maintenance of vehicle and equipment.
- Work with Code Enforcement and the Police Department to deter illegal dumping.
- Expand the roll-off service.

- Purchase new dumpsters for commercial customers.
- Continue to support Ledcor.
- Provide service to Brookview Village Apartments, an apartment complex under construction.

SOLID WASTE COLLECTIONS - COMMERCIAL

03-9104

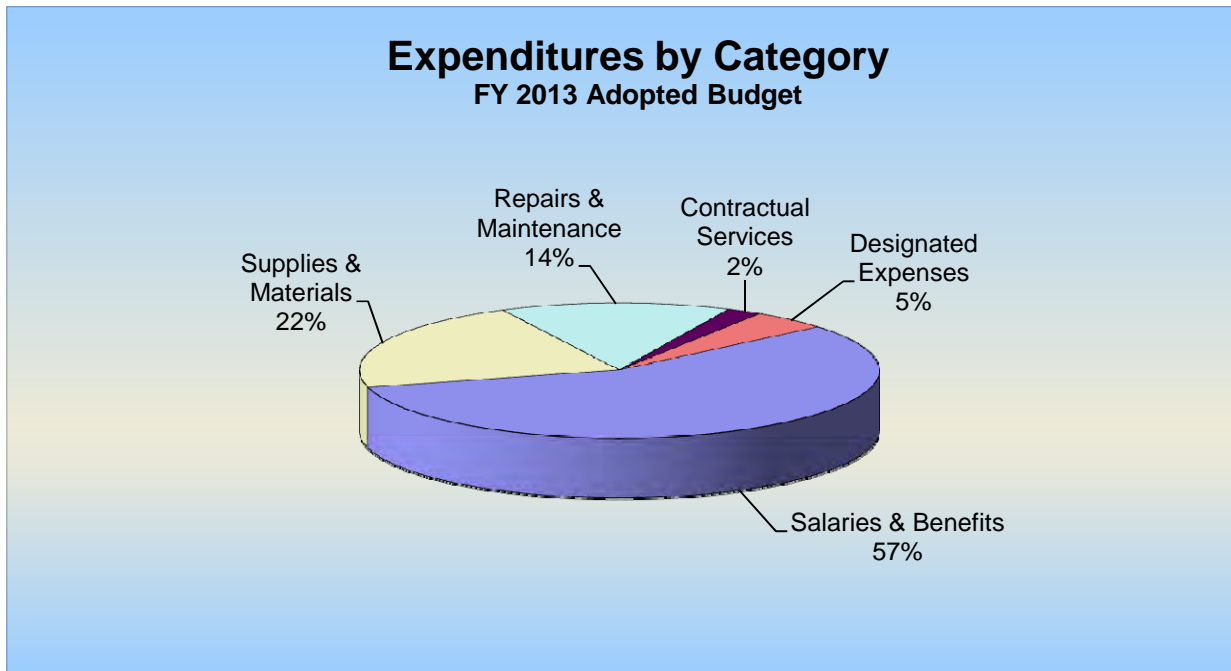
EXPENDITURE SUMMARY

| SW COLLECTIONS - COMMERCIAL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|------------------------------------|---------------------------|---------------------------------------|--|---------------------------------------|
| Salaries & Benefits | 118,901 | 144,030 | 143,130 | 119,088 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 35,211 | 42,158 | 42,158 | 45,500 |
| Repairs & Maintenance | 25,501 | 34,000 | 34,000 | 30,000 |
| Contractual Services | 1,400 | 2,300 | 2,300 | 4,525 |
| Designated Expenses | 6,116 | 8,200 | 7,500 | 10,000 |
| Capital Lease Payments | 59,983 | 14,997 | 14,997 | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | 247,113 | 245,685 | 244,085 | 209,113 |

HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Decreases:

- Salaries & Benefits: Mechanic position was filled in FY 2012 will not be funded in FY 2013; FY 2013 include a one percent employee increase set aside.



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

SOLID WASTE COLLECTIONS - COMMERCIAL

03-9104

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-----------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Lead Driver | 0 | 1 | 0 | 1 |
| Driver | 3 | 2 | 2 | 2 |
| Mechanic | 1 | 1 | 1 | 0 |
| DIVISION TOTAL | 4 | 4 | 3 | 3 |

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|--|-------------------|-------------------|-----------------------|-------------------|
| OUTPUTS | | | | |
| Tons Collected by Commercial Collection Vehicles | 5,400 | 5,700 | 5,578 | 5,700 |
| EFFICIENCIES | | | | |
| Operating Cost to Collect One Ton of Commercial Garbage | \$45.76 | \$43.10 | \$43.76 | \$36.69 |
| EFFECTIVENESS | | | | |
| % of Customer Service Complaints Compared to Service Opportunities | <0.1% | <0.1% | <0.1% | <0.1% |

KEEP COPPERAS COVE BEAUTIFUL (KCCB)



Don't Mess with Texas Trash-off Event April 2012



Volunteers Cleaning on Constitution Drive, across the street from Cinergy Cinemas



Eighty Volunteers Came Out to Clean up Four Different Areas of the City.

SOLID WASTE – KCCB

PROGRAM DESCRIPTION

The mission of Keep Copperas Cove Beautiful is to empower and educate citizens while enhancing the environment of Copperas Cove.

MAJOR DEPARTMENT / DIVISION GOALS

- Continue to strengthen relationships with local government, Chamber of Commerce, EDC, CCISD, civic groups, private entities, media, and Solid Waste partners.
- Focus on areas of litter prevention, beautification and recycling.

ACHIEVEMENTS FOR FISCAL YEAR 2012

- Organized, managed and participated in two Make a Difference Day beautification projects, including one major illegal dump site cleanup.
- Sponsored and took part in four (4) clean up events including a waterway cleanup event, the Don't Mess with Texas Trash-off, an illegal dump site cleanup, and the Spring Cleanup.
- Planned, organized, and hosted the second annual Eco Harvest where more than 200 elementary school children and 120 people were educated on sustainability.
- Focused on Education and Public Awareness by utilizing newspaper advertisements, a quarterly newsletter, speaking at different organizations, and distributing educational materials at Earth Fest, the Employee Health Fair, Regional Recycling Public Forum, and Rabbit Fest.
- Recognized six (6) businesses and six (6) residents through the Yard of the Month program.
- Became a member of the Cen-Tex Sustainable Partnership Staff Committee.
- Hosted and presented at a Keep Texas Beautiful training session attended by local Board members and Board members from Killeen and Temple.
- Sponsored an Earth Day tree planting with a Daisy Troop.
- Maintained all partnerships set forth in the above goals.
- Funded a Tire Drive giving residents of Copperas Cove the opportunity to properly dispose of tires; turned in 953 tires to be recycled.
- Participated in the Keep Texas Beautiful annual conference by speaking about developing and maintaining partnerships.
- Submitted an award application for the Governor's Community Achievement Award; scored a 97.83, placing second, and again receiving the Award of Sustained Excellence.
- Remained in good standing with Keep America Beautiful and a Gold Star Affiliate of Keep Texas Beautiful.
- Awarded two \$500 scholarships to high school students at the end of 2011-2012 school year.

CONTINUING OBJECTIVES

- Continue with clean-up events throughout the year.
- Continue to enhance relationship with local government, Chamber of Commerce, 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.
- Plan and host waterway and roadway cleanups.

GOALS FOR FISCAL YEAR 2013

- Schedule at least one "Tire Round Up" event to curtail illegal dumping of tires.
- Improve Public Awareness to increase membership.
- Complete a calendar as a fundraising project.
- Apply for at least one grant.
- Enhance the two day Eco Harvest to include more presenters and students.
- Become a Tree City USA.
- Enhance KCCB's Facebook page.
- Publish four quarterly newsletters.
- Hold educational events encouraging reusable shopping bag usage.
- Award two \$500 scholarships to high school seniors.

KEEP COPPERAS COVE BEAUTIFUL (KCCB)

03-9105

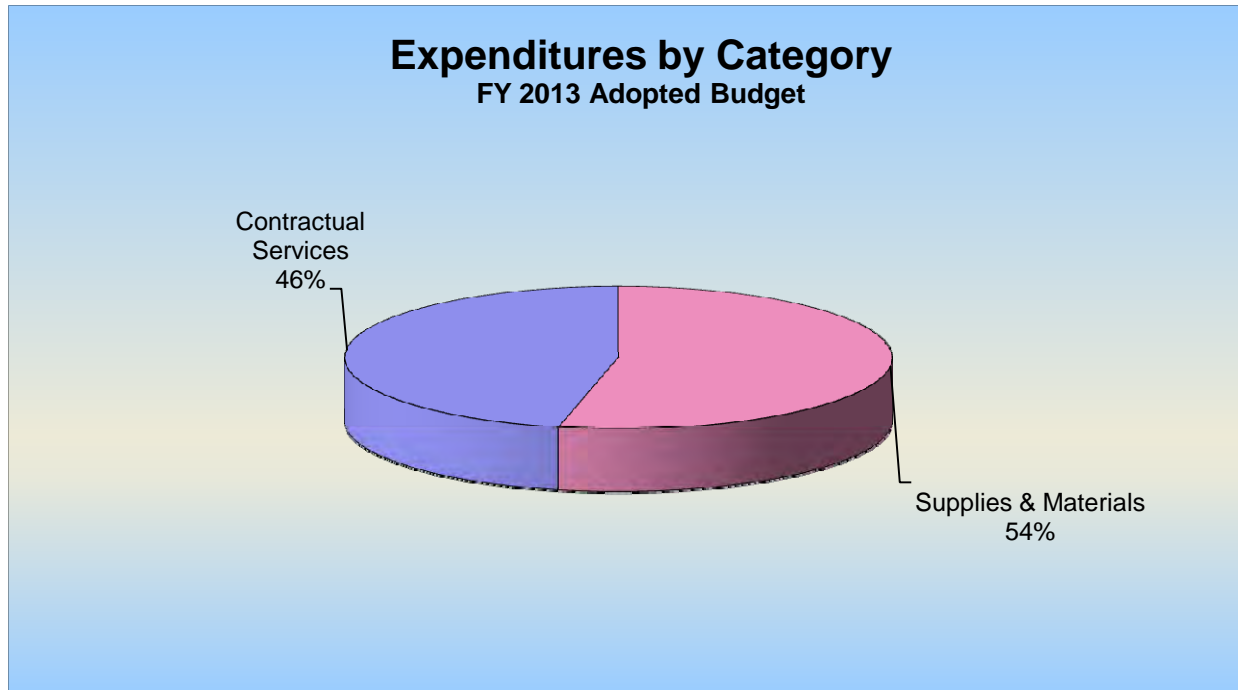
EXPENDITURE SUMMARY

| KEEP COPPERAS COVE BEAUTIFUL (KCCB) | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | - | - | - | - |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 9,955 | 12,847 | 12,847 | 13,100 |
| Repairs & Maintenance | 64 | - | - | - |
| Contractual Services | 8,607 | 11,550 | 11,550 | 11,380 |
| Designated Expenses | - | - | - | - |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | 18,626 | 24,397 | 24,397 | 24,480 |

HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Supplies & Materials: Include a \$700 increase in printing costs.



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

KEEP COPPERAS COVE BEAUTIFUL (KCCB)

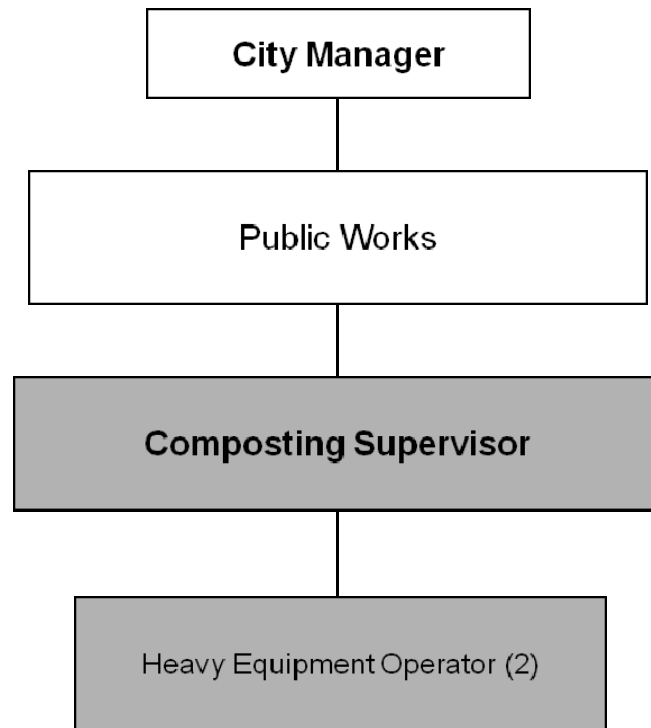
03-9105

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|
| <i>OUTPUTS</i> | | | | |
| # of Clean-Up / Beautification Projects | 21 | 23 | 18 | 20 |
| # of Public Education Hours | 72 | 75 | 77 | 80 |
| <i>EFFICIENCIES</i> | | | | |
| Funding Available per Project | \$887 | \$1,061 | \$1,355 | \$1,224 |
| <i>EFFECTIVENESS</i> | | | | |
| % Increase in Memberships | 0.0% | 10.0% | 0.0% | 10.0% |
| % Increase in Projects | 25.0% | 10.0% | 0.0% | 10.0% |
| % Increase in Fund Raising | 0.0% | 10.0% | 0.0% | 100.0% |

SOLID WASTE - COMPOSTING



Left to Right: Joseph Pangelinan (Heavy Equipment Operator); Tom Camacho (Composting Supervisor); Frank Lagunero (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 Funded

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 Municipal Solid Waste (MSW) Permit #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 2012

- 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 the State of the City providing 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 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 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 2013

- 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 and Eco Harvest events.

SOLID WASTE - COMPOSTING

03-9106

EXPENDITURE SUMMARY

| COMPOSTING | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|---------------------------|---------------------------------------|--|---------------------------------------|
| Salaries & Benefits | 129,991 | 127,044 | 127,044 | 132,737 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 20,895 | 26,298 | 26,298 | 26,247 |
| Repairs & Maintenance | 27,002 | 20,221 | 20,221 | 18,204 |
| Contractual Services | 6,815 | 8,214 | 8,214 | 7,906 |
| Designated Expenses | 1,060 | 2,387 | 2,387 | 1,533 |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | 185,763 | 184,164 | 184,164 | 186,627 |

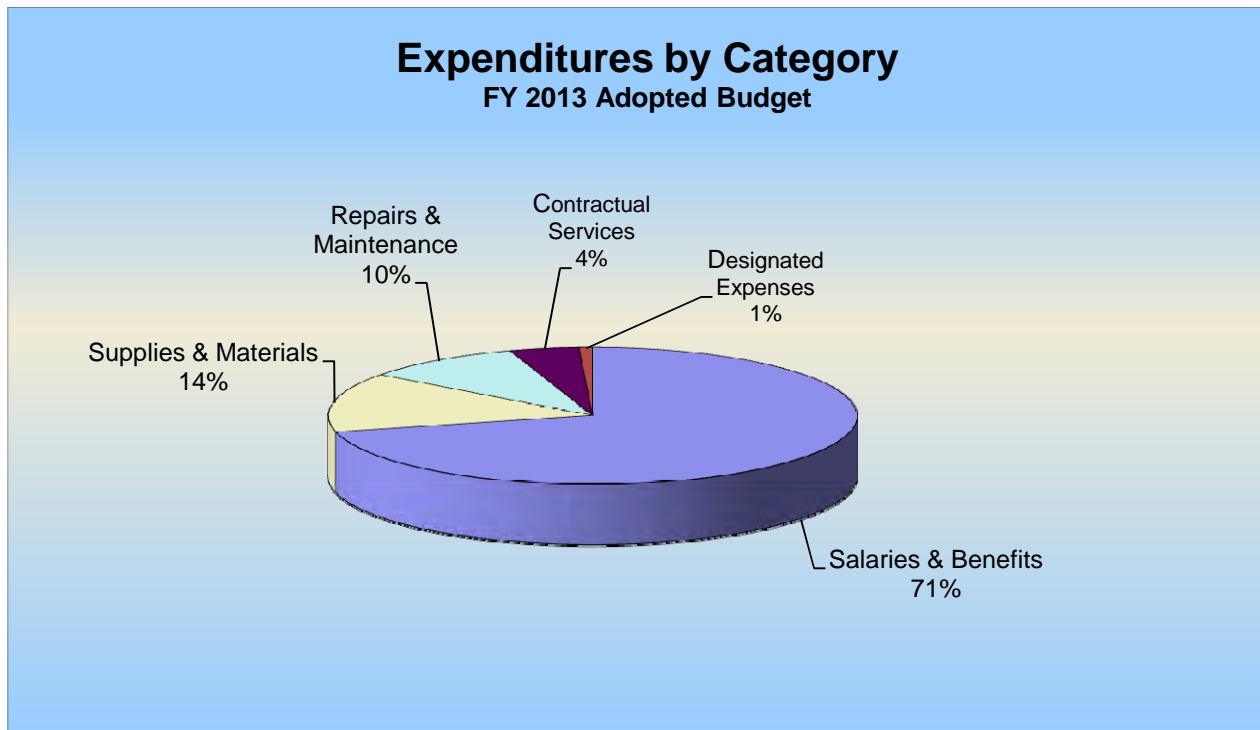
HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Include a one percent employee increase set aside.

Decreases:

- Repairs & Maintenance: \$2,017 decrease for equipment repairs and maintenance costs.



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

SOLID WASTE - COMPOSTING

03-9106

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|--------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Supervisor | 0 | 1 | 1 | 1 |
| Heavy Equipment Operator | 0 | 2 | 2 | 2 |
| DIVISION TOTAL | 0 | 3 | 3 | 3 |

Note: In FY 2012, Composting Department and all associated revenues and expenditures were moved from the Water and Sewer Fund to the Solid Waste Fund.

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|--|-------------------|-------------------|-----------------------|-------------------|
| OUTPUTS | | | | |
| Finished Compost (cubic yards) | 2,280 | 2,280 | 2,160 | 2,400 |
| Brush Chipped (cubic yards) | 8,700 | 8,700 | 3,925 | 6,000 |
| Compost Used in City (cubic yards) | 800 | 800 | 1,043 | 800 |
| Compost Sold (cubic yards) | 2,000 | 2,000 | 1,877 | 1,600 |
| Mulch Sold (cubic yards) | 150 | 150 | 99 | 150 |
| Deliveries | 145 | 145 | 155 | 150 |
| EFFICIENCIES | | | | |
| Total Amount of Sludge Converted to Compost (wet tons) | 2,900 | 2,900 | 2,750 | 3,000 |
| EFFECTIVENESS | | | | |
| % of Finished Compost Sold | 87.7% | 87.7% | 86.9% | 66.7% |
| % of Compost Used by the City | 35.1% | 35.1% | 48.3% | 33.3% |

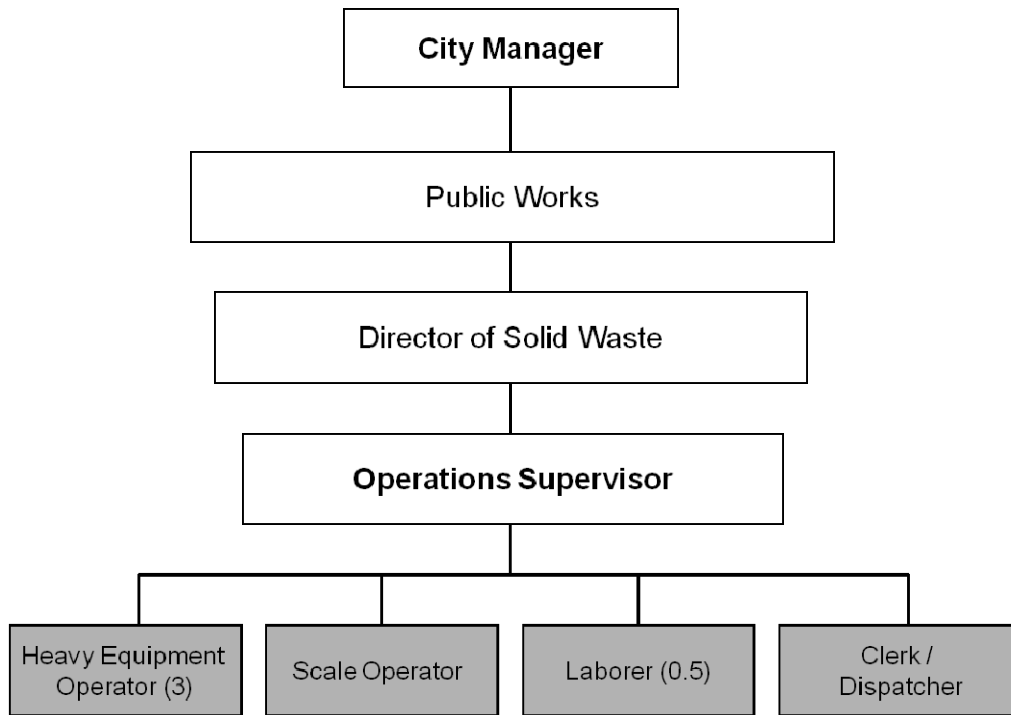
SOLID WASTE - DISPOSAL



Left to Right: William Ortiz (Heavy Equipment Operator); Noel Watson (Heavy Equipment Operator); Charles Jones (Heavy Equipment Operator)



Left to Right: Beulah Hamilton (Scale Operator); Tony Yow (Clerk/Dispatcher)



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 Funded

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 requests by TCEQ without receiving warnings or violations.

ACHIEVEMENTS FOR FISCAL YEAR 2012

- 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.
- Acquired and put into operation new equipment including a crane and a front loader.

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 2013

- Establish a continuing education program for all employees in waste screening and Transfer Station operations.
- Improve employee area facilities.
- Accommodate vehicle washing.
- Improve drainage system weight scale at the Transfer Station.

SOLID WASTE - DISPOSAL

03-9200

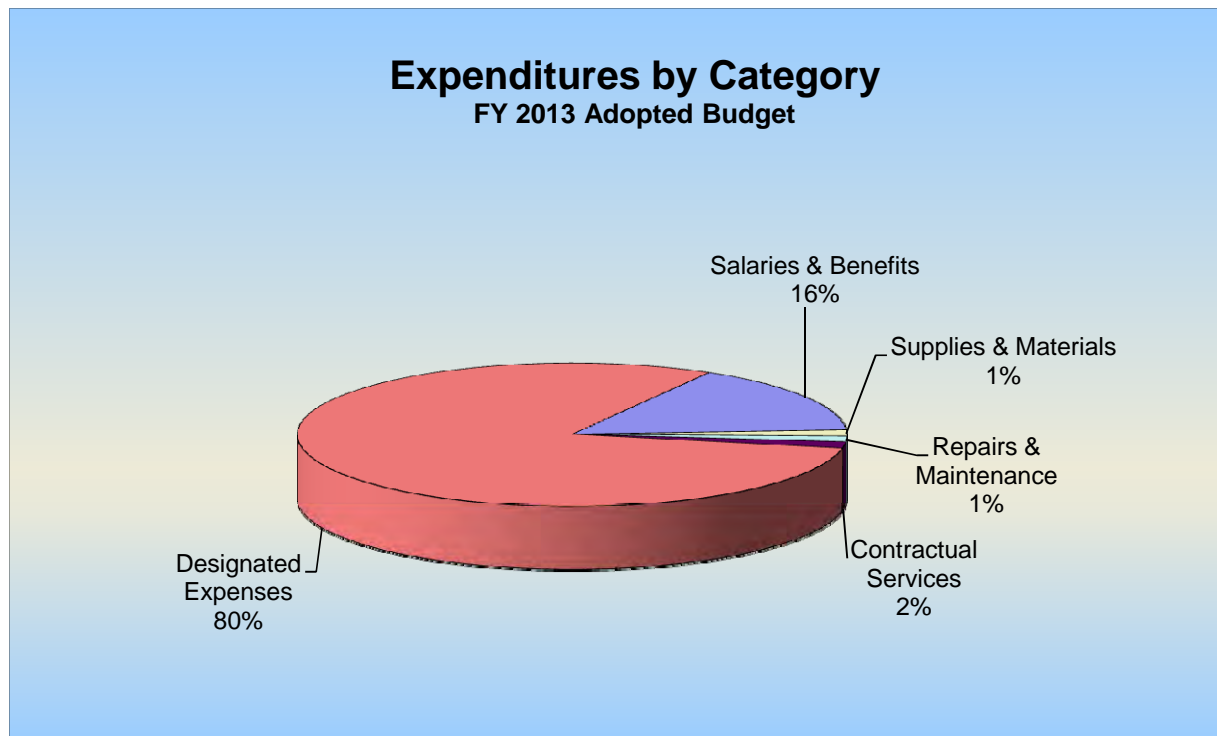
EXPENDITURE SUMMARY

| SOLID WASTE - DISPOSAL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | 147,990 | 146,946 | 146,946 | 200,924 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 19,755 | 15,438 | 15,438 | 17,500 |
| Repairs & Maintenance | 12,576 | 14,900 | 14,900 | 16,000 |
| Contractual Services | 20,211 | 17,311 | 17,250 | 17,945 |
| Designated Expenses | 940,749 | 974,799 | 985,265 | 1,025,700 |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | 1,141,281 | 1,169,394 | 1,179,799 | 1,278,069 |

HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Positions were vacant for a portion of 2012. The Clerk/Dispatcher position is being reclassified from a part-time to a full-time position; a one percent employee increase set aside is also included.
- Designated Expenses: Include \$970,000 for hauling and disposal costs, and \$50,200 for Subtitle D Requirements.



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

SOLID WASTE - DISPOSAL

03-9200

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|--------------------------|---------------------------|---------------------------------------|--|---------------------------------------|
| Heavy Equipment Operator | 3 | 3 | 3 | 3 |
| Scale Operator | 1 | 1 | 1 | 1 |
| Clerk/Dispatcher | 0.5 | 1 | 1 | 1 |
| Laborer | 0.5 | 0.5 | 0.5 | 0.5 |
| DIVISION TOTAL | 5 | 5.5 | 5.5 | 5.5 |

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|--|---------------------------|---------------------------|-------------------------------|---------------------------|
| <i>OUTPUTS</i> | | | | |
| # of Tons Transferred and Landfilled | 22,300 | 24,000 | 21,250 | 22,500 |
| # of City Vehicles Utilizing Transfer Station | 5,000 | 5,100 | 4,719 | 4,800 |
| # of Non-City Vehicles Utilizing Transfer Station | 17,200 | 17,500 | 13,703 | 14,000 |
| Contract Cost per Ton to Transport and Landfill | \$37.25 | \$37.25 | \$37.25 | \$37.25 |
| <i>EFFICIENCIES</i> | | | | |
| Cost per Ton for Operation of Facility | \$51.18 | \$48.72 | \$55.52 | \$56.80 |
| <i>EFFECTIVENESS</i> | | | | |
| 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 New Side-Loader Automated Truck



Solid Waste New Crane

Vehicle and equipment purchased with debt to be paid off by the Solid Waste Fund.

NON - DEPARTMENTAL

03-9500

EXPENDITURE SUMMARY

| NON-DEPARTMENTAL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | - | - | - | 10,738 |
| Personnel Support | 2,715 | - | - | - |
| Supplies & Materials | - | - | - | 100 |
| Repairs & Maintenance | 275,515 | 6,683 | 6,683 | 5,970 |
| Contractual Services | 6,457 | 18,522 | 18,522 | 10,732 |
| Designated Expenses | 9,539 | 53,300 | 53,300 | 58,500 |
| Capital Lease Payments | 49,388 | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Transfers Out & Contingency | 428,000 | 428,000 | 428,000 | 483,000 |
| Debt Service | 147,191 | 194,181 | 194,181 | 191,546 |
| Total | 918,805 | 700,686 | 700,686 | 760,586 |

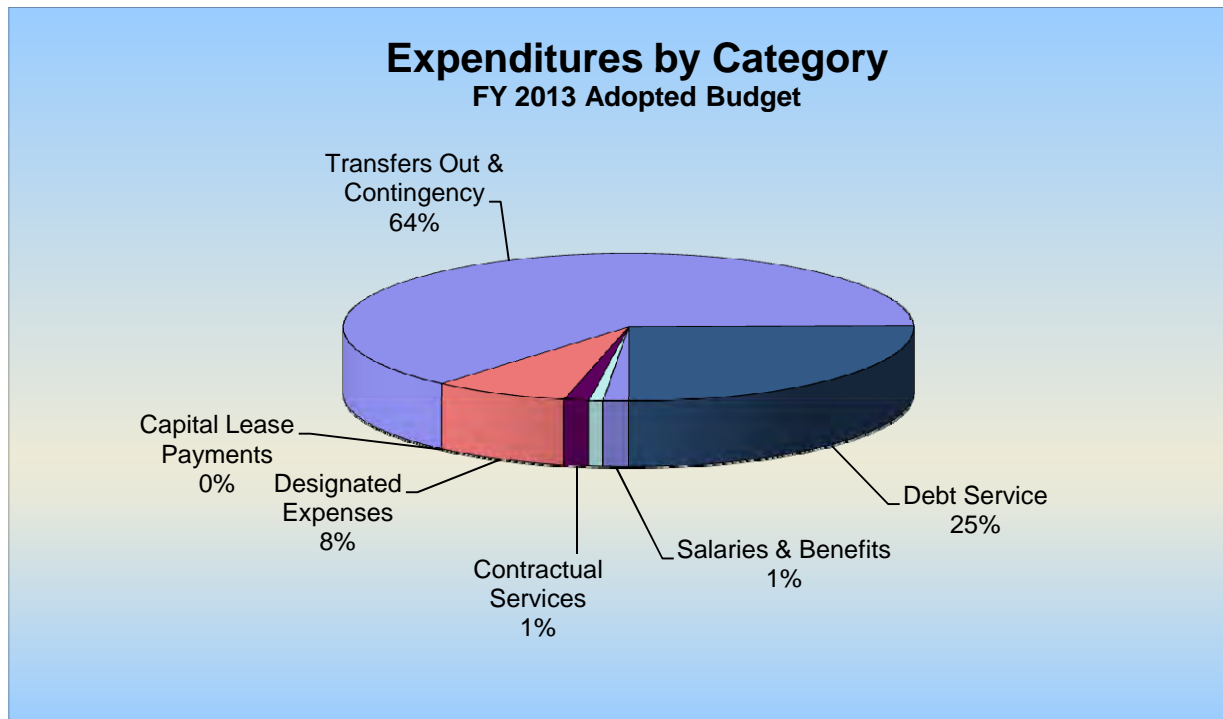
HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Two percent employee increase set aside.
- Transfers Out & Contingency: \$483,000 administrative transfer to General Fund.

Decreases:

- Contractual Services: Include \$7,182 for professional services and \$1,680 for dues and subscriptions.



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

GOLF COURSE FUND



Top Picture: Davis Dewald, Head Golf Professional, teaching golfing techniques
Bottom Picture: Buck Wilkins, Volunteer, and Margarito Garcia, Laborer

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 2013 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, and 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 235 members. Green fees and Cart Rental fees provide 44% 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.

| REVENUES | FY 2009 ACTUAL | FY 2010 ACTUAL | FY 2011 ACTUAL | FY 2012 PROJECTED | FY 2013 ADOPTED |
|------------------------------------|---------------------------|---------------------------|---------------------------|------------------------------|----------------------------|
| Green Fees | 116,889 | 96,418 | 82,519 | 92,000 | 92,050 |
| Cart Rental Fees | 136,907 | 103,556 | 82,636 | 87,500 | 87,500 |
| Membership Dues | 69,419 | 65,070 | 90,000 | 62,500 | 62,500 |
| Pro Shop Sales | 44,850 | 37,138 | 40,000 | 48,000 | 48,263 |
| Other Operating Income | 103,770 | 137,627 | 90,644 | 123,532 | 121,750 |
| Transfers In | 59,072 | - | - | 8,000 | - |
| TOTAL | 530,907 | 439,809 | 385,799 | 421,532 | 412,063 |
| EXPENSES | | | | | |
| Salaries & Benefits | 382,728 | 296,345 | 312,832 | 257,298 | 273,383 |
| Supplies & Materials | 40,675 | 36,532 | 33,294 | 54,875 | 58,361 |
| Repairs & Maintenance | 24,742 | 27,788 | 23,900 | 39,901 | 41,782 |
| Contractual Services | 58,627 | 80,548 | 74,736 | 85,935 | 83,647 |
| Designated Expenses | 187,631 | 57,108 | 150,221 | 61,175 | 58,699 |
| Capital Lease Payments & Capital O | 9,000 | 40,381 | 31,768 | 26,474 | - |
| TOTAL | 703,404 | 538,701 | 626,751 | 525,658 | 515,872 |
| Revenues Over/(Under) Expenses | (172,497) | (98,892) | (240,952) | (104,126) | (103,809) |
| TOTAL | 530,907 | 439,809 | 385,799 | 421,532 | 412,063 |

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2012-13 ADOPTED BUDGET
GOLF COURSE FUND
SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE**

| Description | Actual FY 2010-11 | Budget* FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 |
|--|----------------------|-----------------------|-------------------------|-----------------------|
| BEGINNING FUND BALANCE: | | | | |
| Unreserved, Undesignated | \$ (273,044) | \$ (309,229) | \$ (513,996) | \$ (618,122) |
| TOTAL BEGINNING FUND BALANCE | \$ (273,044) | \$ (309,229) | \$ (513,996) | \$ (618,122) |
| REVENUES: | | | | |
| Swimming Pool Receipts | \$ 453 | \$ 100 | \$ 100 | \$ - |
| Green Fees | 82,519 | 92,000 | 92,000 | 92,050 |
| Cart Rental Fees | 82,636 | 87,500 | 87,500 | 87,500 |
| Membership Dues | 60,638 | 62,500 | 62,500 | 62,500 |
| Tournament-Green Fees | 5,301 | 10,000 | 10,000 | 15,000 |
| Tournament-Cart Fees | - | - | - | - |
| Tournament Fees | 891 | - | - | - |
| Cart Storage Fees | 36,964 | 40,250 | 40,250 | 40,250 |
| Trail Fees | 12,868 | 12,300 | 12,300 | 12,300 |
| Pro Shop Sales | 43,833 | 48,000 | 48,000 | 48,263 |
| Facility Rental Income | 7,279 | 1,000 | 1,000 | - |
| Driving Range Fees | 19,835 | 20,700 | 20,700 | 20,700 |
| Snack Bar Revenue-Food & Beverage | 1,011 | 14,000 | 14,000 | 6,500 |
| Food & Beverage (Non-Tax) | 3,361 | - | - | - |
| Snack Bar Revenue-Alcohol Sale | 12,003 | 13,500 | 13,500 | 13,000 |
| Interest Revenue | - | - | - | - |
| Miscellaneous Revenue | 164 | 182 | 182 | - |
| Auction Proceeds | - | - | - | - |
| Transfer from General Fund | - | 8,000 | 8,000 | - |
| Special Green Fees | 16,043 | 9,500 | 9,500 | 12,000 |
| Special Cart Fees | - | - | - | - |
| Special Lunch | - | - | - | - |
| Golf Lesson Revenue | - | 2,000 | 2,000 | 2,000 |
| TOTAL REVENUES | \$ 385,799 | \$ 421,532 | \$ 421,532 | \$ 412,063 |
| TOTAL FUNDS AVAILABLE | \$ 112,755 | \$ 112,303 | \$ (92,464) | \$ (206,059) |
| OPERATING EXPENSES: | | | | |
| Golf Course - Operations | \$ 301,798 | \$ 188,743 | \$ 190,543 | \$ 192,423 |
| Golf Course - Concessions | - | - | - | - |
| Golf Course - Maintenance | 269,373 | 289,037 | 287,237 | 299,152 |
| Golf Course - Non-Departmental | 1,810 | - | - | 3,490 |
| TOTAL OPERATING EXPENSES | \$ 572,981 | \$ 477,780 | \$ 477,780 | \$ 495,065 |
| OTHER EXPENSES: | | | | |
| Capital Lease Payments | \$ 31,768 | \$ 26,474 | \$ 26,474 | \$ - |
| Principal & Int Debt Pymts | 22,002 | 21,404 | 21,404 | 20,807 |
| Principal & Int Pymts in Bond Funds | - | - | - | - |
| TOTAL OTHER EXPENSES | \$ 53,770 | \$ 47,878 | \$ 47,878 | \$ 20,807 |
| TOTAL EXPENSES | \$ 626,751 | \$ 525,658 | \$ 525,658 | \$ 515,872 |
| ENDING FUND BALANCE: | | | | |
| Unreserved, Undesignated | \$ (513,996) | \$ (413,355) | \$ (618,122) | \$ (721,931) |
| TOTAL ENDING FUND BALANCE | \$ (513,996) | \$ (413,355) | \$ (618,122) | \$ (721,931) |
| IDEAL FUND BALANCE | \$ 143,245 | \$ 119,445 | \$ 119,445 | \$ 123,766 |
| OVER (UNDER) IDEAL FUND BALANCE | \$ (657,241) | \$ (532,800) | \$ (737,567) | \$ (845,697) |

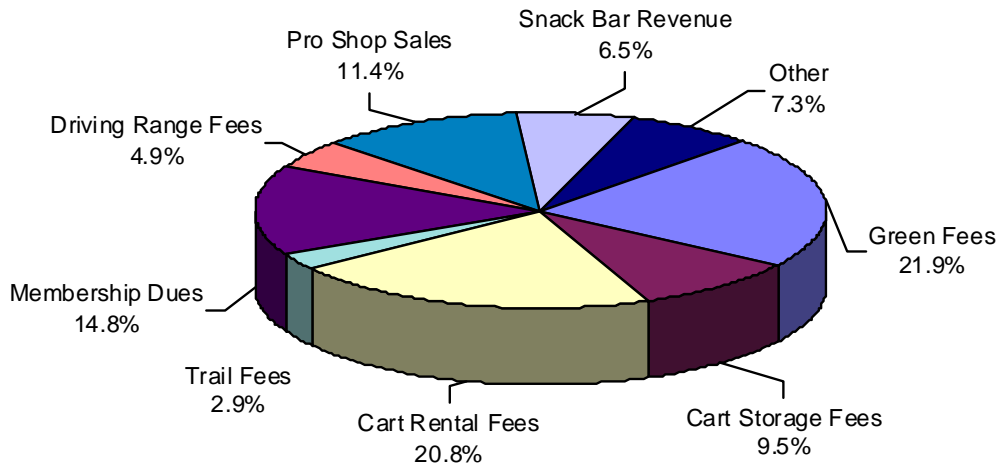
* Includes budget amendments that were approved by City Council on 10/18/11, 2/07/12, 4/17/12, 7/03/12, 7/17/12, and 10/16/12.

City of Copperas Cove, Texas

Golf Course Fund

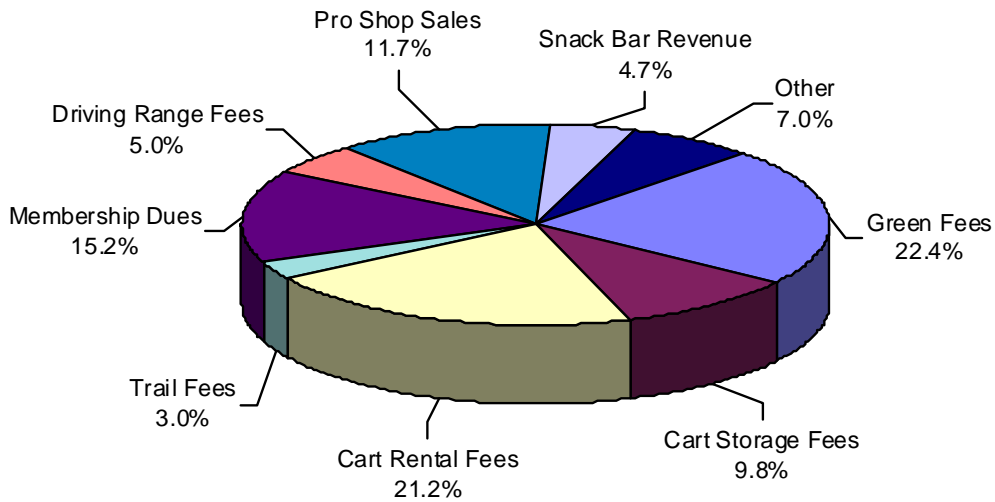
Comparison of Fiscal Years 2011-2012 and 2012-2013 Budgeted Revenues By Source

Fiscal Year 2011-2012 Budgeted Revenues



Total Budgeted Revenues for Fiscal Year 2011-2012 are **\$421,532**

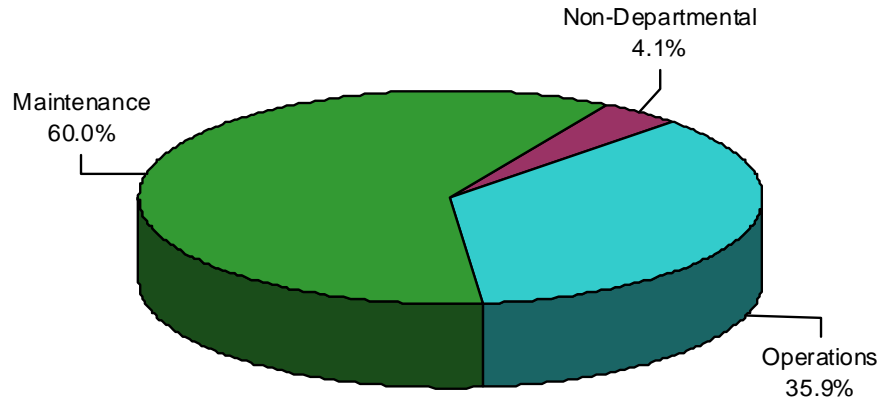
Fiscal Year 2012-2013 Budgeted Revenues



Total Budgeted Revenues for Fiscal Year 2012-2013 are **\$412,063**

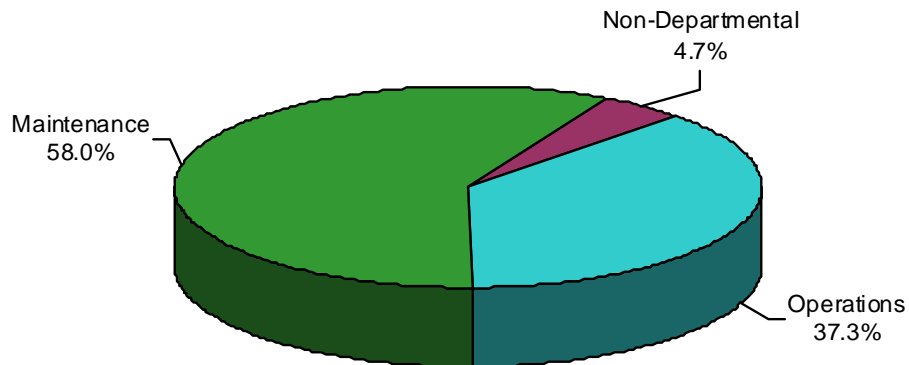
City of Copperas Cove, Texas
Golf Course Fund
Comparison of Fiscal Years 2011-2012 and 2012-2013
Budgeted Expenses By Function

Fiscal Year 2011-2012 Budgeted Expenses



Total Budgeted Expenses for Fiscal Year 2011-2012 are **\$525,658**

Fiscal Year 2012-2013 Budgeted Expenses



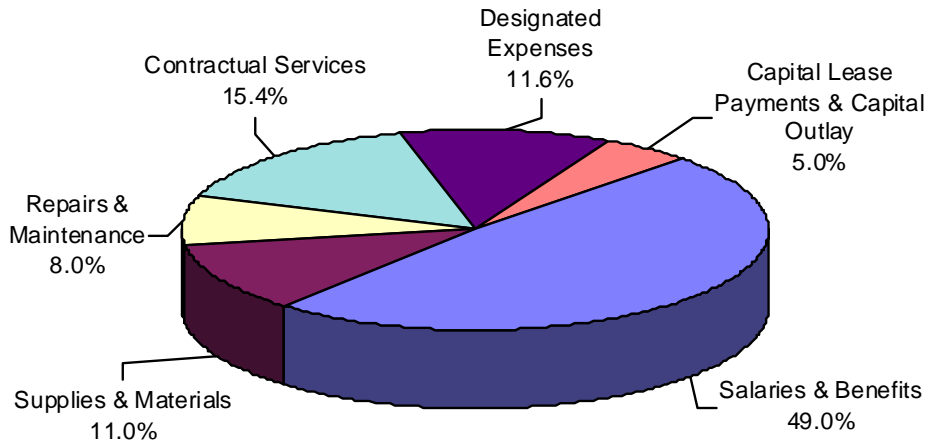
Total Budgeted Expenses for Fiscal Year 2012-2013 are **\$515,872**

City of Copperas Cove, Texas

Golf Course Fund

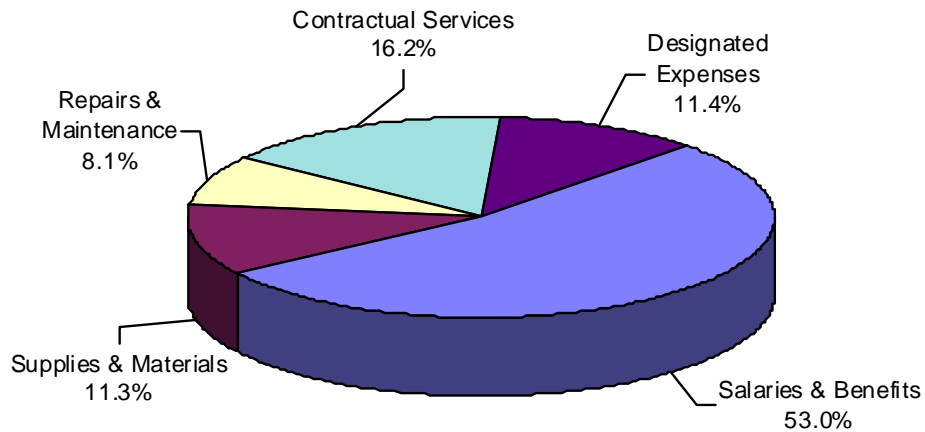
Comparison of Fiscal Years 2011-2012 and 2012-2013 Budgeted Expenses By Object

Fiscal Year 2011-2012 Budgeted Expenses



Total Budgeted Expenses for Fiscal Year 2011-2012 are **\$525,658**

Fiscal Year 2012-2013 Budgeted Expenses

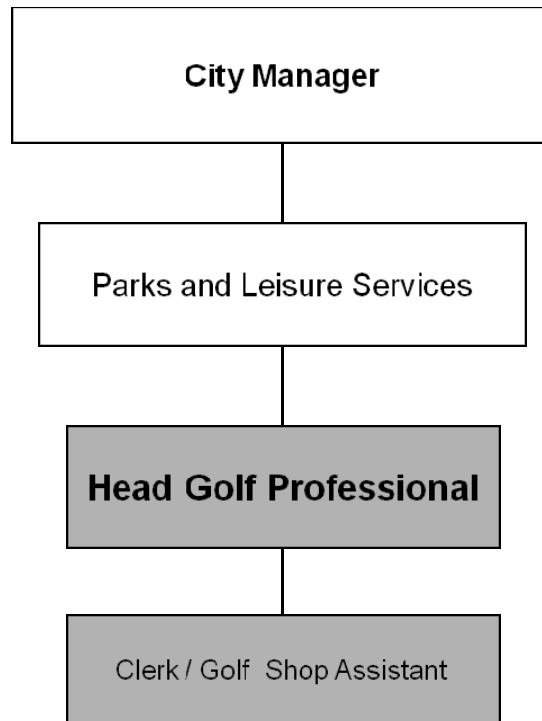


Total Budgeted Expenses for Fiscal Year 2012-2013 are **\$515,872**

GOLF COURSE OPERATIONS



Left to Right: Cooper Carlton (Clerk/Golf Shop Assistant); 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.

2 Full Time Employees Funded

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 2012

- Hosted 8 Charity Fund Raiser Golf Outings.
- Hosted 13 Copperas Cove Golf Association Tournaments throughout the year.
- Hosted a Junior Golf Camp in the summer.
- Hosted the Junior High's district tournament for boys and girls.
- Hosted 5 Military outings.
- Increased number of special orders in Pro Shop.
- Coordinated the Texas A&M Golf Classic and raised \$25,500 for the college.
- 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 2013

- Increase golf memberships by 10 percent.
- Increase public rounds of golf played by 10 percent.
- Increase merchandise sales by 10 percent.
- Have pro shop staff continue to improve customer service; strive to achieve 100 percent satisfactory rate.

GOLF COURSE OPERATIONS

09-7400

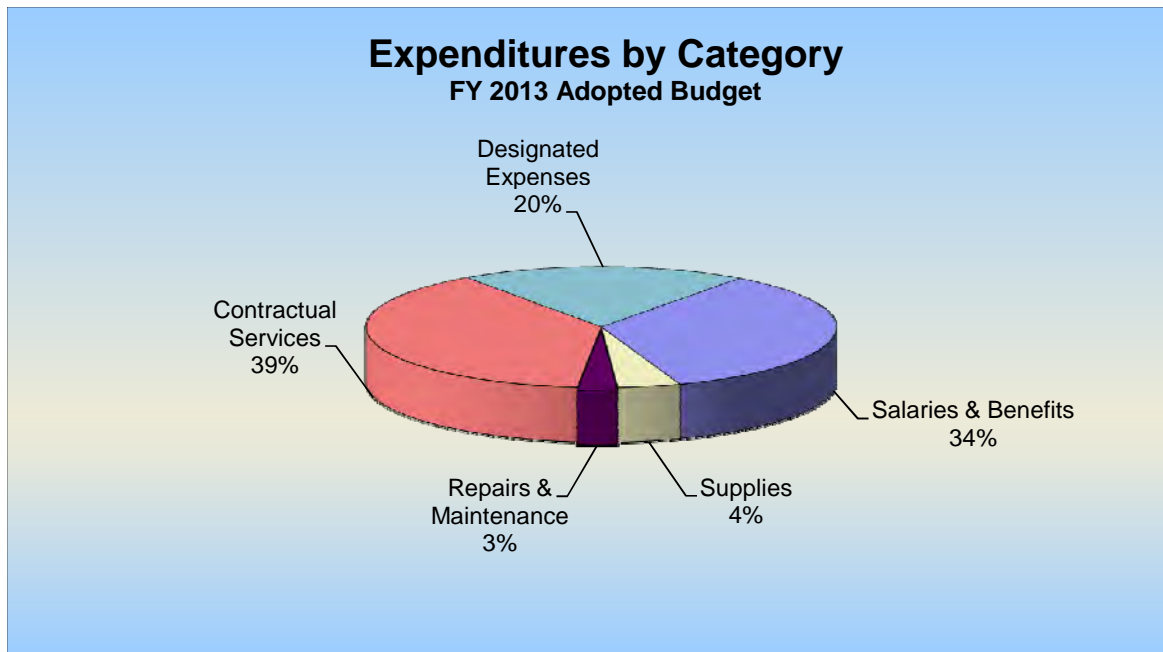
EXPENDITURE SUMMARY

| GOLF COURSE OPERATIONS | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | 93,103 | 61,582 | 61,582 | 66,556 |
| Personnel Support | - | - | - | - |
| Supplies | 6,739 | 8,338 | 8,338 | 8,291 |
| Depreciation | 80,648 | - | - | - |
| Repairs & Maintenance | 3,795 | 6,179 | 5,335 | 5,282 |
| Contractual Services | 69,942 | 72,873 | 75,517 | 74,402 |
| Designated Expenses | 47,571 | 39,771 | 39,771 | 37,892 |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Other | - | - | - | - |
| Total | 301,798 | 188,743 | 190,543 | 192,423 |

HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Funding an additional Part-time Clerk/Golf Shop Assistant in FY 2013; also include a one percent employee increase set aside.



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

GOLF COURSE OPERATIONS

09-7400

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-----------------------------|---------------------------|---------------------------------------|--|---------------------------------------|
| Head Golf Professional | 1 | 1 | 1 | 1 |
| Clerk / Golf Shop Assistant | 2.5 | 2.5 | 2.5 | 3 |
| DIVISION TOTAL | 3.5 | 3.5 | 3.5 | 4 |

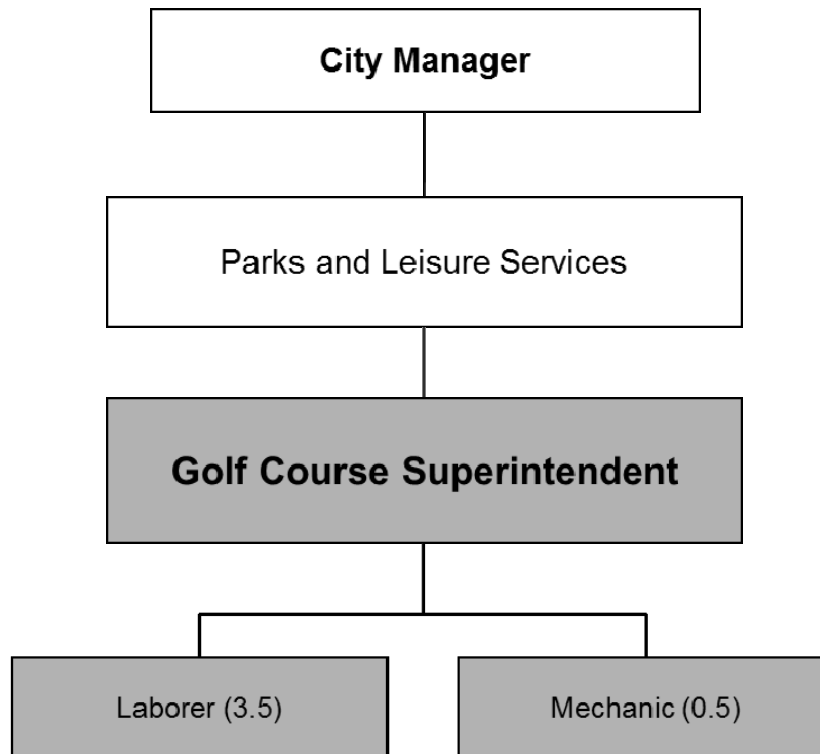
Note: One full-time and two part-time Clerk/Golf Shop Assistant positions are unfunded in FY 2013.

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|
| OUTPUTS | | | | |
| Rounds of Golf Played (annually) | 23,100 | 25,000 | 25,550 | 26,000 |
| # of Tournament Rounds per Year | 643 | 1,000 | 1,200 | 1,500 |
| # of Annual Dues (Memberships) | 157 | 160 | 175 | 180 |
| EFFICIENCIES | | | | |
| Average Revenue per Round of Golf Played | \$16.70 | \$21.78 | \$16.50 | \$15.85 |
| Proshop Profit Margin | 20.2% | 60.0% | 60.0% | 54.9% |
| EFFECTIVENESS | | | | |
| % Increase in Annual Dues | 11.0% | 5.0% | 5.0% | 10.0% |
| Customer Satisfaction Rating for Operations | 97.0% | 95.0% | 95.0% | 95.0% |
| Customer Satisfaction Rating for Jr. Camp | 100.0% | 100.0% | 100.0% | 100.0% |

GOLF COURSE MAINTENANCE



Left to Right: David Barr (Laborer); Greg Hernandez (Laborer); Mike Chandler (Golf Course Superintendent); Tarroll Kilgore (Laborer); Mark Garcia (Laborer)



As a team we continually strive to improve our golf course in order that the everyday golfer may enjoy our facility.

5 Full Time Employees Funded

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 2012

- Finished construction of the irrigation pond for effluent water to include filter system.
- Executed a plan to strategically renovate and/or remove all bunkers.
- Utilized volunteers for maintaining the course to include mowing tees and Fairways.
- Brought the course back to a respectable state from the 2011 drought, with the help of volunteers and the Copperas Cove Golf Association (CCGA) donated funds.
- Leveled, expanded and added tee boxes to improve quality of play holes on holes 2, 7, 8 and 9.

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 2013

- 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.
- Have the course rerated by the United States Golf Association (USGA).

GOLF COURSE MAINTENANCE

09-7402

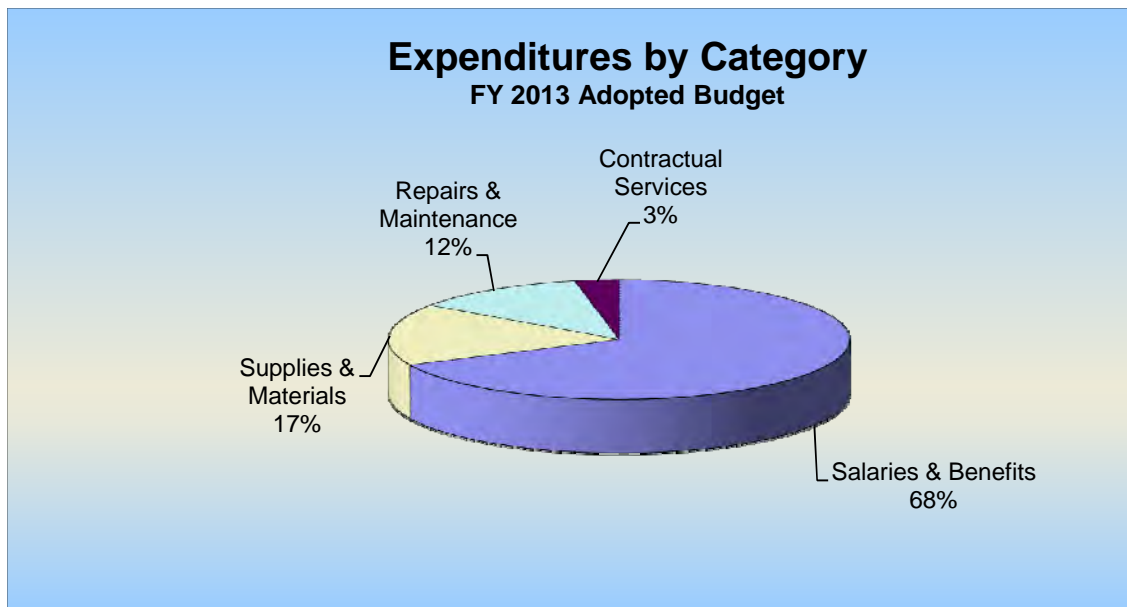
EXPENDITURE SUMMARY

| GOLF COURSE MAINTENANCE | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | 217,919 | 195,716 | 195,716 | 203,337 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 26,555 | 49,237 | 46,537 | 50,070 |
| Repairs & Maintenance | 20,105 | 35,966 | 34,566 | 36,500 |
| Contractual Services | 4,794 | 8,118 | 10,418 | 9,245 |
| Designated Expenses | - | - | - | - |
| Capital Lease Payments | 31,768 | 26,474 | 26,474 | - |
| Capital Outlay & Improvements | - | - | - | - |
| Total | 301,141 | 315,511 | 313,711 | 299,152 |

HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Increase due to part-time positions vacant for a portion of FY 2012 and the inclusion of a one percent employee increase set aside.
- Supplies & Materials: Include \$2,940 increase for chemicals.



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

GOLF COURSE MAINTENANCE

09-7402

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|----------------------------|---------------------------|---------------------------------------|--|---------------------------------------|
| Golf Course Superintendent | 1 | 1 | 1 | 1 |
| Heavy Equipment Operator | 1 | 1 | 1 | 0.5 |
| Golf Course Mechanic | 0.5 | 0.5 | 0.5 | 0.5 |
| Laborer | 3.5 | 3.5 | 3.5 | 4 |
| DIVISION TOTAL | 6 | 6 | 6 | 6 |

Note: Part-time Heavy Equipment Operator position and one part-time Laborer position are unfunded in FY 2013.

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|
| OUTPUTS | | | | |
| # of Acres Mowed and Maintained | 122 | 122 | 122 | 122 |
| # of Greens Over Seeded | 19 | 19 | 19 | 19 |
| # of Weed (Pest) Control Applications | 4 | 4 | 6 | 6 |
| EFFICIENCIES | | | | |
| Operating Cost per Acre to Maintain | \$2,468.37 | \$2,586.16 | \$2,571.40 | \$2,452.07 |
| EFFECTIVENESS | | | | |
| % of Golfers Rating the Course Overall as Good to Excellent | 55.0% | 70.0% | 90.0% | 98.0% |

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.



Golf Course Effluent Pond

NON - DEPARTMENTAL

09-7500

EXPENDITURE SUMMARY

| NON-DEPARTMENTAL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | - | - | - | 3,490 |
| Personnel Support | 1,810 | - | - | - |
| Supplies & Materials | - | - | - | - |
| Repairs & Maintenance | - | - | - | - |
| Contractual Services | - | - | - | - |
| Designated Expenses | - | - | - | - |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Debt Service | 22,002 | 21,404 | 21,404 | 20,807 |
| Total | 23,812 | 21,404 | 21,404 | 24,297 |

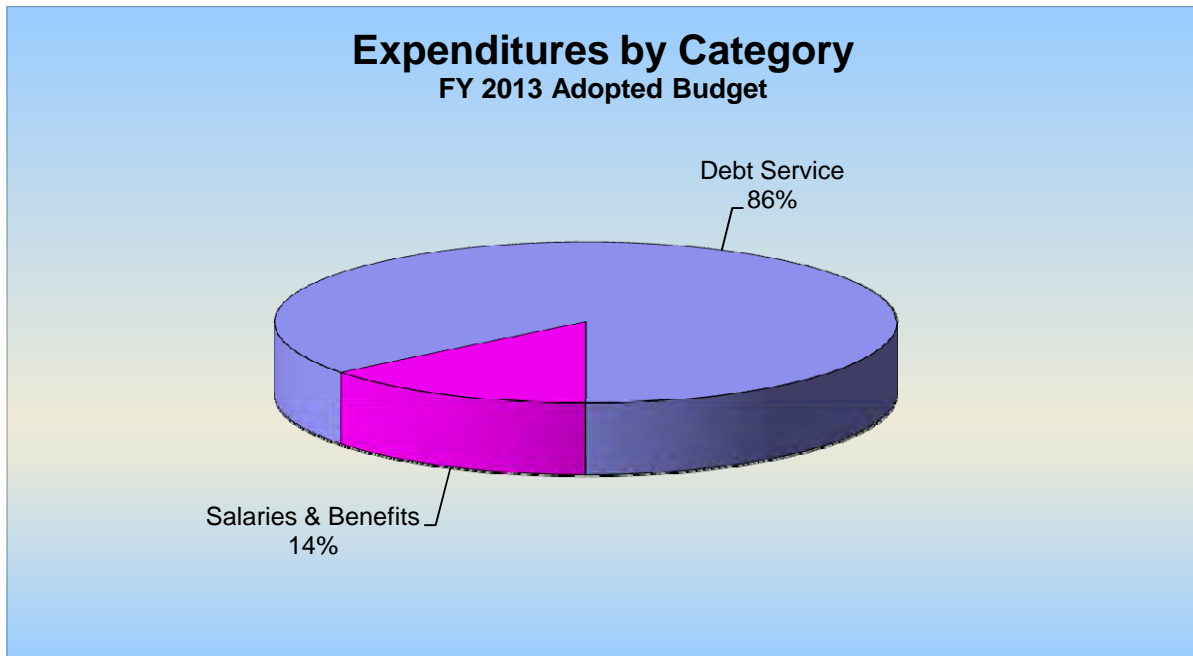
HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Two percent employee increase set aside.

Decreases:

- Debt Service: \$597 decrease in the portion of debt to be paid from the Golf Course Fund in FY 2013.



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

OTHER FUNDS



Top Picture: Colorado Drive Drainage Project, completed in 2012
Bottom Picture: Patrol Officer utilizing the new electronic ticket writers, funded by debt through the Court Technology Fund

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 culture and art within the city.

Animal Shelter Fund - Donations to the City's Animal Shelter are placed in this fund to ensure that they are utilized toward their designated purpose.

Court Efficiency Fund - To account for funds to be utilized to improve efficiency at the Municipal Court Building.

Court Security Fund - To account for funds to be used to finance the purchase of security devices/services for the Municipal Court Building.

Court Technology Fund - To account for funds to be used to finance the purchase of technological enhancements for the Municipal Court Building.

The City Built for Family Living

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2012-13 ADOPTED BUDGET
DRAINAGE UTILITY FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

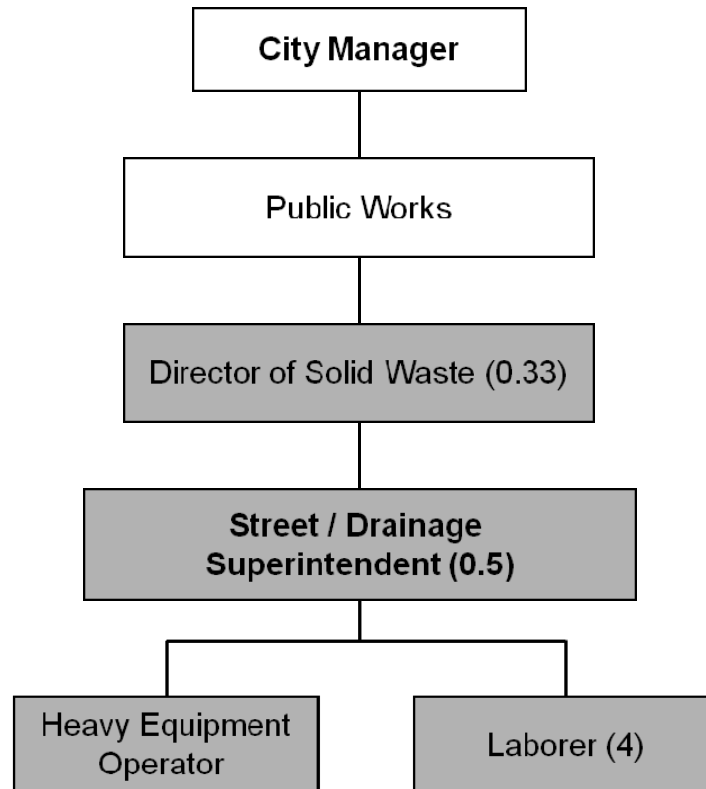
| Account | Description | Actual FY 2010-11 | Budget* FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 |
|-------------------------------------|------------------------------|----------------------|-----------------------|-------------------------|-----------------------|
| BEGINNING FUND BALANCE: | | | | | |
| | Unreserved, Undesignated | \$ 643,179 | \$ 972,243 | \$ 854,630 | \$ 886,137 |
| TOTAL BEGINNING FUND BALANCE | | <u>\$ 643,179</u> | <u>\$ 972,243</u> | <u>\$ 854,630</u> | <u>\$ 886,137</u> |
| REVENUES | | | | | |
| 05-340-1020 | Drainage Utility Fee | \$ 831,559 | \$ 900,000 | \$ 900,000 | \$ 900,000 |
| | Subtotal | <u>\$ 831,559</u> | <u>\$ 900,000</u> | <u>\$ 900,000</u> | <u>\$ 900,000</u> |
| Other Revenue | | | | | |
| 05-370-6001 | Interest Revenue | \$ 1,045 | \$ 905 | \$ 905 | \$ 1,500 |
| | Subtotal | <u>\$ 1,045</u> | <u>\$ 905</u> | <u>\$ 905</u> | <u>\$ 1,500</u> |
| TOTAL REVENUES | | <u>\$ 832,604</u> | <u>\$ 900,905</u> | <u>\$ 900,905</u> | <u>\$ 901,500</u> |
| TOTAL FUNDS AVAILABLE | | <u>\$ 1,475,783</u> | <u>\$ 1,873,148</u> | <u>\$ 1,755,535</u> | <u>\$ 1,787,637</u> |
| OPERATING EXPENDITURES | | | | | |
| | Drainage | \$ 243,238 | \$ 336,190 | \$ 336,190 | \$ 339,516 |
| | Non-Departmental | 109,269 | 110,700 | 110,700 | 112,746 |
| TOTAL OPERATING EXPENDITURES | | <u>\$ 352,506</u> | <u>\$ 446,890</u> | <u>\$ 446,890</u> | <u>\$ 452,262</u> |
| OTHER EXPENDITURES | | | | | |
| | Capital Improvement Projects | \$ 124,666 | \$ 411,539 | \$ 233,273 | \$ - |
| | Capital Outlay | 19,930 | - | - | - |
| | Capital Lease Payments | 1,491 | - | - | - |
| | Principal & Int Debt Pymts | 122,560 | 189,235 | 189,235 | 98,522 |
| TOTAL OTHER EXPENDITURES | | <u>\$ 268,646</u> | <u>\$ 600,774</u> | <u>\$ 422,508</u> | <u>\$ 98,522</u> |
| TOTAL EXPENDITURES | | <u>\$ 621,153</u> | <u>\$ 1,047,664</u> | <u>\$ 869,398</u> | <u>\$ 550,784</u> |
| ENDING FUND BALANCE | | | | | |
| | Unreserved, Undesignated | \$ 854,630 | \$ 825,484 | \$ 886,137 | \$ 1,236,853 |
| TOTAL ENDING FUND BALANCE | | <u>\$ 854,630</u> | <u>\$ 825,484</u> | <u>\$ 886,137</u> | <u>\$ 1,236,853</u> |

* Includes budget amendments that were approved by City Council on 10/18/11, 2/07/12, 4/17/12, 7/03/12, 7/17/12, and 10/16/12.

DRAINAGE UTILITY



Left to Right: Danny Hamilton (Heavy Equipment Operator); MacKenzie Meeks (Laborer); Mason Thomas (Labor); Frank Haase (Laborer); Darrell Dick (Laborer)



The mission of the Drainage Department is to ensure quality and timely maintenance of the City's drainage system.

5.83 Full Time Employees Funded

DRAINAGE UTILITY

PROGRAM DESCRIPTION

The Drainage Department is responsible for the maintenance of the municipal storm water sewer system, which consists of cleaning out sediment that has built up significantly throughout the years in some of the City's earthen channels, to maintain and repair the flow capacity of channels, flumes, and gutter section that may have been restricted or created eroded areas, mowing and vegetative control throughout the City to include Texas Department of Transportation (TXDOT) right-of-ways.

MAJOR DEPARTMENT / DIVISION GOALS

- Manage storm water levels within the City's infrastructure.
- Control vegetation and erosion in drainage channels to acceptable levels.
- Inspect drainage inlets throughout the City; clean, add or repair damaged MS4 markers on the drainage inlets.

ACHIEVEMENTS FOR FISCAL YEAR 2012

- Assisted Street Department with the High Chaparral and Bradford Drive projects.
- Completed the effluent pond project at the Golf Course.
- Performed extra work at the Golf Course by building tee boxes and reshaped/filled in sand traps.
- Removed dead trees and brush from Twin Bridges, Georgetown Road, Robertson Avenue, Olive Drive, Fushia Road, Carmen Street, Courtney Lane, West Avenue B and Phyllis Drive ditches.
- Removed silt and debris out of 48 inlet boxes using the vacuum hose on the sweeper.
- Graded area, laid base and top soil to improve drainage issues on Lutheran Church Road and Coy Drive.
- Filled in washed out area on Bluffdale Street with pea-gravel to cover exposed cables, added top soil, and installed a silt fence to help with erosion.
- Completed concrete work on a flume off of Bridle Drive and filled in washed out area off of Dianne Drive with concrete.
- Assisted in the quality control inspections of the Colorado Drive Stem Wall, Curry Avenue, Indian Camp Trail, and Rolling Heights projects, and the installation of CCPD pond lining.

CONTINUING OBJECTIVES

- Control vegetation in drainage ditches by mowing.
- Control erosion in drainage channels by replacing washed out areas with rip-rap, soil and revegetating.
- Control weeds in gutters by mechanical means and the use of herbicide.
- Clean out concrete channels as needed.
- Maintain MS4 drain markers for the inlet boxes, flumes and grates.
- Utilize sweeper to clean out inlet boxes.
- Repair handrails on sidewalks over flumes and channels.
- Finish removal of debris/silt from storm drains, inlet boxes and further monitoring to keep them flowing freely.

GOALS FOR FISCAL YEAR 2013

- Improve drainage ways by expanding their capacity through silt removal and reshaping of the banks.
- Remove silt, install gabion baskets and re-grade ditch from Courtney Lane to West FM 1113.
- Install gabion rock basket at several locations to prevent property owner's fences from eroding away.

DRAINAGE UTILITY

05-7600

EXPENDITURE SUMMARY

| DRAINAGE | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | 195,587 | 242,395 | 242,395 | 268,491 |
| Personnel Support | - | - | - | - |
| Supplies & Materials | 19,112 | 34,959 | 34,959 | 35,883 |
| Repairs & Maintenance | 14,897 | 22,829 | 22,829 | 25,938 |
| Contractual Services | 13,642 | 36,007 | 36,007 | 9,204 |
| Designated Expenses | - | - | - | - |
| Capital Lease Payments | 1,491 | - | - | - |
| Capital Outlay & Improvements | 144,596 | 411,539 | 233,273 | - |
| TOTAL | 389,325 | 747,729 | 569,463 | 339,516 |

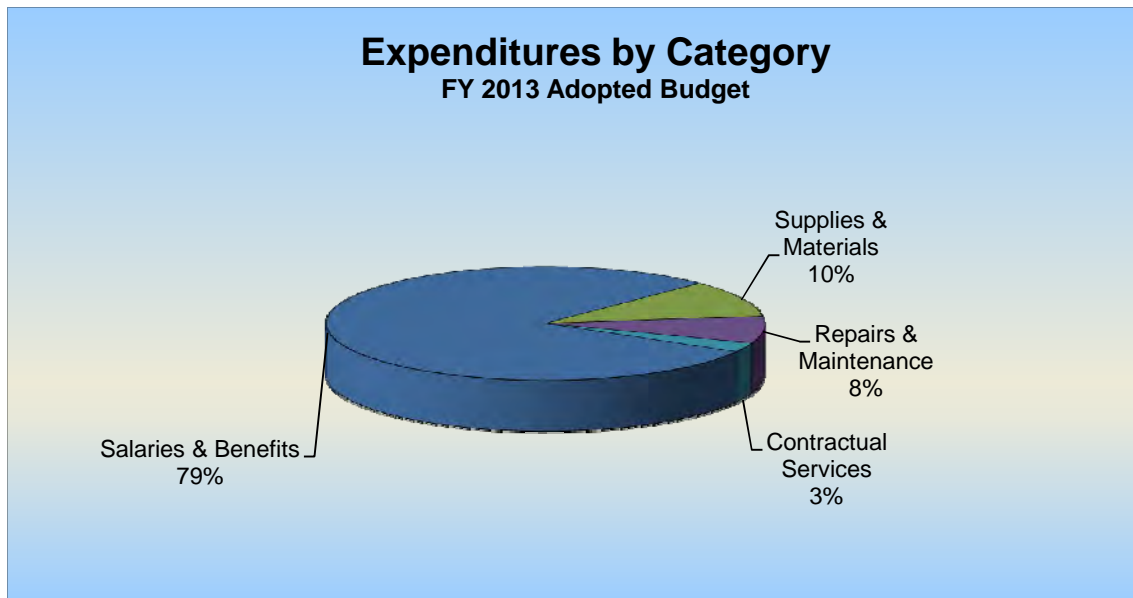
HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Increase due to vacant position for a portion of FY 2012 and the inclusion of a one percent employee increase set aside.

Decreases:

- Contractual Services: Include a \$22,048 decrease in consulting fees.



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

DRAINAGE UTILITY

05-7600

| STAFFING LEVEL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-----------------------------------|---------------------------|---------------------------------------|--|---------------------------------------|
| Street / Drainage Superintendent* | 0 | 0 | 0 | 0.5 |
| Street / Drainage Crew Leader | 0.5 | 0.5 | 0.5 | 0 |
| Heavy Equipment Operator | 1 | 1 | 1 | 1 |
| Director of Solid Waste** | 0 | 0 | 0.33 | 0.33 |
| Light Equipment Operator | 0 | 0 | 0 | 2 |
| Laborer | 4 | 4 | 4 | 4 |
| DIVISION TOTAL | 5.5 | 5.5 | 5.83 | 7.83 |

* Funded 50/50 between Street and Drainage Utility departments in FY 2013.

** For FY 2013, Director of Solid Waste is funded 2/3 in the Solid Waste Fund and 1/3 in the Drainage Utility Fund.

Note: Two Light Equipment Operator positions are unfunded in FY 2013.

| PERFORMANCE MEASURES | FY 2011 Actual | FY 2012 Budget | FY 2012 Projection | FY 2013 Target |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|
| OUTPUTS | | | | |
| Mowing Cycles per Year | 4 | 5 | 5 | 5 |
| Drainage Miles Maintained per Year* | 56 | 70 | 70 | 70 |
| Average Drainage Miles Mowed per Month** | 7 | 9 | 9 | 9 |
| # of Drainage Inlets Inspected, Cleaned, and Marked | 458 | 458 | 458 | 458 |
| EFFICIENCIES | | | | |
| Drainage Miles Maintained per Drainage Employee | 11.2 | 14.0 | 14.0 | 14.0 |
| EFFECTIVENESS | | | | |
| Average % of Drainage Miles Mowed per Month | 50.0% | 62.5% | 62.5% | 62.5% |

* Fourteen (14) miles of drainage are maintained.

** Average number of months of mowing per year is eight (8).

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.

DRAINAGE PROJECTS



NON - DEPARTMENTAL

05-8000

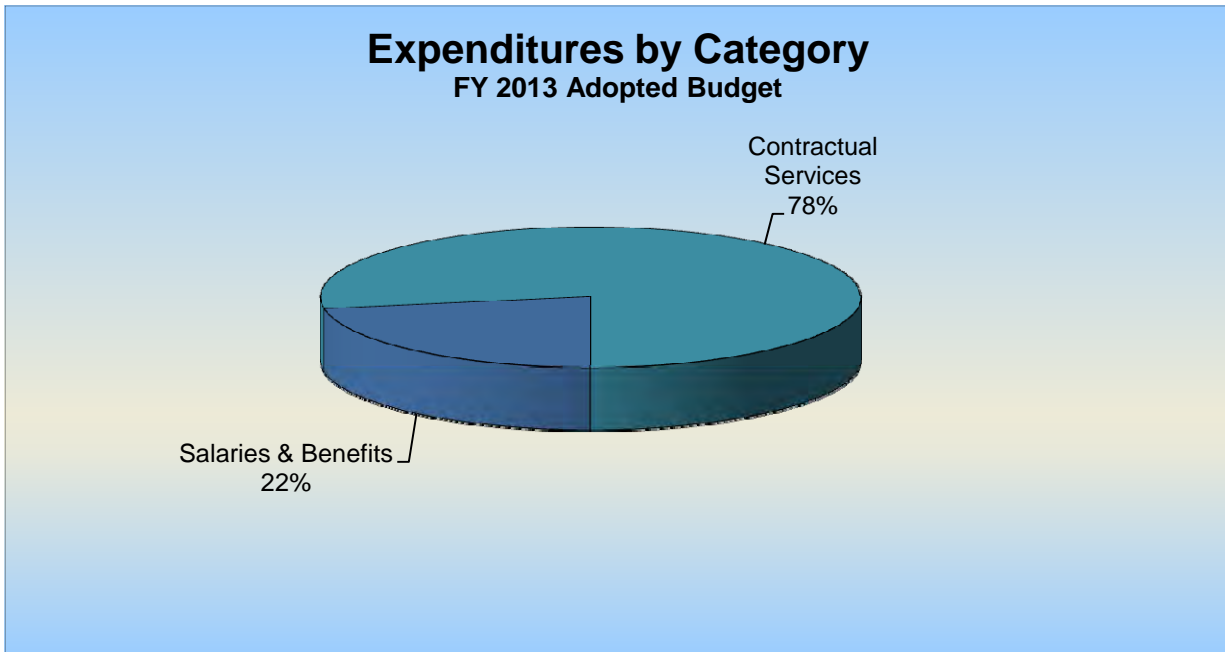
EXPENDITURE SUMMARY

| NON-DEPARTMENTAL | FY 2011 Actual | FY 2012 Amended Budget | FY 2012 Year End Projection | FY 2013 Adopted Budget |
|-------------------------------|-------------------|------------------------------|-----------------------------------|------------------------------|
| Salaries & Benefits | - | - | - | 2,844 |
| Personnel Support | - | - | - | - |
| Supplies | - | - | - | - |
| Repairs & Maintenance | - | - | - | - |
| Contractual Services | 9,269 | 10,700 | 10,700 | 9,902 |
| Designated Expenses | - | - | - | - |
| Capital Lease Payments | - | - | - | - |
| Capital Outlay & Improvements | - | - | - | - |
| Other | 222,560 | 289,235 | 289,235 | 198,522 |
| TOTAL | 231,828 | 299,935 | 299,935 | 211,268 |

HIGHLIGHTS (FY 2013 Adopted Over/Under FY 2012 Projected) **

Increases:

- Salaries & Benefits: Two percent employee increase set aside.
- Other: Include \$80,000 administrative transfer to General Fund; \$20,000 administrative transfer to Water & Sewer Fund; and \$98,522 for the portion of debt to be paid from the Drainage Fund in FY 2013.



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

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2012-13 ADOPTED BUDGET
LIBRARY GIFTS & MEMORIALS
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

| Account | Description | Actual FY 2010-11 | Budget* FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 |
|-------------------------------------|-------------------------------|----------------------|-----------------------|-------------------------|-----------------------|
| BEGINNING FUND BALANCE | | | | | |
| | Unreserved, Undesignated | \$ 8,290 | \$ 7,556 | \$ 12,580 | \$ 12,783 |
| TOTAL BEGINNING FUND BALANCE | | <u>\$ 8,290</u> | <u>\$ 7,556</u> | <u>\$ 12,580</u> | <u>\$ 12,783</u> |
| REVENUES | | | | | |
| 11-370-6001 | Interest Revenue | \$ 7 | \$ 5 | \$ 5 | \$ - |
| 11-390-1001 | Library Gifts & Memorials | 5,533 | 10,000 | 10,000 | 500 |
| TOTAL REVENUES | | <u>\$ 5,540</u> | <u>\$ 10,005</u> | <u>\$ 10,005</u> | <u>\$ 500</u> |
| TOTAL FUNDS AVAILABLE | | <u>\$ 13,830</u> | <u>\$ 17,561</u> | <u>\$ 22,585</u> | <u>\$ 13,283</u> |
| EXPENDITURES | | | | | |
| 11-4320-7100-2100 | Book Purchases | \$ 92 | \$ 7,981 | \$ 7,981 | \$ 13,283 |
| 11-4320-7100-2840 | Minor Equipment - General | 324 | - | - | - |
| 11-4320-7100-2842 | Minor Equipment - Electronics | - | 1,531 | 1,531 | - |
| 11-4320-7100-2844 | Minor Equipment - Software | - | 90 | 90 | - |
| 11-4320-7100-6400 | Dues and Subscriptions | - | - | - | - |
| 11-4320-7100-7100 | Memorial Brickpavers | - | 150 | 200 | - |
| 11-4320-7100-8501 | Adult & Young Adult Books | 26 | 256 | - | - |
| 11-4320-7100-8502 | Children's Books | - | - | - | - |
| 11-4320-7100-8503 | Reference Books | - | - | - | - |
| 11-4320-7100-8504 | Audiovisual Items | - | 800 | - | - |
| 11-4320-7100-8505 | Genealogy Material | 808 | - | - | - |
| TOTAL EXPENDITURES | | <u>\$ 1,250</u> | <u>\$ 10,808</u> | <u>\$ 9,802</u> | <u>\$ 13,283</u> |
| ENDING FUND BALANCE: | | | | | |
| | Unreserved, Undesignated | \$ 12,580 | \$ 6,753 | \$ 12,783 | \$ - |
| TOTAL ENDING FUND BALANCE | | <u>\$ 12,580</u> | <u>\$ 6,753</u> | <u>\$ 12,783</u> | <u>\$ -</u> |

* Includes budget amendments that were approved by City Council on 10/18/11, 2/07/12, 4/17/12, 7/03/12, 7/17/12, and 10/16/12.

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2012-13 ADOPTED BUDGET
HOTEL OCCUPANCY TAX FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

| Account | Description | Actual FY 2010-11 | Budget* FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 |
|-------------------------------------|--------------------------------------|----------------------|-----------------------|-------------------------|-----------------------|
| BEGINNING FUND BALANCE | | | | | |
| | Unreserved, Undesignated | \$ 39,493 | \$ (3,355) | \$ (5,219) | \$ 902 |
| TOTAL BEGINNING FUND BALANCE | | <u>\$ 39,493</u> | <u>\$ (3,355)</u> | <u>\$ (5,219)</u> | <u>\$ 902</u> |
| REVENUES | | | | | |
| 14-310-1001.1 | Hotel Occupancy Tax - Best Western | \$ 40,336 | \$ 40,000 | \$ 40,000 | \$ 45,000 |
| 14-310-1001.2 | Hotel Occupancy Tax - Luxury Inn | 7,274 | 6,500 | 6,500 | 6,700 |
| 14-310-1001.3 | Hotel Occupancy Tax - Cactus Lodge | 13,296 | 11,100 | 11,100 | 12,000 |
| 14-310-1001.4 | Hotel Occupancy Tax - Motel 8 | 25,279 | 24,100 | 24,100 | 25,000 |
| 14-310-1001.5 | Hotel Occupancy Tax - Relax Inn | 8,179 | 6,200 | 6,200 | 7,000 |
| 14-310-1001.6 | Hotel Occupancy Tax - Comfort Suites | 63,309 | 57,600 | 57,600 | 60,000 |
| 14-310-1001.7 | Hotel Occupancy Tax - Days Inn | 41,822 | 37,530 | 37,530 | 42,000 |
| 14-360-2001 | Transfer to General Fund | - | - | - | - |
| 14-370-6001 | Interest Revenue | 80 | 12 | 12 | 10 |
| TOTAL REVENUES | | <u>\$ 199,575</u> | <u>\$ 183,042</u> | <u>\$ 183,042</u> | <u>\$ 197,710</u> |
| TOTAL FUNDS AVAILABLE | | <u>\$ 239,068</u> | <u>\$ 179,687</u> | <u>\$ 177,823</u> | <u>\$ 198,612</u> |
| EXPENDITURES | | | | | |
| 14-4502-1400-207 | Other Operating Costs | \$ - | \$ - | \$ - | \$ - |
| 14-4502-1400-220 | Promo of Tourism - Chamber of Comme | 177,750 | 121,000 | 121,000 | 95,000 |
| 14-4502-1400-220 | Promo Tourism - Downtown | - | - | - | - |
| 14-4502-1400-221 | Texas Lodging Advertising | 2,225 | 2,208 | 2,208 | 2,225 |
| 14-4502-1400-236 | Promo of Arts - C. Cove Country Opry | - | - | - | - |
| 14-4502-1400-445 | C.H.A.M.P.S. | 30,000 | 20,000 | 20,000 | 25,000 |
| 14-4502-1400-930 | Principal - 2009 Tax Notes | 30,000 | 30,000 | 30,000 | 30,000 |
| 14-4502-1400-940 | Interest - 2009 Tax Notes | 4,312 | 3,713 | 3,713 | 3,114 |
| TOTAL EXPENDITURES | | <u>\$ 244,287</u> | <u>\$ 176,921</u> | <u>\$ 176,921</u> | <u>\$ 155,339</u> |
| ENDING FUND BALANCE: | | | | | |
| | Unreserved, Undesignated | \$ (5,219) | \$ 2,766 | \$ 902 | \$ 43,273 |
| TOTAL ENDING FUND BALANCE | | <u>\$ (5,219)</u> | <u>\$ 2,766</u> | <u>\$ 902</u> | <u>\$ 43,273</u> |

* Includes budget amendments that were approved by City Council on 10/18/11, 2/07/12, 4/17/12, 7/03/12, 7/17/12, and 10/16/12.

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2012-13 ADOPTED BUDGET
ANIMAL SHELTER FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

| Account | Description | Actual FY 2010-11 | Budget* FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 |
|-------------------------------------|--------------------------|-------------------------|-----------------------|-------------------------|-----------------------|
| BEGINNING FUND BALANCE | | | | | |
| | Unreserved, Undesignated | \$ 17,566 | \$ 17,676 | \$ 17,577 | \$ 17,582 |
| TOTAL BEGINNING FUND BALANCE | | <u>\$ 17,566</u> | <u>\$ 17,676</u> | <u>\$ 17,577</u> | <u>\$ 17,582</u> |
| REVENUES | | | | | |
| 15-370-6001 | Interest Revenue | \$ 11 | \$ 10 | \$ 5 | \$ - |
| 15-390-1001 | Shelter Donation | - | - | - | 1,000 |
| TOTAL REVENUES | | <u>\$ 11</u> | <u>\$ 10</u> | <u>\$ 5</u> | <u>\$ 1,000</u> |
| TOTAL FUNDS AVAILABLE | | <u>\$ 17,577</u> | <u>\$ 17,686</u> | <u>\$ 17,582</u> | <u>\$ 18,582</u> |
| EXPENDITURES | | | | | |
| | Designated Expenses | \$ - | \$ 17,686 | \$ - | \$ 18,582 |
| TOTAL EXPENDITURES | | <u>\$ -</u> | <u>\$ 17,686</u> | <u>\$ -</u> | <u>\$ 18,582</u> |
| ENDING FUND BALANCE: | | | | | |
| | Unreserved, Undesignated | \$ 17,577 | \$ - | \$ 17,582 | \$ - |
| TOTAL ENDING FUND BALANCE | | <u><u>\$ 17,577</u></u> | <u><u>\$ -</u></u> | <u><u>\$ 17,582</u></u> | <u><u>\$ -</u></u> |

* Includes budget amendments that were approved by City Council on 10/18/11, 2/07/12, 4/17/12, 7/03/12, 7/17/12, and 10/16/12.

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2012-13 ADOPTED BUDGET
COURT EFFICIENCY FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

| Description | Actual FY 2010-11 | Budget* FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 |
|-------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| BEGINNING FUND BALANCE: | | | | |
| Unreserved, Undesignated | \$ 16,072 | \$ 12,375 | \$ 17,134 | \$ 14,937 |
| TOTAL BEGINNING FUND BALANCE | <u>\$ 16,072</u> | <u>\$ 12,375</u> | <u>\$ 17,134</u> | <u>\$ 14,937</u> |
| REVENUES | | | | |
| Court Efficiency Revenue | \$ 2,409 | \$ 3,600 | \$ 3,600 | \$ 3,600 |
| Interest Revenue | 22 | 25 | 25 | 25 |
| TOTAL REVENUES | <u>\$ 2,430</u> | <u>\$ 3,625</u> | <u>\$ 3,625</u> | <u>\$ 3,625</u> |
| TOTAL FUNDS AVAILABLE | <u>\$ 18,502</u> | <u>\$ 16,000</u> | <u>\$ 20,759</u> | <u>\$ 18,562</u> |
| TOTAL EXPENDITURES | <u>\$ 1,368</u> | <u>\$ 5,822</u> | <u>\$ 5,822</u> | <u>\$ 6,047</u> |
| ENDING FUND BALANCE: | | | | |
| Unreserved, Undesignated | \$ 17,134 | \$ 10,178 | \$ 14,937 | \$ 12,515 |
| TOTAL ENDING FUND BALANCE | <u><u>\$ 17,134</u></u> | <u><u>\$ 10,178</u></u> | <u><u>\$ 14,937</u></u> | <u><u>\$ 12,515</u></u> |

* Includes budget amendments that were approved by City Council on 10/18/11, 2/07/12, 4/17/12, 7/03/12, 7/17/12, and 10/16/12.

Note: The Court Efficiency Fund was in a combined Municipal Court Special Revenue fund prior to FY 2008-09.

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2012-13 ADOPTED BUDGET
COURT SECURITY FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

| Description | Actual FY 2010-11 | Budget* FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 |
|-------------------------------------|----------------------|-----------------------|-------------------------|-----------------------|
| BEGINNING FUND BALANCE: | | | | |
| Unreserved, Undesignated | \$ 17,208 | \$ 559 | \$ 600 | \$ 18,608 |
| TOTAL BEGINNING FUND BALANCE | <u>\$ 17,208</u> | <u>\$ 559</u> | <u>\$ 600</u> | <u>\$ 18,608</u> |
| REVENUES | | | | |
| Court Security Revenue | \$ 16,158 | \$ 15,885 | \$ 18,000 | \$ 18,000 |
| Interest Revenue | 24 | 15 | 8 | 10 |
| Transfer in from Fund 01 | - | - | - | - |
| TOTAL REVENUES | <u>\$ 16,182</u> | <u>\$ 15,900</u> | <u>\$ 18,008</u> | <u>\$ 18,010</u> |
| TOTAL FUNDS AVAILABLE | <u>\$ 33,390</u> | <u>\$ 16,459</u> | <u>\$ 18,608</u> | <u>\$ 36,618</u> |
| TOTAL EXPENDITURES | <u>\$ 32,790</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> |
| ENDING FUND BALANCE: | | | | |
| Unreserved, Undesignated | \$ 600 | \$ 16,459 | \$ 18,608 | \$ 36,618 |
| TOTAL ENDING FUND BALANCE | <u>\$ 600</u> | <u>\$ 16,459</u> | <u>\$ 18,608</u> | <u>\$ 36,618</u> |

* Includes budget amendments that were approved by City Council on 10/18/11, 2/07/12, 4/17/12, 7/03/12, 7/17/12, and 10/16/12.

FULL-TIME EQUIVALENT (FTE) PERSONNEL SCHEDULE :

| Position Title | Number of Positions | | |
|----------------|---------------------|------------|------------|
| | FY 2010-11 | FY 2011-12 | FY 2012-13 |
| Bailiff* | 0.5 | - | - |
| Total | <u>0.5</u> | <u>-</u> | <u>-</u> |

Note: Beginning in FY 2011-12, the Bailiff position is being funded in Municipal Court in the General Fund.

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2012-13 ADOPTED BUDGET
COURT TECHNOLOGY FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

| Description | Actual FY 2010-11 | Budget* FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 |
|-------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| BEGINNING FUND BALANCE: | | | | |
| Unreserved, Undesignated | \$ 80,178 | \$ 40,860 | \$ 43,456 | \$ 36,878 |
| TOTAL BEGINNING FUND BALANCE | <u>\$ 80,178</u> | <u>\$ 40,860</u> | <u>\$ 43,456</u> | <u>\$ 36,878</u> |
| REVENUES | | | | |
| Court Technology Revenue | \$ 21,490 | \$ 22,500 | \$ 22,500 | \$ 22,500 |
| Interest Revenue | 79 | 28 | 28 | 28 |
| TOTAL REVENUES | <u>\$ 21,569</u> | <u>\$ 22,528</u> | <u>\$ 22,528</u> | <u>\$ 22,528</u> |
| TOTAL FUNDS AVAILABLE | <u>\$ 101,747</u> | <u>\$ 63,388</u> | <u>\$ 65,984</u> | <u>\$ 59,406</u> |
| TOTAL EXPENDITURES | <u>\$ 58,291</u> | <u>\$ 29,106</u> | <u>\$ 29,106</u> | <u>\$ 25,131</u> |
| ENDING FUND BALANCE: | | | | |
| Unreserved, Undesignated | \$ 43,456 | \$ 34,282 | \$ 36,878 | \$ 34,275 |
| TOTAL ENDING FUND BALANCE | <u><u>\$ 43,456</u></u> | <u><u>\$ 34,282</u></u> | <u><u>\$ 36,878</u></u> | <u><u>\$ 34,275</u></u> |

* Includes budget amendments that were approved by City Council on 10/18/11, 2/07/12, 4/17/12, 7/03/12, 7/17/12, and 10/16/12.

Note: The Court Technology Fund was in a combined Municipal Court Special Revenue fund prior to FY 2008-09.

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2012-13 ADOPTED BUDGET
OTHER FUNDS**

SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

| Fund Description | Beginning Fund Balance | Revenues | Expenditures | Ending Fund Balance |
|----------------------------------|-----------------------------------|------------------|---------------------|--------------------------------|
| Revolving Loan Fund | \$ 89,961 | \$ 16,400 | \$ - | \$ 106,361 |
| City-Wide Donation Fund | 30,662 | 20,583 | 51,245 | - |
| City-Wide Grants | - | 12,000 | 12,000 | - |
| FEMA Grant Fund | 3,903 | - | 3,903 | - |
| Police State Seizure Fund | 12,662 | 10 | 12,672 | - |
| Police Federal Seizure Fund | 2,104 | - | 2,104 | - |
| Law Enforcement Explorer Fund | - | 4,000 | 4,000 | - |
| Law Enforcement Block Grant Fund | 12,632 | - | 12,632 | - |
| Fire Department Grants Fund | 9,428 | - | 9,428 | - |
| Library Grants Fund | 11,180 | - | 11,180 | - |
| Tobacco Grant Fund | - | - | - | - |
| | | | - | |
| Total Other Funds | \$ 172,532 | \$ 52,993 | \$ 119,164 | \$ 106,361 |

* Includes budget amendments that were approved by City Council on 10/18/11, 2/07/12, 4/17/12, 7/03/12, 7/17/12, and 10/16/12.



City of Copperas Cove

Where Progress Grows

DEBT SERVICE REQUIREMENTS

Police Department New Police Car



Street Department New Bucket Truck



Bradford Drive Road Extension



Street Department New Tractor



TimeClock Plus

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.

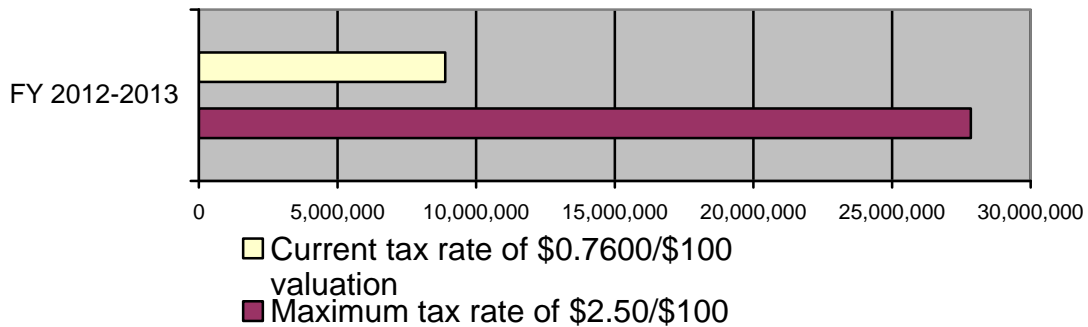
The most recent debt issues of the City of Copperas Cove have earned ratings from Standard & Poor's and Moody's.

| Bond Type | Standard & Poor's | Moody's |
|----------------------------|-------------------|---------|
| G. O. Bonds* | AA- | Aa3 |
| Certificates of Obligation | A- | A3 |
| Revenue Bonds | BBB | Baa1 |

*Standard & Poor's affirmed the City's GO Bond rating of AA- in April 2012 after being upgraded from A+ to AA- after review of credit strength in May 2010.

*Moody's affirmed the City's GO Bond rating of Aa3 in December 2011 after being upgraded from an A1 to an Aa3 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 City's Debt Management Policy states the City will keep outstanding debt within the limits prescribed by state law. 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, 2012 Certified Tax Roll | \$ 1,100,135,239 |
| Limit on amount designated for debt service | x 1.5% |
| Legal limit | \$ 16,502,028 |

| | |
|---|--------------|
| Actual amount to be expended from ad valorem taxes for general obligation debt service during the year ending September 30, 2013 | \$ 1,269,863 |
|---|--------------|

The City Built for Family Living

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2012-13 ADOPTED BUDGET
TAX INTEREST AND SINKING FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

| Account | Description | Actual FY 2010-11 | Budget* FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 |
|-------------------------------------|--|----------------------|-----------------------|-------------------------|-----------------------|
| BEGINNING FUND BALANCE: | | | | | |
| | Unreserved, Undesignated | \$ 345,669 | \$ 1,989,807 | \$ 2,006,696 | \$ 147,531 |
| TOTAL BEGINNING FUND BALANCE | | <u>\$ 345,669</u> | <u>\$ 1,989,807</u> | <u>\$ 2,006,696</u> | <u>\$ 147,531</u> |
| REVENUES | | | | | |
| 07-310-1001 | Ad Valorem Taxes | \$ 1,964,433 | \$ 2,496,261 | \$ 2,496,261 | \$ 2,235,844 |
| 07-310-1002 | Delinquent Ad Valorem Taxes | 17,860 | 14,890 | 14,890 | 15,000 |
| 07-310-1003 | Penalty & Interest | 15,499 | 22,000 | 22,000 | 15,000 |
| 07-370-6001 | Interest Revenue | 2,739 | 2,250 | 2,250 | 3,000 |
| 07-390-6005 | Miscellaneous Revenue | 17,625 | 148,690 | 148,690 | 12,825,575 |
| 07-390-6008 | Other Financing Sources | 2,918,827 | - | - | - |
| TOTAL REVENUES | | <u>\$ 4,936,983</u> | <u>\$ 2,684,091</u> | <u>\$ 2,684,091</u> | <u>\$ 15,094,419</u> |
| TOTAL FUNDS AVAILABLE | | <u>\$ 5,282,652</u> | <u>\$ 4,673,898</u> | <u>\$ 4,690,787</u> | <u>\$ 15,241,950</u> |
| EXPENDITURES | | | | | |
| 4701-0700-2220 | Principal (Aug)-'01C/O | \$ 110,000 | \$ - | \$ - | \$ - |
| 4701-0700-2225 | Principal '03 C/O | 65,000 | 85,000 | 85,000 | - |
| 4701-0700-2226 | Principal '05 Refunding C/O ¹ | 9,000 | 9,000 | 9,000 | 93,000 |
| 4701-0700-2227 | Principal (Aug) Ref '06 C/O | 418,932 | 453,033 | 453,033 | 279,873 |
| 4701-0700-2228 | Principal '06 Tax Notes | 165,000 | 170,000 | 170,000 | 175,000 |
| 4701-0700-2229 | Principal '07 C/O | 20,000 | 35,000 | 35,000 | 160,000 |
| 4701-0700-2230 | Principal '07 C/O Refunding | 6,000 | 6,000 | 6,000 | 6,000 |
| 4701-0700-2231 | Principal '08 Tax Notes | 10,000 | 175,000 | 175,000 | 300,000 |
| 4701-0700-2232 | Principal '08A Tax Notes | 110,000 | 135,000 | 135,000 | 110,000 |
| 4701-0700-2233 | Principal '09 GO | 45,000 | 50,000 | 50,000 | 50,000 |
| 4701-0700-2234 | Principal '09 Tax Notes | 50,000 | 60,000 | 60,000 | 60,000 |
| 4701-0700-2235 | Principal '10 GO | - | 35,000 | 35,000 | 35,000 |
| 4701-0700-2236 | Principal '10 Tax Notes | - | 110,000 | 110,000 | 110,000 |
| 4701-0700-2237 | Principal '10 Refunding | 205,425 | 338,225 | 338,225 | - |
| 4701-0700-2238 | Principal '10A Tax Notes | 125,000 | 25,000 | 25,000 | 50,000 |
| 4701-0700-2239 | Interest '11 Rev & Tax Bond ² | - | - | - | 10,850,000 |
| 4701-0700-2241 | Principal '12 Tax Notes | - | 20,000 | 20,000 | 25,000 |
| 4701-0700-2242 | Principal '12 GO Refunding | - | 19,500 | 19,500 | 129,000 |
| 4701-0700-2320 | Interest (Fb/Ag)-'01 C/O | 4,725 | - | - | - |
| 4701-0700-2325 | Interest '03 C/O | 53,637 | 30,777 | 30,777 | - |
| 4701-0700-2326 | Interest Refunding C/O '06 | 37,384 | 37,044 | 37,044 | 36,704 |
| 4701-0700-2327 | Interest Refunding C/O | 61,738 | 46,536 | 46,536 | 30,430 |
| 4701-0700-2328 | Interest '06 Tax Notes | 20,247 | 13,697 | 13,697 | 6,948 |
| 4701-0700-2329 | Interest '07 Proposed C/O Bond | 207,835 | 207,047 | 207,047 | 205,668 |
| 4701-0700-2330 | Interest '07 C/O Refund | 54,077 | 53,840 | 53,840 | 53,604 |
| 4701-0700-2331 | Interest '08 Tax Notes | 14,381 | 26,480 | 26,480 | 19,877 |
| 4701-0700-2332 | Interest '08A Tax Notes | 35,920 | 31,949 | 31,949 | 27,075 |
| 4701-0700-2333 | Interest '09 GO | 206,425 | 205,075 | 205,075 | 203,575 |
| 4701-0700-2334 | Interest '09 Tax Notes | 15,819 | 14,819 | 14,819 | 13,619 |
| 4701-0700-2335 | Interest '10 GO | 72,129 | 55,963 | 55,963 | 54,913 |
| 4701-0700-2336 | Interest '10 Tax Notes | 21,420 | 16,619 | 16,619 | 13,319 |
| 4701-0700-2337 | Interest '10 Refunding | 38,540 | 49,334 | 49,334 | 13,964 |
| 4701-0700-2338 | Interest '10A Tax Notes | 17,595 | 26,540 | 26,540 | 26,203 |
| 4701-0700-2339 | Interest '11 Rev & Tax Bond ² | 923,346 | 1,713,425 | 1,713,425 | 1,713,425 |
| 4701-0700-2340 | Interest '11 GO Bonds ² | 141,216 | 262,050 | 262,050 | 262,050 |
| 4701-0700-2341 | Interest '12 Tax Notes | - | 14,861 | 14,861 | 18,424 |
| 4701-0700-2342 | Interest '12 GO Refunding | - | 7,267 | 7,267 | 21,750 |
| 4701-0700-2399 | Interest Future Debt Issuance ¹ | - | - | - | 60,000 |
| 4701-0700-2401 | Bond Paying Agent Fees | (2,634) | 4,175 | 4,175 | 3,000 |
| 4701-0700-6014 | Arbitrage Rebate Service | 12,800 | - | - | - |
| TOTAL EXPENDITURES | | <u>\$ 3,275,956</u> | <u>\$ 4,543,256</u> | <u>\$ 4,543,256</u> | <u>\$ 15,217,421</u> |
| TOTAL ENDING FUND BALANCE | | <u>\$ 2,006,696</u> | <u>\$ 130,642</u> | <u>\$ 147,531</u> | <u>\$ 24,529</u> |

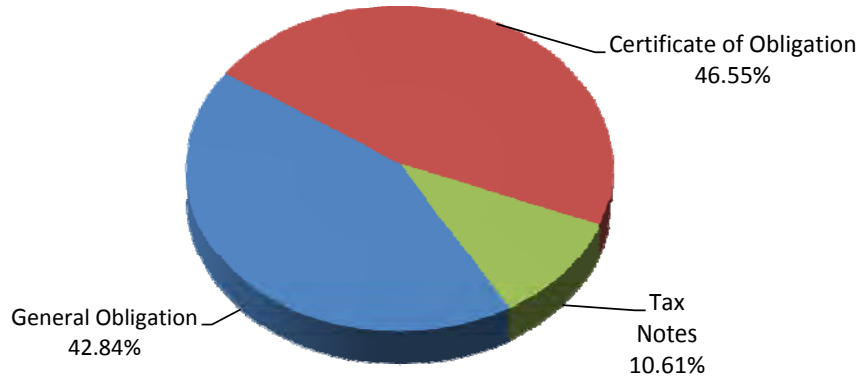
* Includes budget amendments that were approved by City Council on 10/18/11, 2/07/12, 4/17/12, 7/03/12, 7/17/12, and 10/16/12.

¹ 2005 CO Principal and Future Debt Issuance Interest will be paid with Fund Balance in FY 2012-13.

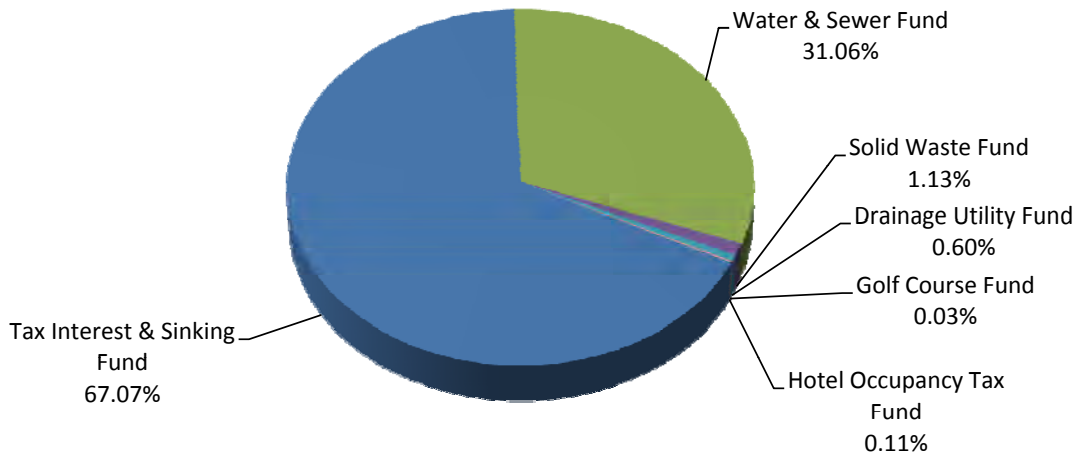
² 2011 Rev & Tax Bond and 2011 GO Bonds principal and interest will be paid with capitalized interest in FY 2011-12 and principal and interest in FY 2012-13 will be paid

**City of Copperas Cove
Outstanding Debt
Fiscal Year 2012-2013**

Total Debt Outstanding by Type of Debt



Total Debt Outstanding by Fund



| Fund | General Obligation | Certificate of Obligation | Tax Notes | Total Debt Service |
|-----------------------------|----------------------|---------------------------|----------------------|-----------------------|
| Tax Interest & Sinking Fund | \$ 24,899,237 | \$ 50,686,650 | \$ 5,314,505 | \$ 80,900,392 |
| General Fund | - | - | - | - |
| Water & Sewer Fund | 26,288,407 | 5,487,978 | 5,710,130 | 37,486,515 |
| Solid Waste Fund | - | - | 1,367,034 | 1,367,034 |
| Drainage Utility Fund | 510,667 | - | 211,694 | 722,361 |
| Golf Course Fund | - | - | 36,016 | 36,016 |
| Court Technology Fund | - | - | 32,842 | 32,842 |
| Hotel Occupancy Tax Fund | - | - | 133,476 | 133,476 |
| Total All Funds | \$ 51,698,310 | \$ 56,174,628 | \$ 12,805,697 | \$ 120,678,635 |
| | 42.84% | 46.55% | 10.61% | 100.00% |

Note: Principal and Interest payments for the 2011 Revenue and Tax Bonds, included in the Tax Interest & Sinking Fund's Certificate of Obligations, 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
2012-2013**

| Year | General Obligation | Certificates of Obligation | Tax Notes | Total Debt Service |
|-------------------|-----------------------|-------------------------------|-------------------|-----------------------|
| 2012 - 2013 | 3,977,727 | 13,152,220 | 1,964,838 | 19,094,785 |
| 2013 - 2014 | 3,899,225 | 17,719,625 | 2,256,317 | 23,875,167 |
| 2014 - 2015 | 3,626,824 | 13,878,487 | 2,345,908 | 19,851,219 |
| 2015 - 2016 | 3,734,700 | 1,208,614 | 4,843,579 | 9,786,892 |
| 2016 - 2017 | 3,620,526 | 1,363,745 | 1,094,274 | 6,078,545 |
| 2017 - 2018 | 3,815,421 | 1,118,316 | 300,782 | 5,234,519 |
| 2018 - 2019 | 3,651,141 | 1,059,575 | - | 4,710,716 |
| 2019 - 2020 | 3,374,027 | 1,086,467 | - | 4,460,494 |
| 2020 - 2021 | 3,421,423 | 1,075,264 | - | 4,496,687 |
| 2021 - 2022 | 2,629,029 | 1,072,971 | - | 3,702,000 |
| 2022 - 2023 | 2,627,474 | 1,054,223 | - | 3,681,697 |
| 2023 - 2024 | 1,379,138 | 704,772 | - | 2,083,910 |
| 2024 - 2025 | 1,378,388 | 710,979 | - | 2,089,367 |
| 2025 - 2026 | 1,810,738 | 486,051 | - | 2,296,789 |
| 2026 - 2027 | 1,809,563 | 483,321 | - | 2,292,884 |
| 2027 - 2028 | 1,567,913 | - | - | 1,567,913 |
| 2028 - 2029 | 780,475 | - | - | 780,475 |
| 2029 - 2030 | 780,788 | - | - | 780,788 |
| 2030 - 2031 | 784,498 | - | - | 784,498 |
| 2031 - 2032 | 786,925 | - | - | 786,925 |
| 2032 - 2033 | 782,044 | - | - | 782,044 |
| 2033 - 2034 | 785,325 | - | - | 785,325 |
| 2034 - 2035 | 447,000 | - | - | 447,000 |
| 2035 - 2036 | 113,600 | - | - | 113,600 |
| 2036 - 2037 | 114,400 | - | - | 114,400 |
| | 51,698,310 | 56,174,628 | 12,805,697 | 120,678,635 |
| Less Interest | 13,723,310 | 6,814,628 | 930,697 | 21,468,635 |
| TOTAL DEBT | 37,975,000 | 49,360,000 | 11,875,000 | 99,210,000 |

Series Name

| | |
|--|-------------------|
| Series 2003 Combination Tax & Revenue Certificates of Obligation | 2,850,000 |
| Series 2003A General Obligation Refunding | 150,000 |
| Series 2005 Combination Tax & Revenue Certificates of Obligation | 2,290,000 |
| Series 2005 General Obligation Refunding | 3,115,000 |
| Series 2006 General Obligation Refunding | 4,855,000 |
| Series 2006 Tax Notes | 175,000 |
| Series 2007 General Obligation Refunding | 4,535,000 |
| Series 2007 Combination Tax & Revenue Certificates of Obligation | 5,220,000 |
| Series 2008 Tax Notes | 1,595,000 |
| Series 2008A Tax Notes | 1,405,000 |
| Series 2009 General Obligation | 4,625,000 |
| Series 2009 Tax Notes | 1,820,000 |
| Series 2010 General Obligation | 4,590,000 |
| Series 2010 General Obligation Refunding | 4,735,000 |
| Series 2010 Tax Notes | 3,835,000 |
| Series 2010A Tax Notes | 1,765,000 |
| Series 2011 General Obligation | 5,490,000 |
| Series 2011 Contract Revenue & Limited Tax Notes | 39,000,000 |
| Series 2012 Tax Notes | 1,280,000 |
| Series 2012 General Obligation Refunding | 5,880,000 |
| TOTAL | 99,210,000 |

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
2012-2013**

| 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 |
| 2012 - 2013 | 2,615,049 | 1,362,678 | 3,977,727 | 2012 - 2013 | 11,150,000 | 2,002,220 | 13,152,220 | 2012 - 2013 | 1,665,000 | 299,838 | 1,964,838 |
| 2013 - 2014 | 2,579,951 | 1,319,274 | 3,899,225 | 2013 - 2014 | 16,025,000 | 1,694,625 | 17,719,625 | 2013 - 2014 | 2,010,000 | 246,317 | 2,256,317 |
| 2014 - 2015 | 2,385,000 | 1,241,824 | 3,626,824 | 2014 - 2015 | 12,980,000 | 898,487 | 13,878,487 | 2014 - 2015 | 2,140,000 | 205,908 | 2,345,908 |
| 2015 - 2016 | 2,560,000 | 1,174,700 | 3,734,700 | 2015 - 2016 | 830,000 | 378,614 | 1,208,614 | 2015 - 2016 | 4,700,000 | 143,579 | 4,843,579 |
| 2016 - 2017 | 2,520,000 | 1,100,526 | 3,620,526 | 2016 - 2017 | 1,020,000 | 343,745 | 1,363,745 | 2016 - 2017 | 1,065,000 | 29,274 | 1,094,274 |
| 2017 - 2018 | 2,790,000 | 1,025,421 | 3,815,421 | 2017 - 2018 | 815,000 | 303,316 | 1,118,316 | 2017 - 2018 | 295,000 | 5,782 | 300,782 |
| 2018 - 2019 | 2,715,000 | 936,141 | 3,651,141 | 2018 - 2019 | 790,000 | 269,575 | 1,059,575 | | | | |
| 2019 - 2020 | 2,535,000 | 839,027 | 3,374,027 | 2019 - 2020 | 850,000 | 236,467 | 1,086,467 | | | | |
| 2020 - 2021 | 2,675,000 | 746,423 | 3,421,423 | 2020 - 2021 | 875,000 | 200,264 | 1,075,264 | | | | |
| 2021 - 2022 | 1,985,000 | 644,029 | 2,629,029 | 2021 - 2022 | 910,000 | 162,971 | 1,072,971 | | | | |
| 2022 - 2023 | 2,060,000 | 567,474 | 2,627,474 | 2022 - 2023 | 930,000 | 124,223 | 1,054,223 | | | | |
| 2023 - 2024 | 895,000 | 484,138 | 1,379,138 | 2023 - 2024 | 620,000 | 84,772 | 704,772 | | | | |
| 2024 - 2025 | 935,000 | 443,388 | 1,378,388 | 2024 - 2025 | 650,000 | 60,979 | 710,979 | | | | |
| 2025 - 2026 | 1,410,000 | 400,738 | 1,810,738 | 2025 - 2026 | 450,000 | 36,051 | 486,051 | | | | |
| 2026 - 2027 | 1,475,000 | 334,563 | 1,809,563 | 2026 - 2027 | 465,000 | 18,321 | 483,321 | | | | |
| 2027 - 2028 | 1,305,000 | 262,913 | 1,567,913 | | | | | | | | |
| 2028 - 2029 | 580,000 | 200,475 | 780,475 | | | | | | | | |
| 2029 - 2030 | 605,000 | 175,788 | 780,788 | | | | | | | | |
| 2030 - 2031 | 635,000 | 149,498 | 784,498 | | | | | | | | |
| 2031 - 2032 | 665,000 | 121,925 | 786,925 | | | | | | | | |
| 2032 - 2033 | 690,000 | 92,044 | 782,044 | | | | | | | | |
| 2033 - 2034 | 725,000 | 60,325 | 785,325 | | | | | | | | |
| 2034 - 2035 | 420,000 | 27,000 | 447,000 | | | | | | | | |
| 2035 - 2036 | 105,000 | 8,600 | 113,600 | | | | | | | | |
| 2036 - 2037 | 110,000 | 4,400 | 114,400 | | | | | | | | |
| TOTAL | 37,975,000 | 13,723,310 | 51,698,310 | TOTAL | 49,360,000 | 6,814,628 | 56,174,628 | TOTAL | 11,875,000 | 930,697 | 12,805,697 |

| Series Name | Principal Amount |
|--|-------------------|
| Series 2003 Combination Tax & Revenue Certificates of Obligation | 2,850,000 |
| Series 2003A General Obligation Refunding | 150,000 |
| Series 2005 Combination Tax & Revenue Certificates of Obligation | 2,290,000 |
| Series 2005 General Obligation Refunding | 3,115,000 |
| Series 2006 General Obligation Refunding | 4,855,000 |
| Series 2006 Tax Notes | 175,000 |
| Series 2007 General Obligation Refunding | 4,535,000 |
| Series 2007 Combination Tax & Revenue Certificates of Obligation | 5,220,000 |
| Series 2008 Tax Notes | 1,595,000 |
| Series 2008A Tax Notes | 1,405,000 |
| Series 2009 General Obligation | 4,625,000 |
| Series 2009 Tax Notes | 1,820,000 |
| Series 2010 General Obligation | 4,590,000 |
| Series 2010 General Obligation Refunding | 4,735,000 |
| Series 2010 Tax Notes | 3,835,000 |
| Series 2010A Tax Notes | 1,765,000 |
| Series 2011 General Obligation | 5,490,000 |
| Series 2011 Contract Revenue & Limited Tax Notes | 39,000,000 |
| Series 2012 Tax Notes | 1,280,000 |
| Series 2012 General Obligation Refunding | 5,880,000 |
| TOTAL | 99,210,000 |

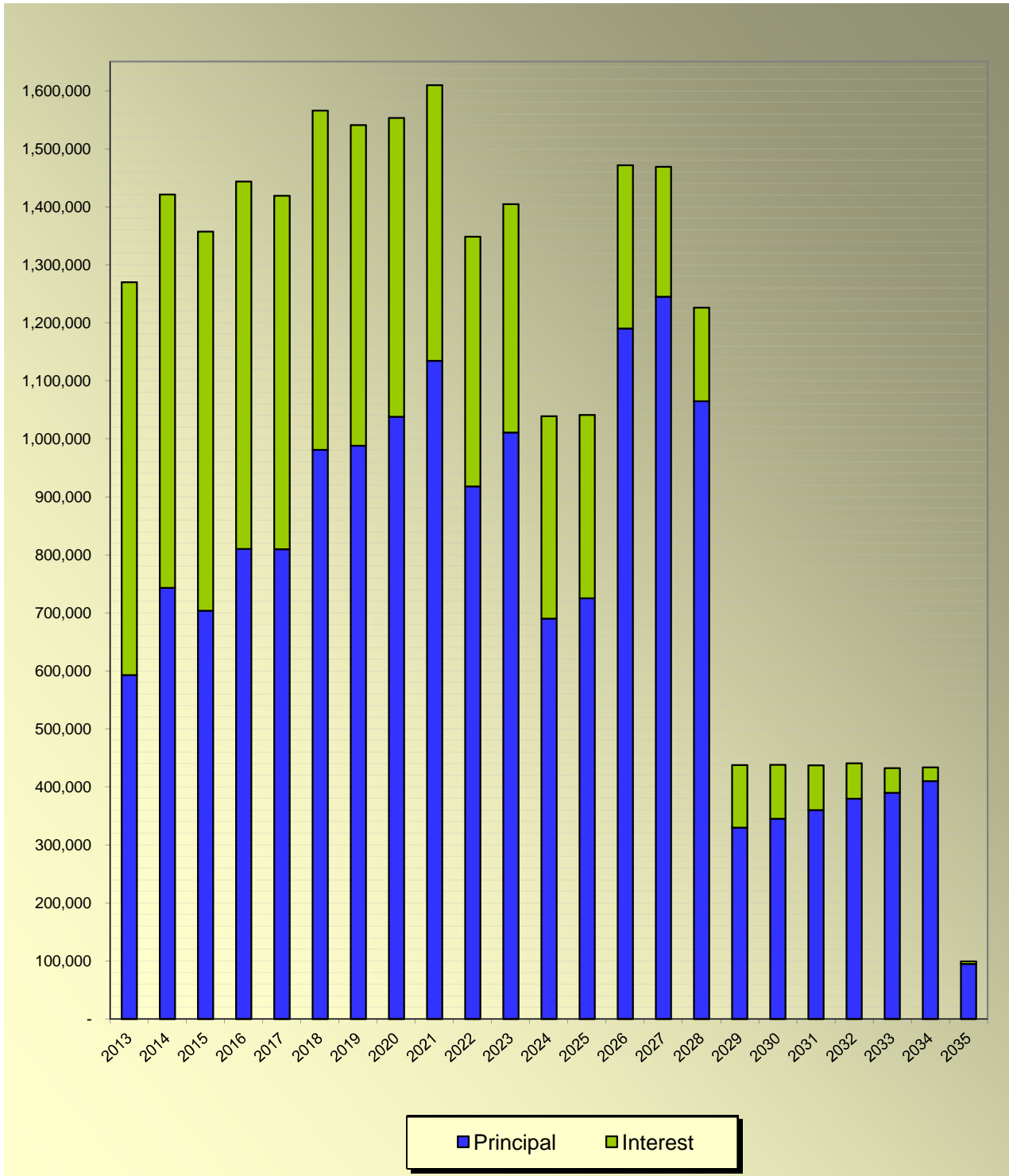
Note: Principal and Interest payments for the 2011 Revenue and Tax Bonds are anticipated to be sourced from a combination of capitalized interest and revenues received pursuant to an agreement between the Texas Department of Transportation and the City of Copperas Cove.

CITY OF COPPERAS COVE, TEXAS
TAX SUPPORTED FUTURE INDEBTEDNESS SCHEDULE
2012-2013

| GENERAL OBLIGATION DEBT | | | |
|--------------------------------|-------------------|------------------|-------------------|
| | Principal | Interest | Total |
| 2012 - 2013 | 592,873 | 676,990 | 1,269,863 |
| 2013 - 2014 | 743,359 | 677,927 | 1,421,286 |
| 2014 - 2015 | 703,887 | 653,146 | 1,357,033 |
| 2015 - 2016 | 810,184 | 633,380 | 1,443,564 |
| 2016 - 2017 | 809,722 | 609,359 | 1,419,081 |
| 2017 - 2018 | 981,340 | 584,573 | 1,565,913 |
| 2018 - 2019 | 988,340 | 552,520 | 1,540,860 |
| 2019 - 2020 | 1,038,000 | 515,287 | 1,553,287 |
| 2020 - 2021 | 1,134,500 | 475,311 | 1,609,811 |
| 2021 - 2022 | 918,000 | 430,369 | 1,348,369 |
| 2022 - 2023 | 1,011,000 | 393,407 | 1,404,407 |
| 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 |
| TOTAL | 16,956,205 | 7,943,032 | 24,899,237 |

| Series Name | Principal Amount |
|--|-------------------------|
| Series 2005 General Obligation Refunding | 832,275 |
| Series 2006 General Obligation Refunding | 971,000 |
| Series 2007 General Obligation Refunding | 1,360,500 |
| Series 2009 General Obligation | 4,545,000 |
| Series 2010 General Obligation | 1,390,000 |
| Series 2010 General Obligation Refunding | 1,414,930 |
| Series 2011 General Obligation | 5,490,000 |
| Series 2012 General Obligation Refunding | 952,500 |
| TOTAL | 16,956,205 |

**CITY OF COPPERAS COVE, TEXAS
GENERAL OBLIGATION TAX DEBT TO MATURITY
2012-2013**



CITY OF COPPERAS COVE, TEXAS
TAX SUPPORTED FUTURE INDEBTEDNESS SCHEDULE
2012-2013

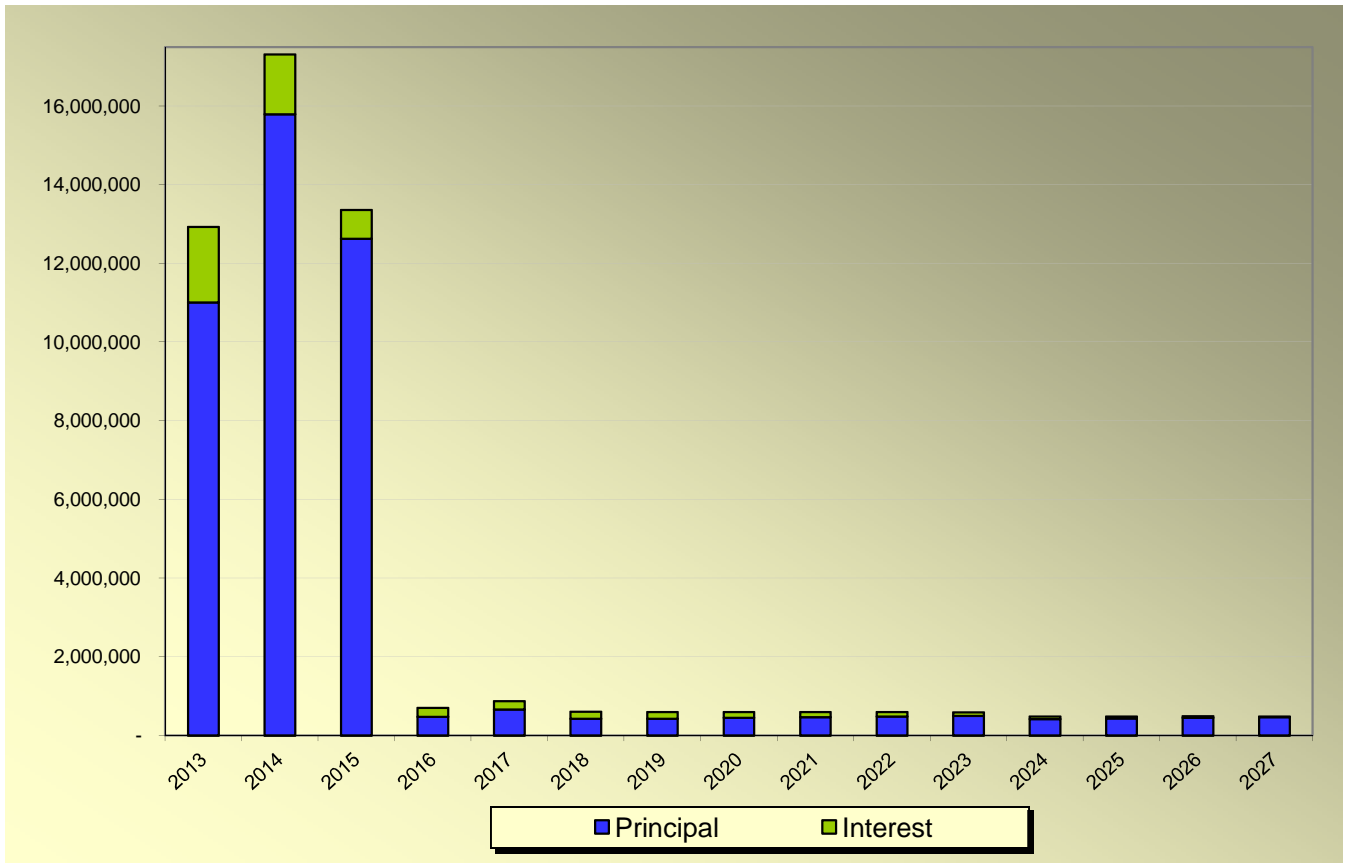
CERTIFICATES OF OBLIGATION DEBT

| | Principal | Interest | Total |
|--------------|-------------------|------------------|-------------------|
| 2012 - 2013 | 11,010,000 | 1,919,093 | 12,929,093 |
| 2013 - 2014 | 15,794,000 | 1,520,126 | 17,314,126 |
| 2014 - 2015 | 12,629,000 | 733,165 | 13,362,165 |
| 2015 - 2016 | 475,500 | 227,738 | 703,238 |
| 2016 - 2017 | 660,500 | 208,471 | 868,971 |
| 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 |
| TOTAL | 45,075,000 | 5,611,650 | 50,686,650 |

| Series Name | Principal Amount |
|--|-------------------------|
| Series 2003 Combination Tax & Revenue | 855,000 |
| Series 2007 Combination Tax & Revenue | 5,220,000 |
| Series 2011 Contract Revenue & Limited Tax Notes | 39,000,000 |
| TOTAL | 45,075,000 |

Note: Principal and Interest payments for the 2011 Revenue and Tax Bonds, included in the Tax Interest & Sinking Fund's Certificate of Obligations, 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
CERTIFICATES OF OBLIGATION TAX DEBT TO MATURITY
2012-2013

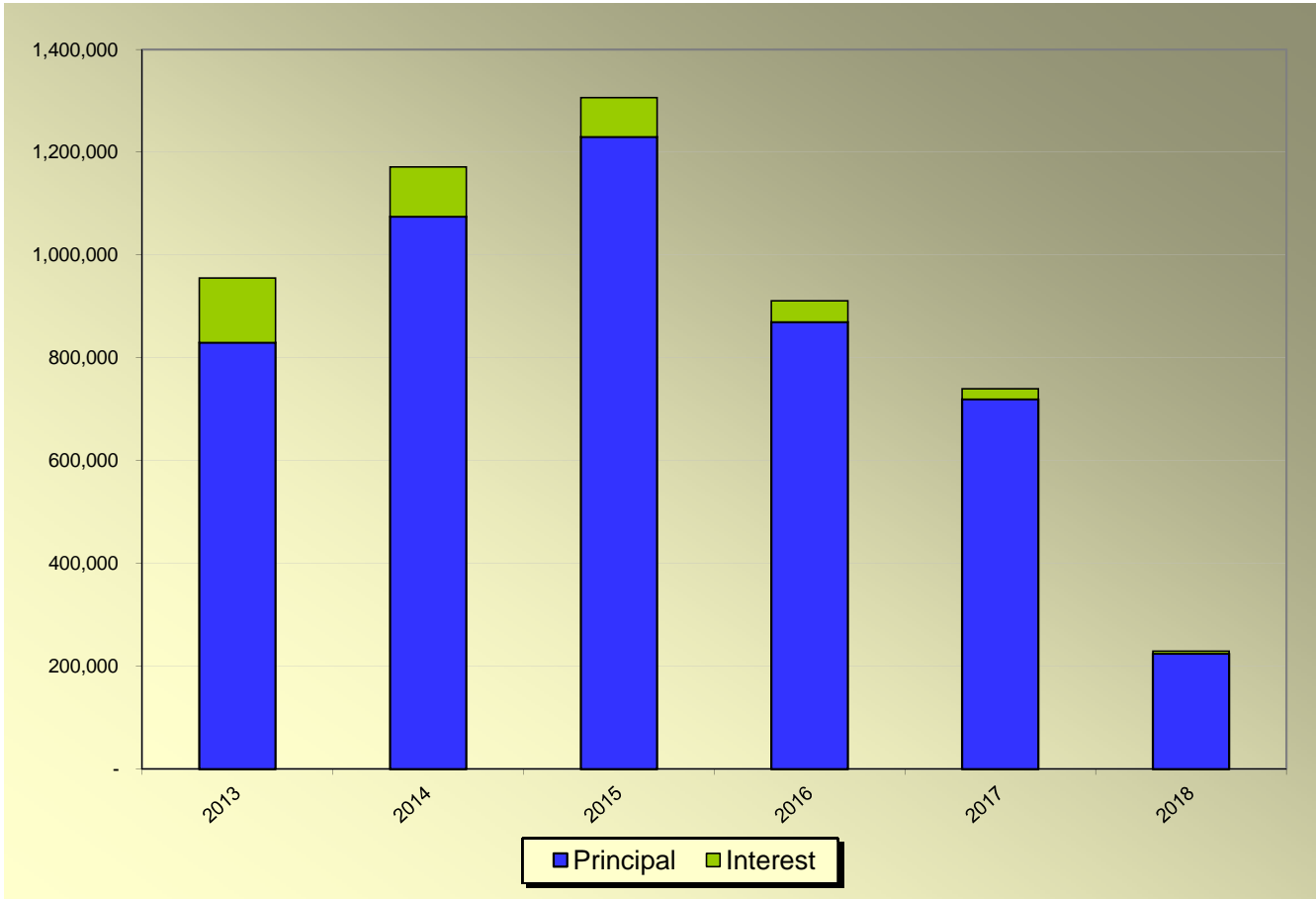


CITY OF COPPERAS COVE, TEXAS
TAX SUPPORTED FUTURE INDEBTEDNESS SCHEDULE
2012-2013

| TAX NOTES DEBT | | | |
|-----------------------|------------------|-----------------|------------------|
| | Principal | Interest | Total |
| 2012 - 2013 | 830,000 | 125,465 | 955,465 |
| 2013 - 2014 | 1,075,000 | 96,858 | 1,171,858 |
| 2014 - 2015 | 1,230,000 | 76,538 | 1,306,538 |
| 2015 - 2016 | 870,000 | 41,012 | 911,012 |
| 2016 - 2017 | 720,000 | 20,222 | 740,222 |
| 2017 - 2018 | 225,000 | 4,410 | 229,410 |
| TOTAL | 4,950,000 | 364,505 | 5,314,505 |

| Series Name | Principal Amount |
|------------------------|-------------------------|
| Series 2006 Tax Notes | 175,000 |
| Series 2008 Tax Notes | 865,000 |
| Series 2008A Tax Notes | 750,000 |
| Series 2009 Tax Notes | 520,000 |
| Series 2010 Tax Notes | 470,000 |
| Series 2010A Tax Notes | 1,230,000 |
| Series 2012 Tax Notes | 940,000 |
| TOTAL | 4,950,000 |

**CITY OF COPPERAS COVE, TEXAS
TAX NOTES TAX DEBT TO MATURITY
2012-2013**



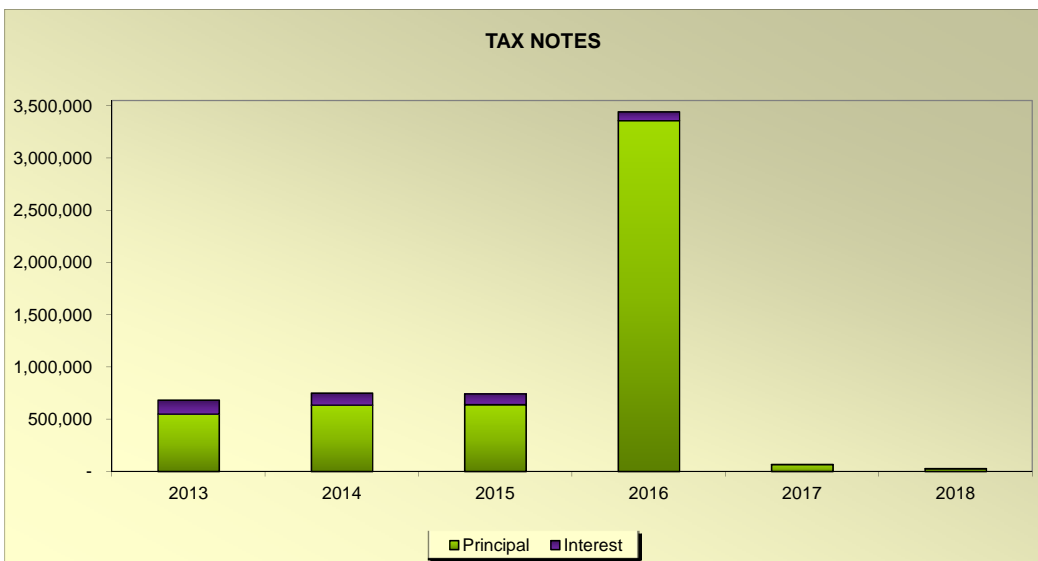
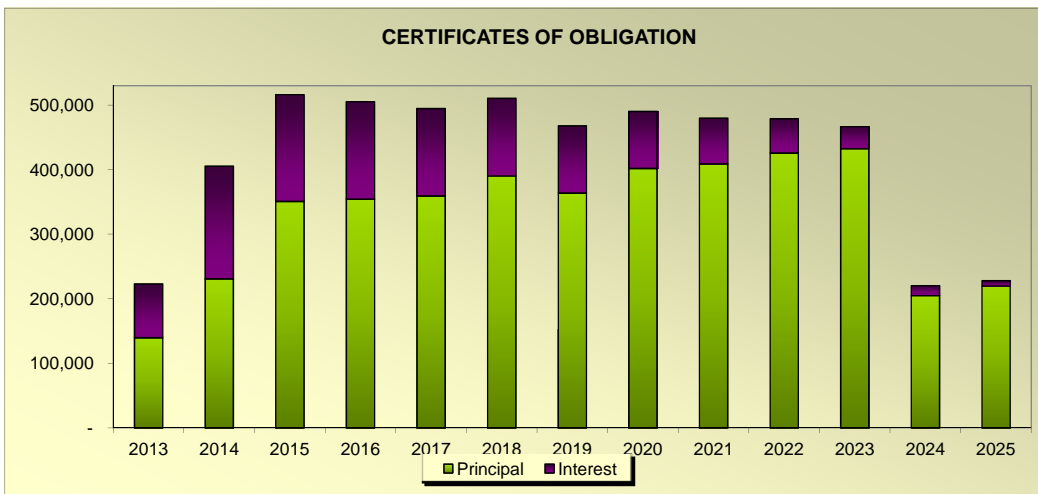
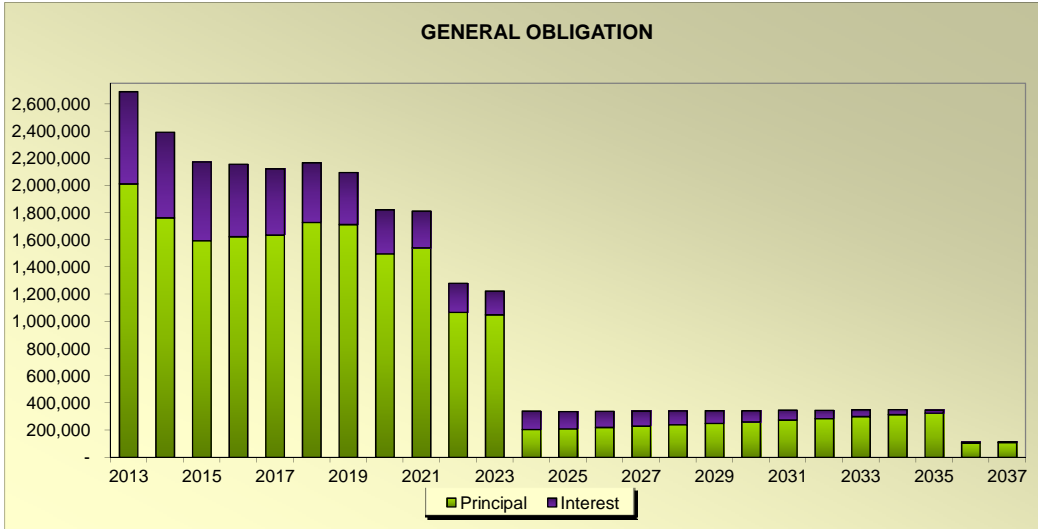
**CITY OF COPPERAS COVE, TEXAS
FUTURE INDEBTEDNESS SCHEDULE
2012-2013**

| WATER & SEWER FUND DEBT GENERAL OBLIGATION BONDS | | | | WATER & SEWER FUND DEBT COMBINATION TAX & REVENUE CERTIFICATES OF OBLIGATION | | | |
|---|-------------------|------------------|-------------------|---|------------------|------------------|------------------|
| Year | Principal | Interest | Total | Year | Principal | Interest | Total |
| 2012 - 2013 | 2,012,176 | 678,321 | 2,690,497 | 2012 - 2013 | 140,000 | 83,127 | 223,127 |
| 2013 - 2014 | 1,761,692 | 629,912 | 2,391,604 | 2013 - 2014 | 231,000 | 174,499 | 405,499 |
| 2014 - 2015 | 1,593,673 | 579,127 | 2,172,800 | 2014 - 2015 | 351,000 | 165,322 | 516,322 |
| 2015 - 2016 | 1,623,256 | 533,718 | 2,156,974 | 2015 - 2016 | 354,500 | 150,876 | 505,376 |
| 2016 - 2017 | 1,635,478 | 487,096 | 2,122,574 | 2016 - 2017 | 359,500 | 135,274 | 494,774 |
| 2017 - 2018 | 1,728,580 | 438,460 | 2,167,040 | 2017 - 2018 | 390,500 | 120,289 | 510,789 |
| 2018 - 2019 | 1,712,580 | 383,235 | 2,095,815 | 2018 - 2019 | 364,000 | 103,920 | 467,920 |
| 2019 - 2020 | 1,497,000 | 323,741 | 1,820,741 | 2019 - 2020 | 402,000 | 88,354 | 490,354 |
| 2020 - 2021 | 1,540,500 | 271,113 | 1,811,613 | 2020 - 2021 | 409,000 | 70,788 | 479,788 |
| 2021 - 2022 | 1,067,000 | 213,661 | 1,280,661 | 2021 - 2022 | 426,000 | 52,873 | 478,873 |
| 2022 - 2023 | 1,049,000 | 174,068 | 1,223,068 | 2022 - 2023 | 432,500 | 34,244 | 466,744 |
| 2023 - 2024 | 205,000 | 135,113 | 340,113 | 2023 - 2024 | 205,000 | 15,428 | 220,428 |
| 2024 - 2025 | 210,000 | 127,263 | 337,263 | 2024 - 2025 | 220,000 | 7,986 | 227,986 |
| 2025 - 2026 | 220,000 | 119,213 | 339,213 | | | | |
| 2026 - 2027 | 230,000 | 110,788 | 340,788 | TOTAL | 4,285,000 | 1,202,978 | 5,487,978 |
| 2027 - 2028 | 240,000 | 101,963 | 341,963 | | | | |
| 2028 - 2029 | 250,000 | 92,763 | 342,763 | | | | |
| 2029 - 2030 | 260,000 | 82,738 | 342,738 | | | | |
| 2030 - 2031 | 275,000 | 72,325 | 347,325 | | | | |
| 2031 - 2032 | 285,000 | 61,313 | 346,313 | | | | |
| 2032 - 2033 | 300,000 | 49,425 | 349,425 | | | | |
| 2033 - 2034 | 315,000 | 36,400 | 351,400 | | | | |
| 2034 - 2035 | 325,000 | 22,725 | 347,725 | | | | |
| 2035 - 2036 | 105,000 | 8,600 | 113,600 | | | | |
| 2036 - 2037 | 110,000 | 4,400 | 114,400 | | | | |
| TOTAL | 20,550,935 | 5,737,472 | 26,288,407 | TOTAL | 5,275,000 | 435,130 | 5,710,130 |

| WATER & SEWER FUND DEBT TAX NOTES | | | |
|--|------------------|----------------|------------------|
| Year | Principal | Interest | Total |
| 2012 - 2013 | 550,000 | 132,166 | 682,166 |
| 2013 - 2014 | 635,000 | 114,868 | 749,868 |
| 2014 - 2015 | 640,000 | 102,400 | 742,400 |
| 2015 - 2016 | 3,360,000 | 83,324 | 3,443,324 |
| 2016 - 2017 | 65,000 | 1,883 | 66,883 |
| 2017 - 2018 | 25,000 | 490 | 25,490 |
| TOTAL | 5,275,000 | 435,130 | 5,710,130 |

| Series Name | Principal Amount |
|--|-------------------|
| Series 2003 Combination Tax & Revenue Certificates of Obligation | 1,995,000 |
| Series 2003A General Obligation Refunding | 150,000 |
| Series 2005 Combination Tax & Revenue Certificates of Obligation | 2,290,000 |
| Series 2005 General Obligation Refunding | 2,282,725 |
| Series 2006 General Obligation Refunding | 3,884,000 |
| Series 2007 General Obligation Refunding | 3,174,500 |
| Series 2008 Tax Note | 630,000 |
| Series 2008A Tax Note | 365,000 |
| Series 2009 Tax Note | 710,000 |
| Series 2010 General Obligation | 3,200,000 |
| Series 2010 General Obligation Refunding | 2,932,210 |
| Series 2010 Tax Note | 3,365,000 |
| Series 2010A Tax Note | 70,000 |
| Series 2012 Tax Note | 135,000 |
| Series 2012 General Obligation Refunding | 4,927,500 |
| TOTAL | 30,110,935 |

**CITY OF COPPERAS COVE, TEXAS
WATER & SEWER FUND DEBT TO MATURITY
2012-2013**



**CITY OF COPPERAS COVE, TEXAS
FUTURE INDEBTEDNESS SCHEDULE
2012-2013**

**SOLID WASTE FUND DEBT
TAX NOTES**

| Year | Principal | Interest | Total |
|--------------|------------------|----------------|------------------|
| 2012 - 2013 | 160,000 | 31,546 | 191,546 |
| 2013 - 2014 | 180,000 | 27,545 | 207,545 |
| 2014 - 2015 | 185,000 | 22,777 | 207,777 |
| 2015 - 2016 | 430,000 | 17,703 | 447,703 |
| 2016 - 2017 | 270,000 | 6,777 | 276,777 |
| 2017 - 2018 | 35,000 | 686 | 35,686 |
| TOTAL | 1,260,000 | 107,034 | 1,367,034 |

| Series Name | Principal Amount |
|------------------------|------------------|
| Series 2008A Tax Notes | 155,000 |
| Series 2009 Tax Notes | 465,000 |
| Series 2010A Tax Notes | 465,000 |
| Series 2012 Tax Notes | 175,000 |
| TOTAL | 1,260,000 |

**DRAINAGE FUND DEBT
GENERAL OBLIGATION BONDS**

| Year | Principal | Interest | Total |
|--------------|----------------|---------------|----------------|
| 2012 - 2013 | 10,000 | 7,368 | 17,368 |
| 2013 - 2014 | 74,900 | 11,436 | 86,336 |
| 2014 - 2015 | 87,440 | 9,552 | 96,992 |
| 2015 - 2016 | 126,560 | 7,603 | 134,163 |
| 2016 - 2017 | 74,800 | 4,072 | 78,872 |
| 2017 - 2018 | 80,080 | 2,389 | 82,469 |
| 2018 - 2019 | 14,080 | 387 | 14,467 |
| TOTAL | 467,860 | 42,807 | 510,667 |

**DRAINAGE FUND DEBT
TAX NOTES**

| Year | Principal | Interest | Total |
|--------------|----------------|---------------|----------------|
| 2012 - 2013 | 75,000 | 6,153 | 81,153 |
| 2013 - 2014 | 75,000 | 3,736 | 78,736 |
| 2014 - 2015 | 50,000 | 1,805 | 51,805 |
| TOTAL | 200,000 | 11,694 | 211,694 |

| Series Name | Principal Amount |
|--|------------------|
| Series 2008 Tax Note | 70,000 |
| Series 2008A Tax Note | 130,000 |
| Series 2009 General Obligation | 80,000 |
| Series 2010 General Obligation Refunding | 387,860 |
| TOTAL | 667,860 |

**GOLF COURSE FUND DEBT
TAX NOTES**

| Year | Principal | Interest | Total |
|--------------|---------------|--------------|---------------|
| 2012 - 2013 | 20,000 | 807 | 20,807 |
| 2013 - 2014 | 15,000 | 209 | 15,209 |
| TOTAL | 35,000 | 1,016 | 36,016 |

| Series Name | Principal Amount |
|-----------------------|------------------|
| Series 2008 Tax Note | 30,000 |
| Series 2008A Tax Note | 5,000 |
| TOTAL | 35,000 |

**HOTEL OCCUPANCY TAX FUND DEBT
TAX NOTES**

| Year | Principal | Interest | Total |
|--------------|----------------|--------------|----------------|
| 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 |
| TOTAL | 125,000 | 8,476 | 133,476 |

| Series Name | Principal Amount |
|----------------------|------------------|
| Series 2009 Tax Note | 125,000 |

**COURT TECHNOLOGY FUND DEBT
TAX NOTES**

| Year | Principal | Interest | Total |
|--------------|---------------|--------------|---------------|
| 2012 - 2013 | - | 588 | 588 |
| 2013 - 2014 | - | 588 | 588 |
| 2014 - 2015 | 5,000 | 588 | 5,588 |
| 2015 - 2016 | 5,000 | 490 | 5,490 |
| 2016 - 2017 | 10,000 | 392 | 10,392 |
| 2017 - 2018 | 10,000 | 196 | 10,196 |
| TOTAL | 30,000 | 2,842 | 32,842 |

| Series Name | Principal Amount |
|----------------------|------------------|
| Series 2012 Tax Note | 30,000 |

CAPITAL OUTLAY



2012 Capital Outlay Purchases: Books and Audiovisual Items, and Motorcycles for the Police Department through the Buy Back Program

City of 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 always necessary and expenditures of this type are of a recurring nature, these items are not part of the Five-Year Capital Improvements Program. Capital Outlay is split below between those items funded in the Operating Budget and those items included in the Five-Year Capital Outlay Program. The total Fiscal Year 2012-2013 Proposed Operating Budget and Plan of Municipal Services for capital outlay is \$53,725. This amount represents an increase of \$52,294 above the amount of capital outlay that was budgeted in Fiscal Year 2011-2012. This is the first year of the Five-Year Capital Outlay Program. The funding source for items included in the Capital Outlay Program will generally be a future tax note unless otherwise indicated.

Included in Operating Funds

| Fund | FY 2011-12 | FY 2012-13 | Increase/ (Decrease) | Operating Impact |
|--------------------------------|-------------------|-------------------|---------------------------------|-----------------------------|
| General Fund | \$ - | \$ 53,725 | \$ 53,725 | \$ 2,360 |
| Library Gifts & Memorials Fund | 1,431 | - | (1,431) | - |
| Total | \$ 1,431 | \$ 53,725 | \$ 52,294 | \$ 2,360 |

Included in the Five-Year Capital Outlay Plan

| Fund | FY 2011-12 | FY 2012-13 | Increase/ (Decrease) | Operating Impact |
|-----------------------|-------------------|-------------------|---------------------------------|-----------------------------|
| General Fund | N/A | \$ 443,000 | N/A | \$ 22,150 |
| Water & Sewer Fund | N/A | \$ 137,000 | N/A | \$ 6,850 |
| Solid Waste Fund | N/A | \$ 228,000 | N/A | \$ 11,400 |
| Drainage Utility Fund | N/A | \$ 34,500 | N/A | \$ 1,725 |
| Golf Course Fund | N/A | \$ 28,500 | N/A | \$ 1,425 |
| Total | \$ - | \$ 871,000 | \$ - | \$ 43,550 |

The City Built for Family Living

**CITY OF COPPERAS COVE, TEXAS
CAPITAL OUTLAY DETAIL - OPERATING BUDGET
FISCAL YEAR 2012-13**

| Account | Description | Amount | Operating Impact |
|-----------------------------------|-----------------------------|------------------|------------------|
| GENERAL FUND | | | |
| Police-Services Department | | | |
| 01-4230-4210-8300 | Motorcycles Replacement (4) | 24,000 | 2,000 |
| | Total | \$ 24,000 | \$ 2,000 |
| Library Department | | | |
| 01-4320-7100-8501 | Adult & Young Adult Books | \$ 11,300 | \$ 360 |
| 01-4320-7100-8502 | Children's Books | 6,000 | - |
| 01-4320-7100-8503 | Reference Books | 6,000 | - |
| 01-4320-7100-8504 | Audiovisual Items | 6,425 | - |
| | Total | \$ 29,725 | \$ 360 |
| TOTAL GENERAL FUND | | \$ 53,725 | \$ 2,360 |
| TOTAL ALL FUNDS | | \$ 53,725 | \$ 2,360 |

**CITY OF COPPERAS COVE, TEXAS
CAPITAL OUTLAY DETAIL - CAPITAL OUTLAY PLAN
FISCAL YEAR 2012-13**

| DEPARTMENT | CITY# | YEAR | MAKE | CURRENT MODEL | TYPE | CURRENT | | LIFE EXPECTANCY | | REPLACEMENT | REPLACEMENT | DEPT. CHOICE | NOTES |
|---------------------------|---------|------|----------|--------------------|------------------------|---------|-------|-----------------|-------|-------------|-------------|-----------------|-------|
| | | | | | | MILES | YEARS | MILES | YEARS | COST | YEAR | YEAR TO REPLACE | |
| GENERAL FUND | | | | | | | | | | | | | |
| BUILDING | 5201 | 1999 | DODGE | RAM 1500 | LIGHT DUTY TRUCK | 84,931 | 13 | 100,000 | 10 | 20,000 | 2009 | 2013 | |
| FIRE | 404-6 | 2003 | FORD | 1 TON PICKUP | AMBULANCE | 125,091 | 9 | N/A | 7 | 175,000 | 2010 | 2013 | |
| PARKS | 504-8 | 1992 | RHINO | FM15M MOWER | EQUIPMENT - LIGHT | N/A | 20 | N/A | 7 | 16,000 | 1999 | 2013 | |
| PARKS | 504-46 | 1997 | FORD | 3/4 TON PICKUP | LIGHT DUTY TRUCK | | 15 | 100,000 | 10 | 20,000 | 2007 | 2013 | |
| PARKS | 504-1 | 1999 | DODGE | 1/2 TON PICKUP | LIGHT DUTY TRUCK | | 13 | 100,000 | 10 | 20,000 | 2009 | 2013 | |
| PARKS | 504-7 | 2003 | WORKMAN | TRACTOR | SMALL ENGINE EQUIPMENT | N/A | 9 | N/A | 7 | 20,000 | 2010 | 2013 | |
| POLICE | 4216 | 1999 | FORD | TAURUS | PASSENGER CAR | 87,540 | 13 | 100,000 | 10 | 15,000 | 2009 | 2013 | |
| POLICE | 4223 | 1999 | FORD | TAURUS | PASSENGER CAR | 86,847 | 13 | 100,000 | 10 | 15,000 | 2009 | 2013 | |
| POLICE | 4212 | 2003 | FORD | EXPEDITION | PATROL CAR | 147,050 | 9 | 100,000 | 7 | 38,000 | 2010 | 2013 | |
| POLICE | 4202 | 2004 | FORD | CROWN VIC | PATROL CAR | 111,102 | 8 | 100,000 | 7 | 35,000 | 2011 | 2013 | |
| POLICE | 4218 | 2004 | DODGE | INTREPID | PASSENGER CAR | 100,688 | 8 | 100,000 | 10 | 15,000 | 2014 | 2013 | |
| POLICE | 4223 | 1999 | FORD | PASSENGER CAR | PASSENGER CAR | 86,847 | 13 | 100,000 | 10 | 15,000 | 2009 | 2013 | |
| STREET | 53-21 | 1992 | AMZ | CRACK PATCHER | EQUIPMENT - HEAVY | N/A | 20 | N/A | 10 | 39,000 | 2002 | 2013 | |
| WATER DISTRIBUTION | | | | | | | | | | | | | |
| WATER DISTRIBUTION | 802-6 | 1985 | CASE | BACKHOE | EQUIPMENT - HEAVY | N/A | 27 | N/A | 10 | 110,000 | 1995 | 2013 | |
| WATER DISTRIBUTION | 802-50 | 1998 | FORD | 3/4 TON PICKUP | LIGHT TRUCK | 161,712 | 14 | 100,000 | 10 | 27,000 | 2008 | 2013 | |
| COMPOST RECYCLING | | | | | | | | | | | | | |
| COMPOST RECYCLING | 8401-14 | 1989 | DRESSER | LOADER | EQUIPMENT - HEAVY | N/A | 23 | N/A | 10 | 137,000 | 1999 | 2013 | |
| COMPOST RECYCLING | | 1991 | BALER | CARDBOARD BALER | EQUIPMENT - LIGHT | N/A | 21 | N/A | 7 | 91,000 | 1998 | 2013 | |
| DRAINAGE | | | | | | | | | | | | | |
| DRAINAGE | 706-1 | 1994 | GMC | 1 TON PICKUP | LIGHT DUTY TRUCK | | 18 | 100,000 | 10 | 26,500 | 2004 | 2013 | |
| DRAINAGE | 706-7 | 1998 | ENNIS | 16 FT TRAILER | TRAILER | N/A | 14 | N/A | 15 | 8,000 | 2013 | 2013 | |
| OPERATIONS | | | | | | | | | | | | | |
| OPERATIONS | 4151 | 1998 | JACOBSEN | MOWER-TRIKING TRIM | SMALL ENGINE EQUIPMENT | N/A | 14 | N/A | 7 | 28,500 | 2005 | 2013 | |

| | |
|-------------------------------------|----------------|
| Total General Fund | 443,000 |
| Total Water & Sewer Fund | 137,000 |
| Total Solid Waste Fund | 228,000 |
| Total Drainage Fund | 34,500 |
| Total Golf Course Fund | 28,500 |
| | 871,000 |



City of Copperas Cove

Where Progress Grows

CAPITAL IMPROVEMENTS



Southeast Bypass



State Highway 9

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 28, 2012.

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 2012-2013 for the construction of Fire Station #2 if approved by voters in the November 2012 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 2012-2013 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 2012-2013. 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 2012-2013 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 2012-2013 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 |
|----------------------------------|--------------------------------|--------------------------|-------------------|----------------------------|---|
| | 2006 Limited Tax Notes | | | | |
| Police Facility | | | 15,194 | | - |
| | 2008 Limited Tax Notes | | | | |
| High Chaparral Park Improvements | | | 4,116 | | 250 |
| Rolling Heights Drainage | | | 60,682 | | (3,500) |
| | 2008A Limited Tax Notes | | | | |
| Bradford Drive Road Extension | | | 2,050 | | - |
| Texas & Golf Course Drainage | | | 22,728 | | (2,000) |
| | 2009 General Obligation | | | | |
| Colorado Stem Wall Drainage | | 500 | | | - |
| Police Facility | | 69,480 | | | - |
| | 2009 Limited Tax Notes | | | | |
| Civic Center Renovations | | | 41,508 | | 2,500 |
| | 2010 General Obligation | | | | |
| Northeast Sewer Line | | 332,569 | | | 3,000 |
| Northeast Water Line | | 53,247 | | | 1,000 |

| Fund/Project | Operating Funds | General Obligation Bonds | Limited Tax Notes | Certificates of Obligation | Annual Operating Impact in Future Years |
|---------------------------------------|--|--------------------------|-------------------|----------------------------|---|
| | 2010 Limited Tax Notes | | | | |
| Northeast Water Line | | | 778,081 | | 5,000 |
| Mountaintop Water Line & Storage Tank | | | 1,941,677 | | 8,000 |
| Bradford Drive Road Extension | | | 22,602 | | (5,000) |
| Ave F Reconstruction | | | 35,217 | | (2,000) |
| | 2011 Contract Revenue & Limited Tax Bonds | | | | |
| Southeast Bypass | | | 64,506 | | - |
| | 2011 General Obligation | | | | |
| Southeast Bypass | | 2,467 | | | - |
| | 2012 Limited Tax Notes | | | | |
| Mobile Data Terminals (Computers) | | | 163,691 | | 4,000 |
| Police Vehicle Awning | | | 40,000 | | - |
| Roof Improvements | | | 103,145 | | (3,000) |
| Southeast Bypass | | | 55,893 | | - |
| Courtney Lane Improvements | | | 37,515 | | - |
| Compost Road Improvements | | | 19,231 | | - |
| | 2012 General Obligation | | | | |
| Northeast Water Line | | 1,865,000 | | | 5,400 |

| Fund/Project | Operating /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 | | 4,620,000 | | | 18,000 |
| Courtney Lane Road Improvements Phase I | | | 42,485 | | - |
| Allen Street Waterline Upgrade | | | 125,000 | | (4,000) |
| Louise, South 9 th and Cove Avenue Waterline Replacement (CDBG) | 40,000 (Operating) 275,000 (Grant) | | 15,000 | | (2,500) |
| Taylor Mountain Complete Tank Rehabilitation | | | 50,000 | | - |
| Western Hills Drainage Improvements | 307,000 (Operating) | | | | (3,400) |

(See amended FY 2010 - 2014 Capital Improvement Plan for a comprehensive listing and details of all projects.)

| |
|---------------------------------------|
| <i>ANNUAL OPERATING IMPACT</i> |
|---------------------------------------|

Completed capital projects are required to be maintained to extend the life of the facility or equipment. In order to plan for the impact to the operating budget to maintain the capital project once it is complete, annual maintenance costs are projected. Staffing, supplies, contract services and utilities are the most common costs required to maintain facilities and equipment. Additionally, some projects will realize savings in annual maintenance due to upgraded facilities or additional technology that allows for less maintenance of equipment. These considerations are included in the operating budget and considered when appropriating funds for capital 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 issuance 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.
- **2012 Limited Tax Notes** – The purchase of materials, equipment, machinery and vehicles for various City departments to include Police Vehicles, a Tractor for Street Department, MDT's for Police and Fire departments, Trucks for Water and Sewer, Sedan and Sideloaders for Solid Waste, and Electronic Ticket Writers for Municipal Court. Other projects include Courtney Lane Improvements, City Hall Roof Improvement, and Hogg Mountain Land Purchase. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund, Water & Sewer Fund, Solid Waste Fund, and Court Technology Fund. The issue was for \$1,325,000.
- **2012 General Obligation Bonds** – The use of these funds are solely for the Northeast Water Line project. Payment of the debt service for this issuance will be derived from the Water & Sewer Fund. The issue was for \$1,865,000.

City of Copperas Cove, Texas
2006 Limited Tax Notes
Capital Equipment/Land & Professional Services
FY 2012-2013

| Account | Description | Total Project Budget** | As of FY 2011-12 | Budget 9/30/2013 |
|-------------------------------|------------------------------|---------------------------|---------------------|---------------------|
| Beginning Fund Balance | | | | |
| 73-300-0001 | Fund Balance | \$ - | \$ - | \$ 15,215 |
| Revenues | | | | |
| 73-390-1003 | Bond Proceeds | \$ 1,260,000 | \$ 1,260,000 | \$ - |
| 73-370-6001 | Interest Revenue | 84,450 | 84,480 | - |
| Total Revenues | | <u>\$ 1,344,450</u> | <u>\$ 1,344,480</u> | <u>\$ -</u> |
| Expenditures* | | | | |
| 73-4617-9900-9500 | Bond Issuance Costs | \$ 25,796 | \$ 25,796 | \$ - |
| 73-4617-9900-6014 | Arbitrage Rebate Service Fee | 5,025 | 5,025 | - |
| 73-4617-4200-2200 | Postage | 20 | 20 | - |
| 73-4617-4200-6800 | Professional Services | 853,505 | 838,320 | 15,194 |
| 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 | - |
| Total Expenditures | | <u>\$ 1,344,450</u> | <u>\$ 1,329,265</u> | <u>\$ 15,194</u> |
| Ending Fund Balance | | | | |
| 73-253-0001 | Fund Balance | <u>\$ -</u> | <u>\$ 15,215</u> | <u>\$ 21</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 2012-2013

| Account | Description | Total Project Budget** | As of FY 2011-12 | Budget 9/30/2013 |
|-------------------------------|----------------------------------|---------------------------|---------------------|---------------------|
| Beginning Fund Balance | | | | |
| 75-300-0001 | Fund Balance | \$ - | \$ - | \$ 4,123 |
| Revenues | | | | |
| 75-390-1001 | Bond Proceeds | \$ 1,485,000 | \$ 1,485,000 | \$ - |
| 75-370-6001 | Interest Revenue | 25,600 | 25,471 | - |
| 75-390-6005 | Miscellaneous Revenue | 99,500 | 99,500 | - |
| Total Revenues | | <u>\$ 1,610,100</u> | <u>\$ 1,609,971</u> | <u>\$ -</u> |
| Expenditures* | | | | |
| 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 | 33,113 | 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 | 69,279 | 65,026 | 4,118 |
| 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 | 16,611 | 16,611 | - |
| 75-4190-7500-9600 | Transfer Out to 2008 LTN (Golf) | 287,821 | 287,821 | - |
| Total Expenditures | | <u>\$ 1,610,100</u> | <u>\$ 1,605,848</u> | <u>\$ 4,118</u> |
| Ending Fund Balance | | | | |
| 75-300-0001 | Fund Balance | <u>\$ -</u> | <u>\$ 4,123</u> | <u>\$ 5</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 2012-2013

| Account | Description | Total Project Budget** | As of FY 2011-12 | Budget 9/30/2013 |
|-------------------------------|--------------------------|---------------------------|---------------------|---------------------|
| Beginning Fund Balance | | | | |
| 78-300-0001 | Fund Balance | \$ - | \$ - | \$ 60,852 |
| Revenues | | | | |
| 78-390-1001 | Bond Proceeds | \$ 155,000 | \$ 155,000 | \$ - |
| 78-370-6001 | Interest Revenue | 2,973 | 3,144 | - |
| Total Revenues | | <u>\$ 157,973</u> | <u>\$ 158,144</u> | <u>\$ -</u> |
| Expenditures* | | | | |
| 78-4410-7600-9500 | Bond Issuance Costs | \$ 4,433 | \$ 4,433 | \$ - |
| 78-4410-7600-9037 | Rolling Heights Drainage | 153,540 | 92,859 | 60,682 |
| Total Expenditures | | <u>\$ 157,973</u> | <u>\$ 97,292</u> | <u>\$ 60,682</u> |
| Ending Fund Balance | | | | |
| 78-253-0001 | Fund Balance | <u>\$ -</u> | <u>\$ 60,852</u> | <u>\$ 170</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 2012-2013

| Account | Description | Total Project Budget** | As of FY 2011-12 | Budget 9/30/2013 |
|-------------------------------|----------------------------------|---------------------------|---------------------|---------------------|
| Beginning Fund Balance | | | | |
| 79-300-0001 | Fund Balance | \$ - | \$ - | \$ 2,278 |
| Revenues | | | | |
| 79-390-1001 | Bond Proceeds | \$ 1,060,000 | \$ 1,060,000 | \$ - |
| 79-370-6001 | Interest Revenue | 6,466 | 6,694 | - |
| Total Revenues | | <u>\$ 1,066,466</u> | <u>\$ 1,066,694</u> | <u>\$ -</u> |
| Expenditures* | | | | |
| 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 | 224,452 | 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 | 272,560 | 270,509 | 2,050 |
| 79-4190-7500-9047 | Summers Rd/Street Reconstruction | 120,990 | 120,990 | - |
| 79-4190-7500-9500 | Bond Issuance Costs | 19,699 | 19,699 | - |
| Total Expenditures | | <u>\$ 1,066,466</u> | <u>\$ 1,064,416</u> | <u>\$ 2,050</u> |
| Ending Fund Balance | | | | |
| 79-300-0001 | Fund Balance | <u>\$ -</u> | <u>\$ 2,278</u> | <u>\$ 228</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 2012-2013

| Account | Description | Total Project Budget** | As of FY 2011-12 | Budget 9/30/2013 |
|-------------------------------|--|---------------------------|---------------------|---------------------|
| Beginning Fund Balance | | | | |
| 82-300-0001 | Fund Balance | \$ - | \$ - | \$ 22,790 |
| Revenues | | | | |
| 82-390-1001 | Bond Proceeds | \$ 175,000 | \$ 175,000 | \$ - |
| 82-370-6001 | Interest Revenue | 1,015 | 1,078 | - |
| Total Revenues | | <u>\$ 176,015</u> | <u>\$ 176,078</u> | <u>\$ -</u> |
| Expenditures* | | | | |
| 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 | 60,010 | 37,282 | 22,728 |
| 82-4410-8000-9500 | Bond Issuance Costs | 2,391 | 2,391 | - |
| 82-4410-8000-9916 | Transfer Out to Fund 64 | 111 | 111 | - |
| Total Expenditures | | <u>\$ 176,015</u> | <u>\$ 153,288</u> | <u>\$ 22,728</u> |
| Ending Fund Balance | | | | |
| 82-300-0001 | Fund Balance | <u>\$ -</u> | <u>\$ 22,790</u> | <u>\$ 62</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 2012-2013

| Account | Description | Total Project Budget** | As of FY 2011-12 | Budget 9/30/2013 |
|-------------------------------|---------------------------------|---------------------------|---------------------|---------------------|
| Beginning Fund Balance | | | | |
| 64-300-0001 | Fund Balance | \$ - | \$ - | \$ 508 |
| Revenues | | | | |
| 64-390-1001 | Bond Proceeds | \$ 105,000 | \$ 105,000 | \$ - |
| 64-360-5007 | Transfer In from Fund 82 | 111 | 111 | - |
| 64-370-6001 | Interest Revenue | 154 | 162 | - |
| Total Revenues | | <u>\$ 105,265</u> | <u>\$ 105,273</u> | <u>\$ -</u> |
| Expenditures* | | | | |
| 64-4410-8000-9030 | Lutheran Church Road - Drainage | \$ 96,111 | \$ 96,111 | \$ - |
| 64-4410-8000-9040 | Colorado Stem Wall | 8,004 | 7,504 | 500 |
| 64-4410-8000-9500 | Bond Issuance Costs | 1,150 | 1,150 | - |
| Total Expenditures | | <u>\$ 105,265</u> | <u>\$ 104,765</u> | <u>\$ 500</u> |
| Ending Fund Balance | | | | |
| 64-300-0001 | Fund Balance | <u>\$ -</u> | <u>\$ 508</u> | <u>\$ 8</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 2012-2013

| Account | Description | Total Project Budget** | As of FY 2011-12 | Budget 9/30/2013 |
|-------------------------------|----------------------|---------------------------|---------------------|---------------------|
| Beginning Fund Balance | | | | |
| 65-300-0001 | Fund Balance | \$ - | \$ - | \$ 69,596 |
| Revenues | | | | |
| 65-390-1001 | Bond Proceeds | \$ 4,665,000 | \$ 4,665,000 | \$ - |
| 65-370-6001 | Interest Revenue | 3,137 | 3,254 | - |
| Total Revenues | | <u>\$ 4,668,137</u> | <u>\$ 4,668,254</u> | <u>\$ -</u> |
| Expenditures* | | | | |
| 65-4190-7500-8500 | Police Facility | \$ 3,786,024 | \$ 3,716,544 | \$ 69,480 |
| 65-4190-7500-9030 | Lutheran Church Road | 831,015 | 831,015 | - |
| 65-4190-7500-9500 | Bond Issuance Costs | 51,098 | 51,098 | - |
| Total Expenditures | | <u>\$ 4,668,137</u> | <u>\$ 4,598,657</u> | <u>\$ 69,480</u> |
| Ending Fund Balance | | | | |
| 65-300-0001 | Fund Balance | <u>\$ -</u> | <u>\$ 69,596</u> | <u>\$ 116</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
Solid Waste
FY 2012-2013

| Account | Description | Total Project Budget** | As of FY 2011-12 | Budget 9/30/2013 |
|-------------------------------|--|---------------------------|---------------------|---------------------|
| Beginning Fund Balance | | | | |
| 68-300-0001 | Fund Balance | \$ - | \$ - | \$ 304,577 |
| Revenues | | | | |
| 68-390-1001 | Bond Proceeds | \$ 690,000 | \$ 690,000 | \$ - |
| 68-370-6001 | Interest Revenue | 2,000 | 1,972 | - |
| Total Revenues | | <u>\$ 692,000</u> | <u>\$ 691,972</u> | <u>\$ -</u> |
| Expenditures* | | | | |
| 68-4430-9500-8300 | Rearloader and Sideloader | \$ 476,328 | \$ 275,338 | \$ 200,990 |
| 68-4430-9500-9051 | Expansion of Recycle Center - Phase II | - | - | - |
| 68-4430-9500-9052 | Transfer Station Tipping / Renovations | 5,382 | 5,382 | - |
| 68-4430-9500-9053 | Crane | 200,000 | 96,352 | 103,648 |
| 68-4430-9500-9500 | Bond Issuance Costs | 10,323 | 10,323 | - |
| Total Expenditures | | <u>\$ 692,033</u> | <u>\$ 387,395</u> | <u>\$ 304,638</u> |
| Ending Fund Balance | | | | |
| 68-300-0001 | Fund Balance | <u>\$ (33)</u> | <u>\$ 304,577</u> | <u>\$ (61)</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
Hotel Occupancy Tax
FY 2012-2013

| Account | Description | Total Project Budget** | As of FY 2011-12 | Budget 9/30/2013 |
|-------------------------------|------------------------------|---------------------------|---------------------|---------------------|
| Beginning Fund Balance | | | | |
| 69-300-0001 | Fund Balance | \$ - | \$ - | \$ 41,587 |
| Revenues | | | | |
| 69-390-1001 | Bond Proceeds | \$ 210,133 | \$ 210,133 | \$ - |
| 69-370-6001 | Interest Revenue | 602 | 681 | - |
| Total Revenues | | <u>\$ 210,735</u> | <u>\$ 210,814</u> | <u>\$ -</u> |
| Expenditures* | | | | |
| 69-4190-7500-9030 | Allin House Roof Renovations | \$ 9,526 | \$ 9,526 | \$ - |
| 69-4190-7500-9031 | Civic Center Renovations | 198,067 | 156,560 | 41,508 |
| 69-4190-7500-9500 | Bond Issuance Costs | 3,142 | 3,142 | - |
| Total Expenditures | | <u>\$ 210,735</u> | <u>\$ 169,228</u> | <u>\$ 41,508</u> |
| Ending Fund Balance | | | | |
| 69-300-0001 | Fund Balance | <u>\$ -</u> | <u>\$ 41,587</u> | <u>\$ 80</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 2012-2013

| Account | Description | Total Project Budget** | As of FY 2011-12 | Budget 9/30/2013 |
|-------------------------------|---|---------------------------|---------------------|---------------------|
| Beginning Fund Balance | | | | |
| 86-300-0001 | Fund Balance | \$ - | \$ - | \$ 387,417 |
| Revenues | | | | |
| 86-390-1001 | Bond Proceeds | \$ 3,260,000 | \$ 3,260,000 | \$ - |
| 86-370-6001 | Interest Revenue | 5,484 | 7,085 | - |
| 86-360-5002 | Trnsfer fr Fund 02 - Reimb. Resolution | 300,000 | 300,000 | - |
| Total Revenues | | <u>\$ 3,565,484</u> | <u>\$ 3,567,085</u> | <u>\$ -</u> |
| Expenditures* | | | | |
| 86-4615-8500-9186 | NE Sewer Line (Eastside Infrastructure) | \$ 2,310,662 | \$ 1,978,093 | \$ 332,569 |
| 86-4615-8500-9187 | NE Water Line (Eastside Infrastructure) | 912,248 | 859,001 | 53,247 |
| 86-4615-8500-9002 | Transfer out to Fund 02 | 300,000 | 300,000 | - |
| 86-4615-8500-9500 | Bond Issuance Costs | 42,574 | 42,574 | - |
| Total Expenditures | | <u>\$ 3,565,484</u> | <u>\$ 3,179,668</u> | <u>\$ 385,816</u> |
| Ending Fund Balance | | | | |
| 86-300-0001 | Fund Balance | <u>\$ -</u> | <u>\$ 387,417</u> | <u>\$ 1,601</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 Limited Tax Notes
Water & Sewer
FY 2012-2013

| Account | Description | Total Project Budget** | As of FY 2011-12 | Budget 9/30/2013 |
|-------------------------------|--|---------------------------|---------------------|---------------------|
| Beginning Fund Balance | | | | |
| 88-300-0001 | Fund Balance | \$ - | \$ - | \$ 2,796,938 |
| Revenues | | | | |
| 88-390-1001 | Bond Proceeds | \$ 3,885,000 | \$ 3,885,000 | \$ - |
| 88-370-6001 | Interest Revenue | 6,699 | 9,856 | - |
| Total Revenues | | <u>\$ 3,891,699</u> | <u>\$ 3,894,856</u> | <u>\$ -</u> |
| Expenditures* | | | | |
| 88-4616-8500-9034 | Turkey Run Pump Station | \$ 49,004 | \$ 49,004 | \$ - |
| 88-4616-8500-9035 | North Loop Waterline | 339,500 | 339,500 | - |
| 88-4616-8500-9036 | Water/Wastewater Rate Study | 40,000 | 40,000 | - |
| 88-4616-8500-9037 | Fleet | 29,050 | 29,050 | - |
| 88-4616-8500-9038 | Weir Gate (Facilities) | 38,353 | 38,353 | - |
| 88-4616-8500-9039 | NE Water Line | 778,081 | - | 778,081 |
| 88-4616-8500-9040 | Mountaintop Water - Phase II | 120,000 | 84,670 | 35,330 |
| 88-4616-8500-9041 | Mountaintop Water - Phase I | 1,911,150 | 4,803 | 1,906,347 |
| 88-4616-8500-9042 | Water Model Update | 15,000 | 15,000 | - |
| 88-4616-8500-9043 | Software (Tyler Content Manager) | 7,230 | - | 7,230 |
| 88-4616-8500-9044 | 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 | 96,234 | 44,442 | - |
| Total Expenditures | | <u>\$ 3,891,699</u> | <u>\$ 1,097,919</u> | <u>\$ 2,741,988</u> |
| Ending Fund Balance | | | | |
| 88-300-0001 | Fund Balance | \$ - | \$ 2,796,938 | \$ 54,950 |

* 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 Limited Tax Notes
Tax Supported
FY 2012-2013

| Account | Description | Total Project Budget** | As of FY 2011-12 | Budget 9/30/2013 |
|-------------------------------|-------------------------------|---------------------------|---------------------|---------------------|
| Beginning Fund Balance | | | | |
| 89-300-0001 | Fund Balance | \$ - | \$ - | \$ 58,502 |
| Revenues | | | | |
| 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 | 1,112 | 1,083 | - |
| Total Revenues | | <u>\$ 579,209</u> | <u>\$ 579,180</u> | <u>\$ -</u> |
| Expenditures* | | | | |
| 89-4190-7500-9046 | Bradford Drive Road Extension | \$ 47,874 | \$ 24,872 | \$ 22,602 |
| 89-4190-7500-9047 | Ave F Reconstruction | 339,774 | 304,557 | 35,217 |
| 89-4190-7500-9500 | Bond Issuance Costs | 2,370 | 2,058 | 312 |
| 89-4190-7500-9916 | Transfer Out to Fund 71 | 189,191 | 189,191 | - |
| Total Expenditures | | <u>\$ 579,209</u> | <u>\$ 520,678</u> | <u>\$ 58,131</u> |
| Ending Fund Balance | | | | |
| 89-300-0001 | Fund Balance | <u>\$ -</u> | <u>\$ 58,502</u> | <u>\$ 371</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
Tax Supported
FY 2012-2013

| Account | Description | Total Project Budget** | As of FY 2011-12 | Budget 9/30/2013 |
|-------------------------------|--|---------------------------|---------------------|---------------------|
| Beginning Fund Balance | | | | |
| 60-300-0001 | Fund Balance | \$ - | \$ - | \$ 321,556 |
| Revenues | | | | |
| 60-390-1001 | Bond Proceeds | \$ 1,380,000 | \$ 1,380,000 | \$ - |
| 60-370-6001 | Interest Revenue | 986 | 1,486 | - |
| Total Revenues | | <u>\$ 1,380,986</u> | <u>\$ 1,381,486</u> | <u>\$ -</u> |
| Expenditures* | | | | |
| 60-4190-2300-8404 | City Secretary - Document Imaging | \$ 41,882 | \$ 250 | \$ 35,476 |
| 60-4190-3100-8404 | Finance - Payroll Time Keeping Module | 49,975 | 11,721 | 38,254 |
| 60-4190-3500-8402 | Electronic Equipment - Information Systems | 106,647 | 106,647 | - |
| 60-4190-3500-8404 | I.S. - incl. Fin CIP Tracking, HR App Tracking | 28,657 | 28,657 | - |
| 60-4190-4200-8300 | Police - Utility Sport CID, & Pursuit Vehicles | 96,800 | 92,109 | 4,691 |
| 60-4190-4400-8400 | Fire - SCBA Units, PPE Racks, etc. | 168,377 | 168,377 | - |
| 60-4190-4400-8500 | Facilities - Fire | 349,624 | 106,490 | 243,134 |
| 60-4190-5300-8300 | Street - Bucket Truck | 65,985 | 65,985 | - |
| 60-4190-5300-8400 | Street - Backhoe Loader | 92,625 | 92,625 | - |
| 60-4190-5400-8300 | Parks - Pickup Truck | 36,394 | 36,394 | - |
| 60-4190-5400-8400 | Parks - Lawn Machines | 137,172 | 137,172 | - |
| 60-4190-7500-8300 | Fire - Ambulance, Defibril. & Prevention | 173,099 | 173,099 | - |
| 60-4190-7500-8401 | HVAC Oncor Equipment | - | - | - |
| 60-4190-7500-8404 | Fire - Fire House | 7,455 | 7,455 | - |
| 60-4190-7500-8404 | Software | - | 6,656 | - |
| 60-4190-7500-9500 | Bond Issuance Costs | 26,294 | 26,294 | - |
| Total Expenditures | | <u>\$ 1,380,986</u> | <u>\$ 1,059,931</u> | <u>\$ 321,556</u> |
| Ending Fund Balance | | | | |
| 60-300-0001 | Fund Balance | <u>\$ -</u> | <u>\$ 321,556</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 2012-2013

| Account | Description | Total Project Budget** | As of FY 2011-12 | Budget 9/30/2013 |
|-------------------------------|----------------------|---------------------------|---------------------|---------------------|
| Beginning Fund Balance | | | | |
| 61-300-0001 | Fund Balance | \$ - | \$ - | \$ 50,757 |
| Revenues | | | | |
| 61-390-1001 | Bond Proceeds | \$ 70,000 | \$ 70,000 | \$ - |
| 61-370-6001 | Interest Revenue | 55 | 113 | - |
| Total Revenues | | <u>\$ 70,055</u> | <u>\$ 70,113</u> | <u>\$ -</u> |
| Expenditures* | | | | |
| 61-4425-8500-9030 | NE Sewer Line | \$ 49,200 | \$ - | \$ 49,200 |
| 61-4425-8500-9031 | Sewer Capacity Study | 20,000 | 19,273 | 728 |
| 61-4425-8500-9500 | Bond Issuance Costs | 855 | 84 | 771 |
| Total Expenditures | | <u>\$ 70,055</u> | <u>\$ 19,356</u> | <u>\$ 50,699</u> |
| Ending Fund Balance | | | | |
| 61-300-0001 | Fund Balance | <u>\$ -</u> | <u>\$ 50,757</u> | <u>\$ 58</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 2012-2013

| Account | Description | Total Project Budget** | As of FY 2011-12 | Budget 9/30/2013 |
|-------------------------------|--------------------------------------|---------------------------|---------------------|---------------------|
| Beginning Fund Balance | | | | |
| 62-300-0001 | Fund Balance | \$ - | \$ - | \$ 3,957 |
| Revenues | | | | |
| 62-390-1001 | Bond Proceeds | \$ 465,000 | \$ 465,000 | \$ - |
| 62-370-6001 | Interest Revenue | 404 | 480 | - |
| Total Revenues | | <u>\$ 465,404</u> | <u>\$ 465,480</u> | <u>\$ -</u> |
| Expenditures* | | | | |
| 62-4430-9500-8300 | Vehicles-Sideloader & Roll Off Truck | \$ 309,993 | \$ 306,355 | \$ 3,638 |
| 62-4430-9500-8400 | General Equipment - Tractor | 151,308 | 151,308 | - |
| 62-4430-9500-9500 | Bond Issuance Costs | 4,103 | 3,860 | 243 |
| Total Expenditures | | <u>\$ 465,404</u> | <u>\$ 461,523</u> | <u>\$ 3,881</u> |
| Ending Fund Balance | | | | |
| 62-300-0001 | Fund Balance | <u>\$ -</u> | <u>\$ 3,957</u> | <u>\$ 76</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
2011 Contract Revenue and Limited Tax Bonds
Tax Supported
FY 2012-2013

| Account | Description | Total Project Budget** | As of FY 2011-12 | Budget 9/30/2013 |
|-------------------------------|--------------------------|---------------------------|----------------------|---------------------|
| Beginning Fund Balance | | | | |
| 94-300-0001 | Fund Balance | \$ - | \$ - | \$ 76,748 |
| Revenues | | | | |
| 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 | 1,362 | - |
| 94-390-6005 | Miscellaneous Revenue | - | 10,880 | - |
| Total Revenues | | <u>\$ 39,290,928</u> | <u>\$ 39,301,883</u> | <u>\$ -</u> |
| Expenditures* | | | | |
| 94-4190-7500-9033 | Southeast Bypass Project | \$ 39,064,641 | \$ 39,000,135 | \$ 64,506 |
| 94-4190-7500-9500 | Bond Issuance Costs | 226,287 | 225,000 | 1,287 |
| Total Expenditures | | <u>\$ 39,290,928</u> | <u>\$ 39,225,135</u> | <u>\$ 65,793</u> |
| Ending Fund Balance | | | | |
| 94-300-0001 | Fund Balance | <u>\$ -</u> | <u>\$ 76,748</u> | <u>\$ 10,955</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
2011 General Obligation Bonds
Tax Supported
FY 2012-2013

| Account | Description | Total Project Budget** | As of FY 2011-12 | Budget 9/30/2013 |
|-------------------------------|--------------------------|---------------------------|---------------------|---------------------|
| Beginning Fund Balance | | | | |
| 95-300-0001 | Fund Balance | \$ - | \$ - | \$ 8,660 |
| Revenues | | | | |
| 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 | 183 | - |
| 95-390-6005 | Miscellaneous Revenue | - | 6,009 | - |
| Total Revenues | | <u>\$ 5,561,950</u> | <u>\$ 5,567,963</u> | <u>\$ -</u> |
| Expenditures* | | | | |
| 95-4190-7500-9033 | Southeast Bypass Project | \$ 5,494,470 | \$ 5,492,003 | \$ 2,467 |
| 95-4190-7500-9500 | Bond Issuance Costs | 67,480 | 67,300 | 180 |
| Total Expenditures | | <u>\$ 5,561,950</u> | <u>\$ 5,559,303</u> | <u>\$ 2,647</u> |
| Ending Fund Balance | | | | |
| 95-300-0001 | Fund Balance | <u>\$ -</u> | <u>\$ 8,660</u> | <u>\$ 6,013</u> |

** This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.

City of Copperas Cove, Texas
2012 Limited Tax Notes
Tax Supported
FY 2012-2013

| Account | Description | Total Project Budget** | As of FY 2011-12 | Budget 9/30/2013 |
|-------------------------------|---|---------------------------|---------------------|---------------------|
| Beginning Fund Balance | | | | |
| 96-300-0001 | Fund Balance | \$ - | \$ - | \$ 568,862 |
| Revenues | | | | |
| 96-390-1001 | Bond Proceeds | \$ 960,000 | \$ 960,000 | \$ - |
| 96-390-1002 | Bond Discount or Premium | - | - | - |
| 96-370-6001 | Interest Revenue | - | 682 | - |
| 96-390-6005 | Miscellaneous Revenue | - | - | - |
| Total Revenues | | <u>\$ 960,000</u> | <u>\$ 960,682</u> | <u>\$ -</u> |
| Expenditures | | | | |
| 96-4190-3500-8402 | IS-Equipment-Electronic | \$ 16,879 | \$ 16,879 | \$ - |
| 96-4190-3500-8404 | IS-Equipment-Software | 4,721 | 4,721 | - |
| 96-4190-4210-8300 | PD-Vehicles | 282,800 | 182,488 | 100,312 |
| 96-4190-4210-8400 | PD-Equipment-General - Trailer | 17,500 | 8,652 | 8,848 |
| 96-4190-4210-8402 | PD-Equipment-Electronic - MDTs | 126,852 | - | 126,852 |
| 96-4190-4210-8500 | PD-Facilities - Awning | 40,000 | - | 40,000 |
| 96-4190-4400-8400 | Fire-Equipment-General - PPE | 116,600 | 57,824 | 58,776 |
| 96-4190-4400-8402 | Fire-Equipment-Electronic - MDTs | 36,839 | - | 36,839 |
| 96-4190-5300-8400 | Street-Equipment-General - Tractor | 65,775 | 65,775 | - |
| 96-4190-5430-8400 | Aquatics-Equipment-General - Coverings | 15,909 | 15,909 | - |
| 96-4190-7500-6800 | Non-Dept-Professional Services-TIA | 18,973 | 18,973 | - |
| 96-4190-7500-8100 | Non-Dept-Building & Fixtures - Roof Improverr | 103,145 | - | 103,145 |
| 96-4190-7500-8200 | Non-Dept-Furniture - Tables & Chairs | - | - | - |
| 96-4190-7500-8402 | Non-Dept-Equipment-Electronic - SmartBoard | - | - | - |
| 96-4190-7500-8505 | Non-Dept-Land Improvements - SE Set-Aside | 55,893 | - | 55,893 |
| 96-4190-7500-9049 | Courtney Lane Improvements | 37,515 | - | 37,515 |
| 96-4190-7500-8600 | Bond Issuance Costs | 20,599 | 20,599 | - |
| Total Expenditures | | <u>\$ 960,000</u> | <u>\$ 391,820</u> | <u>\$ 568,180</u> |
| Ending Fund Balance | | | | |
| 96-300-0001 | Fund Balance | <u>\$ -</u> | <u>\$ 568,862</u> | <u>\$ 682</u> |

** This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.

City of Copperas Cove, Texas
2012 Limited Tax Notes
Water & Sewer
FY 2012-2013

| Account | Description | Total Project Budget** | As of FY 2011-12 | Budget 9/30/2013 |
|-------------------------------|--------------------------------------|---------------------------|---------------------|---------------------|
| Beginning Fund Balance | | | | |
| 97-300-0001 | Fund Balance | \$ - | \$ - | \$ 7,909 |
| Revenues | | | | |
| 97-390-1001 | Bond Proceeds | \$ 155,000 | \$ 155,000 | \$ - |
| 97-390-1002 | Bond Discount or Premium | - | - | - |
| 97-370-6001 | Interest Revenue | - | 78 | - |
| 97-390-6005 | Miscellaneous Revenue | - | - | - |
| Total Revenues | | \$ 155,000 | \$ 155,078 | \$ - |
| Expenditures | | | | |
| 97-4616-8500-8300 | Vehicles - Truck | \$ 25,010 | \$ 25,010 | \$ - |
| 97-4616-8500-8400 | Equipment-General - Dumptruck | 75,347 | 67,516 | 7,831 |
| 97-4616-8500-8402 | Equipment-Electronic - SCADA laptops | 9,353 | 9,353 | - |
| 97-4616-8500-9056 | Hogg Mountain Land Purchase | 39,608 | 39,608 | - |
| 97-4616-8500-8600 | Bond Issuance Costs | 5,682 | 5,682 | - |
| Total Expenditures | | \$ 155,000 | \$ 147,169 | \$ 7,831 |
| Ending Fund Balance | | | | |
| 97-300-0001 | Fund Balance | \$ - | \$ 7,909 | \$ 78 |

** This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.

City of Copperas Cove, Texas
2012 Limited Tax Notes
Solid Waste
FY 2012-2013

| Account | Description | Total Project Budget** | As of FY 2011-12 | Budget 9/30/2013 |
|-------------------------------|----------------------------------|---------------------------|---------------------|---------------------|
| Beginning Fund Balance | | | | |
| 98-300-0001 | Fund Balance | \$ - | \$ - | \$ 173,544 |
| Revenues | | | | |
| 98-390-1001 | Bond Proceeds | \$ 180,000 | \$ 180,000 | \$ - |
| 98-390-1002 | Bond Discount or Premium | - | - | - |
| 98-370-6001 | Interest Revenue | - | 144 | - |
| 98-390-6005 | Miscellaneous Revenue | - | - | - |
| Total Revenues | | \$ 180,000 | \$ 180,144 | \$ - |
| Expenditures | | | | |
| 98-4612-9500-8300 | Vehicles - Sedan | \$ 12,000 | \$ - | \$ 12,000 |
| 98-4612-9500-8400 | Equipment-General - Sideloader | 150,000 | - | 150,000 |
| 98-4612-9500-8505 | Land Improvements - Compost Road | 10,000 | - | 10,000 |
| 98-4612-9500-8600 | Bond Issuance Costs | 8,000 | 6,600 | 1,400 |
| Total Expenditures | | \$ 180,000 | \$ 6,600 | \$ 173,400 |
| Ending Fund Balance | | | | |
| 98-300-0001 | Fund Balance | \$ - | \$ 173,544 | \$ 144 |

** This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.

City of Copperas Cove, Texas
2012 Limited Tax Notes
Court Technology
FY 2012-2013

| Account | Description | Total Project Budget** | As of FY 2011-12 | Budget 9/30/2013 |
|-------------------------------|---------------------------------------|---------------------------|---------------------|---------------------|
| Beginning Fund Balance | | | | |
| 99-300-0001 | Fund Balance | \$ - | \$ - | \$ 3,159 |
| Revenues | | | | |
| 99-390-1001 | Bond Proceeds | \$ 30,000 | \$ 30,000 | \$ - |
| 99-390-1002 | Bond Discount or Premium | - | - | - |
| 99-370-6001 | Interest Revenue | - | 24 | - |
| 99-390-6005 | Miscellaneous Revenue | - | - | - |
| Total Revenues | | <u>\$ 30,000</u> | <u>\$ 30,024</u> | <u>\$ -</u> |
| Expenditures | | | | |
| 99-4220-4102-8402 | Equipment-Electronic - Ticket Writers | \$ 26,764 | \$ 25,767 | \$ 997 |
| 99-4220-4102-8600 | Bond Issuance Costs | 3,236 | 1,098 | 2,138 |
| Total Expenditures | | <u>\$ 30,000</u> | <u>\$ 26,865</u> | <u>\$ 3,135</u> |
| Ending Fund Balance | | | | |
| 99-300-0001 | Fund Balance | <u>\$ -</u> | <u>\$ 3,159</u> | <u>\$ 24</u> |

** This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.

City of Copperas Cove, Texas
2012 General Obligation Bonds
Water & Sewer
FY 2012-2013

| Account | Description | Total Project Budget** | As of FY 2011-12 | Budget 9/30/2013 |
|-------------------------------|-----------------------|---------------------------|---------------------|---------------------|
| Beginning Fund Balance | | | | |
| 93-300-0001 | Fund Balance | \$ - | \$ - | \$ 1,865,787 |
| Revenues | | | | |
| 93-390-1003 | Bond Proceeds | \$ 1,865,000 | \$ 1,865,000 | \$ - |
| 93-370-6001 | Interest Revenue | - | 787 | - |
| 93-390-6005 | Miscellaneous Revenue | - | - | - |
| Total Revenues | | <u>\$ 1,865,000</u> | <u>\$ 1,865,787</u> | <u>\$ -</u> |
| Expenditures | | | | |
| 93-4616-8500-9187 | NE Water Line | \$ 1,865,000 | \$ - | \$ 1,865,000 |
| 93-4616-8500-9500 | Bond Issuance Costs | - | - | - |
| Total Expenditures | | <u>\$ 1,865,000</u> | <u>\$ -</u> | <u>\$ 1,865,000</u> |
| Ending Fund Balance | | | | |
| 99-300-0001 | Fund Balance | <u>\$ -</u> | <u>\$ 1,865,787</u> | <u>\$ 787</u> |

* City Council has not approved the budget amendment, but has approved the list of projects.

** This budget reflects approval of project list and amounts by City Council only.



City of Copperas Cove

Where Progress Grows

APPENDIX

City of Copperas Cove Employees



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 FY 2012-16 Five-Year Personnel Improvement Plan, Employee Position Listing and Salary Ranges by Department, and Schedule of Incentives: This appendix provides a five-year detailed schedule of authorized positions, a detailed position listing and pay plan for fiscal year 2012-13 and listing of incentives.

C. Fee Schedule: This Schedule provides a list of various fees 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

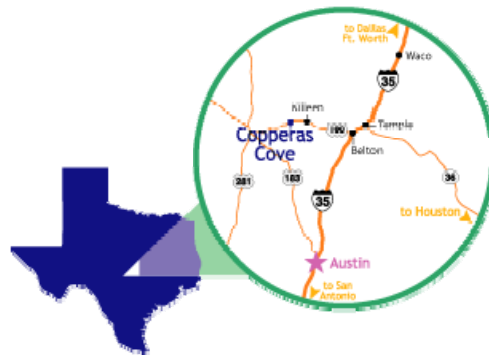


Copperas Cove at a Glance



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 Army Base.

CLIMATE

The climate of Copperas Cove produces very warm to hot summers and mild winters. The average low temperature in January is 34 degrees with August boasting an average high of 96 degrees. The annual average temperature is fairly pleasant at 65.7 degrees.

On the average, Copperas Cove has an annual rainfall of 33 inches.

Monthly Average **High** Temperature

| | |
|---------|------------|
| January | 58 degrees |
| August | 96 degrees |

Monthly Average **Low** Temperature

| | |
|---------|------------|
| January | 34 degrees |
| August | 71 degrees |

POPULATION

| | |
|-----------------------|--------|
| 2012 Total Population | 32,300 |
| Males | 48.5% |
| Females | 51.5% |

POPULATION BY AGE DISTRIBUTION

| Age | Total | Percent |
|--------------|---------------|---------------|
| 0-4 | 3,133 | 9.7% |
| 5-9 | 2,552 | 7.9% |
| 10-14 | 2,358 | 7.3% |
| 15-19 | 2,293 | 7.1% |
| 20-24 | 3,133 | 9.7% |
| 25-34 | 5,717 | 17.7% |
| 35-44 | 4,102 | 12.7% |
| 45-54 | 3,844 | 11.9% |
| 55-64 | 2,649 | 8.2% |
| 65-74 | 1,680 | 5.2% |
| 75-84 | 678 | 2.1% |
| 85+ | 161 | 0.5% |
| Total | 32,300 | 100.0% |

ETHNIC CHARACTERISTICS

| Ethnicity | Percent |
|------------------|---------------|
| White Alone | 66.2% |
| Black Alone | 18.0% |
| Hispanic | 15.0% |
| Some other races | 0.8% |
| Total | 100.0% |

CRIME RATES:

Calendar Year 2011 Crime Rate per 100,000:

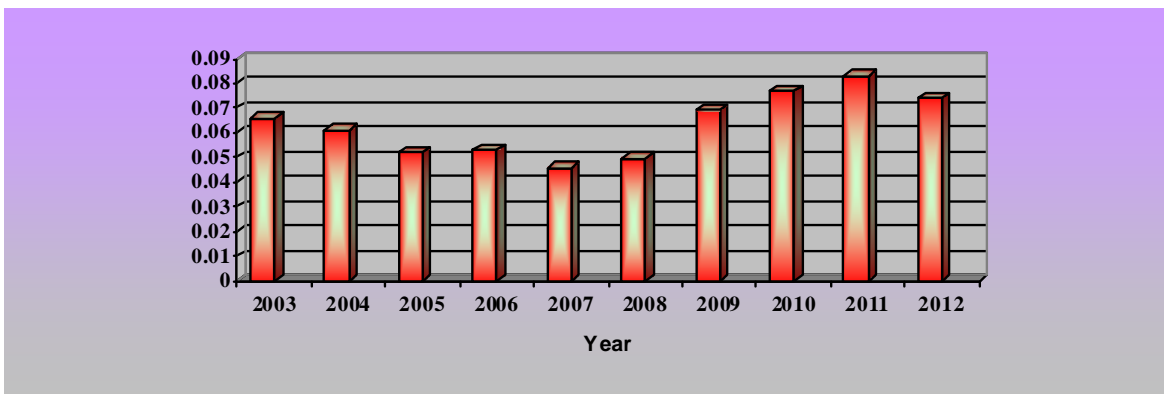
Copperas Cove: 3,155.5 Killeen: 4,612.9 Temple: 3,296.7 State: 4,236.4*

*Data for Calendar Year 2010; 2011 data not available.

LABOR FORCE

| | Copperas Cove | Coryell County | Killeen-Temple MSA |
|-------------------|---------------|----------------|--------------------|
| Total Labor Force | 13,668 | 25,135 | 172,118 |
| Total Employment | 12,661 | 23,024 | 160,059 |
| Unemployment Rate | 7.4% | 8.4% | 7.0% |

UNEMPLOYMENT RATE



EMPLOYERS

| Employer | Product | Employees |
|------------------------------------|-------------------------------|-----------|
| Fort Hood | Military Soldiers | 45,000 |
| | Civilian (Federal & Contract) | 21,240 |
| Copperas Cove ISD | School Administration | 1,275 |
| GC Services | Credit collection agency | 1,248 |
| Wal-Mart Supercenter | Department Store | 445 |
| City of Copperas Cove | City Government | 276 |
| H.E.B. Grocery Store | Grocers - Retail | 170 |
| WindCrest Nursing Center | Nursing Home | 100 |
| McDonald's | Limited Service Restaurant | 95 |
| Hill Country Rehab. & Nursing Ctr. | Nursing Home | 90 |

OPERATING INDICATORS BY FUNCTIONS

Government Facilities

Fire Protection

Use or Nature: Public Safety

| | |
|-------------------------------------|-------|
| Number of stations: | 3 |
| Number of hydrants (approx.): | 1,043 |
| Number of volunteer firefighters: | 4 |
| Number of paid firefighters: | 50 |
| Fire officers per 1,000 population: | 1.55 |

Police Protection

Use or Nature: Public Safety

| | |
|------------------------------------|------|
| Stations | 1 |
| Number of reserve police officers: | - |
| Number of sworn officers: | 54 |
| Officers per 1,000 population: | 1.67 |

Libraries

Use or Nature: Community Services

| | |
|------------------------------|--------|
| Number of public libraries: | 1 |
| Number of volumes: | 70,566 |
| Circulated items: | 95,000 |
| Circulated items per capita: | 2.94 |

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: | 133.3 miles |
| Unpaved streets: | 0 miles |

Utilities

Water System

Use or Nature: Public Works

| | |
|--------------------------------|-------------|
| Miles of water mains: | 226 |
| Daily average consumption: | 4.1 MGD |
| Maximum daily capacity: | 8.1 MGD |
| Number of service connections: | 12,387 |
| Source of water: | Belton Lake |

Sewage System

Use or Nature: Public Works

| | |
|---------------------------------------|---------|
| Miles of sanitary sewers: | 377 |
| Number of lift stations: | 16 |
| Daily average treatment: | 1.9 MGD |
| Maximum capacity of treatment plants: | 9.0 MGD |
| Number of service connections: | 10,715 |

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 8,200 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 seven elementary schools, two junior high schools, and two high schools, one being an alternative school of choice. A high percentage of Cove's graduates go on to college or other forms of post-secondary education. For more information, visit: www.ccisd.com.

College:

Central Texas College is a two-year institution offering associate degrees in academic and pre-professional subject areas. Educational programs are offered to accommodate the needs of full-time, as well as part-time students. Short courses and continuing educational programs for adults are among the many programs offered by Central Texas College. The college also provides vocational-technical training to prepare students for the work force. For more information, visit:

<http://www.thehighschoolgraduate.com/profiles/CentralTexasColl/index.htm>.



University:

Texas A&M University - Central Texas in Killeen is a unique university, offering upper-level undergraduate and graduate courses toward bachelor and master degrees. The University currently serves over 2,000 students and provides a wide range of flexible course schedules. Classes are offered at several convenient sites, including area community colleges, high schools and Fort Hood, in order to accommodate both full- and part-time students and serve the entire Central Texas area.

Texas A&M University - Central Texas became a stand-alone university on May 27, 2009 as a member of the Texas A&M University System. Texas A&M - Central Texas is an upper-level institution offering bachelor and master degrees. For more information, visit www.ct.tamus.edu.

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. Currently under construction along Highway 190 and FM 116 in Copperas Cove are the bypass and State Highway 9, as well as the widening of FM 2657. These roadway projects are opening up development opportunities for our community that are certain to have a positive impact over the years.

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 Delta, American Eagle, and United 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 Travelodge, La Quinta Inn, Holiday Inn,

Baymont Inn & Suites, Hawthorn Suites by Wyndham, Sleep 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 1997-1998 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 organization 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. A major renovation of the Civic Center was virtually complete in 2012. An outdoor digital sign will be installed in 2013 to enhance its functionality. 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 2011, 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 26, 2013. 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 23, 2013 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 134 years old on Monday, March 25, 2013.

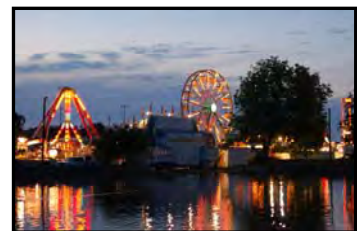


Easter Egg Hunt – The annual Easter Egg Hunt and Picnic will be held on Saturday, March 23, 2013. The Easter Egg Hunt has been a wonderful family tradition enjoyed by generations of family and friends. The event is free to the public and will be held this year at City Park Field 9.



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 19, 2013. Cove Classic Bike Tour is scheduled for August 17, 2013, and the State Championship Bike Race is scheduled for September 28th and 29th, 2013. For more information go to 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 300,000 attendees annually in May. Rabbit Fest 2013 will be the third weekend of May (May 16th - 19th) at the Copperas Cove City Park. On May 16th 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, arts and crafts vendors, a kiddie land, a petting zoo, and a car show. 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 11, 2013 and the Gallop or Trot will be held on September 21, 2013. These run/walk events attract various running groups in all ages and skill levels. For more information and route maps, contact the Chamber of Commerce or online at www.copperascove.com.

City Wide Garage Sale – The City Wide Garage Sale is held in April. Something for everyone! Come out and peruse the merchandise of over 50 garage sale vendors in one place. Check the Chamber of Commerce website for further details as the event draws closer.



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 7, 2013. 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, April 6, 2013. 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 26, 2013. 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, December 7, 2013. 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. The H.O.T. Bowl will have 2 football games in 2012. Kickoff of the first game is scheduled for 11 a.m., while the second game is scheduled for 7 p.m. The early H.O.T. Bowl game is one of five national NJCAA (National Junior College Athletic Association) Bowl games. The later H.O.T. Bowl game pits two NCAA Division II football teams. Four College football teams from throughout the nation will compete for the H.O.T. Bowl trophies. Proceeds support C.H.A.M.P.S. (Communities Helping Americans Mature, Progress and Succeed) program in Copperas Cove.

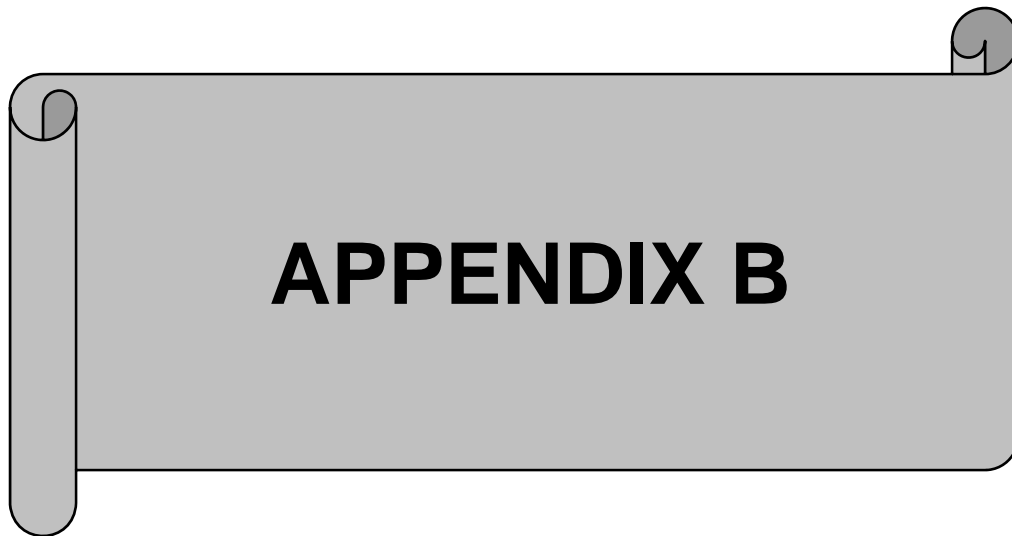
TOY Bowl – The Toy Bowl includes championship games for the Division I and II youth tackle football programs and marks the beginning of the Bowl season in Copperas Cove. The price of admission is an unwrapped toy or monetary donation. The donations will be given to the Blue Santa program. The Toy Bowl is scheduled for Friday, November 16, 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 Children's Christmas Parade, marking an official appearance of Santa Claus in the Copperas Cove area.





City of Copperas Cove FY 2012-2016
Five-Year Personnel Improvement
Plan, Employee Position and Salary
Ranges by Department & Schedule of
Incentives

**City of Copperas Cove
 Long Range Personnel Planning
 FY 2012 - FY 2016
 Amended August 28, 2012**

| <u>DEPARTMENT/POSITION</u> | FLSA STATUS | FY 2010-2011 ACTUAL | | FY 2011-2012 ACTUAL | | FY 2012-13 PROPOSED | | FY 2013-14 PROJECTED | FY 2014-15 PROJECTED | FY 2015-16 PROJECTED |
|----------------------------|----------------|------------------------|----------|------------------------|----------|------------------------|----------|-------------------------|-------------------------|-------------------------|
| | | FUNDED | UNFUNDED | FUNDED | UNFUNDED | FUNDED | UNFUNDED | | | |

GENERAL FUND

City Manager Department

| | | | | | | | | | | |
|--|----|---|--|---|--|---|----------|---|---|---|
| 1 Secretary to the City Manager | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 2 City Manager | E | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 3 New Pos Request/Title Assistant City Manager | NE | 1 | | 0 | | 0 | 1 | 1 | 1 | 1 |
| 4 New Pos Request/Title Administrative Assistant | NE | 0 | | 0 | | 0 | 1 | 1 | 1 | 1 |
| 5 New Pos Request/Title Management Analyst | E | 0 | | 0 | | 0 | | 0 | 1 | 1 |
| 6 New Pos Request/Title Public Information Officer | E | 0 | | 0 | | 0 | | 0 | 0 | 1 |

| | | | | | | | | | | |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Subtotal Department | | 3 | 0 | 2 | 0 | 2 | 2 | 4 | 5 | 6 |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|

Justification - Having a Full-Time Assistant to the City Manager will not only reduce the direct supervisory responsibilities of the City Manager, it will provide a short term succession plan to ensure the management of the daily operations of the City continue until the governing body is able to complete the hiring process for the position of the City Manager.

City Secretary/Elections Department

| | | | | | | | | | | |
|-------------------------|----|---|--|-----|---|-----|---|-----|-----|-----|
| 1 Deputy City Secretary | NE | 0 | | 0 | 1 | 0 | 1 | 1 | 1 | 1 |
| 2 City Secretary | E | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 3 Records Clerk PT | NE | 0 | | 0.5 | | 0.5 | | 0.5 | 0.5 | 0.5 |
| 4 New Pos Request/Title | | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|----------|----------|------------|----------|------------|----------|------------|------------|------------|
| Subtotal Department | | 1 | 0 | 1.5 | 1 | 1.5 | 1 | 2.5 | 2.5 | 2.5 |
|----------------------------|--|----------|----------|------------|----------|------------|----------|------------|------------|------------|

Justification - A part-time Records Clerk was added due to the pending electronic records software that was purchased in FY 2010-2011. Regular scanning of documents, will need to be done, as well as other duties to bring the City into compliance with the Local Government Records Act. At the present time, the City Secretary's Department is only able to barely keep up with the timely destruction of documents that have reached their retention limit. Other duties would include maintaining a disaster plan and being a liaison to records coordinators in the various City Departments.

Unfunded numbers in bold red are new position requests.

**City of Copperas Cove
 Long Range Personnel Planning
 FY 2012 - FY 2016
 Amended August 28, 2012**

DEPARTMENT/POSITION

| FLSA STATUS | FY 2010-2011 ACTUAL | | FY 2011-2012 ACTUAL | | FY 2012-13 PROPOSED | | FY 2013-14 PROJECTED | FY 2014-15 PROJECTED | FY 2015-16 PROJECTED |
|----------------|------------------------|----------|------------------------|----------|------------------------|----------|-------------------------|-------------------------|-------------------------|
| | FUNDED | UNFUNDED | FUNDED | UNFUNDED | FUNDED | UNFUNDED | | | |

Finance Department

| | | | | | | | | | | |
|---------------------------------------|----|---|--|---|---|---|---|---|---|---|
| 1 Accounting Technician | NE | 2 | | 1 | 1 | 1 | 1 | 2 | 2 | 2 |
| 2 Senior Accountant | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 3 Director of Financial Services | E | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 4 Project Accountant | E | 1 | | 0 | | 1 | | 1 | 1 | 1 |
| 5 Purchasing Officer | E | 1 | | 0 | | 1 | | 1 | 1 | 1 |
| 6 New Pos Request/Title Finance Clerk | NE | 0 | | 0 | | 0 | + | + | + | + |
| 7 New Pos Request/Title | | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Subtotal Department | | 6 | 0 | 3 | 1 | 5 | 1 | 6 | 6 | 6 |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|

Justification - An Accounting Technician's time will be split with Human Resources to assist with employee benefits and coordinate leave of absences. The Finance Clerk position is not needed and recommend removal from the plan.

Budget Department

| | | | | | | | | | | |
|--|---|---|--|---|--|---|--|---|---|---|
| 1 Budget Analyst | E | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 2 Assistant Director of Financial Services/Budget Director | E | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 3 Project Accountant | E | 1 | | 1 | | 0 | | 0 | 0 | 0 |
| 4 Purchasing Officer | E | 1 | | 1 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Subtotal Department | | 2 | 0 | 4 | 0 | 2 | 0 | 2 | 2 | 2 |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|

Justification -

**City of Copperas Cove
Long Range Personnel Planning
FY 2012 - FY 2016
Amended August 28, 2012**

DEPARTMENT/POSITION

| FLSA STATUS | FY 2010-2011 ACTUAL | | FY 2011-2012 ACTUAL | | FY 2012-13 PROPOSED | | FY 2013-14 PROJECTED | FY 2014-15 PROJECTED | FY 2015-16 PROJECTED |
|----------------|------------------------|----------|------------------------|----------|------------------------|----------|-------------------------|-------------------------|-------------------------|
| | FUNDED | UNFUNDED | FUNDED | UNFUNDED | FUNDED | UNFUNDED | | | |

Human Resources Department

| | | | | | | | | | | |
|--|----|-----|--|---|------|---|------------|-----|-----|-----|
| 1 Receptionist | NE | 1.5 | | 1 | 0.5 | 1 | | 1 | 1 | 1 |
| 2 Human Resources Coordinator | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 3 Division Head of Human Resources | E | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 4 New Pos Request/Title Administrative Assistant | NE | 0 | | 0 | 0.25 | 0 | 0.5 | 0.5 | 0.5 | 0.5 |
| 5 New Pos Request/Title HR Coordinator Recruiting/Orient | NE | 0 | | 0 | | 0 | | 0 | 0 | 0 |
| 6 New Pos Request/Title HR Coordinator Benefits/LOA | NE | 0 | | 0 | | 0 | 0.5 | 0.5 | 0.5 | 0.5 |
| 7 Remove Pos/Title Risk Manager/Safety Analyst | E | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|------------|----------|----------|-------------|----------|----------|----------|----------|----------|
| Subtotal Department | | 3.5 | 0 | 3 | 0.75 | 3 | 1 | 4 | 4 | 4 |
|----------------------------|--|------------|----------|----------|-------------|----------|----------|----------|----------|----------|

Justification - The part-time HR Coordinator Benefits/LOA will be shared with Finance. Increased reception traffic and administrative duties require the Administrative Assistant position to be a regular part-time position.

Information Systems Department

| | | | | | | | | | | |
|--|----|---|---|---|---|---|---|---|---|---|
| 1 Director of Information Systems | E | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 2 Information Systems Supervisor | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 3 Information Systems Specialist II | E | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 4 Information Systems Specialist I | NE | 0 | 1 | 0 | 1 | 0 | 1 | 1 | 1 | 1 |
| 5 New Pos Request/Title IS Specialist/GIS Tech | NE | 0 | | 0 | | 0 | | 1 | 1 | 1 |
| 6 New Pos Request/Title _____ | | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Subtotal Department | | 3 | 1 | 3 | 1 | 3 | 1 | 5 | 5 | 5 |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|

Justification - GIS Technician - Implementation of GIS software over the Internet with 3CGeo and entity partners will require additional staff to maintain data as departments begin to utilize the system. This function will be placed in the IS Department.

**City of Copperas Cove
Long Range Personnel Planning
FY 2012 - FY 2016
Amended August 28, 2012**

DEPARTMENT/POSITION

| FLSA STATUS | FY 2010-2011 ACTUAL | | FY 2011-2012 ACTUAL | | FY 2012-13 PROPOSED | | FY 2013-14 PROJECTED | FY 2014-15 PROJECTED | FY 2015-16 PROJECTED |
|-------------|---------------------|----------|---------------------|----------|---------------------|----------|----------------------|----------------------|----------------------|
| | FUNDED | UNFUNDED | FUNDED | UNFUNDED | FUNDED | UNFUNDED | | | |

Municipal Court Department

| | | | | | | | | | | |
|--|----|---|---|-----|---|-----|---|-----|-----|-----|
| 1 Court Clerk | NE | 4 | 1 | 5 | | 5 | | 5 | 5 | 5 |
| 2 Asst. Administrator - Municipal Court | NE | 1 | | 0 | 1 | 0 | 1 | 1 | 1 | 1 |
| 3 Administrator - Municipal Court | E | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 4 Bailiff | NE | 0 | | 0.5 | | 0.5 | | 0.5 | 0.5 | 0 |
| 5 New Pos Request/Title: Part-Time Municipal Court Clerk | NE | 0 | | 0 | | 0 | | 0.5 | 0.5 | 0.5 |
| 6 New Pos Request/Title Warrant Officer | NE | 0 | | 0 | | 0 | | 0 | 1 | 1 |
| 7 New Pos Request/Title | | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|----------|----------|------------|----------|------------|----------|----------|----------|------------|
| Subtotal Department | | 6 | 1 | 6.5 | 1 | 6.5 | 1 | 8 | 9 | 8.5 |
|----------------------------|--|----------|----------|------------|----------|------------|----------|----------|----------|------------|

Justification - The part-time clerk responsibilities would include scanning old case files and retention. The part-time bailiff position moved to the General Fund beginning in FY 2011-2012 due to reduced funding in the Municipal Court Security Fund. Bailiff is anticipated to be moved back to the Municipal Court Security Fund again in FY 2015-2016. Warrant Officer - Due to the success of the warrant roundup, the best step to maintain the success of this operation year round would be to have an officer dedicated to service warrants all year and organize the annual warrant roundup.

Police Department

| | | | | | | | | | | |
|--|----|----|-----|----|----------|----|----------|----|----|----|
| 1 Custodian/Kennel Assistant | NE | 0 | 0.5 | 1 | | 1 | | 1 | 1 | 1 |
| 2 Senior Records Clerk | NE | 2 | | 2 | 1 | 2 | 1 | 3 | 3 | 3 |
| 3 Administrative Assistant | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 4 Administrative Assistant Training and Evidence | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 5 Police Communications/Operator | NE | 12 | | 12 | 1 | 12 | 2 | 15 | 16 | 16 |
| 6 Executive Secretary | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 7 Patrol Officer - Certified | NE | 34 | 1 | 34 | 4 | 34 | 7 | 44 | 47 | 50 |
| 8 Police Corporal | NE | 7 | | 7 | | 7 | | 7 | 7 | 7 |
| 9 Police Sergeant | NE | 9 | | 9 | | 9 | | 9 | 9 | 9 |
| 10 Police Lieutenant | NE | 2 | | 2 | | 2 | | 2 | 2 | 2 |
| 11 Captain | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 12 Police Deputy Chief | E | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 13 Chief of Police | E | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 14 New Pos Request/Title Communications Supervisor | NE | 0 | | 0 | | 0 | | 0 | 0 | 1 |
| 15 New Pos Request/Title | | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|-----------|------------|-----------|----------|-----------|-----------|-----------|-----------|-----------|
| Subtotal Department | | 72 | 1.5 | 73 | 6 | 73 | 10 | 87 | 91 | 95 |
|----------------------------|--|-----------|------------|-----------|----------|-----------|-----------|-----------|-----------|-----------|

Justification - Senior Records Clerk - Due to reallocation of existing personnel resources, the unfunded Sr Records Clerk in FY 2012 is planned to be funded in FY 2013.

**City of Copperas Cove
Long Range Personnel Planning
FY 2012 - FY 2016
Amended August 28, 2012**

DEPARTMENT/POSITION

| FLSA STATUS | FY 2010-2011 ACTUAL | | FY 2011-2012 ACTUAL | | FY 2012-13 PROPOSED | | FY 2013-14 PROJECTED | FY 2014-15 PROJECTED | FY 2015-16 PROJECTED |
|-------------|---------------------|----------|---------------------|----------|---------------------|----------|----------------------|----------------------|----------------------|
| | FUNDED | UNFUNDED | FUNDED | UNFUNDED | FUNDED | UNFUNDED | | | |

Animal Control Department

| | | | | | | | | | | |
|---|----|---|--|---|------------|---|----------|---|---|---|
| 1 Animal Control Officer | NE | 4 | | 4 | | 4 | | 5 | 5 | 5 |
| 2 Senior Animal Control Officer | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 3 New Pos Request/Title Part-Time Clerk | NE | 0 | | 0 | 0.5 | 0 | | 0 | 0 | 0 |
| 4 New Pos Request/Title Full-Time Clerk | NE | 0 | | 0 | | 0 | 1 | 1 | 1 | 1 |
| 5 New Pos Request/Title Kennel Master | NE | 0 | | 0 | | 0 | | 0 | 1 | 1 |

| | | | | | | | | | | |
|----------------------------|--|----------|----------|----------|------------|----------|----------|----------|----------|----------|
| Subtotal Department | | 5 | 0 | 5 | 0.5 | 5 | 1 | 7 | 8 | 8 |
|----------------------------|--|----------|----------|----------|------------|----------|----------|----------|----------|----------|

Justification -

Fire Department - Administration

| | | | | | | | | | | |
|--|----|---|--|---|--|---|--|---|---|---|
| 1 Administrative Assistant - Fire and EMS | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 2 Administrative Assistant - Support Services/Emerg Mgt | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 3 Fire Chief/Emergency Management Coordinator | E | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 4 New Pos Request/Title - Executive Administrative Assistant | NE | 0 | | 0 | | 0 | | 0 | 0 | 1 |
| 5 New Pos Request/Title - | NE | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Subtotal Department | | 3 | 0 | 3 | 0 | 3 | 0 | 3 | 3 | 4 |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|

Justification -

Fire Department - Operations

| | | | | | | | | | | |
|--|----|----|--|----|----------|----|----------|----|----|----|
| 1 Firefighter (2904 hour work year) | NE | 33 | | 33 | 3 | 33 | 6 | 39 | 48 | 48 |
| 2 Fire Lieutenant (2904 hour work year) | NE | 6 | | 6 | | 6 | | 6 | 9 | 9 |
| 3 Fire Captain (2904 hour work year) | NE | 3 | | 3 | | 3 | | 3 | 3 | 3 |
| 4 Fire Battalion Chief (2904 hour work year) | NE | 3 | | 3 | | 3 | | 3 | 3 | 3 |
| 5 Deputy Fire Chief | E | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 6 New Pos Request/Title - Fire Dispatchers | NE | 0 | | 0 | | 0 | 3 | 3 | 3 | 3 |
| 7 New Pos Request/Title - | NE | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|-----------|----------|-----------|----------|-----------|----------|-----------|-----------|-----------|
| Subtotal Department | | 46 | 0 | 46 | 3 | 46 | 9 | 55 | 67 | 67 |
|----------------------------|--|-----------|----------|-----------|----------|-----------|----------|-----------|-----------|-----------|

Justification - Propose to add 3 firefighter/paramedic positions each over the next two years to adequately staff station 3. In FY 14-15, propose to add 9 FF and 3 Lieutenant positions to coincide with the opening of Station 4.

**City of Copperas Cove
Long Range Personnel Planning
FY 2012 - FY 2016
Amended August 28, 2012**

DEPARTMENT/POSITION

| FLSA STATUS | FY 2010-2011 ACTUAL | | FY 2011-2012 ACTUAL | | FY 2012-13 PROPOSED | | FY 2013-14 PROJECTED | FY 2014-15 PROJECTED | FY 2015-16 PROJECTED |
|----------------|------------------------|----------|------------------------|----------|------------------------|----------|-------------------------|-------------------------|-------------------------|
| | FUNDED | UNFUNDED | FUNDED | UNFUNDED | FUNDED | UNFUNDED | | | |

Fire Department - Training

| | | | | | | | | | | |
|---------------------------------------|----|---|--|---|--|---|--|---|---|---|
| 1 Division Chief - Training | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 2 New Pos Request/Title - EMS Captain | NE | 0 | | 0 | | 0 | | 0 | 0 | 1 |
| 3 New Pos Request/Title - | NE | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Subtotal Department | | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 1 | 2 |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|

Justification - Propose to add an EMS Captain position under the Div Chief of Training and EMS.

Fire Department - Prevention

| | | | | | | | | | | |
|---|----|---|---|---|---|---|---|---|---|---|
| 1 Fire Inspector | NE | 1 | 1 | 0 | 2 | 0 | 2 | 2 | 2 | 2 |
| 2 Division Chief of Prevention/Fire Marshal | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 3 New Pos Request/Title - | NE | 0 | | 0 | | 0 | | 0 | 0 | 0 |
| 4 New Pos Request/Title - | NE | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Subtotal Department | | 2 | 1 | 1 | 2 | 1 | 2 | 3 | 3 | 3 |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|

Justification - Fire Inspector/Investigator - reclassify to Fire Inspector and change pay grade for equivalency to Building Inspector. It is anticipated this position may be trained to conduct building inspections.

Engineering Department

| | | | | | | | | | | |
|-----------------------------------|----|---|--|---|--|---|--|---|---|---|
| 1 Projects Director/City Engineer | E | 0 | | 0 | | 0 | | 0 | 0 | 0 |
| 2 Public Improvements Inspector * | NE | 1 | | 0 | | 0 | | 0 | 0 | 0 |
| 3 New Pos Request/Title _____ | | 0 | | 0 | | 0 | | 0 | 0 | 0 |
| 4 New Pos Request/Title _____ | | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Subtotal Department | | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|

Justification -

**City of Copperas Cove
Long Range Personnel Planning
FY 2012 - FY 2016
Amended August 28, 2012**

DEPARTMENT/POSITION

| FLSA STATUS | FY 2010-2011 ACTUAL | | FY 2011-2012 ACTUAL | | FY 2012-13 PROPOSED | | FY 2013-14 PROJECTED | FY 2014-15 PROJECTED | FY 2015-16 PROJECTED |
|----------------|------------------------|----------|------------------------|----------|------------------------|----------|-------------------------|-------------------------|-------------------------|
| | FUNDED | UNFUNDED | FUNDED | UNFUNDED | FUNDED | UNFUNDED | | | |

Building and Development Department

| | | | | | | | | | | |
|-----------------------------------|----|---|---|---|---|---|---|---|---|---|
| 1 Administrative Assistant | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 2 Senior Inspector | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 3 Chief Building Official | E | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 4 Inspector | NE | 0 | 1 | 0 | 1 | 0 | 1 | 1 | 1 | 1 |
| 5 Public Improvements Inspector * | NE | 0 | | 1 | | 1 | | 1 | 1 | 1 |
| 6 New Pos Request/Title _____ | | 0 | | 0 | | 0 | | 0 | 0 | 0 |
| 7 New Pos Request/Title _____ | | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Subtotal Department | | 3 | 1 | 4 | 1 | 4 | 1 | 5 | 5 | 5 |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|

Justification - If the current unfunded inspector position is filled, this should be sufficient staffing for the planned period. Three inspectors will receive Fire Inspector I training in November 2012. If development increases significantly, consideration should be given to adding an Inspector when justified. *Moved Public Improvements Inspector to Building.\

Street Department

| | | | | | | | | | | |
|---|----|-----|---|-----|----------|-----|----------|-----|-----|-----|
| 1 Light Equipment Operator | NE | 2 | 1 | 2 | 1 | 2 | 1 | 3 | 3 | 3 |
| 2 Heavy Equipment Operator | NE | 2 | | 2 | | 2 | | 2 | 2 | 2 |
| 3 Traffic Control Technician | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 4 Superintendent Street/Drainage | NE | 0.5 | | 0.5 | | 0.5 | | 0.5 | 0.5 | 0.5 |
| 5 New Pos Request/Title Lt. Equip. Opr Crack Sealer/Herbicide | NE | 0 | | 0 | 3 | 0 | 3 | 3 | 3 | 3 |
| 6 New Pos Request/Title Traffic Control Tech II | NE | 0 | | 0 | | 0 | | 1 | 1 | 1 |

| | | | | | | | | | | |
|----------------------------|--|------------|----------|------------|----------|------------|----------|-------------|-------------|-------------|
| Subtotal Department | | 5.5 | 1 | 5.5 | 4 | 5.5 | 4 | 10.5 | 10.5 | 10.5 |
|----------------------------|--|------------|----------|------------|----------|------------|----------|-------------|-------------|-------------|

Justification - Additional personnel are needed to provide needed street maintenance on an aging infrastructure. To meet the new regulatory requirements on reflectivity an additional traffic control technician will be needed to assist in the fabrication, installation and monitoring of the City's inventory of 4,000+ signs located throughout town.

**City of Copperas Cove
Long Range Personnel Planning
FY 2012 - FY 2016
Amended August 28, 2012**

DEPARTMENT/POSITION

| FLSA STATUS | FY 2010-2011 ACTUAL | | FY 2011-2012 ACTUAL | | FY 2012-13 PROPOSED | | FY 2013-14 PROJECTED | FY 2014-15 PROJECTED | FY 2015-16 PROJECTED |
|-------------|---------------------|----------|---------------------|----------|---------------------|----------|----------------------|----------------------|----------------------|
| | FUNDED | UNFUNDED | FUNDED | UNFUNDED | FUNDED | UNFUNDED | | | |

Parks and Leisure - Admin Department

| | | | | | | | | | | |
|--|----|---|--|---|----------|---|--|---|---|---|
| 1 Recreation Specialist/Administrative Assistant | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 2 Director of Parks & Recreation | E | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 3 Division Head of Parks and Leisure Services | E | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 4 New Pos Request/Title Convention and Tourism Coordinator | NE | 0 | | 0 | 1 | 0 | | 0 | 0 | 0 |
| 5 New Pos Request/Title | | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Subtotal Department | | 3 | 0 | 3 | 1 | 3 | 0 | 3 | 3 | 3 |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|

Justification -

Parks and Leisure - Maintenance Department

| | | | | | | | | | | |
|---|----|---|---|---|--|---|--|---|---|---|
| 1 Custodian | NE | 0 | 2 | 0 | | 0 | | 0 | 0 | 0 |
| 2 Laborer | NE | 6 | | 6 | | 6 | | 6 | 7 | 8 |
| 3 Light Equipment Operator | NE | 2 | | 2 | | 2 | | 2 | 2 | 2 |
| 4 Light Equipment Operator/HVAC Technician | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 5 Supervisor - Parks | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 6 New Pos Request/Title Recreation Supt./Facility Manager | E | 0 | | 0 | | 0 | | 0 | 0 | 1 |
| 7 New Pos Request/Title | | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|-----------|----------|-----------|----------|-----------|----------|-----------|-----------|-----------|
| Subtotal Department | | 10 | 2 | 10 | 0 | 10 | 0 | 10 | 11 | 13 |
|----------------------------|--|-----------|----------|-----------|----------|-----------|----------|-----------|-----------|-----------|

Justification - Recreation Supt./Facility Manager -Staff position upon the start of construction of Recreation Center. Laborer-Add 2 FTE positions as new facilities are completed.

Athletics Department

| | | | | | | | | | | |
|--------------------------|----|---|--|---|------------|---|------------|-----|-----|-----|
| 1 Recreation Aide | NE | 2 | | 2 | 0.5 | 2 | 0.5 | 2.5 | 2.5 | 4.5 |
| 2 Recreation Specialist | NE | 1 | | 1 | | 1 | | 1 | 1 | 2 |
| 3 Recreation Coordinator | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 4 New Pos Request/Title | | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|----------|----------|----------|------------|----------|------------|------------|------------|------------|
| Subtotal Department | | 4 | 0 | 4 | 0.5 | 4 | 0.5 | 4.5 | 4.5 | 7.5 |
|----------------------------|--|----------|----------|----------|------------|----------|------------|------------|------------|------------|

Justification - All Recreation Aides are part-time positions reflected in full-time equivalents. Recreation Aide-Adding 2.5 FTE positions over five years as new facilities are completed and recreation center comes on line. Recreation Specialist/Instructor-Lead instructor as classes start with completion of new recreation center.

Unfunded numbers in bold red are new position requests.

**City of Copperas Cove
Long Range Personnel Planning
FY 2012 - FY 2016
Amended August 28, 2012**

DEPARTMENT/POSITION

| FLSA STATUS | FY 2010-2011 ACTUAL | | FY 2011-2012 ACTUAL | | FY 2012-13 PROPOSED | | FY 2013-14 PROJECTED | FY 2014-15 PROJECTED | FY 2015-16 PROJECTED |
|----------------|------------------------|----------|------------------------|----------|------------------------|----------|-------------------------|-------------------------|-------------------------|
| | FUNDED | UNFUNDED | FUNDED | UNFUNDED | FUNDED | UNFUNDED | | | |

Aquatics Department

| | | | | | | | | | | |
|---|----|---|--|---|--|---|--|---|---|---|
| 1 Recreation/Aquatics Specialist | NE | 1 | | 1 | | 1 | | 1 | 1 | 0 |
| 2 New Pos Request/Title Aquatic Coordinator | NE | 0 | | 0 | | 0 | | 0 | 0 | 1 |
| 3 New Pos Request/Title | | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Subtotal Department | | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 1 | 1 |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|

Justification - Aquatics Coordinator position added when Recreation center is complete.

Special Events Department - NEW

| | | | | | | | | | | |
|--|----|---|--|---|--|---|----------|---|---|---|
| 1 New Pos Request/Title Special Events Coordinator | NE | 0 | | 0 | | 0 | 1 | 1 | 1 | 1 |
| 2 New Pos Request/Title | | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Subtotal Department | | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 1 |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|

Justification - Special Events Coordinator - Will be established as projects are complete and a plan is established for the position.

Cemetery Department

| | | | | | | | | | | |
|---------------------------------|----|---|--|---|---|---|----------|---|---|---|
| 1 Light Equipment Operator | NE | 1 | | 0 | 1 | 0 | 1 | 1 | 1 | 1 |
| 2 New Pos Request/Title Laborer | NE | 0 | | 0 | | 0 | 1 | 1 | 1 | 1 |
| 3 New Pos Request/Title | | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Subtotal Department | | 1 | 0 | 0 | 1 | 0 | 2 | 2 | 2 | 2 |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|

Justification - Add 1 Full-time laborer to handle daily maintenance.

**City of Copperas Cove
Long Range Personnel Planning
FY 2012 - FY 2016
Amended August 28, 2012**

| <u>DEPARTMENT/POSITION</u> | FLSA STATUS | FY 2010-2011 ACTUAL | | FY 2011-2012 ACTUAL | | FY 2012-13 PROPOSED | | FY 2013-14 PROJECTED | FY 2014-15 PROJECTED | FY 2015-16 PROJECTED |
|----------------------------------|----------------|------------------------|----------|------------------------|----------|------------------------|------------|-------------------------|-------------------------|-------------------------|
| | | FUNDED | UNFUNDED | FUNDED | UNFUNDED | FUNDED | UNFUNDED | | | |
| Fleet Services Department | | | | | | | | | | |
| 1 Parts Technician | NE | 0.5 | | 0.5 | | 0.5 | 0.5 | 0 | 0 | 0 |
| 2 Mechanic | NE | 2 | | 2 | | 3 | | 3 | 3 | 3 |
| 3 Lead Mechanic | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 4 Supervisor - Fleet Services | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 5 New Pos Request/Title | NE | 0 | | 0 | | 0 | | 1 | 1 | 1 |
| 6 New Pos Request/Title | | 0 | | 0 | | 0 | | 0 | 0 | 0 |
| Subtotal Department | | 4.5 | 0 | 4.5 | 0 | 5.5 | 0.5 | 6 | 6 | 6 |

Justification - Mechanic from Solid Waste assigned to Fleet Services in FY 2012-2013.

Facility Maintenance Department

| | | | | | | | | | | |
|----------------------------|----|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| 1 Facility Maintenance | NE | 1 | 1 | 0 | 2 | 0 | 2 | 2 | 2 | 2 |
| 2 New Pos Request/Title | | 0 | | 0 | | 0 | | 0 | 0 | 0 |
| 3 New Pos Request/Title | | 0 | | 0 | | 0 | | 0 | 0 | 0 |
| Subtotal Department | | 1 | 1 | 0 | 2 | 0 | 2 | 2 | 2 | 2 |

Justification -

Planning Department

| | | | | | | | | | | |
|--|----|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| 1 GIS Technician * | NE | 1 | | 0 | | 0 | | 0 | 0 | 0 |
| 2 Planner I | E | 0 | 1 | 0 | 1 | 0 | 1 | 1 | 1 | 1 |
| 3 New Pos Request/Title Administrative Assistant | NE | 0 | | 0 | 1 | 0 | 1 | 1 | 1 | 1 |
| 4 New Pos Request/Title | | 0 | | 0 | | 0 | | 0 | 0 | 0 |
| Subtotal Department | | 1 | 1 | 0 | 2 | 0 | 2 | 2 | 2 | 2 |

Justification from City Engineer and City Planner - One planner can keep up with historical workloads. However, the planning department will need administrative help at some point if development increases dramatically. The above reflects current levels for the next 5 years with an admin added within a year or two.
* Move GIS Technician to Public Works Administration beginning in FY 2012.

**City of Copperas Cove
Long Range Personnel Planning
FY 2012 - FY 2016
Amended August 28, 2012**

DEPARTMENT/POSITION

| FLSA STATUS | FY 2010-2011 ACTUAL | | FY 2011-2012 ACTUAL | | FY 2012-13 PROPOSED | | FY 2013-14 PROJECTED | FY 2014-15 PROJECTED | FY 2015-16 PROJECTED |
|----------------|------------------------|----------|------------------------|----------|------------------------|----------|-------------------------|-------------------------|-------------------------|
| | FUNDED | UNFUNDED | FUNDED | UNFUNDED | FUNDED | UNFUNDED | | | |

Library Department

| | | | | | | | | | | |
|---|----|-----|--|-----|-----|-----|-----|-----|-----|-----|
| 1 Library Assistant I | NE | 2 | | 2 | | 1 | 1 | 2 | 2 | 2 |
| 2 Community Outreach Specialist | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 3 Library Clerk | NE | 0.5 | | 0.5 | | 0.5 | | 0.5 | 0.5 | 0.5 |
| 4 Library Assistant III | NE | 3 | | 2 | 1 | 2 | 1 | 3 | 3 | 3 |
| 5 Outreach Specialist/Library Assistant III | NE | 0.5 | | 0 | 0.5 | 0 | 0.5 | 0.5 | 0.5 | 0.5 |
| 6 Reference Assistant/Electronic Tech Coordinator | NE | 1 | | 1 | | 0 | 1 | 1 | 1 | 1 |
| 7 Assistant Director Library/Reference | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 8 Director Library | E | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 9 New Pos Request/Title Library Aide | NE | 0 | | 0 | | 0 | 0.5 | 0.5 | 0.5 | 0.5 |
| 10 New Pos Request/Title | | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|-----------|----------|------------|------------|------------|------------|-------------|-------------|-------------|
| Subtotal Department | | 10 | 0 | 8.5 | 1.5 | 6.5 | 3.5 | 10.5 | 10.5 | 10.5 |
|----------------------------|--|-----------|----------|------------|------------|------------|------------|-------------|-------------|-------------|

Justification -

Code and Health Compliance

| | | | | | | | | | | |
|---|----|---|--|---|------|---|-----|-----|-----|-----|
| 1 Administrative Assistant | NE | 1 | | 0 | 0.25 | 0 | 0.5 | 0.5 | 0.5 | 0.5 |
| 2 Code Enforcement Officer | NE | 2 | | 2 | | 2 | | 3 | 3 | 3 |
| 3 Health Inspector | NE | 1 | | 1 | | 1 | | 0 | 0 | 0 |
| 4 New Pos Request/Title Registered Sanitarian | E | 0 | | 0 | | 0 | | 1 | 1 | 1 |
| 5 New Pos Request/Title | | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|----------|----------|----------|-------------|----------|------------|------------|------------|------------|
| Subtotal Department | | 4 | 0 | 3 | 0.25 | 3 | 0.5 | 4.5 | 4.5 | 4.5 |
|----------------------------|--|----------|----------|----------|-------------|----------|------------|------------|------------|------------|

Justification - Propose to add an additional code enforcement officer in FY 13-14 if justified by additional development. Also, propose to delete the health inspector position and replace with a Registered Sanitarian to conduct actual health inspections.

| | | | | | | | | | | |
|------------------------------|--|--------------|-------------|--------------|-------------|--------------|-----------|--------------|--------------|------------|
| SUBTOTAL GENERAL FUND | | 202.5 | 10.5 | 195.5 | 29.5 | 194.5 | 46 | 249.5 | 269.5 | 281 |
|------------------------------|--|--------------|-------------|--------------|-------------|--------------|-----------|--------------|--------------|------------|

**City of Copperas Cove
Long Range Personnel Planning
FY 2012 - FY 2016
Amended August 28, 2012**

| <u>DEPARTMENT/POSITION</u> | FLSA STATUS | FY 2010-2011 ACTUAL | | FY 2011-2012 ACTUAL | | FY 2012-13 PROPOSED | | FY 2013-14 PROJECTED | FY 2014-15 PROJECTED | FY 2015-16 PROJECTED |
|----------------------------|----------------|------------------------|----------|------------------------|----------|------------------------|----------|-------------------------|-------------------------|-------------------------|
| | | FUNDED | UNFUNDED | FUNDED | UNFUNDED | FUNDED | UNFUNDED | | | |

WATER AND SEWER FUND

Public Works Administration

| | | | | | | | | | | |
|--|----|---|------|---|--|---|---|---|---|---|
| 1 Executive Secretary | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 2 Director of Public Works | E | 1 | | 0 | | 0 | 1 | 1 | 1 | 1 |
| 3 Division Head Public Works | E | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 4 GIS Technician | NE | 0 | | 1 | | 1 | | 1 | 1 | 1 |
| 5 Facility Maintenance | NE | 0 | | 0 | | 0 | | 0 | 0 | 0 |
| 6 Custodian | NE | 0 | 0.25 | 0 | | 0 | | 0 | 0 | 0 |
| 7 New Pos Request/Title PM/Dev Review Engineer | | 0 | | 0 | | 1 | | 1 | 1 | 1 |
| 8 New Pos Request/Title | | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|----------|-------------|----------|----------|----------|----------|----------|----------|----------|
| Subtotal Department | | 3 | 0.25 | 3 | 0 | 4 | 1 | 5 | 5 | 5 |
|----------------------------|--|----------|-------------|----------|----------|----------|----------|----------|----------|----------|

Justification - The Public Works Director will be reclassified and relocated to Solid Waste, but will still oversee Solid Waste, Drainage and Streets. The PM/Development Review Engineer is needed to keep up with the review of residential and commercial developments.

Utility Administration Department

| | | | | | | | | | | |
|--|----|---|--|---|--|---|----------|---|---|---|
| 1 Customer Service Representative | NE | 4 | | 4 | | 4 | | 4 | 4 | 4 |
| 2 Meter Reader/Service Technician | NE | 4 | | 4 | | 4 | | 4 | 4 | 4 |
| 3 Senior Customer Service Representative | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 4 Billing Technician | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 5 Supervisor - Utilities | E | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 6 New Pos Request/Title - Asst. Supervisor | NE | 0 | | 0 | | 0 | 1 | 1 | 1 | 1 |
| 7 New Pos Request/Title | | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|-----------|----------|-----------|----------|-----------|----------|-----------|-----------|-----------|
| Subtotal Department | | 11 | 0 | 11 | 0 | 11 | 1 | 12 | 12 | 12 |
|----------------------------|--|-----------|----------|-----------|----------|-----------|----------|-----------|-----------|-----------|

Justification -

**City of Copperas Cove
Long Range Personnel Planning
FY 2012 - FY 2016
Amended August 28, 2012**

DEPARTMENT/POSITION

| FLSA STATUS | FY 2010-2011 ACTUAL | | FY 2011-2012 ACTUAL | | FY 2012-13 PROPOSED | | FY 2013-14 PROJECTED | FY 2014-15 PROJECTED | FY 2015-16 PROJECTED |
|-------------|---------------------|----------|---------------------|----------|---------------------|----------|----------------------|----------------------|----------------------|
| | FUNDED | UNFUNDED | FUNDED | UNFUNDED | FUNDED | UNFUNDED | | | |

Water Distribution Department

| | | | | | | | | | | |
|--|----|---|--|---|--|---|--|---|---|---|
| 1 Operator II / Heavy Equipment Operator | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 2 Operator II Water Distribution | NE | 7 | | 7 | | 7 | | 8 | 8 | 8 |
| 3 Supervisor Installation | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 4 Supervisor Pump Maintenance | NE | 1 | | 1 | | 1 | | 2 | 2 | 2 |
| 5 Superintendent Water Distribution | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 6 New Pos Request/Title _____ | | 0 | | 0 | | 0 | | 0 | 0 | 0 |
| 7 New Pos Request/Title _____ | | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|-----------|----------|-----------|----------|-----------|----------|-----------|-----------|-----------|
| Subtotal Department | | 11 | 0 | 11 | 0 | 11 | 0 | 13 | 13 | 13 |
|----------------------------|--|-----------|----------|-----------|----------|-----------|----------|-----------|-----------|-----------|

Justification -

Sewer Collection Department

| | | | | | | | | | | |
|--|----|---|---|---|---|---|---|---|---|---|
| 1 Operator II Sewer Collection | NE | 6 | 1 | 6 | 1 | 6 | 1 | 7 | 7 | 7 |
| 2 Assistant Supervisor/Operator III Sewer Collection | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 3 Superintendent - Sewer Collection | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 4 New Pos Request/Title _____ | | 0 | | 0 | | 0 | | 0 | 0 | 0 |
| 5 New Pos Request/Title _____ | | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Subtotal Department | | 8 | 1 | 8 | 1 | 8 | 1 | 9 | 9 | 9 |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|

Justification -

Wastewater Treatment Department

| | | | | | | | | | | |
|---|----|---|--|---|--|---|----------|---|---|---|
| 1 Operator I / II / Asst. Chief Plant Operator Wastewater | NE | 6 | | 6 | | 6 | | 6 | 6 | 6 |
| 2 Chief Plant Operator Wastewater | NE | 3 | | 3 | | 3 | | 3 | 3 | 3 |
| 3 Laboratory Technician Wastewater | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 4 Laboratory Technician - Senior Wastewater | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 5 New Pos Request/Title- Wastewater Superintendent | NE | 0 | | 0 | | 0 | 1 | 1 | 1 | 1 |
| 6 New Pos Request/Title _____ | | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|-----------|----------|-----------|----------|-----------|----------|-----------|-----------|-----------|
| Subtotal Department | | 11 | 0 | 11 | 0 | 11 | 1 | 12 | 12 | 12 |
|----------------------------|--|-----------|----------|-----------|----------|-----------|----------|-----------|-----------|-----------|

Justification -

Unfunded numbers in bold red are new position requests.

**City of Copperas Cove
 Long Range Personnel Planning
 FY 2012 - FY 2016
 Amended August 28, 2012**

DEPARTMENT/POSITION

| | | | | | | | | | |
|----------------|------------------------|----------|------------------------|----------|------------------------|----------|-------------------------|-------------------------|-------------------------|
| FLSA STATUS | FY 2010-2011 ACTUAL | | FY 2011-2012 ACTUAL | | FY 2012-13 PROPOSED | | FY 2013-14 PROJECTED | FY 2014-15 PROJECTED | FY 2015-16 PROJECTED |
| | FUNDED | UNFUNDED | FUNDED | UNFUNDED | FUNDED | UNFUNDED | | | |

Composting Department

| | | | | | | | | | | |
|----------------------------|----|---|--|---|--|---|--|---|---|---|
| 1 Heavy Equipment Operator | NE | 2 | | 0 | | 0 | | 0 | 0 | 0 |
| 2 Supervisor Composting | NE | 1 | | 0 | | 0 | | 0 | 0 | 0 |
| 3 New Pos Request/Title | | 0 | | 0 | | 0 | | 0 | 0 | 0 |
| 4 New Pos Request/Title | | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Subtotal Department | | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|

Justification - Move Composting Department to Solid Waste beginning FY 2012.

| | | | | | | | | | | |
|--------------------------------------|--|-----------|-------------|-----------|----------|-----------|----------|-----------|-----------|-----------|
| SUBTOTAL WATER AND SEWER FUND | | 47 | 1.25 | 44 | 1 | 45 | 4 | 51 | 51 | 51 |
|--------------------------------------|--|-----------|-------------|-----------|----------|-----------|----------|-----------|-----------|-----------|

**City of Copperas Cove
 Long Range Personnel Planning
 FY 2012 - FY 2016
 Amended August 28, 2012**

| <u>DEPARTMENT/POSITION</u> | FLSA STATUS | FY 2010-2011 ACTUAL | | FY 2011-2012 ACTUAL | | FY 2012-13 PROPOSED | | FY 2013-14 PROJECTED | FY 2014-15 PROJECTED | FY 2015-16 PROJECTED |
|----------------------------|----------------|------------------------|----------|------------------------|----------|------------------------|----------|-------------------------|-------------------------|-------------------------|
| | | FUNDED | UNFUNDED | FUNDED | UNFUNDED | FUNDED | UNFUNDED | | | |

SOLID WASTE FUND

Solid Waste Administration

| | | | | | | | | | | |
|---|----|---|------|------|--|------|--|------|------|------|
| 1 Administrative Assistant | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 2 Supervisor Solid Waste - Operations | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 3 Supervisor Solid Waste - Recycling/Admin | NE | 1 | | 1 | | 0 | | 0 | 0 | 0 |
| 4 Solid Waste Superintendent | E | 1 | | 0 | | 0 | | 0 | 0 | 0 |
| 5 Custodian | NE | 0 | 0.25 | 0 | | 0 | | 0 | 0 | 0 |
| 6 Director of Solid Waste | | 0 | | 0.67 | | 0.67 | | 0.67 | 0.67 | 0.67 |
| 6 New Pos Request/Recycling Coordinator | | 0 | | 0 | | 1 | | 1 | 1 | 1 |
| 6 New Pos Request/Assistant Supervisor Operations | | 0 | | 1 | | 1 | | 1 | 1 | 1 |
| 7 New Pos Request/Title | | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|----------|-------------|-------------|----------|-------------|----------|-------------|-------------|-------------|
| Subtotal Department | | 4 | 0.25 | 4.67 | 0 | 4.67 | 0 | 4.67 | 4.67 | 4.67 |
|----------------------------|--|----------|-------------|-------------|----------|-------------|----------|-------------|-------------|-------------|

Justification -

Solid Waste Collection-Residential

| | | | | | | | | | | |
|-------------------------|----|---|--|---|--|---|--|---|---|---|
| 1 Driver | NE | 3 | | 4 | | 5 | | 5 | 5 | 5 |
| 2 Lead Driver | NE | 1 | | 0 | | 0 | | 1 | 1 | 1 |
| 3 New Pos Request/Title | | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Subtotal Department | | 4 | 0 | 4 | 0 | 5 | 0 | 6 | 6 | 6 |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|

Justification - Increased population and the number of additional collection points requires additional route(s) and personnel.

**City of Copperas Cove
 Long Range Personnel Planning
 FY 2012 - FY 2016
 Amended August 28, 2012**

DEPARTMENT/POSITION

| FLSA STATUS | FY 2010-2011 ACTUAL | | FY 2011-2012 ACTUAL | | FY 2012-13 PROPOSED | | FY 2013-14 PROJECTED | FY 2014-15 PROJECTED | FY 2015-16 PROJECTED |
|----------------|------------------------|----------|------------------------|----------|------------------------|----------|-------------------------|-------------------------|-------------------------|
| | FUNDED | UNFUNDED | FUNDED | UNFUNDED | FUNDED | UNFUNDED | | | |

Solid Waste Collection-Recycling

| | | | | | | | | | |
|---------------------------------------|----|---|--|---|---|----------|---|---|---|
| 1 Driver | NE | 2 | | 2 | 2 | 1 | 3 | 3 | 3 |
| 2 New Pos Request/Title Site Operator | NE | 0 | | 0 | 0 | ± | ± | ± | ± |
| 3 New Pos Request/Title | | 0 | | 0 | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Subtotal Department | | 2 | 0 | 2 | 0 | 2 | 1 | 3 | 3 | 3 |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|

Justification - The increase use of the recycling center, requires a person to be on hand at all times, presently a driver mans the site, when not driving a route. The increase number of recycling stops will require additional drivers. The recycling program expansion benefits the City in two ways, less waste transferred to the land fill reducing disposal cost and selling the recycled materials generates revenue for the city.

Solid Waste Collection-Brush & Bulk

| | | | | | | | | | |
|-------------------------|----|---|--|---|---|--|---|---|---|
| 1 Driver | NE | 2 | | 2 | 3 | | 3 | 3 | 3 |
| 2 New Pos Request/Title | | 0 | | 0 | 0 | | 0 | 0 | 0 |

| | | | | | | | | | |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|
| Subtotal Department | | 2 | 0 | 2 | 3 | 0 | 3 | 3 | 3 |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|

Justification - The additional driver will be required due to increased brush and bulk pick up as directed by City Council.

Solid Waste Collection-Commercial

| | | | | | | | | | |
|-------------------------|----|---|--|---|---|--|---|---|---|
| 1 Driver | NE | 3 | | 2 | 2 | | 3 | 3 | 3 |
| 2 Mechanic | NE | 1 | | 1 | 0 | | 0 | 0 | 0 |
| 3 Lead Driver | NE | 0 | | 0 | 1 | | 1 | 1 | 1 |
| 4 New Pos Request/Title | | 0 | | 0 | 0 | | 0 | 0 | 0 |

| | | | | | | | | | |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|
| Subtotal Department | | 4 | 0 | 3 | 3 | 0 | 4 | 4 | 4 |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|

Justification - The additional driver will be required as business expands and new commercial structures are built as the result of the proposed Shops at Five Hills.

**City of Copperas Cove
 Long Range Personnel Planning
 FY 2012 - FY 2016
 Amended August 28, 2012**

DEPARTMENT/POSITION

| FLSA STATUS | FY 2010-2011 ACTUAL | | FY 2011-2012 ACTUAL | | FY 2012-13 PROPOSED | | FY 2013-14 PROJECTED | FY 2014-15 PROJECTED | FY 2015-16 PROJECTED |
|-------------|---------------------|----------|---------------------|----------|---------------------|----------|----------------------|----------------------|----------------------|
| | FUNDED | UNFUNDED | FUNDED | UNFUNDED | FUNDED | UNFUNDED | | | |

Composting Department

| | | | | | | | | | | |
|----------------------------|----|---|--|---|--|---|--|---|---|---|
| 1 Heavy Equipment Operator | NE | 0 | | 2 | | 2 | | 2 | 2 | 2 |
| 2 Supervisor Composting | NE | 0 | | 1 | | 1 | | 1 | 1 | 1 |
| 3 New Pos Request/Title | | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Subtotal Department | | 0 | 0 | 3 | 0 | 3 | 0 | 3 | 3 | 3 |
|----------------------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|

Justification - Move Composting Department from Water & Sewer Fund beginning FY 2012.

Solid Waste Disposal

| | | | | | | | | | | |
|----------------------------|----|-----|--|-----|--|-----|--|-----|-----|-----|
| 1 Clerk/Dispatcher | NE | 0.5 | | 0.5 | | 1 | | 1 | 1 | 1 |
| 2 Scale Operator | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 3 Heavy Equipment Operator | NE | 3 | | 3 | | 3 | | 3 | 3 | 3 |
| 4 Laborer | NE | 0.5 | | 0.5 | | 0.5 | | 0.5 | 0.5 | 0.5 |
| 5 New Pos Request/Title | | 0 | | 0 | | 0 | | 0 | 0 | 0 |

| | | | | | | | | | | |
|----------------------------|--|----------|----------|----------|----------|------------|----------|------------|------------|------------|
| Subtotal Department | | 5 | 0 | 5 | 0 | 5.5 | 0 | 5.5 | 5.5 | 5.5 |
|----------------------------|--|----------|----------|----------|----------|------------|----------|------------|------------|------------|

Justification - Increased customer traffic requires two employees manning the scale house to provide customer service. Change the Labor to a full-time position to assist with directing traffic and ensuring proper use of the unloading areas.

| | | | | | | | | | | |
|----------------------------------|--|-----------|-------------|--------------|----------|--------------|----------|--------------|--------------|--------------|
| SUBTOTAL SOLID WASTE FUND | | 21 | 0.25 | 23.67 | 0 | 26.17 | 1 | 29.17 | 29.17 | 29.17 |
|----------------------------------|--|-----------|-------------|--------------|----------|--------------|----------|--------------|--------------|--------------|

Unfunded numbers in bold red are new position requests.

**City of Copperas Cove
Long Range Personnel Planning
FY 2012 - FY 2016
Amended August 28, 2012**

| <u>DEPARTMENT/POSITION</u> | FLSA STATUS | FY 2010-2011 ACTUAL | | FY 2011-2012 ACTUAL | | FY 2012-13 PROPOSED | | FY 2013-14 PROJECTED | FY 2014-15 PROJECTED | FY 2015-16 PROJECTED |
|--|----------------|------------------------|------------|------------------------|----------|------------------------|------------|-------------------------|-------------------------|-------------------------|
| | | FUNDED | UNFUNDED | FUNDED | UNFUNDED | FUNDED | UNFUNDED | | | |
| <u>GOLF COURSE FUND</u> | | | | | | | | | | |
| Golf Course Operations | | | | | | | | | | |
| 1 Clerk/Golf Shop Assistant | NE | 2 | 0.5 | 0.5 | 2 | 1 | 2 | 3 | 3 | 3 |
| 2 Head Golf Professional | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 3 New Pos Request/Title Guest Services | NE | 0 | | 0 | | 0 | | 0.5 | 1 | 1.5 |
| Subtotal Department | | 3 | 0.5 | 1.5 | 2 | 2 | 2 | 4.5 | 5 | 5.5 |
| Justification - Clerk/Golf Shop Assistant-Fund two unfunded part-time Clerk/Golf Shop Assistants in FY 2012-13 and fund full-time position in 2013-14 based on revenues. Guest Services-Add part-time positions in 2013-14, 2014-15, and 2015-16 if revenues permit. | | | | | | | | | | |
| Golf Course Maintenance | | | | | | | | | | |
| 1 Laborer | NE | 3 | 0.5 | 3.5 | | 3.5 | 0.5 | 5 | 5 | 5 |
| 2 Heavy Equipment Operator | NE | 1 | | 0 | 1 | 0 | 0.5 | 0.5 | 0.5 | 0.5 |
| 3 Golf Course Mechanic | NE | 0.5 | | 0.5 | | 0.5 | | 0.5 | 0.5 | 0.5 |
| 4 Golf Course Superintendent | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 5 New Pos Request/Title Assistant Supt./Irrigation Tech | NE | 0 | | 0 | | 0 | | 0 | 1 | 1 |
| Subtotal Department | | 5.5 | 0.5 | 5 | 1 | 5 | 1 | 7 | 8 | 8 |
| Justification - Laborer- Fund a part-time Heavy Equipment Operator position in FY 2012-13 if revenues permit. Add 2 part-time seasonal in 2013-14. Add a full-time in Assistant Superintendent/Irrigation Technician in FY 2014-15 if revenues permit. | | | | | | | | | | |
| SUBTOTAL GOLF COURSE FUND | | 8.5 | 1 | 6.5 | 3 | 7 | 3 | 11.5 | 13 | 13.5 |

Unfunded numbers in bold red are new position requests.

**City of Copperas Cove
Long Range Personnel Planning
FY 2012 - FY 2016
Amended August 28, 2012**

| <u>DEPARTMENT/POSITION</u> | FLSA STATUS | FY 2010-2011 ACTUAL | | FY 2011-2012 ACTUAL | | FY 2012-13 PROPOSED | | FY 2013-14 PROJECTED | FY 2014-15 PROJECTED | FY 2015-16 PROJECTED |
|--|----------------|------------------------|-----------|------------------------|-------------|------------------------|-----------|-------------------------|-------------------------|-------------------------|
| | | FUNDED | UNFUNDED | FUNDED | UNFUNDED | FUNDED | UNFUNDED | | | |
| <u>DRAINAGE FUND</u> | | | | | | | | | | |
| Drainage Utilities | | | | | | | | | | |
| 1 Laborer (Maintenance & Roadways) | NE | 4 | | 4 | | 4 | | 2 | 2 | 2 |
| 2 Heavy Equipment Operator | NE | 1 | | 1 | | 1 | | 1 | 1 | 1 |
| 3 Superintendent Street/Drainage | NE | 0.5 | | 0.5 | | 0.5 | | 0.5 | 0.5 | 0.5 |
| 4 Director of Solid Waste | E | 0 | | 0.33 | | 0.33 | | 0.33 | 0.33 | 0.33 |
| 5 New Pos Request/Title Light Equipment Operator | NE | 0 | | 0 | | 0 | 2 | 2 | 2 | 2 |
| 5 New Pos Request/Title | | 0 | | 0 | | 0 | | 0 | 0 | 0 |
| Subtotal Department | | 5.5 | 0 | 5.83 | 0 | 5.83 | 2 | 5.83 | 5.83 | 5.83 |
| Justification - If future growth occurs requiring additional personnel, request will be through increasing the seasonal hires. Title change request is to send out two crews with the light equipment operators acting as Team Leader. | | | | | | | | | | |
| SUBTOTAL DRAINAGE FUND | | 5.5 | 0 | 5.83 | 0 | 5.83 | 2 | 5.83 | 5.83 | 5.83 |
| <u>MUNICIPAL COURT SECURITY FUND</u> | | | | | | | | | | |
| Municipal Court Security | | | | | | | | | | |
| 1 Bailiff | NE | 0.5 | | 0 | | 0 | | 0 | 0 | 0.5 |
| 2 New Pos Request/Title | | 0 | | 0 | | 0 | | 0 | 0 | 0 |
| Subtotal Department | | 0.5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.5 |
| Justification - Part-time bailiff position will move to the General Fund beginning in FY 2011-2012 due to reduced funding in the Municipal Court Security Fund. It is anticipated to be included in this fund again in FY 2015-2016. | | | | | | | | | | |
| SUBTOTAL MUNICIPAL COURT FUND | | 0.5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.5 |
| TOTAL EMPLOYEES ALL FUNDS | | 285 | 13 | 275.5 | 33.5 | 278.5 | 56 | 347 | 368.5 | 381 |

Unfunded numbers in bold red are new position requests.

City of Copperas Cove, Texas
Position Listing and Salary Ranges by Department
Fiscal Year 2012-2013

| 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 | 22 | 1 | City Manager | Assistant City Manager | | Unfunded 2012-13 Budget Year |
| 01 | 22 | 1 | City Manager | Administrative Assistant | | Unfunded 2012-13 Budget Year |
| 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 2012-13 Budget Year |
| 01 | 31 | 1 | Finance | Accounting Technician | \$ 13.07 | \$ 19.25 |
| 01 | 31 | 1 | Finance | Senior Accountant | \$ 16.75 | \$ 24.67 |
| 01 | 31 | 1 | Finance | Project Accountant | \$ 22.58 | \$ 33.26 |
| 01 | 31 | 1 | Finance | Purchasing Officer | \$ 24.42 | \$ 35.97 |
| 01 | 31 | 1 | Finance | Director of Financial Services | | Unclassified |
| 01 | 31 | 1 | Finance | Accounting Technician | | Unfunded 2012-13 Budget Year |
| 01 | 32 | 1 | Budget | Budget Analyst | \$ 22.58 | \$ 33.26 |
| 01 | 32 | 1 | Budget | Assistant Director of Financial Services/Budget Director | \$ 28.85 | \$ 42.50 |
| 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 | Human Resources Benefits Coordinator | | Unfunded 2012-13 Budget Year |
| 01 | 34 | 0.5 | Human Resources | Administrative Assistant | | Unfunded 2012-13 Budget Year |
| 01 | 35 | 1 | Information Systems | Information Systems Specialist II | \$ 21.89 | \$ 32.24 |
| 01 | 35 | 1 | Information Systems | Information Systems Supervisor | \$ 23.92 | \$ 35.23 |
| 01 | 35 | 1 | Information Systems | Director of Information Systems | | Unclassified |
| 01 | 35 | 1 | Information Systems | Information Systems Specialist I | | Unfunded 2012-13 Budget Year |
| 01 | 41 | 0.5 | Municipal Court | Bailiff | \$ 17.77 | \$ 26.18 |
| 01 | 41 | 5 | Municipal Court | Court Clerk | \$ 10.84 | \$ 15.97 |
| 01 | 41 | 1 | Municipal Court | Administrator - Municipal Court | \$ 20.71 | \$ 30.51 |
| 01 | 41 | 1 | Municipal Court | Assistant Administrator - Municipal Court | | Unfunded 2012-13 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 | \$ 46.36 |
| 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 2012-13 Budget Year |
| 01 | 4210 | 2 | Police Services | Police Communications/Operator | | Unfunded 2012-13 Budget Year |
| 01 | 4210 | 7 | Police Services | Patrol Officer - Certified | | Unfunded 2012-13 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 | 1 | Animal Control | Records/File Clerk | | Unfunded 2012-13 Budget Year |
| 01 | 4400 | 1 | Fire-Administration | Administrative Assistant - Fire and EMS | \$ 11.89 | \$ 17.51 |
| 01 | 4400 | 1 | Fire-Administration | Administrative Assistant - Support Services/Emerg Mgt | \$ 11.89 | \$ 17.51 |
| 01 | 4400 | 1 | Fire-Administration | Fire Chief/Emergency Management Coordinator | | Unclassified |
| 01 | 4417 | 33 | Fire-Operations | Firefighter (2904 hour work year) | \$ 11.63 | \$ 17.13 |
| 01 | 4417 | 6 | Fire-Operations | Fire Lieutenant (2904 hour work year) | \$ 13.90 | \$ 20.47 |
| 01 | 4417 | 3 | Fire-Operations | Fire Captain (2904 hour work year) | \$ 15.16 | \$ 22.33 |
| 01 | 4417 | 3 | Fire-Operations | Fire Battalion Chief (2904 hour work year) | \$ 18.08 | \$ 26.63 |
| 01 | 4417 | 6 | Fire-Operations | Firefighter (2904 hour work year) | | Unfunded 2012-13 Budget Year |
| 01 | 4417 | 3 | Fire-Operations | Fire Dispatchers | | Unfunded 2012-13 Budget Year |
| 01 | 4417 | 1 | Fire-Operations | Deputy Fire Chief | \$ 27.50 | \$ 40.51 |
| 01 | 4418 | 1 | Fire-Training | Division Chief - Training | \$ 25.23 | \$ 37.16 |
| 01 | 4419 | 1 | Fire-Prevention | Division Chief of Prevention/Fire Marshal | \$ 25.23 | \$ 37.16 |
| 01 | 4419 | 2 | Fire-Prevention | Fire Inspector/Investigator | | Unfunded 2012-13 Budget Year |
| 01 | 52 | 1 | Building & Development Svcs. | Administrative Assistant | \$ 11.89 | \$ 17.51 |
| 01 | 52 | 1 | Building & Development Svcs. | Inspector Senior | \$ 18.66 | \$ 27.49 |

City of Copperas Cove, Texas
Position Listing and Salary Ranges by Department
Fiscal Year 2012-2013

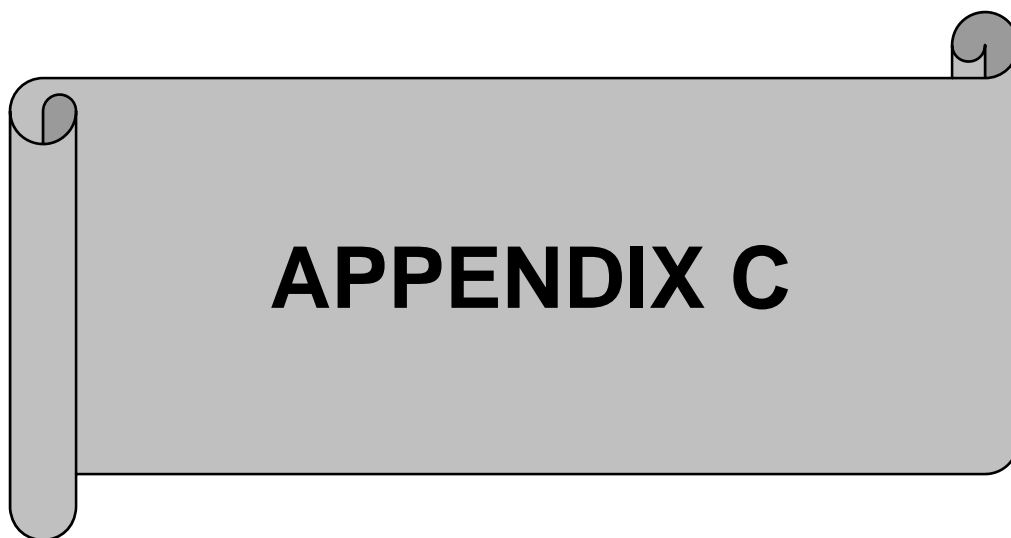
| Fund # | Dept # | No. EE's | Department Name | Position Title | Hourly Salary Minimum | Hourly Salary Maximum |
|--------|--------|----------|--------------------------------|--|-----------------------|-----------------------|
| 01 | 52 | 1 | Building & Development Svcs. | Public Improvements Inspector | \$ 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 2012-13 | 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 | Street/Drainage Superintendent | \$ 15.23 | \$ 22.43 |
| 01 | 53 | 1 | Street | Light Equipment Operator | Unfunded 2012-13 | Budget Year |
| 01 | 53 | 3 | Street | Light Equip Operator/Crack Sealer/Herbicide | Unfunded 2012-13 | Budget Year |
| 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 | 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 | \$ 22.88 |
| 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 | \$ 22.88 |
| 01 | 5420 | 0.5 | Parks & Leisure Athletics | Recreation Aide | Unfunded 2012-13 | Budget Year |
| 01 | 5430 | 1 | Parks & Leisure Aquatics | Recreation/Aquatics Specialist | \$ 12.30 | \$ 18.12 |
| 1 | 5440 | 1 | Parks & Leisure Special Events | Special Events Coordinator | Unfunded 2012-13 | Budget Year |
| 01 | 5450 | 1 | Parks & Leisure Cemetery | Light Equipment Operator | Unfunded 2012-13 | Budget Year |
| 01 | 5450 | 1 | Parks & Leisure Cemetery | Laborer | Unfunded 2012-13 | Budget Year |
| 01 | 55 | 0.5 | Fleet Services | Parts Technician | \$ 9.60 | \$ 14.14 |
| 01 | 55 | 3 | 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 | 55 | 0.5 | Fleet Services | Parts Technician | Unfunded 2012-13 | Budget Year |
| 01 | 57 | 2 | Facility Maintenance | Facility Maintenance | Unfunded 2012-13 | Budget Year |
| 01 | 61 | 1 | Planning | Planner I | Unfunded 2012-13 | Budget Year |
| 01 | 61 | 1 | Planning | Administrative Assistant | Unfunded 2012-13 | Budget Year |
| 01 | 71 | 0.5 | Library | Library Clerk | \$ 9.93 | \$ 14.63 |
| 01 | 71 | 1 | Library | Library Assistant I | \$ 9.93 | \$ 14.63 |
| 01 | 71 | 1 | Library | Community Outreach Specialist | \$ 9.93 | \$ 14.63 |
| 01 | 71 | 2 | Library | Library Assistant III | \$ 13.25 | \$ 19.52 |
| 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 2012-13 | Budget Year |
| 01 | 71 | 1 | Library | Library Assistant I | Unfunded 2012-13 | Budget Year |
| 01 | 71 | 1 | Library | Library Assistant III | Unfunded 2012-13 | Budget Year |
| 01 | 71 | 1 | Library | Reference Assistant/Electronic Tech Coordinator | Unfunded 2012-13 | Budget Year |
| 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 |
| 01 | 72 | 0.5 | Code & Health Compliance | Administrative Assistant | Unfunded 2012-13 | Budget Year |
| 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 | 1 | Public Works Administration | Projects Manager/Development Review Engineer | \$ 30.00 | \$ 44.19 |
| 02 | 80 | 1 | Public Works Administration | Division Head Public Works /City Engineer | Unclassified | |
| 02 | 80 | 1 | Public Works Administration | Director of Public Works | Unfunded 2012-13 | Budget Year |
| 02 | 81 | 4 | Utility Administration | Customer Service Representative | \$ 10.13 | \$ 14.92 |
| 02 | 81 | 4 | Utility Administration | Meter Reader/Service Technician | \$ 10.13 | \$ 14.92 |
| 02 | 81 | 1 | Utility Administration | Senior Customer Service 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 | 81 | 1 | Utility Administration | Assistant Supervisor - Utilities | Unfunded 2012-13 | Budget Year |
| 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 | \$ 22.88 |
| 02 | 82 | 1 | Water Distribution | Supervisor Pump Maintenance | \$ 15.53 | \$ 22.88 |
| 02 | 82 | 1 | Water Distribution | Superintendent Water Distribution | \$ 20.20 | \$ 29.75 |
| 02 | 83 | 6 | Sewer Collection | Operator II Sewer Collection | \$ 12.28 | \$ 18.09 |
| 02 | 83 | 1 | Sewer Collection | Operator II Sewer Collection | Unfunded 2012-13 | Budget Year |
| 02 | 83 | 1 | Sewer Collection | Assistant Supervisor/Operator III Sewer Collection | \$ 15.53 | \$ 22.88 |

City of Copperas Cove, Texas
Position Listing and Salary Ranges by Department
Fiscal Year 2012-2013

| Fund # | Dept # | No. EE's | Department Name | Position Title | Hourly Salary Minimum | Hourly Salary Maximum |
|--------|--------|----------|---------------------------------------|---|------------------------------|-----------------------|
| 02 | 83 | 1 | Sewer Collection | Superintendent - Sewer Collection | \$ 20.20 | \$ 29.75 |
| 02 | 84 | 6 | Wastewater Treatment | Operator II Wastewater | \$ 12.28 | \$ 18.09 |
| 02 | 84 | 1 | Wastewater Treatment | Laboratory Technician Wastewater | \$ 13.79 | \$ 20.31 |
| 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 |
| 02 | 84 | 1 | Wastewater Treatment | Superintendent - Wastewater | Unfunded 2012-13 Budget Year | |
| 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 | \$ 22.88 |
| 03 | 90 | 1 | Solid Waste Collection Administration | Recycling Coordinator | \$ 15.53 | \$ 22.88 |
| 03 | 90 | 1 | Solid Waste Collection Administration | Assistant Supervisor - Operations | \$ 15.53 | \$ 22.88 |
| 03 | 90 | 0.67 | Solid Waste Collection Administration | Director of Solid Waste | \$ 21.64 | \$ 31.88 |
| 03 | 9101 | 5 | Solid Waste Collection Residential | Driver | \$ 11.91 | \$ 17.54 |
| 03 | 9102 | 2 | Solid Waste Collection Recycling | Driver | \$ 11.91 | \$ 17.54 |
| 03 | 9102 | 1 | Solid Waste Collection Recycling | Driver | Unfunded 2012-13 Budget Year | |
| 03 | 9103 | 3 | 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 Commercial | Lead Driver | \$ 12.78 | \$ 18.82 |
| 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 | \$ 22.88 |
| 03 | 92 | 1 | Solid Waste Disposal | Clerk/Dispatcher | \$ 10.48 | \$ 15.44 |
| 03 | 92 | 1 | Solid Waste Disposal | Scale Operator | \$ 9.60 | \$ 14.14 |
| 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 |
| 05 | 76 | 4 | Drainage Utility | Laborer - (Maintenance & Roadways) | \$ 10.47 | \$ 15.42 |
| 05 | 76 | 1 | Drainage Utility | Heavy Equipment Operator | \$ 11.91 | \$ 17.54 |
| 05 | 76 | 0.5 | Drainage Utility | Street/Drainage Superintendent | \$ 15.23 | \$ 22.43 |
| 05 | 76 | 0.33 | Drainage Utility | Director of Solid Waste | \$ 21.64 | \$ 31.88 |
| 05 | 76 | 2 | Drainage Utility | Light Equipment Operator | Unfunded 2012-13 Budget Year | |
| 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 | 2 | Golf Course Operations | Clerk/Golf Shop Assistant | Unfunded 2012-13 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 | 0.5 | Golf Course Maintenance | Heavy Equipment Operator | Unfunded 2012-13 Budget Year | |
| 09 | 7402 | 0.5 | Golf Course Maintenance | Laborer | Unfunded 2012-13 Budget Year | |

**CITY OF COPPERAS COVE, TEXAS
INCENTIVE/REIMBURSEMENT PAY
FY 2012-2013**

| <u>Incentive/Reimbursement Pay</u> | <u>Monthly</u> |
|---|----------------|
| FIRE/EMS-Certified or Licensed | |
| 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) | \$ 25/Shift |
| (Chief excluded from Incentives) | |
| POLICE | |
| Shift Differential | |
| 2 nd Shift | \$ 35 |
| 3 rd Shift | \$ 45 |
| Master Certification | \$100 |
| Advanced Certification | \$ 75 |
| Intermediate Certification | \$ 40 |
| Instructor Certificate | \$ 15 |
| Motorcycle Unit | \$ 50 |
| Special Response Team | \$ 50 |
| Evidence Tech | \$ 75 |
| (Chief excluded from Incentives) | |
| ANIMAL CONTROL | |
| Advanced Certification | \$ 40 |
| WATER DISTRIBUTION | |
| Backflow Prevention Assembly Tester License | \$ 25 |



Fee Schedule
Fee Schedule Definitions

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2012**

Ordinance 2012-42 (Exhibit 1)

POLICE DEPARTMENT

| | |
|---|---------------|
| Wrecker Surcharge Fee - Per Call (Charged only if Notification Letter Sent by City) | \$10.00 |
| Bicycle Registration | \$2.00 |
| Criminal History Letters | \$6.00 |
| Photographs | \$3.00 |
| Fingerprints (per card) | \$6.00 |
| INS Fingerprinting | \$20.00 |
| Offense Reports: | |
| - In Person (per page) | \$0.10 |
| - Mail (per page) | Postage + .10 |
| Fax: | |
| - Local (per page) | \$0.10 |
| - Long Distance/Same Area Code (per page) | \$0.50 |
| - Long Distance/Other Area Code (per page) | \$1.00 |
| Accident Reports (per report) | \$6.00 |
| Certification of Accident Report | \$2.00 |
| Escort Fees for movers | \$25.00 |

ANIMAL CONTROL

| | |
|---|----------------|
| Surrender Fees: | |
| - Resident | \$25.00 |
| - Non-Resident | \$35.00 |
| Adoption Fees: | |
| - Dogs | \$20.00 |
| - Cats | \$15.00 |
| <i>(Adoption fees for life threatening illness/injury, medical/physical disability or neonatal (mother & 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) | \$5.00 |
| - 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 |
| Shipping for Disease Testing | \$25.00 |
| Exotic Wildlife Permit | \$25.00 |
| Animal Vendor Fee | \$70.00 |
| Vicious/Dangerous Animal Registration (annual) | \$50.00 |
| Dangerous Animal Sign | \$25.00 |
| Euthanasia (includes surrender and tranquilizer fee): | |
| - Resident | \$40.00 |
| - Non-Resident | \$50.00 |
| 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) | \$20.00 |
| 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 |

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2012**

Ordinance 2012-42 (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

Above & Below Ground Fuel Storage Tank Installation and Removal \$125.00

Permit covers the following:

- Plans review
- Necessary meetings (if necessary)
- Witnessing tests

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2012**

Ordinance 2012-42 (Exhibit 1)

- Final inspection/approval

Fireworks Display (Public Display) Permit \$500.00

Permit covers the following:

- Plans review & site inspections
- Necessary meetings
- Witnessing tests
- Final inspection/approval
- Requires proof of liability coverage or bond

Licensed Facility Inspections

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

-Private Schools, Day Care, Nursing Home, Assisted Living Centers (50 or more occupants) \$200 + \$5.00 per mile from Fire

-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

Burn Permit Fee (per permit, per day) (one permit per property location) \$100.00

CENTRAL FIRE STATION MEETING ROOM RENTAL

(Reservations Required)

- Government Entity No Charge

- Youth Groups (per 4 hour block) \$20.00

- Non-Profit Organizations not affiliated with the COCC (per 4 hour block) \$20.00

- Private Organizations (per 4 hour block) \$30.00

- Birthday Party at the Fire House (includes half-sheet cake) \$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.

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

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2012**

Ordinance 2012-42 (Exhibit 1)

| | |
|--|----------|
| 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 |
| 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 |

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2012**

Ordinance 2012-42 (Exhibit 1)

| | |
|--|----------------|
| - 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 |

STREETS

| | |
|-----------------------------|--------------------------|
| Street Cuts | \$200.00 + 10.00/sq. ft. |
| Signs: | |
| Street Sign (each) | \$100.00 |
| Stop or Yield Sign (each) | \$100.00 |
| Combination (stop & street) | \$150.00 |

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 |

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2012**

Ordinance 2012-42 (Exhibit 1)

| | |
|---|----------|
| 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 |
| - Event Clean Up Fee | \$250.00 |
| - 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 Park Facilities: | |
| City Park Commercial Activities Permit (annual): | \$50.00 |
| Fester's House: (5 hour rental) | |
| - Deposit | \$50.00 |
| - Fee | \$50.00 |
| - Each Additional Hour | \$10.00 |
| Pavilion: (all day) | |
| - Fee | \$50.00 |
| R.V. Park: | |
| - Daily | \$20.00 |
| - Weekly | \$100.00 |
| - Monthly | \$275.00 |
| Pool Parties (2 hour rental): | |
| - Fee (up to 50 people) | \$100.00 |
| - Additional Fee (51 - 75 people) | \$25.00 |
| - Additional Fee (76 - 100 people) | \$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 |

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2012**

Ordinance 2012-42 (Exhibit 1)

| | |
|---------------------------------|---------|
| 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 |

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 |

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2012**

Ordinance 2012-42 (Exhibit 1)

| | |
|---|----------|
| - Adult Plot (1 year: monthly @ 3% interest) | \$118.27 |
| - Adult Plot (3 years: monthly @ 5% interest) | \$41.72 |
| - Child Plot | \$500.00 |
| - Child Plot (1 year: monthly @ 3% interest) | \$42.24 |
| - Child Plot (3 years: monthly @ 5% interest) | \$14.90 |

(All plots purchased through the Cemetery plot purchase plan must be paid in full prior to date of interment.)

PLANNING

| | |
|---------------------------------------|----------|
| Plats: | |
| 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: | |
| - 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 |

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2012**

Ordinance 2012-42 (Exhibit 1)

| | |
|-------------------------|---------|
| Electronic File: | |
| Street Map AutoCAD File | \$60.00 |
| Adobe Acrobat/PDF File | \$30.00 |

LIBRARY

| | |
|---|-----------|
| Resident User Fee | No Charge |
| Non-Resident User Fee (per year) | \$10.00 |
| Non-Resident User Fee: City Employees (Full Time) | No Charge |
| Replacement Card (lost only) | \$3.00 |
| | |
| Computer Classes (per class period) | \$10.00 |

Fines:

| | |
|--|---------------------------|
| - Overdue Books (per day) | \$0.25 |
| - Overdue Maximum Fine | Cost of Item |
| - Overdue Interlibrary-loan (per day) | \$1.00 |
| - Lost/Damaged ILL processing fee | \$10.00 plus Cost of Item |
| - Overdue VHS Tape/DVD (per day) | \$1.00 |
| - Overdue A/V Equipment (per day) | \$5.00 |
| Lost/Damaged Items | Cost + \$10.00 |
| Lost Governmental Publications | \$5.00 |
| Overdue Postage - Regular (per notice) | \$0.50 |
| Inter Library - Loan Postage | \$3.00 |

Miscellaneous Repair/Replacement Costs:

| | |
|---|-------------|
| - 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 |

Meeting Room Rental:

| | |
|---|---------------------------------|
| - Government Entity | No Charge |
| - Youth Groups (free 2 hr block twice monthly, charge after that) | \$15.00/meeting/per 2 hr. block |
| - Non Profit Organizations (per hour) | \$15.00 |
| - Private Organizations (per hour) | \$30.00 |
| 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, 2012**

Ordinance 2012-42 (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 |
|---|---------|

GOLF COURSE

** The Director of Community Services with approval of the City Manager, shall have the authority to utilize various discount coupons and special promotional rates that deviate from this schedule.*

Green Fees:

| | |
|--------------------------|---------|
| Weekday - Regular | \$14.00 |
| Junior (weekdays only) | \$7.00 |
| Senior (weekdays only) | \$11.00 |
| Weekday - Twilight (4pm) | \$11.00 |
| Weekday - Twilight (6pm) | \$9.00 |
| Weekend/Holiday - all | \$19.00 |
| Weekend - Twilight (4pm) | \$14.00 |
| Weekend - Twilight (6pm) | \$12.00 |

Cart Rental:

| | |
|-----------------------|---------|
| 9 Holes - per person | \$10.50 |
| 18 Holes - per person | \$14.00 |

Driving Range:

| | |
|--------------|---------|
| Small Bucket | \$3.00 |
| Large Bucket | \$6.00 |
| Range Card | \$50.00 |

| | |
|--------------------------------|----------|
| 10 Round Punch Card (weekend) | \$150.00 |
| 10 Round Punch Card (weekdays) | \$100.00 |
| AGF Tournament | \$15.00 |

Annual Green Fees:

| | |
|--|----------|
| Single (annual payment) | \$625.00 |
| Single (semi annual payment) | \$375.00 |
| 1st Dependent (annual payment) | \$225.00 |
| Each additional Dependent (annual payment) | \$125.00 |
| 1st Dependent (semi annual payment) | \$150.00 |

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2012**

Ordinance 2012-42 (Exhibit 1)

| | |
|---|------------------|
| 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 |
| Concessions: | |
| Golf Course Concession Area Rental (monthly) | \$600.00 |

ADMINISTRATIVE FEES-NON DEPARTMENTAL

| | |
|---|-------------|
| Tax Abatement Application Fee | \$1,500.00 |
| Returned Checks Fee | \$30.00 |
| NSF Electronic Draft Fee | \$30.00 |
| Online Credit Card Processing Fee "Convenience Fee" (Municipal Court) | \$1.50 |
| 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 |
| Charges for providing copies of public information: | |
| Paper Copy - Standard Size 8 1/2 x 11 (per page) | \$0.10 |
| Oversized Paper Copies 11x17 (per page) | \$0.50 |
| Posting/Shipping Charges | Actual Cost |
| Compact Disc | \$1.00 |
| DVD | \$3.00 |
| Non-standard Size Copies: | |
| - Diskette (each) | \$1.00 |
| - Magnetic Tape (each) | \$12.00 |
| - VHS Video Cassette (each) | \$2.50 |
| - Audio Cassette (each) | \$1.00 |
| - Other Charges | Actual Cost |
| Computer Resource Charges: | |
| - Mainframe (per minute) | \$10.00 |
| - Midrange (per minute) | \$1.50 |

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2012**

Ordinance 2012-42 (Exhibit 1)

| | |
|----------------------------|--------|
| - 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.) | \$600.00 |
| 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. | \$225.00 |
| 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 |

| | |
|-------------------------------|----------|
| 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 |

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2012**

Ordinance 2012-42 (Exhibit 1)

| | |
|------------|----------|
| 6" meter | \$239.00 |
| Contractor | \$11.00 |
| Bulk | \$11.00 |

Rate per 1,000 Gallons of Water:

| | |
|-------------|--------|
| Residential | \$3.27 |
| Commercial | \$4.10 |
| Sprinkler | \$3.44 |
| Bulk Water | \$5.61 |
| 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

| | |
|-------------|--------|
| Residential | \$4.27 |
| Commercial | \$5.10 |
| Sprinkler | \$4.44 |
| Bulk Water | \$6.61 |
| Contractor | \$5.62 |

Drainage (residential):

| | |
|---|--------|
| Residential Single Family | \$6.00 |
| Master Meter multi-family (bill to owner/property mgr.) - minimum *** | \$6.00 |
| Individual Meter Duplex (per unit) *** | \$3.60 |
| Individual Metered 3-4 unit (per unit) *** | \$3.60 |
| 5 or more units (Individual Metered) - minimum *** | \$6.00 |

***For the exact amount please refer to the City Ordinance - Article I, Sec. 11-5 & 11-6. City uses a formula to assess the charge.

Drainage (non-residential) - minimum ***

| | |
|---|--------------|
| | \$6.00 |
| ***For the exact amount please refer to the City Ordinance - Article I, Sec. 11-5 & 11-6. City uses a formula to assess the charge. | \$17.86/acre |

Sewer

| | |
|--|---|
| Sewer minimum rate (all customers) | \$11.00 |
| Rate per 1,000 Gallons of Water (all customers) | \$4.96 |
| <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.

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2012**

Ordinance 2012-42 (Exhibit 1)

SOLID WASTE

| | |
|-----------------------------------|---------|
| Solid Waste Deposit (residential) | \$40.00 |
| Solid Waste Deposit (commercial) | \$65.00 |

Residential Monthly Rates:

| | |
|---|--------------|
| Garbage Collection: | |
| - One-family residence | \$14.00 |
| - Multi-family residence based on the number of units with one water meter | \$14.00/unit |
| - Multi-family residence on separate water meters | \$14.00 |
| - Additional container | \$14.00 |
| Bulky items/White goods at the curb pick up (3 cubic yards) | No Charge |
| Bulky items/White goods in excess of 3 cubic yards - per cubic yard | \$6.00 |
| Construction debris at the curb (minimum fee for service includes one cubic yard) | \$6.00 |
| Construction debris at the curb (per cubic yard in excess of minimum) | \$6.00 |
| Missed service fee | \$10.00 |
| Non payment container confiscation | \$25.00 |
| Service fee to replace lost, stolen, or damaged container | \$15.00 |
| Service fee to find lost container | \$25.00 |
| Exchange for a larger container | \$10.00 |
| Fee for overloaded container | \$4.50 |
| Automated container reload for excess garbage (per load; 2 loads max) | \$4.50 |
| Removal of container from curb by city employees | \$7.50 |
| Brush in excess of 8 cubic yards (5'x4'x11') - per cubic yard | \$6.00 |

Commercial Monthly Rates for 96 Gallon Garbage Containers:

| | |
|--|---------|
| Twice-a-week pickup of one automated container - Garbage Collection | \$28.00 |
| Twice-a-week pickup for one additional container - Garbage Collection | \$56.00 |
| Twice-a-week pickup for two additional containers - Garbage Collection | \$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 |

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2012**

Ordinance 2012-42 (Exhibit 1)

Commercial Collection Compactor Rates:

| | |
|-----------------------------------|--------------------------------|
| 3 cubic yard for 1 day Pickup | \$192.00 |
| 4 cubic yard for 1 day Pickup | \$256.12 |
| 6 cubic yard for 1 day Pickup | \$367.60 |
| 3 cubic yard for 2 day Pickup | \$384.00 |
| 4 cubic yard for 2 day Pickup | \$512.24 |
| 6 cubic yard for 2 day Pickup | \$735.20 |
| 3 cubic yard for 3 day Pickup | \$576.00 |
| 4 cubic yard for 3 day Pickup | \$768.36 |
| 6 cubic yard for 3 day Pickup | \$1,102.80 |
| 3 cubic yard for 4 day Pickup | \$768.00 |
| 4 cubic yard for 4 day Pickup | \$1,024.48 |
| 6 cubic yard for 4 day Pickup | \$1,470.40 |
| 3 cubic yard for 5 day Pickup | \$960.00 |
| 4 cubic yard for 5 day Pickup | \$1,280.60 |
| 6 cubic yard for 5 day Pickup | \$1,838.00 |
| 20 cubic yard or larger compactor | \$125.00 + current tipping fee |

| | |
|--|----------|
| Mechanical assistance to unload items | \$40.00 |
| Manual collection (per hour) | \$110.00 |
| Dumpster cleanup due to unsanitary conditions | \$50.00 |
| Dumpster cleaning, painting, and repair after fire | \$185.00 |

Disposal Fees:

| | |
|--|---------|
| - Minimum Charge (up to 240 lbs.) | \$5.64 |
| - Per Ton | \$56.40 |
| 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 | \$135.64 |
| - Service/Pull fee | \$135.64 |
| - Customer Fee | \$2.12 |
| - Disposal (per ton) | \$56.40 |
| - 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 |

CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2012

Ordinance 2012-42 (Exhibit 1)

| | |
|---|----------|
| 6 yard container | \$23.31 |
| 8 yard container | \$28.62 |
| 10 yard container | \$33.60 |
| <i>Return Service</i> | |
| 3 yard container | \$28.53 |
| 4 yard container | \$32.09 |
| 6 yard container | \$37.88 |
| 8 yard container | \$43.19 |
| 10 yard container | \$48.17 |
| | |
| Deposit for recurring use of the Transfer Station | \$750.00 |

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE DEFINITIONS
EFFECTIVE OCTOBER 1, 2012**

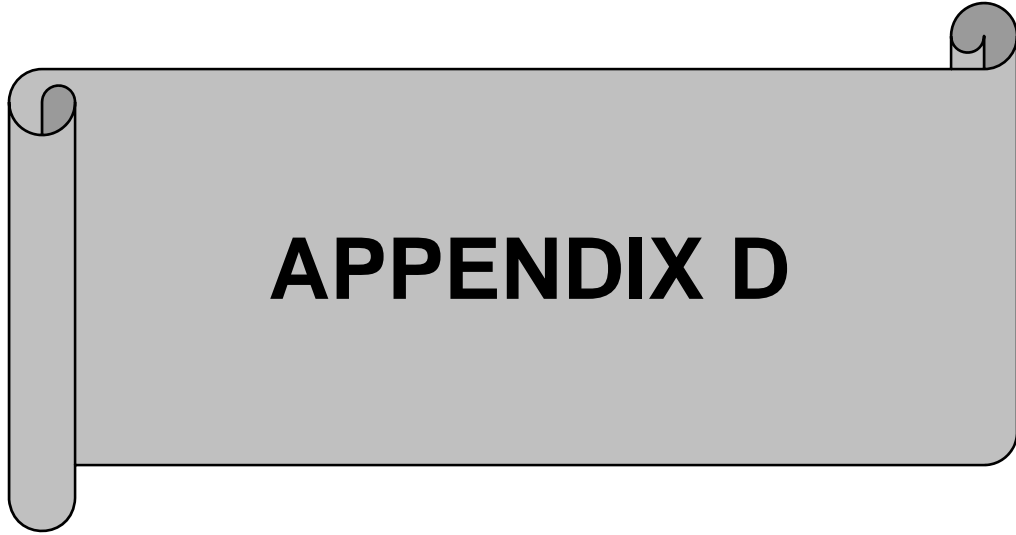
Ordinance 2012-42 (Exhibit 1)

| | |
|----------------------------------|--|
| 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, 2012**

Ordinance 2012-42 (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

Admin. Asst. – Administrative Assistant

AFC – American Flow Control

ACO – Animal Control Officer

AO – Administrative Order

BCWCID #1 – Bell County Water Control and Improvement District #1

BNSF – Burlington Northern Santa Fe

BOA - Board of Adjustments

CAFR – Comprehensive Annual Financial Report

CCAD – Coryell County Appraisal District

CCGA - Copperas Cove Golf Association

CCISD – Copperas Cove Independent School District

CCN – Certificate of Convenience and Necessity

CCPD - Copperas Cove Police Department

CDBG – Community Development Block Grant

CE - Continuing Education

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

CPA - Citizens Police Academy

CPO - Certified Pool Operator

CTC - Central Texas College

CTCOG – Central Texas Council of Governments

DARE – Drug Abuse Resistance Education

BUDGET ACRONYMS

EDC – Economic Development Corporation

EMC - Emergency Management Coordinator

EMPG – Emergency Management Performance Grant

EMS – Emergency Medical Services

EMT – Emergency Medical Technician

EMT-B - Emergency Medical Technician-Basic

EMT-P - Emergency Medical Technician-Paramedic

EOC – Emergency Operations Center

EOP – Emergency Operations Plan

EPA – Environmental Protection Agency

ETJ – Extra Territorial Jurisdiction

FASB – Financial Accounting Standards Board

FEMA – Federal Emergency Management Administration

FM – Farm to Market

FTE – Full-Time Equivalent

FY – Fiscal Year

GAAP – Generally Accepted Accounting Principals

GASB – Governmental Accounting Standards Board

GFOA – Government Finance Officers Association

GIS – Geographical Information Systems

GO – General Obligation

GPD – Gallons Per Day

GPS - Global Positioning System

HAA – Halo Acetic Acids

HHW - Household Hazardous Waste

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

BUDGET ACRONYMS

HR – Human Resources

HRIS - Human Resource Information System

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

LGI - Lifeguard Instructor

LGC – Local Government Code

MDT – Mobile Data Terminal

MGD – Million Gallons per day

MIMES – Mentoring Industrious Minds and Educating Students

MLB – Major League Baseball

MPN – Most Probable Number

MS4 - Municipal Separate Storm Sewer System

NFPA - National Fire Protection Association

NIMS – National Incident Management System

NJCAA – National Junior College Athletic Association

Non-Dept – Non-Departmental

NPDES – National Pollutant Discharge Elimination System

NRP - National Response Plan

OSHA – Occupational Safety and Health Association

OTC – Brand name for automotive testing equipment

P&Z - Planning & Zoning

PD – Police Department

PFIA – Public Funds Investment Act

BUDGET ACRONYMS

PHR – Pitch Hit and Run

PID – Public Improvement District

PPC - Public Protection Classification

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

SOP - Site Operating Plans

SR - Senior

SRF – State Revolving Fund

SRTS – Safe Routes to School

Svcs – Services

SWAC - Solid Waste Advisory Committee

SWAT – Special Weapons and Tactics

SWPPP - Storm Water Pollution Prevention Plan

TAACO - Texas Academy of Animal Control Officers

TCEQ – Texas Commission on Environmental Quality

TCLEOSE – Texas Commission on Law Enforcement Officer Standards and Education

TDEM – Texas Division of Emergency Management

TDSHS – Texas Department of State Health Services

THM – Trihalomethanes

TIRZ – Tax Increment Reinvestment Zone

BUDGET ACRONYMS

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

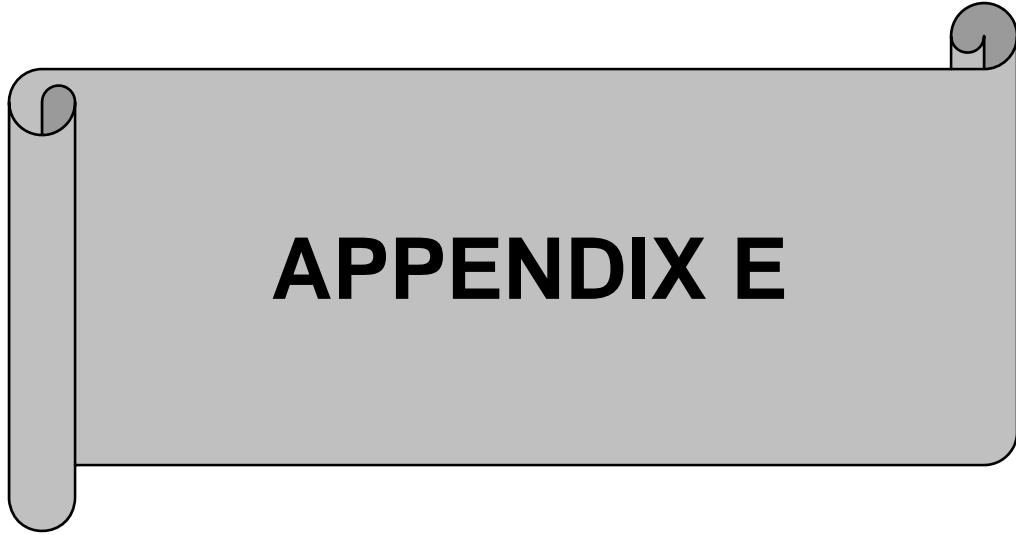
USGA - United States Golf Association

VFD – Variable Frequency Drive

W & S – Water & Sewer

WWTP – Waste Water Treatment Plant

ZBA – Zoning Board of Adjustment



Budget Glossary

BUDGET GLOSSARY

To assist the reader of the Annual Budget and Plan of Municipal Services document in understanding various terms, a budget glossary has been included.

Accrual Accounting – A basis of accounting in which debits and credits are recorded at the time they are incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, revenue which was earned between April 1 and July 31, but for which payment was not received until August 10, is recorded as being received on July 31 rather than on August 10.

Ad Valorem Taxes – Commonly referred to as property taxes are the charges levied on all real and certain personal property according to the property's assessed valuation and the tax rate, in compliance with the State Property Tax Code.

Appropriation – An authorization made by the City Council that permits the City to incur 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 Calendar – The schedule of key dates or events, which the City follows in the preparation, adoption, and administration of the budget.

BUDGET GLOSSARY

Capital Improvement Project – The specific projects that make up the Capital Improvements Program. The projects involve construction, purchase, or renovation of City facilities or property.

Capital Improvements Program (CIP) – A management tool used to assist in the scheduling, planning and execution of a series of capital improvements over a period of time. The CIP should be updated annually. It sets forth the estimated expenditures by year and specifies the resources estimated to be available to finance the project expenditures. Capital improvements refer to additional investment in basic facilities owned by the City with life expectancy greater than five years.

Capital Outlay – Expenditures for fixed assets, such as equipment, remodeling, minor building improvements and vehicles that are funded from the operating budget. Since long-term financing is not necessary and expenditures of this type are of such recurring character, these items are not part of the Capital Improvements Program.

Certificates of Obligation – Another form of debt that is backed by a pledge of the full faith and credit of the City. This form of debt differs from general obligation bonds in that they do not require direct approval of the voters rather an indirect approval.

Cost Center – An administrative branch of a division.

Debt Service – The amount of interest and principal the City must pay each year on long-term and short-term debt.

Debt Service Fund – The debt service fund, also known as an interest and sinking fund, was established for funds needed to make principal and interest payments on outstanding bonds when due.

Department – A major organizational unit that reports directly to the city manager. This unit may be responsible for one type of activity or several types of activities.

Depreciation – The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

Division – A basic organizational unit of government which is functionally unique in its delivery of services.

Effective Tax Rate – The rate which produces the same effect in terms of the total amount of taxes as compared to the prior year.

Encumbrance – The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.

Enterprise Fund – A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds are established for services such as water, wastewater, gas, airport, and the golf course.

Estimated Revenue – The amount of projected revenue to be collected during the fiscal year.

BUDGET GLOSSARY

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.

Governmental Funds – Funds that are generally used to account for tax-supported activities. Governmental funds include the general fund, the debt service fund, special revenue funds, and capital projects funds.

BUDGET GLOSSARY

Infrastructure – Structures and equipment such as highways, bridges, buildings and public utilities such as water and sewer systems.

Interfund Transfers – The movement of monies between funds of the same governmental entity.

Intergovernmental Revenue – Revenue received from other governments in the form of grants, shared revenues or payments in lieu of taxes.

Limited Tax Notes – A form of debt that is backed by a pledge of the full faith and credit of the governing body and is issued with a maximum maturity of seven (7) years from the date of issuance. This form of debt is issued by a single action of the governing body and is typically used to finance any public work, excluding the operations and maintenance expenditures on the governing body. Limited tax notes may be refunded with a single action of the governing body not to exceed a term of forty (40) years.

Modified Accrual Accounting – Under the modified accrual bases of accounting, recommended for use by governmental funds, revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

Net Working Capital – The excess of current assets over current liabilities.

Non-Departmental – A separate “department” within a fund to record expenditures that are common to more than one department or not directly attributable to a department within the fund.

Operating Budget – A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. The term usually indicates a financial plan for a single fiscal year.

Policy – A policy is a plan, course of action or guiding principle designed to set parameters for decisions and actions.

Performance Measure – An identifiable unit of measuring the effectiveness and efficiency of providing services. Data collected to determine how effectively or efficiently a program is achieving its objectives.

Retained Earnings – 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.

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.

BUDGET GLOSSARY

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.