

City of Copperas Cove, Texas ADOPTED BUDGET & Plan of Municipal Services

Fire Station 4 Land Dedication



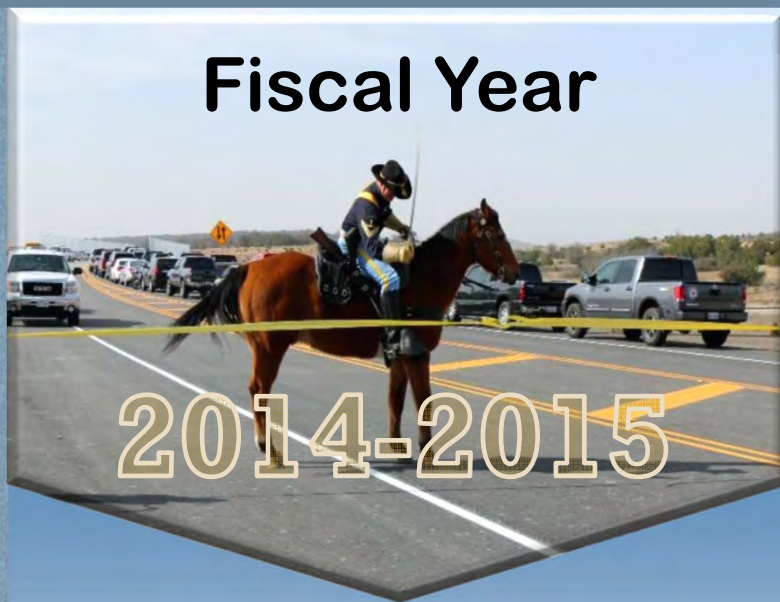
Charles Tillman Street Dedication



State Highway 9
(Ribbon Cutting below)

Photos by Kevin Keller, PIO

Fiscal Year



2014-2015

Declarations required by the State of Texas

Required by Section 102.005, Local Government Code

This budget will raise more total property taxes than last year's budget by \$375,102 (4.01%), and of that amount \$131,779 is tax revenue to be raised from new property added to the tax roll this year.

Required by Section 102.007, Local Government Code

This budget raises more property tax revenue compared to the previous year's budget. The Copperas Cove City Council adopted the budget with the following voting record:

City Council Place 1	Cheryl Meredith	<u>Yea</u>
City Council Place 2	Mark Peterson	<u>Yea</u>
City Council Place 3	Gary Kent	<u>Yea</u>
City Council Place 4	Marty Smith	<u>Yea</u>
City Council Place 5	<i>Vacant</i>	—
City Council Place 6	Jim Schmitz	<u>Nay</u>
City Council Place 7	Frank Seffrood	<u>Yea</u>
/Mayor Pro Tem		

Information regarding the City's property tax rates follows:

Fiscal Year 2012-2013 (preceding)	\$0.7639/\$100 valuation
Fiscal Year 2013-2014 (current)	\$0.7774/\$100 valuation
Fiscal Year 2014-2015	
Adopted Rate	\$0.7900/\$100 valuation
Effective Tax Rate	\$0.75171/\$100 valuation
Effective Maintenance and Operations Tax Rate	\$0.505987/\$100 valuation
Rollback Tax Rate	\$0.832264/\$100 valuation
Debt Tax Rate	\$0.285799/\$100 valuation

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Unity Award Recipients

Citizens Fire Academy



City of Copperas Cove

City Of Copperas Cove, Texas Annual Budget and Plan of Municipal Services Fiscal Year 2014-2015

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PREFACE



Pictures taken at the 2014 Opening Ceremony for baseball season and the 2014 Earth Day tree planting ceremony.



City of Copperas Cove

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	Marty Smith - Council Member
Mark E. Peterson - Council Member	Jim Schmitz - Council Member
Gary L. Kent - Council Member	<i>Vacant</i> - Council Member

City Staff

Reporting to City Council

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

Reporting to the City Manager

Tim V. Molnes, Police Chief/Assistant City Manager
Roy "Jeff" Davis, Human Resources Director
Ryan D. Haverlah, Budget Director/Asst. to the City Manager
Velia M. Key, Director of Financial Services
Joseph Pace, Parks & Recreation Director
Michael T. Morton, Chief Building Official
Kevin Keller, Public Information Officer
Justine Mirabel, Special Assistant 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, 2013

A handwritten signature in black ink, appearing to read 'Jeffrey R. Emswiler'.

Executive Director



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

City Manager
Andrea Gardner

City Secretary
Mariela Altott

Public Information
Kevin Keller

Finance Department
Velia Key
Tracy Molnes
Stephanie Potvin

Budget Department
Ryan Haverlah
Cynthia Taylor

Human Resources
Linda Hernandez

Information Systems
Greg Mitchell
Adam Wolf
Robert Browning

Municipal Court
Jennifer Henry

Police Department
Tim Molnes
Mike Heintzelman
Eddie Wilson
Cheryl Forester

Animal Control
David Wellington

Fire Department
Michael Fleming
Scott Howard
Carla Polidoro
Eric Watson

Street
James Mullen

Fleet Services
Mike King

Planning
Benjamin Smith

Building Development
Mike Morton
Kathy Weber

Code & Health Compliance
George Sinner

Parks & Recreation
Joseph Pace
Mark Willingham
Ashley Borchers
Gene Williams

Library
Kevin Marsh
Valerie Reynolds
Anita Schultz
Martha Dye

Water & Sewer
Daryl Uptmore
Aaron Sheppard
Daniel Hawbecker
Dennis Courtney
Christopher Altott
James Malone
Joe Wooten

Utility Administration
Deanna Sloan

Solid Waste
Noel Watson
Silvia Rhoads

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 to 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 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 MANAGER'S MESSAGE



City Manager Andrea Gardner presenting Employee Service Awards and a committee appreciation award.



City of Copperas Cove



“The City Built for Family Living”

September 2, 2014

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, 2014 through September 30, 2015. 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, the Golf Course Fund and the Special Revenue Funds.

The total proposed operating budget is **\$30,431,555**. This total includes \$15,019,925 for the General Fund, \$11,225,131 for the Water & Sewer Fund, \$3,663,131 for the Solid Waste Fund and \$523,368 for the Golf Course Fund.

The municipal services plan totaling **\$18,335,796** are provided for the Other Funds of the City to include the Special Revenue Funds with expenditures as follows: \$16,608,128 for the Interest and Sinking Fund, \$1,078,834 for the Drainage Fund, \$216,756 for the Hotel Occupancy Tax Fund, \$4,654 for the Court Efficiency Fund, \$24,903 for the Court Technology Fund, \$35,630 for the Court Security Fund, \$17,615 for the Animal Shelter Fund and \$55,000 for the PEG Fee Fund with the remaining funds totaling \$294,276 for the Miscellaneous Other Funds.

Following the improved budget process of the FY 2014 budget development, City staff continued the early involvement of the governing body through a series of planning sessions to review the operating budget, Capital Improvement Plan (CIP), Capital Outlay Plan (COP) and Personnel Improvement Plan (PIP) with the Council in April just prior to the routine budget kickoff. Staff obtained further direction from the governing body in July just before finalizing the proposed budget. 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 and executive staff developed the basic spending plan contained in the document. The municipal services plan provides funding for basic services and most essential needs 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 CIP, COP and PIP. This budget plan adheres to the City’s financial policies, charter, and state law requirements and preserves the City’s strong financial position while continuing to provide expected levels of service.

Document Organization and Presentation

This budget document along with its companion documents, the CIP, COP and PIP 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, and principal and interest payments for outstanding long-term debt. 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 section** 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 section** 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 requests and recap of unmet needs.

The **General Fund section** 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 section**, the **Solid Waste Fund section** and the **Golf Course Fund section**.

The **Other Funds section** 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 section** provides details on outstanding debt including estimates of revenue and expenses for the Debt Service Fund, the amount outstanding and a payment schedule.

The **Capital Outlay section** provides a listing of all major capital purchases planned for acquisition in the major operating funds and those included in the Capital Outlay Plan for the upcoming year.

The **Capital Improvements section** provides a detailed description of capital projects planned to be completed and started in fiscal year 2014-2015. Project details, funding sources, and financial statements for each outstanding debt issuance is included in this section.

The **Appendix section** 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, reviewed and adopted by City Council on April 19, 2011, is as follows:

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, 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 is reviewed and updated annually with the latest update planned to be adopted on September 16, 2014. The strategic plan includes a series of strategic initiatives that correlate to the expenses proposed in the attached documents. The strategic plan is reviewed by every City director and discussed with the governing body prior to the preparation of this budget.

Budget Priorities and Changes in Funding

The development of the budget for fiscal year 2014-2015 was established with most of Council's direction during the Planning Sessions held with the Body in April and early July of this year. Specific feedback included:

- Keeping the City's tax rate at the same rate as the current year's tax rate of 0.7774 per \$100 of assessed valuation;
- Provide a 1% cost of living adjustment for all eligible employees;
- Reducing employee health insurance costs;
- Utilizing compromised recommendations from the 2011 Utility Rate Study for water, sewer, and solid waste rates for both residential and commercial customers;
- Increased fees for permits and inspections and the golf course;
- Continuing the phase-in of single-stream recycling;
- Funding for abatement of nuisance violations; and
- Proceed with development of a transportation fee for the reconstruction and maintenance of streets and the construction of sidewalks.

The governing body also requested a full-time administrative staff person for Code Compliance and an additional building inspector and funding for abatement of dangerous buildings; however, the financial resources estimated for the proposed next fiscal year are not sufficient to provide such funded positions. 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 uncertain economic environment; a conservative budget strategy was applied to the development of the proposed budget and plan of municipal services. A mix of positive, but mostly negative, budget impacts such as moderately increasing property valuations, increasing debt service payments, increasing sales tax receipts, increasing economic development rebates, the over 65/disabled persons tax freeze, disabled veterans exemption and unfunded mandates created unique challenges for departments when developing

spending plans for the upcoming year. Another significant impact is the decision to utilize only the undesignated portion of the General Fund-fund balance when complying with the Ideal Fund Balance Policy. This action in itself reduced the available fund balance by \$500,000 as a two year phase-in approach.

The General Fund's dependency on property tax revenue coupled with the Council's initial directive to maintain the existing tax rate, also served as a requirement to reduce spending as a result of increased debt service payments. With the need to reduce operating expenses to offset the projected reduction of \$705,520 in property tax revenues and \$500,000 in available fund balance, 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 significantly jeopardizing services. The strategy deployed to reduce personnel costs, which began in December 2009 and continues currently, has positioned the City to be able to effectively overcome deficits such as the property tax revenue reduction. 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 continues to serve a valuable purpose, the future plan is to restore the funding of the positions once economically feasible. Furthermore, to assist with the long term personnel planning, City staff presented proposed updates to the Personnel Improvement Plan in April 2014 and July 2014. 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. City Council adopted the FY 2015-2019 Personnel Improvement Plan on August 19, 2014 and will continue to be reviewed each spring.

Sales tax revenue estimates remain conservative with a 4% increase, which includes past trends and estimated net revenue from new economic developments such as the 5 Hills Shopping Center. Over the past twelve months, sales tax revenues have fluctuated with positive and negative changes each month when compared to the same month in the prior year. The City's Chapter 380 Agreement for the area known as the 5 Hills Shopping Center includes both property tax and sales tax rebates, which are also included in the budget.

Budget Development Process

Development of the City Manager's proposed 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, CIP, COP and PIP Planning Sessions held in April 2014 and the completion of the elected official's budget survey. The budget kickoff, following the Budget Planning sessions, 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 along with 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 requests and new requests, 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. Additional direction was sought from City Council on July 1, 2014 regarding proposals to balance the budget. Proposals included a total of 8.5 additional unfunded positions that are currently funded in FY 2013-2014, elimination of tackle football, seasonal softball, kickball, the summer day camp, and the water aerobics programs. Council agreed with those proposals and agreed to athletic, aquatic, and golf fee increases and a reduction on open hours for the library, but directed staff to work with the Copperas Cove Independent School District to possibly keep the tackle football program. Later, during the budget workshops, City Council directed staff to fund the tackle football and water aerobics programs and maintain the current library hours with additional property tax revenues resulting from the certified property values.

As required by the City's Charter and Local Government Code Section 102, the City Manager is to submit the proposed budget to the City Council before the 30th day before the governing body adopts an ad valorem tax rate. 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. Additional communication on the budget and the budget process is provided on the government access channel, City website and through the local newspaper.

The budget is formally adopted by the City Council during the month of September at a regularly scheduled Council Meeting. Once adopted, the budget goes into effect on October 1.

Significant Dates for Budget Adoption Process

April	Budget, CIP, COP and PIP Planning Sessions Budget Kickoff
April – May	Departmental submission of budget documents
June	City Manager review of proposed budget
July	City Manager submits proposed budget to City Council Tax Roll certification by Chief Appraiser
August	Publication of proposed tax rate
September	Proposed budget approved by City Council
October	Budget becomes effective

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 the current year, regular monitoring of revenues and expenditures can limit extreme fluctuations in available funds from one fiscal year to the next.

In 2009 and 2011, the legislature passed a bill that amended the Texas Property Tax Code to provide a homestead exemption to disabled veterans and the surviving spouses of disabled veterans equaling one hundred percent. The impact of this action is tremendous and resulted in the creation of unfunded positions and reductions in various service related expenditures.

In 2011, the City Council passed a Texas Municipal League (TML) 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 TML delegates agreed that TML should support legislation that would help offset the losses incurred by cities disparately impacted as a result of the law; however, a sponsor never materialized to introduce the legislation in 2013. In 2014, TML again supported proposed legislation and the City has secured a sponsor. After securing a sponsor, other legislators are beginning to express support for such action.

Contrary to the City's efforts, legislation was introduced in 2013 to expand assistance to one hundred percent disabled veterans and their families by exempting them and their households from paying sales tax. The fact that the legislation did not pass in 2013 was good for the City, but federal legislation proposed in 2014 may reduce sales tax receipts for internet service sales. As City Manager, I feel it is necessary to begin planning for further reductions in revenues as more legislation at both the state and federal levels is filed with the intent of reducing available resources for local governments, 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 through 2009; however, in 2010 revenues decreased and have leveled off with minor adjustments in revenue. The relatively flat revenue trend since 2010 has generated the need for changes in expenditure budgets. Hence, the personnel and service level changes recommended in this year's funding plan are critical until the revenues begin to improve. In the Water and Sewer Fund, revenues increased about every two years from 2005 to 2015. Water and sewer revenues are dependent on the weather and the Water and Sewer Fund experienced weather related impacts in 2007 when it flooded in the Central Texas Region. Since 2013, the governing body has adopted modest increases for water and sewer rates in accordance with the 2011 Utility Rate Study. Adopting water and sewer rates according to the utility rate study has helped the Water and Sewer Fund to successfully meet the ideal fund balance policy. The Solid Waste Fund revenues have remained relatively steady since 2002 with rate increases included in 2013 to effectively increase revenues consistent with expenditure levels.

The 5 Hills Shopping Center in east Copperas Cove began generating sales tax revenues in 2013 and will continue well into the future. The types of projected increases were anticipated to reduce the City's dependency on property tax revenues to fund operating expenses; however the sales tax revenue experienced since the first businesses opened has not met the original projections. The original projections included 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 proposed retail development. However, the property tax revenue is projected to decrease over the current year due to an increase in the repayment of property tax backed debt that conversely affects the operations and maintenance portion of the property tax revenue.

Since 2009, cities with large numbers of disabled veterans residing in their communities have experienced the increasing impact of the property tax exemption for 100 percent disabled veterans' and their surviving spouses on property tax revenues. The City is working with federal and state elected officials to seek relief in the near future from the losses encountered as a result of the exemption. While the City of Copperas Cove supports and appreciates the sacrifices of those serving in the military, it 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 2015, the City is in the position of those very tough decisions. The impact on the City's property tax revenue is \$478,765 with the exemption being provided to Copperas Cove residents.

Expenditure Trends

The expenditures in the major operating funds are being closely monitored on a monthly basis. Expenses for FY 2015 increased only 0.9% from FY 2014 projected expenditures to meet three specific goals. The first goal is to eliminate the use of the designated fund balance as opposed to regular historical usage to balance the annual operating budgets. The second goal is to balance the budget to meet the Ideal Fund Balance Policy. The third goal is to use current revenues for current expenditures. The City has met the Ideal Fund Balance and a portion of the first and third goals were accomplished.

A total of 87.5 full-time equivalent (FTE) positions, of which 28.5 were previously funded, are included in the spending plan to be unfunded for 2015. The majority of purchases in the Capital Outlay Plan, totaling \$2,215,246 were also pushed to future years in the COP in order to provide financial relief to the operating funds and include only necessary capital projects and purchases in the debt issuance for 2015. Only the Water and Sewer Fund and the Drainage Fund will follow the COP regarding purchases in FY 2015. This type of spending control is being utilized by state and local governments across the nation. Of the 28.5 unfunded positions, the General Fund includes 22.5 FTE positions for total savings of \$1,244,258 and other funds account for 6 FTE positions for savings of \$265,583. Total savings from these unfunded positions is \$1,509,841. 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 was faced with losing a job with the City. Without this type of planning, the City could face the need for reductions in force in the future.

According to the U.S. Energy Information Administration (EIA), regular gasoline retail prices, which averaged \$3.56 per gallon in 2013, are forecasted to be \$3.45 per gallon in 2014 (U.S. Energy Information Administration Short-Term Energy Outlook, March 2014). Due to the monthly revised forecasts by the EIA, the City's spending plan for fiscal year 2014-2015 includes \$3.38 per gallon for regular unleaded gasoline and \$3.78 per gallon for diesel gasoline based on the March 2014 Outlook. Unfunded mandates, such as the Affordable Care Act (ACA), require additional allocation of resources. The City's premiums increased 21% as a result of the insurance usage in the past, but also due to regulatory increases from the ACA. Executive Staff used a more accurate method of calculating the City's premium cost and was able to minimize the impact of the City paid premium increases.

Economic Outlook and Revenue Projections for Fiscal Year 2014-2015

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. As of June 2014, Fort Hood's assigned strength was 41,400 soldiers and 19,250 civilian employees and contractors. There are 71,100 family members supported by the soldiers, of which 75% live off-post in the neighboring communities such as Copperas Cove. There are also approximately 251,000 retirees and survivors residing in the Central Texas region. In the Army 2020 Force Structure Realignment document, the U.S. Army estimates the economic impact on the Central Texas Region was \$16.6 billion in 2012. Yearly family income of approximately \$9 billion is injected into the region's economy based on a recent report released by the U.S. Army Environmental Command. Additionally, projects at the installation and surrounding communities help bring investment and jobs to the Central Texas region.

The Heart of Texas Defense Alliance (HOTDA) anticipates the currently assigned strength on Fort Hood will be about the same next year. The report released in June by the U.S. Army Environmental Command projects a loss of 16,000 positions and 24,288 family members beginning in 2017. With sequestration still in effect since February 2013, the number of lost positions could be greater. The released document details Brigade Combat Teams would be reduced from four to two and 60% of other soldier and 30% of civilian positions would be lost. Director Bill Parry from HOTDA indicated the proposed reductions would be effective in 2017. Nationwide, the Army must reduce troop levels from 510,000 today to 490,000 in FY 2015, 450,000 in FY 2017 and 420,000 in FY 2019. At this time the 2015 reductions will not have a significant impact to Fort Hood's personnel strength. If the United States Congress does not address sequestration, the severity of the impact will be an even greater reduction, though it is currently unknown how much greater. The Congressional Budget Office stated that personnel cost in the military will consume 100% of the defense budget by 2039 if left unchecked. Staff will continue to maintain dialogue with officials from Fort Hood and adjust the City's budget accordingly to remain conservative fiscally.

In the first quarter of the year statewide, home sales slowed and prices increased, but the Killeen-Fort Hood MSA did not following that trend as closely. The Real Estate Center at the Texas A&M University cites a balanced market has 6.5 months of inventory, meaning it would take 6.5 months for all the current available homes on the market to be sold. The statewide inventory of homes decreased by 19.04% to 3.4 months, a new all-time low for the state. The inventory in our area also decreased, but was more than double the statewide average at 7 months. The City is anticipating several housing developments to begin construction in the very near future and continue for more than a decade. Heartwood Park Phase I, a development of 222 lots, has finished a large portion of the required infrastructure and lots are ready for construction. The Reserves at Skyline Mountain, a development of 57 lots, is being prepared for the installation of infrastructure and the City finished constructing necessary water infrastructure facilities. There are also three additional housing developments proposed in concept totaling 1,869 lots. The earliest the City will realize the financial impact on the property tax rolls is 2016.

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. Staff anticipates the number of connections moderately increasing over the next decade as new businesses and homes are constructed. Economic indicators are monitored by staff on a monthly basis since the impact to our local economy is tremendous. Changes in the indicators can have a large impact on the three major operating funds of the City.

The increase in the number of utility connections (accounts) is usually indicative of the troop movement from Fort Hood. However, as the number of military retirees increase in our community, it is becoming more evident that the population increase is due to retirees and their extended families moving to the area. 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 and consistent increases through June 2013. Consumer confidence has slowly increased in the past year as reflected in the sales tax revenues. Though, the sales tax revenue is a result of the 5 Hills Shopping Center are being realized, the full impact as originally presented by the developer have not materialized. Therefore, the need to project sales tax revenues with only a 1% increase from 2013-14 and include only a portion of the amount estimated by the developer is conservative.

The sales tax revenue source is extremely important to the City in that it reduces the general fund's dependency on property taxes. Sales tax comprises 22% of the general fund revenue, compared to 20% in the current year. 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 volatile economic environment.

Property tax revenues for maintenance and operations are projected to decrease in FY 2015 mainly due to increased debt service payments, but also as a result of the lost property tax revenue from the over 65 tax freeze and the disabled veterans exemption. 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. The taxable property value was projected to increase by less than 2.7% in the current year and according to the certified assessed values, the valuations for tax year 2014 are up 2.1%. Even though new properties were added to the rolls, properties receiving the disabled veterans exemption and the over 65 tax freeze have increased.

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, more stringent spending controls were needed to balance this year's budget. 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, reduced the revenue impact from \$122,485 in 2012 to \$52,668 in 2013. However, the eligible tax freeze increased from \$66,446 to \$127,844 in the same time period.

Though tax revenues in the general fund increased 2.3% from the current year, expenditures decreased for FY 2015 by 3.6% less than the FY 2014 revised budget. A multitude of options were considered and implemented as a result of the economic impact on current and future year budgets, including twenty-two and a half (22.5) 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, streets maintenance, fire protection, library services, parks and recreation and emergency medical services.

Comprising 42 percent of the total projected General Fund revenues in FY 2015 and 43 percent in FY 2014, property tax is the major revenue source for funding General Fund operations. The tax values were certified by both appraisal districts on or before July 25, 2014. Once the certified values were provided, staff conducted a discussion with the Council on property tax. During the discussion, Council provided direction on changes to the spending plan. A calculation of the tax rate levy is provided further in the **Budget Summary section** of this document.

To fund operations, such as police services, fire and emergency medical services, building and maintaining our parks, preparing 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 79.00 cents per \$100 of property value, which is an increase of 1.26 cents from FY 2014 and is the direct impact of the 2009 and 2013 General Obligation Bonds to construction the Police Department and reconstruct Fire Station #2.

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

- A consistent level of service in light of increased cost of operating expenses and a growing population;
- Debt service (principal and interest payments on outstanding debt); and
- 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 \$2.9 million in sales tax revenue for fiscal year 2013-2014. 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 7.3% above the prior year actual collections, which is a trend including to receipts related to new retail development for a period of 8 months. For 2014-2015, the budget is \$3.2 million in sales tax revenue for General Fund operations, a 10% increase from the FY 2013-2014 expectations.

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

Licenses, permits and fees are intended to cover the costs of general government services such as building inspections, plat recording, subdivision review, site plan fees and fire inspection fees. Building permit fees show signs of decreased construction. Comparison of fees with the fees of surrounding communities provided insight that residential fees are mostly in-line with the City's fees. The study revealed the City's commercial fees are below many surrounding communities' commercial fees. Adjustments to the commercial building permit fees were directed by Council during the budget workshops.

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 continuation of a local warrant roundup have improved the collection of fines in the past. However, revenues are projected to remain flat with the FY 2013-2014 revised budget, but represents a decrease of 17.6% from the FY 2013-2014 original budget.

Fees from charges for services are applicable to all services that are experienced only by the person or group requesting such services. Services that are user driven should have revenue sufficient enough to cover the majority of the costs to provide those services. Revenues projected

in the FY 2014-2015 represent a decrease of 9% from the FY 2013-2014 original budget. Revenue related to eliminated programs such as seasonal Softball, Kickball, and Summer Day Camp is not included in the adopted budget. Additionally, rate increases for recreational services are included in the projected revenue numbers. Some examples of those rate increases include the athletic programs from \$45 to \$60 per season and daily swim passes from \$3 to \$5. Ambulance revenues, which account for 61% of charges for services, are anticipated to remain consistent with actual receipts from FY 2012-2013 and a 3% increase from the projected FY 2013-2014 revenue.

The transfer from the Water & Sewer Fund, Solid Waste Fund and Drainage Fund to the General Fund is \$835,000, \$477,000 and \$92,000, respectively and is designed to reimburse the General Fund for services that fund provides to include financial services, administrative services, engineering services, planning and plat review services, information technology and other various 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. The City has received several bond rating upgrades over the past several years. Standard & Poor's (S&P) upgraded the City's GO Bond rating from A+ to AA- after review of credit strength in May 2010. S&P reaffirmed the AA- rating after the February 2014 debt issue and stated the long-term planning contributed to the reaffirmation, but also received a positive outlook comment within the report from S&P. Moody's upgraded the City's GO Bond rating from A1 to Aa3 after being calibrated from an A3 to an A1 due to credit strength in May 2010. The City remains at the Aa3 rating after the April 2013 debt issue.

In fiscal year 2014-2015, the General Fund budget includes revenues of \$14,687,164, which is \$290,947 or 2% lower than the amount adopted in the 2013-2014 budget. General Fund expenditures are proposed to reach \$15,019,925, which is \$1,110,479 or 6.9% lower than the amount appropriated at adoption of the 2013-2014 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). All past budgets utilized the entire fund balance to comply with the ideal fund balance policy. For FY 2014-2015, adherence to the policy will be based on use of the undesignated fund balance portion only. Beginning undesignated fund balance projected for fiscal year 2014-2015 in the General Fund is \$3,857,295, which after adjusting for projected revenues and proposed appropriations for each operating department, leaves an estimated ending fund balance of \$3,426,289 after accounting for the deficit from the Golf Course Fund. This amount is \$265,529 under the ideal fund balance needed to comply with the mandate of the fund balance policy. City Council agreed to phase-in eliminating the use of designated fund balance over a two year period and authorized the use of \$500,000 of the \$1,000,000 in designated fund balance for the FY 2014-2015 budget. With the use of these fund the ending fund balance exceeds the ideal fund balance by \$234,471, 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 sixteen years. City Council and staff continue efforts of maintaining ideal fund balance within the General Fund.

The proposed budget includes a total of 193.5 authorized and funded full-time equivalents for fiscal year 2014-2015 in the General Fund budget with 72.5 full-time equivalents being authorized, but unfunded. The proposed budget includes one new part-time funded position for fiscal year

2014-2015 with the funding for the position derived from a canceled cleaning service agreement. City Council requested in April 2014 budget planning session to include a full-time Administrative Assistant in Code Compliance and a full-time Building Inspector in the Building and Development Department. The City Council requested positions are not included in the proposed budget in order to maintain the current positions and personnel.

The Police Department operating budget comprises 32.9% of the total General Fund expenditures as proposed for fiscal year 2014-2015. This department's spending plan includes increases in expenditures for pay increases and decrease in all other expenditure accounts to assist in balancing the entire General Fund. Proposed funding levels are such that services will not be impacted greatly. The Fire Department operating budget consumes 24.4% of the proposed General Fund appropriations. Like the Police Department, the Fire Department's spending plan includes increases in expenditures for pay increases, but unfunding the vacant Deputy Chief, the vacant Training Captain, and a vacant filled part-time Administrative Assistant. All other operating expenditure accounts were also reduced to such a level as to not greatly impact services. The capital outlay needs for the Police and Fire Department will be delayed for at least one year. The purchase of new library books are the only capital purchases planned in the proposed budget. 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 additional increases in user fees.

Community Services account for 10.6% of the fiscal year 2014-2015 General Fund proposed expenditures. Community Services is comprised of Parks and Recreation Administration, Maintenance, Athletics, Aquatics, Special Events, and Library Departments. The budgetary condition required significant reductions from all departments, including Community Services. The proposed budget does not include seasonal Softball, Kickball or Summer Day Camp programs. One part-time Athletic Recreation Aide will be unfunded in the FY 2014-2015 budget. The regular weekly pool hours for both pools combined will be reduced from the current schedule of 68 hours to 42 hours.

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, service needs, department reorganizations and efficiencies gave cause for City Management to increase the number of unfunded full-time equivalent positions to 24.5 for fiscal year 2014-2015 in the General Fund. 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. Even if the economy improves as anticipated, 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. Sewer collection and 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 has made great strides in developing

sufficient resources to comply 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 \$11,631,628 for fiscal year 2014-2015, which is \$33,376 more than the amount of revenues adopted for fiscal year 2013-2014. The increase is attributed to the current governing body's direction to continue with the premise of the 2011 Utility Rate Study, which is to adjust rates according to the needs of providing water and sewer services. By holding the revenues steady in prior years and not following the recommended rates per a prior rate study, the fund was unable to meet ideal fund balance for many years prior to the fiscal year 2014 budget. Both the water and sewer revenues for the current year are projected to end the year below the amount included in the adopted budget as a result of calculating projected revenues with extremely high usage. Customer usage through April 2014 revealed usage consistent with a normalized year. Staff must also recognize there is a balance between the need for greater water usage as a result of weather conditions and the imposition of water restrictions to conserve our water source. The 2013 State Legislature created a state-wide Watermaster Program that could, in severe weather conditions, threaten the rights of our water provider by causing less water to be available than what is entitled to the City. Staff continues to monitor the impact of the Watermaster Program and will discuss its impacts with Council in the near future.

The total water revenues projected for fiscal year 2014-2015 does include a recommended rate adjustment for water usage of 10% for all customer types. The sewer rate includes an adjustment of 3%. Fee increases stem from the necessary revenue required to cover not only operating expenses, but also to provide sufficient water supply to meet fire protection requirements and fund capital improvements identified in the Water Master Plan. The Water System Study provides "a list of recommended improvements [that] has been developed to address immediate concerns and deficiencies in the Copperas Cove water system. These improvements are referred to as Phase I Improvements [in the total amount of \$11.3 million and] are necessary for the water distribution system to provide an adequate level of service and satisfy design criteria under current existing conditions. Phase I Improvements consists of four projects whose primary goal is to address the water storage deficiencies and improve water transmission capabilities." Phase I were authorized by City Council beginning with the Southwest Water Improvements project currently in the design phase. Phase II and III projects are longer term and total \$27.6 million to address population growth.

Total expenses are estimated at \$11,225,131, which is \$239,356 or 2% more than the amount adopted for the fiscal year 2014-2015. 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 2016-2017 after refunding some outstanding debt. A summary of the City's debt requirements is provided in the **Debt Service Requirements section** of this document. City Administration continues to evaluate the potential for refunding the 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.

The Water & Sewer Fund is also restricted by the City's fund balance policy. The estimated ending fund balance for fiscal year 2014-2015 is \$3,302,315. The ideal fund balance for the Water &

Sewer Fund is calculated at \$1,907,155 for fiscal year 2014-2015, which means this is the second consecutive year since 2005 that the budgeted fund balance is anticipated to exceed the ideal fund balance. The Water & Sewer Fund's historical 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 new Financial Analyst position will be funded in the Public Works Administration Department to assist with project management and accounts payable organization. Therefore, the fiscal year 2014-2015 Proposed Budget includes 43 full-time positions in the Water & Sewer Fund, an increase of 0.5 FTE positions. This spending plan includes some capital purchases, but does not include the capital outlay purchases. Continued low interest rates lend to a recommendation to include capital projects and capital outlay items for the Water & Sewer Fund in an issuance scheduled for the 2015 summer. The governing body authorized reimbursement resolutions on April 15, 2014 to begin the Southwest Water Improvement Phase I and a utility relocation project on FM 116. The budget for 2014-2015 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. In fiscal year 2010-2011, a utility rate study was completed and included all of the collection and disposal fees for Solid Waste. City Council began the implementation of those rates in the 2012-2013 budget and continue with modest rate increases in fiscal year 2014-2015.

Revenues are projected at \$3,569,392, which is \$222,148 or 6.6% increase in total revenues included in the 2013-2014 Adopted Budget. City Council provided direction to adjust the residential fees, 96 gallon commercial fees, roll-off customer and dumpster fees in close accordance to the 2011 Utility Rate Study. Total expenses are estimated at \$3,663,131, which is \$329,119 or 9.9% more than the amount adopted for fiscal year 2013-2014.

There are a total of 25.5 full-time equivalent funded positions included in the Solid Waste Fund budget for fiscal year 2014-2015. The fiscal year 2014-2015 spending plan includes the addition of one driver for recycling collection. The recycling driver position will provide more efficient recycling collection and assist in the other collection functions as necessary. The 2014-2015 spending plan includes no major capital outlay purchases funded through Solid Waste, nor through the issuance of debt in 2015. The spending plan does include \$319,980 to purchase additional recycling bins to further advance the implementation of single-stream recycling.

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 fund continues to be difficult. 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. Since fiscal year 2006-07, City staff has reviewed and implemented various cost reducing measures to improve the financial position of this fund. Again in the current year, cost saving measures were implemented to include a reduction in funded full-time equivalent positions from 6.5 to six positions.

Revenues for the 2014-2015 fiscal year are projected at \$425,123, which is \$13,273 more than the amount adopted for fiscal year 2013-2014. The Proposed Budget includes a 10% increase in play rates and accounts for a dropout rate of 3%. Though a transfer from the General Fund is not included in the 2013-14 spending plan, the General Fund transferred \$180,000 to the Golf Course Fund at the end of fiscal year 2008-09 to cover the cash shortage for that year. City Council did indicate support establishing an annual appropriation transfer from the General Fund in future budget.

Expenses at the golf course are projected at \$523,368, which is \$9,969 or 1.9% lower than the amount adopted in fiscal year 2013-2014. After several years of reductions and prioritization, staff thinks the current level of expenditures includes the bare essentials to operate the golf course. Reducing the expenditures any more would be detrimental to the potential success of the course. 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 \$125,375 and the projected ending fund balance is (\$1,162,528), which is (\$1,287,903), less than the amount necessary to achieve ideal fund balance. The Golf Course Fund is being and will continue to be monitored closely to determine if further changes will be necessary throughout the fiscal year. The spending plan for this fund only includes those purchases essential to the daily operations of the course.

Future Planning

The City plans to begin multi-year budgeting starting with the FY 2015-2016 and 2016-2017 budgets next year. Multi-year budgeting is anticipated to further streamline the budgeting process for future budgets. By preparing two fiscal years at a time, the second year needs only to be updated for current revenue trends and expenditure needs. City Council and staff understand the first year of preparation will be more involved than past budget preparations, but the benefits over time will be realized.

During the 2013-2014 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. The ordinances and plans include the 2010-2014 Capital Improvement Plan Update, 2013-2017 Capital Outlay Plan Update, 2012-2016 Personnel Improvement Plan Update, Strategic Plan Update, Animal Ordinances, Zoning Ordinances, Recycling Ordinance, Hotel Occupancy Tax Ordinance, and Code Compliance Ordinances. The subdivision and zoning ordinance will be presented to City Council before the end of the calendar year. Additionally, a Council appointed Charter Review Committee presented recommendations for Charter revisions. Council approved an ordinance placing the approved recommendations on the next General Election ballot. Other ordinances being reviewed, but not planned for presentation to the Council prior to fiscal year end include the Drainage Master Plan, Wastewater Master Plan, and a Street Maintenance Master Plan.

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.

2015-2019 Capital Improvement Plan

The City's first Five-Year Capital Improvement Plan (2010-2014 CIP) was adopted by the City Council in October 2009 with Council appropriating funds for projects included in fiscal year 2009-10. The 2010-2014 CIP was updated and adopted annual at a minimum through the last year of the plan. The 2015-2019 CIP began development in December 2013. Departments were required to submit project requests for a five year period and include 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, operating budget impact, and maps depicting the locale of the project) designed to provide the governing body and citizens with valuable information. Beginning with the 2015-2019 CIP, a new five year plan be presented each year to the governing body for review, discussion and adoption. Therefore, the City will continuously be look out five years on all capital projects. City Council adopted the 2015-2019 CIP September 2, 2014. The CIP is included as a component document to the operating budget.

The following projects are included in FY 2015 of the Capital Improvement Plan:

- Fire Station #2 Relocation
- New Animal Kennel Land Purchase
- Parks Maintenance Shop Reconstruction
- Southwest Water Improvements Phase I
- Taylor Mountain Complete Tank Rehabilitation
- Northeast Water Line Phase II
- Northwest Wastewater Treatment Plant Improvements
- Mountain Top North
- City Park Sewer Line Replacement
- South Wastewater Treatment Plant Skimmer Pipe Rehabilitation
- Southwest Water Improvements Phase II
- Mickan Mountain Elevated Storage Tank
- FM 116 Utilities Relocation
- Walker Place Drainage Improvements

City Employees

Personnel

The 2014-2015 budget includes 274 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 87.5 positions, of which 28.5 were previously filled, 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

The 2014-2015 budget includes a 2% cost of living adjustment for all eligible employees. The individuals who work for the City is its greatest assets. Due to the budgetary conditions the greatest adjust to employee pay is 2%.

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 \$1,394,724 in this spending plan for funding of future retirement benefits for employees. In 2014-2015, the City will continue to contribute the full rate as required by TMRS.

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 2014-2015 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. The City will experience a 21% increase in premium rates as a result of past claims and the impacts of the Affordable Care Act (ACA). Along with employee contributions payroll deducted, the City has allocated approximately \$1,554,415 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 \$500 per year (ACA limit) that is deposited into a flexible spending account. Fiscal year 2014-2015 marks the third year 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 fiscal year 2014-2015, the City will contribute \$250 into an employee's flexible spending account or health savings account and provide employees a wellness day off after the completion of a series of wellness initiatives.

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

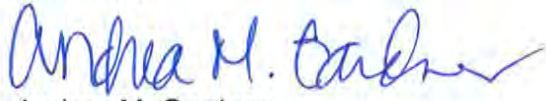
Long Term Disability

In an effort to provide employees with salary protection benefits at the expiration of the short term disability coverage provided, the City began providing long term disability coverage for its employees in fiscal year 2007-08. This budget includes approximately \$25,555 for the 2014-2015 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

BUDGET SUMMARY



Polar Bear Swim



Easter Egg Roundup

Community Events



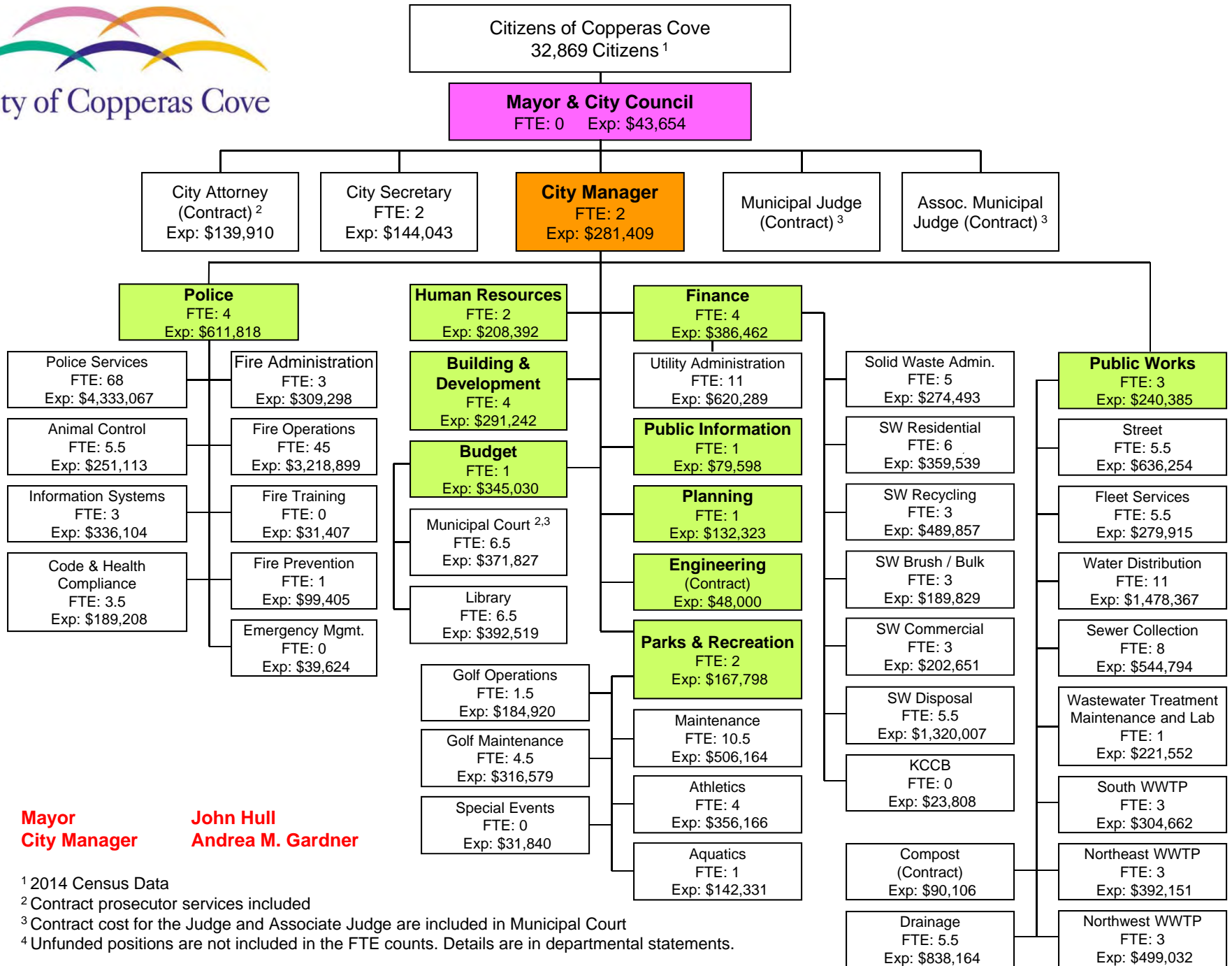
Pet Adoption Event



Library Summer Reading Program



City of Copperas Cove



Mayor John Hull
City Manager Andrea M. Gardner

¹ 2014 Census Data
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 counts. Details are in departmental statements.

Organizational Matrix – Department 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.

Department	General Fund	Water & Sewer Fund	Solid Waste Fund	Golf Course Fund	Drainage Utility Fund
	City Council				
City Manager	City Manager's Office				
Public Information	Public Information Office				
City Secretary	City Secretary				
City Attorney	City Attorney				
Finance	Finance	Utility Administration	Solid Waste – Administration, Residential, Recycling		
Budget	Budget Municipal Court Library		Brush/Bulk, Commercial, Disposal, KCCB		
Human Resources	Human Resources				
Police	Police – Administration & Services Animal Control Information Systems Code & Health Compliance				
Fire	Fire – Administration, Operations, Training, Prevention, Emergency Management				
Building & Development	Building & Development Planning				
Engineering	Engineering				
Parks & Recreation	Parks & Recreation – Administration, Maintenance, Athletics, Aquatics, Special Events			Golf Course – Operations & Maintenance	
Public Works	Street Fleet Services	Public Works Admin Water Distribution Sewer Collection Wastewater Treatment – South Plant, NE Plant, NW Plant, Composting, Lab			Drainage

 BUDGET OVERVIEW


Copperas Cove Elected Officials

John Hull
Mayor

Frank Seffrood
Mayor Pro Tem

Cheryl L. Meredith
Council Member

Marty Smith
Council Member

Mark E. Peterson
Council Member

Vacant
Council Member

Gary L. Kent
Council Member

Jim Schmitz
Council Member

Copperas Cove Appointed Officials

Andrea M. Gardner
City Manager

**Denton, Navarro,
Rocha, Bernal, Hyde
& Zech, P.C.**
City Attorney

Mariela Altott
City Secretary

William "Bill" Price
Municipal Judge

Vision Statement

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

Mission Statement

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

Top 10 Goals

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

FY 2015 Budget Schedule

- April 7, 2014
City Council Budget/ Planning Session.
- April 17, 2014
Budget Kickoff Meeting with City Departments.
- May 1, 2014
Revenue forecasts due.
- May 12-15, 2014
First Round Department Meetings with City Manager.
- May 16, 2014
Proposed Budgets due to Budget Department.
- May 23, 2014
Department New Expense Requests due to Budget Department.
- June 9-12, 2014
Second Round Department Meetings with City Manager.
- July 15, 2014
City Manager presents Proposed Budget to City Council.
- July 25, 2014
Chief Appraiser certifies approved appraisal roll.
- July 24, 29, & 31, 2014
City Council Workshops to discuss Proposed Budget.
- August 12, 2014
Public Hearing on City Manager's Proposed Budget and review City Council recommended changes to the Proposed Budget.
- August 19, 2014
Approval of Fiscal Year 2015-2019 Capital Outlay Plan and Fiscal Year 2015-2019 Personnel Improvement Plan
- September 2, 2014
Approval of Budget, City's Fee Schedule, Tax Rate for Fiscal Year 2015, and Fiscal Year 2015-2019 Capital Outlay Plan.
- October 1, 2014
Fiscal Year 2015 begins.

FY 2015 Budget Approved by Copperas Cove Elected Officials

On September 2, 2014 the members of the Copperas Cove City Council voted to approve the Annual Budget and Plan of Municipal Services for fiscal year 2014-2015. City Council adopted a tax rate equal to \$0.7900 per \$100 of assessed valuation. The tax rate is comprised of two components: the 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 \$114,320.



The City's total operating budget equals \$30,431,555. The General Fund is the main operating fund of the City and was adopted with revenues totaling \$14,687,164. Taxes, which include both property taxes and sales taxes, comprise 75% or \$10,976,473 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 (see the appendix for the new fee schedule). Total expenses for the General Fund equal \$15,019,925. Thirty-three percent (33%) of total expenses is utilized for Police protection, 24% for Fire and EMS services, and 8% for Parks & Recreation activities.

For FY 2015, in spite of the property tax rate increase and modest increases in sales tax receipts, the General Fund will receive \$94,092 or 1% less in taxes when compared to the original budget for FY 2014. Property taxes decreased \$85,721, or 1% less compared to property taxes originally budgeted in FY 2014. This decrease in property taxes is due to increased payments required in the Interest and Sinking Fund in FY 2015. Sales tax revenue in the General fund is budgeted \$33,811 or 1% less from the original FY 2014 budget. These decreases set the stage to require significant reductions and efficiency innovations in costs.

The number of unfunded positions will increase for the fifth straight year. Sixty-seven and a half (67.5) existing full-time equivalent positions will be unfunded and 19 newly requested positions will be unfunded in FY 2015. Duties of unfunded positions will be borne by the remaining funded positions. It remains a focus of city administration to fund previously unfunded positions in the future.



City Council included salary increases for all employees in the FY 2015 budget. The salary increases will be a cost of living adjustment of 2%. The City's Fund Balance Policy requires the General Fund, Water and Sewer Fund, Solid Waste Fund and the Golf Course Fund to maintain the ideal fund balance. Including the salary increases the General Fund, Water and Sewer 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 approved by City Council, the ideal fund balance calculation in all major funds excludes capital outlay and debt service as approved in FY 2009-2010.

In fiscal year 2014-2015, the budget includes increasing volumetric water and sewer rates for all customer types motivated by the 2011 Utility Rate Study, though an in-house analysis of the 2013 and 2014 rates and estimated expenses in FY 2014-2015. The Water & Sewer Fund budget totaled \$11,225,131 with revenues budgeted at \$11,631,628. The Water and Sewer Fund adopted budget meets the ideal fund balance for the seven time since FY 2007-2008. Substantial progress was been made over the past three years to increase the fund balance including raising rates consistent with the needs and controlling costs.



City Council included increases for garbage collection in this budget. Residential customers will see a monthly \$0.50 increase. Business will experience a greater increase ranging from \$1.00 per month up to a 5% increase for dumpster service. Roll off customer fees will also increase according to the 2011 Utility Rate Study. The Solid Waste Fund total budget is \$3,663,131 for fiscal year 2014-2015. Revenues total \$3,569,392, with Garbage Collection Fees comprising 81% of the total revenues. Projected ending fund balance exceeds the 25% reserve ideal fund balance requirement.



The revenues are budgeted in the Golf Course Fund at \$425,123, which is \$13,273, or 3% more than the adopted revenues in FY 2014. Expenses are budgeted at \$523,368 which includes paying for the funds own debt service payments. The Golf Course continues to receive scrutiny over its negative fund balance and deficit-building financial performance. Budgeted costs were reduced for six years prior to 2014. After evaluating the operational and maintenance needs of the Golf Course, it is clear the budgeted expenses are at the lowest level before greatly impacting service. City Council agreed to begin funding a portion of a maintenance position from the General Fund in FY 2013-2014 to begin moving the Golf Course into a fiscally positive situation. Staff also requested proposals to outsource the golf course maintenance, which came back over \$170,000 more than current expenses. Staff anticipates increased play at the course as a result the renovation of greens and greater maintenance efforts. City Council acknowledges the Golf Course Fund will not be self-sufficient on a normal basis.

In the "Other Funds" section, the Debt Service Fund revenues consist of ad valorem taxes, interest earnings and contract payments from the State. 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 PEG Fee 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 2014-2015 is \$900,000. 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 \$1,078,834. The budget for fiscal year 2014-2015 includes funding for the Walker Place Drainage capital improvement project. Progress to improve the City's drainage has been successful to help prevent stormwater damage caused by severe weather events such as the event during fiscal year 2006-2007. The capital improvement plan, prepared by City staff and adopted by the governing body, includes several drainage projects that will be evaluated by the City engineer in fiscal year 2014-2015.



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. Chapter 351 of the Tax Code provides greater 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 fiscal year 2014-2015 budget.

Funding in the FY 2014-2015 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 project funds is located in the "Capital Improvements" section of this document and in the adopted 2015-2019 Capital Improvement Plan.



- The 2006 Limited Tax Notes includes funding for design and architecture services for a public safety facility.
- The 2010 General Obligation Bonds were issued in May 2010 to fund the Northeast water and sewer lines.
- The 2010 Limited Tax Notes were issued in May 2010. Funded projects include the Northeast

- water line and Mountaintop water line, storage tank and wastewater line.
- The 2011 Revenue and Limited Tax Bonds were issued in February 2011. Funding for the Southeast Bypass project is the sole purpose of the funds.
 - The 2011 General Obligation Bonds were issued 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 debt includes projects for Police and Fire facilities, vehicles and equipment, Library facility improvement and road improvements. Projects for the Water & Sewer fund and Solid Waste fund include vehicle purchases.
 - The 2012 General Obligation Bonds were issued in May 2012 to fund the Northeast Water Line.
 - The 2013 Limited Tax Notes were issued in February 2013. The debt includes funding for the purchase of the new City Hall and improvements to other City facilities. Projects for the Water & Sewer fund include equipment, vehicles, design for the Taylor Mountain rehabilitation and match for a CDBG waterline project. The Solid Waste fund includes the purchase of a replacement garbage truck.
 - The 2013 General Obligation Bonds were issued in February 2013 to fund the reconstruction of Fire Station #2 and new and replacement fire apparatus.
 - The 2013 Public Property Finance Contract Obligations were issued in December 2013 to fund the replacement of a fire apparatus.
 - The 2014 Certificates of Obligation were issued in February 2014. The debt includes funding for Information Systems equipment, vehicles and equipment for Municipal Court, Police, Fire, Streets, Parks, Fleet and Code Compliance. Additional funding for Fire Station #2, the Southeast Bypass, West Monument Sign and Courtney Lane are included. Projects for the Water & Sewer fund include equipment, vehicles, rehabilitation of the Taylor Mountain rehabilitation, Southwest water improvements and Northwest Wastewater Treatment Plant. The Solid Waste fund includes the purchase of replacement garbage trucks.



“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 33,122. Copperas Cove is approximately 17.3 square miles,

with 13.9 square miles located in Coryell County. Copperas Cove's crime rate of 3,617 per 100,000 is among the lowest in the Central Texas area and is below the state crime rate of 4,237. The 2012 estimated median household income is \$52,624 and the average home market value is \$103,100. The major employers in the area are Fort Hood (military soldiers) with 41,400 employees, Fort Hood Civilian (federal and contract) with 19,250 employees, Copperas Cove ISD with 1,300 employees, GC Services (credit collection agency) with 1,248 employees, Wal-Mart Supercenter with 445 employees, City of Copperas Cove with 278 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 Independent School District (CCISD) 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. There are 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 (CCHS) 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.



READER'S GUIDE TO THE BUDGET

Key Topics

- Fund Accounting
- Basis of Accounting
- Budget Process
- Budget Calendar
- State Statutes
- Local Law
- Financial Policies
- Debt Management Policy
- Summary of Fund Balances, Revenues & Expenses
- Long-range Financial Planning
- New/Unfunded Personnel Schedule
- Recap of New Requests
- Recap of New Requests and Capital Outlay Plan Requests as Part of the 2015 Debt 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).

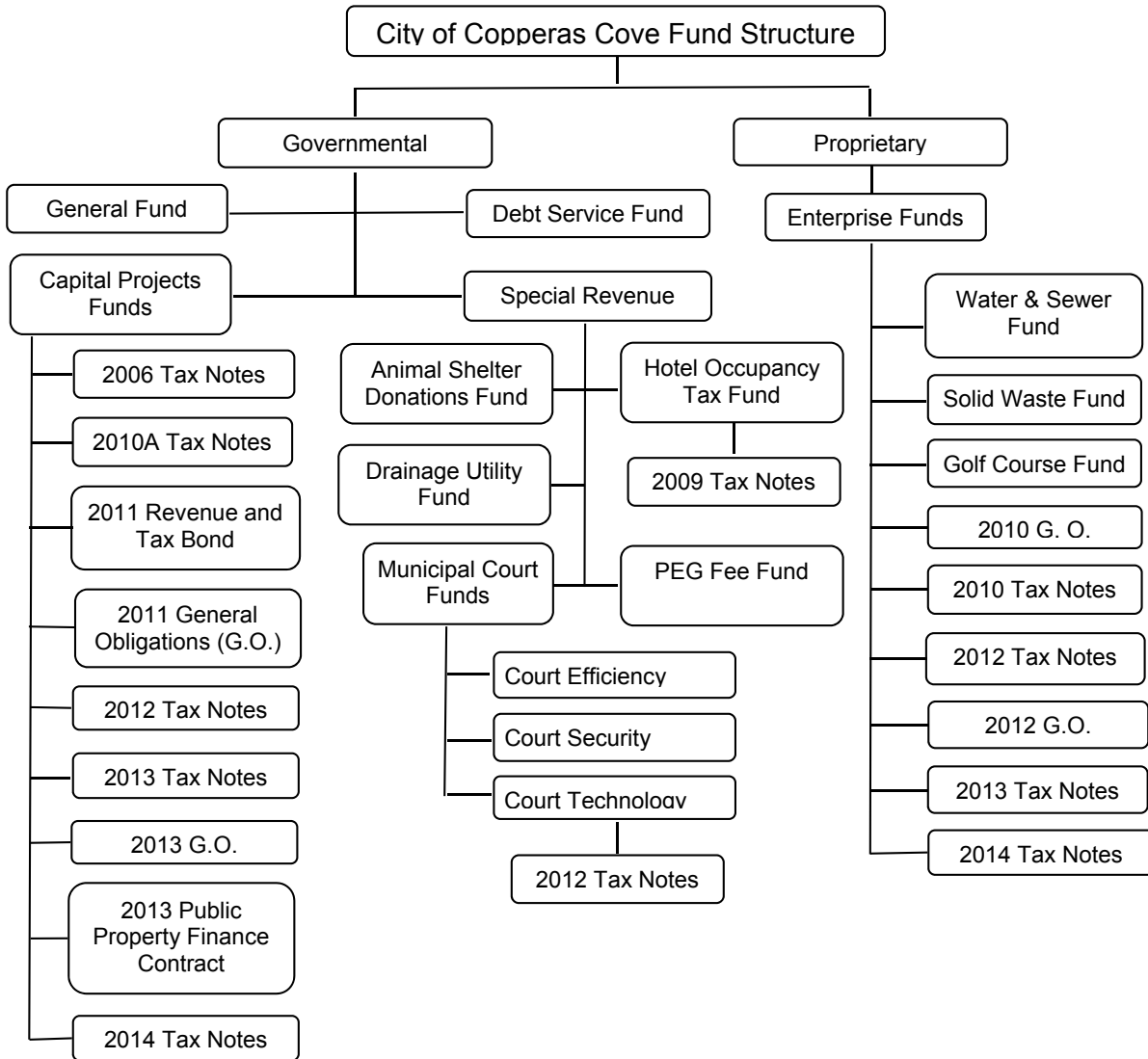


The City's proprietary funds include:

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 appears 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 2014-2015 Budget Process

STEPS	Kickoff Meeting	Revenue Forecasts	Budget Requests	Budget Presentation	Budget Adoption
	<p>Mandatory Budget Instruction Meeting held with staff that plays an influential role in completing the development of the budget.</p> <p>Optional tutorial workshops conducted by the Budget Department.</p>	<p>Departments with revenue generating activities review current year-to-date actuals and develop projections for year end and the next fiscal year.</p> <p>Director of Budget prepares revenue forecasts for upcoming fiscal year based on trends and historical data.</p>	<p>Departments prepare and submit budget requests for Operating Budget.</p>	<p>City Manager, Director of Budget and Director of Finance conduct budget meetings with departments.</p> <p>Budget Department compiles all approved requests, prepares proposed budget and budget presentation.</p> <p>City Manager prepares City Manager's Letter.</p>	<p>Multiple Budget Workshops are conducted with staff & City Council.</p> <p>Public Hearings on the Proposed Budget and Tax Rate are conducted.</p> <p>City Council adopts the FY 2014-2015 Budget.</p>
GOALS	<p>Provide meaningful instruction to staff that will result in justified requests.</p> <p>Staff is required to link together requests, goals & objectives and performance measures.</p>	<p>Provide revenue forecasts that will aid in determining the availability of funds for the next fiscal year.</p> <p>Provide revenue projections that are neither too conservative nor liberal.</p>	<p>Submission of fully justifiable requests that have a direct link to goals, objectives and performance measures.</p>	<p>Present a budget that is supported by proper documentation, plans and linked to the Vision, Mission Statement, Strategic Plan and goals of the City and City Council.</p>	<p>Adoption of a budget that is considered to be in the best interest of the City.</p>
DUE DATE	April 17, 2014	May 1, 2014	May 16, 2014	July 15, 2014	September 2, 2014



Working Budget Calendar

Fiscal Year 2014-2015

Date	Council Meeting	Required Activity	Legal Requirement Reference
February 25, 2014		Request estimated 2014 Appraisal Roll	
March 10, 2014		City Council Retreat	
March 17, 2014		Budget survey provided to City Council	
March 28, 2014		Budget survey due back to Budget/City Manager from City Council	
April 4, 2014		Begin budget process with instructions and schedule email to Departments	
April 7, 2014		City Council Budget/CIP Planning Session	
April 14 & 15, 2014		Training for the Departments - budget input, budget forms, etc.	
April 17, 2014		Budget Kickoff Meeting for City Departments	
April 21, 2014		Budget Department will provide salary schedules to Human Resources for review prior to Department review	
April 23, 2014		Budget Department to provide salary schedules to Departments for review	
April 30, 2014		Departments approval of salary schedules is due to Budget Department	
May 1, 2014		FY 2013-14 Revenue and Expenditure projections due to Budget Department	Local Government Code (LGC) Sec 102.004
May 1, 2014		Revenue forecasts for FY 2014-15 due to Budget Department	LGC Sec 102.004
May 12-15, 2014		Department Budget Meetings with City Manager to review revenue forecasts and expenditure projections (Submitted on May 1, 2014)	LGC Sec 102.004
May 16, 2014		FY 2015 Proposed budgets due to Budget Department	LGC Sec 102.004
May 16, 2014		Budget documents emailed to non-City organizations	
May 23, 2014		Budget Department will finalize all Department salary budgets	
May 23, 2014		Department New Requests due to Budget Department	*LGC Sec 102.004
May 27, 2014 - June 2, 2014		Budget Department will complete initial review of budget submissions to make sure information is complete	
June 6, 2014		General Fund budget requests from Non-City Organizations due to Budget Department	*LGC Sec 102.004
June 9-12, 2014		Budget Meetings with City Manager to discuss budget submissions including New Program Requests	*LGC Sec 102.004
June 13-27, 2014		City Manager and Budget Department work with Departments to balance the budget	
June 30, 2014		Proposed Budget due to City Manager from Budget Department	

Working Budget Calendar

Fiscal Year 2014-2015

Date	Council Meeting	Required Activity	Legal Requirement Reference
July 15, 2014		FY 2015 Proposed Budget filed with City Secretary	*City Charter Article VI, Sec 6.02 *LGC Sec 102.005
July 15, 2014	Council Workshop (5:00pm)	Presentation of FY 2015 Proposed Budget by City Manager	*City Charter Article VI, Sec 6.02 *LGC Sec 102.002-003
July 24, 2014	Special Council Workshop (5:00pm)	Budget Workshop (Departmental Presentations) - Major Operating Funds	
July 25, 2014		Chief Appraiser Certifies Approved Appraisal Roll	*Texas Tax Code (TTC) Sec 26.01
July 29, 2014		Publish Notice of Public Hearing on Proposed Budget (Information due to paper by 7/25/2014) (Include on Channel 10 and website)	*LGC Sec 102.0065
July 29, 2014	Special Council Meeting (5:00pm)	Set Public Hearing on Proposed Budget for August 12, 2014	*LGC Sec 102.006
July 29, 2014	Special Council Workshop (5:05pm)	Budget Workshop (Departmental Presentations) Discuss Tax Rate	*TTC Sec 26.05
July 31, 2014	Special Council Meeting (6:00pm)	Take a record vote on tax rate and set date and location to adopt the tax rate on September 2, 2014 at the City Council Chambers	*TTC Sec 26.05
July 31, 2014	Special Council Meeting (6:05pm)	Set Public Hearings on the Tax Increase for August 12, 2014 and August 19, 2014	*TTC Sec 26.06
July 31, 2014	Special Council Workshop (6:10pm)	Budget Meeting (Outside Organization Presentations) and Fee Schedule Changes	
August 5, 2014		Publication of "Notice of 2014 Tax Year Proposed Property Tax Rate" (Due to paper by 8/1/2014) (Include on Channel 10 and website)	*LGC Sec 140.010
August 12, 2014	Special Council Meeting (5:00pm)	Public Hearing on Proposed Budget	*LGC Sec 102.006

Working Budget Calendar

Fiscal Year 2014-2015

Date	Council Meeting	Required Activity	Legal Requirement Reference
August 12, 2014	Special Council Meeting (5:05pm)	First Public Hearing on Tax Increase	*TTC Sec 26.06
August 12, 2014	Special Council Workshop (5:10pm)	Review City Council Recommended Changes to the Proposed Budget (Last day for City Council to make changes.)	*LGC Sec 102.007
August 12, 2014	Special Council Workshop (5:05pm)	EDC Proposed Budget Presentation	
August 19, 2014	Special Council Meeting (5:00pm)	Second Public Hearing on Tax Increase	*TTC Sec 26.06
September 2, 2014	Council Meeting (6:00pm)	Adoption of FY 2015 Proposed Budget - Record Vote Required	*LGC Sec 102.007
September 2, 2014	Council Meeting	Action on Amending the City's "Fee Schedule" Ordinance	
September 2, 2014	Council Meeting	Adoption of 2014-15 Tax Rate	*TTC Sec 26.05
September 2, 2014	Council Meeting	Ratify the Vote Approving and Adopting the Budget and the Vote to Adopt the Tax Rate	*LGC Sec 102.007

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 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."

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

Local Law – City Charter Article VI

Section 6.01

Fiscal Year

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

Section 6.02

Preparation and Submission of Proposed Operating Budget

The city manager shall submit to the city council annually a proposed operating budget in accordance with state law and supporting the qualifying budget application criteria of the Government Finance Officers Association. (Ord. No. 2012-34, § 9, 8-14-12, approved 11-6-12)

Section 6.02.1

Amending the Operating Budget

- a. If, at any time, the council desires to amend the operating budget it will post such amendments in accordance with the Texas Open Meetings Act.
- b. 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 and cause to be published, in a local newspaper of general circulation in the city, at least five (5) days prior to the first public hearing the dates of both public hearings and a description of the proposed amendment(s).
- c. In those cases where state law requires that a state of grave public necessity be declared prior to amending the operating 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 operating budget may be amended by customary council action.
- d. Transfers of appropriations authorized in section 8.02 are budget actions that do not require the amendment procedures required elsewhere in this article. (Ord. No. 2012-34, § 1, 8-14-12, approved 11-6-12)

Section 6.03

Preparation and Submission of the Capital Improvement Plan

The city manager shall submit to the city council a capital improvement plan every five (5) years to include a period of five (5) fiscal years of projects and shall include the following:

- a. Summary of the capital improvements.
- b. A list of all capital improvements with appropriate supporting information as to the necessity for such improvements.
- c. Cost estimates method of financing and recommended time schedules for such improvements.
- d. The estimated annual impact on the annual operating budget for such improvements.

The city manager will review and make recommendations for updates to the five-year capital improvements plan with the city council annually. (Ord. No. 2012-34, § 1, 8-14-12, approved 11-6-12)

Section 6.03.1

Amending the Capital Improvement Plan

If, at any time, the council desires to amend the capital improvement plan it will post such amendments in accordance with the Texas Open Meetings Act. (Ord. No. 2012-34, § 1, 8-14-12, approved 11-6-12)

Section 6.04

Preparation and Submission of the Capital Outlay Plan

The city manager shall submit to the city council a capital outlay plan every five (5) years to include a period of five (5) fiscal years of equipment and shall include the following:

- a. A summary of newly requested equipment and equipment to be replaced.
- b. A list of all equipment by department with appropriate supporting information for new equipment and the replacement criteria.
- c. Cost estimates, method of financing and recommended purchase/replacement schedules for each item.

The city manager will review and make recommendations for updates to the five-year capital outlay plan with the city council annually. (Ord. No. 2012-34, § 1, 8-14-12, approved 11-6-12)

Section 6.04.1

Amending the Capital Outlay Plan

If, at any time, the council desires to amend the capital improvement plan it will post such amendments in accordance with the Texas Open Meetings Act. (Ord. No. 2012-34, § 1, 8-14-12, approved 11-6-12)

Section 6.05

Preparation and Submission of the Personnel Plan

The city manager shall submit to the city council a personnel plan every five (5) years to include a period of five (5) fiscal years and shall include the following:

- a. A summary of positions by department.
- b. A detailed list of positions by department.
- c. Funded and unfunded positions and estimated personnel cost for each ensuing fiscal year.

The city manager will review and make recommendations for updates to the five-year personnel plan with the city council annually. (Ord. No. 2012-34, § 1, 8-14-12, approved 11-6-12)

Section 6.05.1

Amending the Personnel Plan

If, at any time, the council desires to amend the personnel plan it will post such amendments in accordance with the Texas Open Meetings Act. (Ord. No. 2012-34, § 1, 8-14-12, approved 11-6-12)

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.

For the purposes of this division, the following terms, phrases, words and their deviations shall have the meaning given herein. When not inconsistent with the context, words so used in the present tense include the future. Words in the masculine gender include the feminine. Words in the plural number include the singular, and words in the singular include the plural.

- a. *Designated unreserved fund balance.* Net financial resources of a governmental fund that are spendable or available for appropriation, but which have been earmarked by the chief executive officer or the legislative body for some specific purpose.
- b. *Fund.* A separate fiscal and accounting entity used by governments to segregate resources related to specific activities.
- c. *Fund balance.* The difference between fund assets and fund liabilities in a governmental or trust fund.
- d. *Fund type.* One (1) of seven (7) categories into which all individual funds must be classified.
- e. *Liquidity.* The ability to meet demands for payment on a timely basis.
- f. *Reserved fund balance.* For governmental funds and expendable trust funds, the portion of fund balance that is not available for appropriation because it is either legally restricted (e.g., encumbrances) or not spendable (e.g., long-term receivables). For nonexpendable and pension trust funds, the portion of fund balance that is legally restricted.
- g. *Reserved retained earnings.* Generally, a portion of retained earnings reflecting the excess of restricted assets over related liabilities.
- h. *Retained earnings.* Net income and losses of all prior periods adjusted for transfers and amounts of depreciation charged to contributed capital.
- i. *Unreserved fund balance.* In a governmental or expendable trust fund, the balance of net financial resources that are spendable or available for appropriation. In a nonexpendable or pension trust fund, the portion of fund balance that is not legally restricted. (Ord. No. 2010-42, § 1(Exh. A), 9-7-10)

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. (Ord. No. 2010-42, § 1(Exh. A), 9-7-10)

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. (Ord. No. 2010-42, § 1(Exh. A), 9-7-10)

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. (Ord. No. 2010-42, § 1(Exh. A), 9-7-10)

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. (Ord. No. 2010-42, § 1(Exh. A), 9-7-10)

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.

Indirect Cost Allocations

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

Indirect Cost Transfers

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

Budget Transfers

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

Budget Amendments

According to the City Charter, § 6.02.1 *Amending the Operating Budget*, the following shall be adhered to:

- a. If, at any time, the council desires to amend the operating budget it will post such amendments in accordance with the Texas Open Meetings Act.
- b. 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 and cause to be published, in a local newspaper of general circulation in the city, at least five (5) days prior to the first public hearing the dates of both public hearings and a description of the proposed amendment(s).
- c. In those cases where state law requires that a state of grave public necessity be declared prior to amending the operating 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 operating budget may be amended by customary council action.
- d. Transfers of appropriations authorized in section 8.02 are budget actions that do not require the amendment procedures required elsewhere in this article. (Ord. No. 2012-34, § 1, 8-14-12, approved 11-6-12)

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.
- 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 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. 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. These numbers typically differ from 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.

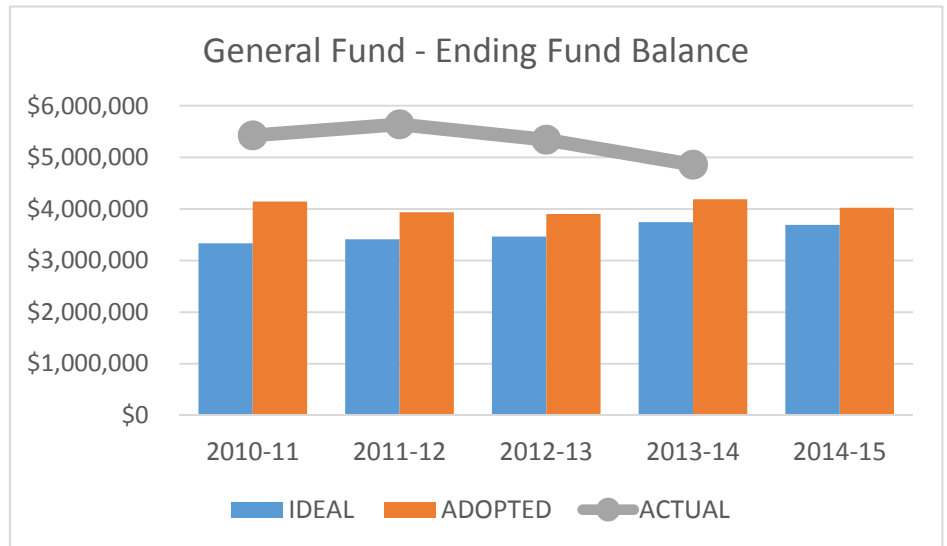
General Fund

Over the past nine years, the fund balance in the General Fund has remained at ideal levels, covering, at a minimum, three months operating expenditures. During the preparation of this budget, City staff and City Council acknowledged the use of \$1,000,000 in emergency reserve funds over the past 10 years to meet the ideal fund balance for the General Fund. Progress to move away from using these emergency funds is part of this budget by utilizing only \$500,000 of the reserve funds to meet ideal fund balance.

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 in the following chart, the actual fund balance consistently exceeds the budgeted fund balance due to revenues exceeding budget projections and expenditures realized below budget. This conservative way of budgeting allows the City to maintain a healthy fund balance.



Note: The actual amount provided for fiscal year 2013-14 is a projection. The ideal fund balance represented above is calculated on actual expenditures if available.

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.

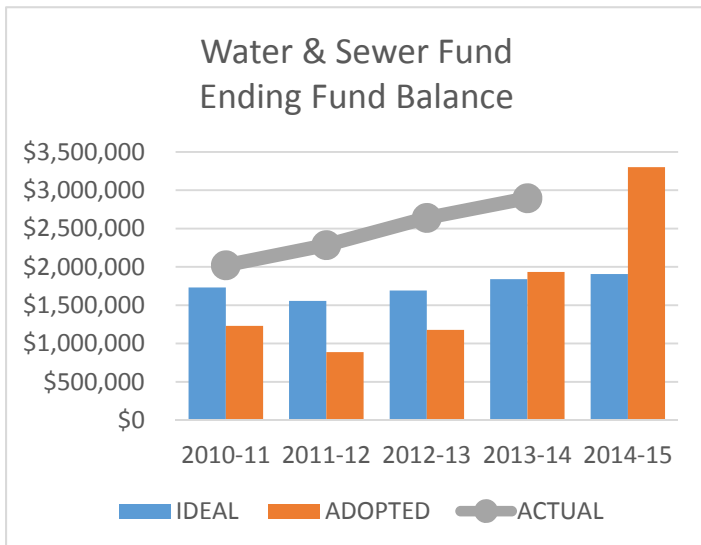
Water & Sewer Fund

The fund balance position in the Water and Sewer Fund is budgeted to achieve the ideal fund balance in fiscal year 2014-2015. Increases in electric utility

costs, rising fuel costs, debt service payments and unfunded mandates contributed to the fund balance not being met between 2008 and 2013. Though the ideal fund balance has remained fairly consistent since fiscal year 2008-2009, the actual fund balance decreased more significantly in fiscal year 2010-2011 and 2011-2012. The adopted fund balance in fiscal year 2014-2015 is above the ideal fund balance by \$1,395,160. Increased fees and a revised customer fee structure were approved in fiscal year 2012-2013 for all water and sewer volumetric rates in accordance with a utility rate study conducted in 2011. Increased water and sewer volumetric rates were adopted in the fee schedule for fiscal year 2014-2015 based on an analysis of current and future expenditures and revenues. Revenues are budgeted based on a normal yearly customer usage. City staff will continue working with the City Council to maintain an ideal fund balance through critical expenditure reviews and utility rate reviews.

responsible expenditures and reasonable rate increases.

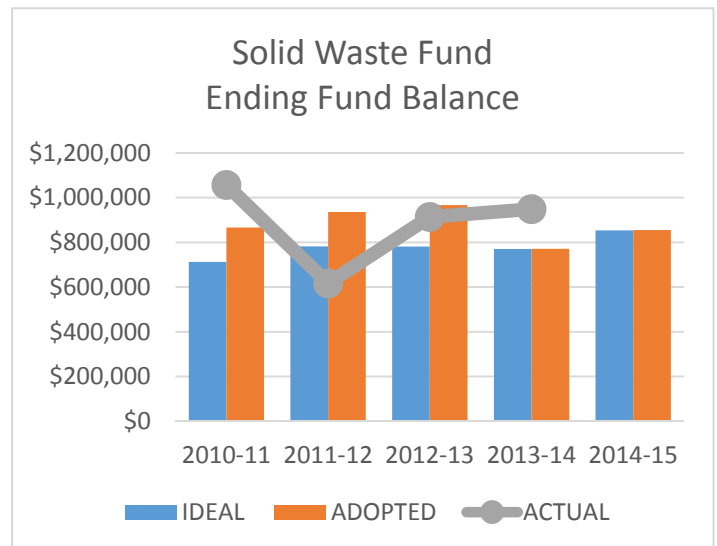
The single most expensive expenditure for the Solid Waste Fund is the hauling and disposal costs. With an increasing population and increasingly more disposable products, the hauling and disposal costs have increased correspondingly, going from \$769,843 in fiscal year 2006-2007 to \$995,000 for fiscal year 2014-2015 which is a 29% increase. However, single-stream recycling was introduced to residents and businesses in a pilot program in FY 2012-2013. The preliminary results are encouraging and City Council has included funds to expedite the implementation of single-stream recycling. It is anticipated that the program will be 90% implemented with funds allocated in the FY 2014-2015 Budget. Ideal fund balance will continue to be achieved in future years.



Note: The actual amount provided for fiscal year 2013-14 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 eight years and is expected to help the fund remain stable in future years as the City fully transitions to single-stream recycling. The Solid Waste Fund is budgeted to exceed the ideal fund balance in fiscal year 2014-2015 by \$1,323. Since achieving an ideal fund balance in FY 2006-2007, the Solid Waste Fund continues to sustain its self-sufficiency through

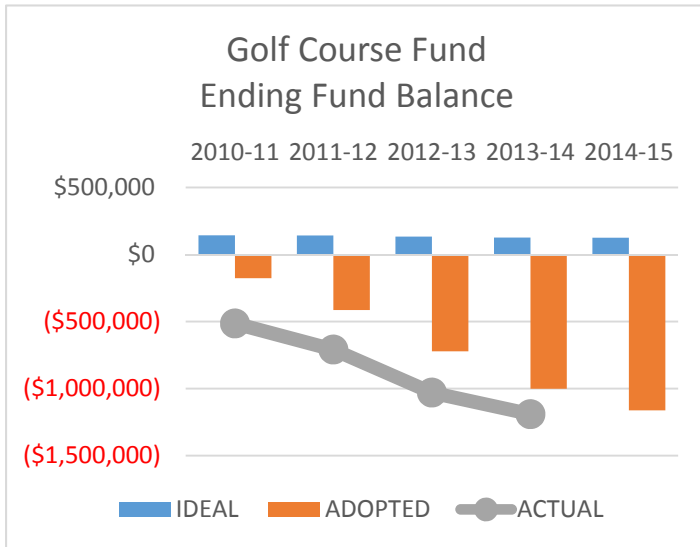


Note: The actual amount provided for fiscal year 2013-14 is a projection. The ideal fund balance represented above is calculated on actual expenses if available.

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.



Note: The actual amount provided for fiscal year 2013-14 is a projection. The ideal fund balance represented above is calculated on actual expenses if available.

The weather and a weary economy have significantly impacted the Golf Course beginning with fiscal year 2008-2009. Operational changes implemented in fiscal year 2008-2009 and 2009-2010 and constant criticism of expenditures have set the Operations and Maintenance of the Golf Course at the lowest reasonable levels without drastically impacting the long-term viability of the course. A number of concession vendors have provided services in the grill and bar since 2011, but none have been successful and none have fulfilled their agreement as a vendor of the City. After a wind storm damaged the driving range net, staff capitalized on the replacement of the net by also adding an automated golf ball dispenser to enhance services. Continued improvements to the greens, seeking new tournaments, and developing new programs should help boost play at the course.

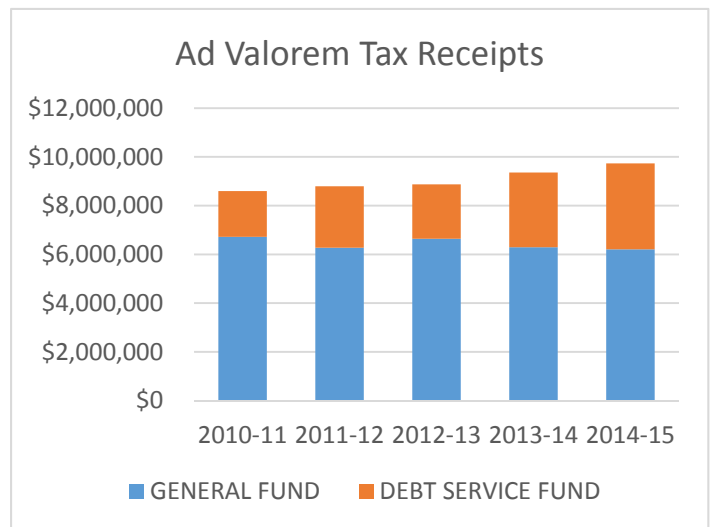
SIGNIFICANT REVENUES

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 Central Appraisal District and Lampasas Central 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) in the General Fund and Debt Service Fund are budgeted at \$9,732,723 which represents an increase of \$375,103 or 4%. A significant portion of the General Fund’s revenue is derived from this source at \$6,207,973 or 42%, and represents a 1% decrease in General Fund revenue.



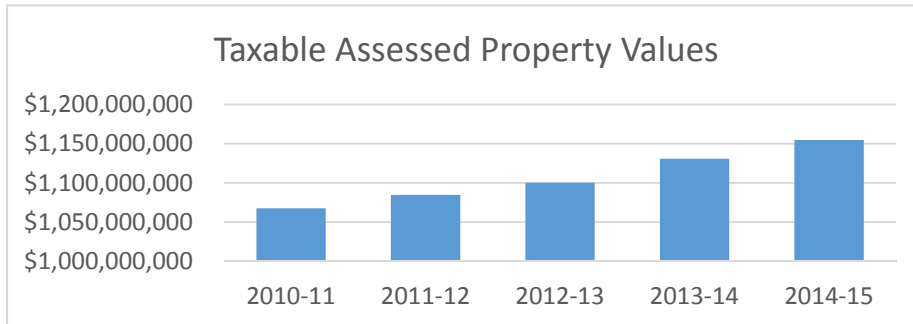
Note: Actual revenues are provided for FY 2010-11 to FY 2012-13, projected revenues are provided for FY 2013-14 and budgeted revenues are provided for FY 2014-15.

The 2014-2015 tax rate approved by the City Council is 79.00 cents per \$100 of assessed valuation. This is a 1.26 cent increase from the previous year. The adopted tax rate includes the tax rate increase related to construction of the Southeast Bypass as approved by the Copperas Cove residents. The tax rate has two components: 28.5799 cents or 36.18% going to the Debt Service Fund and 50.4201 cents or 63.82% to the General Fund. The adopted tax rate is less than the rollback tax rate of 83.2264 cents per \$100 valuation.

Legislation providing a property tax exemption for disabled veterans and their surviving spouses enacted within the last six 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 valorem taxes levied, an analysis of taxable assessed property values over a five-year period and a list of the top ten tax payers for the City.

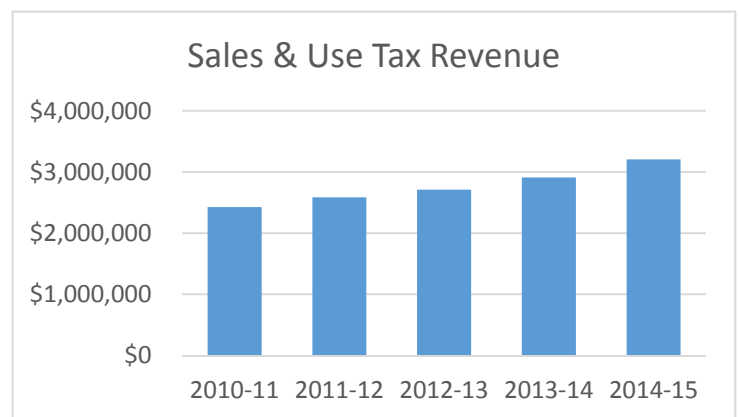
\$3,206,000 in sales and use taxes for fiscal year 2014-2015, which is \$295,677 more than the amount projected to be collected in fiscal year 2013-2014. Sales and use taxes represent 22% of the General Fund's total revenues, making it one of the primary sources of revenue. Budgeting a 10% increase over the 2013-2014 projected amount includes existing and potential impact of commercial development in the community, in addition to the stability of modest growth over the past five years. Sales Tax revenues increased an average of 3% between fiscal year 2008-2009 and 2012-2013 and can be attributed to the relatively healthy economy that has been enjoyed by Texas over the past two decades.



Note: Actual values are provided for FY 2010-11 to FY 2012-13, projected revenues are provided for FY 2013-14 and budgeted revenues are provided for FY 2014-15.

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 operations 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



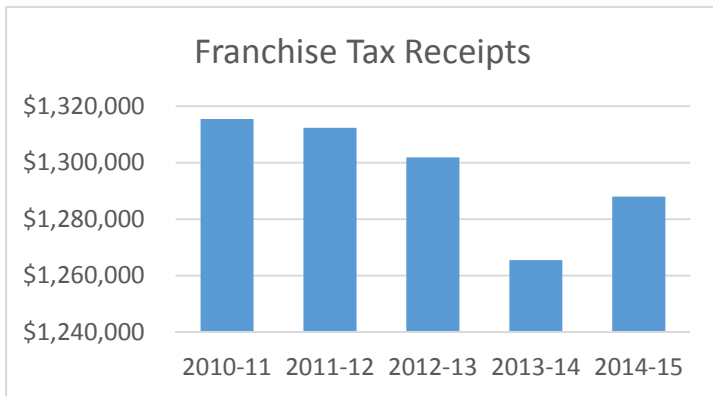
Note: Actual revenues are provided for FY 2010-11 to FY 2012-13, projected revenues are provided for FY 2013-14 and budgeted revenues are provided for FY 2014-15.

Top 10 Property Tax Payers for the City of Copperas Cove

Taxpayer Name	Market Value	Taxable Value
Oncor Electric Delivery	\$13,094,970	\$13,094,970
Wal-Mart Real Estate	12,276,940	12,276,940
HEB Grocery Company	10,000,000	10,000,000
H E Butt Grocery Company	8,288,140	8,288,140
Wal-Mart Properties Stores East	8,251,480	8,251,480
Colonial Plaza Partnership	5,750,000	5,750,000
Cove Terrace Associates I Ltd	5,675,000	5,675,000
Cinergy Cinemas LP	4,900,000	4,900,000
Crosstowne Ltd	4,200,000	4,200,000
Yerby Five Hills I LLC	3,779,660	3,779,660

Franchise Taxes

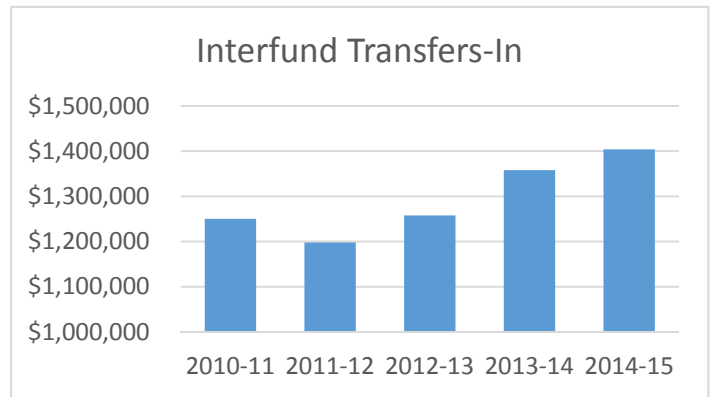
Franchise taxes represent a major source of revenue for the general fund making up approximately 9% of the total General Fund revenue. The City taxes the gross receipts of utility providers throughout the City for the privilege of operating in the City of Copperas Cove as well as for the use of the City’s “right-of-way.” The City is budgeting \$1,288,000 in franchise tax receipts for fiscal year 2014-2015 which is slightly over fiscal year 2013-2014 projected collections. Franchise tax receipts have remained relatively consistent over the last five years since 2010-2011 showing an overall drop of \$27,430 or 2%.



Note: Actual revenues are provided for FY 2010-11 to FY 2012-13, projected revenues are provided for FY 2013-14 and budgeted revenues are provided for FY 2014-15.

Interfund Transfers-In

Interfund transfers-in represent a significant source of revenue for the General Fund amounting to \$1,404,000 or 10% of total General Fund receipts budgeted in fiscal year 2014-2015. 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. City Council adopted an Inter-Fund Transfer Policy in May 2003 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. The increase of \$46,000 in fiscal year 2014-2015 results from greater accounting and project management for the Water and Sewer Fund, Solid Waste Fund and Drainage Utility Fund being completed by city administration. An analysis and re-calculation 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 2010-11 to FY 2012-13, projected revenues are provided for FY 2013-14 and budgeted revenues are provided for FY 2014-15.

Charges for Services

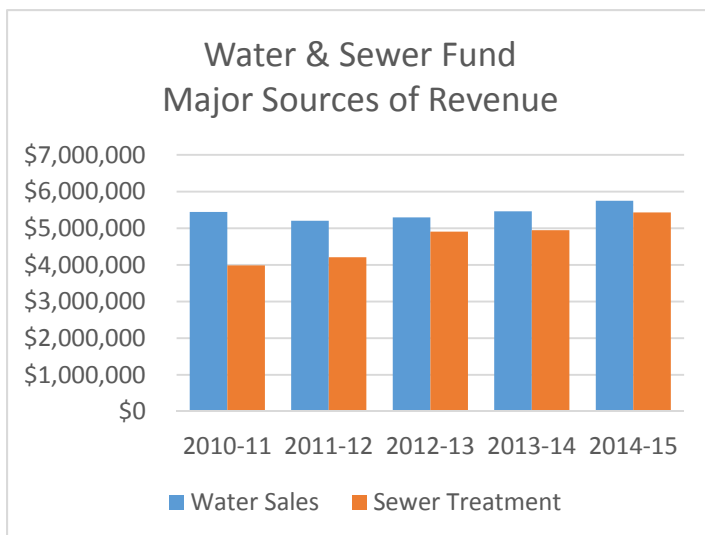
Charges for Services represent a significant source of revenue for the General Fund beginning with fiscal year 2011-2012 when all parks and recreation activities were moved into the General Fund. Most of the parks and recreation activities occurred in a separate fund prior to FY 2011-2012. A total of \$1,245,680 or 8% 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 recreation services. The largest revenue source in this category is Ambulance Fees. Ambulance fees are projected to increase \$8,050 or 1% from the fiscal year 2013-2014 projected collections. Charges for services increased \$36,269 or 3% from FY 2013-2014 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 \$5,749,857 or 49% (net of the 20% senior citizen discount) of the total revenue budgeted by the Water & Sewer Fund for the 2014-2015 fiscal year. This amount is \$289,662 or 5% higher than the amount projected to be collected in fiscal year 2013-2014. Charges for the collection of sewer make up \$5,430,051 or 10% (net of the 20% senior citizen discount) of the total revenues to be collected by the Water & Sewer Fund for the 2014-2015 fiscal year. This amount is

\$482,918 or 10% higher than the amount projected to be collected in fiscal year 2013-2014. 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). Rates for fiscal year 2014-2015 were raised by City Council consistent with an analysis to cover current operations and financing for capital projects. These increases have helped stabilize the fund from increased water purchase costs, utilities, maintenance, unfunded federal and state mandates and necessary infrastructure improvements.



Note: Actual revenues are provided for FY 2010-11 to FY 2012-13, projected revenues are provided for FY 2013-14 and budgeted revenues are provided for FY 2014-15.

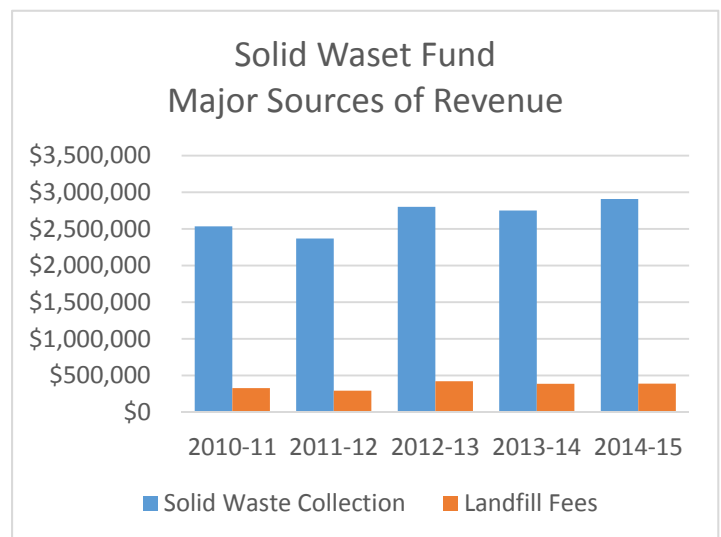
Solid Waste Fund

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 \$2,906,972 or 81% (net of the 20% discount given to senior citizens age 65 or older) of the total Solid Waste revenues for fiscal year 2014-2015 which is \$156,960 or 6% higher than the amount projected to be collected in fiscal year 2013-2014. Refuse collection rates will increase 3% for residential

customers and will increase up to 5% for business customers in fiscal year 2014-2015.

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 \$390,000 or 11% of the total revenues for the 2014-2015 fiscal year, which is \$2,400 or 1% more than the amount projected to be collected in fiscal year 2013-2014. Due to the availability of transfer stations and landfills throughout the area, City Council did not increase disposal fees in fiscal year 2014-2015 in order to remain competitive with other organizations.



Note: Actual revenues are provided for FY 2010-11 to FY 2012-13, projected revenues are provided for FY 2013-14 and budgeted revenues are provided for FY 2014-15.

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 2014-2015 it is expected that the Golf Course will generate \$75,821 in membership dues. This amount is approximately 18% of the total Golf Course revenue and \$15,821 or 26% higher than the membership dues projected in fiscal year 2013-2014. Cart rental fees are generated when

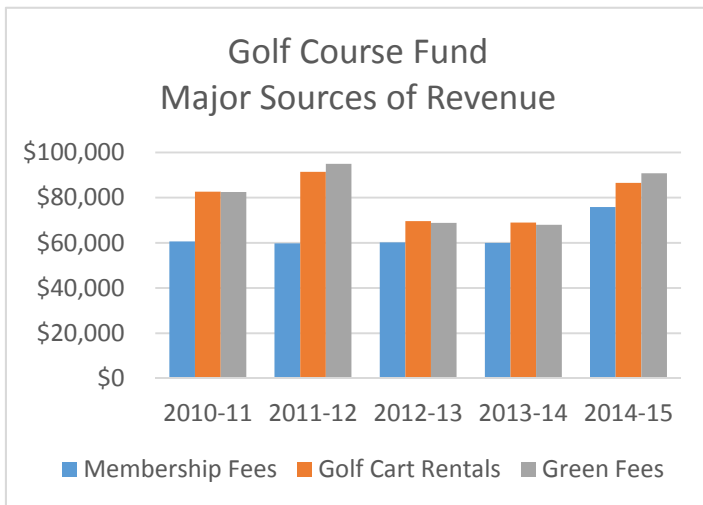
golfers rent carts from the City and make up \$86,500 or 20% of total Golf Course receipts for fiscal year 2014-2015. This amount is higher than the projected amount for fiscal year 2013-2014 by \$17,500, or 25%. The fiscal year 2014-2015 amount budgeted for green fees is \$90,772 and is \$22,772 or 33% above the green fees projected to be collected in fiscal year 2013-2014. Green renovations impeded play on several fairways in the spring and summer months of fiscal year 2013-2014, the peak golfing season. With the renovations complete and the greens available for play, it is anticipated revenues will increase.

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 2013-2014 and fiscal year 2014-2015.

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 to the right. Note that functions do not represent the organizational structure of the municipality.



Note: Actual revenues are provided for FY 2010-11 to FY 2012-13, projected revenues are provided for FY 2013-14 and budgeted revenues are provided for FY 2014-15.

City Administration

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

Public Safety

- Municipal Court
- Police Administration
- Police Services
- Animal Control
- Fire/EMS Administration
- Fire/EMS Operations
- Fire/EMS Training
- Fire/EMS Prevention

Parks & Rec. Services

- Parks & Rec. Admin
- Parks Maintenance
- Athletics
- Aquatics
- Special Events
- Cemetery
- Library

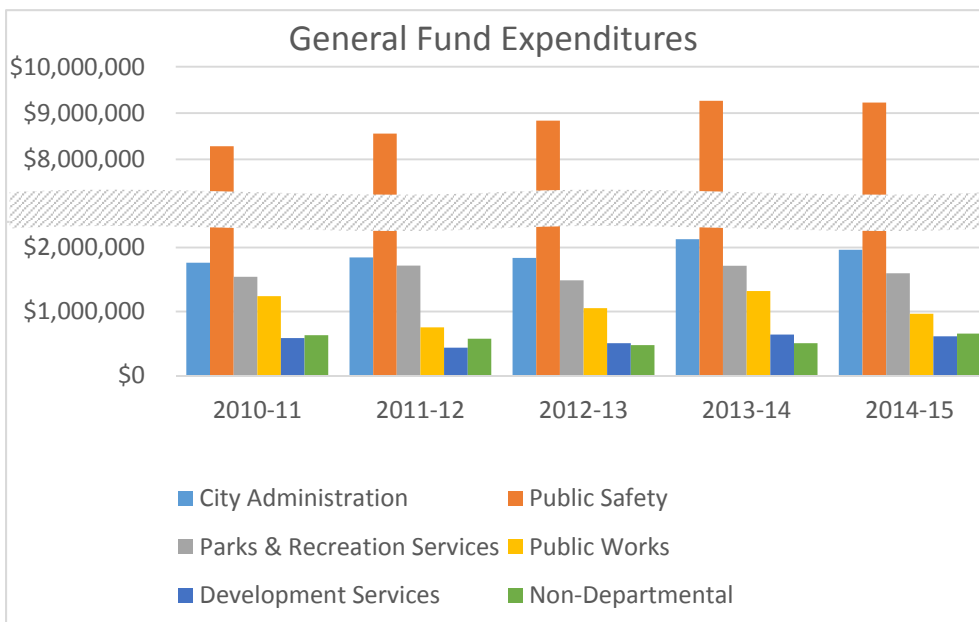
Public Works

- Engineering
- Street
- Fleet Services

Development Services

- Planning
- Building & Development
- Code & Health

Non-Departmental



Note: Actual expenditures provided for FY 2010-11 to FY 2012-13, projected expenditures provided for FY 2013-14 and budgeted expenditures provided for FY 2014-15.

Function	2010-11	2011-12	2012-13	2013-14	2014-15	% Variance 2014 to 2013
Public Safety	\$ 8,282,658	\$ 8,556,760	\$ 8,836,124	\$ 9,265,854	\$ 9,226,834	-0.4%
City Administration	1,761,208	1,844,653	1,838,114	2,130,610	1,964,602	-7.8%
Public Works	1,239,367	751,960	1,051,812	1,320,512	964,169	-27.0%
Development Services	583,457	435,086	505,443	640,185	612,773	-4.3%
Parks & Recreation Services	1,540,982	1,715,851	1,487,992	1,714,118	1,596,818	-6.8%
Non-Departmental	629,372	573,275	473,396	504,606	654,729	29.8%
Totals	\$ 14,037,044	\$ 13,877,585	\$ 14,192,881	\$ 15,575,885	\$ 15,019,925	-3.6%

Note: Actual expenditures provided for FY 2010-11 to FY 2012-13, projected expenditures provided for FY 2013-14 and budgeted expenditures provided for FY 2014-15.

The table above 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 2014-2015 and the projected expenditures for fiscal year 2013-2014. 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.

Public Safety

Public Safety is one of the primary objectives of any city government; therefore, public safety generally has the largest amount of expenditures. The five-year history of expenditures of this function is depicted in a separate graph below. Public Safety expenditures include the fire department, police department, animal control, emergency management, and the municipal court.



Note: Actual expenditures provided for FY 2010-11 to FY 2012-13, projected expenditures provided for FY 2013-14 and budgeted expenditures provided for FY 2014-15.

The Public Safety function of the City reflects a decrease of less than 1% or \$39,020 from 2013-2014 projected expenditures. The decrease is attributed to unfunded positions in the Fire Department, reduction of overtime availability, and an overall reduction in operating costs. These reductions combined with salary increases and health insurance increases caused the Public Safety budget to almost be the same as expenditures projected for FY 2013-2014. Needed expenditures cut from the FY 2014-2015 budget will be evaluated mid-year for allocation.

City Administration

The City Administration function decreased by 8% or (\$166,008) compared to what was projected to be expended in fiscal year 2013-2014. The decrease is due unfunded full-time positions in the Budget Department and Information Systems and a part-time unfunded position in Human Resources. Other operating expenses were also reduced throughout all departments.

Public Works

The Public Works function is reflecting a decrease of 27% or \$356,343. This decrease is a direct result of removing the street overlay funding in fiscal year 2014-2015. City Council agreed to establish a Transportation User Fee that to generate resources to maintain and reconstruct roadways and construct new sidewalks.

Development Services

The Development Services function decreased by 4% or \$27,412 compared to the amount projected to be expended in fiscal year 2013-2014. Termination of the planning consultant agreement and utilizing current staff to complete planning responsibilities allowed the City to avoid a significant cost increase from the consultant to allow the City flexibility to seek

other options with consultants and in-house services.

Parks and Recreation Services

The Parks and Recreation Services function includes the Parks and Recreation departments and the Library. These departments cumulatively decreased 7% or \$117,300 in comparison to the fiscal year 2013-2014 projections. The majority of the net decrease is due to elimination of Athletic programs. Kickball, seasonal softball, and the summer day camp were not included in the FY 2014-2015 budget. These programs had low participation or, such as the day camp, other organizations already provide such services to our community. Additional changes in expenditures also contributed to the overall reduction such as reduced hours for the pools during the summer and reduction in materials purchases for the Library.

Non-Departmental

The Non-Departmental budget reflects a 30% or \$150,123 increase compared to fiscal year 2013-2014 year end projection. The economic development incentive for the 5 Hills Shopping Center is the primary reason for the increase. As the development grows and attracts more businesses, the incentive expenses will continue to increase. City Council also included funds as match for the COPS Grant in the event the City receives an award of funds in FY 2014-2015

Water & Sewer Fund

The Water & Sewer Fund's appropriated budget reflects a 5% or \$539,417 increase above projected 2013-2014 expenses. This net increase results from a variety of issues, which are discussed in this section.

Public Works Administration

The Public Works Administration budget reflects a decrease of 14% or \$39,569. The stormwater functions were moved to the Building Department and engineering costs were reduced in the FY 2014-2015 budget.

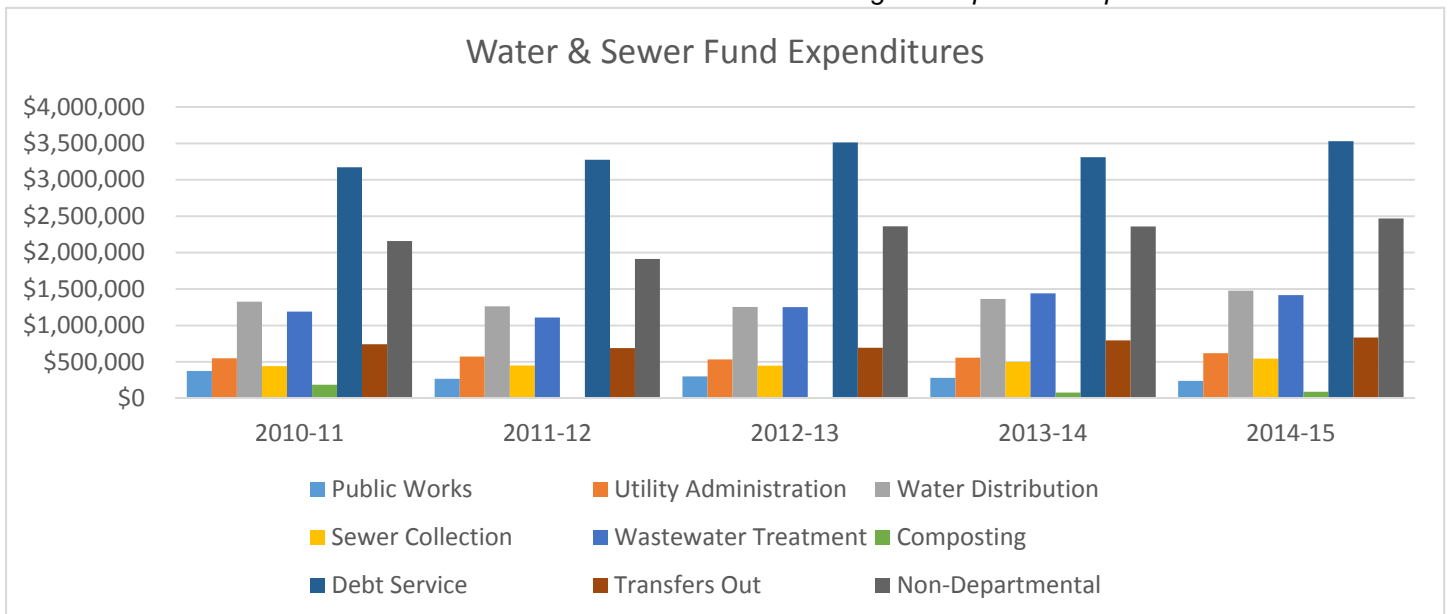
Utility Administration

The fiscal year 2014-2015 budget for Utility Administration presents an 11% or \$61,997 increase over the 2013-2014 projection. The increase is attributed to an increase in personnel costs related to vacancies in fiscal year 2013-2014.

Water Distribution

The budget for Water Distribution includes an increase of 8% or \$113,819. The increase is attributed to increases in personnel costs related to vacancies in fiscal year 2013-2014, chemical costs, electrical utility costs for new pump facilities, and construction of a new facility to store equipment and materials.

Note: Actual expenditures provided for FY 2010-11 to FY 2012-13, projected expenditures provided for FY 2013-14 and budgeted expenditures provided for FY 2014-15.



Function	2010-11	2011-12	2012-13	2013-14	2014-15	% Variance 2015 to 2014
Public Works	\$ 375,751	\$ 267,956	\$ 300,134	\$ 279,954	\$ 240,385	-14.1%
Utility Administration	548,300	572,234	533,088	558,292	620,289	11.1%
Water Distribution	1,325,996	1,263,089	1,253,346	1,364,548	1,478,367	8.3%
Sewer Collection	441,147	450,390	446,912	498,337	544,794	9.3%
Wastewater Treatment (Combined)	1,190,948	1,108,328	1,252,040	1,440,883	1,417,397	-1.6%
Composting	185,763	-	-	77,886	90,106	15.7%
Debt Service	3,171,842	3,274,770	3,512,285	3,311,292	3,530,562	6.6%
Transfers Out	742,500	690,000	695,000	795,000	835,000	5.0%
Non-Departmental	2,160,142	1,913,670	2,361,965	2,359,522	2,468,231	4.6%
Totals	\$ 10,142,389	\$ 9,540,437	\$ 10,354,770	\$ 10,685,714	\$ 11,225,131	5.0%

Note: Actual expenditures provided for FY 2010-11 to FY 2012-13, projected expenditures provided for FY 2013-14 and budgeted expenditures provided for FY 2014-15.

Sewer Collection

The increase of 9% or \$46,457 in Sewer Collection is primarily attributed to increases to personnel costs related to vacancies in fiscal year 2013-2014 and the installation of a wireless alarm system for many of the lift stations around the city.

Wastewater Treatment

The Wastewater Treatment budget reflects a decrease of 2% or \$23,486. The Wastewater budget was split by plant in fiscal year 2013-2014. This change allowed the Chief Plant Operators to specifically budget for the needs of their responsible plant. In doing so, the financial needs for each plant were tightened up and, for fiscal year 2014-2015, are more in-line with actual activities. Lastly, a wastewater master plan is in the process of being prepared to guide staff in maintaining and improving the current facilities.

Composting

The Composting budget is \$12,220 or 16% more than the projected expenditures in fiscal year 2013-2014. The composting function is contracted with another entity. The City budgets for the full contracted cost each year; however, the level of activity is dictated by the materials available to compost and, therefore, may result in lower cost as is reflected in the fiscal year 2013-2014 projection.

Debt Service and Transfers Out

Debt Service payment requirements will increase 6% or \$219,270. The transfer to the General Fund in fiscal year 2014-2015 increased 5% or \$40,000. The transfer increased to account for the increased project management and accounting of water and sewer capital projects.

Non-Departmental:

An increase of 5% or \$108,709 is reflected in the Non-Departmental budget as attributed to the estimated cost of water purchases. The City's volumetric rate and the fixed cost for water purchases increased.

Solid Waste Fund

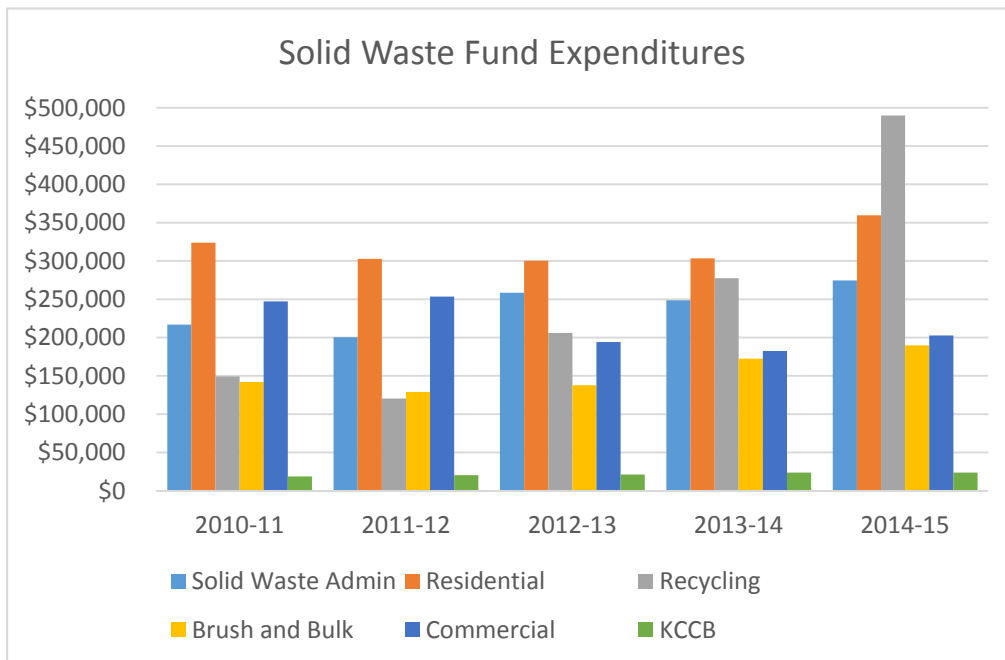
The Solid Waste Fund’s budget reflects a 9% or \$285,703 increase in appropriations over the 2013-2014 projected expenses. Allocating additional resources to expedite the implementation of single-stream recycling in fiscal year 2014-2015 is the main reason for the increase.

Solid Waste Administration

The Solid Waste Administration budget is showing an increase of 10% or \$25,873 related to position vacancies in fiscal year 2013-2014.

Residential Collection

In Residential, a 19% or \$56,238 increase is primarily a result of position vacancies in fiscal year 2013-2014 and fuel cost increases.



Recycling

The Recycling budget includes a 77% or \$212,398 increase. City Council allocated additional funds to fast track the implementation of single-stream recycling. Additional recycling containers will be purchased to finish approximately 90% of the City and an additional driver for collection routes.

Brush and Bulk Collection

The Brush and Bulk budget includes a 10% or \$17,462 related to position vacancies in fiscal year 2013-2014.

Note: Actual expenditures provided for FY 2010-11 to FY 2012-13, projected expenditures provided for FY 2013-14 and budgeted expenditures provided for FY 2014-15.

Commercial Collection

In Commercial, there is an 11% or \$20,189 increase also related to position vacancies in fiscal year 2013-2014.

Function	2010-11	2011-12	2012-13	2013-14	2014-15	% Variance 2015 to 2014
Solid Waste Administration	216,918	200,514	258,417	248,620	274,493	10.4%
Residential	323,787	302,758	300,302	303,301	359,539	18.5%
Recycling	149,194	120,427	205,969	277,459	489,857	76.6%
Brush and Bulk	141,837	128,909	137,765	172,367	189,829	10.1%
Commercial	247,113	253,398	194,088	182,462	202,651	11.1%
KCCB	18,626	20,300	21,266	23,808	23,808	0.0%
Composting	-	166,839	185,176	-	-	0.0%
Solid Waste Disposal	1,141,281	1,125,906	1,261,195	1,314,920	1,320,007	0.4%
Debt Service	147,191	188,812	191,030	295,434	247,827	-16.1%
Transfer Out	428,000	428,000	483,000	483,000	477,000	-1.2%
Non-Departmental	343,614	417,487	77,779	76,057	78,120	2.7%
Totals	\$ 3,157,561	\$ 3,353,350	\$ 3,315,987	\$ 3,377,428	\$ 3,663,131	8.5%

Keep Copperas Cove Beautiful (KCCB)

KCCB did request an increase or submit a decrease in the FY 2014-2015 budget.

Solid Waste Disposal

In Disposal, an increase of less than 1% is included in the FY 2014-2015 budget. The fact that there is not a noticeable increase in disposal costs lends itself to the possible conclusion that single-stream recycling will help control the cost of garbage disposal.

Debt Service and Transfers Out

Debt service reflects a decrease of 165% or \$47,607 when compared to fiscal year 2013-2014 payments. The Transfer to the General Fund decreased by 1% or \$6,000 to provide additional resources for single-stream recycling.

Non-Departmental

The Non-Departmental budget includes a 3% or \$2,063 increase primarily due to higher insurance premiums.

Golf Course Maintenance

The Maintenance division shows an increase of 6% or \$19,103. The increase is related to position vacancies in fiscal year 2013-2014 and to improve the cart path on the course.

Non-Departmental

The Non-Departmental budget debt service payments for the 2013 General Obligation Refunding Bonds and Tax Notes and 2014 Certificates of Obligation increased \$10,603 in FY 2014-2015.

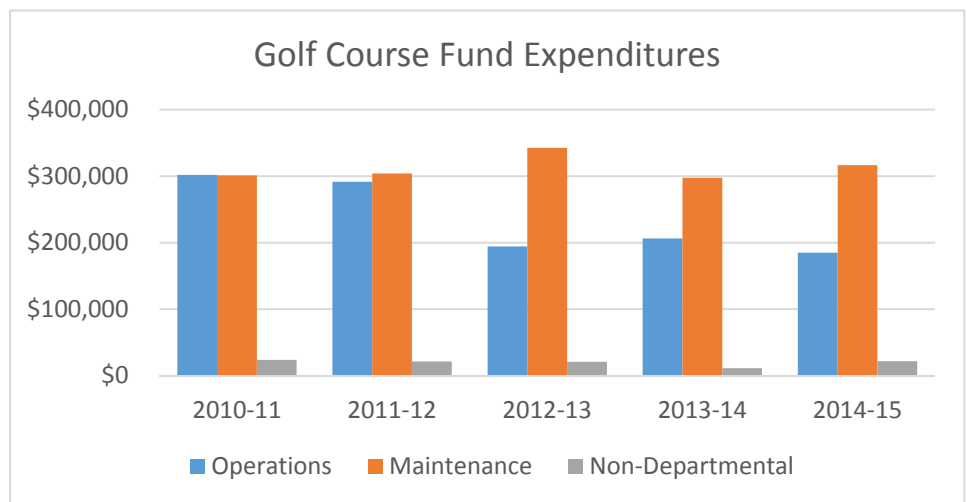
Golf Course Fund

The Golf Course Fund's appropriated budget reflects an increase of 2% or \$8,280 from the 2013-2014 projected expense. The increase is primarily related to improvements of cart path.

Golf Course Operations

The Operations division reflects a 10% or \$21,426 decrease. This decrease is related to the unfunding of a Golf Course Clerk position. The Administration Assistant in Parks and Recreation will provide services left vacant from this position.

Note: Actual expenditures provided for FY 2010-11 to FY 2012-13, projected expenditures provided for FY 2013-14 and budgeted expenditures provided for FY 2014-15.



Function	2010-11	2011-12	2012-13	2013-14	2014-15	% Variance 2015 to 2014
Golf Course Operations	301,798	291,469	194,348	206,346	184,920	-10.4%
Golf Course Maintenance	301,141	304,084	342,540	297,476	316,579	6.4%
Non-Departmental	23,812	21,336	20,866	11,266	21,869	94.1%
Totals	\$ 626,751	\$ 616,889	\$ 557,754	\$ 515,088	\$ 523,368	1.6%

Long Range Financial Outlook

MAJOR OPERATING FUNDS				
FUND	FISCAL YEAR			
	2015	2016	2017	2018
General Fund				
Total Revenues	14,687,164	14,719,183	15,558,616	16,343,268
Total Expenditures	15,019,925	15,389,032	15,745,345	16,210,294
Water & Sewer Fund				
Total Revenues	11,631,628	11,922,419	12,220,479	12,525,991
Total Expenditures	11,225,131	11,501,715	12,029,691	12,346,148
Solid Waste Fund				
Total Revenues	3,569,392	3,658,627	3,750,092	3,843,845
Total Expenditures	3,663,131	3,450,782	3,535,850	3,632,175
Golf Fund				
Total Revenues	411,850	422,146	432,700	443,517
Total Expenditures	523,368	538,688	551,391	566,906

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 2% in FY 2016 and FY 2017 and 3% in FY 2018 and FY 2019.
- Apart from salaries and wages, an average increase of 2.5% growth for all other expense related items.

A number of projects impact the operating budget outlook. There are no tax supported capital projects that are anticipated to greatly impact the General Fund through 2018. There is a significant impact anticipated in FY 2019 from the construction of the new Fire Station #4 on the east end of the city. The number of personnel, supplies, facility and equipment maintenance, and other operating expenses are currently estimated at approximately \$2.2 million dollars. City management has already begun discussions with City Council to develop a funding plan for this highly impactful expense.

Capital projects funded through the Water and Sewer Fund will have an impact on the operating expenses over the next three years. The addition of three new water towers, a pump station, and two lift stations will require two new staff members and increased utilities. The development of a wastewater master plan is anticipated to add new capital projects to the Capital Improvement Plan; however, one purpose of the plan is to generate cost efficiencies in the daily operation of the three wastewater treatment plants.

The Solid Waste Fund includes purchasing the remainder of needed recycling bins in FY 2015 to finish implementation of single stream recycling. Beginning in FY 2016, there will be a decrease of at least \$280,000 from this purchase. Capital projects will not have a significant impact to the operating budget since City Council has structured debt payments to remain mostly level including new debt issues in the future. There is only one anticipated capital project supported by the Solid Waste Fund, but it is not anticipated to significantly impact operating expenses.

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.

NEW / DELETED / UNFUNDED PERSONNEL SCHEDULE

FY 2014-2015 BUDGET

Department	New Positions	Newly Authorized FTE ¹	Salary	Benefits	Total
GENERAL FUND					
Animal Control	Kennel Assistant	Y	0.5 \$ 9,600	\$ 954	\$ 10,554
Total General Fund			0.5 \$ 9,600	\$ 954	\$ 10,554
WATER AND SEWER FUND					
Public Works Administration	Accounting Technician	Y	1 \$ 32,815	\$ 12,859	\$ 45,674
Total Water and Sewer Fund			1 \$ 32,815	\$ 12,859	\$ 45,674
SOLID WASTE FUND					
Solid Waste - Recycling	Driver	Y	1 \$ 24,773	\$ 12,245	\$ 37,018
Total Solid Waste Fund			1 \$ 24,773	\$ 12,245	\$ 37,018

Department	Deleted Positions	Newly Authorized FTE ¹	Salary	Benefits	Total
WATER AND SEWER FUND					
Public Works Administration	Receptionist		0.5 \$ (9,540)	\$ (969)	\$ (10,509)
Public Works Administration	Stormwater Manager		1 \$ (52,000)	\$ (17,040)	\$ (69,040)
Total Water and Sewer Fund			0.5 \$ (61,540)	\$ (18,009)	\$ (79,549)

Department	Unfunded Positions	Newly Authorized FTE ¹	Salary	Benefits	Total
GENERAL FUND					
City Manager	Assistant City Manager		1 \$ (100,006)	\$ (25,885)	\$ (125,891)
City Manager	Administrative Assistant		1 (24,731)	(10,159)	(34,890)
City Manager	Secretary to the City Manager		1 (28,350)	(10,926)	(39,276)
City Secretary	Deputy Secretary		1 (30,160)	(11,293)	(41,453)
Finance	Senior Accountant		1 (34,840)	(12,284)	(47,124)
Finance	Purchasing Officer		1 (55,547)	(17,618)	(73,165)
Finance	Buyer	Y	1 (27,040)	(10,641)	(37,681)
Budget	Budget Analyst		1 (54,255)	(17,346)	(71,601)
Budget	Financial Plans Specialist		1 (34,840)	(12,270)	(47,110)
Human Resources	Benefits Clerk		0.5 (9,731)	(766)	(10,497)
Information Systems	IS Specialist I		1 (34,535)	(13,219)	(47,754)
Information Systems	IS Specialist/GIS Tech	Y	1 (33,779)	(12,049)	(45,828)
Municipal Court	Deputy Court Clerk I		1.5 (33,387)	(10,556)	(43,943)
Municipal Court	Warrant Officer	Y	1 (36,962)	(13,345)	(50,307)
Police	Captain		1 (60,174)	(18,592)	(78,766)
Police	Patrol Officer - Certified		10 (375,016)	(134,672)	(509,688)
Police	Patrol Officer - Certified	Y	3 (112,505)	(40,401)	(152,906)
Police	Police Communications/Operator		3 (75,938)	(30,840)	(106,778)
Police	Police Communications/Operator	Y	1 (25,313)	(10,280)	(35,593)
Police	Senior Records Clerk		1 (22,547)	(9,702)	(32,249)
Animal Control	Animal Control Officer I		1 (23,266)	(10,330)	(33,596)
Animal Control	Clerk		1 (20,800)	(9,765)	(30,565)
Animal Control	Kennel Master	Y	1 (21,040)	(9,820)	(30,860)
Fire - Administration	Administrative Assistant		1.5 (37,303)	(11,149)	(48,452)

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

¹FTE - Full-Time Equivalent

NEW / DELETED / UNFUNDED PERSONNEL SCHEDULE

FY 2014-2015 BUDGET

Department	Unfunded Positions	Newly Authorized FTE ¹	Salary	Benefits	Total	
Fire - Operations	Deputy Chief		1	(82,296)	(25,344)	(107,640)
Fire - Operations	Battalion Chief		3	(188,876)	(59,317)	(248,193)
Fire - Operations	Firefighter I		2	(73,422)	(26,352)	(99,774)
Fire - Operations	Firefighter I	Y	1	(36,711)	(13,176)	(49,887)
Fire - Operations	Firefighter II		3	(131,065)	(45,746)	(176,811)
Fire - Operations	Fire Lieutenant	Y	3	(150,551)	(50,320)	(200,871)
Fire - Training	Training Captain		1	(59,948)	(20,088)	(80,036)
Fire - Prevention	Fire Inspector/Investigator		2	(90,646)	(31,265)	(121,911)
Building & Development	Inspector		1	(36,087)	(13,648)	(49,735)
Street	Light Equipment Operator		1	(21,570)	(10,594)	(32,164)
Street	Light Equip. Operator/Crack Sealer/Herbicide		3	(64,709)	(31,784)	(96,493)
Street	Traffic Control Technician II		1	(26,853)	(11,967)	(38,820)
Street	Supervisor - Street	Y	1	(38,958)	(15,112)	(54,070)
Parks & Leisure - Maintenance	Laborer		1.5	(29,568)	(10,480)	(40,048)
Parks & Leisure - Maintenance	Laborer	Y	1	(19,968)	(9,542)	(29,510)
Athletics	Recreation Aide		0.5	(8,282)	(810)	(9,092)
Fleet Services	Parts Technician		0.5	(18,102)	(8,003)	(26,105)
Planning	Planner Jr		1	(40,040)	(13,357)	(53,397)
Planning	Development Services Secretary		1	(31,824)	(11,640)	(43,464)
Library	Library Assistant		2	(48,256)	(20,067)	(68,323)
Library	Library Clerk		1	(20,059)	(1,581)	(21,640)
Library	Reference/Adult Programs Librarian		1	(45,011)	(14,398)	(59,409)
Code Compliance	Code Enforcement Officer		2	(60,320)	(22,759)	(83,079)
Code Compliance	Administrative Assistant	Y	0.5	(13,296)	(10,381)	(23,677)
Total General Fund			72.5	\$(2,648,483)	\$(941,639)	\$(3,590,122)
WATER AND SEWER FUND						
Public Works - Administration	City Engineer		1	\$(62,400)	\$(19,450)	\$(81,850)
Utility Administration	Assistant Supervisor		1	(31,200)	(11,510)	(42,710)
Water Distribution	Operator II Water Distribution	Y	2	(51,085)	(21,832)	(72,917)
Sewer Collection	Operator II Sewer Collection		1	(28,542)	(7,729)	(36,271)
Wastewater Treatment	Senior Lab Technician		1	(37,190)	(13,345)	(50,535)
Wastewater Treatment	Lab Technician		1	(28,683)	(11,434)	(40,117)
Total Water and Sewer Fund			7	\$(239,100)	\$(85,300)	\$(324,400)
SOLID WASTE FUND						
Solid Waste - Commercial	Driver		1	\$(24,773)	\$(11,237)	\$(36,010)
Total Solid Waste Fund			1	\$(24,773)	\$(11,237)	\$(36,010)
GOLF COURSE FUND						
Golf Course Operations	Clerk/Golf Shop Assistant		2.5	\$(51,680)	\$(13,152)	\$(64,832)
Golf Course Operations	Clerk/Golf Shop Assistant	Y	0.5	\$(9,600)	\$(963)	\$(10,563)
Golf Course Maintenance	Heavy Equipment Operator		0.5	(11,910)	(1,194)	(13,104)
Golf Course Maintenance	Laborer		1.5	(29,568)	(10,556)	(40,124)
Golf Course Maintenance	Laborer	Y	1	(19,968)	(9,593)	(29,561)
Total Golf Course Fund			6	\$(122,726)	\$(35,458)	\$(158,184)
DRAINAGE FUND						
Drainage Utility	Supervisor - Drainage	Y	1	\$(38,958)	\$(14,235)	\$(53,193)
Total Solid Waste Fund			1	\$(38,958)	\$(14,235)	\$(53,193)
TOTAL ALL FUNDS				\$(3,068,392)	\$(1,079,820)	\$(4,148,212)

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

¹FTE - Full-Time Equivalent

RECAP OF FUNDED NEW REQUESTS

FISCAL YEAR 2014-2015

Fund/Dept-Division	Description	Cost
General Fund		
City Secretary	Scanners (2)	1,800
Public Information Office	Commercial-Grade Canopy	500
Information Systems	Web and Fire Department Server	13,600
Information Systems	Server Operating System and AppAssure Licenses	11,059
Information Systems	EOC/Council Laptops	3,000
Animal Control	Kennel Assistant	10,553
Fire/EMS - Admin	Door Access Cards	150
Athletics	Baseball Catching Equipment	5,000
General Fund Total		<u>45,662</u>
Water and Sewer Fund		
Public Works Admin	Accounting Technician	45,291
Water Distribution	Remote Chlorine Systems (2)	6,400
Water Distribution	Chlorine Scales	3,000
Water Distribution	Insta Valves (2)	10,000
Water Distribution	Hydraulic Digger	2,850
Water Distribution	Truck Mounted Air Compressor	3,500
Water Distribution	Generator	3,000
Water Distribution	20-Foot Equipment Trailer	4,200
Water Distribution	Pole Barn	25,000
Sewer	Trash Pump 4"	3,200
Sewer	Remote Wireless Auto Dialers	20,000
Sewer	32' Trailer Gooseneck	8,000
Water and Sewer Fund Total		<u>134,441</u>
Solid Waste Fund		
Recycling	Driver	37,018
Recycling	Recycling Bins	80,000
Solid Waste Fund Total		<u>117,018</u>
Drainage Fund		
Drainage Utility	Self Propelled Walk Behind Mower	1,450
Drainage Utility	Utility Shed/Carport	1,800
Drainage Fund Total		<u>3,250</u>
Golf Course Fund		
Maintenance	Cart Path Repair	5,000
Golf Course Fund Total		<u>5,000</u>
Total Proposed New Requests in City Operating Funds		<u><u>\$ 305,371</u></u>

Recap of New Requests in City Operating Funds:		
	General Fund Total	\$ 45,662
	Water and Sewer Fund Total	\$ 134,441
	Solid Waste Fund Total	\$ 117,018
	Drainage Fund Total	\$ 3,250
	Golf Course Fund Total	\$ 5,000
	Total All Operating Funds	<u>\$ 305,371</u>

RECAP OF NEW REQUESTS AND CAPITAL OUTLAY PLAN REQUESTS

FISCAL YEAR 2014-2015

Fund/Dept-Division	Description	Cost
Tax Supported		
Fire	Fire Station #2-Supplemental Funding	425,000
Animal Control	New Animal Kennel Land Purchase	12,000
Fleet	Fuel Station Improvements	20,000
Parks - Maintenance	Reconstruct Parks Maintenance Shop	84,000
	Tax Supported Total	<u>541,000</u>
Water & Sewer Fund		
Utility Administration	Light Duty Truck	22,631
Water Distribution	Southwest Water Improvements - Phase II	2,052,000
Water Distribution	Mickan Mountain Elevated Storage Tank	712,000
Water Distribution	FM 116 Utilities Relocation	2,165,000
Water Distribution	Heavy Duty Truck	70,000
Water Distribution	Light Equipment-Compressor	20,000
Water Distribution	Small Tractor	20,000
Water Distribution	Trailer	10,000
Sewer	City Park Sewer Line Replacement	139,920
Wastewater	South WWTP - Skimmer Pipe Rehab	172,500
	Water & Sewer Fund Total	<u>5,384,051</u>
	Bond Issues Costs	60,486
	Total Proposed 2015 Debt Issue	<u><u>\$ 5,985,537</u></u>

Recap of New Requests and Capital Outlay Plan Requests Proposed in the 2015 Debt Issue:	
Tax Supported	\$ 541,000
Water & Sewer Fund	5,384,051
Bond Issue Costs	60,486
Total Proposed 2015 Debt Issue	<u><u>\$ 5,985,537</u></u>

* Debt issue will require future governing body action planned for after June 2015 prior to funding of requests.

RECAP OF UNFUNDED UNMET NEEDS REQUESTED BY CITY DEPARTMENTS

FISCAL YEAR 2014-2015

Fund/Dept-Division	Description	Cost
General Fund		
Finance	Surface 2 Tablet with Keyboard	805
Budget	PMP Boot Camp Class and Exam	1,945
Information Systems	Upgrade City's Main Internet Connection	2,700
Information Systems	EOC/Council Laptops	8,248
Police - Services	Communications Operators Certification Incentives	1,200
Police - Services	MDT's for CID & OCU and Patrol Hard Drive Heaters	28,512
Police - Services	AT&T Mobility for MDT's for CID & OCU Vehicles	3,840
Police - Services	Harley-Davidson Motorcycle Tour-Pak Trucks	8,140
Police - Services	Cellular Reimbursement for Support Services Admin Sergeant	360
Police - Services	Blackhawk Serpa Holster & Xiphos Tactical Lights	5,400
Police - Services	Wireless Body Microphones for Mobile Video Systems	6,330
Police - Services	SWAT Training-Basic SWAT & Sniper School	8,025
Police - Services	AR-15 Conversion Kits	4,575
Police - Services	TASER Replacements	19,920
Police - Services	Tactical Team Long Guns (Rifles)	34,500
Police - Services	Crime Scene Vehicle	45,000
Animal Control	Animal Shelter Manager Software	310
Animal Control	Loxex 8-Channel 2TB NVR Kit with Eight Day/Night Outdoor IP	1,570
Animal Control	Hitch Mounted Pickup Truck Crane	1,700
Fire/EMS - Admin	Ergonomic Task Chairs	300
Fire/EMS - Admin	Skillpath Training: Indispensable Assistant Seminar	350
Fire/EMS - Operations	Fire Apparatus Incentive Pay: Hourly vs. Flat Rate	26,380
Fire/EMS - Operations	Ambulance Incentive Pay: Hourly vs. Flat Rate	26,380
Fire/EMS - Operations	Incentive Pay for Fire/EMS Field Training Officers (FTO's)	1,800
Fire/EMS - Operations	EZ LOC Mechanical Bracket with Adjustable Top Clamp	1,900
Fire/EMS - Operations	Scheduled Overtime for New Hire and Promotional Processes	2,500
Fire/EMS - Operations	Scheduled Overtime for Public Educational and Special Events	1,850
Fire/EMS - Operations	Cube Style Ice Maker	3,500
Fire/EMS - Operations	Scheduled Overtime for Trench Rescue Class	4,050
Fire/EMS - Operations	Scheduled Overtime for Wildland Advanced Training	6,000
Fire/EMS - Operations	Class A Formal Dress Uniforms for Lieutenants & 10-Year FF's	6,000
Fire/EMS - Operations	Scheduled Overtime for Hydrant Painting and Maintenance	2,000
Fire/EMS - Operations	Training and Duty Ammunition for Lieutenant Bednar	141
Fire/EMS - Operations	Vehicle Window Tinting	800
Fire/EMS - Operations	New Wall Lockers for Fire Station 1	8,100
Fire/EMS - Operations	Facility Gas Connection for Fire Station 1	250
Fire/EMS - Operations	Outdoor Gas Grills for Stations	900
Fire/EMS - Training/EMS	Wildland Advanced Training Course	1,650
Fire/EMS - Training/EMS	Blue Card Practical Exercise	2,800
Fire/EMS - Prevention	Police Academy for Deputy Chief/Fire Marshal	1,000
Fire/EMS - Emergency Mgmt	Emergency Management Conference	3,000
Fire/EMS - Emergency Mgmt	Emergency Management Institute, Emmitsburg, MD	3,795
Street	Nitestar Digital Measuring Instrument	1,250
Street	Professional Development Classes: Traffic Control Devices	5,000
Street	Holiday Decorations: Two Banner-Type with Bells (Downtown)	2,850

**RECAP OF UNFUNDED UNMET NEEDS
REQUESTED BY CITY DEPARTMENTS**

FISCAL YEAR 2014-2015

Fund/Dept-Division	Description	Cost
Parks & Recreation-Admin	Parks Needs Assessment Update	50,000
Parks & Recreation-Maint	Repair Head Start Program	5,000
Parks & Recreation-Maint	Blockhouse Bathroom Repair (City Park)	8,000
Parks & Recreation-Maint	Trailer (Lo-boys) (2)	5,000
Parks & Recreation-Maint	Irrigation at Rhode Park	4,800
Athletics	Football Helmets (1500)	14,250
Athletics	Mini Soccer	5,000
Athletics	Foam Mats for Camp Discovery	3,600
Athletics	Scoreboards for Playing Fields (City Park)	33,000
Athletics	Civic Center Renovations	500,000
Athletics	Field Lighting	90,000
Athletics	Coaches Banquet	3,750
Athletics	Sponsors Mixer	2,500
Aquatics	Water Volleyball	5,000
Special Events	Event Tent	1,000
Special Events	Wireless Audio Equipment	10,000
Special Events	Projector and Screen for Movie Events in the Park	5,000
General Fund Total		<u>1,043,526</u>
Golf Course Fund		
Operations	Pro Shop Repairs	15,000
Operations	Camera System	10,000
Operations	Golf Simulator	10,000
Maintenance	Lease Program	44,580
Maintenance	Cart Path Repair	
Golf Course Fund Total		<u>79,580</u>
Total Proposed New Requests in City Operating Funds		<u><u>\$ 1,123,106</u></u>

Recap of New Requests in City Operating Funds:		
	General Fund Total	\$ 1,043,526
	Golf Course Fund Total	\$ 79,580
	Total All Operating Funds	<u>\$ 1,123,106</u>

City of Copperas Cove, Texas
Combined Schedule of Revenues, Expenditures and
Changes in Fund Balance-All Fund Types
Fiscal Year 2014-2015

(With Comparative Totals for the Years Ended September 30, 2013 and 2014)

	General	Special Revenue	Debt Service	Capital Projects
REVENUES				
Taxes	\$ 10,976,473	\$ 167,750	\$ 3,552,750	\$ -
Permits & Licenses	164,250	-	-	-
Charges for Services	1,245,680	900,000	-	-
Fines	611,810	30,939	-	-
Fees	-	-	-	-
Miscellaneous	284,951	219,202	12,843,750	-
Total Revenues	<u>13,283,164</u>	<u>1,317,891</u>	<u>16,396,500</u>	<u>-</u>
EXPENDITURES				
Current:				
Public Safety	9,226,834	266,273	-	5,376,158
City Administration	1,964,602	58,903	-	11,592
Public Works	964,169	850,179	-	11,523,627
Parks and Recreation Services	1,596,818	199,255	-	60,000
Development Services	612,773	-	-	23,367
Non-Departmental	654,729	88,173	-	-
Debt service:				
Principal retirement	-	137,440	14,987,381	-
Interest and fiscal charges	-	15,445	1,620,747	-
Bond issuance Costs	-	-	-	-
Total Expenditures	<u>15,019,925</u>	<u>1,615,668</u>	<u>16,608,128</u>	<u>16,994,744</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	<u>(1,736,761)</u>	<u>(297,777)</u>	<u>(211,628)</u>	<u>(16,994,744)</u>
OTHER FINANCING SOURCES (USES)				
Operating transfers in	1,404,000	-	-	-
Operating transfers (out)	-	(112,000)	-	-
Proceeds from bond issue	-	-	-	-
Total Other Financing Sources (Uses)	<u>1,404,000</u>	<u>(112,000)</u>	<u>-</u>	<u>-</u>
EXCESS (DEFICIENCY) OF REVENUES FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	<u>(332,761)</u>	<u>(409,777)</u>	<u>(211,628)</u>	<u>(16,994,744)</u>
FUND BALANCES BEGINNING OF YEAR	<u>14,687,164</u>	<u>960,821</u>	<u>16,396,500</u>	<u>-</u>
FUND BALANCES END OF YEAR	<u><u>\$ 14,354,403</u></u>	<u><u>\$ 551,044</u></u>	<u><u>\$ 16,184,872</u></u>	<u><u>\$ (16,994,744)</u></u>

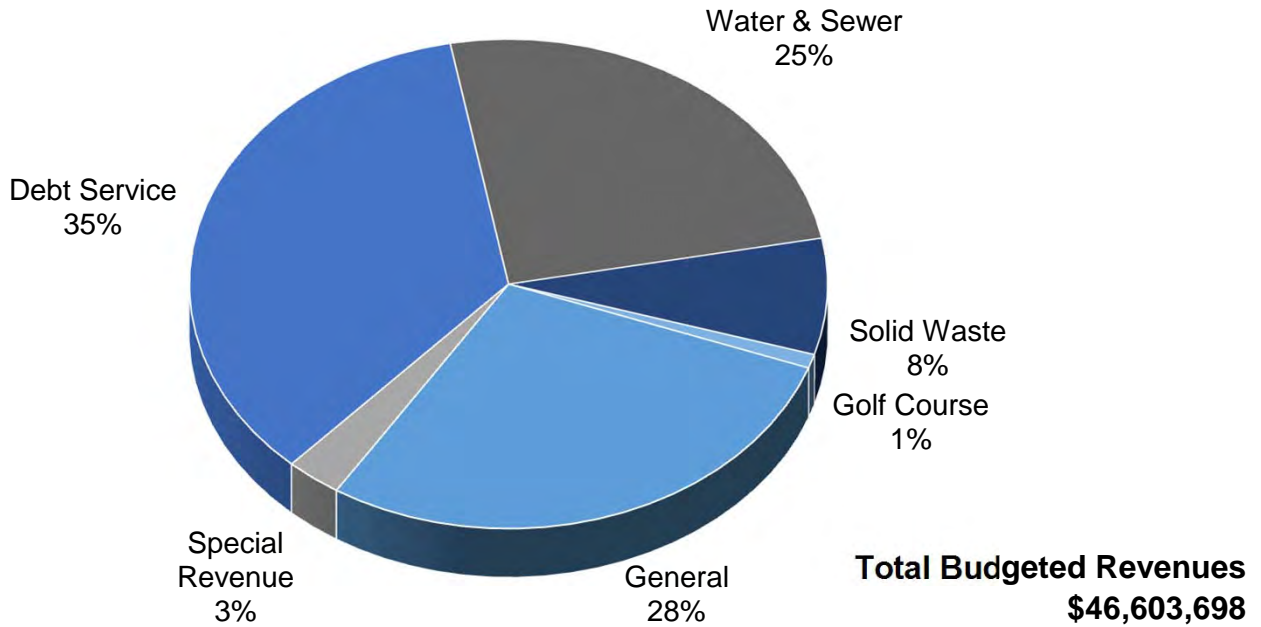
City of Copperas Cove, Texas
Combined Schedule of Revenues, Expenditures and
Changes in Fund Balance-All Fund Types
Fiscal Year 2014-2015

(With Comparative Totals for the Years Ended September 30, 2013 and 2014)

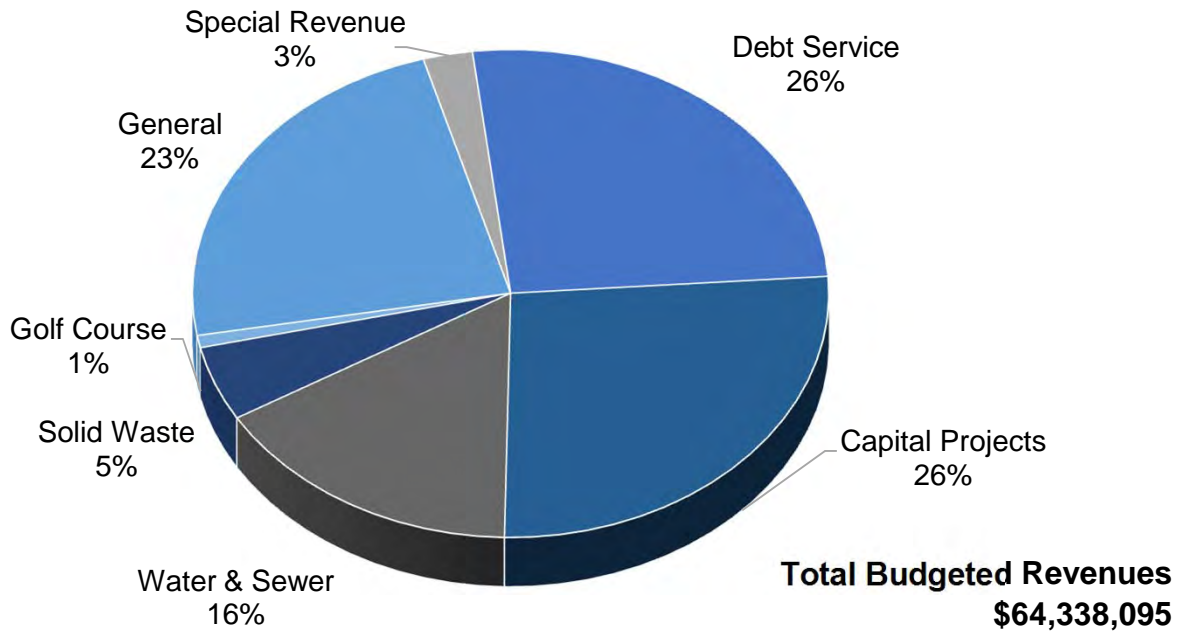
Water & Sewer	Solid Waste	Golf Course	Total Adopted Budget 2014-2015	Projected Budget 2013-2014	Actual 2012-2013
\$ -	\$ -	\$ -	\$ 14,696,973	\$ 13,972,631	\$ 13,377,078
-	-	-	164,250	188,104	182,534
11,304,228	3,409,892	425,123	17,284,923	16,246,555	16,245,754
-	-	-	642,749	644,405	635,501
257,000	155,000	-	412,000	462,001	442,683
50,400	4,500	-	13,402,803	1,103,161	18,000,302
<u>11,611,628</u>	<u>3,569,392</u>	<u>425,123</u>	<u>46,603,698</u>	<u>32,616,857</u>	<u>48,883,852</u>
-	-	-	14,869,265	10,278,212	10,215,276
240,385	274,493	-	2,549,975	2,827,240	2,521,713
4,150,953	2,585,691	-	20,074,619	9,520,299	7,691,363
-	-	501,499	2,357,572	2,442,048	2,310,907
-	-	-	636,140	688,029	524,628
2,468,231	78,120	-	3,289,253	2,857,147	5,982,757
2,539,740	215,000	20,000	17,899,561	20,341,644	12,360,627
990,822	32,827	1,869	2,661,710	3,400,527	3,723,313
-	-	-	-	231,540	205,718
<u>10,390,131</u>	<u>3,186,131</u>	<u>523,368</u>	<u>64,338,095</u>	<u>52,586,686</u>	<u>45,536,302</u>
<u>1,221,497</u>	<u>383,261</u>	<u>(98,245)</u>	<u>(17,734,397)</u>	<u>(19,969,829)</u>	<u>3,347,550</u>
20,000	-	-	1,424,000	1,378,000	1,403,884
(835,000)	(477,000)	-	(1,424,000)	(1,378,000)	(1,278,000)
-	-	-	-	10,318,233	6,685,000
<u>(815,000)</u>	<u>(477,000)</u>	<u>-</u>	<u>-</u>	<u>10,318,233</u>	<u>6,810,884</u>
406,497	(93,739)	(98,245)	(17,734,397)	(9,651,596)	10,158,434
<u>11,631,628</u>	<u>3,569,392</u>	<u>425,123</u>	<u>47,670,628</u>	<u>35,161,970</u>	<u>25,003,536</u>
<u>\$ 12,038,125</u>	<u>\$ 3,475,653</u>	<u>\$ 326,878</u>	<u>\$ 29,936,231</u>	<u>\$ 25,510,374</u>	<u>\$ 35,161,970</u>

**City of Copperas Cove, Texas
FY 2015 Adopted Budget
Combined Schedule of Revenues, Expenditures and
Changes in Fund Balance**

Total Budgeted Revenues



Total Budgeted Expenditures/Expenses





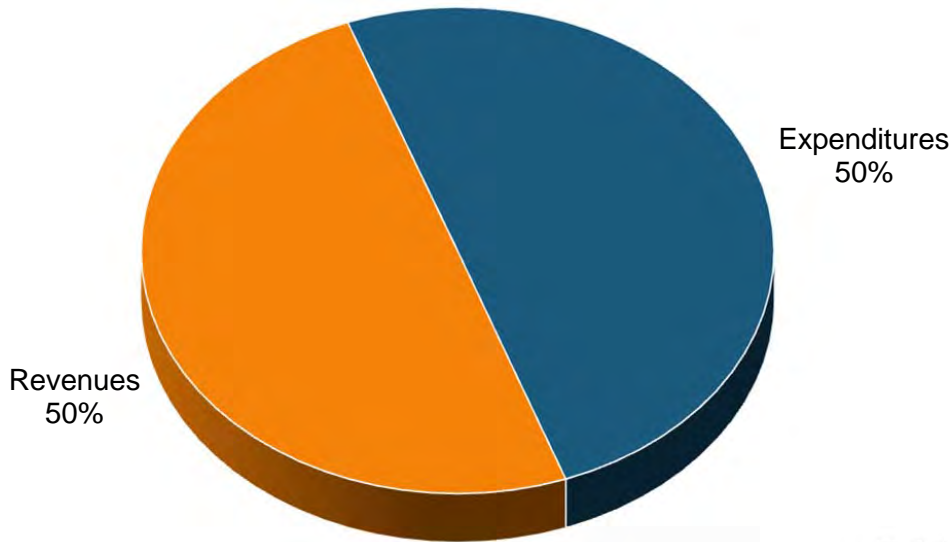
City of Copperas Cove, Texas
Adopted Budget Summary for all Funds
Fiscal Year 2014-2015

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	\$ 4,357,295	\$ 14,687,164	\$ 19,044,459	\$ 14,767,271	\$ 252,654	\$ 4,024,534	\$ 3,691,818	\$ 332,716
Water & Sewer Fund	2,895,818	11,631,628	14,527,446	7,628,619	3,596,512	\$ 3,302,315	1,907,155	1,395,160
Solid Waste Fund	948,888	3,569,392	4,518,280	3,415,304	247,827	\$ 855,149	853,826	1,323
Golf Course Fund	(1,064,283)	425,123	(639,160)	501,499	21,869	\$ (1,162,528)	125,375	(1,287,903)
Total Operating Funds	\$ 7,137,718	\$ 30,313,307	\$ 37,451,025	\$ 26,312,693	\$ 4,118,862	\$ 7,019,470	\$ 6,578,174	\$ 441,296
Other Funds*								
Drainage Utility Fund	\$ 532,839	\$ 902,040	\$ 1,434,879	\$ 476,037	\$ 602,797	\$ 356,045		
Interest & Sinking Fund	384,555	16,396,500	16,781,055	16,608,128	-	\$ 172,927		
Hotel Occupancy Tax Fund	85,021	167,785	252,806	216,756	-	\$ 36,050		
Animal Shelter Fund	17,615	-	17,615	17,615	-	\$ -		
PEG Fee Fund	87,547	55,000	142,547	55,000	-	\$ 87,547		
Municipal Court Efficiency Fund	14,165	2,595	16,760	4,654	-	\$ 12,106		
Municipal Court Technology Fund	29,117	16,192	45,309	24,903	-	\$ 20,406		
Municipal Court Security Fund	49,754	12,187	61,941	35,630	-	\$ 26,311		
Miscellaneous Other Funds	144,762	162,092	306,854	294,276	-	\$ 12,578		
Total Other Funds	\$ 1,345,376	\$ 17,714,391	\$ 19,059,767	\$ 17,732,999	\$ 602,797	\$ 723,971		
Capital Projects Funds*								
2006 Ltd. Tax Notes (Cap. Imprvmt.)	\$ 11,244	\$ -	\$ 11,244	\$ -	\$ 11,194	\$ 50		
2010 General Obligation (W&S)	150,329	-	150,329	-	148,321	2,008		
2010 Ltd. Tax Notes (All Funds)	1,212,318	-	1,212,318	-	1,206,145	6,173		
2010A Ltd. Tax Notes (All Funds)	17,280	-	17,280	-	16,541	739		
2011 Contr. Rev. & LTN (Tax Suptd)	42,861	-	42,861	-	31,814	11,047		
2011 G.O. (Tax Supported)	6,506	-	6,506	-	477	6,029		
2012 Ltd. Tax Notes (All Funds)	70,698	-	70,698	-	69,115	1,583		
2012 G.O. (W&S)	1,865,787	-	1,865,787	-	1,865,000	787		
2013 Ltd. Tax Notes (All Funds)	652,479	-	652,479	-	651,534	945		
2013 G.O. (Tax Supported)	4,163,136	-	4,163,136	-	4,160,972	2,164		
2013 PPFCO (Tax Supported)	594,263	-	594,263	-	594,116	147		
2014 Cert. of Oblig. (All Funds)	8,240,379	-	8,240,379	-	8,239,516	863		
Total Capital Projects Funds	\$ 17,027,280	\$ -	\$ 17,027,280	\$ -	\$ 16,994,745	\$ 32,535		
Total Funds	\$ 25,510,374	\$ 48,027,698	\$ 73,538,072	\$ 44,045,692	\$ 21,716,404	\$ 7,775,976		

* Ideal fund balances do not apply.

City of Copperas Cove, Texas Summary for All Funds FY 2014-2015 Adopted Budget

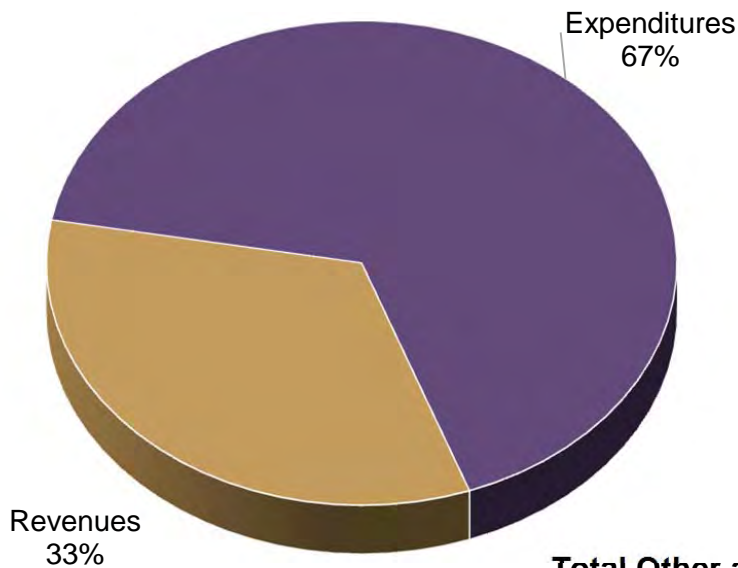
Operating Funds



Total Operating Funds:

Revenues	\$	30,313,307
Expenditures	\$	30,431,555

Other and Capital Project Funds



Total Other and Capital Project Funds:

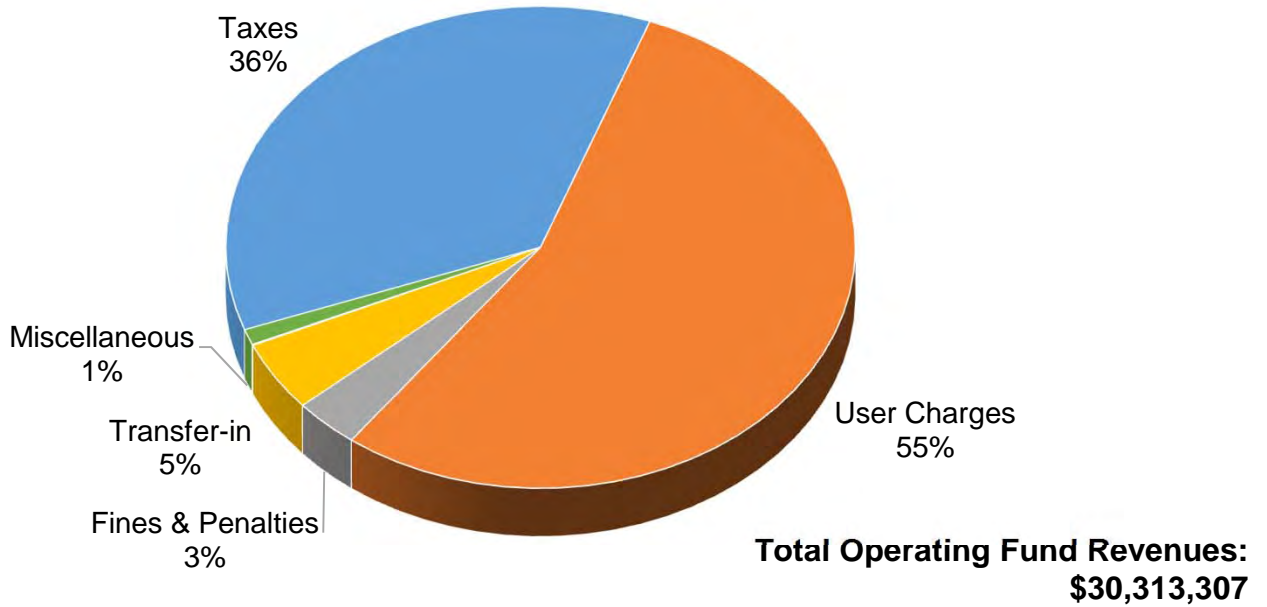
Revenues	\$	17,714,391
Expenditures	\$	35,330,541

City of Copperas Cove, Texas
Consolidated Schedule of Receipts of all Funds by Source
Fiscal Year 2014-2015

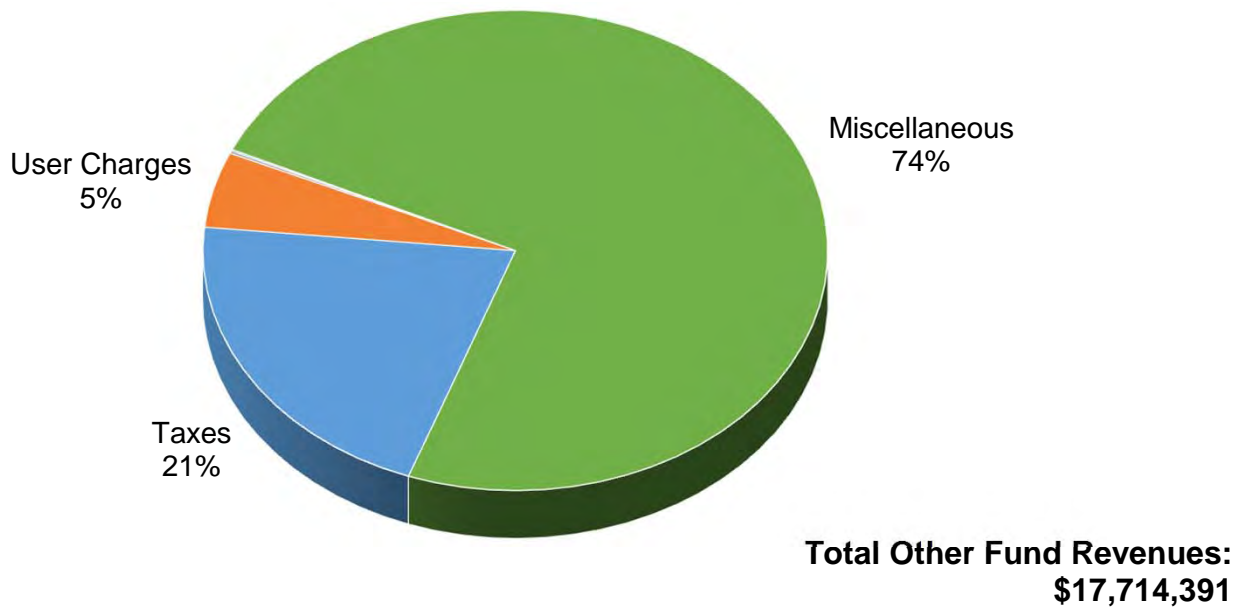
Fund	Taxes	User Charges	Fines & Penalties	Transfer-in	Interest Revenue	Miscellaneous	Total
Operating Funds							
General Fund	\$ 10,976,473	\$ 1,409,930	\$ 611,810	\$ 1,404,000	\$ 13,015	\$ 271,936	\$ 14,687,164
Water & Sewer Fund	-	11,304,228	257,000	20,000	5,400	45,000	11,631,628
Solid Waste Fund	-	3,409,892	155,000	-	2,000	2,500	3,569,392
Golf Course Fund	-	425,123	-	-	-	-	425,123
Total Operating Funds	\$ 10,976,473	\$ 16,549,173	\$ 1,023,810	\$ 1,424,000	\$ 20,415	\$ 319,436	\$ 30,313,307
Other Funds							
Drainage Utility Fund	\$ -	\$ 900,000	\$ -	\$ -	\$ 2,040	\$ -	\$ 902,040
Interest & Sinking Fund	3,552,750	-	-	-	15,000	12,828,750	16,396,500
Hotel Occupancy Tax Fund	167,750	-	-	-	35	-	167,785
Animal Shelter Fund	-	-	-	-	-	-	-
PEG Fee Fund	-	-	-	-	-	55,000	55,000
Municipal Court Efficiency Fund	-	-	2,590	-	5	-	2,595
Municipal Court Technology Fund	-	-	16,180	-	12	-	16,192
Municipal Court Security Fund	-	-	12,169	-	18	-	12,187
Miscellaneous Other Funds	-	-	-	-	-	162,092	162,092
Bond Funds	-	-	-	-	-	-	-
Total Other Funds	\$ 3,720,500	\$ 900,000	\$ 30,939	\$ -	\$ 17,110	\$ 13,045,842	\$ 17,714,391
Total Funds	\$ 14,696,973	\$ 17,449,173	\$ 1,054,749	\$ 1,424,000	\$ 37,525	\$ 13,365,278	\$ 48,027,698

City of Copperas Cove, Texas Consolidated Schedule of Receipts of all Funds by Source Fiscal Year 2014-2015

Total Operating Funds



Total Other Funds



City of Copperas Cove, Texas
Consolidated Schedule of Expenditures/
Expenses of all Funds by Object Class
Fiscal Year 2014-2015

Fund	Personnel Costs	Personnel Support	Supplies & Materials	Repairs & Maintenance
Operating Funds				
General Fund	\$ 11,499,397	\$ 108,434	\$ 666,711	\$ 486,359
Water & Sewer Fund	2,047,163	4,080	347,059	351,300
Solid Waste Fund	1,076,573	1,800	537,992	122,981
Golf Course Fund	264,190	900	65,453	51,544
Total Operating Funds	\$ 14,887,323	\$ 115,214	\$ 1,617,215	\$ 1,012,184
Other Funds				
Drainage Utility Fund	\$ 253,788	\$ 180	\$ 33,060	\$ 20,724
Interest & Sinking Fund	-	-	-	-
Hotel Occupancy Tax Fund	-	-	-	-
Animal Shelter Fund	-	-	-	-
PEG Fees Fund	-	-	-	-
Municipal Court Efficiency Fund	-	-	1,354	-
Municipal Court Technology Fund	-	-	400	12,975
Municipal Court Security Fund	26,893	-	-	8,737
Miscellaneous Other Funds	28,918	-	82,382	223
Total Other Funds	\$ 309,599	\$ 180	\$ 117,196	\$ 42,659
Capital Projects Funds				
2006 Ltd. Tax Notes (Cap. Imprvmt.)	\$ -	\$ -	\$ -	\$ -
2010 General Obligation (W&S)	-	-	-	-
2010 Ltd. Tax Notes (All Funds)	-	-	-	-
2010A Ltd. Tax Notes (All Funds)	-	-	-	-
2011 Contr. Rev. & LTN (Tax Suptd)	-	-	-	-
2011 G.O. (Tax Supported)	-	-	-	-
2012 Ltd. Tax Notes (All Funds)	-	-	-	-
2012 G.O. (W&S)	-	-	-	-
2013 Ltd. Tax Notes (All Funds)	-	-	-	-
2013 G.O. (Tax Supported)	-	-	-	-
2013 PPF CO (Tax Supported)	-	-	-	-
2014 Cert. of Oblig. (All Funds)	-	-	-	-
Total Capital Projects Funds	\$ -	\$ -	\$ -	\$ -
Total Funds	\$ 15,196,922	\$ 115,394	\$ 1,734,411	\$ 1,054,843

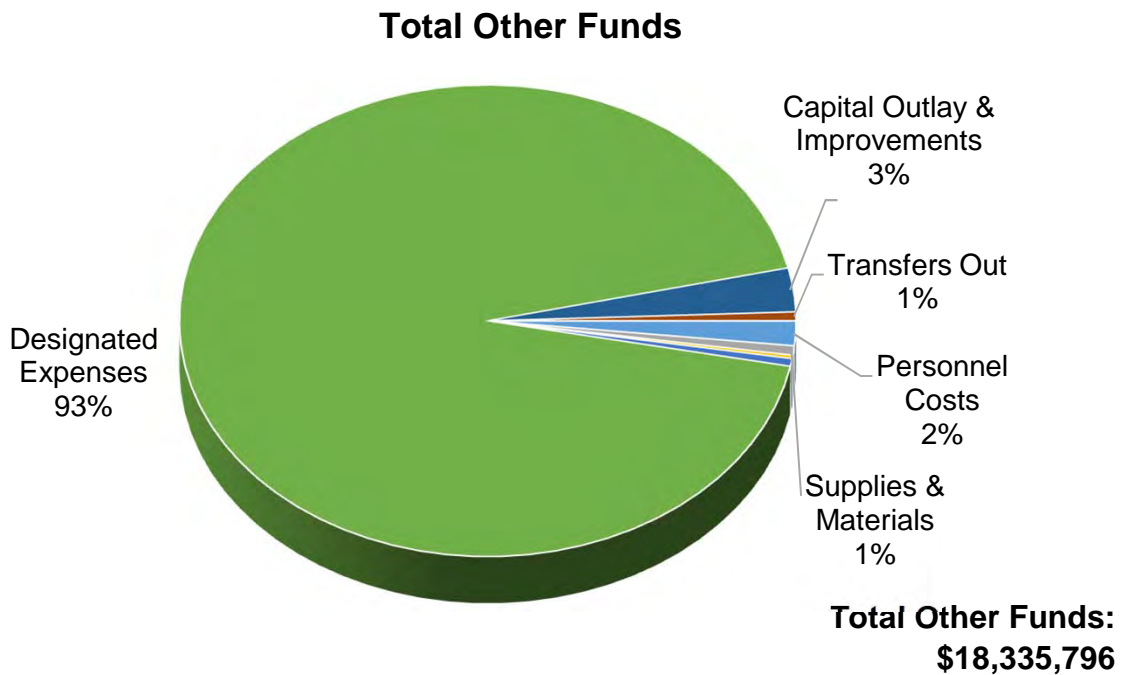
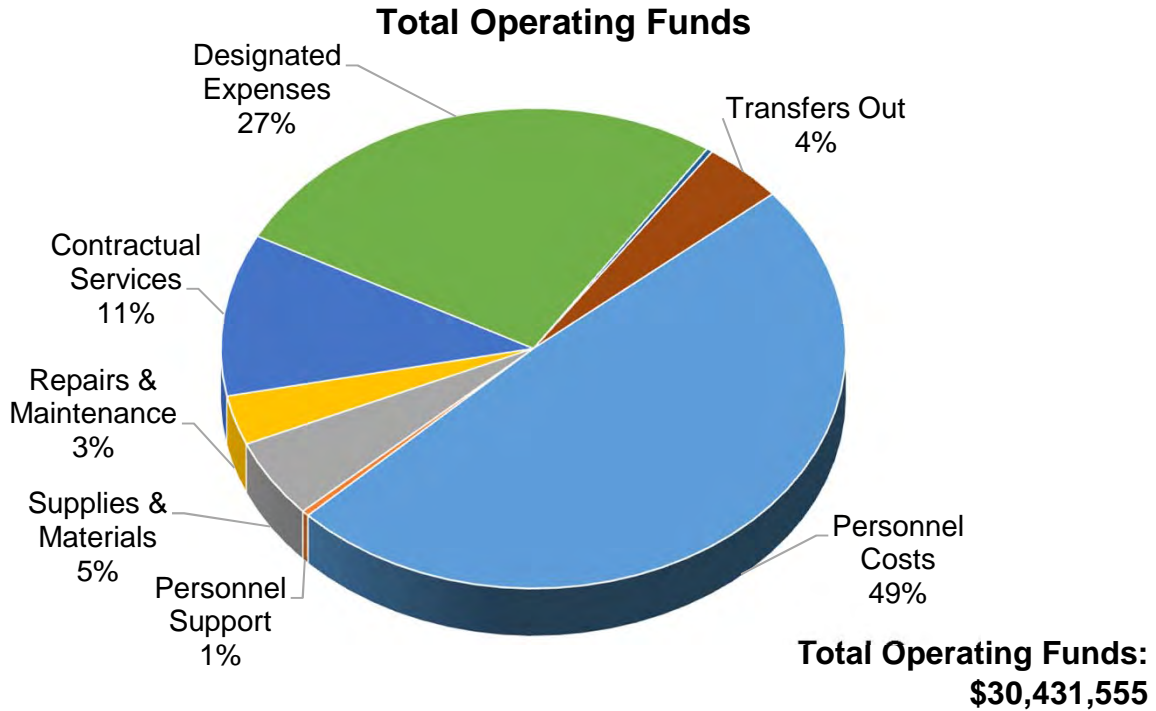
****Includes Debt Service Payments and Other Non-Departmental Expenditures/Expenses.**

Note: List of Capital Improvement Projects are detailed in the Capital Improvements Section.

City of Copperas Cove, Texas
Consolidated Schedule of Expenditures/
Expenses of all Funds by Object Class
Fiscal Year 2014-2015

Contractual Services	** Designated Expenses	Capital Outlay & Improvements	Transfers Out	Total
\$ 1,580,350	\$ 648,329	\$ 30,345	\$ -	\$ 15,019,925
1,581,757	6,032,822	65,950	795,000	11,225,131
72,058	1,374,727	-	477,000	3,663,131
86,520	54,761	-	-	523,368
\$ 3,320,685	\$ 8,110,639	\$ 96,295	\$ 1,272,000	\$ 30,431,555
\$ 56,285	\$ 115,497	\$ 487,300	\$ 112,000	\$ 1,078,834
-	16,608,128	-	-	16,608,128
-	216,756	-	-	216,756
-	17,615	-	-	17,615
-	55,000	-	-	55,000
3,300	-	-	-	4,654
5,940	5,588	-	-	24,903
-	-	-	-	35,630
30,717	89,960	62,076	-	294,276
\$ 96,242	\$ 17,108,544	\$ 549,376	\$ 112,000	\$ 18,335,796
\$ 11,194	\$ -	\$ -	\$ -	\$ 11,194
-	-	148,321	-	148,321
-	-	1,206,145	-	1,206,145
-	-	16,541	-	16,541
-	-	31,814	-	31,814
-	-	477	-	477
-	-	69,115	-	69,115
-	-	1,865,000	-	1,865,000
-	-	651,534	-	651,534
-	-	4,160,972	-	4,160,972
-	-	594,116	-	594,116
-	-	8,239,516	-	8,239,516
\$ 11,194	\$ -	\$ 16,983,551	\$ -	\$ 16,994,745
\$ 3,428,121	\$ 25,219,183	\$ 17,629,222	\$ 1,384,000	\$ 65,762,096

City of Copperas Cove, Texas Consolidated Schedule of Expenditures/ Expenses of all Funds by Object Class Fiscal Year 2014-2015



City of Copperas Cove, Texas
FY 2014-2015 Ad Valorem Taxes Analysis
Estimated Revenue and Proposed Distribution of Collections

Certified Property Values

Taxable Assessed Valuation	\$1,154,743,980
Proposed Tax Rate of \$100 Valuation	<u>0.790000</u>
Non-Freeze Tax Levy	9,122,477
Freeze Tax Levy	<u>708,556</u>
Total Tax Levy	9,831,033
Estimated Percent of Collections	<u>99%</u>
Estimated Funds from Tax Levy	\$9,732,723

Proposed Distribution of All Tax Collections

	<u>% of Total</u>	<u>Tax Rate</u>	<u>Collections</u>
General Fund	63.82%	0.504201	6,207,973
Interest & Sinking	<u>36.18%</u>	<u>0.285799</u>	<u>3,524,750</u>
Total	<u>100.00%</u>	<u>0.790000</u>	<u>9,732,723</u>

Comparison of Previous Years Tax Rates

	<u>Fiscal Years</u>				
	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>
General Fund	0.583500	0.544800	0.568800	0.524400	0.504201
Interest & Sinking	<u>0.176500</u>	<u>0.219100</u>	<u>0.191200</u>	<u>0.253000</u>	<u>0.285799</u>
Total	<u>0.760000</u>	<u>0.763900</u>	<u>0.760000</u>	<u>0.777400</u>	<u>0.790000</u>

Property Value Analysis

<u>Tax Year</u>	<u>Assessed Value</u>	<u>Percentage Increase</u>	<u>Amount Collected</u>	<u>Percentage Collected</u>
1990	\$368,161,345	1.45%	\$2,507,339	97.29%
1991	\$363,098,757	-1.38%	\$2,660,196	96.40%
1992	\$367,262,172	1.15%	\$2,724,254	98.11%
1993	\$396,852,652	8.06%	\$2,964,341	98.94%
1994	\$423,799,207	6.79%	\$3,178,888	99.35%
1995	\$472,928,469	11.59%	\$3,537,442	99.07%
1996	\$546,764,501	15.61%	\$3,811,739	99.68%
1997	\$565,699,472	3.46%	\$3,967,828	99.49%
1998	\$578,775,314	2.31%	\$4,050,984	99.28%
1999	\$592,338,964	2.34%	\$4,149,031	99.35%
2000	\$609,313,400	2.87%	\$4,494,472	99.16%
2001	\$642,285,232	5.41%	\$4,673,658	98.66%
2002	\$670,544,556	4.40%	\$4,955,417	99.20%
2003	\$683,946,827	2.00%	\$5,260,214	99.24%
2004	\$716,954,411	4.83%	\$5,490,827	98.82%
2005	\$778,807,966	8.63%	\$5,972,044	98.94%
2006	\$919,785,031	18.10%	\$6,738,114	99.00%
2007	\$1,035,057,214	12.53%	\$7,607,685	99.32%
2008	\$1,138,536,871	10.00%	\$8,331,105	98.88%
2009	\$1,136,914,737	-0.14%	\$8,467,715	99.33%
2010	\$1,067,456,541	-6.11%	\$8,450,978	98.47%
2011	\$1,084,647,856	1.61%	\$8,721,837	98.22%
2012	\$1,100,135,239	1.43%	\$8,874,580	98.91%
2013	\$1,130,792,202	2.79%	\$9,310,584	98.10%
2014	\$1,154,743,980	2.12%	\$0	0.00%

ORDINANCE NO. 2014-37

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, 2014 AND ENDING ON SEPTEMBER 30, 2015; 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 \$375,102 (4.01%), AND OF THAT AMOUNT \$131,779 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, 2014, to September 30, 2015, 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,** 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 hearing and public meetings 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, 2014, to September 30, 2015, 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 2014-2015 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.

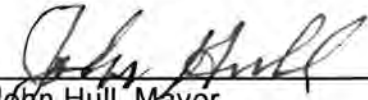
SECTION 4.

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 2nd day of September, 2014, 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:



Mariela Altott, City Secretary

APPROVED AS TO FORM:



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



ORDINANCE NO. 2014-38

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 2014 TAX YEAR FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF COPPERAS COVE FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2014 AND ENDING ON SEPTEMBER 30, 2015; 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 of Coryell and Lampasas Counties and the Tax 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 140.010 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 2, 2014; and
- WHEREAS,** the City Council has complied with all applicable requirements of the Texas Property Tax Code and Local Government Code prior to the setting of the tax rate for said City for 2014.

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 2014 be, and is hereby, set at 79.00 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 2014 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) 50.4201 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:

28.5799 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 5 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY TWELVE DOLLARS AND SIXTY CENTS (\$12.60).

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 2014-2015.

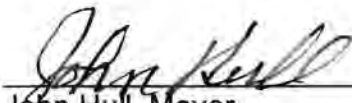
SECTION 7.

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 2nd day of September 2014, 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:



Mariela Altott, City Secretary



APPROVED AS TO FORM:



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

RESOLUTION NO. 2014-33

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF COPPERAS COVE, TEXAS, RATIFYING THE VOTES TO ADOPT TO THE 2014-2015 BUDGET AND PLAN OF MUNICIPAL SERVICES AND THE 2014-2015 TAX RATE.

WHEREAS, Pursuant to the Texas Local Government Code, §102.007, City Council has adopted the 2014-2015 Budget and Plan of Municipal Services; and

WHEREAS, Pursuant to the Texas Tax Code, §26.06, City Council has adopted the 2014-2105 Ad Valorem Tax Rate; and


WHEREAS, The adoption of the 2014-2015 Budget and the 2014-2015 Tax Rate raises 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.

NOW, THEREFORE, BE IT RESOLVED, that the City Council of the City of Copperas Cove, Texas ratify the votes approving and adopting the 2014-2015 Budget and Plan of Municipal Service and the 2014-2015 Property Tax Rate.

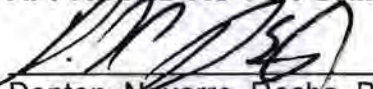
PASSED, APPROVED, AND ADOPTED on this 2nd day of September 2014, at a regular meeting of the City Council of the City of Copperas Cove, Texas which meeting was held in compliance with the Open Meetings Act, *Tex. Gov't Code*, §551.001, et.seq. at which meeting a quorum was present and voting.


John Hull, Mayor

ATTEST:


Mariela Altott, City Secretary

APPROVED AS TO FORM:


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



GENERAL FUND



PD Motors Officer

Traffic Control Technician



Fire Safety Demonstration



City of Copperas Cove

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.



City of Copperas Cove, Texas
FY 2015 Adopted Budget
General Fund
Revenue & Expenditures 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 Recreation 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, Budget, City Attorney, Human Resources and Information Systems. 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 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Adopted
Property Taxes	6,611,245	6,328,963	6,738,189	6,375,694	6,298,973
Sales Taxes	2,427,417	2,585,231	2,712,277	2,910,323	3,206,000
Franchise Fees	1,315,430	1,312,322	1,301,838	1,265,500	1,288,000
Other Taxes	211,050	157,213	176,011	173,600	183,500
Licenses & Permits	193,340	223,143	182,534	188,104	164,250
Charges for Services	863,913	1,277,900	1,248,070	1,209,411	1,245,680
Fines & Forfeitures	577,925	687,020	635,501	613,715	611,810
Miscellaneous	556,118	312,931	302,422	337,030	284,951
Transfers	1,250,500	1,206,070	1,258,000	1,358,000	1,404,000
TOTAL	14,006,935	14,090,792	14,554,839	14,431,377	14,687,162
EXPENDITURES					
Salaries & Benefits	10,490,223	10,733,735	10,907,481	11,571,599	11,607,831
Supplies & Materials	532,998	665,314	653,393	752,095	666,711
Repairs & Maintenance	460,313	425,764	449,051	507,203	486,359
Contractual Services	1,440,978	1,427,726	1,480,338	1,733,960	1,580,350
Designated Expenditures	723,245	670,349	631,048	898,477	648,329
Capital Outlay	99,303	39,428	71,570	112,551	30,345
Transfers	288,158	168,586	-	-	-
TOTAL	14,035,219	14,130,904	14,192,881	15,575,885	15,019,925
Revenues Over/(Under)					
Expenditures	(28,284)	(40,112)	361,958	(1,144,508)	(332,763)
TOTAL	14,006,935	14,090,792	14,554,839	14,431,377	14,687,162

CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2014-15 ADOPTED BUDGET
GENERAL FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

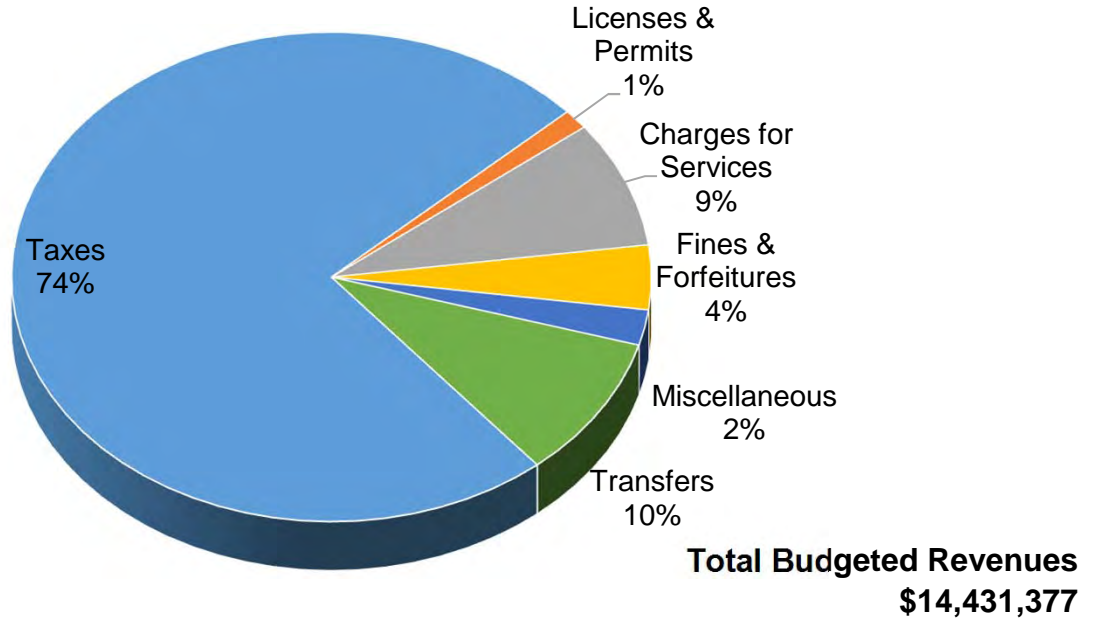
Description	Actual FY 2012-13	Adopted Budget* FY 2013-14	Projected FY 2013-14	Proposed Base Budget FY 2014-15	New Requests FY 2014-15	Adopted FY 2014-15
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 4,639,845	\$ 4,339,990	\$ 5,001,803	\$ 4,357,295	\$ 4,070,196	\$ 4,357,295
Unreserved, Designated	1,000,000	1,000,000	1,000,000	500,000	500,000	500,000
TOTAL BEGINNING FUND BALANCE	\$ 5,639,845	\$ 5,339,990	\$ 6,001,803	\$ 4,857,295	\$ 4,570,196	\$ 4,857,295
REVENUES:						
Taxes	\$ 10,928,314	\$ 10,725,117	\$ 10,725,117	\$ 10,976,473	\$ -	\$ 10,976,473
Permits & Licenses	182,534	188,104	188,104	164,250	-	164,250
Charges for Services	1,248,070	1,209,411	1,209,411	1,245,680	-	1,245,680
Fines	635,501	613,715	613,715	611,810	-	611,810
Administrative Reimbursements	1,258,000	1,358,000	1,358,000	1,404,000	-	1,404,000
Miscellaneous Revenue	302,420	372,907	337,030	284,951	-	284,951
TOTAL REVENUES	\$ 14,554,839	\$ 14,467,254	\$ 14,431,377	\$ 14,687,164	\$ -	\$ 14,687,164
TOTAL FUNDS AVAILABLE	\$ 20,194,684	\$ 19,807,244	\$ 19,433,180	\$ 19,044,459	\$ 4,070,196	\$ 19,044,459
EXPENDITURES:						
City Council (21)	\$ 27,449	\$ 39,374	\$ 39,374	\$ 43,654	\$ -	\$ 43,654
City Manager (22)	272,008	349,808	349,808	281,409	-	281,409
City Secretary (23)	125,411	139,478	139,478	142,243	1,800	144,043
City Attorney (24)	128,064	185,271	167,680	139,910	-	139,910
Public Information Office (25)	-	-	-	79,098	500	79,598
Finance (31)	364,337	394,500	394,500	386,462	-	386,462
Budget (32)	376,233	402,747	402,747	345,030	-	345,030
Human Resources (34)	231,932	287,745	287,745	208,392	-	208,392
Information Systems (35)	312,680	349,278	349,278	308,445	27,659	336,104
Municipal Court (41)	375,432	354,487	354,487	371,827	-	371,827
Police-Admin (42)	584,410	608,575	608,575	611,818	-	611,818
Police-Services (4210)	4,264,821	4,304,467	4,304,383	4,333,067	-	4,333,067
Animal Control (43)	212,078	249,038	249,038	240,560	10,553	251,113
Fire/EMS-Admin (44)	175,293	306,725	296,316	309,148	150	309,298
Fire/EMS-Operations (4417)	2,919,276	3,259,278	3,259,278	3,218,899	-	3,218,899
Fire/EMS-Training (4418)	173,297	37,308	52,308	31,407	-	31,407
Fire/EMS-Prevention (4419)	97,555	68,711	81,711	99,405	-	99,405
Emergency Management (4420)	3,659	9,084	9,084	-	-	-
Engineering (51)	-	46,000	46,000	48,000	-	48,000
Street (53)	544,452	607,838	607,838	636,254	-	636,254
Fleet Services (55)	255,839	276,401	276,401	279,915	-	279,915
Planning (61)	96,092	184,831	184,831	132,323	-	132,323
Building Development (52)	261,687	274,814	274,814	291,242	-	291,242
Code & Health Compliance (72)	147,664	180,540	180,540	189,208	-	189,208
Parks and Leisure - Admin (54)	179,731	165,311	165,311	167,798	-	167,798
Parks and Leisure - Maintenance (5410)	410,351	481,070	481,070	506,164	-	506,164
Parks and Leisure - Athletics (5420)	372,820	424,024	424,024	351,166	5,000	356,166
Parks and Leisure - Aquatics (5430)	120,558	170,647	170,647	142,331	-	142,331
Parks and Leisure - Special Events (5440)	33,024	40,878	40,878	31,840	-	31,840
Library (71)	342,552	401,288	406,188	388,519	-	388,519
Non-Departmental (75)	451,087	371,363	371,363	406,075	-	406,075
TOTAL OPERATING EXPENDITURES	\$ 13,859,791	\$ 14,970,879	\$ 14,975,695	\$ 14,721,609	\$ 45,662	\$ 14,767,271
OTHER EXPENDITURES:						
Capital Outlay	\$ 71,570	\$ 148,344	\$ 112,551	\$ 4,000	\$ -	\$ 4,000
Grant Match	10,000	3,741	3,741	29,500	-	29,500
Street/Sidewalk Maintenance	251,520	390,273	390,273	-	-	-
Economic Development Incentives	-	93,625	93,625	219,154	-	219,154
Transfers Out	-	-	-	-	-	-
TOTAL OTHER EXPENDITURES	\$ 333,090	\$ 635,983	\$ 600,190	\$ 252,654	\$ -	\$ 252,654
TOTAL EXPENDITURES	\$ 14,192,881	\$ 15,606,862	\$ 15,575,885	\$ 14,974,263	\$ 45,662	\$ 15,019,925

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2014-15 ADOPTED BUDGET
GENERAL FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

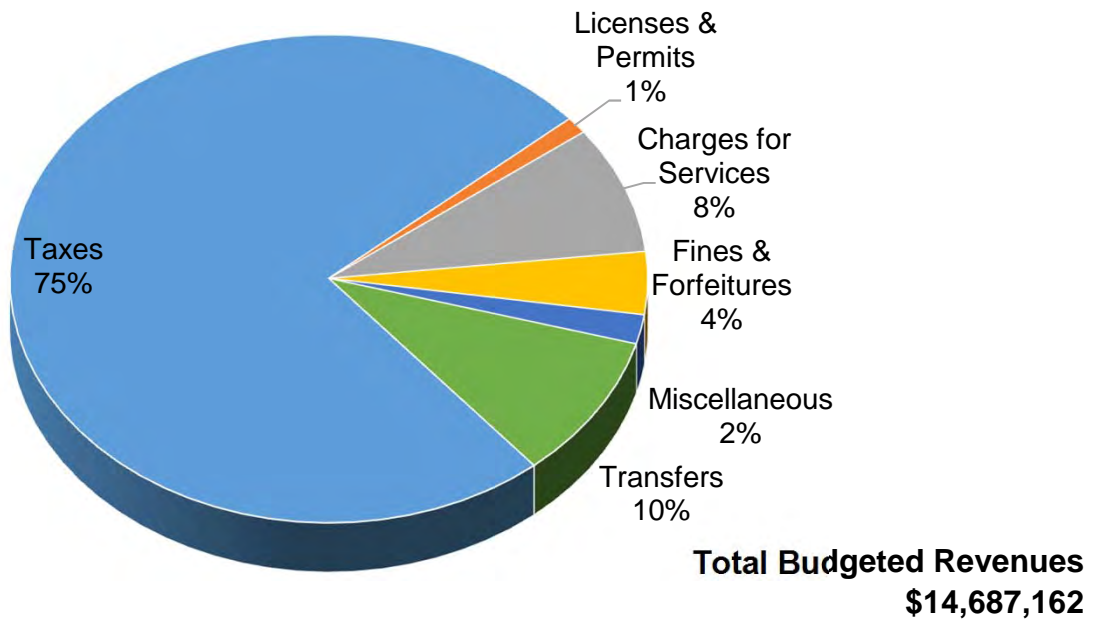
Description	Actual FY 2012-13	Adopted Budget* FY 2013-14	Projected FY 2013-14	Proposed Base Budget FY 2014-15	New Requests FY 2014-15	Adopted FY 2014-15
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 5,001,803	\$ 3,200,382	\$ 3,857,295	\$ 4,070,196	\$ 4,024,534	\$ 4,024,534
Unreserved, Designated	1,000,000	1,000,000	1,000,000	500,000	500,000	500,000
TOTAL ENDING FUND BALANCE	\$ 6,001,803	\$ 4,200,382	\$ 4,857,295	\$ 4,570,196	\$ 4,524,534	\$ 4,524,534
IDEAL FUND BALANCE	\$ 3,464,948	\$ 3,742,720	\$ 3,743,924	\$ 3,680,402	\$ 3,691,818	\$ 3,691,818
OVER (UNDER) IDEAL FUND BALANCE	\$ 2,536,855	\$ 457,662	\$ 113,371	\$ 389,793	\$ 332,716	\$ 332,716
* Includes budget amendments that were approved by City Council on 10/24/13, 11/19/13, 12/3/13, 2/18/14, and 5/6/14.						
Golf Fund FY 2015 Deficit				\$ (93,245)		\$ (98,245)
Total General Fund Over Ideal Fund Balance				\$ 296,548		\$ 234,471

**City of Copperas Cove, Texas
FY 2015 Adopted Budget
General Fund
Budgeted Revenues by Source Comparison**

Fiscal Year 2013-2014 Budgeted Revenue

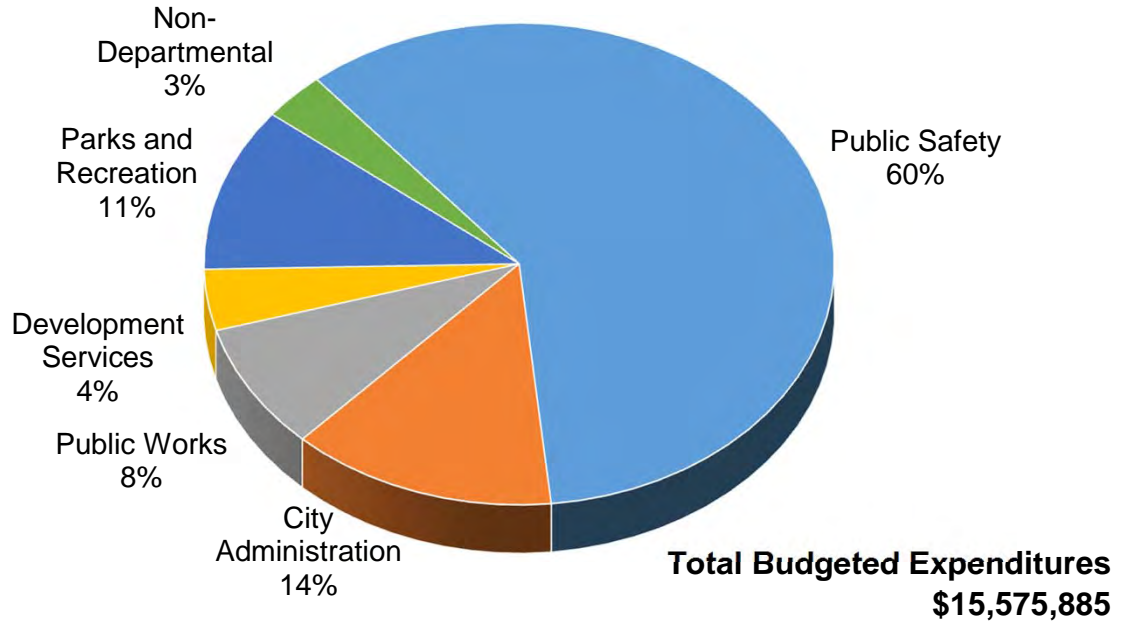


Fiscal Year 2014-2015 Budgeted Revenue

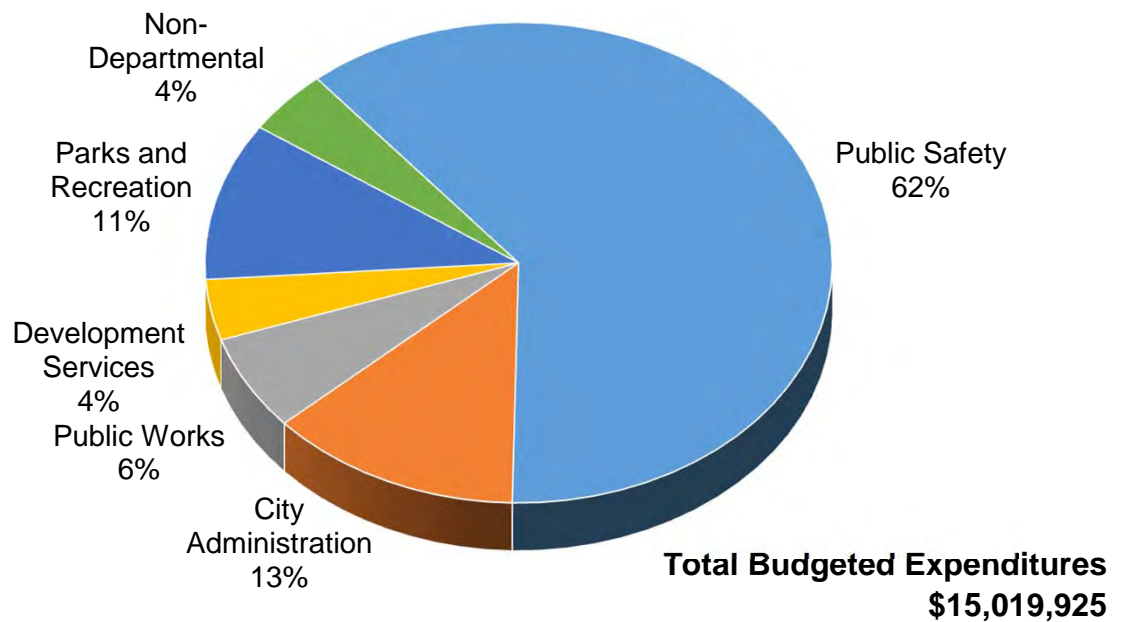


**City of Copperas Cove, Texas
FY 2015 Adopted Budget
General Fund
Budgeted Expenditures by Function Comparison**

Fiscal Year 2013-2014 Budgeted Expenditures

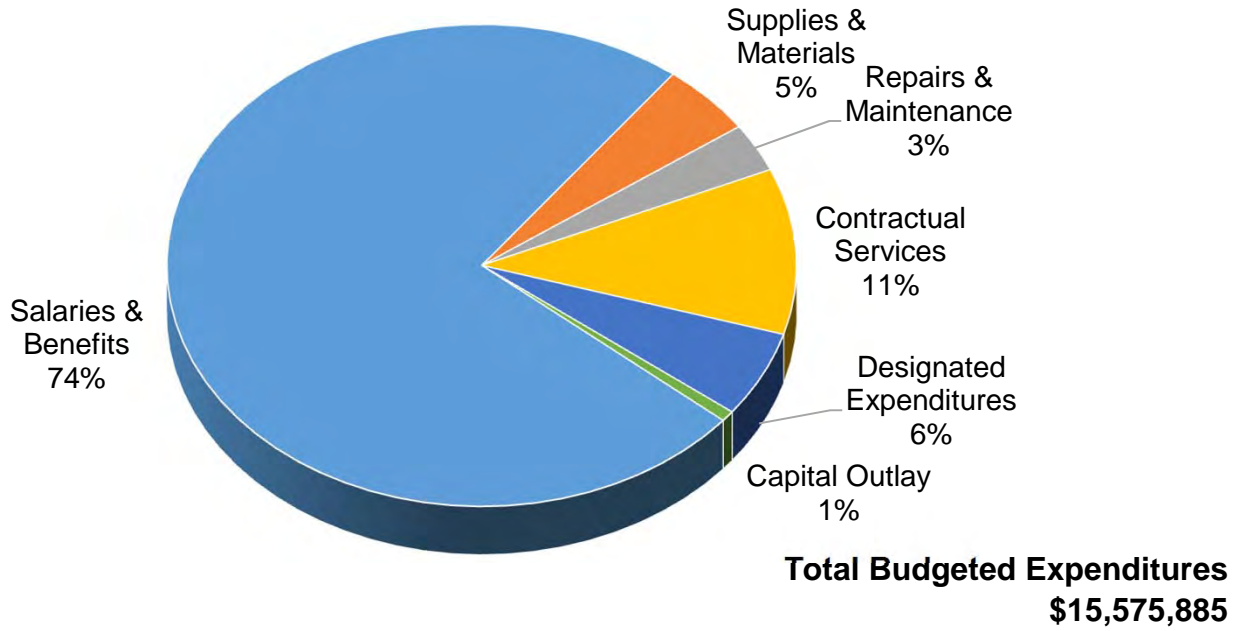


Fiscal Year 2014-2015 Budgeted Expenditures

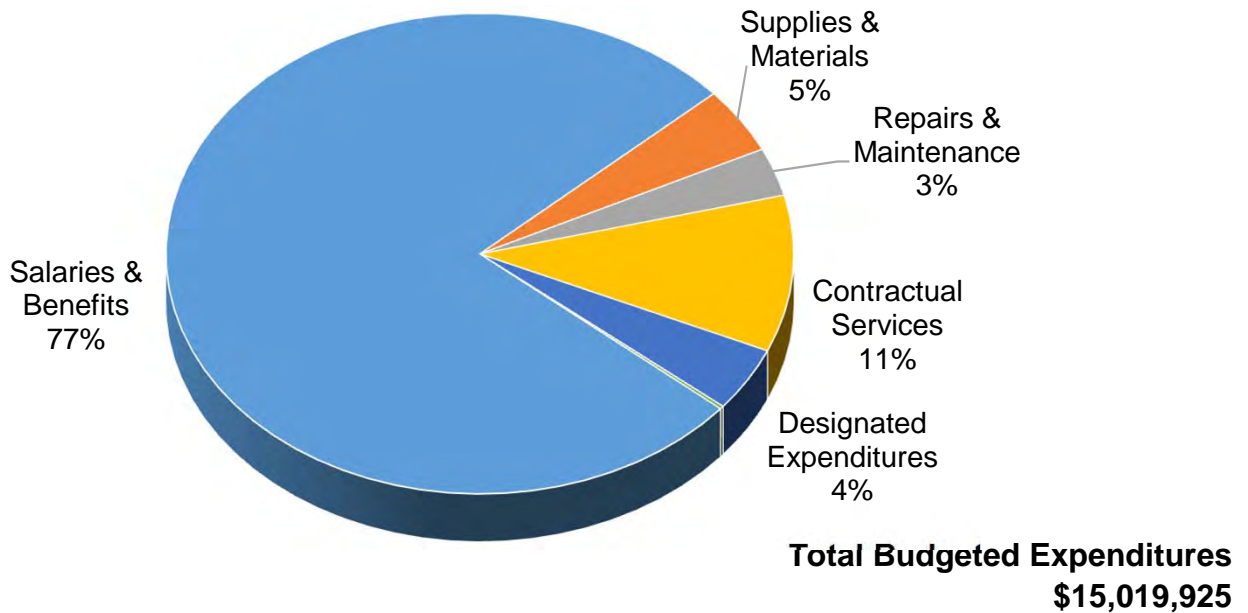


**City of Copperas Cove, Texas
FY 2015 Adopted Budget
General Fund
Budgeted Expenditures by Object Comparison**

Fiscal Year 2013-2014 Budgeted Expenditures



Fiscal Year 2014-2015 Budgeted Expenditures



General Fund Revenues

Account	Description	Actual 2012-13	Budget* 2013-14	Projected 2013-14	Adopted 2014-15
01-310-1001	Current Ad Valorem Taxes	\$ 6,642,197	\$ 6,293,694	\$ 6,293,694	\$ 6,207,973
01-310-1002	Delinquent Ad Val. Taxes	51,796	56,500	45,000	48,000
01-310-1003	Penalty & Interest	44,196	46,000	37,000	43,000
01-310-1004	Sales Tax	2,712,277	3,239,811	2,910,323	3,206,000
01-310-1005.1	Franchise Tax-Telephone	53,261	52,000	52,500	53,000
01-310-1005.2	Franchise Tax-Cable	300,693	320,000	280,000	280,000
01-310-1005.3	Franchise Tax-Electric	848,530	790,000	830,000	850,000
01-310-1005.4	Franchise Tax-Gas	99,354	98,000	103,000	105,000
01-310-1007	Mixed Drink Tax	12,081	14,000	13,200	13,500
01-310-1008	Bingo Tax	162,492	160,000	160,000	170,000
01-310-1012	Used Oil-H&H Waste Oil	1,437	560	400	-
Subtotal Taxes		\$ 10,928,314	\$ 11,070,565	\$ 10,725,117	\$ 10,976,473
01-320-2002	License-Bicycle	\$ 4	\$ 10	\$ -	\$ -
01-320-2003	License-Contractors	30,040	25,000	32,000	25,000
01-320-2004	License-Animal	4,929	5,000	6,000	5,000
01-320-2006	Permits-Building	47,790	48,000	60,000	45,000
01-320-2008	Permits-Street Cuts	8,213	6,000	7,624	6,000
01-320-2009	Permits-Electrical	13,785	14,000	12,000	12,000
01-320-2010	Permits-Solicitors	1,085	1,000	2,620	1,000
01-320-2011	Permits-Natural Gas Lines	1,900	2,000	1,500	1,500
01-320-2012	Permits-Garage Sales	7,710	8,000	8,000	8,000
01-320-2013	Permits-Plumbing	33,975	35,000	28,000	30,000
01-320-2014	Permits-Mechanical	10,363	15,000	15,000	15,000
01-320-2015	License-Taxicabs	300	600	300	300
01-320-2017	License-Dangerous Animal	500	600	350	500
01-320-2018	Sign-Dangerous Animal	200	-	75	-
01-320-2021	Permits-Car Washes	490	500	500	500
01-320-2022	Permits-Signs	3,015	1,500	1,500	1,500
01-320-2023	Permits-Swimming Pools	490	200	300	200
01-320-2026	License-Wrecker	680	765	595	600
01-320-2027	Permit-Certificate of Occpy	3,560	2,000	2,200	2,000
01-320-2030	Permits-Alarms	3,040	4,000	4,000	4,000
01-320-2031	False Alarm Penalties	100	-	275	150
01-320-2032	Permits-Alcohol License	9,065	4,546	3,365	3,500
01-320-2034	Permits-Burn Permits	1,300	2,500	1,900	2,500
Subtotal Permits and Licenses		\$ 182,534	\$ 176,221	\$ 188,104	\$ 164,250
01-340-1001	Cemetery Plot Sales	\$ 14,731	\$ 7,000	\$ 5,500	\$ 6,065
01-340-1002	Football Revenue	18,135	25,500	22,530	30,000
01-340-1004	Basketball Revenue	21,940	19,750	18,211	26,400
01-340-1005	Volleyball Entry Fees	7,472	5,000	8,650	10,800
01-340-1006	Youth Baseball Fees	39,911	41,625	42,536	43,750
01-340-1007	Adult Softball Fees	10,757	9,600	14,145	-
01-340-1008	Soccer Registration Fees	31,990	41,100	35,255	43,200
01-340-1012	Special Events Revenue	958	1,250	440	20,000
01-340-1015	Concession Sales	12,069	20,000	20,000	17,290

* Includes Budget Amendments approved in FY 2013-2014

General Fund Revenues

Account	Description	Actual 2012-13	Budget* 2013-14	Projected 2013-14	Adopted 2014-15
01-340-1016	Flag Football Fees	13,573	13,750	17,000	20,748
01-340-1017	Track Revenue	324	4,410	-	-
01-340-1020	Summer Camp Registration Fees	33,710	42,000	42,215	-
01-340-1030	Recreational Classes	3,944	5,600	6,110	5,730
01-340-1050	Kickball Revenue	-	-	1,600	-
01-340-1060	Cheerleader Revenue	-	200	-	-
01-340-1400	Swimming Lessons	14,085	20,000	20,000	35,000
01-340-3001	Swimming Pool Receipts	45,735	50,500	50,500	58,917
01-340-3002	Community Building Rental	31,939	31,000	31,000	43,400
01-340-3004	Misc. Library Receipts	11,753	13,000	13,000	13,000
01-340-3005	Animal Shelter Fees	30,366	25,000	26,000	25,000
01-340-3006	Ambulance Fee Revenue	761,340	900,000	746,950	755,000
01-340-3007	Notary Fee Revenue	395	-	281	300
01-340-3008	Copy Machine	5,660	4,000	5,000	5,000
01-340-3009	Mowing/Mowing Liens Rev	10,593	10,000	15,000	15,000
01-340-3010	Sale of City Maps	63	-	52	60
01-340-3012	Srvc Charge-NSF Checks	90	150	180	150
01-340-3013	Plat Filing Fee Revenue	6,720	5,050	1,000	500
01-340-3014	Permits-Land Disturbance	70	-	200	150
01-340-3015	RV Park Fees	13,955	22,000	10,236	9,900
01-340-3019	Police Overtime Reimb.	43,272	3,500	3,400	3,500
01-340-3020	Police Restitution Revenue	15,397	4,000	2,000	4,000
01-340-3021	Festival Reimbursements	11,505	15,000	13,000	13,000
01-340-3022	Special Events Seniors	848	1,000	1,500	1,200
01-340-3023	Library Room Rental	4,620	4,000	6,000	6,000
01-340-3024	Open Records Revenue	788	700	700	700
01-340-3027	Pool Rental Revenue	7,950	10,000	10,000	15,000
01-340-3030	Micro Chip of Animals Rev	4,160	4,000	4,000	5,000
01-340-3031	Re-Inspection Fees	9,150	7,000	7,000	7,000
01-340-3033	Animal Tranquilization Fee	70	120	120	120
01-340-3035	Fire Inspection Fees	3,679	2,000	3,000	1,000
01-340-3036	Fire Testing Fees	1,750	1,000	2,000	1,000
01-350-4105	Rezone Request Fees	1,200	1,600	800	1,000
01-350-4110	Variance Request Fees	1,403	2,300	2,300	1,800
Subtotal Fees		\$ 1,248,070	\$ 1,373,705	\$ 1,209,411	\$ 1,245,680
01-350-4001	Municipal Court Fines	\$ 226,882	\$ 265,000	\$ 225,000	\$ 225,000
01-350-4002	Traffic Violation Fines	128,050	156,000	124,800	120,000
01-350-4003	Library Fines	11,922	12,000	11,000	11,000
01-350-4004	Arrest Warrant Fees	52,543	63,000	54,168	56,406
01-350-4005	Child Safety Funds	8,314	11,500	10,000	9,000
01-350-4006	City's % of Court Fees	40,748	50,000	36,000	36,200
01-350-4007	HB 70 Fees	9,888	11,000	8,000	8,300
01-350-4010	Arresting Officer Fees	23,114	29,000	19,000	18,700
01-350-4011	Civil Justice Fee	28	30	25	24
01-350-4042	CCISD Liaison Funding	123,773	134,038	117,372	118,820

* Includes Budget Amendments approved in FY 2013-2014

General Fund Revenues

Account	Description	Actual 2012-13	Budget* 2013-14	Projected 2013-14	Adopted 2014-15
01-350-4101	Admin Fee-Teen Court	639	750	350	360
01-350-4102	Admin Fee-Defensive Drvg	9,600	10,500	8,000	8,000
Subtotal Fines		\$ 635,501	\$ 742,818	\$ 613,715	\$ 611,810
01-360-5001	Admin. Reimb.-W/S Fund	\$ 695,000	\$ 795,000	\$ 795,000	\$ 835,000
01-360-5002	Admin. Reimb-Solid Waste	483,000	453,000	483,000	477,000
01-360-5004	Admin. Reimb. Drainage	80,000	80,000	80,000	92,000
Subtotal Intergovernmental		\$ 1,258,000	\$ 1,328,000	\$ 1,358,000	\$ 1,404,000
01-370-6001	Interest Revenue	\$ 18,235	\$ 20,400	\$ 13,000	\$ 13,000
01-370-6001.1	Interest Rev-PD Confid	38	36	15	15
01-390-6001	Admin Fees	397	-	406	350
01-390-6002	Rental Income	37,196	24,704	31,077	29,886
01-390-6005	Miscellaneous Revenues	31,769	75,000	75,000	75,000
01-390-6006	Insurance Proceeds	13,397	-	1,572	2,000
01-390-6007	Cash Over/(Short)	112	-	-	-
01-390-6009	Food Workers' Registration	5,698	4,000	4,000	4,000
01-390-6010	Food Establishment Licenses	10,010	8,000	8,000	8,000
01-390-6012	Police Misc. Revenues	4,410	3,500	4,000	3,500
01-390-6016	Street Sign revenue	1,147	770	400	400
01-390-6031	Community Agency Lease	7,200	7,213	7,213	7,200
01-390-6032	County Mutual Aid Rev	47,020	47,500	40,862	45,000
01-390-6033	Bell County Fire Runs Rev	978	2,000	1,758	1,600
01-390-6034	County EMS Revenue	85,000	85,000	85,000	85,000
01-390-6036	Emerg Mgmt Perf Grant	29,698	-	29,604	-
01-390-6060	Reimbursements	1,375	-	1,000	1,000
01-392-1001	Auction Proceeds	8,740	6,000	34,123	9,000
Subtotal Miscellaneous Revenue		\$ 302,420	\$ 284,123	\$ 337,030	\$ 284,951
Total General Fund Revenues		\$ 14,554,839	\$ 14,975,432	\$ 14,431,377	\$ 14,687,164

* Includes Budget Amendments approved in FY 2013-2014

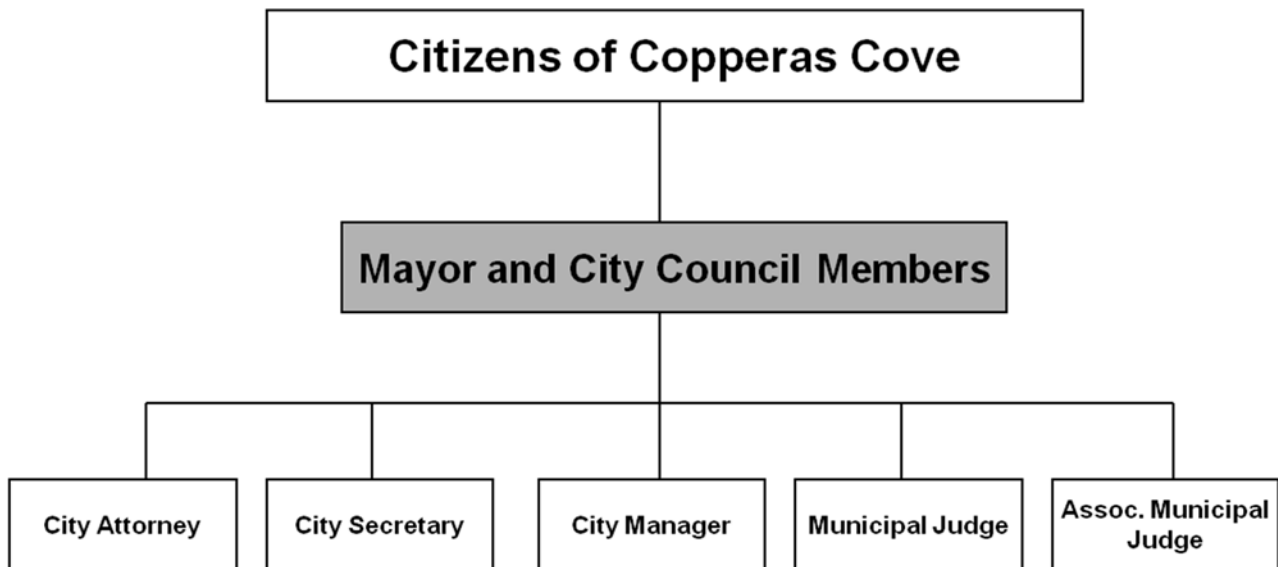
CITY COUNCIL



Left to Right:

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

Bottom Row: Mark E. Peterson; Gary L. Kent; Marty 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 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 2014

- Adopted the FY 2014-2015 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 2015.
- Adopted the FY 2014-2015 ad valorem tax rate.
- Authorized the construction of water service improvements in the Southwest portion of the City to spur development.
- Awarded bids for the construction of Fire Station #2.
- Participated in the annual Council/Staff retreat, a Capital Improvements Project Planning Session and FY 2014-2015 Budget Planning Session to provide direction for the City.

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 2015

- Pursue priorities established for the current fiscal year.
- Review and adopt the FY 2016 Budget and Plan of Municipal Services.
- Review and adopt the FY 2016-2020 Capital Improvement Plan.
- Review and adopt the FY 2016-2020 Personnel Improvement Plan.
- Review and adopt the FY 2016-2020 Capital Outlay Plan.
- Participate in the annual Council/Staff Retreat.

CITY COUNCIL

01-2100

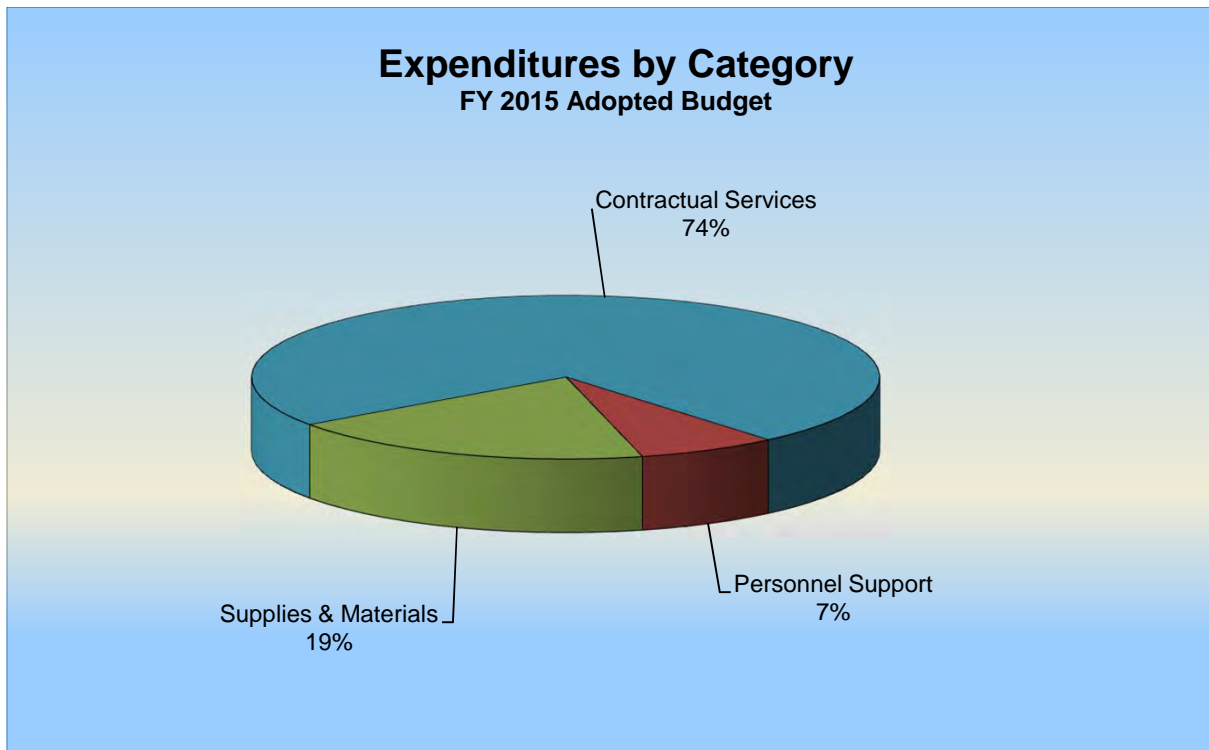
EXPENDITURE SUMMARY

CITY COUNCIL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	3,416	4,056	4,056	3,150
Supplies & Materials	5,708	9,240	9,240	8,304
Repairs & Maintenance	-	-	-	-
Contractual Services	18,119	26,078	26,078	32,200
Designated Expenses	207	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	27,449	39,374	39,374	43,654

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Contractual Services: Increase in professional development costs.



** "Highlights" are not necessarily all-inclusive

CITY COUNCIL

01-2100

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 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 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
# of Regular City Council Meetings	23	23	23	23
# of Ordinances / Resolutions Passed	104	104	98	98
# of Special Meetings	13	8	8	8
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	Yes	Yes	Yes	Yes
EFFECTIVENESS				
Citizens Overall Satisfaction (Good to Excellent)	Good	Excellent	Good	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

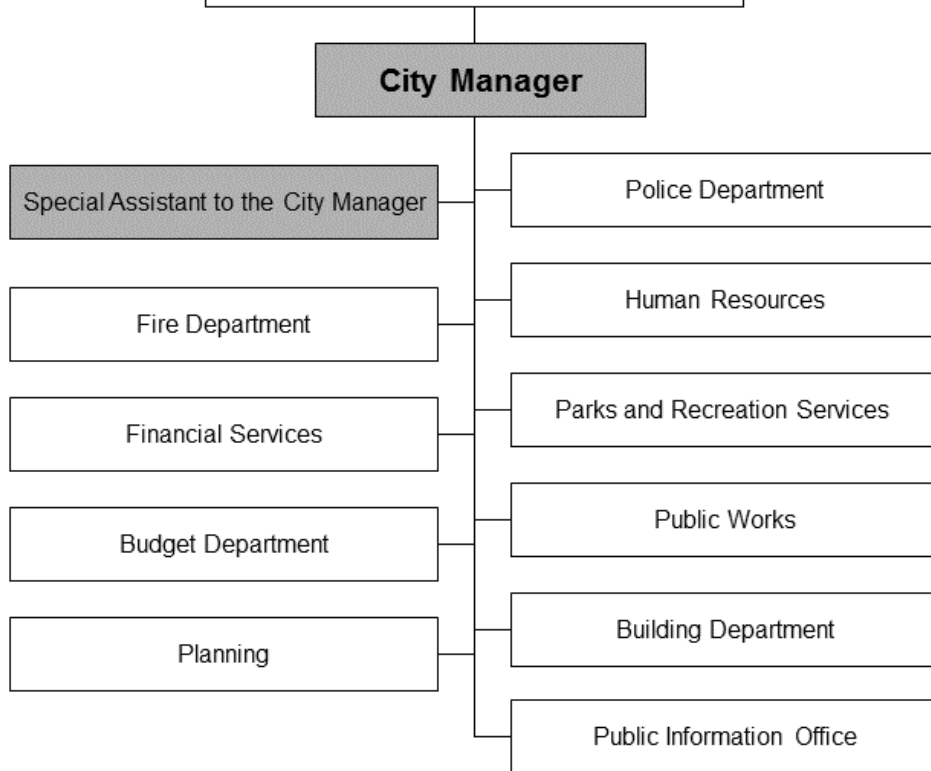


Andrea M. Gardner (City Manager)



Justine Mirabel
(Special Assistant to the City Manager)

Mayor and City Council Members



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 eight (8) departments 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 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 2014

- Conducted the 2014 Annual Council/Staff Retreat.
- Facilitated the design of the Mountain Top Sewer project.
- Facilitated the design of the Northwest WW Treatment Facility Improvements.
- Facilitated the design of the Hughes Garden Drainage 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.
- Facilitated the City Council's meeting relocation to the Copperas Cove EDC.
- Facilitated the construction of the Western Hills Drainage project.
- Facilitated the completion of the City's FY 2015-2019 Capital Improvement Plan.
- Conducted regular meetings with the Transportation Work Group.
- Conducted regular meetings with the Citizen Focus Group.
- Represented the City in Washington, DC during AUSA, Texas Water Day and Congressional Fire Services Institute.

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.
- Host the annual Volunteer Appreciation Reception.
- Facilitate the update and amendment of the City's Five Year Capital Improvement Plan.
- Facilitate the update and amendment of the City's Five Year Personnel Improvement Plan.
- Facilitate the update and amendment of the City's Five Year Capital Outlay Plan.
- Ensure the City's Facebook Page is properly updated and maintained.
- Conduct Employee Focus Group meetings.

GOALS FOR FISCAL YEAR 2015

- Facilitate the construction of the Fire Station 2 Relocation project.
- Facilitate the construction of the Hughes Garden Drainage project.
- Facilitate the construction of the NE Water Line project.
- Facilitate the construction of the NE Sewer Line project.
- Facilitate the update of the City's Zoning Ordinance.
- Facilitate the completion of the City's Street Maintenance Plan.
- Facilitate the construction of the Courtney Lane Road Improvements project.
- Facilitate the submission of the City's Category 9 (TAP) Funding application to KTMPO.
- Facilitate a review and possible update to the City's Floodplain regulations.
- Facilitate the development of an ordinance regulating domestic fowl in R1 and R2 Zoning districts.
- Facilitate the construction of the Northwest WW Treatment Plant improvements project.

CITY MANAGER

01-2200

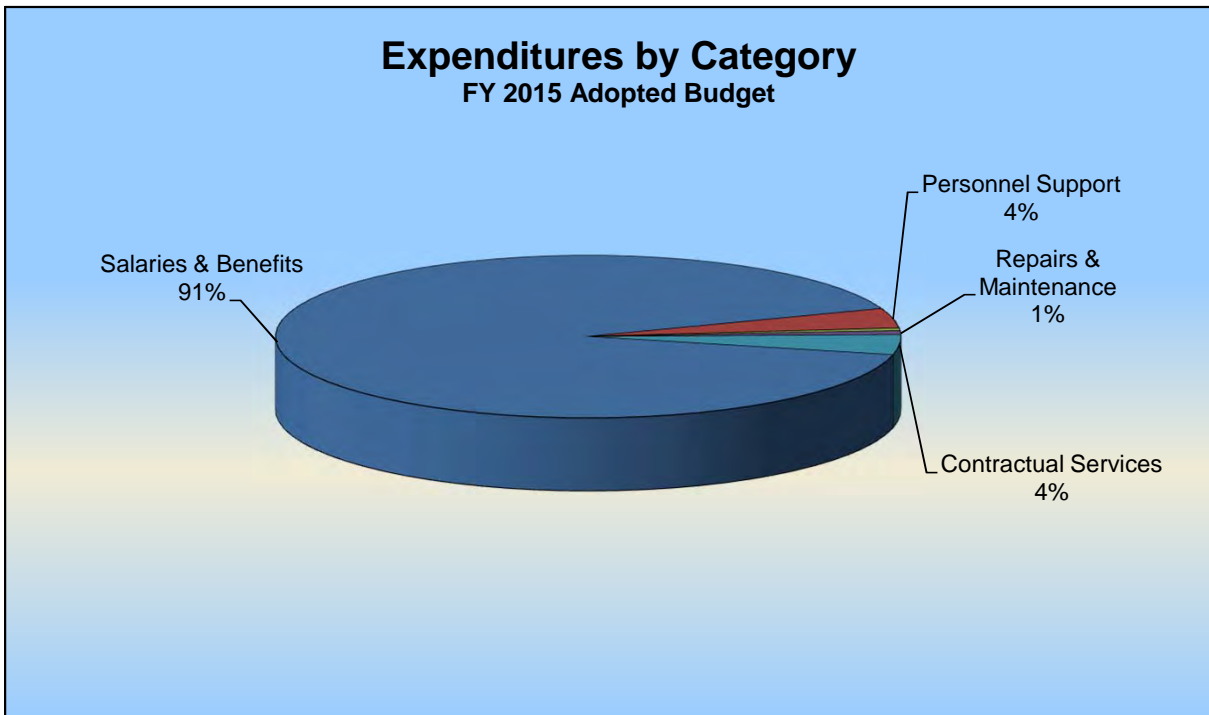
EXPENDITURE SUMMARY

CITY MANAGER	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	246,593	313,369	313,369	255,505
Personnel Support	11,910	12,196	12,196	11,000
Supplies & Materials	1,984	2,773	2,773	1,600
Repairs & Maintenance	762	3,906	3,906	2,114
Contractual Services	10,605	17,564	17,564	11,190
Designated Expenses	154	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	272,008	349,808	349,808	281,409

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Decreases:

- Salaries & Benefits: Decrease due to the net of the Public Information Officer position moving to its own department and the 2% COLA increase in FY 2015.



** "Highlights" are not necessarily all-inclusive

CITY MANAGER

01-2200

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
City Manager	1	1	1	1
Secretary to the City Manager	1	1	1	1
Administrative Assistant	1	1	1	1
Assistant City Manager	1	1	1	1
Public Information Officer	0	1	1	0
Special Assistant to the City Manager	0	1	1	1
DIVISION TOTAL	4	6	6	5

Note: For FY 2015, the Public Information Officer position is moving to its own department. The following positions are unfunded in FY 2015: Secretary to the City Manager, Administrative Assistant, and Assistant City Manager.

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
Developer Meetings Hosted	1	1	1	1
Council Meetings/Workshops Attended	56	58	62	62
Public Meetings Hosted	1	1	1	1
EFFICIENCIES				
Operating Budget (General Fund) \$ per Capita	\$429.10	\$463.49	\$463.64	\$457.19
Full-Time Employees per 1,000 Population	8.65	8.67	8.67	8.48
EFFECTIVENESS				
# of Responses to Citizen Survey	551	N/A*	N/A*	700
Citizens Overall Satisfaction ¹	56	N/A*	N/A*	60

¹ Satisfaction is measured on a scale from 1 to 100 by the American Customer Satisfaction Index (ACSI).

* Citizen surveys are completed every other year.

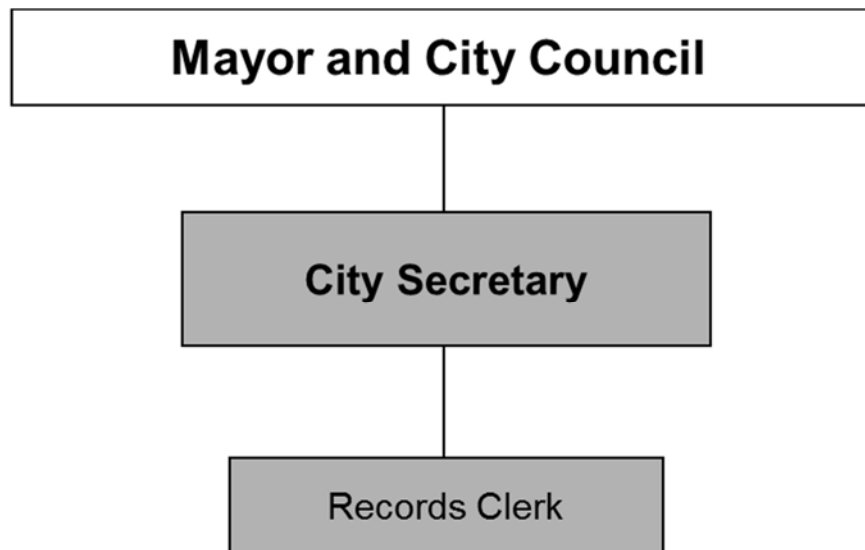
Note: In 2011, the survey received 606 responses and the ACSI score was 54.

CITY SECRETARY



Denise Davis
(Records Clerk)

Mariela Altott
(City Secretary)



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

2 Full Time Employees 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 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 2014

- Continued assistance to City staff with AgendaQuick software program.
- Successfully conduct jointly with Coryell and Lampasas Counties one General Election, Special Election, and a Special City Charter amendment election, in accordance with Texas Election Law statutes; conduct a runoff election, if necessary.
- 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.

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 certification and continue the recertification process through Texas Municipal Court Education Center.
- Represent the City at various social and professional events.

GOALS FOR FISCAL YEAR 2015

- Successfully conduct one general election jointly with Coryell and Lampasas Counties, in accordance with Texas Election Law statutes; conduct a runoff election, if necessary.
- Begin certification through the Texas Registered Municipal Clerk (TRMC) program through the Texas Municipal Clerks Association and the University of North Texas.
- Fully exploit and implement the uses of the Agenda Quick Program.

CITY SECRETARY

01-2300

EXPENDITURE SUMMARY

CITY SECRETARY	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	92,145	93,731	93,731	115,047
Personnel Support	-	680	680	960
Supplies & Materials	1,359	1,217	1,217	3,648
Repairs & Maintenance	128	1,572	1,572	1,539
Contractual Services	5,346	3,790	3,790	2,829
Designated Expenses	26,433	38,488	38,488	20,020
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	125,411	139,478	139,478	144,043

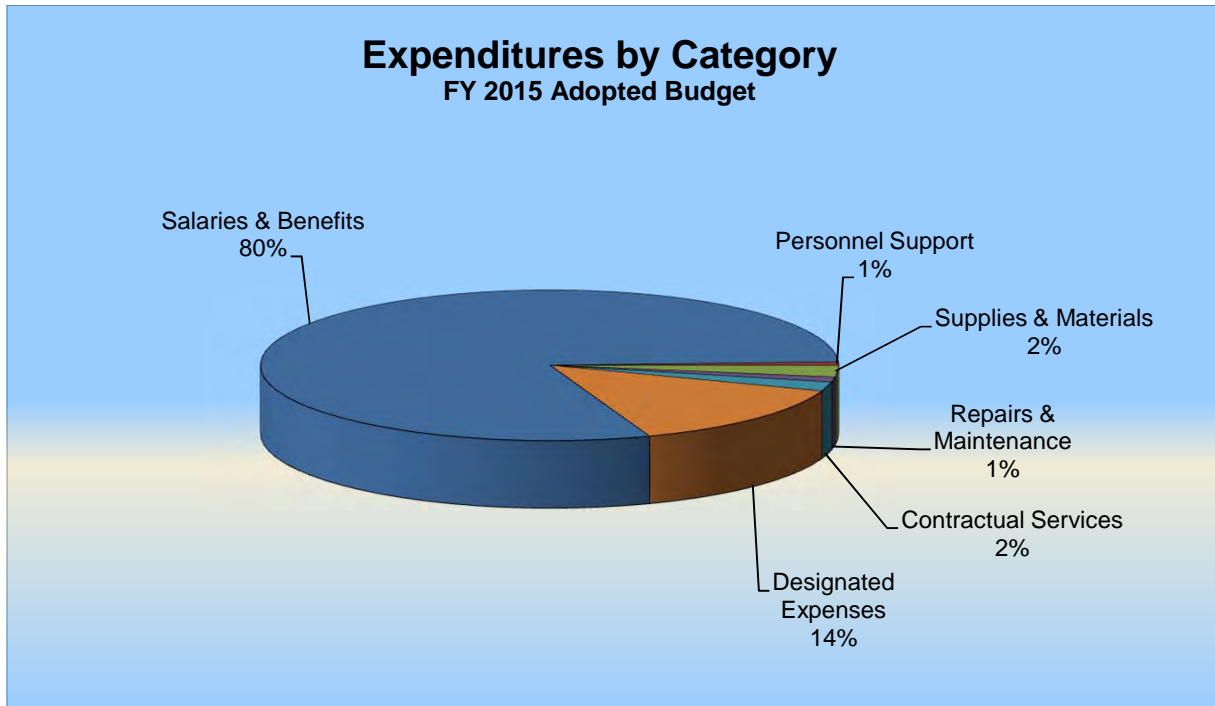
HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Additional amount due to Records Clerk position reclassified from part-time to full-time; also include 2% COLA increase.

Decreases:

- Designated Expenses: Reduction in election expenses.



** "Highlights" are not necessarily all-inclusive

CITY SECRETARY

01-2300

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
City Secretary	1	1	1	1
Deputy City Secretary	1	1	1	1
Records Clerk*	0.5	1	1	1
DIVISION TOTAL	2.5	3	3	3

Note: Records Clerk position was reclassified from part-time to full-time in FY 2014. For FY 2015, the Deputy City Secretary position is unfunded.

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
Council Meetings Organized / Records Maintained	23	23	23	23
Workshops Organized / Records Maintained	29	28	28	28
Special Meetings Organized / Records Maintained	13	8	8	8
Elections Conducted	1	1	3	2
EFFICIENCIES				
Average Cost per Council Meeting / Workshop for Record Management	\$2,411.74	\$2,734.86	\$2,734.86	\$2,824.37
EFFECTIVENESS				
% of Time Council Minutes are Completed for Approval at the next Regular Council Meeting	92.9%	100.0%	50.0%	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	3.0	3.0	3.0	3.0
Provide Annual Statistical Report to City Council on Records Management Program	Yes	Yes	Yes	Yes

* New Performance Measure - Data not available.

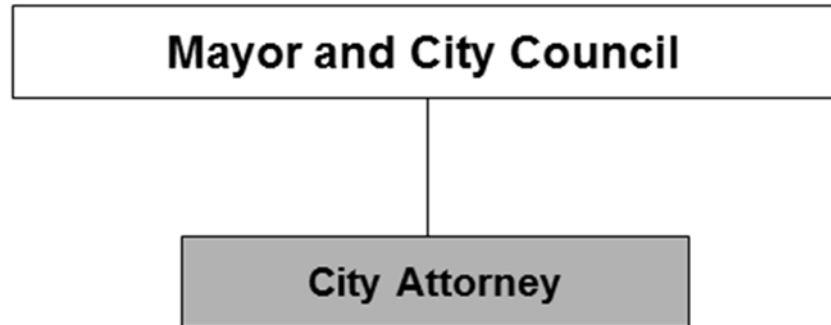
CITY ATTORNEY



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



Habib Erkan Jr.



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 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 2014

- 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.
- Prepared a Development and Annexation Agreement for proposed 1,000 lot residential development.

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 2015

- Assist with updating the Zoning Ordinance.
- Provide legal assistance to Human Resources Department.
- Assist with updating the City's Subdivision Ordinance.
- Assist with preparing an ordinance to establish reasonable time limits for responding to requests under the Public Information Act.
- Provided legal assistance on State Legislative Action.

CITY ATTORNEY

01-2400

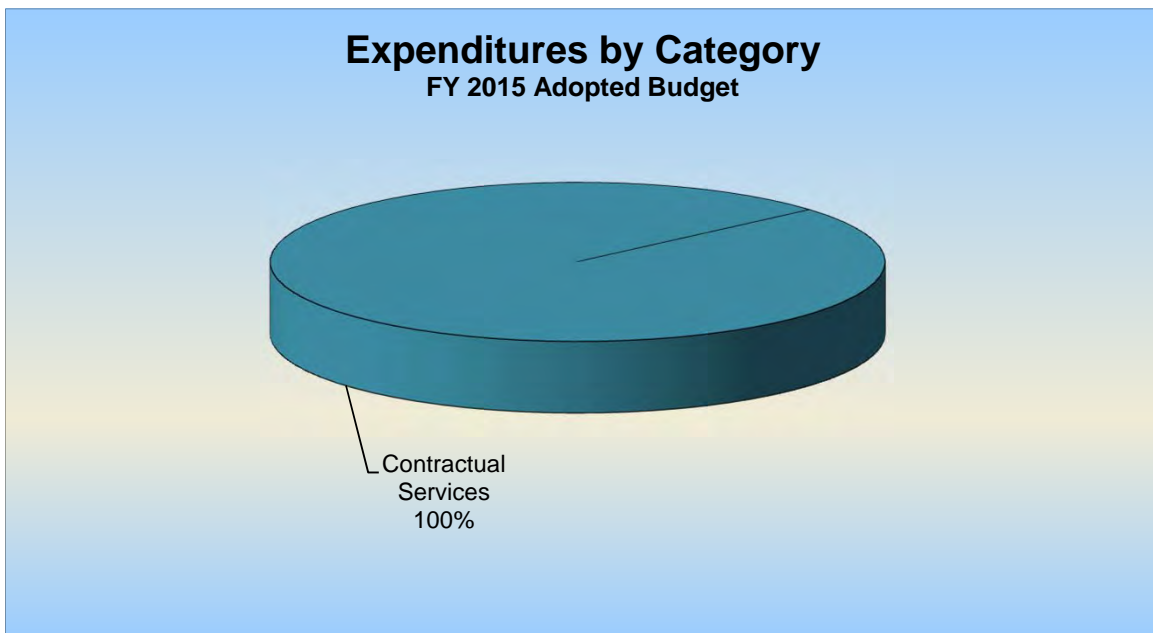
EXPENDITURE SUMMARY

CITY ATTORNEY	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	-	20	20	-
Personnel Support	-	-	-	-
Supplies & Materials	398	10	10	10
Repairs & Maintenance	-	-	-	-
Contractual Services	127,637	167,650	167,650	139,900
Designated Expenses	29	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	128,064	167,680	167,680	139,910

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Decreases:

- Designated Expenses: Reduction in Attorney attendance at meetings and in the cost of Open Records services.



** "Highlights" are not necessarily all-inclusive

CITY ATTORNEY

01-2400

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
City Attorney (Contract)	1	1	1	1
DIVISION TOTAL	1	1	1	1

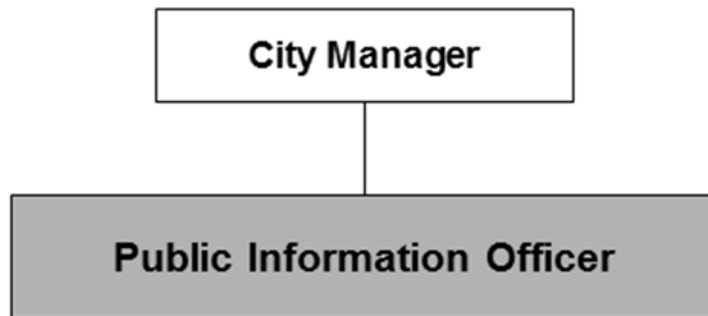
PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
<i>OUTPUTS</i>				
Disposition Prior to Trial - Fined	3,475	3,200	2,800	3,000
Disposition Prior to Trial - Dismissed	2,633	2,700	2,148	2,400
Disposition at Trial by Judge - Guilty	834	960	579	700
Disposition at Trial by Judge - Not Guilty	0	1	4	4
Trial by Jury - Guilty	5	5	5	5
Trial by Jury - Not Guilty	2	2	0	2
# of Council Meetings/Council Meetings Attended	23/21	23/21	23/19	23/12
Open Records Requests Received and Responded*	352	355	1,931	2,000
Attorney General Opinions Sought*	38	40	404	400
<i>EFFICIENCIES</i>				
% of Open Records Requests where Attorney General Ruling/Opinion was Sought	10.8%	11.3%	20.9%	20.0%
<i>EFFECTIVENESS</i>				
% of Public Information Requests Completed within 10 Business Days	100.0%	100.0%	100.0%	100.0%

* FY 2014 saw an increase in open records requests relating to police and EMS reports.

PUBLIC INFORMATION OFFICE



Kevin Keller
(Public Information Officer)



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

1 Full Time Employee Funded

PUBLIC INFORMATION OFFICE

PROGRAM DESCRIPTION

The central mission of the Public Information Office is to create public awareness and understanding of Copperas Cove's municipal governmental practices, services, and activities for both the citizens of our community and the media. The office provides relevant, concise, and timely information to the public, media, and City staff through the use of various communications tools. The functions of this office include developing and distributing media releases about City activities, programs, and news to the media; producing a quarterly newsletter to the community and employees; managing the content on the City's Government Access Channel, City's Facebook page, and City's public forum BeHeardCove.org; and assisting the citizens of Copperas Cove with any concerns or questions they may have on a routine basis. The primary goal of the Public Information Office is to maintain a positive image of the City while keeping all citizens informed.

MAJOR DEPARTMENT GOALS

- Disseminate accurate and relevant information to the citizens, businesses, media, City officials, and employees of the City.
- Maintain a progressive partnership with the community through various programs and services.
- Attend major community events and employee recognition events to represent the City.

ACHIEVEMENTS FOR FISCAL YEAR 2014

- Published quarterly community/employee newsletters.
- Assisted with the coordination of State of the City and Meet the City events.
- Took pictures at City and community events to document progress and achievements.
- Established the first City of Copperas Cove Citizen Focus Group.
- Recruited for Council appointed Boards, Committees and Commissions.
- Organized a City Council Orientation for new Council members.
- Planned a ribbon cutting ceremony for the new State Highway 9 grand opening.
- Served as the Employee Recognition Committee Chairman.
- Assisted with Lemonade Day 2014 within the City.
- Improved quality and quantity of community announcements on the Government Access Channel and Facebook.

CONTINUING OBJECTIVES

- Publish quarterly community/employee newsletter.
- Remain available for community events and document with photographs.
- Keep the Citizen Focus Group interesting and progressive.
- Organize a City Council Orientation for incoming Council members.
- Continue to chair the Employee Recognition Committee to show employee support.
- Keep Government Access Channel and Facebook postings interesting and informative.
- Support the Copperas Cove Chamber of Commerce, the Copperas Cove Independent School District and the Copperas Cove Economic Development Corporation as needed.

GOALS FOR FISCAL YEAR 2015

- Identify and complete graphics training to enhance the various publications the City produces for public education purposes.
- Prepare and manage a budget for the Public Information Department.
- Prepare the 2014 Annual Report.
- Conduct Citizen Surveys.

PUBLIC INFORMATION OFFICE

01-2500

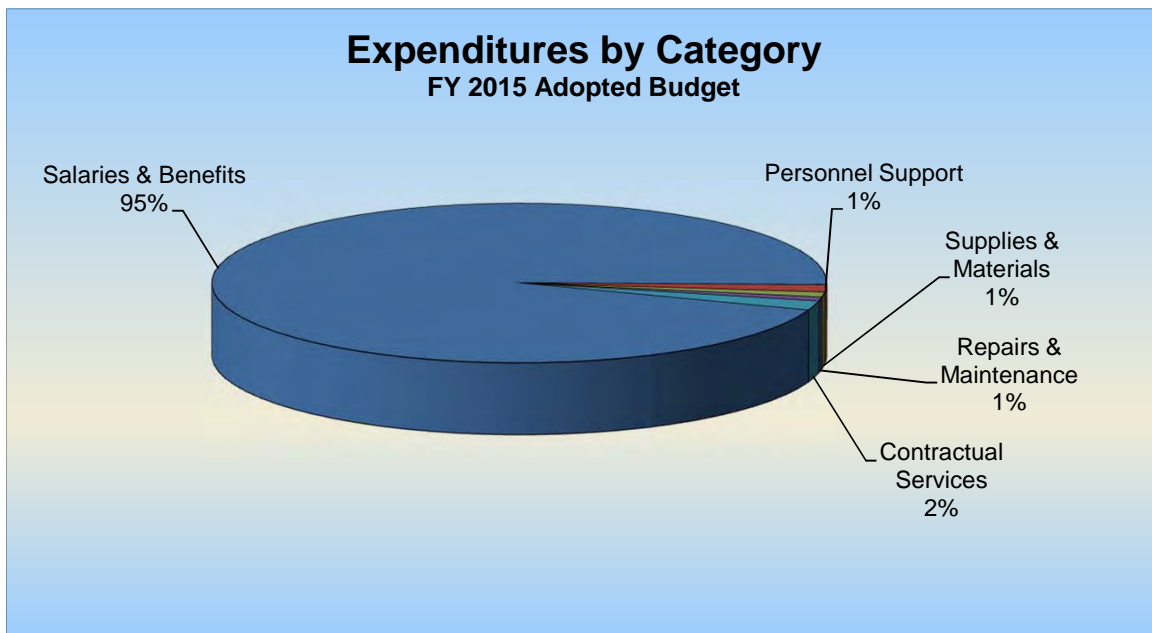
EXPENDITURE SUMMARY

PUBLIC INFORMATION OFFICE	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	-	-	-	75,461
Personnel Support	-	-	-	1,200
Supplies & Materials	-	-	-	800
Repairs & Maintenance	-	-	-	638
Contractual Services	-	-	-	1,499
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	-	-	-	79,598

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- The Public Information Office is a new department consisting of one employee in FY 2015.



** "Highlights" are not necessarily all-inclusive

PUBLIC INFORMATION OFFICE

01-2500

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Public Information Officer	0	0	0	1
DIVISION TOTAL	0	0	0	1

Note: For FY 2015, the Public Information Officer position is moving from the City Manager's Department to its own department.

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
Media Releases Issued	N/A*	N/A*	N/A*	144
City Newsletters Produced	N/A*	N/A*	N/A*	4
City Council Meetings/Workshops Attended	N/A*	N/A*	N/A*	58
Citizen Focus Group Meetings Conducted	N/A*	N/A*	N/A*	12
EFFICIENCIES				
% Urgent Media Releases Issued Within 4 Hours	N/A*	N/A*	N/A*	100%
% City Newsletter Opens/Reads	N/A*	N/A*	N/A*	38.0%
EFFECTIVENESS				
% Attendance at Citizen's Focus Group Meetings	N/A*	N/A*	N/A*	79.0%
Citizen Survey Responses	N/A*	N/A*	N/A*	551

* New Performance Measure - Data not available.

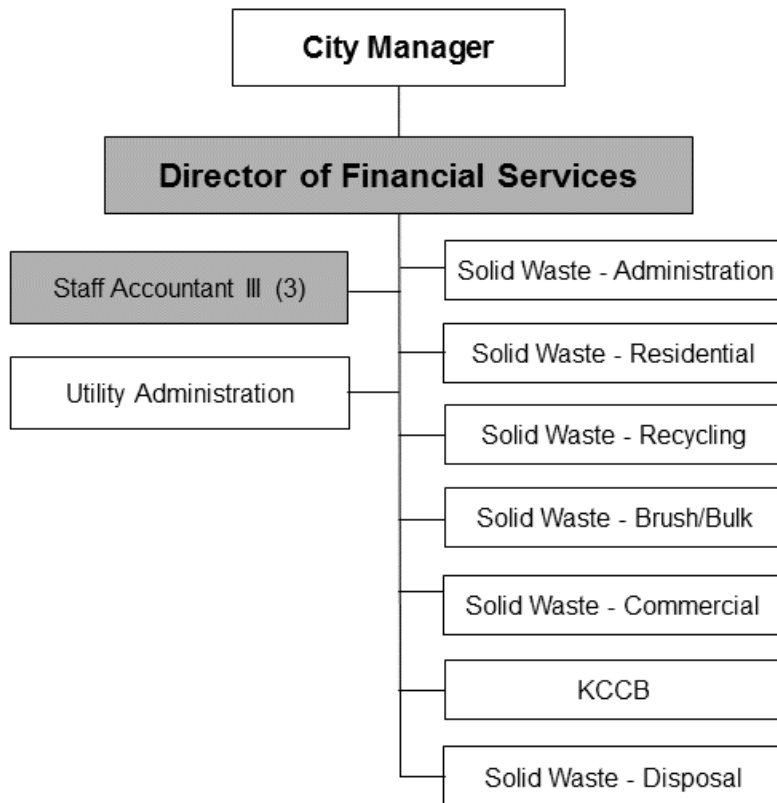
FINANCE



Left to Right:

Sitting: Velia Key (Director of Financial Services)

Standing: Tracy Molnes, Cynthia Taylor, Stephanie Potvin (all Staff Accountant III)



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

4 Full Time Employees 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, monthly financial and quarterly investment reporting, grant reporting, budget preparation assistance, and providing bid proposal recommendations to the City Council. In addition, the Finance Department provides general supervision of Municipal Utilities and Solid Waste Department.

MAJOR DEPARTMENT 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 2014

- Completed the CAFR for FY 2013 and received the Certificate of Achievement for Excellence in Financial Reporting Award from GFOA.
- Provided accurate and timely financial reporting to the City Council.
- Provided Quarterly Investment Reports to the City Council.
- Re-structured job duties.
- Implemented Investment Committee.
- Trained several departments in Time Clock Plus, the new payroll system.

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 2015

- Develop and conduct cross training schedule to improve staff knowledge and efficiency in the department.
- Review and update financial policies.
- Implement a paperless environment in the department.

FINANCE

01-3100

EXPENDITURE SUMMARY

FINANCE	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	311,709	329,473	329,473	336,315
Personnel Support	-	960	960	960
Supplies & Materials	12,108	10,523	10,523	8,999
Repairs & Maintenance	709	3,175	3,175	957
Contractual Services	39,695	50,369	50,369	39,231
Designated Expenses	116	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	364,337	394,500	394,500	386,462

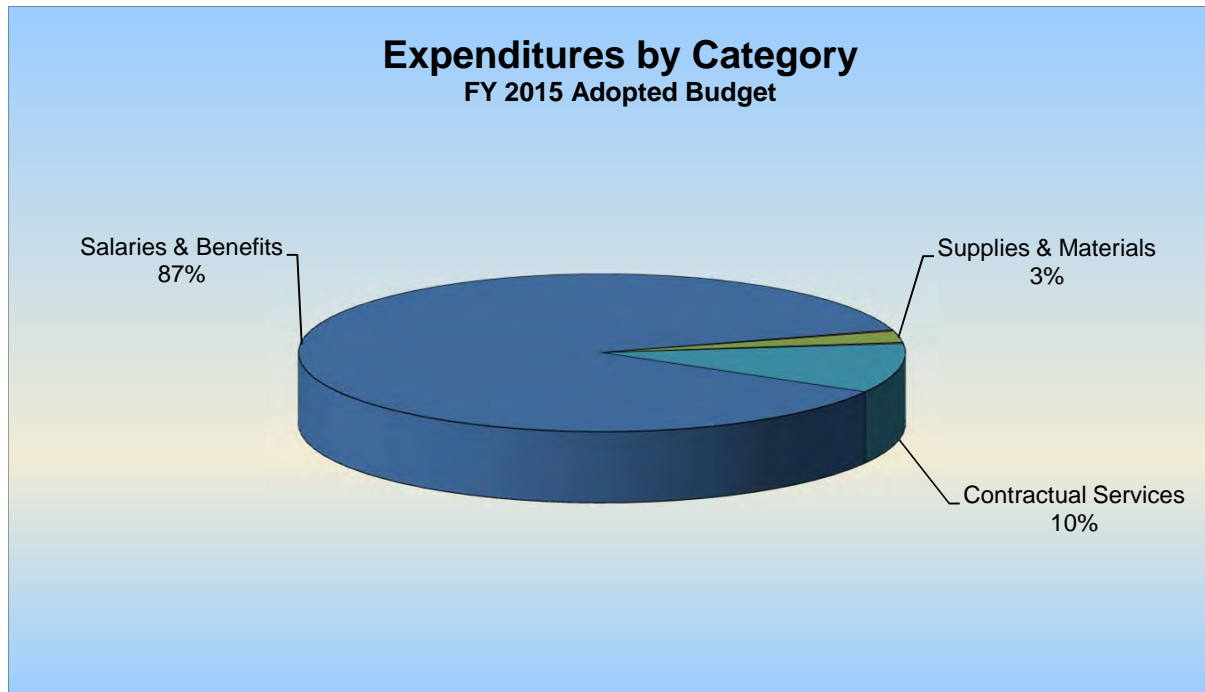
HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Additional amount due to the 2% COLA increase.

Decreases:

- Designated Expenses: In FY 2015, the cost of actuarial services will be distributed across departments rather than being funded primarily in the Finance Department.



** "Highlights" are not necessarily all-inclusive

FINANCE

01-3100

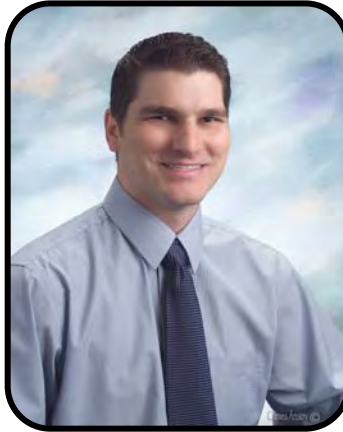
STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Senior Accountant	1	1	1	1
Accounting Technician	2	2	2	0
Purchasing Officer	1	1	1	1
Director of Financial Services	1	1	1	1
Project Accountant	1	1	1	0
Staff Accountant III	0	0	0	3
Buyer	0	0	0	1
DIVISION TOTAL	6	6	6	7

Note: For FY 2015, the Purchasing Officer and Senior Accountant positions, and the newly established Buyer position are unfunded. Both Accounting Technician positions are being deleted. The Project Accountant position is being reclassified to Staff Accountant III, and two (2) additional Staff Accountant III positions is being established.

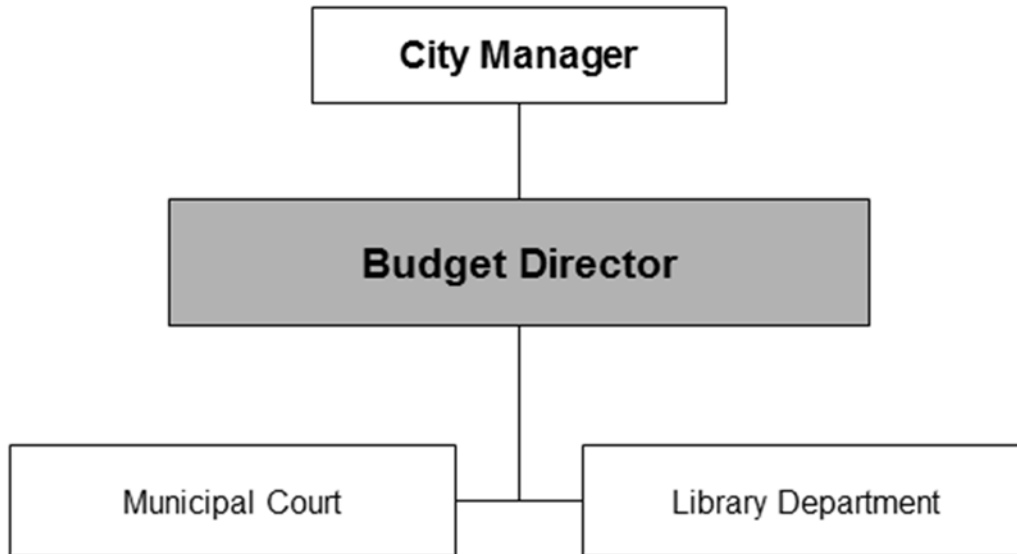
PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
<i>OUTPUTS</i>				
# of Internal Audits Performed	15	15	15	15
# of Accounts Receivables Invoiced	1,000	1,100	758	760
Accounts Payable Checks Processed	6,000	6,000	5,500	5,500
Accounts Payable Invoices Processed	11,000	12,000	10,808	10,808
<i>EFFICIENCIES</i>				
% of Accounts Payable Customers Setup with Automatic Draft Payment	21.0%	20.0%	21.0%	21.0%
<i>EFFECTIVENESS</i>				
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	37.0%	27.0%	31.0%	29.0%
Water and Sewer Fund	14.0%	19.0%	27.0%	31.0%
Solid Waste Fund	37.0%	38.0%	28.0%	27.0%
Golf Course Fund*	-135.0%	-166.0%	-207.0%	-223.0%

* 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



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.

1 Full Time Employee Funded

BUDGET DEPARTMENT

PROGRAM DESCRIPTION

The Budget Department is responsible for providing excellent budgetary and long-range planning, financial and organization 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, five-year Capital Improvement Plan, five-year Personnel Improvement Plan and five-year Capital Outlay Plan. Reviewing monthly financial and budget comparison reporting for operating and capital funds, the quarterly investment reports, and budget and project progress and providing financial proposal recommendations to the City Manager and City Council are all duties for the Budget Department. 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 GOALS

- Assist the City Manager in developing a balance budget.
- Prepare and update the Capital Improvement Plan.
- Prepare and update the Personnel Improvement Plan.
- Prepare and update the Capital Outlay Plan.
- 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 2014

- Completed the budget book for FY 2014 and received the Distinguished Budget Presentation Award from GFOA.
- Prepared for adoption the 2014 Property Tax Rate and FY 2015 Budget in accordance with the City Charter and Texas State Law.
- Prepared for adoption the 2015-2019 Capital Improvement Plan.
- Prepared for adoption the 2015-2019 Personnel Improvement Plan.
- Prepared for adoption the 2015-2019 Capital Outlay Plan.
- Assisted in the issuance of the 2014 Certificates of Obligation.
- Prepared four legislative agendas for federal officials
- Drafted the City first sponsored State legislation for relief of the 100% Disabled Veterans Exemptions

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.
- Assist in legislation topics and concerns

GOALS FOR FISCAL YEAR 2015

- Develop and implement a multiyear budget process for FY 2016 and FY 2017.
- Develop a five year street maintenance plan in coordination with all pertinent departments.
- Prepare federal and state legislative items for consideration in 2015 and 2016.
- Prepare educational media for the residents of Copperas Cove to become more informed on the financial issues of the City.

BUDGET

01-3200

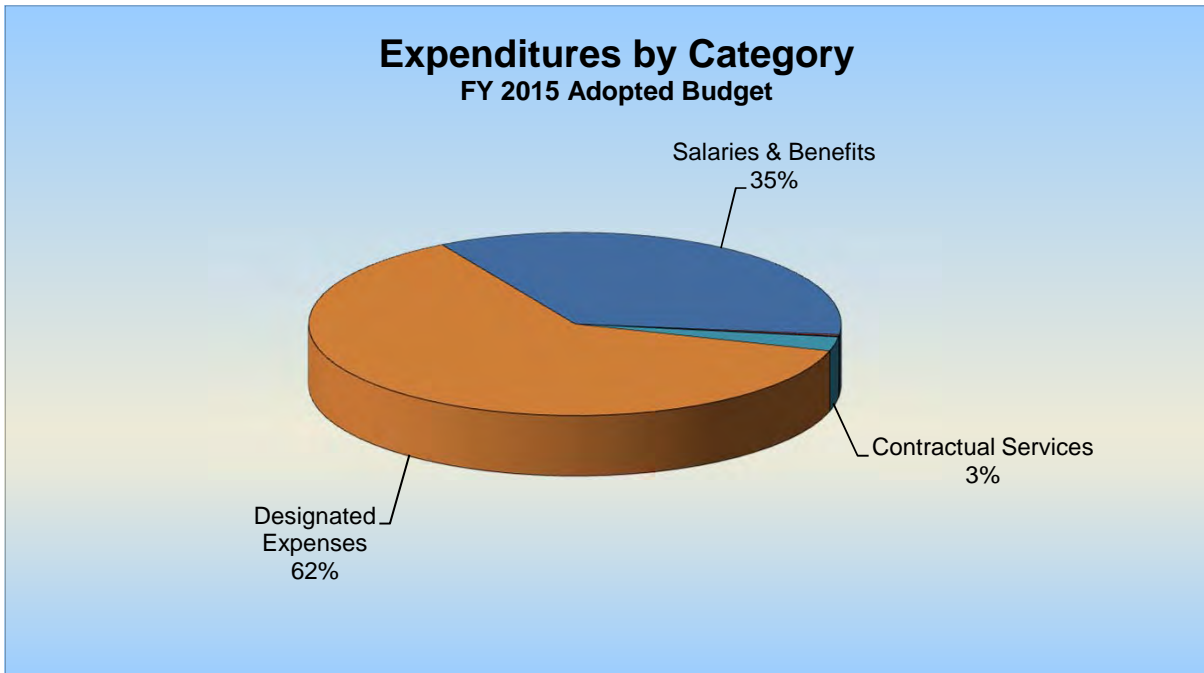
EXPENDITURE SUMMARY

BUDGET	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	164,636	187,405	187,405	121,470
Personnel Support	-	960	960	960
Supplies & Materials	1,745	466	466	226
Repairs & Maintenance	136	91	91	173
Contractual Services	8,029	10,244	10,244	8,579
Designated Expenses	201,687	203,581	203,581	213,622
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	376,233	402,747	402,747	345,030

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Decreases:

- Salaries & Benefits: Decrease due to the net of the Budget Analyst position moving to the Public Works Department and the 2% COLA increase in FY 2015.



** "Highlights" are not necessarily all-inclusive

BUDGET

01-3200

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Assistant Director of Financial Svcs./Budget Director	1	0	0	0
Budget Director	0	1	1	0
Budget Director/Assistant to the City Manager	0	0	0	1
Budget Analyst	1	1	1	1
Financial Plans Specialist	0	1	1	1
DIVISION TOTAL	2	3	3	3

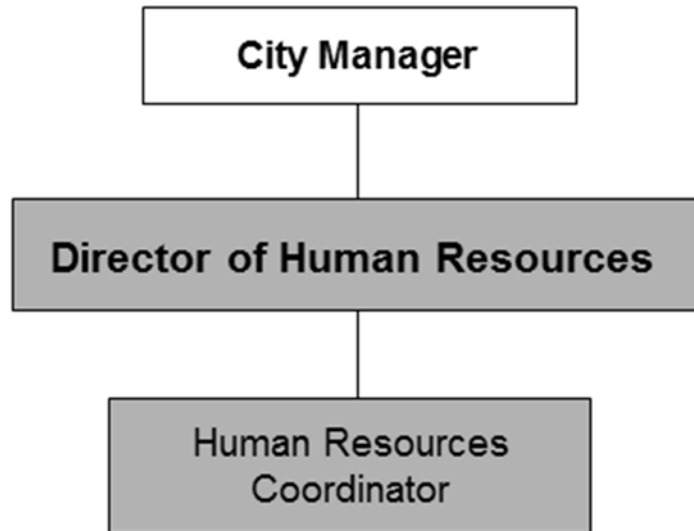
Note: The Budget Analyst and the Financial Plans Specialist positions are unfunded in FY 2015.

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
# of Budget Amendments/Transfers Processed	320	310	250	270
# of Capital Improvement Amendments Processed	3	2	1	2
# of Personnel Improvement Plan Amend. Processed	2	2	2	2
EFFICIENCIES				
Actual General Fund Revenue as a Percentage of Original Budget	100.4%	100.0%	96.3%	100.0%
EFFECTIVENESS				
Receive GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes
Long-Range Financial Plans Prepared in Accordance with Charter Requirements	Yes	Yes	Yes	Yes

HUMAN RESOURCES



Left to Right: Roy Davis (Human Resources Director); Linda Hernandez (Human Resources Coordinator)



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

2 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, wellness initiatives, and recruiting activities for the City of Copperas Cove.

MAJOR DEPARTMENT 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.
- Maintain and update personnel policies and procedures.
- Explore 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 2014

- Participated with the Workforce Solutions of Central Texas summer hiring program providing job training for four students.
- Planned, coordinated, and facilitated the annual employee Wellness Program, to include wellness seminars, a health fair, an on-line health assessment, biometric screenings for employees, and fitness initiatives.
- Coordinated annual Customer Service Training for employees.
- Coordinated annual Defensive Driving Training for employees.
- Updated various personnel policies to incorporate new regulations, legislative changes, and procedure changes.
- Assisted the Employee Activities Committee and Employee Recognition Committee in coordinating several employee appreciation events.
- Facilitated the hiring and in-processing of 90 new full time, part time and temporary employees.
- Posted 63 positions.
- Received and reviewed 4,350 job applications.
- 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.
- Implement the next phase of a wellness initiative to include a personal fitness challenge.

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 opportunities.

GOALS FOR FISCAL YEAR 2015

- Implement an on-line performance appraisal system for evaluating employee performance.
- Enhance the use of the financial system (Content Manager) for improved effectiveness in the Human Resources Department.
- Evaluate work area risks for employees.
- Review and update staff and council on Employee Survey results.
- Conduct various personnel training sessions.

HUMAN RESOURCES

01-3400

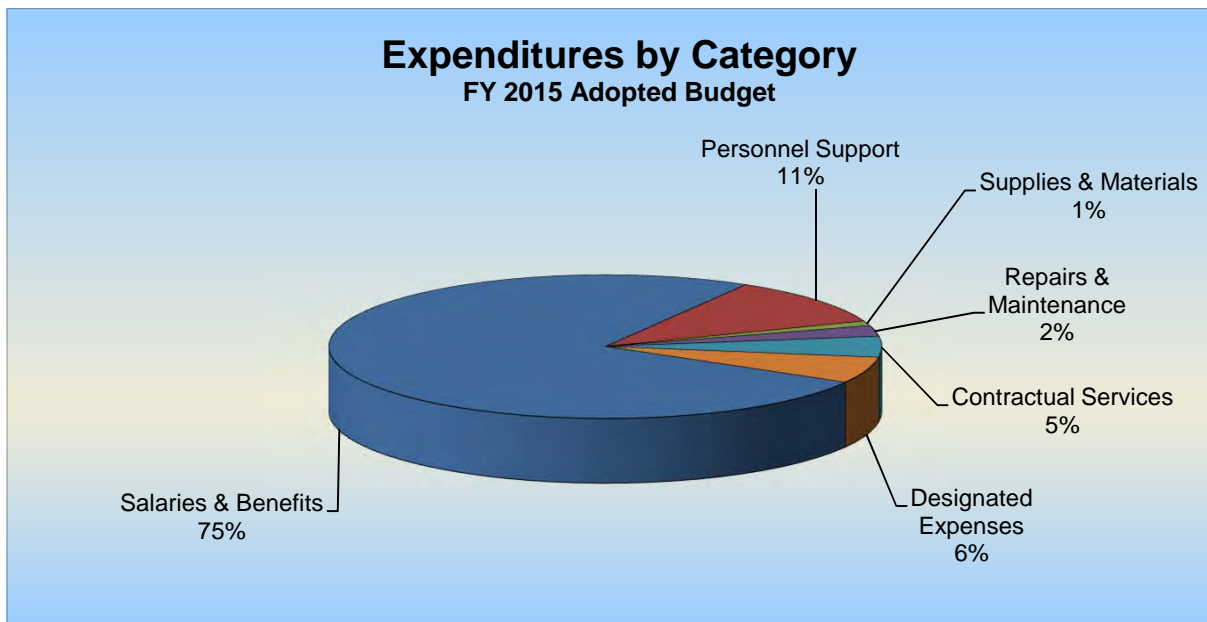
EXPENDITURE SUMMARY

HUMAN RESOURCES	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	177,708	208,304	208,304	156,537
Personnel Support	24,455	41,012	41,012	22,476
Supplies & Materials	4,198	3,690	3,690	2,245
Repairs & Maintenance	2,831	4,508	4,508	5,039
Contractual Services	10,734	14,044	14,044	9,795
Designated Expenses	12,006	16,187	16,187	12,300
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	231,932	287,745	287,745	208,392

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Decreases:

- Salaries & Benefits: Decrease due to net of 2% COLA increase and part-time Benefits Clerk position being unfunded in FY 2015.
- Personnel Support: Wellness incentive, which was funded in the Human Resources Department in FY 2014 is funded in Non-Departmental account in FY 2015.



** "Highlights" are not necessarily all-inclusive

HUMAN RESOURCES

01-3400

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Director of Human Resources	1	1	1	1
Human Resources Coordinator	1	1	1	1
Receptionist	1	0	0	0
Benefits Clerk	0.5	0.5	0.5	0.5
DIVISION TOTAL	3.5	2.5	2.5	2.5

Note: For FY 2015, the part-time Benefits Clerk position is unfunded.

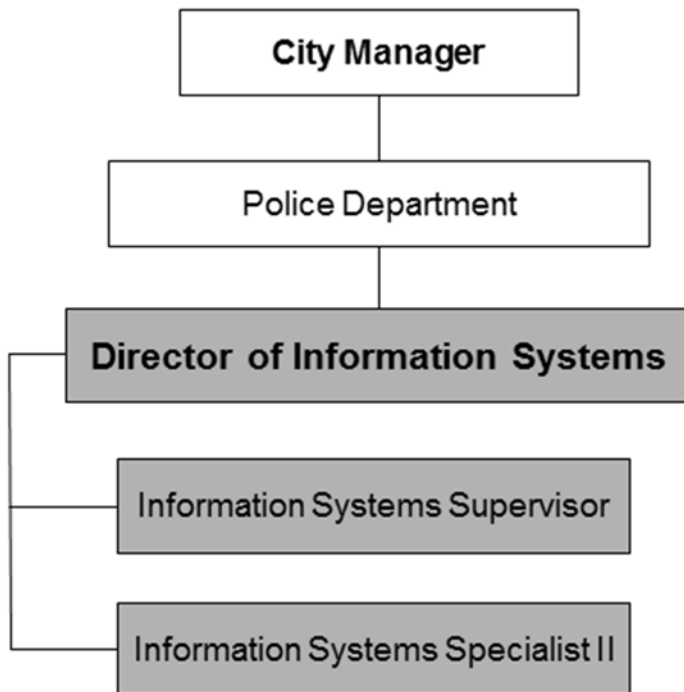
PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
# of Full-Time Positions Filled	53	45	46	43
# of Workers Compensation Claims Processed	47	50	32	36
# of Employee Grievances	0	0	0	0
# of Personnel Training Programs Offered/Attended*	276	500	197	225
# of Employees Experiencing Lost Time From Work Per Workers Compensation Claim Filed	6.0	5.0	9.0	11.0
EFFICIENCIES				
% of Employees Participating in Health Care Plan	72.0%	72.0%	79.0%	79.0%
% of Employees Participating in 125 Cafeteria Plan	28.0%	28.0%	21.0%	21.0%
EFFECTIVENESS				
City Employee Turnover Rate (Full Time)	20.0%	18.0%	16.0%	16.0%

* 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 GOALS

- Provide technical service to enhance the efficiency and effectiveness of the City staff, maximizing their productivity.
- Research, recommend and provide consultation to other city departments on upgrading, replacing, installing and improving technology systems utilized by the City.
- Broadcast and record City Council meetings and workshops.
- Maintain the software, hardware and content 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 2014

- Completed installation and configuration of servers and laptops for the PD MDT project.
- Completed installation and configuration of the new firewall at the PD for the MDTs.
- Completed upgrade of City computers to Windows 7.
- Completed upgrade of the email transport and mailbox servers.
- Worked with vendor to complete configuration and setup of the mobile server for the MDTs.
- Installed and configured the mobile client and mapping software on the MDTs.
- Installed and configured Wi-Fi network connectivity for the new digital sign at the Civic Center.
- Refurbished, configured, copied data, and put into service spare server at the Library.
- Implemented the new BeHeardCove citizen engagement website.
- Installed surge protectors on phone recorders at Animal Control, Public Works and Solid Waste.
- Installed fiber cable from the Finance building to the EDC.
- Installed network cable and hardware in the EDC. Connected the EDC to the City network.
- Completed and implemented new design of the City website.
- Recorded PSA videos for the Golf course and posted to the City website and Facebook.
- Coordinated installation of cameras and speakers in the EDC meeting room.
- Configured network connectivity for the new weather station at FD Central Station.
- Installed network cables and drops for data and phones in City Hall Suite H for the Finance Department.
- Completed move and set up of A/V hardware in the new council chambers for recording meetings. Set up the recording system, cameras, microphones, etc.
- Worked with and assisted vendor to complete upgrade of the phone system at the PD.
- Installed and configured new backup software and SANs to backup city servers.
- Set up computers for new users at the PD for officers that moved to new positions.
- Moved computer hardware for several departments that relocated to new offices.

CONTINUING OBJECTIVES

- Maintain the Government Access Channel.
- Maintain and continue improvements to the City Network and 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 2015

- Configure and install new servers to replace the Fire Department and City web servers.
- Install and configure backup software on five additional servers.
- Move the Government Access Channel A/V equipment from the old council chambers to the new council chambers.
- Upgrade 19 laptops to Windows 7.

INFORMATION SYSTEMS

01-3500

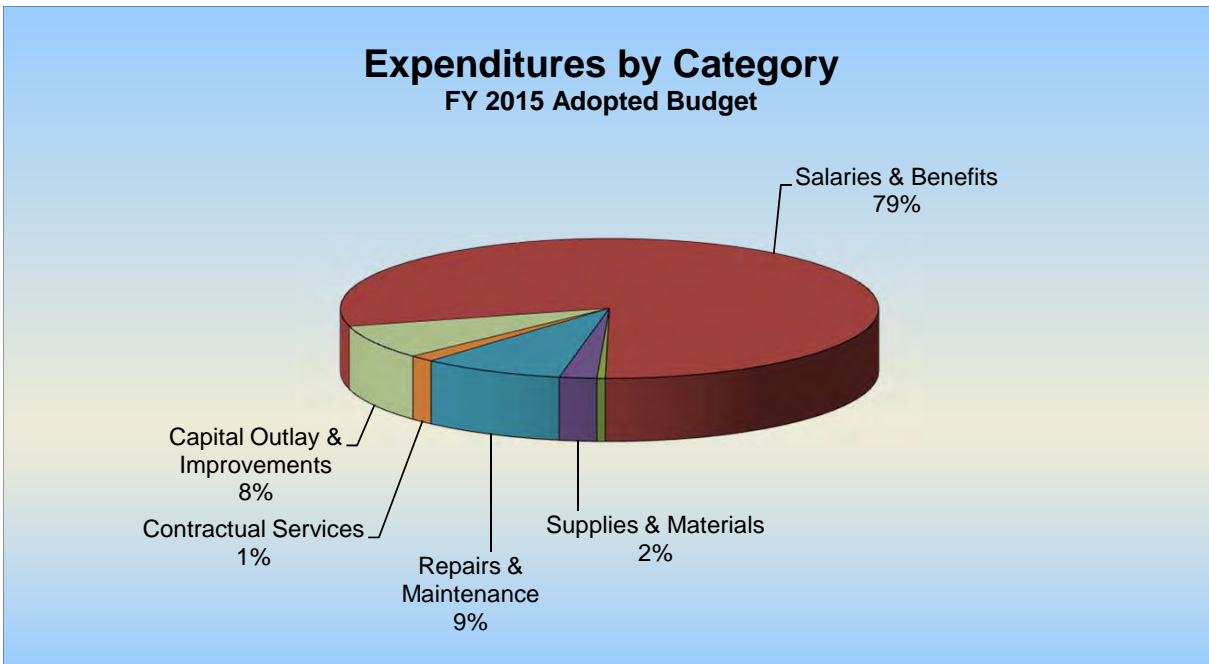
EXPENDITURE SUMMARY

INFORMATION SYSTEMS	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	282,585	305,062	305,062	266,917
Personnel Support	-	1,950	1,950	1,680
Supplies & Materials	5,598	5,890	5,890	7,514
Repairs & Maintenance	18,405	25,216	25,216	28,608
Contractual Services	5,907	11,160	11,160	5,040
Designated Expenses	184	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	26,345
Total	312,680	349,278	349,278	336,104

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Decreases:

- Salaries & Benefits: Decrease due to net of 2% COLA increase and Information Systems Specialist I position being unfunded in FY 2015.



** "Highlights" are not necessarily all-inclusive

INFORMATION SYSTEMS

01-3500

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 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
IS Specialist/GIS Tech	0	0	0	1
DIVISION TOTAL	4	4	4	5

Note: The Information Systems Specialist I and the IS Specialist/GIS Tech positions are unfunded in FY 2015.

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
# of Personal Computers and Laptops Supported	300	325	310	310
# of Network/Email/Web/File/Application Servers Administered and Supported	22	23	27	27
# of Tech Support/Service Requests	3,000	3,500	3,040	3,000
# of Additions/Changes to the City Website	1,000	1,000	870	900
EFFICIENCIES				
Average Response Time for Support Requests (in minutes)	15	15	15	30
# of Service Requests and Computer/Network Related Tasks Completed per Information Systems Department Employee	750	875	760	1,000
EFFECTIVENESS				
% of Desktop/Tech/User Support Calls Resolved within 24 Hours	93.0%	95.0%	95.0%	90.0%
% of Network System Availability (Network Hardware and Servers)	99.6%	99.5%	99.5%	99.5%

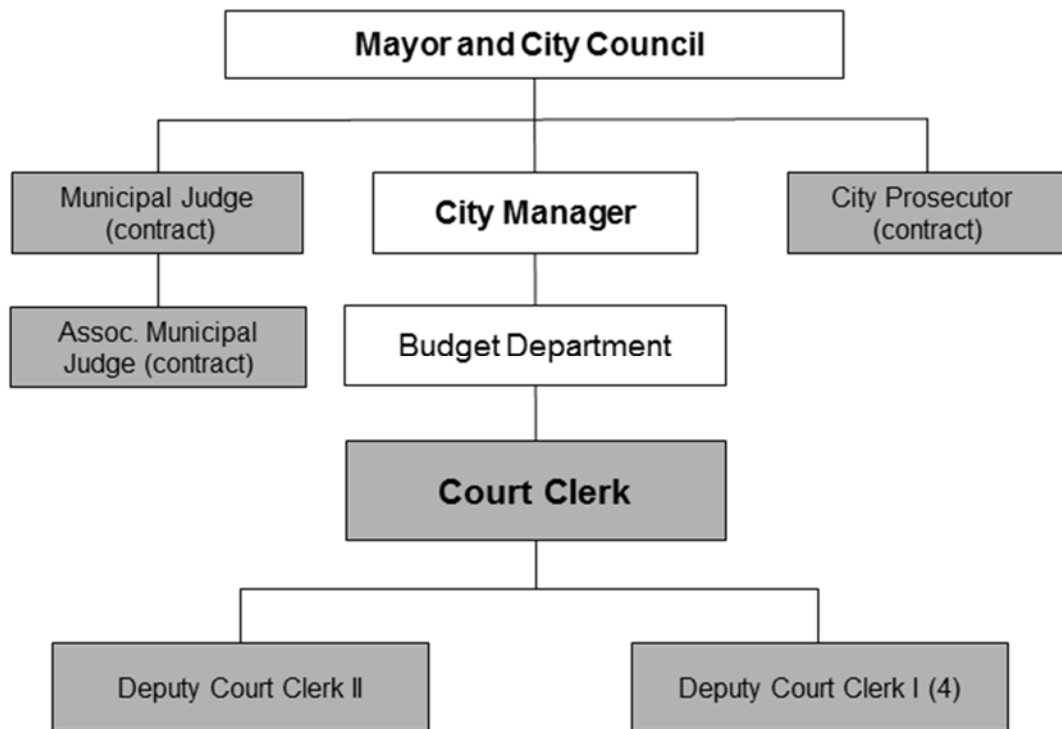
MUNICIPAL COURT



Left to Right:

Front Row: Juanita Epperson (Deputy Court Clerk I); LaToya Jones (Deputy Court Clerk I) Theresa Davis (Deputy Court Clerk I)

Back Row: Jennifer Henry (Court Clerk); F. W. Price (Judge); Alfredo Chavez (Part-time Bailiff); Not Pictured-Tiffany Gutierrez-Truque (Deputy Court Clerk I)



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 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 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 2014

- Eliminated the need to file Overdue Library Material charges now that the Public Library handles these cases directly with a 3rd party collections agency.
- Conducted a Copperas Cove Warrant Round-up that cleared 213 warrants that resulted in a net collection of \$34,346 and clearing over \$97,506 in total face value of warrants.
- Cleared approximately 850 warrants through the collection program with Linebarger Goggan Blair & Simpson and the purge program for delinquent cases, under strict guidelines set forth by the City Prosecutor.
- All staff attended Court Clerk Training through Texas Municipal Court Education Center (TMCEC).
- One clerk obtained Level 1 Court Clerk Certification. Hired a new Court Clerk in January 2014. The new hire will be attending Court Clerk Training in December 2014.
- Purchased four electronic ticket writers to replace the older models due to repair costs.
- Collected \$798,784 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 6,721 complaints.
- Issued an estimated 1,780 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 reduce outstanding warrants through the debt collection and purge program.
- Significantly reduced the amount of court documents printed that required the Judge's signature by use of the TOP program which queues court forms to receive the Judge's electronic signature.
- Maintain our ongoing relationship with the Copperas Cove ISD.

GOALS FOR FISCAL YEAR 2015

- Provide the necessary training for the Municipal Court staff through the Texas Municipal Court Education Center (TMCEC) and INCODE Regional Training.
- Participate in State Wide Warrant Roundup Program in 2015.
- Collaborate with CCHS to restore the Teen Court Program.
- Ensure defendants and the public have an opportunity to provide feedback on their experience with the Municipal Court.
- Develop a network with the surrounding courts in order to exchange information and ideas.

MUNICIPAL COURT

01-4100

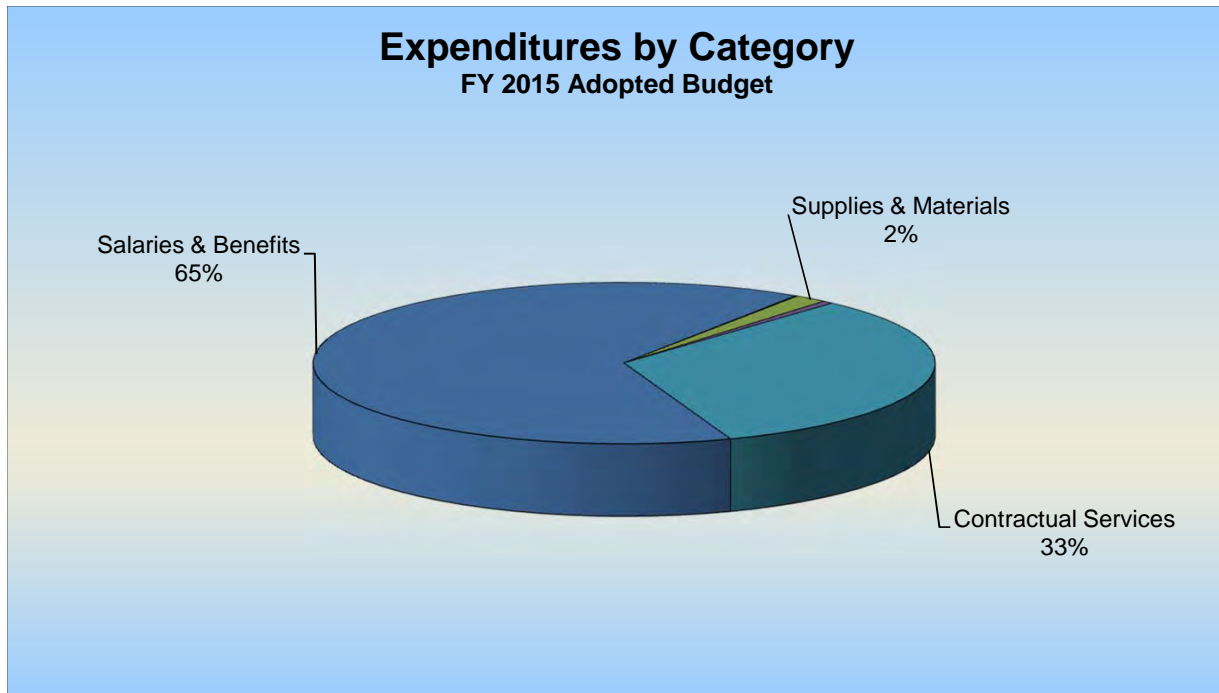
EXPENDITURE SUMMARY

MUNICIPAL COURT	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	247,357	215,919	215,919	241,214
Personnel Support	-	330	330	360
Supplies & Materials	5,992	6,371	6,412	6,309
Repairs & Maintenance	15,574	10,856	10,856	2,092
Contractual Services	106,479	121,011	120,970	121,852
Designated Expenses	29	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	375,432	354,487	354,487	371,827

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Positions were vacant for a portion of FY 2014; also include 2% COLA increase for FY 2015.
- Repairs & Maintenance: Building security cost is funded in the Court Security Fund in FY 2015.



** "Highlights" are not necessarily all-inclusive

MUNICIPAL COURT

01-4100

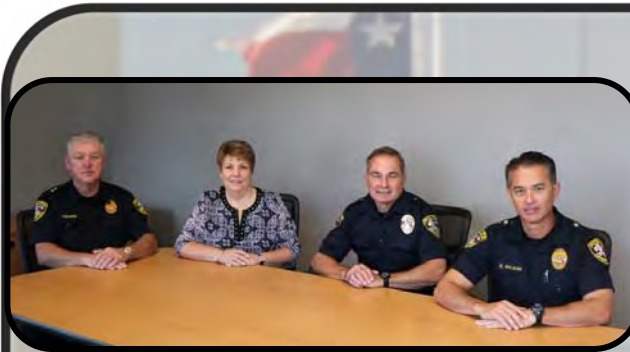
STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Municipal Court Administrator	1	0	0	0
Assistant Administrator of Municipal Court	1	0	0	0
Court Clerk	5	1	1	1
Contract Municipal Judge	1	1	1	1
Contract Assoc. Municipal Judge	1	1	1	1
Contract Prosecutor	1	1	1	1
Deputy Court Clerk I	0	5.5	5.5	1
Deputy Court Clerk II	0	1	1	5.5
Warrant Officer	0	0	0	1
Bailiff*	0.5	0.5	0.5	0
DIVISION TOTAL	10.5	11	11	11.5

Note: For FY 2015, to align with state requirements, position titles no longer contain administrator. All administrative positions are titled clerk. The Court Administrator and the Assistant Administrator positions are now titled Court Clerk and Deputy Court Clerk II, respectively, and the prior Court Clerk positions are now titled Deputy Court Clerk I.

The Deputy Clerk II positions consists of five (5) full-time positions and one (1) part-time position, in which one full-time position and the part-time position are unfunded in FY 2015. The newly created Warrant Officer position is also unfunded in FY 2015. The Bailiff position is being funded in the Court Security Special Revenue Fund in FY 2015.

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
# of Warrants Issued	1,950	1,850	1,780	1,900
# of Warrants Cleared	1,948	2,800	2,830	2,950
# of Violations/Complaints Processed	8,331	8,900	6,720	7,500
EFFICIENCIES				
Average Collections per Clerk	4,166	4,450	3,360	3,750
Online Payments	1,200	1,300	2,800	2,900
EFFECTIVENESS				
% of Total Warrants Cleared	11.3%	15.7%	16.1%	16.8%

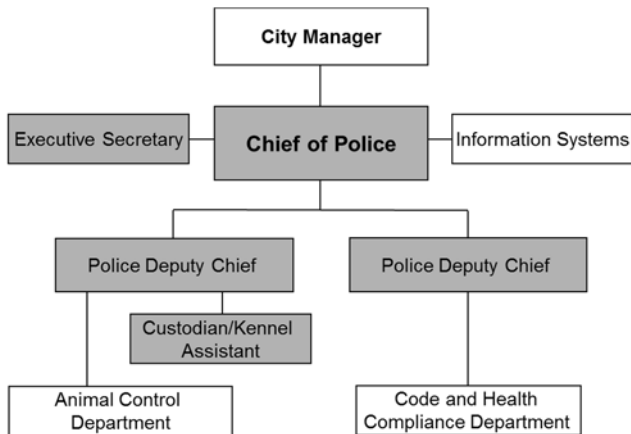
POLICE DEPARTMENT



Left to Right: Tim Molnes (Police Chief); Cheryl Forester (Executive Secretary); Mike Heintzelman (Deputy Chief); Eddie Wilson (Deputy Chief)



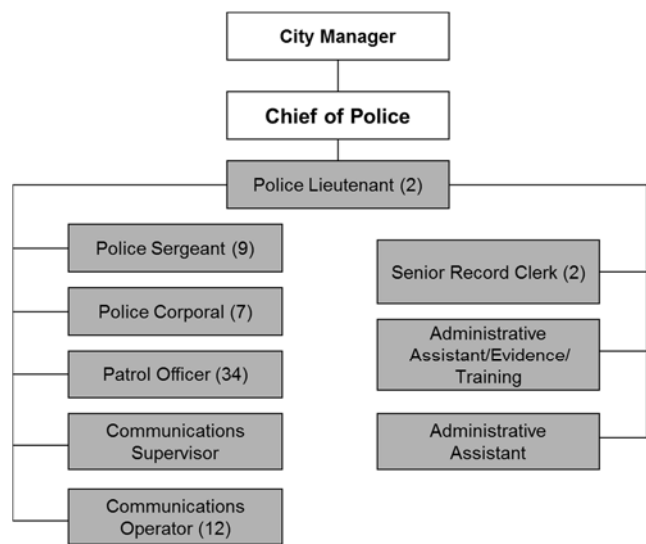
Police Administration Department



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

5 Full Time Employees Funded

Police Services Department



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

69 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 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 2014

- Conducted a National Night Out Event and a National Night Out Kick Off Party.
- Provided police protection during numerous community events.
- Continued the Crime Stoppers Program, Kiddo Card Program, Neighborhood Watch Program, Highway Cleanup, Gunlock Program, and Copperas Cove Citizens Police Academy Program.
- Conducted the Law Enforcement Explorer Program and Law Enforcement Explorer Academy.
- Provided crime prevention programs and distribution of safety materials.
- Participated with Special Olympics and the Torch Run.
- Obtained funding from the Tobacco Enforcement Program for tobacco stings and follow-ups.
- Participated in the Bulletproof Vest Grant Program and the Justice Assistance Grant (JAG).
- Maintained above average clearance rates in Part I & Part II crimes as compared to State averages.
- Implemented Mobile Data Terminals (MDT's) in patrol vehicles.

CONTINUING OBJECTIVES

- Maintain adequate staffing levels.
- Seek alternative funding such as grants.
- Continue public relations and community service projects.
- Conduct a National Night Out Event and a National Night Out Kick Off Party.
- Provide police protection during community events.
- Continue the Crime Stoppers Program, Kiddo Card Program, Neighborhood Watch Program, Gunlock Program, Highway Cleanup, and Copperas Cove Citizens Police Academy Program.
- Continue the Law Enforcement Explorer Program and Law Enforcement Explorer Academy.
- Continue providing crime prevention programs and distribution of safety materials.
- Continue participation with Special Olympics and the Torch Run.
- Continue the Tobacco Enforcement Program for tobacco stings and follow-ups.
- Continue participation in the Bulletproof Vest Grant Program.
- Maintain above average clearance rates in Part I & Part II crimes as compared to State averages.

GOALS FOR FISCAL YEAR 2015

- Seek and obtain additional grant funding.
- Continue higher than State averages for crime clearance rates.
- Maintain adequate staffing levels to provide quality police services to the citizens of Copperas Cove.

POLICE DEPARTMENT

01-4200

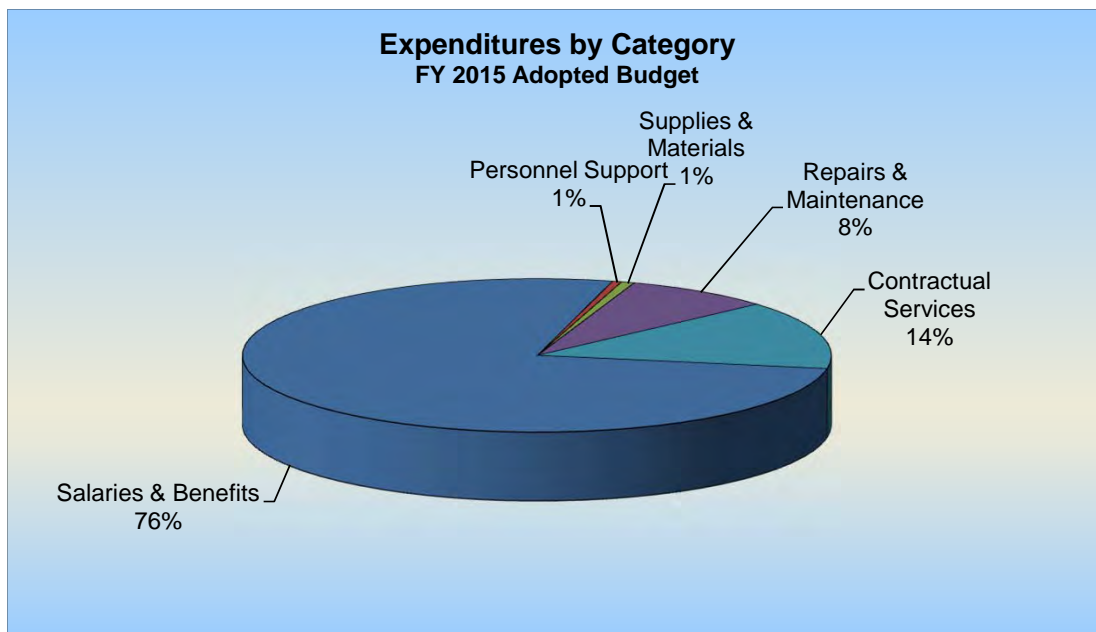
EXPENDITURE SUMMARY

	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
POLICE ADMINISTRATION				
Salaries & Benefits	440,292	454,057	454,057	466,934
Personnel Support	-	3,620	3,620	3,120
Supplies & Materials	6,921	8,457	8,457	4,328
Repairs & Maintenance	52,778	48,837	48,837	49,370
Contractual Services	83,753	93,604	93,604	88,066
Designated Expenses	665	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	22,036	22,036	-
Focus Group	-	-	-	-
Total	584,410	630,611	630,611	611,818

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Include 2% COLA increase.



** "Highlights" are not necessarily all-inclusive

POLICE DEPARTMENT

01-4210

EXPENDITURE SUMMARY

<i>POLICE SERVICES</i>	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	3,950,752	3,966,176	3,966,176	4,017,212
Personnel Support	1,536	1,900	1,900	1,800
Supplies & Materials	149,817	154,910	155,052	126,750
Repairs & Maintenance	67,997	66,715	66,715	85,109
Contractual Services	94,719	114,682	114,540	102,196
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	30,306	12,558	12,558	-
Total	4,295,127	4,316,941	4,316,941	4,333,067

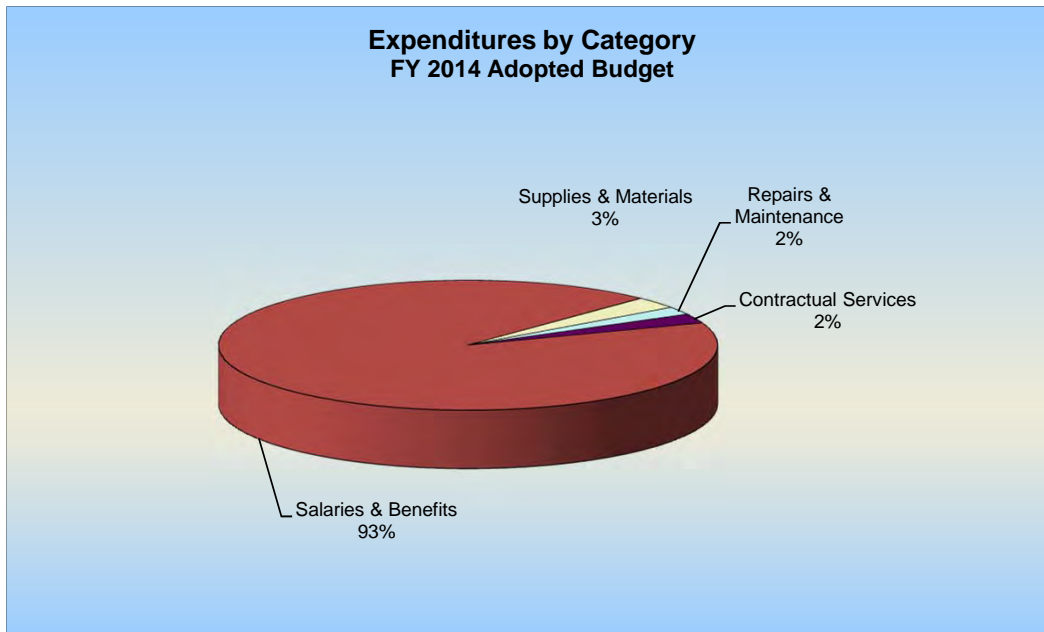
HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Include 2% COLA increase.

Decreases:

- Supplies & Materials: Reduction in fuel cost, and decrease in minor equipment.



POLICE DEPARTMENT**01-4200 01-4210**

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
<i>Police Administration (01-4200)</i>				
Deputy Chief/Assistant City Manager	2	2	2	2
Executive Secretary	1	1	1	1
Police Chief	1	1	1	1
Captain	1	1	1	1
Custodian/Kennel Assistant	1	0	0	0
Custodian	0	1	1	1
Total Police Administration	6	6	6	6
<i>Police Services (01-4210)</i>				
Communications Supervisor	1	1	1	1
Communications/Operator	14	15	15	16
Corporal	7	7	7	7
Lieutenant	2	2	2	2
Patrol Officer	41	44	44	47
Senior Records Clerk	3	3	3	3
Administrative Assistant	1	1	1	1
Sergeant	9	9	9	9
Administrative Assistant/Evidence/Training	1	1	1	1
Total Police Services	79	83	83	87
DIVISION TOTAL	85	89	89	93

Note: For FY 2015, the following positions are unfunded: four (4) Police Communications/Operators, thirteen (13) Patrol Officers a Senior Records Clerk, and Captain.

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
<i>OUTPUTS</i>				
# of Calls for Service	22,423	21,000	22,000	22,000
# of Part I Violent Crimes Reported	1,237	1,300	1,300	1,300
<i>EFFICIENCIES</i>				
Part I Crime* Clearance Rate:				
Copperas Cove's Rate	43.0%	43.0%	43.0%	43.0%
State Average (Texas Standard)	23.0%	23.0%	23.0%	23.0%
Texas Cities with Population of 25,000 - 50,000	24.0%	24.0%	24.0%	24.0%
Part II Crime** Clearance Rate - Copperas Cove	69.0%	70.0%	70.0%	70.0%
<i>EFFECTIVENESS</i>				
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.

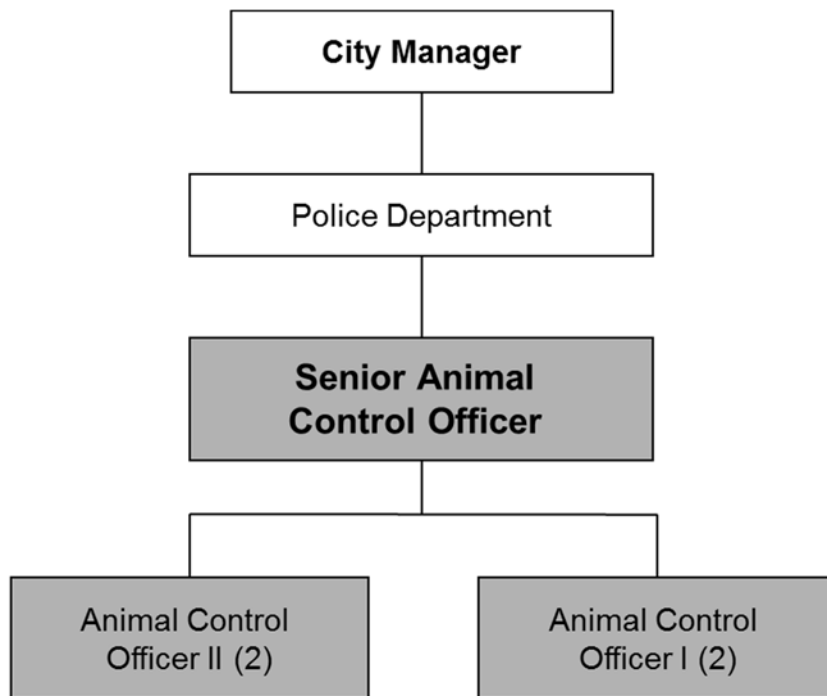
** "Highlights" are not necessarily all-inclusive



ANIMAL CONTROL



Left to Right: Alea Best (Animal Control Officer); David Wellington (Senior Animal Control Officer); Ashley Osborn (Animal Control Officer); Tammy Hall (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 Health for testing, notify bite victims of test results, and track adopted animals to ensure rabies vaccinations, sterilizations and micro-chip/tattooing are completed as required by Texas State Law. Animal Control issues citations for failure to comply with the adoption agreement, failure to license animals, violating the leash law, and various other laws (city and state) regulating animals. In addition, Animal Control staff is required to maintain certification by attending various animal control classes and training. Animal Control also educates the public through the media by conducting classes for the Copperas Cove Citizens Police Academy, conducting tours for the schools, conducting classes for various civic organizations and one-on-one contact regarding health and safety issues pertaining to animals and citizens of the City.

MAJOR DEPARTMENT GOALS

- Increase public awareness of City Ordinance requirements and state laws regarding animal control issues.
- Heighten public awareness for proper pet care/safety and the importance of spaying/neutering.
- Increase animal adoption and decrease the number of animals that are euthanized.
- Work with committees and governing body on updating current ordinances regarding animals.

ACHIEVEMENTS FOR FISCAL YEAR 2014

- Certified two (2) officers through the Texas Department of State Health Services (TDSHS) Euthanasia Technician Certification Training Course.
- Two (2) Animal Control Officers (ACOs) completed the (TDSHS) Euthanasia Re-Certification Course.
- Five (5) Animal Control Officers completed the Basic Animal Cruelty Course.
- One (1) Animal Control Officer completed training related to Bats and Rabies.
- Held a successful week free adoption for "Black Fur" animals.
- The Spay/Neuter Program in conjunction with the Army Veterinarians yielded over 150 animals being sterilized.
- The Animal Control Department acquired two newly purchased trucks with animal transport carriers.
- Animal Control General Orders were reviewed and updated.

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 coordinating low cost shot clinics.
- Continue Microchip program for the public.
- Continue improving the shelter with needed maintenance and repairs.
- Teach animal control related classes to Citizens Police Academy.
- Improve the dog playground area.
- Decrease overtime budget.
- Increase number of volunteers that assist at the shelter.

GOALS FOR FISCAL YEAR 2015

- Obtain additional training courses/seminars for Animal Control Officers.
- Hold Adopt-A-Thons.
- Certify two (2) ACOs through the Advanced ACO certification course.
- Host more low cost shot clinics.
- Prepare plan to construct a new kennel.
- Hire a part time Kennel Assistant.

ANIMAL CONTROL

01-4300

EXPENDITURE SUMMARY

ANIMAL CONTROL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	170,413	185,519	185,519	212,777
Personnel Support	-	330	330	360
Supplies & Materials	21,451	25,684	25,684	15,077
Repairs & Maintenance	3,941	14,996	14,996	4,600
Contractual Services	15,913	21,374	21,374	18,299
Designated Expenses	361	1,135	1,135	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	212,078	249,038	249,038	251,113

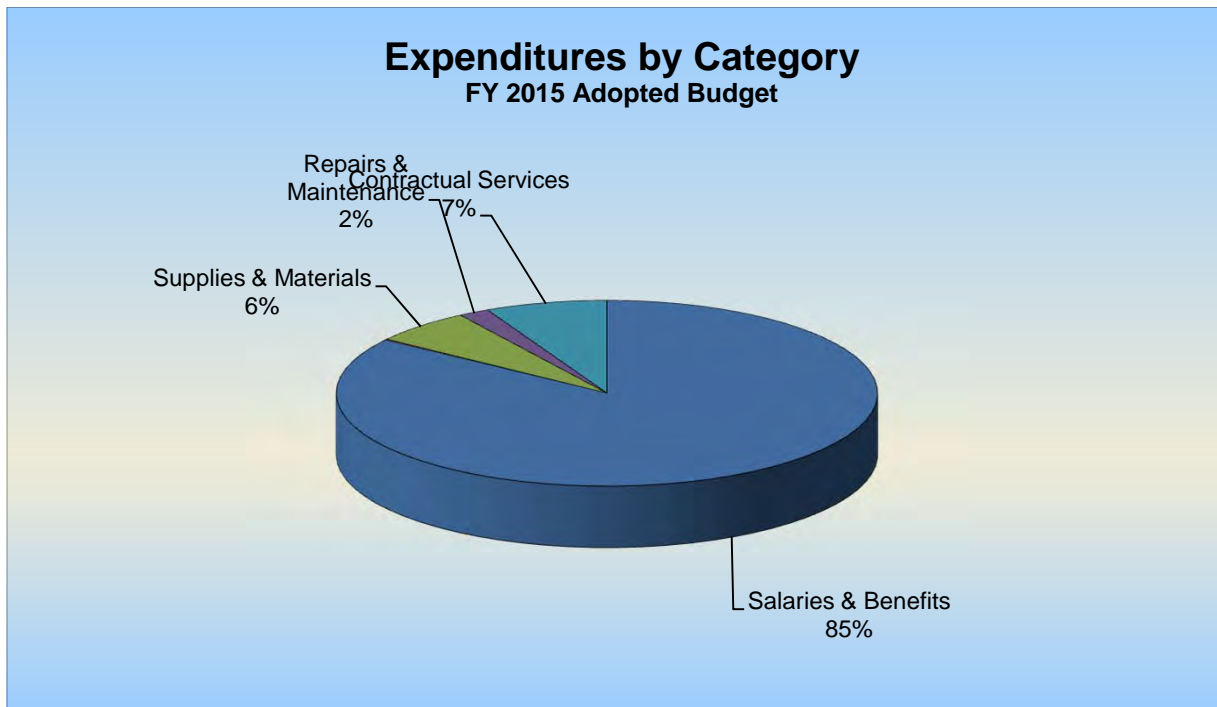
HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Positions were vacant for a portion of FY 2014; also include 2% COLA increase for FY 2015.

Decreases:

- Supplies & Materials: For FY 2015, more animal related expenses are being funded in the Animal Shelter Donation funds.
- Repairs & Maintenance: For FY 2015, more animal related expenses are being funded in the Animal Shelter Donation funds.



ANIMAL CONTROL

01-4300

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Animal Control Clerk	1	1	1	1
Animal Control Officer	4	0	0	0
Animal Control Officer II	0	2	2	2
Animal Control Officer I	0	3	3	3
Senior Animal Control Officer	1	1	1	1
Kennel Master	0	0	0	1
Kennel Assistant	0	0	0	0.5
DIVISION TOTAL	6	7	7	8.5

Note: For FY 2015, the five (5) Animal Control Officer positions have been divided into three (3) Animal Officer I positions and two (2) Animal Control Officer II positions. One (1) Animal Control Officer I position, the Animal Control Clerk position, and the Kennel Master position are unfunded in FY 2015.

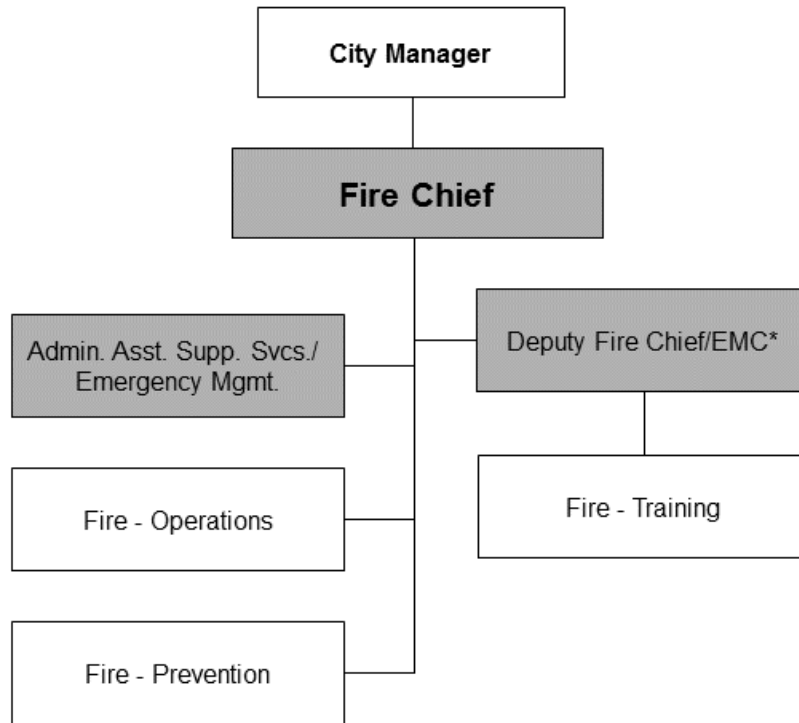
PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
# of Animals Impounded	2,256	2,260	1,636	1,800
# of Animals Euthanized	893	850	606	700
# of Animals Adopted	421	450	300	350
# of Animals Re-Claimed	544	550	430	450
# of Animals Released to Rescues	318	400	230	300
EFFICIENCIES				
Average Cost to Impound an Animal	\$94.01	\$110.19	\$152.22	\$139.51
Average Response Time per Call (in minutes)	18	18	18	18
EFFECTIVENESS				
% of Eligible Animals Adopted	56.9%	61.9%	58.7%	61.1%

** "Highlights" are not necessarily all-inclusive

FIRE/EMS - ADMINISTRATION




Left to Right: Michael Neujahr (Fire Chief); Katy Wolf (Administrative Assistant of Support Services/Emergency Management); Gary Young (Deputy Fire Chief of Administration)



* 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 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 2014

- Received and managed a Homeland Security Program Grant used to fund the purchase of Interoperability Compliant portable radios.
- Reviewed and selected a construction company for Fire Station #2.
- Conducted a Citizen Fire Academy.
- Reviewed and implemented department policies, procedures and guidelines.
- Hired a new Fire Chief.

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 and physical resources.
- Evaluate fire information management system to provide better data and access data in a timelier 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.
- Continue to systematically move programs toward paperless filing and recordkeeping.

GOALS FOR FISCAL YEAR 2015

- Expand Life and Fire Safety Community Education Outreach Programs.
- Update all Code of Ordinances pertaining to Fire and EMS Services.
- Begin the construction of Fire Station #2 replacement.
- Begin planning process for Fire Station #4.
- Hire and maintain full staffing.
- Re-fund key administration positions.

FIRE/EMS - ADMINISTRATION

01-4400

EXPENDITURE SUMMARY

FIRE/EMS - ADMINISTRATION	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	86,407	260,014	260,014	226,819
Personnel Support	333	2,010	2,010	1,920
Supplies & Materials	2,277	8,271	8,271	4,052
Repairs & Maintenance	3,861	5,304	5,304	5,199
Contractual Services	82,045	20,717	20,717	71,308
Designated Expenses	369	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Focus Group	-	-	-	-
Total	175,293	296,316	296,316	309,298

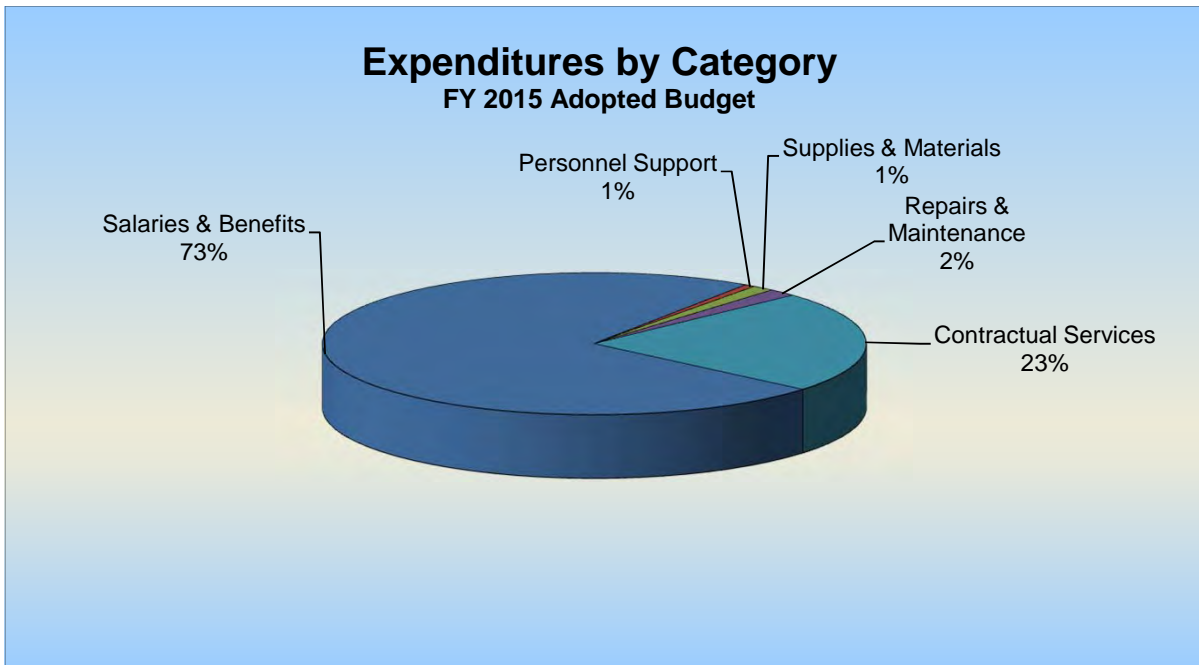
HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Contractual Services: Utilities cost is funded in Administration rather than Operations in FY 2015; also include funding for a Medical Director in FY 2015.

Decreases:

- Salaries & Benefits: Decrease due to net of 2% COLA increase and part-time Administrative Assistant of Fire & EMS position being unfunded in FY 2015.



FIRE/EMS - ADMINISTRATION

01-4400

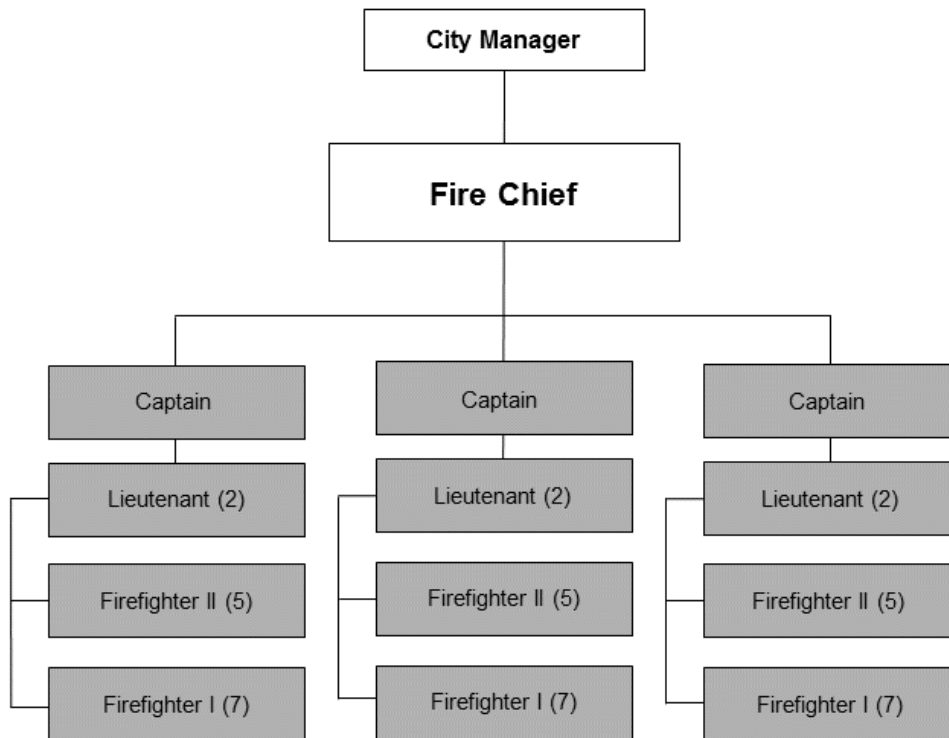
STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Fire Chief	1	1	1	1
Administrative Assistant Support Svcs./Emer. Mgmt.	1	1	1	1
Administrative Assistant Fire/EMS	1.5	1.5	1.5	1.5
Deputy Fire Chief/EMC	0	1	1	1
DIVISION TOTAL	3.5	4.5	4.5	4.5

Note: For FY 2015, the full-time and part-time Administrative Assistant-Fire/EMS positions are unfunded.

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
# of Command Staff Planning Sessions Conducted	10	6	2	4
# of Medical Director Update Meetings Conducted	12	12	13	12
# of Citizens Fire Academy's Conducted	1	1	1	1
# of Apparatus/Vehicle Purchases Initiated	5	2	3	0
# of New or Renovated Facilities Projects Initiated	1	1	1	0
EFFICIENCIES				
Per Capita Cost for Fire/Emergency Services	\$5.43	\$9.17	\$9.17	\$9.58
# of Sworn Firefighters per 1,000 Population:				
# Per 1,000 including Ambulance Staff	1.53	1.56	1.50	1.50
# Per 1,000 excluding Ambulance Staff	0.96	1.00	0.94	0.94
# of Citizens Attending Citizen Fire Academy	9	12	13	15
# of Apparatus/Vehicle Purchases Placed In Service	2	3	2	3
Community Room Fees Collected	\$35	\$105	\$100	\$105
EFFECTIVENESS				
Property Protection Classification	2	2	2	2
% Mandated Fire Training Completed	100.0%	100.0%	100.0%	100.0%
% Mandated EMS Training Completed	100.0%	100.0%	100.0%	100.0%

** "Highlights" are not necessarily all-inclusive

FIRE/EMS - OPERATIONS



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.

45 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 GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2014

- Completed vendor selection and ordered new ladder truck for Station 2.
- Took delivery of 2 new Type 6 Engines for wild land firefighting.
- Purchased ten (10) sets of firefighting coats and pants.
- Continued the new Station 2 project.
- Completed vendor selection process and ordered new command vehicle.
- Installed radio chargers in all apparatus.
- Issued new uniforms to personnel.

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.
- Continue systematically moving programs toward paperless filing and recordkeeping.

GOALS FOR FISCAL YEAR 2015

- Support Life and Fire Safety Community Education Outreach Programs.
- Have 25 percent of the member's firefighter certification levels increased to the next available benchmark.
- Support staff in their pursuit of college level courses.
- Purchase ten (10) sets of firefighting coats and pants.
- Purchase and receive a new Command vehicle.
- Purchase and receive a new fire engine for Station 3.
- Take delivery of new ladder truck.
- Take delivery of new engine for Station 3.
- Host a S-215 Wildland/Urban Interface class.

FIRE/EMS - OPERATIONS

01-4417

EXPENDITURE SUMMARY

FIRE/EMS - OPERATIONS	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	2,725,581	2,843,941	2,843,941	2,864,581
Personnel Support	-	40	40	-
Supplies & Materials	90,305	150,386	150,386	147,691
Repairs & Maintenance	84,100	80,332	80,332	88,722
Contractual Services	19,289	184,579	184,579	117,905
Designated Expenses	-	-	-	-
Capital Lease Payments	-	7,620	7,620	-
Capital Outlay & Improvements	-	-	-	-
Focus Group	-	-	-	-
Total	2,919,276	3,266,898	3,266,898	3,218,899

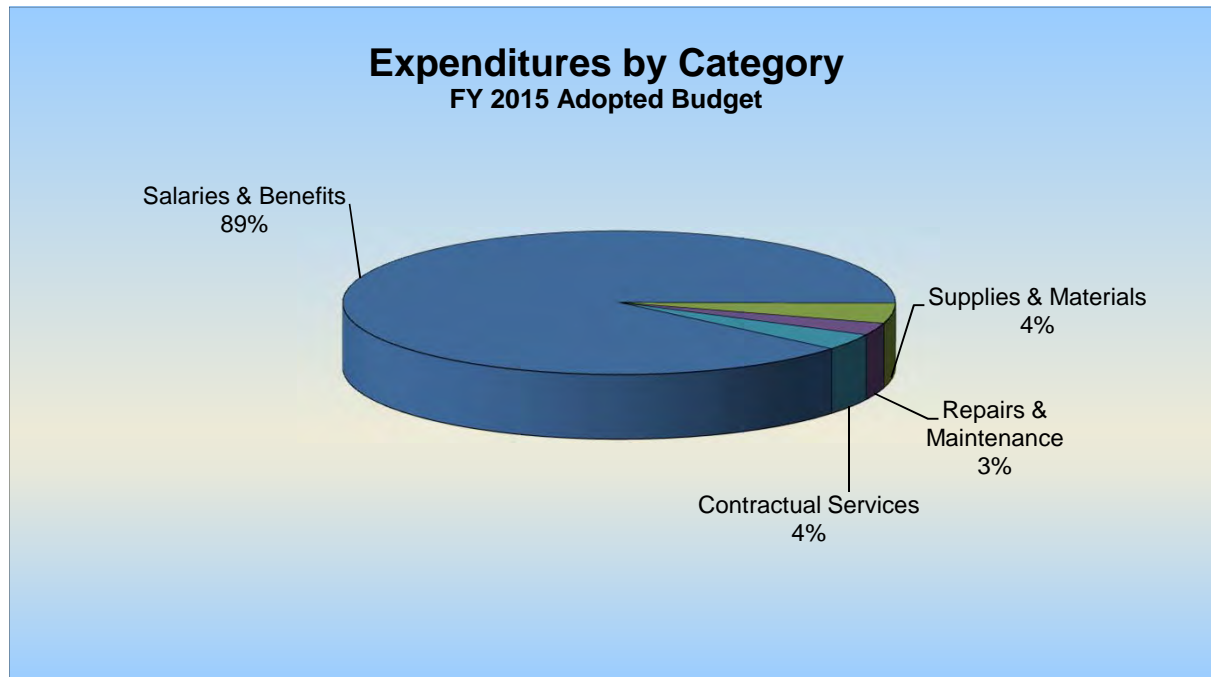
HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Include 2% COLA increase.

Decreases:

- Contractual Services: Utilities cost is funded in Administration rather than Operations in FY 2015; professional development cost is being funded in Fire-Training Department and Fire Grant and Donations funds in FY 2015.



FIRE/EMS - OPERATIONS

01-4417

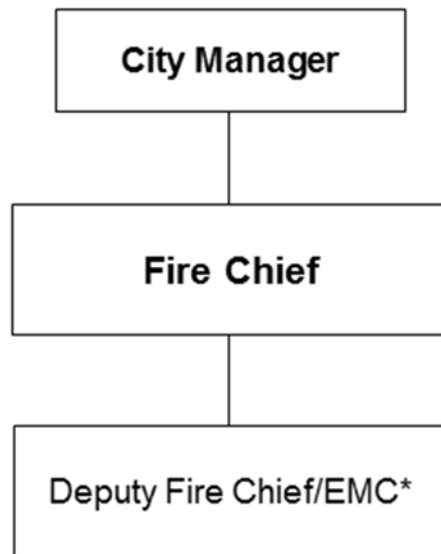
STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Deputy Fire Chief	2	1	1	1
Battalion Chief	3	3	3	3
Captain	3	3	3	3
Lieutenant	6	9	9	9
Firefighter I	26	23	23	24
Firefighter II	15	18	18	18
DIVISION TOTAL	55	57	57	58

Note: For FY 2015, three (3) Firefighter I positions, three (3) Firefighter II positions, three (3) Lieutenant positions, three (3) Fire Battalion Chief positions, and the Deputy Fire Chief of Operations position are unfunded.

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
# of Total Calls	5,311	5,500	4,140	4,500
# of Total Calls for EMS Response-City	3,440	3,550	3,100	3,500
# of Total Calls for EMS Response-Counties	435	450	340	400
# of EMS Mutual Aid Responses Given	47	54	30	40
# of EMS Response with Transport	2,008	2,100	3,745	3,800
# of Total Calls for Fire Response-City	1,144	1,200	604	700
# of Total Calls for Fire Response-Counties	292	300	115	200
# of Fire Mutual Aid Responses Given	15	20	25	30
EFFICIENCIES				
Overall Average Fire Response Time in Minutes-City	4.4	4.5	4.5	4.5
Overall Average Fire Response Time in Minutes-Counties	9.4	9.5	8.8	9.0
# of Structure Fires per 1,000 Residential Structures - City	3.2	3.0	2.8	3.0
# of Structure Fires per 1,000 Population-City	1.0	1.0	1.0	1.0
# of all Calls that were Structure Fires-City	34	32	28	30
# of all Calls that were Structure Fires-Counties	5	5	3	5
# of EMS Responses per 1,000 Population-City	107.0	110.0	138.0	150.0
Overall Average EMS Response Time in Minutes-City	5.0	4.8	4.0	4.0
Overall Average EMS Response Time in Minutes-Counties	9.7	9.5	9.0	9.0
EFFECTIVENESS				
Total Property Threatened by Structure Fire-City	\$3,073,731	\$3,000,000	\$896,922	\$3,000,000
Total Property Lost by Structure Fire-City	\$1,496,971	\$125,000	\$157,000	\$188,350
Total Property Threatened by Structure Fire-Counties	\$400,000	\$200,000	\$100,000	\$100,000
Total Property Lost by Structure Fire-Counties	\$240,000	\$50,000	\$50,000	\$50,000
% of EMS Responses Within 5.0 Minutes	83.0%	90.0%	90.0%	90.0%
% of EMS Responses Resulting in Transport	51.8%	52.5%	75.0%	80.0%

** "Highlights" are not necessarily all-inclusive

FIRE/EMS - 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.

0 Full Time Employees 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 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 2014

- Completed multiple training and certification courses for employee career development.
- Conducted a Citizen Fire Academy.
- Graduated new paramedics from CTC Paramedic Program.
- Graduated 11 students from our Mentoring Industrious Minds and Educating Students (MIMES) program.

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 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.

GOALS FOR FISCAL YEAR 2015

- Systematically move programs toward paperless filing and recordkeeping.
- Have 25 percent of the member's firefighter certification levels increased to the next available benchmark.
- Graduate 6 new paramedics.
- Implement policy for all personnel who hold National Registry Emergency Medical Technician (NREMT) Paramedic to renew credentials bi-annually with NREMT on a permanent basis.

FIRE/EMS - TRAINING

01-4418

EXPENDITURE SUMMARY

FIRE/EMS - TRAINING	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	86,517	27,971	27,971	-
Personnel Support	-	320	320	-
Supplies & Materials	48,368	2,092	2,092	-
Repairs & Maintenance	-	1,512	1,512	329
Contractual Services	36,855	19,533	19,533	31,078
Designated Expenses	1,557	880	880	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Focus Group	-	-	-	-
Total	173,297	52,308	52,308	31,407

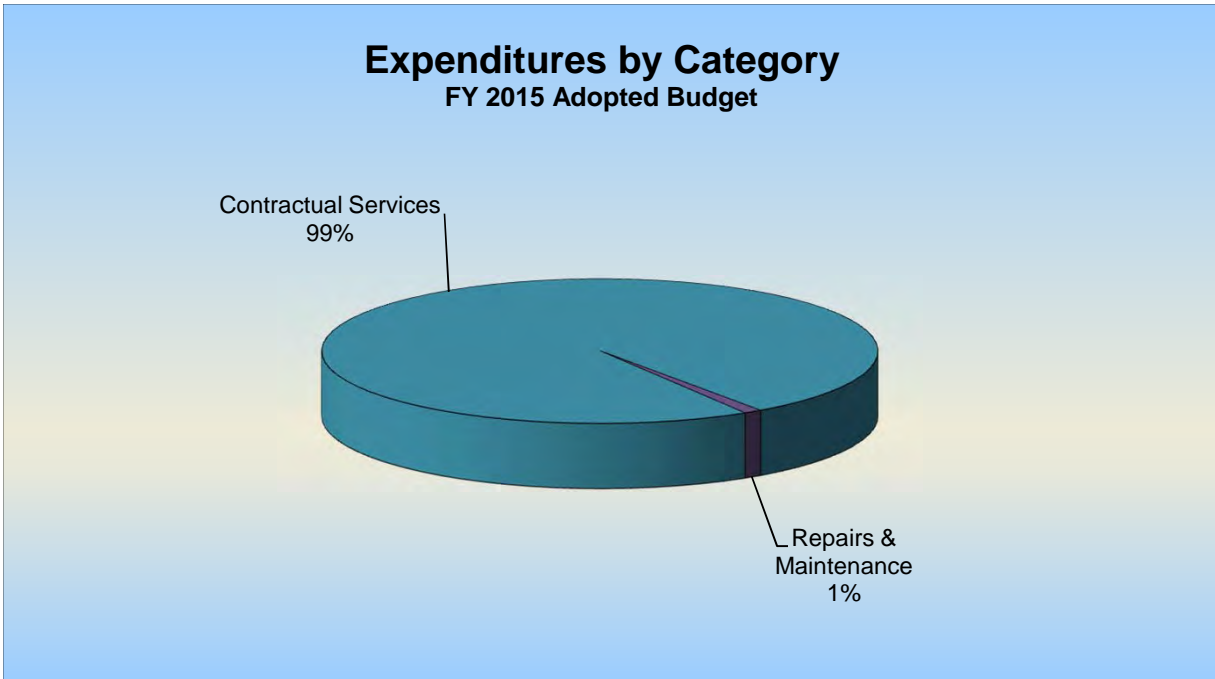
HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Contractual Services: Additional professional development expenses funded in Training Department rather than Operations Department.

Decreases:

- Salaries & Benefits: The Training Captain position is unfunded in FY 2015.



FIRE/EMS - TRAINING

01-4418

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Division Chief - Training	1	0	0	0
Battalion Chief - Training	0	1	1	1
DIVISION TOTAL	1	1	1	1

Note: The Training Captain position is unfunded in FY 2015.

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
# of EMS Reports Reviewed by Quality Management Team	3,280	3,300	36*	3,300
# of EMS Training Hours Provided	1,476	1,500	2,726	2,000
# of Fire Continuing Education (CE) Hours Provided	6,100	5,000	4,592	4,500
EFFICIENCIES				
% of EMS Reports Reviewed by Quality Management Team	100.0%	100.0%	0%*	100.0%
% of Required EMS CE Training Provided	98.0%	100.0%	100.0%	100.0%
% of Required Fire CE Training Provided	129.0%	100.0%	100.0%	100.0%
EFFECTIVENESS				
% of Paramedics Recertified	33.0%	25.0%	22.0%	77.0%
% of EMT's Recertified	5.0%	25.0%	15.0%	20.0%
% of Firefighters Recertified	100.0%	100.0%	100.0%	100.0%

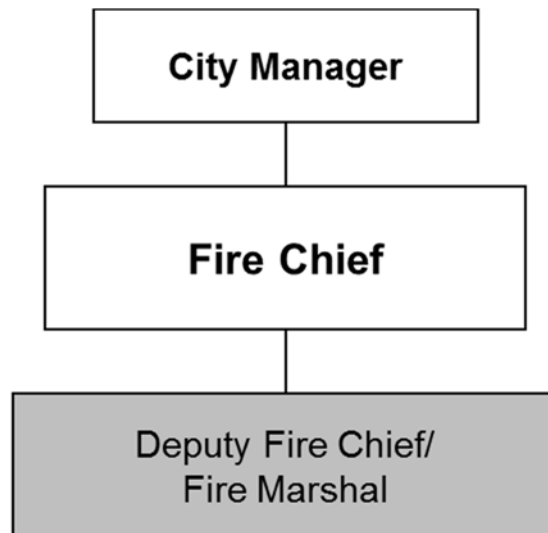
*Significantly reduced pending the outcome of a new Quality Assurance/Quality Improvement policy implementation.

** "Highlights" are not necessarily all-inclusive

FIRE/EMS - PREVENTION



Michael Fleming (Deputy Fire Chief/Fire Marshal)



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 and 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 2014

- Identified and corrected life and fire safety hazards during annual inspections.
- Conducted 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 90 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 of accidental/intentional causes of fires within the City of Copperas Cove.
- Continue community outreach programs including "*Fired Up About Reading Program*" and Citizens Fire Academy.
- Continue to systematically move programs toward paperless filing and recordkeeping.
- Continue progressing forward on Company Inspection Program.

GOALS FOR FISCAL YEAR 2015

- Expand Life and Fire Safety Community Education Outreach Programs.
- Review and update all Code of Ordinances pertaining to fire prevention and fire code enforcement.
- Require that all contractors submit Fire Sprinkler Plans through the ISO Fire Sprinkler Plan Review Service prior to being accepted through the City.
- Fire Marshal to attend and successfully complete a Police Academy.
- Begin the process of transitioning all Fire Arson Investigations back to the Fire Department.
- Fully implement the use of Firehouse Inspector iPad for all Fire/Life-Safety, Automatic Fire Sprinkler, Fire Alarm, and Fixed Suppression Inspections conducted.

FIRE/EMS - PREVENTION

01-4419

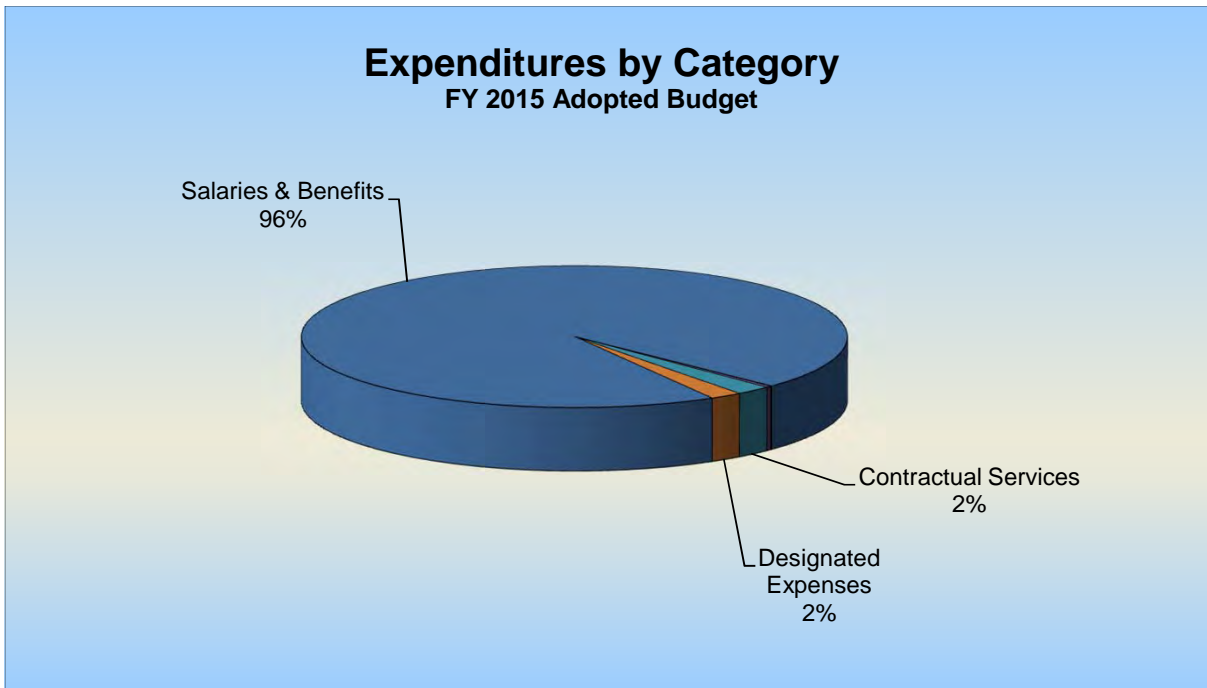
EXPENDITURE SUMMARY

FIRE/EMS - PREVENTION	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	89,023	66,863	66,863	95,013
Personnel Support	-	760	760	-
Supplies & Materials	200	3,140	3,140	70
Repairs & Maintenance	-	3,203	3,203	329
Contractual Services	6,227	5,265	5,265	2,110
Designated Expenses	2,105	2,480	2,480	1,883
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	8,460	8,460	-
Focus Group	-	-	-	-
Total	97,555	90,171	90,171	99,405

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Fire Marshal position was vacant for a portion of FY 2014; also include 2% COLA increase for FY 2015.



FIRE/EMS - PREVENTION

01-4419

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Division Chief/Fire Marshal	1	0	0	0
Deputy Fire Chief/Fire Marshal	0	1	1	1
Inspector/Investigator	2	2	2	2
DIVISION TOTAL	3	3	3	3

Note: Both Fire Inspector positions are unfunded in FY 2015.

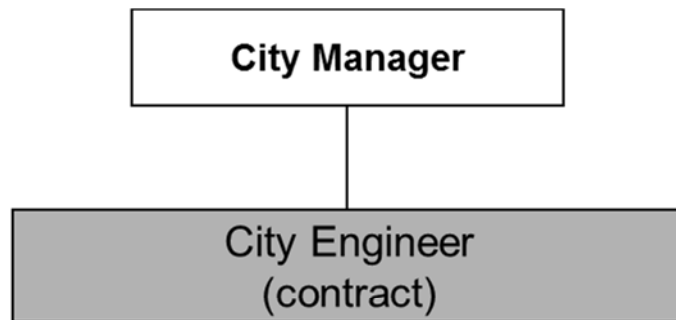
PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
# of Non-Commercial Fire Safety Education Programs	55	60	84	90
# of Commercial Fire Safety Education Programs	7	10	2	5
# of Fire Plans and Plats Reviewed	30	35	20	30
# of Fire Safety Inspections	200	350	475	500
# of Fire Safety Hazards Identified	756	1,000	950	1,000
# of Re-Inspections	130	200	133	100
# of Sprinkler Inspections	31	40	17	25
# of Fire Alarm Inspections	33	40	7	25
# of Fixed Suppression Inspections	27	35	11	25
# of Complaint Inspections	5	5	0	0
# of Certificate of Occupancy Inspections	99	100	80	100
# of Businesses (per Economic Development)	609	650	675	700
# of False Fire Alarms	94	110	125	90
# of Fires	121	100	110	100
# of Intentional Fires	33	30	2	1
# of Unintentional Fires	50	40	41	30
# of Fires Due to Equipment or Heat Source Failure	4	3	5	3
# of Fires Due to Act of Nature	1	1	1	1
# of Undetermined Fire Causes	25	20	16	10
# of Fire Causes Under Investigation	0	0	5	0
# of Arson Cases Submitted	0	0	0	0
EFFICIENCIES				
# in Attendance Non-Commercial Fire Safety Programs	8,361	9,000	15,112	20,000
# in Attendance Commercial Fire Safety Programs	308	400	1,400	2,000
# Plans Reviewed Less Than 10 Days	30	35	20	25
# of Identified Fire Safety Hazards Corrected	731	975	860	1,000
# of Fires Investigated	121	100	73	70
# of Fire Investigations Cleared	121	100	57	70
EFFECTIVENESS				
% of Plans Reviewed Within 10 Business Days	100.0%	100.0%	100.0%	83.3%
% of Fire Safety Hazards Corrected	96.7%	97.5%	90.5%	100.0%
% of Businesses Inspected	32.8%	53.8%	70.4%	71.4%

** "Highlights" are not necessarily all-inclusive

ENGINEERING



Lockwood, Andrews & Newman, Inc.
Lee Hamm
(City Engineer Representative)



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

0 Full Time Employees Funded

ENGINEERING

PROGRAM DESCRIPTION

The Engineering Department reviews all subdivision and development plats and plans submitted to the City for compliance with standards in all infrastructure areas for water, wastewater, streets, and drainage. In addition, the Engineering Department, in partnership with the Public Works Department, is responsible for the City's capital improvement projects for water, wastewater, streets and drainage. Upon completion of subdivision construction, the department gives final acceptance and tracks the project through the warranty period. The Engineering Department also reviews construction plans for infrastructure construction for city, county, and state projects and provides assistance where needed.

MAJOR DEPARTMENT / DIVISION GOALS

- Conformance with established standards to ensure the City maintains consistency.
- Review of the City of Copperas Cove Construction Standards and Details.
- Work with Public Works staff to maintain and upgrade water, wastewater, streets, and drainage systems.

ACHIEVEMENTS FOR FISCAL YEAR 2014

- Continued to provide subdivision and development plan and plat review.
- Provided inspection service support to the Building Department, as requested.
- Coordinated with the City's Planner on the various plat and plan reviews.
- Coordinated with City Staff to create alternate method of plan review.
- Completed Year 1 of the Stormwater Management Plan.

CONTINUING OBJECTIVES

- Review subdivision and development plats and plans submitted to the City for compliance with the City's Standards.
- Review of construction plans for all infrastructure improvements.
- Provide Drainage Department, as well as all City departments, with support as necessary.
- Maintain City's Storm Water Management Program and comply with all TCEQ requirements.
- Serve the City's Planning Department as needed.
- Continue to prioritize and resolve drainage problems as presented.
- Continue to review and update the City of Copperas Cove Construction Standards and Details, Engineering Design Standards, and Subdivision Ordinance.
- Provided inspection service support to the Building Department as requested.

GOALS FOR FISCAL YEAR 2015

- Review and update water model to determine 5 year CIP for water.
- Create a wastewater collection model and 5 year CIP for wastewater.
- Complete Preliminary Engineering for upgrade process of NW WWTP to meet or exceed TCEQ/EPA permit requirements.
- Complete the Wastewater Model.
- Complete the Hughes Garden Drainage Project.
- Complete improvements at the Northwest Wastewater Treatment Plant.
- Complete the relocation of utilities along FM 116.
- Complete the Wastewater Master Plan.
- Complete the City Entrance Monument.
- Complete the Eastside Water Transmission Line Project.
- Complete water improvements at Mountain Top North.
- Complete the wastewater connection at Mountain Top.
- Complete the Northeast Sewer Line Phase IIA.
- Complete Phase I of Southwest Water Improvements.

ENGINEERING

01-5100

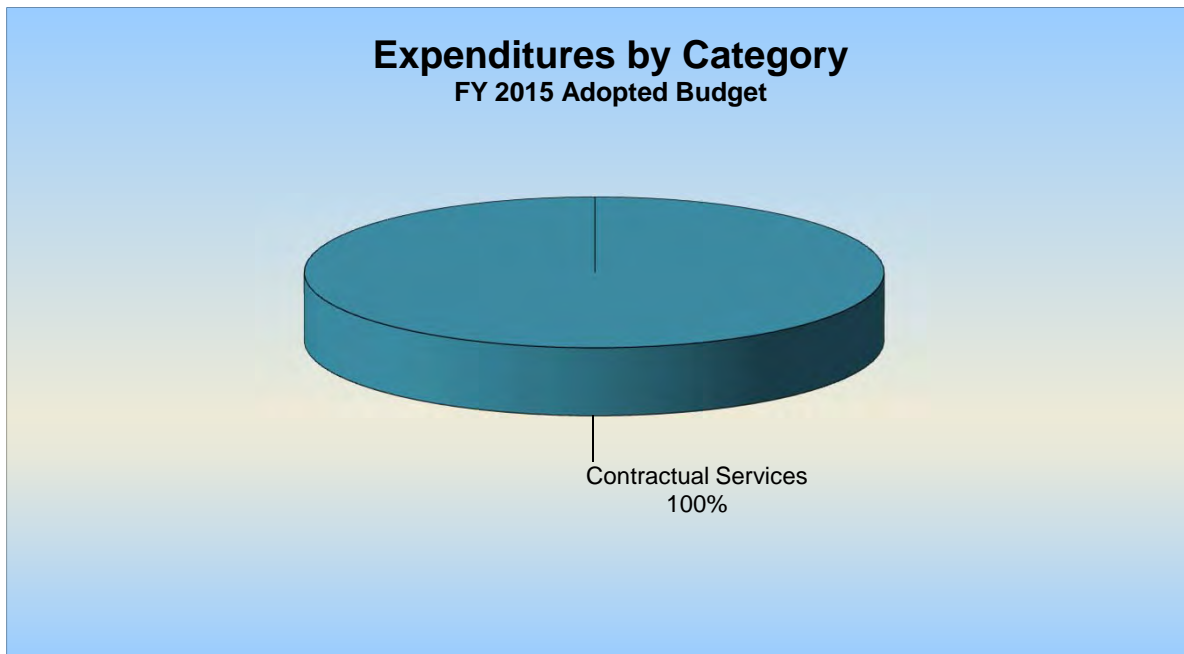
EXPENDITURE SUMMARY

ENGINEERING	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	-	-	-	-
Supplies & Materials	-	-	-	-
Repairs & Maintenance	-	-	-	-
Contractual Services	-	46,000	46,000	48,000
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	-	46,000	46,000	48,000

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Contractual Services: Expenses for contract City Engineer services.



ENGINEERING

01-5100

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
City Engineer (Contract)	0	1	1	1
DIVISION TOTAL	0	1	1	1

Note: The City contracts with Lockwood, Andrews and Newman, Inc. for engineering services. The City Engineer Representative is not included in the FTEs of the City.

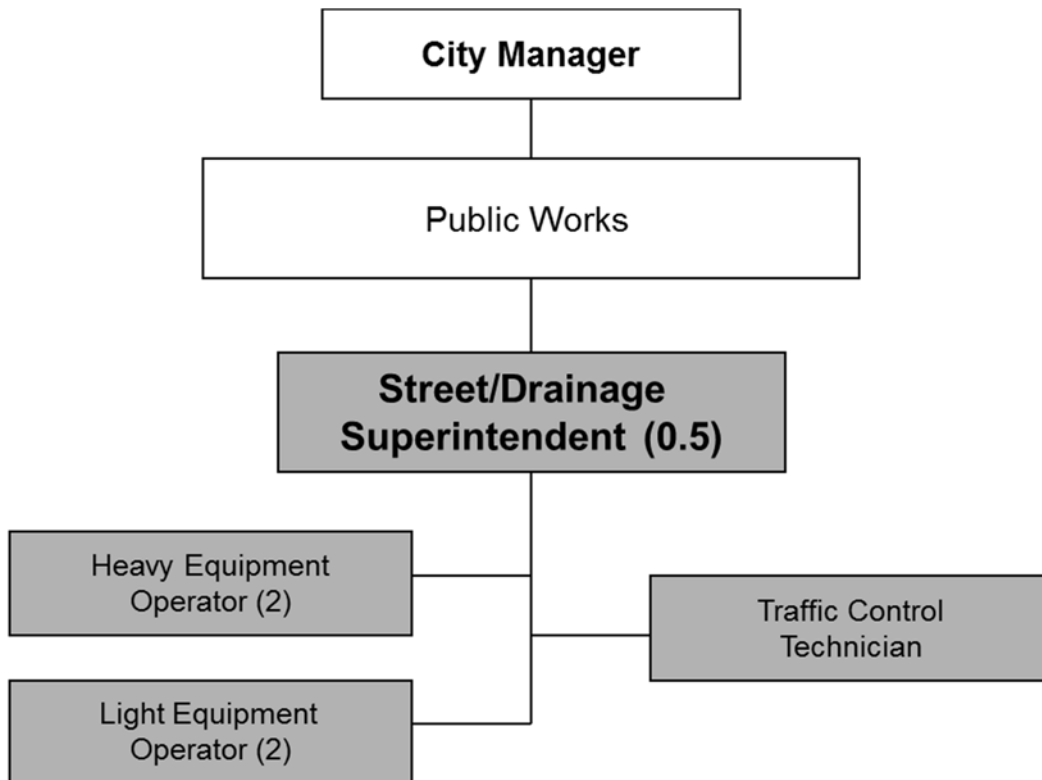
PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
# of Stormwater Education Outreaches (average of 3 hours each)	1	4	3	4
# of Completed City Projects	N/A*	6	4	14
EFFICIENCIES				
Operating Cost per Hour of Stormwater Education Outreach	N/A*	\$3,833	\$5,111	\$4,000
EFFECTIVENESS				
Reviewed and Updated Water Model	N/A*	Yes	Yes	Yes

* New Performance Measure - Data not available.

STREET



Left to Right: James Mullen (Superintendent); Jason Culbertson (Heavy Equipment Operator); Steven Hollenbeck (Light Equipment Operator); Billy Hope (Heavy Equipment Operator);



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 arise 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 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 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 2014

- Compacted and asphalted an average of 5 utility cuts per month.
- Installed and repaired an average of 31 traffic control signs per month.
- Installed 54 new signs for Heartwood Park subdivision, RG III Blvd & Tillman Way.
- Restriped the parking lots pavement markings at City Hall, CCPD and all 3 Fire Stations.
- Averaged 91 miles a month on the Street Sweeper.
- Called out a total of 6 days to spread sand for icy road conditions
- Provided support for Rabbit Festival, Kris Kindl Mart, Downtown Parties, Tough Cookie Decathlon, Cove Classic Bike Tour and Central Texas Bike Run.
- Completed shoulder work on Freedom Ln, Ogletree Pass, Pecan Cove Dr, N 1st St, East Washington Ave, Bradford Dr and East Ave B.
- Resolve drainage issue at the Public Library by installing concrete pad and a French Drain.
- Constructed new drive and parking lot at the new soccer field on Settlement Rd.
- Overlaid 32,241 square feet of road surface on Veterans Ave, Georgetown Rd, S 25th St, S 27th St and W Ave F.
- Added base and graded the parking lot and the upper roadway in the City Park plus the walking trails at Ogletree Pass Park.
- Repaired the gaps between the asphalt and curb/gutter on Colorado Dr by milling and replacing the asphalt.
- Milled and overlaid 9,757 square feet of roadway on Hardeman St and Allen St. Also seal coated 16,650 square feet of roadway on S 2nd St and Judy Ln.

CONTINUING OBJECTIVES

- Manage a street/road repair program to resolve the sunken street cuts and sliding asphalt issue throughout the City.
- Maintain a sweeper program by increasing mileage with better training and maintenance.

GOALS FOR FISCAL YEAR 2015

- Replace regulatory, warning and post mounted guide signs as they become unserviceable with the new TXDOT MUTCD complaint signs.
- Reestablish crack seal program to prevent moisture from entering cracks in the asphalt giving streets a longer life span.
- Establish a sidewalk prioritization program within the City for installing missing sidewalks.

STREET DEPARTMENT

01-5300

EXPENDITURE SUMMARY

STREET	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	181,322	197,769	197,769	220,889
Personnel Support	-	120	120	180
Supplies & Materials	31,921	38,360	38,360	34,975
Repairs & Maintenance	79,722	85,014	85,014	84,588
Contractual Services	251,436	286,575	286,575	295,622
Street Maintenance	251,520	390,273	390,273	-
Designated Expenses	52	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	795,972	998,111	998,111	636,254

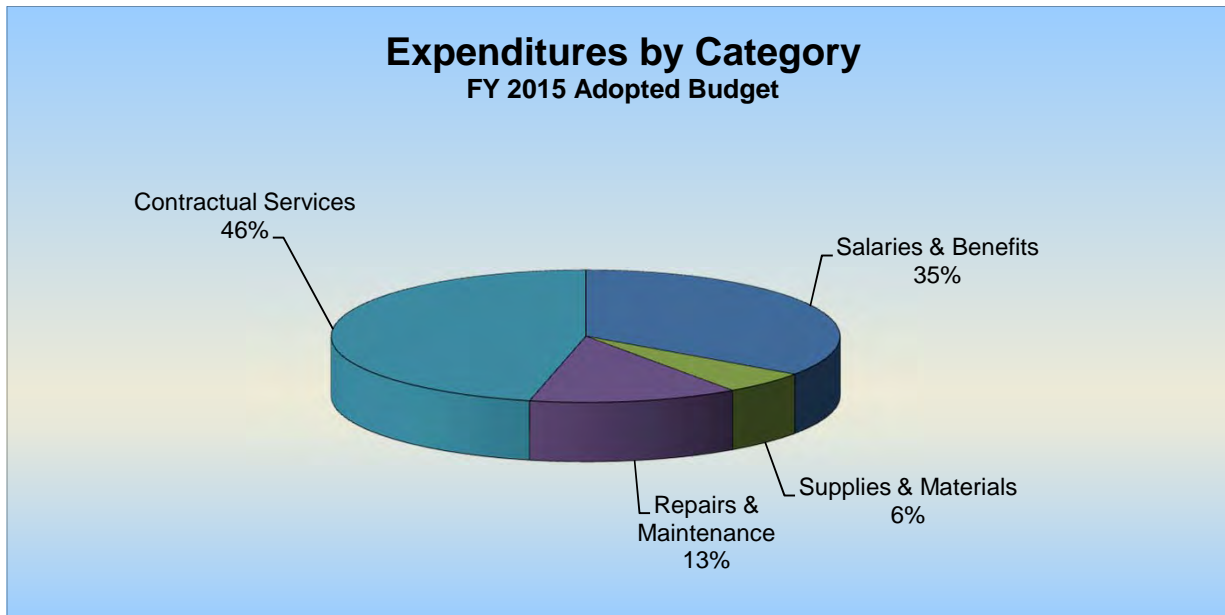
HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Include 2% COLA increase; and additional funding for employee insurance cost.

Decreases:

- Street Maintenance: Funded through the Transportation Fee in FY 2015.



STREET DEPARTMENT

01-5300

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 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	3	3	3	3
Street/Drainage Superintendent*	0	0.5	0.5	0.5
Street/Drainage Crew Leader	0.5	0	0	0
Traffic Control Tech II	0	1	1	1
Street Supervisor	0	0	0	1
DIVISION TOTAL	9.5	10.5	10.5	11.5

* The Street/Drainage Superintendent is funded 50/50 between Street and Drainage Utility departments in FY 2015.

Note: One Light Equipment Operator, the Street Supervisor, the three Light Equipment Operator/Crack Sealer/Herbicide and the Traffic Control Technician II positions are unfunded in FY 2015.

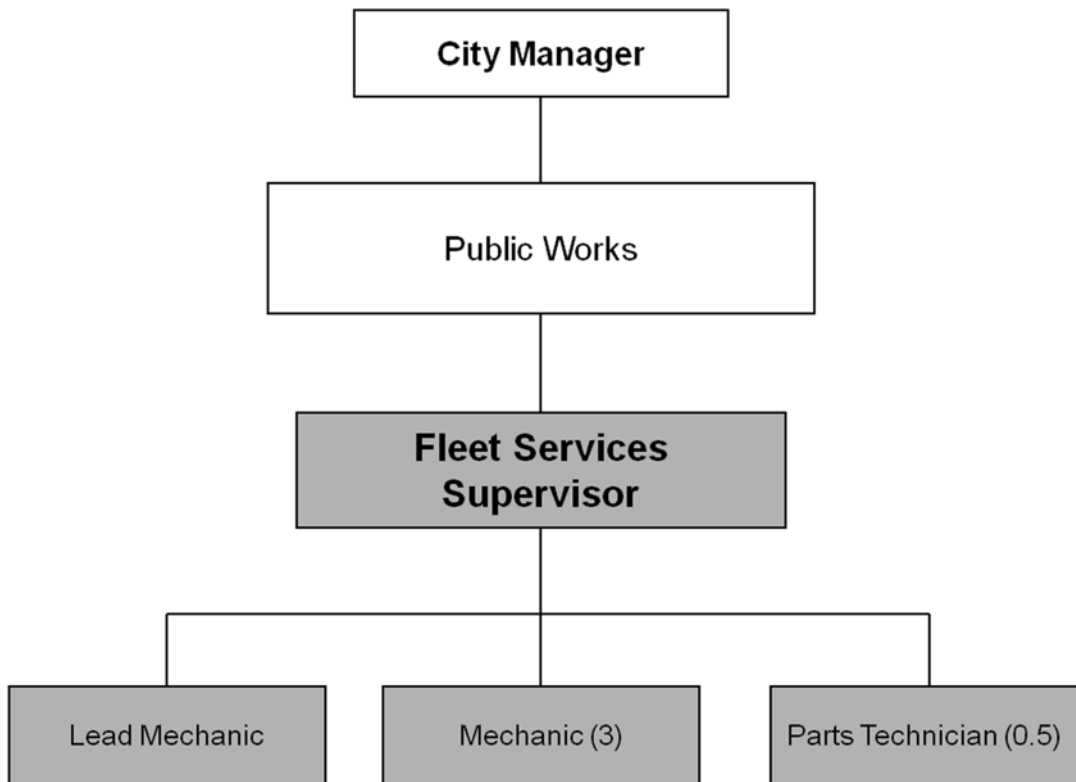
PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
Seal Coat Resurfacing (lane miles)	0.0	2.0	0.8	0.0
Asphalt Overlay (lane miles)	1.7	2.0	0.5	0.0
# of Utility Excavation Repairs	54	85	65	75
Street Sweeping (curb miles)	1,053	1,400	1,092	1,250
# of City Lane Miles	133.0	136.0	137.3	142.0
EFFICIENCIES				
Operating Cost Budgeted per City Lane Mile	\$5,985	\$7,339	\$7,270	\$4,481
EFFECTIVENESS				
% of Pothole and Utility Cut Requests Repaired within 48 Hours	91.0%	92.0%	94.0%	96.0%

** "Highlights" are not necessarily all-inclusive

FLEET SERVICES



Left to Right: Roger Bekkerus (Lead Mechanic); Jesse Mora (Mechanic) William Colby (Mechanic); Matt Hancock (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 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 2014

- Performed 400 preventive maintenance services.
- Performed 138 State Vehicle Inspections.
- Performed 216 Winterization Services.
- Completed 1,820 Work Orders internally, with shop sales of \$121,382.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2015

- 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

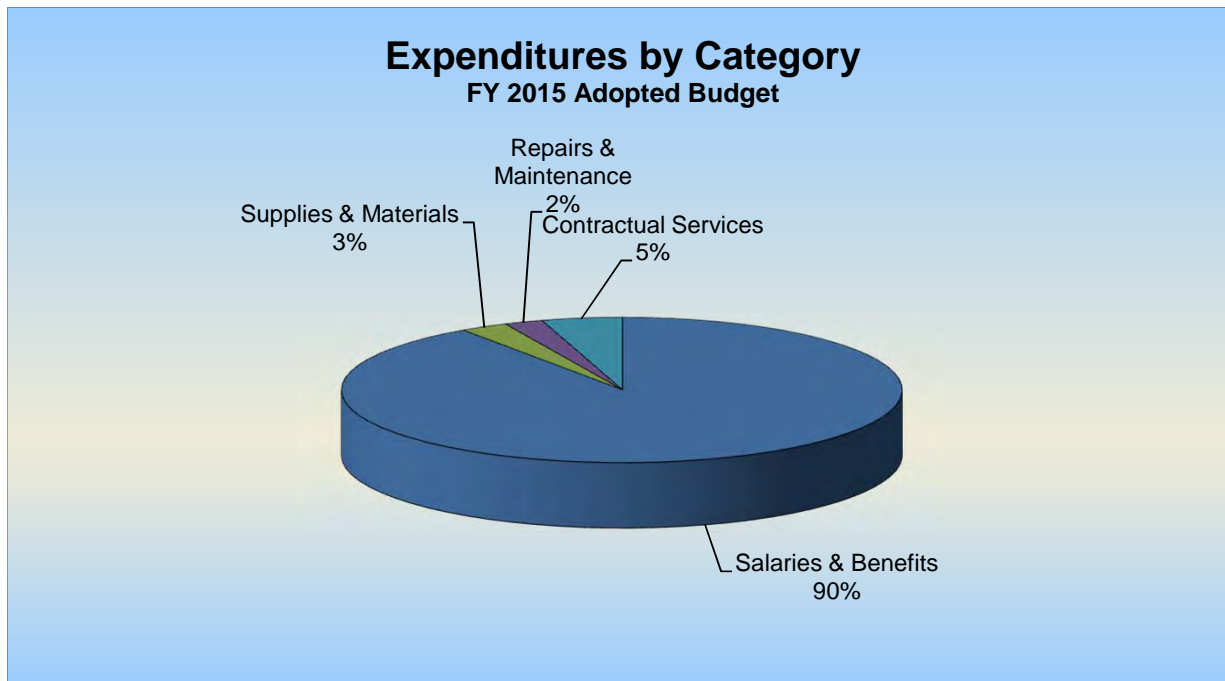
EXPENDITURE SUMMARY

FLEET SERVICES	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	236,508	251,418	251,418	253,046
Personnel Support	-	-	-	-
Supplies & Materials	8,111	8,380	8,380	7,656
Repairs & Maintenance	2,593	3,730	3,730	6,240
Contractual Services	8,575	12,873	12,873	12,973
Designated Expenses	52	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	255,839	276,401	276,401	279,915

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Include 2% COLA increase.



FLEET SERVICES

01-5500

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Parts Technician	1	1	1	1
Lead Mechanic	1	1	1	1
Mechanic	3	3	3	3
Fleet Services Supervisor	1	1	1	1
DIVISION TOTAL	6	6	6	6

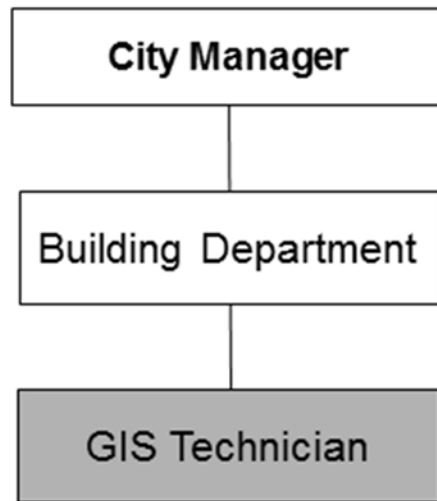
Note: The Parts Technician position consists of two (2) part-time positions; one (1) is unfunded in FY 2015.

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
# of Work Orders Completed	1,900	2,000	1,820	2,000
EFFICIENCIES				
Average Operating Cost per Work Order	\$135	\$138	\$152	\$140
EFFECTIVENESS				
Percentage Work Orders on Preventive Maintenance	99.0%	99.0%	99.0%	99.0%

PLANNING



Benjamin Smith III
(GIS Technician)



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

1 Full Time Employee 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 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.
- Promote and implement the Comprehensive Plan, including amendments to the Future Land Use and Thoroughfare Plan.

ACHIEVEMENTS FOR FISCAL YEAR 2014

- Supported more than 110 agenda items before the Commission, Council, and Board of Adjustment.
- Updated the City's zoning, city limit, and address maps.
- Coordinated builder/developer luncheons.
- Assisted in implementation of online GIS city wide mapping system.
- Built shapefile data with 3CGeo.

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, address database, and infrastructure library.
- Continue to improve plat application/development procedures and developer relations.
- Manage consulting Planning services within approved budget.
- Continue GIS website with 3CGeo.

GOALS FOR FISCAL YEAR 2015

- Update Development Services website to reflect changes in the development process.
- Assist with the ongoing implementation of the City's Storm Water Management Plan.
- Finalize the major update to the Zoning ordinance.
- Finalize and implement the Development Review Process.
- Begin update to the subdivision regulations.
- Support the City Manager's Workgroup for a Business 190 Master Plan.
- Support the Transportation Workgroup.
- Work with city staff to build database for the Copperas Cove Cemetery.

PLANNING

01-6100

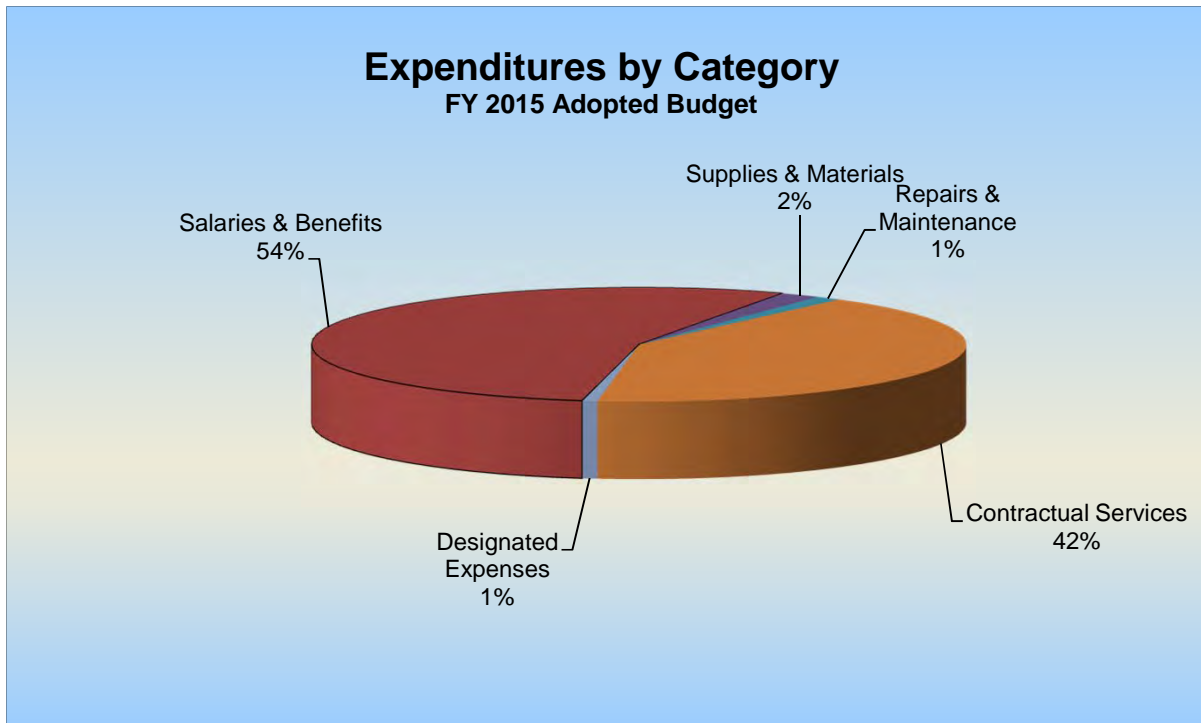
EXPENDITURE SUMMARY

PLANNING	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	1,662	77,713	77,713	72,062
Personnel Support	-	-	-	-
Supplies & Materials	778	1,148	1,148	2,624
Repairs & Maintenance	-	1,542	1,542	1,667
Contractual Services	91,187	103,699	103,699	54,970
Designated Expenses	2,465	729	729	1,000
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	96,092	184,831	184,831	132,323

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Decreases:

- Salaries & Benefits: Include 2% COLA increase for FY 2015; a Temp Administrative Assistant was funded in the Planning Department for a small portion of FY 2014.
- Contractual Services: The contract City Planner was funded for a portion of FY 2014.



PLANNING

01-6100

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Planner I	1	0	0	0
GIS Technician	0	1	1	1
Administrative Assistant	1	0	0	0
Planner Jr.	0	1	1	1
Development Services Secretary	0	1	1	1
DIVISION TOTAL	2	3	3	3

Note: In FY 2014, the GIS Technician position was moved from Public Works Administration to the Planning Department and the Planner I position was renamed Planner Jr. The Planner Jr and the Development Services Secretary positions are unfunded in FY 2015.

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
<i>OUTPUTS</i>				
# of Plats Processed	23	15	8	10
# of Zoning Changes Processed	7	5	5	5
# of Variance Requests Processed	5	5	6	5
<i>EFFICIENCIES</i>				
% of Responses to Zoning Verifications within One Day	100.0%	100.0%	100.0%	100.0%
% of Staff Reports to Boards at least 5 days in Advance	100.0%	100.0%	100.0%	100.0%
% of Adjoining Property Owners Letters Sent at Least 10 days Prior to Hearing	100.0%	100.0%	100.0%	100.0%
<i>EFFECTIVENESS</i>				
% of Plat Cases Processed to Completion within State Mandated Timelines without Error	100.0%	100.0%	100.0%	100.0%
% of Zoning Cases Processed to Completion without Error	100.0%	100.0%	100.0%	100.0%

** "Highlights" are not necessarily all-inclusive

BUILDING AND DEVELOPMENT



City of Copperas Cove



Left to Right: Christopher Tucker (Senior Building Inspector); Kathy Weber (Administrative Assistant); Mike Morton (Chief Building Official); Daniel Taylor (Public Improvements Inspector)



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

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 GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2014

- Permits issued through 8/6/2014:
 - 64 new Single Family Houses having a total valuation of \$8,466,890.
 - 16 Residential remodels for a total valuation of \$281,369.
 - 6 Multi-family Residential Houses having a total valuation of \$1,211,108.
 - 7 new Commercial Buildings having a total valuation of \$5,462,903.
 - 18 Commercial remodels for a total valuation of \$2,023,652.
 - 3,003 miscellaneous permits, including permits for sheds, fences, re-roofs, sign, lawn irrigation, electrical, plumbing, and mechanical for a total valuation of \$7,849,219.
- Completed 3,277 inspections as of 8/6/2014.

CONTINUING OBJECTIVES

- Provide education and certification opportunities for all Inspectors.
- Continue participation in luncheons for builders and developers.
- Support department personnel and promote a positive working environment.
- Promote continued education training program for department personnel.
- Maintain a good continuing education program for the inspectors.

GOALS FOR FISCAL YEAR 2015

- Develop a stronger working relationship between builders and the staff.
- Increase a positive work environment between department personnel.

BUILDING AND DEVELOPMENT

01-5200

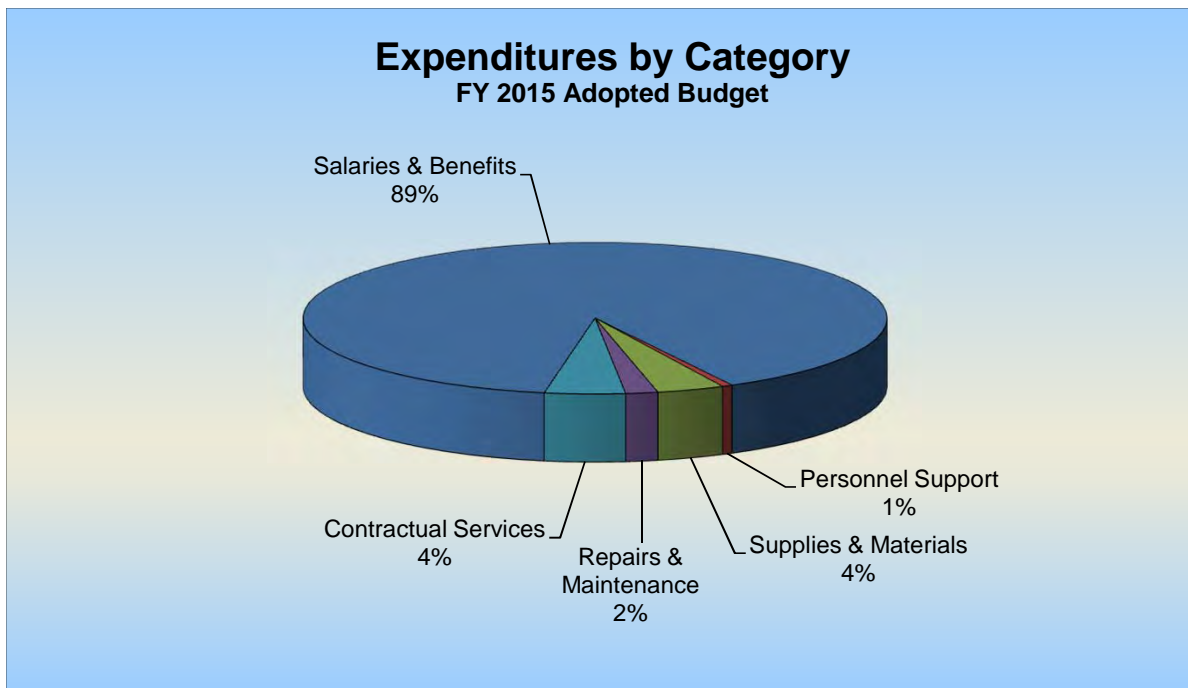
EXPENDITURE SUMMARY

	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
BUILDING AND DEVELOPMENT				
Salaries & Benefits	238,704	246,484	246,484	260,567
Personnel Support	-	1,635	1,635	1,680
Supplies & Materials	6,527	10,304	10,304	10,870
Repairs & Maintenance	8,109	4,910	4,910	5,169
Contractual Services	8,183	11,481	11,481	12,956
Designated Expenses	164	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	261,687	274,814	274,814	291,242

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Include 2% COLA increase for FY 2015.



BUILDING AND DEVELOPMENT

01-5200


STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 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	0
Public Improvements Inspector	1	1	1	1
Inspector/Development Review Specialist	0	0	0	1
DIVISION TOTAL	5	5	5	5

Note: In FY 2014, the Building Inspector position was renamed Building Inspector/Development Review Specialist, and is unfunded in FY 2015.

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
<i>OUTPUTS</i>				
# of Permits Issued	3,000	3,200	3,300	3,200
# of Inspections Performed	6,374	7,000	4,500	7,000
<i>EFFICIENCIES</i>				
Average Time to Process a Permit Application (minutes)	15	15	15	15
Average Time to Complete an Inspection (minutes)	25	25	25	25
<i>EFFECTIVENESS</i>				
% of Inspections Performed within 4 Working Hours of Request	98.0%	99.0%	99.0%	99.0%
Ensure all Building Projects Meet Recognized Standards for Building Safety and Code Compliance	99.0%	99.0%	99.0%	99.0%

** "Highlights" are not necessarily all-inclusive

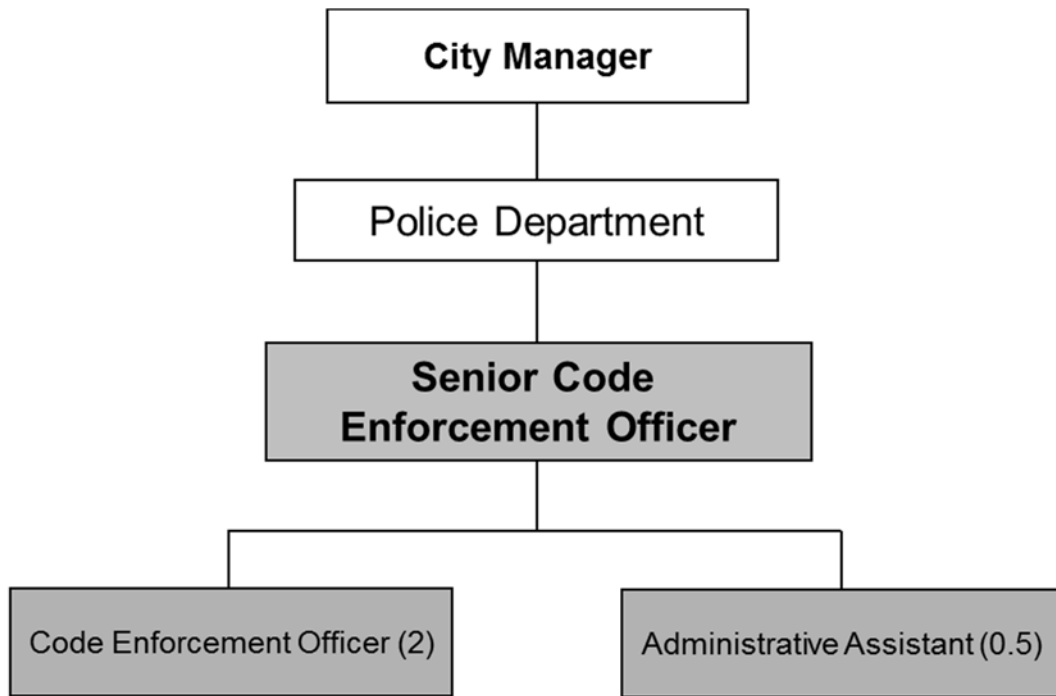
CODE AND HEALTH COMPLIANCE



City of Copperas Cove



Left to Right: Missy Alber (Part-time Administrative Assistant); Autumn Downing (Code Enforcement Officer); George Sinner (Senior 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.

3.5 Full Time Employees Funded

CODE AND HEALTH COMPLIANCE

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT GOALS

- Provide timely and efficient responses to code 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 2014

- Promoted Code Compliance Officer to the position of Senior Code Compliance Officer and trained a new Code Compliance Officer following an internal transfer.
- Certified and trained all Code Compliance Officers as Texas State Food Managers.
- Moved the department from the City Hall location to an independent facility located at 221 West Avenue D.
- Automated the Code Compliance statistic tracking and the health record/inspection tracking system to ensure all inspections are completed on time and reducing manual searching at no cost to the city.
- Completed and presented the very first edition of the Code Compliance Annual Report.
- Received and managed an estimated 2,900 code complaints.
- Conducted four food handler courses for approximately 120 food service employees.
- Certified 342 food handlers through online classes and five food managers after adopting the online Food Manager Course.
- Provided health inspections and food handler permits for food vendors at community events such as Rabbit Fest, Krist Kindl Markt, and others.
- Completed 209 food establishment health inspections, 18 Certificate of Occupancy inspections, and 19 foster/adoption inspections.
- Conducted a workshop and public hearings for updates to Chapter 20, Article III, Section 16 of the Copperas Cove Code Zoning Ordinances for the keeping of livestock to include domestic fowl.
- Participated in community events such as Meet the City, Eco Harvest, and the Citizens Police Academy.
- Coordinated the abatement of debris abandoned by the owner following a major apartment fire utilizing the efforts of City employees and local volunteers at a minimal cost to the City.
- Coordinated the abatement of three separate properties abandoned by hoarders at no cost to the City.
- Completed three commercial property graffiti abatements at no cost to the businesses with the use of City employees and local volunteers.

CONTINUING OBJECTIVES

- Strive for 100% compliance on safety and health complaints.
- Provide for continuing education and certification opportunities for Code Compliance Officers.
- Ensure all food service health and foster/adoption inspections are completed in a timely and uniform manner.
- Improve the quality of life for all citizens and enhance the appearance of the City.

GOALS FOR FISCAL YEAR 2015

- Continue efforts on public education and awareness.
- Become more active in community events and programs.
- Increase pro-active efforts to manage the Code Compliance program.
- Ensure all food service establishments stay current on annual food service inspections, permits, and fees.
- Complete continuing education courses to stay updated on all new Texas Food Establishment and Code Enforcement Laws.

CODE AND HEALTH COMPLIANCE

01-7200

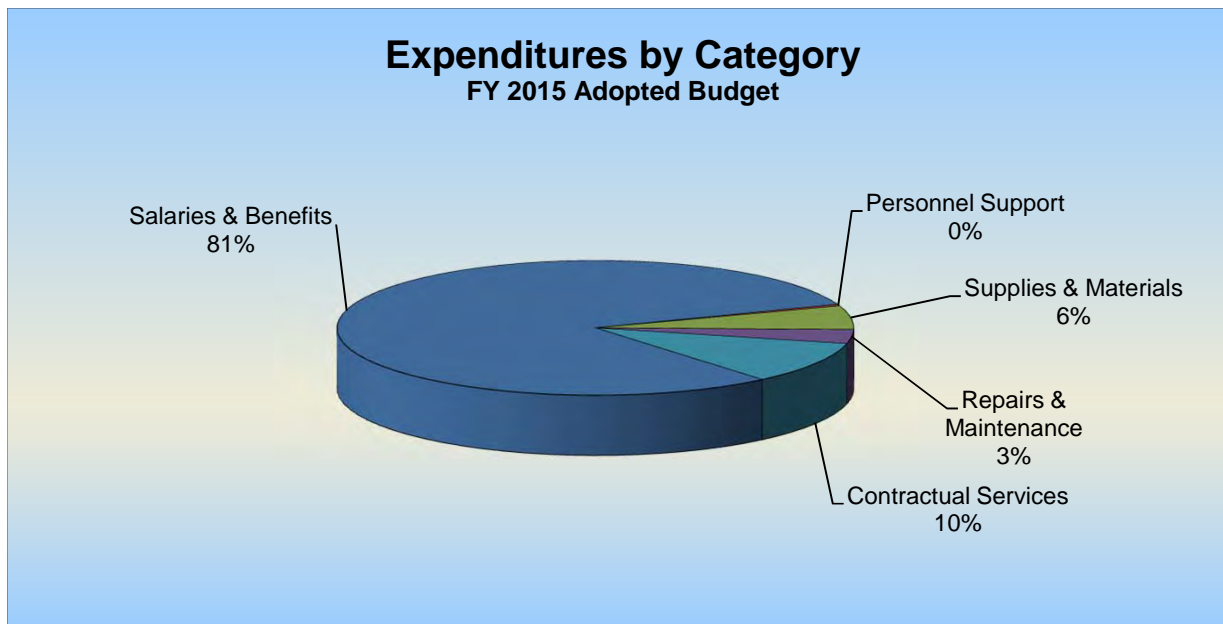
EXPENDITURE SUMMARY

CODE AND HEALTH COMPLIANCE	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	126,777	149,402	149,402	152,197
Personnel Support	-	990	990	720
Supplies & Materials	6,723	7,442	7,442	10,800
Repairs & Maintenance	2,480	5,467	5,467	6,303
Contractual Services	11,607	17,239	17,239	19,188
Designated Expenses	77	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	147,664	180,540	180,540	189,208

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: 2% COLA increase for FY 2015.



CODE AND HEALTH COMPLIANCE

01-7200

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Senior Code Compliance Officer	1	1	1	1
Code Compliance Officer	2	4	4	4
Health Inspector	1	0	0	0
Administrative Assistant	0.5	0.5	0.5	1
DIVISION TOTAL	4.5	5.5	5.5	6

Note: The Administrative Assistant position consists of two (2) part-time positions. For FY 2015, two (2) Code Enforcement Officer positions and one (1) part-time Administrative Assistant position are unfunded.

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
# of Complaints Received and Investigated	3,500	4,000	2,900	3,000
EFFICIENCIES				
Complaints per Code Enforcement Officer/Health Inspector	1,750	4,000	2,900	3,000
EFFECTIVENESS				
% of Complaints Resulting in Voluntary Compliance	95.0%	98.0%	95.0%	95.0%

** "Highlights" are not necessarily all-inclusive

PARKS AND RECREATION ADMINISTRATION



Left to Right: Joseph Pace (Director of Parks and Recreation); Ashley Borchers (Recreation Specialist/Administrative Assistant)



The mission of Parks and Recreation 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.

2 Full Time Employees Funded

PARKS AND RECREATION ADMINISTRATION

PROGRAM DESCRIPTION

The Parks and Recreation Department is responsible for planning, constructing and managing parks, recreation facilities and open space within the community. This department develops and administers recreation, athletic, aquatic and leisure programs which allow participants to develop both mental and physical skills as well as become involved in community activities. The department works cooperatively with other departments and organizations (i.e. Police, Fire, Keep Copperas Cove Beautiful, CCISD, Chamber of Commerce, 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 approximately 400 acres of parkland and the administration and maintenance of the municipal cemetery.

MAJOR DEPARTMENT 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 2014

- Ensured 100% volunteer youth sports coaches completed certification and background checks.
- Maintained City Cemetery Maintenance areas.
- City Council approved Cemetery Advisory Board by-laws, bi-monthly scheduled meetings.
- City Council approved Youth Advisory Council by-laws.
- Adopted and named new park: Rhode Park.
- Obtained two Park and Recreation Sponsors.

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 2015

- Strengthen partnerships with outside organizations.
- Develop Standards of Operations for department.
- Implement and support city wide special events.
- Improve advertising for all sports and special events in the Central Texas Area.
- Certify all Parks and Recreation employees in CPR.

PARKS AND RECREATION - ADMINISTRATION

01-5400

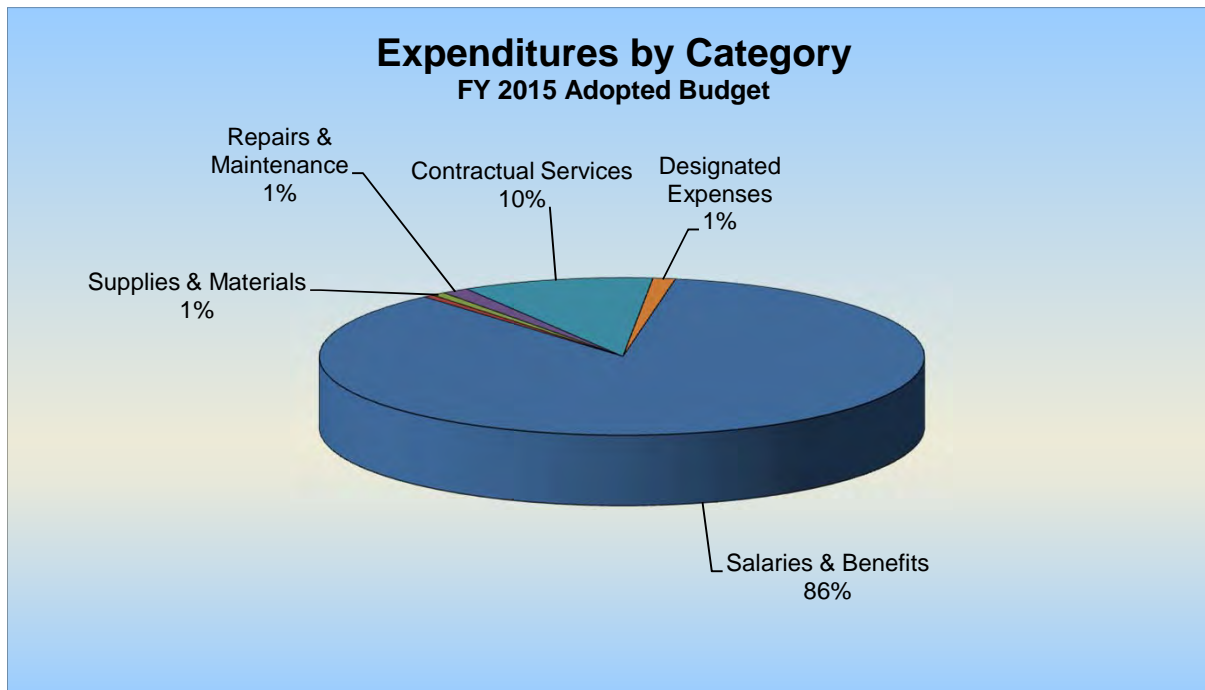
EXPENDITURE SUMMARY

PARKS AND RECREATION - ADMINISTRATION	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	138,234	142,012	142,012	144,081
Personnel Support	570	960	960	960
Supplies & Materials	65	2,043	2,043	1,227
Repairs & Maintenance	2,086	3,023	3,023	2,410
Contractual Services	38,706	15,025	15,025	17,120
Designated Expenses	70	2,248	2,248	2,000
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Other Expenditures	-	-	-	-
Total	179,731	165,311	165,311	167,798

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Include 2% COLA increase for FY 2015.



** "Highlights" are not necessarily all-inclusive

PARKS AND RECREATION - ADMINISTRATION

01-5400

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Recreation Specialist/Administrative Assistant	1	1	1	1
Director of Parks and Recreation	1	1	1	1
DIVISION TOTAL	2	2	2	2

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
# of Athletic Games Scheduled	1,176	1,400	1,218	1,000
# of Participants in Recreation Programs	29,018	32,645*	30,000	31,000
EFFICIENCIES				
Parks and Leisure Total Operating Cost per Capita	\$34.57	\$39.69	\$39.69	\$37.28
EFFECTIVENESS¹				
Parks and Leisure Overall Customer Satisfaction	4.1	4.5	4.1	4.2

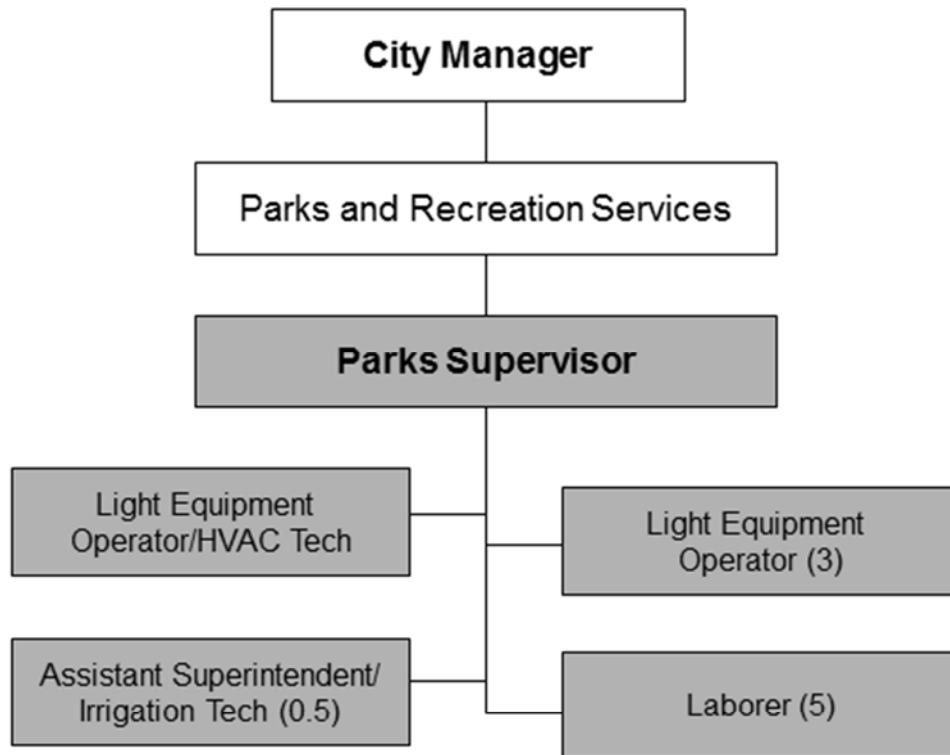
¹ On a scale from 1 to 5 (5 being the highest); new survey not completed in FY 2014.

* Increase due to expanding Parks and Recreation advertising to Fort Hood Military Base.

PARKS AND RECREATION MAINTENANCE



Left to Right: Tom Camacho (Light Equipment Operator); Trudy Chapman (Laborer); Kevin Bell (Light Equipment Operator); Anibal Figueroa (Laborer); Jerry Stanley (Light Equipment Operator/HVAC Technician); Rocky Sheffield (Laborer); Gene Williams (Parks Supervisor); Dan Woolard (Light Equipment Operator); Joseph Ngiraklang (Laborer)



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

10.5 Full Time Employees Funded

PARKS AND RECREATION MAINTENANCE

PROGRAM DESCRIPTION

The Parks and Recreation 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 389 acres of parkland and the administration and maintenance of the municipal cemetery.

MAJOR DEPARTMENT 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 the two (2) City Pools.

ACHIEVEMENTS FOR FISCAL YEAR 2014

- Maintained and repaired facilities throughout park system.
- Maintained 389 acres of park property.
- Provided support for special events to include private parties, City sponsored and military functions.
- Provided maintenance and cleanup support for Rabbit Fest.
- Cleaned and prepared Civic Center for special events.
- Assisted City Departments with movement of office furniture to new buildings.
- Remolded Field 4 Bathroom in City Park.
- Adopted maintenance of Rhode Park.
- Removed 10 diseased trees from Heritage Park.
- Removed/relocated a bee hive from City Park and a bee hive in South Park.
- Refilled wooden engineering fiber in two playscapes in City Park.
- Relocated six (6) air conditioning units from old City Hall to other City department buildings.
- Assisted Information Systems Department in installing the digital sign at the Civic Center.

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.
- Advise City Manager, Director of Parks and Recreation, and the Planner on proposed new parks.
- Continue to renovate the RV Park.

GOALS FOR FISCAL YEAR 2015

- Pave High Chaparral Park parking lot.
- Upgrade equipment in neighborhood parks.
- Complete irrigation system at High Chaparral Park.
- Expand the playing surface of Field 8 in City Park.
- Install irrigation system at the Soccer Field located in Rhode Park.

PARKS AND RECREATION - MAINTENANCE

01-5410

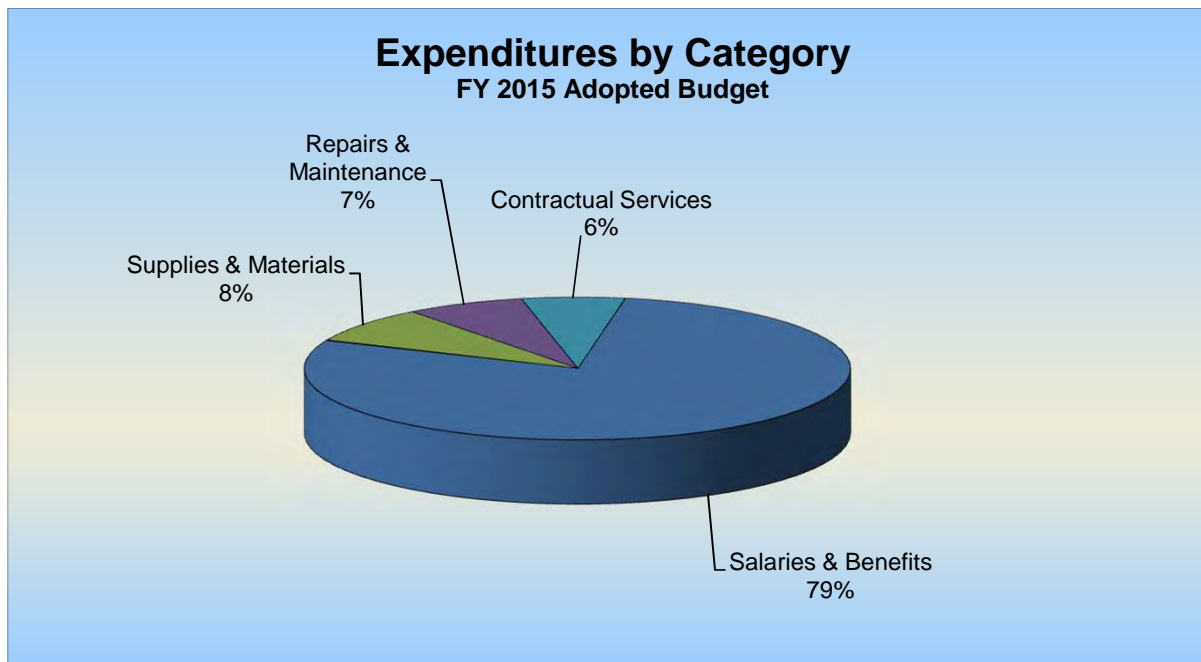
EXPENDITURE SUMMARY

	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
PARKS AND RECREATION - MAINTENANCE				
Salaries & Benefits	314,569	361,662	361,662	397,751
Personnel Support	-	788	788	900
Supplies & Materials	34,814	40,484	40,484	41,011
Repairs & Maintenance	33,122	43,896	43,896	35,607
Contractual Services	27,727	34,240	34,240	30,895
Designated Expenses	120	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	410,351	481,070	481,070	506,164

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Include 2% COLA increase; and additional funding for employee insurance cost.



** "Highlights" are not necessarily all-inclusive

PARKS AND RECREATION - MAINTENANCE

01-5410

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Parks Supervisor	1	1	1	1
Light Equipment Operator/HVAC Tech	1	1	1	1
Light Equipment Operator	3	3	3	3
Laborer	6	6.5	6.5	7.5
Assistant Superintendent/Irrigation Tech	0	0.5	0.5	0.5
DIVISION TOTAL	11	12	12	13

*Beginning FY 2014, the Assistant Superintendent/Irrigation Tech is funded 50/50 between Parks Maintenance and Golf Maintenance departments.

Note: The Laborer position consists of seven (7) full-time Laborer positions and one (1) part-time Laborer position, in which two (2) full-time and the part-time Laborer positions are unfunded in FY 2015.

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
<i>OUTPUTS</i>				
# of Acres Maintained	385	385	389	389
# of Pools Maintained	3	3	2	2
# of Fields Maintained	9	9	9	9
Cemeteries Maintained	1	1	1	1
# of Events Parks Staff Assisted With	35	35	35	35
<i>EFFICIENCIES</i>				
Parks Maintenance Operating Cost per Capita	\$12.70	\$14.89	\$14.89	\$15.67
<i>EFFECTIVENESS¹</i>				
Park Maintenance Customer Satisfaction	3.3*	4.0	3.3*	4.0

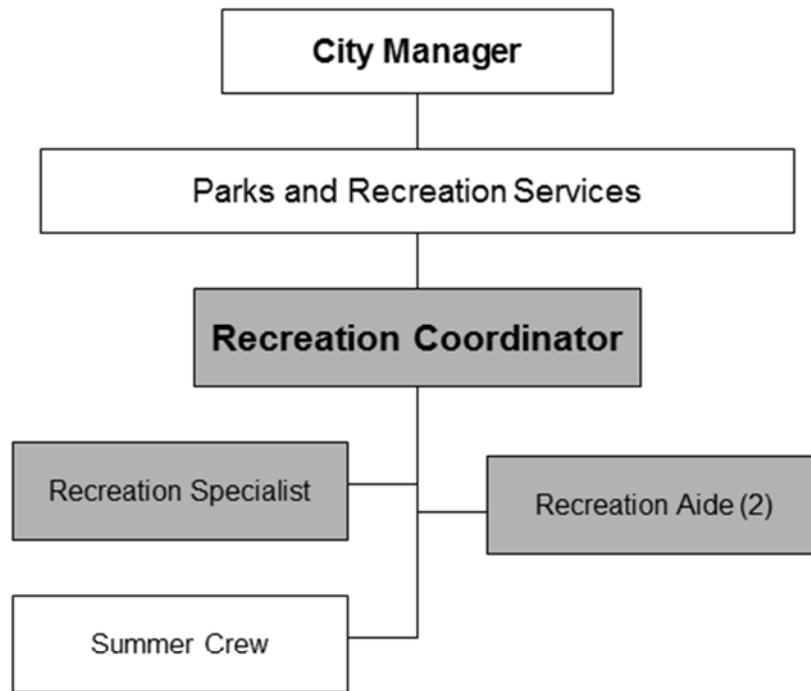
¹ On a scale from 1 to 5 (5 being the highest).

* New survey not completed by participants in various Parks and Recreation Programs.

PARKS AND RECREATION ATHLETICS



Left to Right: Corey Huffman (Part-time Recreation Aide); Caycee Hauck (Recreation Specialist); Hunter Roseberry (Part-time Recreation Aide); Brandon Nielson (Part-time Recreation Aide)



The mission of the Parks and Recreation 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 RECREATION – ATHLETICS

PROGRAM DESCRIPTION

The Parks and Recreation Athletics 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 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 2014

- Conducted Youth Basketball program with 450 participants.
- Conducted Youth Soccer program (two sessions) with 787 participants.
 - Hosted two sessions of Challenger Sports - British Soccer Camp.
- Conducted Adult Softball program for the summer and fall seasons with 21 teams.
- Conducted Youth Baseball/Softball programs with 707 participants.
 - Hosted MLB Pitch, Hit and Run Local Competition.
- Coordinated Annual Rabbit Festival Adult Softball Tournament with 21 teams.
- Coordinated Spring and Summer Camp with 507 participants.
- Conducted Youth Tackle Football program with 193 participants.
 - Promoted Blue Santa Toy Drive.
- Conducted Youth Flag Football program with 223 participants.
 - Hosted NFL Punt, Pass, and Kick Local Competition.
- Conducted Youth Volleyball program with 137 participants.
- Conducted Start Smart Program (basketball, football, soccer, baseball) with 50 participants.
- Hosted a 2014 Texas Teenage Softball 12U State Tournament consisting of 20 teams, 42 games played.

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.
- Continue to host district and regional sporting events with CCISD to generate revenue and interest while strengthening relations with school district.

GOALS FOR FISCAL YEAR 2015

- Seek Scoreboard Donations for City Park.
- Seek outside funding and sponsorship program to promote improvements to department.
- Bid for tournaments to establish Copperas Cove into a regional hub for athletics.
- Develop Marketing Plan for Parks and Recreation Department.

PARKS AND RECREATION - ATHLETICS

01-5420

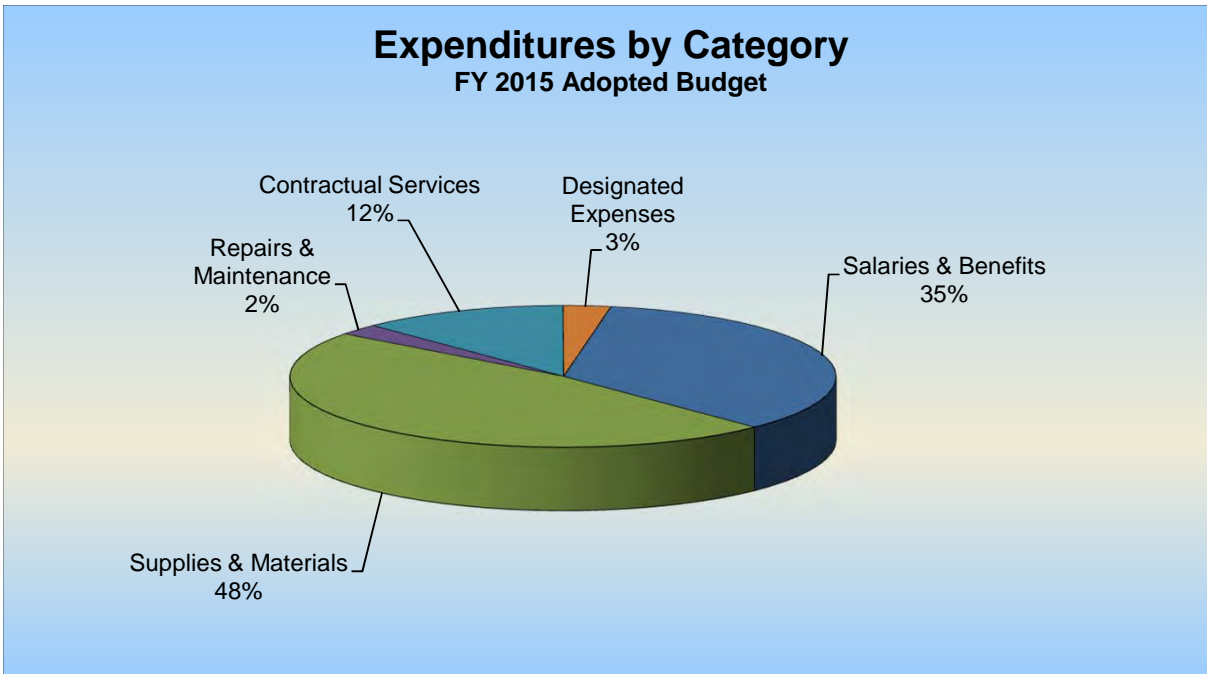
EXPENDITURE SUMMARY

PARKS AND RECREATION - ATHLETICS	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	167,186	172,325	169,597	124,451
Personnel Support	-	2,520	2,520	-
Supplies & Materials	149,915	179,558	182,286	169,213
Repairs & Maintenance	502	10,486	10,486	8,897
Contractual Services	47,921	49,135	49,135	43,605
Designated Expenses	7,297	10,000	10,000	10,000
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	372,820	424,024	424,024	356,166

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Decreases:

- Salaries & Benefits: Include 2% COLA increase. All seasonal temp positions, and two (2) part-time Recreation Aide positions are unfunded in FY 2015.
- Personnel Support: Marketing materials cost is unfunded in FY 2015.
- Supplies & Materials: For FY 2015, the following programs are unfunded: Kickball, Adult Softball, and Day Camp.



PARKS AND RECREATION - ATHLETICS

01-5420

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Recreation Specialist	1	1	1	1
Recreation Coordinator	1	1	1	1
Recreation Aide	2.5	2.5	2.5	2.5
DIVISION TOTAL	4.5	4.5	4.5	4.5

Note: The Recreation Aide position consists of five (5) part-time positions; two (2) are unfunded in FY 2015.

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
# of Tackle Football Participants	212	250	193	220
# of Youth Basketball Participants	364	400	450	450
# of Youth Baseball and Softball Participants	642	700	707	710
# of Soccer Participants	716	800	787	800
# of Flag Football Participants	279	300	223	300
# of Coaches Certified	427	450	430	430
EFFICIENCIES				
Athletics Department Operating Cost per Capita	\$11.54	\$13.13	\$13.13	\$11.03
% of Coaches Certified	100.0%	100.0%	100.0%	100.0%
EFFECTIVENESS¹				
Athletics Customer Satisfaction	3.2	4.0	3.2*	4.0

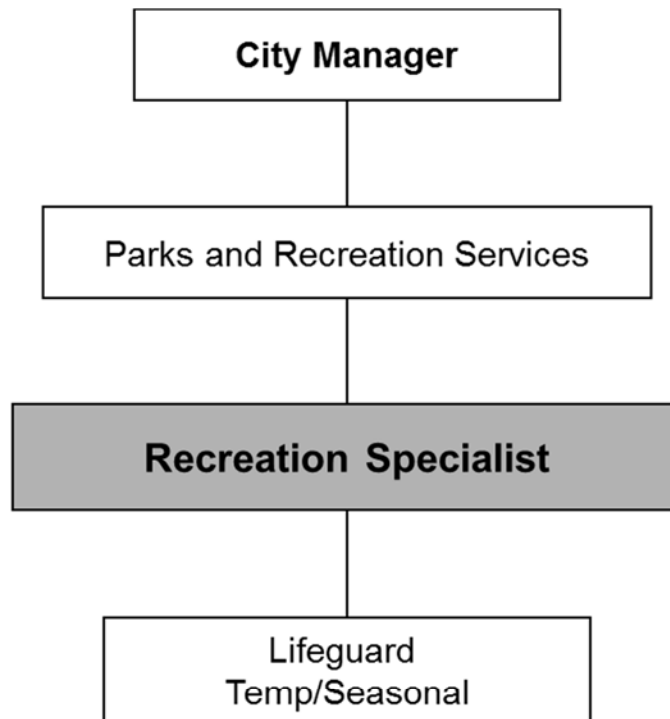
¹ On a scale from 1 to 5 (5 being the highest).

* New survey not completed in FY 2014.

PARKS AND RECREATION AQUATICS



Kari Dominowski
(Recreation Specialist)



The mission of the Parks and Recreation 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 RECREATION – AQUATICS

PROGRAM DESCRIPTION

The Parks and Recreation Aquatics Department is responsible for promoting, renting and maintaining of pools and 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 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 2014

- Conducted swimming lessons for 5 levels of ability.
- Conducted water aerobics classes with different levels of difficulty.
- Conducted monthly in-service training for lifeguards.
- Rented 76 Pool Reservations.
- Meet required ADA Standards at both City Park and South Park facilities.

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 2015

- Publish Policy and Rules Manual.
- Develop handbook for Lifeguards and Pool Managers.
- Implement a daily survey program to obtain data from the public for the purpose of improving programs.
- Increase swim lesson participation.
- Keep an open application process for Lifeguards throughout the Spring and Summer to ensure proper coverage of pools through Labor Day Weekend.

PARKS AND RECREATION - AQUATICS

01-5430

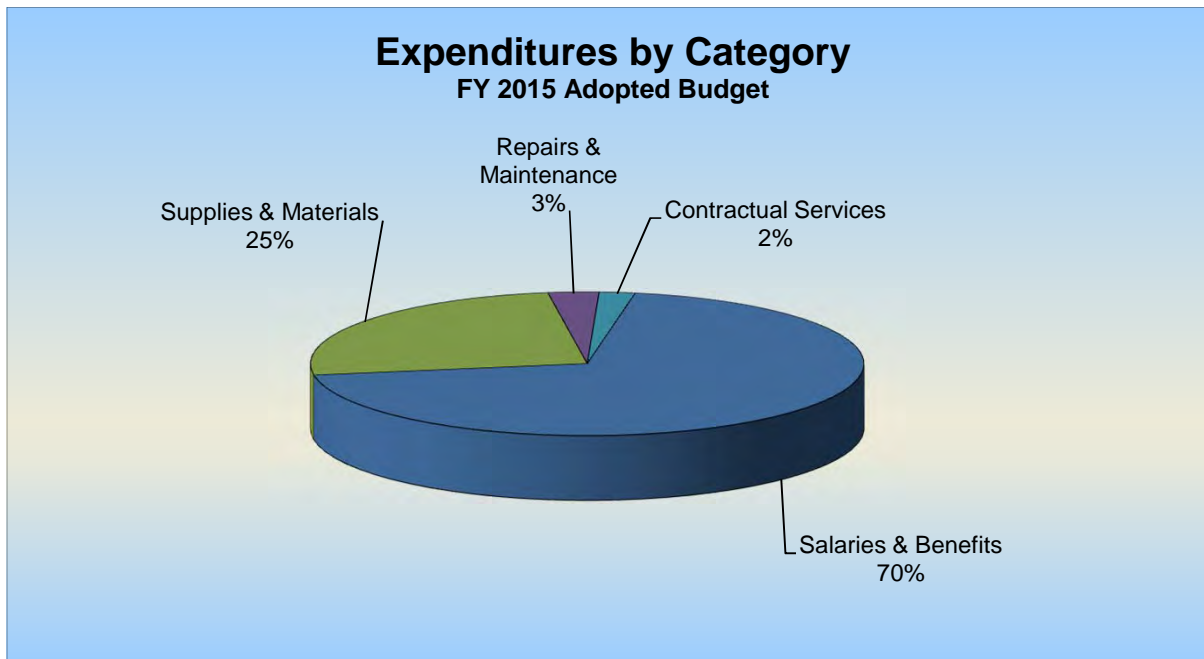
EXPENDITURE SUMMARY

PARKS AND RECREATION - AQUATICS	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	78,624	118,172	118,172	99,131
Personnel Support	-	-	-	-
Supplies & Materials	31,684	38,035	39,215	36,006
Repairs & Maintenance	2,587	3,877	2,697	4,217
Contractual Services	7,633	10,563	10,563	2,977
Designated Expenses	30	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	120,558	170,647	170,647	142,331

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Decreases:

- Salaries & Benefits: Include 2% COLA increase. Seasonal temp positions cost was reduced by \$24,364.
- Contractual Services: For FY 2015, funding consists of advertising (\$700), professional development (\$919), and uniforms (\$1,358) costs.



PARKS AND RECREATION - AQUATICS

01-5430

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Recreation Specialist	1	1	1	1
DIVISION TOTAL	1	1	1	1

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
# of Patrons through the Gate for Public Swim	15,245	17,000	13,125	15,000
# of Students in Swim Lessons	352	425	264	300
# of Private Parties	79	90	76	76
# of Patrons in Water Fitness Classes	5,125	5,500	4,767	5,000
EFFICIENCIES				
Aquatics Department Operating Cost per Capita	\$3.73	\$5.28	\$5.28	\$4.41
EFFECTIVENESS¹				
Public Swim Customer Satisfaction	3.8	4.0	3.8*	4.2
Swim Lessons Customer Satisfaction	4.2	4.5	4.2*	4.2

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

* New survey not completed in FY 2014.

PARKS AND RECREATION SPECIAL EVENTS



The Special Events Division of Parks and Recreation 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.



Fishing in the Park



Easter Egg Roundup



Safe Trick and Treat



Christmas Tree Lighting

PARKS AND RECREATION - SPECIAL EVENTS

01-5440

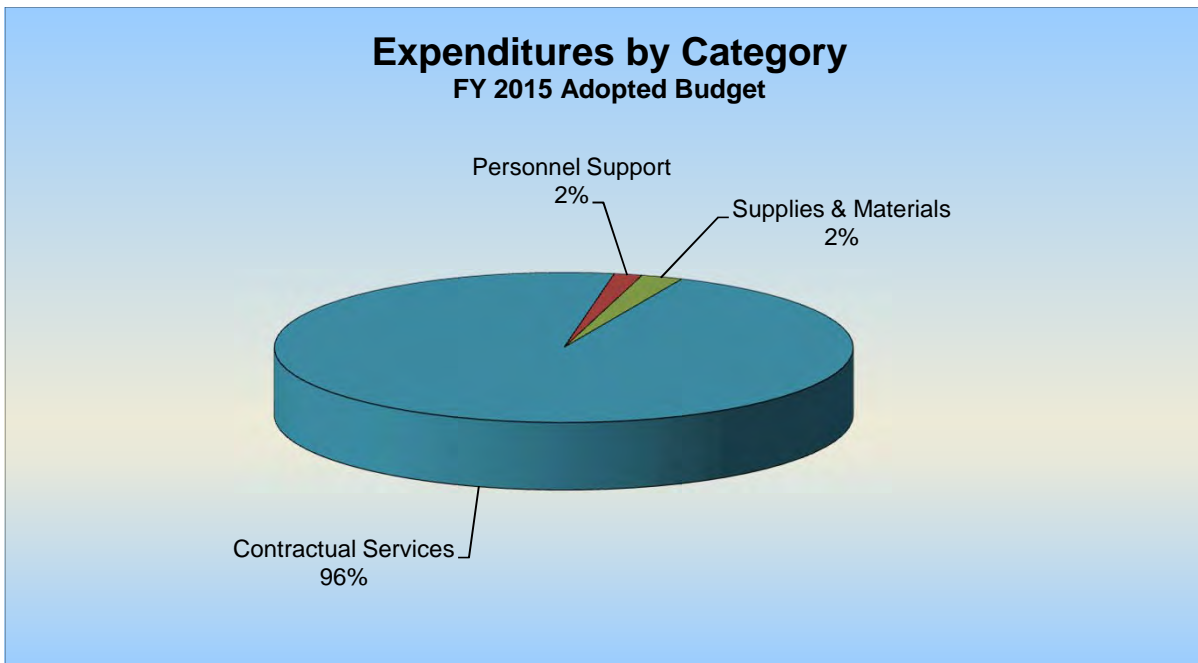
EXPENDITURE SUMMARY

	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
PARKS AND RECREATION - SPECIAL EVENTS				
Salaries & Benefits	-	-	-	-
Personnel Support	421	500	500	500
Supplies & Materials	-	1,000	1,000	740
Repairs & Maintenance	-	-	-	-
Contractual Services	32,603	39,378	39,378	30,600
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	33,024	40,878	40,878	31,840

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Decreases:

- Contractual Services: For FY 2015, funding consists of advertising (\$1,200), utilities for Civic Center, Allin House, Ogletree, and Fester House (\$20,400), and funding for the various annual events (\$9,000).



PARKS AND RECREATION - SPECIAL EVENTS

01-5440

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
# of Safe Trick or Treat Participants	3,500	4,000	4,200	4,500
# of Easter Egg Hunt Participants	4,100	5,000	2,000	2,500
# of Christmas Tree Lighting Participants	520	600	500	550
# of Polar Bear Swim Participants	52	70	31	50
# of Fishing in the Park Participants	350	400	400	500
EFFICIENCIES				
Operating Cost per Capita for Special Events	\$1.02	\$1.27	\$1.27	\$0.99
EFFECTIVENESS¹				
Special Events Customer Satisfaction	4.2	4.5	4.2*	4.2

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

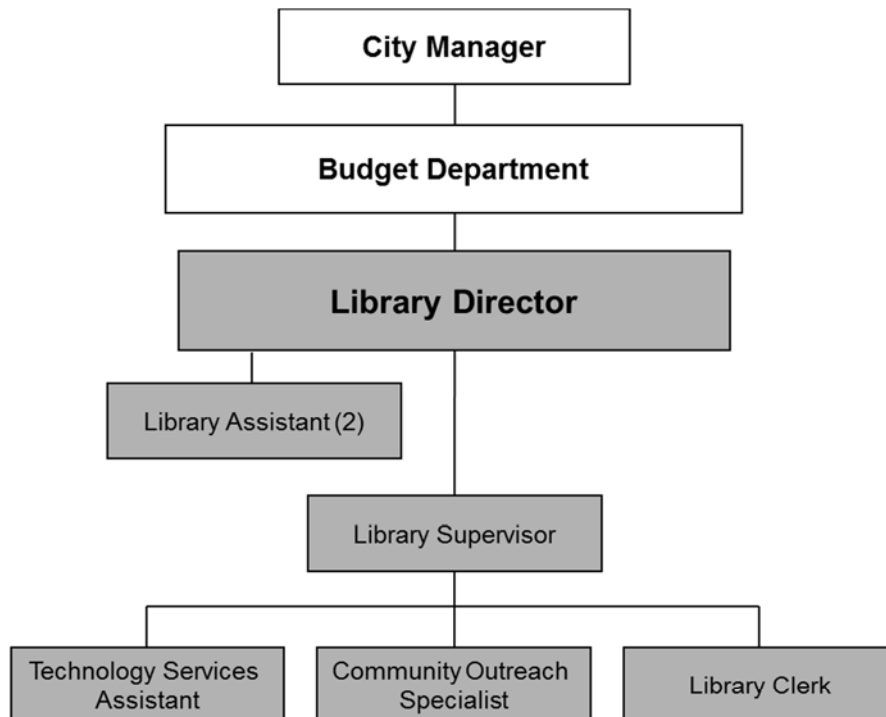
* New survey not completed in FY 2014.



LIBRARY



First Row: Kathy Jenkins (Library Clerk); Amanda Smith (Technical Services Assistant); Anita Schultz (Library Assistant III); Becky Johnson (Comm, Outreach)
Second Row: Martha Dye (Library Assistant); Kevin Marsh (Library Director); Suzanne Karns (Technical Services Assistant); Valerie Reynolds (Library Supervisor); Kendra Madison (Library Clerk)



The mission of the Copperas Cove Public Library is to provide outstanding information services to the entire community in a welcoming and highly functional environment.

7 Full Time Employees Funded
 (Note: Technology Services Assistant and Library Clerk positions are each made up of two part-time positions.)

LIBRARY DEPARTMENT

PROGRAM DESCRIPTION

The mission of the Copperas Cove Public Library is to provide outstanding information services to the entire community in a welcoming and highly functional environment. 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 a wide range of programs for infants, children, teens, and adults.

MAJOR DEPARTMENT GOALS

- Stimulate the use of library services by new residents, current non-users, the business community, city staff, and diverse community organizations.
- Help the community to make optimal use of evolving information technologies.
- Encourage and support recreational reading for all age groups.
- Provide world-class information service with accurate information on a broad array of topics related to work, school and life.

ACHIEVEMENTS FOR FISCAL YEAR 2014

- Maintained accreditation by the Texas State Library & Archives Commission.
- Provided access to e-book, and downloadable e-materials.
- Completed a 5-year Technology Plan.
- Provided informative programs on diverse topics for individuals and families.
- Revised library policies and City Ordinance to eliminate referrals to Municipal Courts for overdue library materials.
- Selected and migrated to a new Public Access Computer management system.
- Contracted for comprehensive roof repair and multiple HVAC replacements.
- Selected and acquired hundreds of new items for the collection and weeded out hundreds of obsolete or outdated items.

CONTINUING OBJECTIVES

- Continue to select and circulate high-demand information resources in book, audiobook, DVD, e-book and other formats.
- 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 2015

- Complete Floor Space plans.
- Migrate to a new Wi-Fi management system.
- Revise and update all library policies and procedures.
- Create Technology Petting Zoo.
- Give presentations at multiple community organizations.
- Weed out under-used materials so that less than 5% of the Youth Fiction and 15% of the Adult Fiction collections is over 20 years old.

LIBRARY

01-7100

EXPENDITURE SUMMARY

LIBRARY	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	238,922	280,802	280,802	294,320
Personnel Support	109	364	364	394
Supplies & Materials	19,346	22,141	18,151	8,040
Repairs & Maintenance	28,568	30,848	34,893	18,935
Contractual Services	55,138	67,093	71,978	66,830
Designated Expenses	468	40	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	28,955	26,000	26,000	4,000
Total	371,507	427,288	432,188	392,519

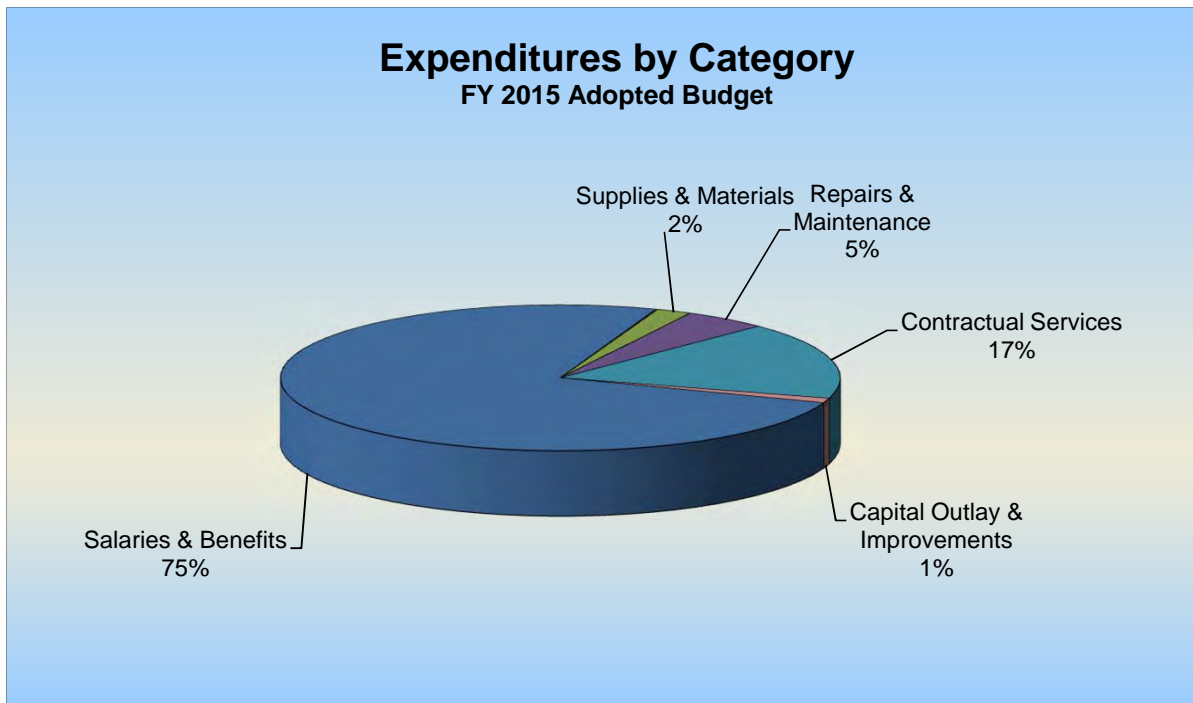
HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Include 2% COLA increase; and funding for a part-time Clerk position.

Decreases:

- Supplies & Maintenance: Include a \$5,900 reduction in Senior Activities cost, and a \$2,750 reduction for Library Processing Supplies. For FY 2015, senior activities will be funded with donated funds.
- Repairs & Maintenance: In FY 2014, eight (8) HVAC systems were replaced between the Library and Senior Center buildings; \$11,784.65 of the cost was funded in the Library operating budget.
- Capital Outlay & Improvements: For FY 2015, funding consists of \$2,500 for Adult & Young Adult Books, \$1,000 for the Children's Collection, and \$500 for Audiovisual Items.



LIBRARY

01-7100

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Library Director	1	1	1	1
Library Supervisor	1	1	1	1
Library Assistant	6	5	5	4
Technology Services Assistant	1	1	1	1
Library Clerk	1	1	1	2
Community Outreach Specialist	1	1	1	1
Reference/Adult Programs Librarian	0	1	1	1
DIVISION TOTAL	11	11	11	11

Note: The Library Clerk position consists of four (4) part-time positions and the Technology Services Assistant position consists of two (2) part-time positions. For FY 2015, two (2) Library Assistant positions, two (2) part-time Library Clerk positions, and the Reference/Adult Programs Librarian position are unfunded.

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
Program Attendance	5,650	6,000	9,000	9,000
Annual Visits	88,500	90,000	86,000	86,000
Circulated Items (physical and digital)	82,000	85,000	92,000	92,000
Questions Answered	27,000	29,000	21,000	23,000
EFFICIENCIES				
Program Attendance per Funded FTE Library Employee	753	1,000	1,500	1,500
# of Library Visits per Funded FTE Library Employee	11,800	15,000	14,333	14,333
Dollars (Operating Costs) per Library Visit	\$4.20	\$4.75	\$5.03	\$4.56
EFFECTIVENESS				
% Increase in Program Attendance	N/A*	6%	59%	0%
% Increase in Annual Visits	N/A*	2%	-3%	0%
% Increase in Circulated Items	N/A*	4%	12%	0%

* New Performance Measure - Data not available.

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, will hold the seventh Annual State of the City Address and the sixth Annual Meet the City event in the Spring of 2014. Both events will be open 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.



NON - DEPARTMENTAL

01-7500

EXPENDITURE SUMMARY

NON-DEPARTMENTAL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	-	-	-	32,350
Personnel Support	70,070	39,273	39,273	49,904
Supplies & Materials	3,776	6,213	6,379	5,926
Repairs & Maintenance	37,811	41,388	41,114	37,508
Contractual Services	226,599	149,379	149,487	141,537
Designated Expenses	112,831	135,110	135,110	138,850
Economic Development Incentives	-	93,625	93,625	219,154
Capital Outlay & Improvements	12,309	71,754	35,877	-
Grant Matches	-	3,741	3,741	29,500
Transfers Out & Contingency	10,000	-	-	-
	-	-	-	-
Total	473,396	540,483	504,606	654,729

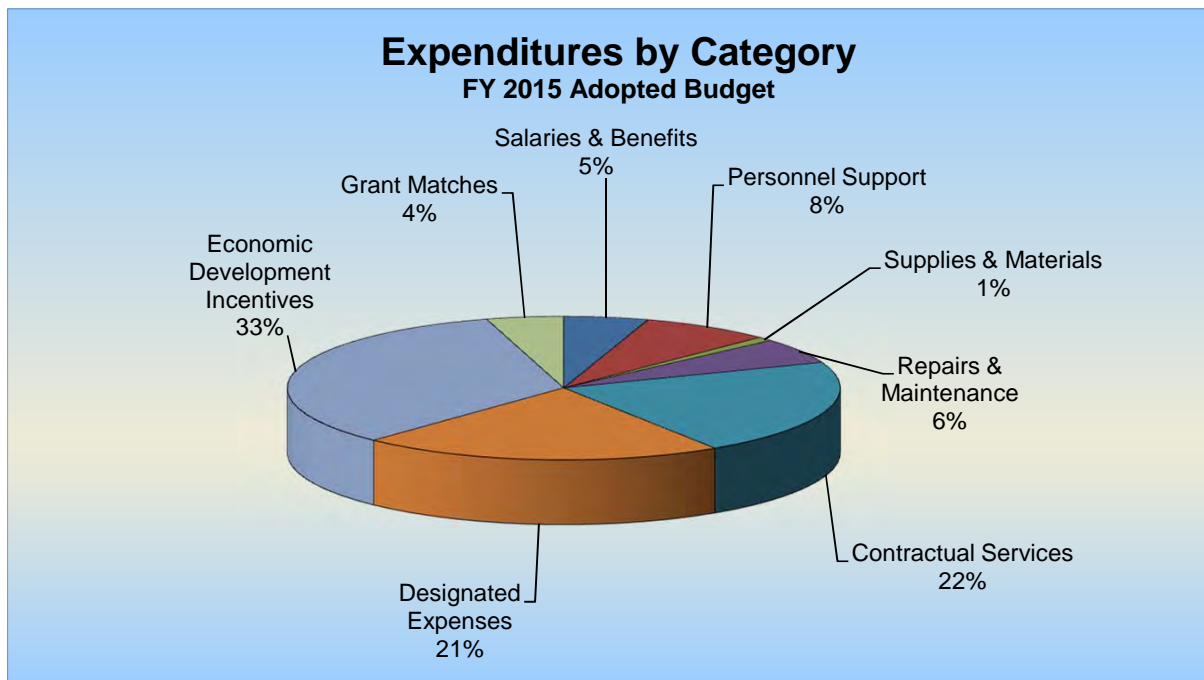
HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: \$13,600 for safe driver incentive and \$18,750 for Wellness Incentive.
- Personnel Support: Consist of \$10,000 for unemployment compensation, \$30,404 for Hill Country Transit (HOP), and \$9,500 for public relations.
- Economic Development Incentives: Incentive (property and sales taxes) for economic development at Shops at Five Hills.

Decreases:

- Capital Outlay & Improvements: The West Gate Monument was funded.
- Grant Matches: Match for FY 2015 COPS Grant.





WATER & SEWER FUND



Installing Insta Valves on
water main



Inspecting water tower renovations



Checking wastewater plant controls



City of Copperas Cove

WATER & SEWER FUND

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

The City of Copperas Cove’s Water & Sewer Fund accounts for all expenses incurred and revenues earned in the process of providing water to the public. Organizationally, this fund is divided into ten departments: public works administration, utility administration, water distribution, sewer collection, wastewater treatment, compost, wastewater-south plant, wastewater-northeast plant, wastewater-northwest plant, and wastewater-lab. 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.



City of Copperas Cove, Texas
FY 2015 Adopted Budget
Water and Sewer Fund
Revenue & Expenditures 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 13,480 residential and commercial customers through the Water & Sewer Fund. The adopted Water & Sewer revenue provides a significant portion of the total revenue generated in the Water & Sewer Fund. The City of Copperas Cove will make every effort to keep expenses to a minimum.

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
REVENUES	Actual	Actual	Actual	Projected	Adopted
Sale of Water	5,444,348	5,205,210	5,296,231	5,460,195	5,749,857
Sewer Revenues	3,985,555	4,208,922	4,908,003	4,947,133	5,430,051
Service Charges	139,907	154,487	117,157	130,231	124,320
Late Payment Charges	286,261	139,306	295,246	326,426	257,000
Other Income	102,130	77,088	91,928	78,290	70,400
TOTAL	9,958,200	9,785,013	10,708,565	10,942,275	11,631,628
EXPENSES					
Salaries & Benefits	2,194,165	1,923,357	1,882,606	1,878,201	2,051,243
Supplies & Materials	310,582	290,706	276,759	323,392	347,059
Repairs & Maintenance	295,250	264,707	280,693	369,192	351,300
Contractual Services	1,212,682	1,135,803	1,263,203	1,651,016	1,581,757
Designated Expenses	5,293,196	5,191,993	5,881,044	5,654,208	6,032,822
Capital Outlay	45,687	43,871	75,465	14,707	65,950
Transfers	790,826	690,000	695,000	795,000	795,000
TOTAL	10,142,386	9,540,438	10,354,770	10,685,714	11,225,131
Revenues Over/(Under)					
Expenses	(184,186)	244,575	353,795	256,561	406,497
TOTAL	9,958,200	9,785,013	10,708,565	10,942,275	11,631,628

CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2014-15 ADOPTED BUDGET
WATER & SEWER FUND
SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE

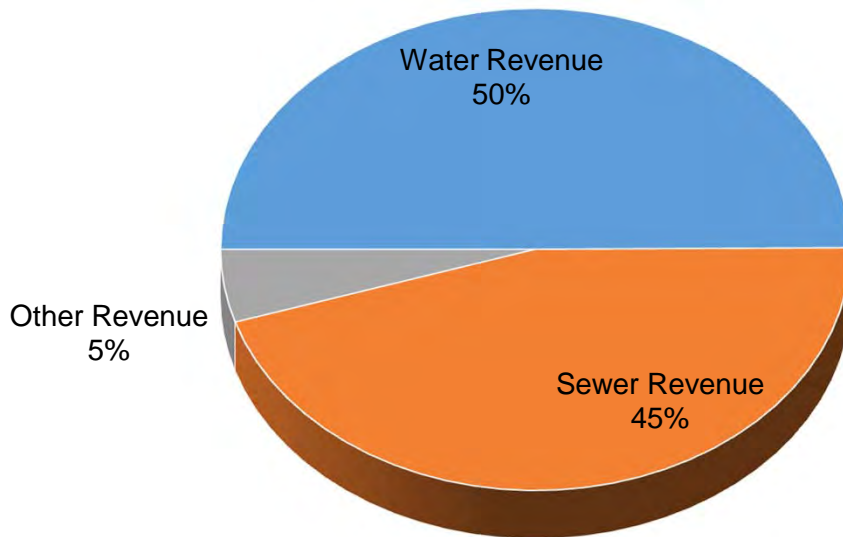
Description	Actual FY 2012-13	Adopted Budget* FY 2013-14	Projected FY 2013-14	Proposed Base Budget FY 2014-15	New Requests FY 2014-15	Adopted FY 2014-15
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 2,285,462	\$ 1,322,581	\$ 2,639,257	\$ 2,895,818	\$ 3,436,756	\$ 2,895,818
Prior Yr Enc Voided in Current Yr	-	-	-	-	-	-
Prior Period Adjustment	-	-	-	-	-	-
TOTAL BEGINNING FUND BALANCE	\$ 2,285,462	\$ 1,322,581	\$ 2,639,257	\$ 2,895,818	\$ 3,436,756	\$ 2,895,818
Water Revenue	\$ 5,389,901	\$ 5,548,336	\$ 5,548,336	\$ 5,836,260	\$ -	\$ 5,836,260
Sewer Revenue	4,994,806	5,026,992	5,026,992	5,511,648	-	5,511,648
Senior Citizen Discount	(180,473)	(168,000)	(168,000)	(168,000)	-	(168,000)
Water Tap Fees	31,749	35,000	35,000	30,000	-	30,000
Sewer Tap Fees	7,630	8,000	8,000	8,400	-	8,400
Connect/Disconnect Fee	77,778	67,731	67,731	72,000	-	72,000
Meter Box Reset Fee	-	-	-	-	-	-
Composting Sales Revenue	-	2,000	2,000	-	-	-
Subtotal	\$ 10,321,391	\$ 10,520,059	\$ 10,520,059	\$ 11,290,308	\$ -	\$ 11,290,308
Admin Reimb-Drainage	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ 20,000
Interest Revenue	8,710	7,885	7,885	5,400	-	5,400
Late Charge For Billing	295,246	326,423	326,423	257,000	-	257,000
Miscellaneous Revenues	48,792	54,074	54,074	49,560	-	49,560
Insurance Proceeds	1,000	334	334	-	-	-
Riser Forfeiture Revenue	-	-	-	-	-	-
Credit Card Convenience Fee	13,426	13,500	13,500	9,360	-	9,360
Auction Proceeds	-	-	-	-	-	-
Subtotal	\$ 387,174	\$ 422,216	\$ 422,216	\$ 341,320	\$ -	\$ 341,320
TOTAL REVENUE	\$ 10,708,565	\$ 10,942,275	\$ 10,942,275	\$ 11,631,628	\$ -	\$ 11,631,628
TOTAL FUNDS AVAILABLE	\$ 12,994,027	\$ 12,264,856	\$ 13,581,532	\$ 14,527,446	\$ 3,436,756	\$ 14,527,446
OPERATING EXPENSES:						
Public Works Administration (80)	\$ 300,134	\$ 279,954	\$ 279,954	\$ 195,094	\$ 45,291	\$ 240,385
Utility Administration (81)	533,088	556,663	556,663	620,289	-	620,289
Water Distribution (82)	1,246,431	1,364,548	1,364,548	1,420,417	-	1,420,417
Sewer Collection (83)	446,912	509,671	498,337	513,594	23,200	536,794
Wastewater Treatment (84)	1,196,713	221,581	221,581	177,840	-	177,840
Composting (84-01) ¹	-	77,886	77,886	90,106	-	90,106
Wastewater - South Plant (84-02)	-	297,918	297,918	304,662	-	304,662
Wastewater - NE Plant (84-03)	-	374,162	385,496	392,151	-	392,151
Wastewater - NW Plant (84-04)	-	494,822	494,822	499,032	-	499,032
Wastewater - Lab (84-05)	-	41,066	41,066	43,712	-	43,712
Non-Departmental (85)	3,043,742	3,067,411	3,141,444	3,303,231	-	3,303,231
TOTAL OPERATING EXPENSES	\$ 6,767,019	\$ 7,285,682	\$ 7,359,715	\$ 7,560,128	\$ 68,491	\$ 7,628,619
OTHER EXPENSES:						
Capital Outlay	\$ 75,465	\$ 14,707	\$ 14,707	\$ -	\$ 65,950	\$ 65,950
Capital Lease Payments	-	-	-	-	-	-
Principal & Int Debt Pymts	3,512,285	3,385,325	3,311,292	3,530,562	-	3,530,562
TOTAL OTHER EXPENSES	\$ 3,587,751	\$ 3,400,032	\$ 3,325,999	\$ 3,530,562	\$ 65,950	\$ 3,596,512
TOTAL EXPENSES	\$ 10,354,770	\$ 10,685,714	\$ 10,685,714	\$ 11,090,690	\$ 134,441	\$ 11,225,131
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 2,639,257	\$ 1,579,142	\$ 2,895,818	\$ 3,436,756	\$ 3,302,315	\$ 3,302,315
TOTAL ENDING FUND BALANCE	\$ 2,639,257	\$ 1,579,142	\$ 2,895,818	\$ 3,436,756	\$ 3,302,315	\$ 3,302,315
IDEAL FUND BALANCE	\$ 1,691,755	\$ 1,821,421	\$ 1,839,929	\$ 1,890,032	\$ 1,907,155	\$ 1,907,155
OVER (UNDER) IDEAL FUND BALANCE	\$ 947,502	\$ (242,279)	\$ 1,055,889	\$ 1,546,724	\$ 1,395,160	\$ 1,395,160

* Includes budget amendments that were approved by City Council on 10/24/13, 11/19/13, 12/3/13, 2/18/14, and 5/6/14.

¹ Moved Composting function from Solid Waste Fund beginning FY 2013-14.

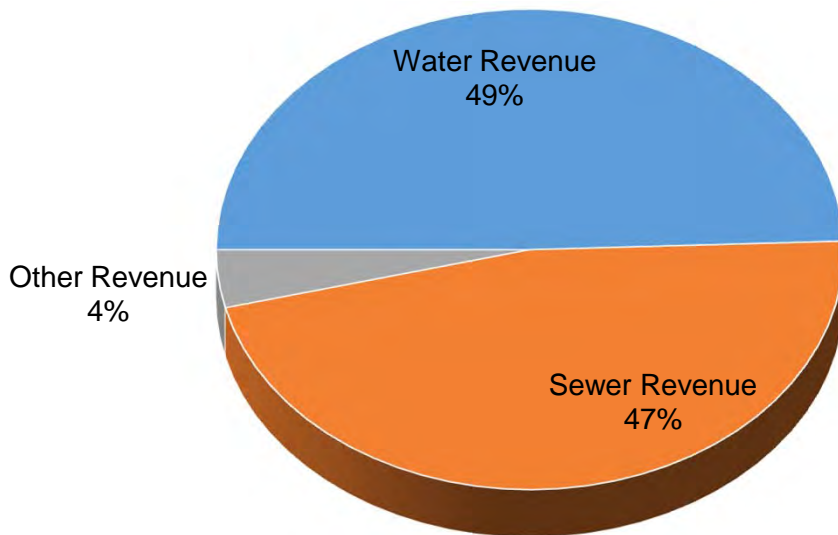
**City of Copperas Cove, Texas
FY 2015 Adopted Budget
Water and Sewer Fund
Budgeted Revenues by Source Comparison**

Fiscal Year 2013-2014 Budgeted Revenue



**Total Budgeted Revenues
\$10,942,275**

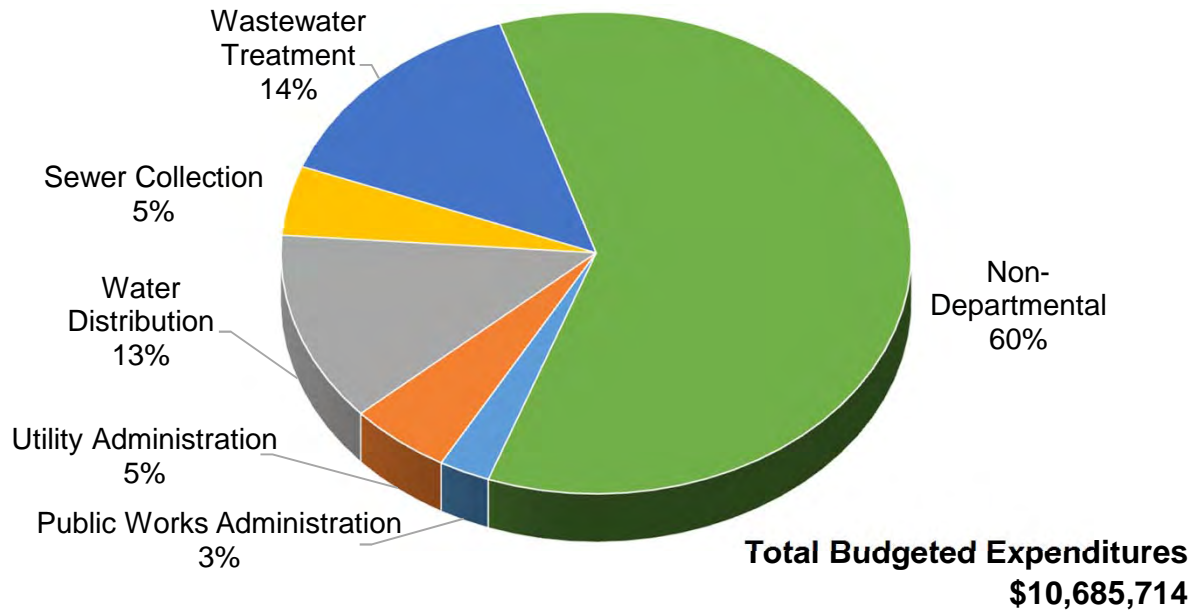
Fiscal Year 2014-2015 Budgeted Revenue



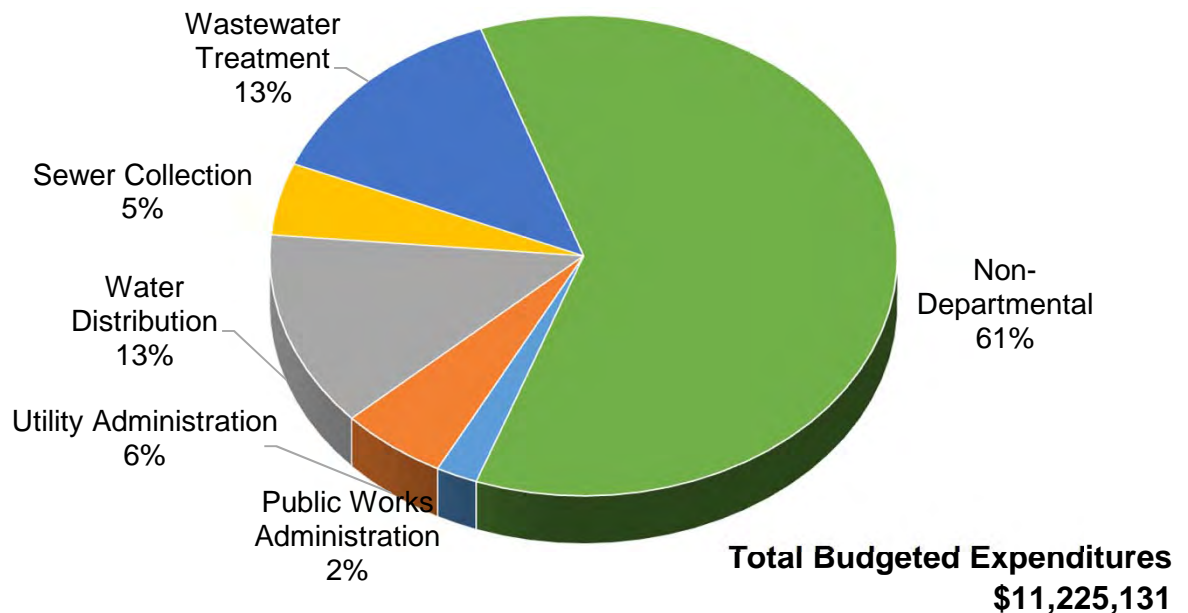
**Total Budgeted Revenues
\$11,631,628**

City of Copperas Cove, Texas FY 2015 Adopted Budget Water and Sewer Fund Budgeted Expenditures by Function Comparison

Fiscal Year 2013-2014 Budgeted Expenditures

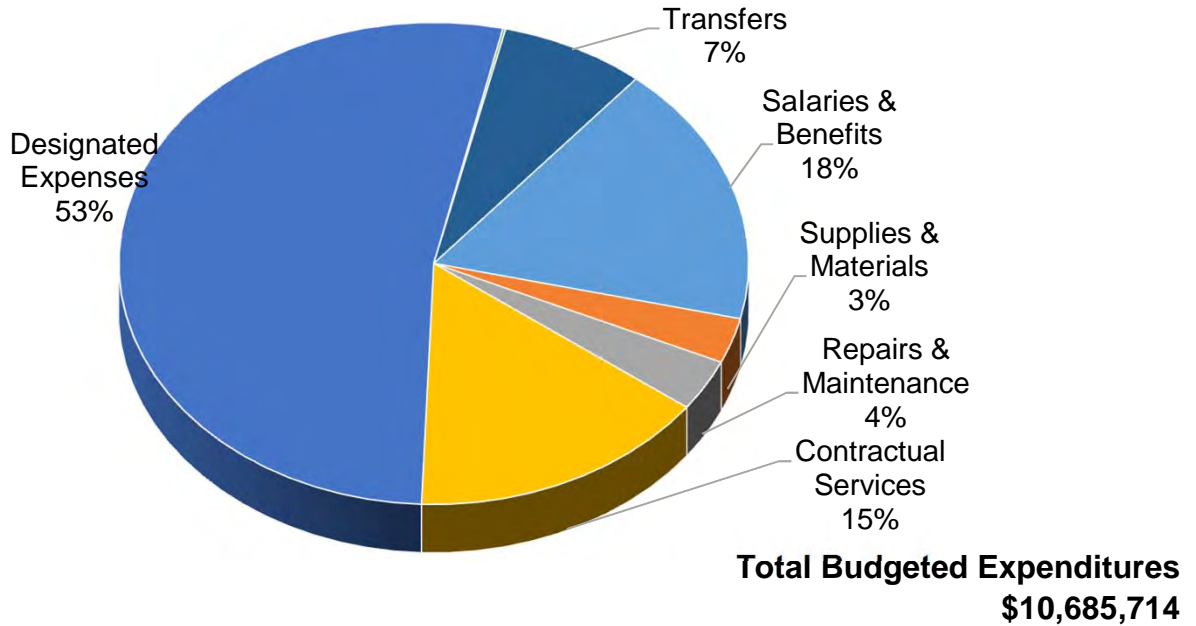


Fiscal Year 2014-2015 Budgeted Expenditures

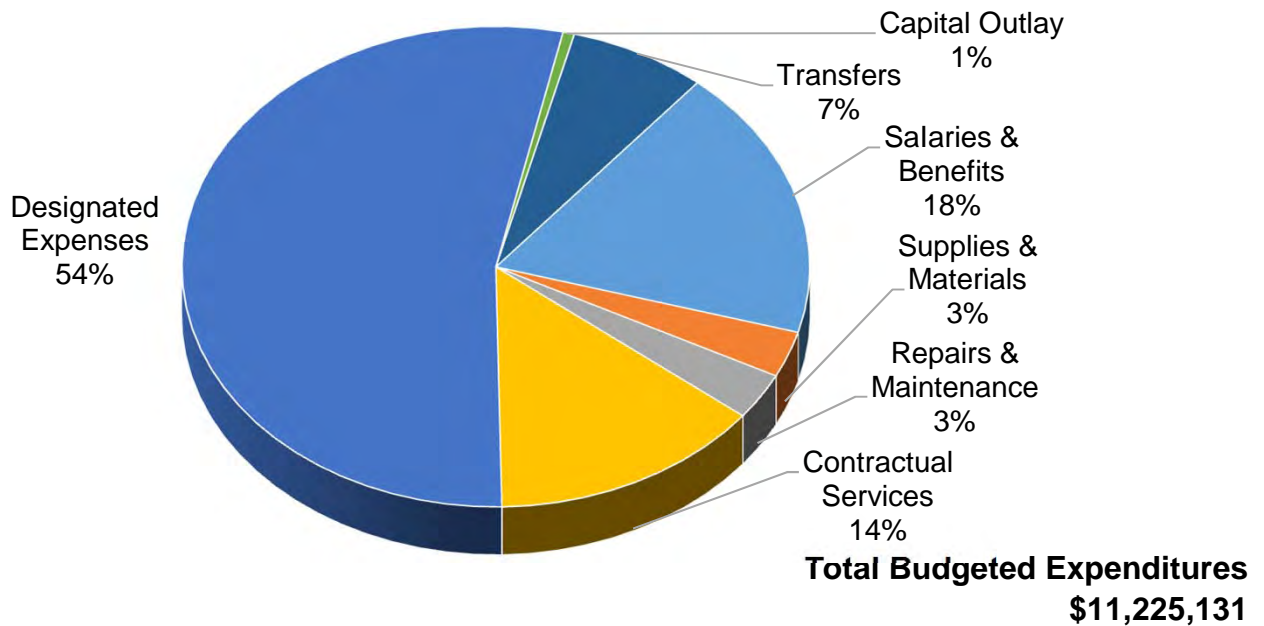


**City of Copperas Cove, Texas
FY 2015 Adopted Budget
Water and Sewer Fund
Budgeted Expenditures by Object Comparison**

Fiscal Year 2013-2014 Budgeted Expenditures



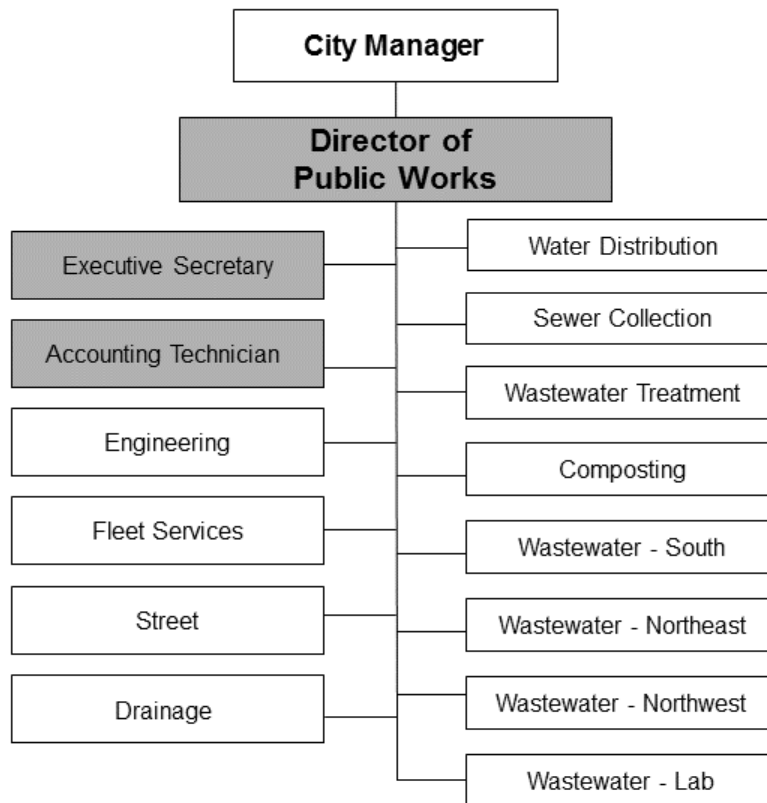
Fiscal Year 2014-2015 Budgeted Expenditures



PUBLIC WORKS



Left to Right: Daryl Uptmore (Director of Public Works); Aaron Sheppard (Executive Secretary)



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

3 Full Time Employees Funded

PUBLIC WORKS ADMINISTRATION

PROGRAM DESCRIPTION

Administer the City's Wastewater Treatment, Water Distribution, Sewer Collection, Fleet Services, Street, Drainage, and Composting departments to ensure all Federal, State, and Local rules and regulations are met and City policies and procedures are followed. Ensure departments operate effectively and efficiently as possible within approved 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 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 2014

- 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.
- Renewed contract with Bell County Water Control and Improvement District #1 (BCWCID #1) to provide wastewater laboratory and composting services.
- Renewed water contracts with Central Texas College, Cedar Grove Park, and Topsey Water Supply.
- Worked closely with Wastewater Treatment Plant Chief Operators to improve plant processes.
- Implemented a Wastewater Night Duty Schedule that focused on increased safety, productivity, and cost savings.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2015

- Work to reduce utility costs and improve efficiency in all departments.
- Educate citizens on all Public Works operations.
- Work with the engineering firm to develop a city wide sewer model.
- Complete the Taylor Mountain Tank Rehabilitation Project.
- Update the Water Conservation and Contingency Plan.
- Update the Backflow Ordinance.
- Provide outfall data for the Stormwater (MS4) Permit.

PUBLIC WORKS ADMINISTRATION

02-8000

EXPENDITURE SUMMARY

PUBLIC WORKS ADMINISTRATION	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	166,080	142,790	142,790	175,447
Personnel Support	529	1,200	1,200	1,200
Supplies & Materials	2,930	1,353	1,183	1,133
Repairs & Maintenance	1,243	928	898	1,270
Contractual Services	129,207	133,683	133,883	61,335
Designated Expenses	144	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	6,916	-	-	-
Total	307,050	279,954	279,954	240,385

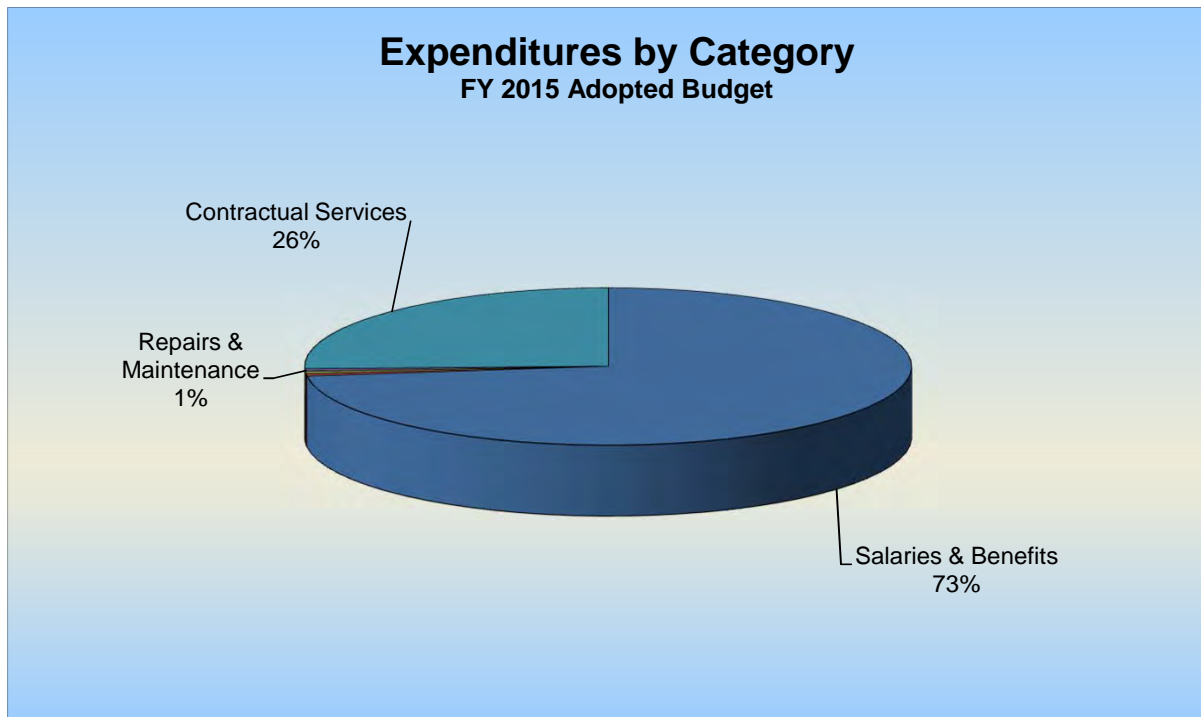
HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Include 2% COLA increase; and funding for an Accounting Technician position for FY 2015.

Decreases:

- Contractual Services: Include reduction of \$42,081 for City Engineer and \$31,347 for professional services.



** "Highlights" are not necessarily all-inclusive

PUBLIC WORKS ADMINISTRATION

02-8000

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Executive Secretary	1	1	1	1
Director of Public Works	1	1	1	1
GIS Technician	1	0	0	0
City Engineer	1	1	1	1
Stormwater/Development Review Manager	1	1	1	0
Receptionist	0	0.5	0.5	0
Accounting Technician	0	0	0	1
DIVISION TOTAL	5	4.5	4.5	4

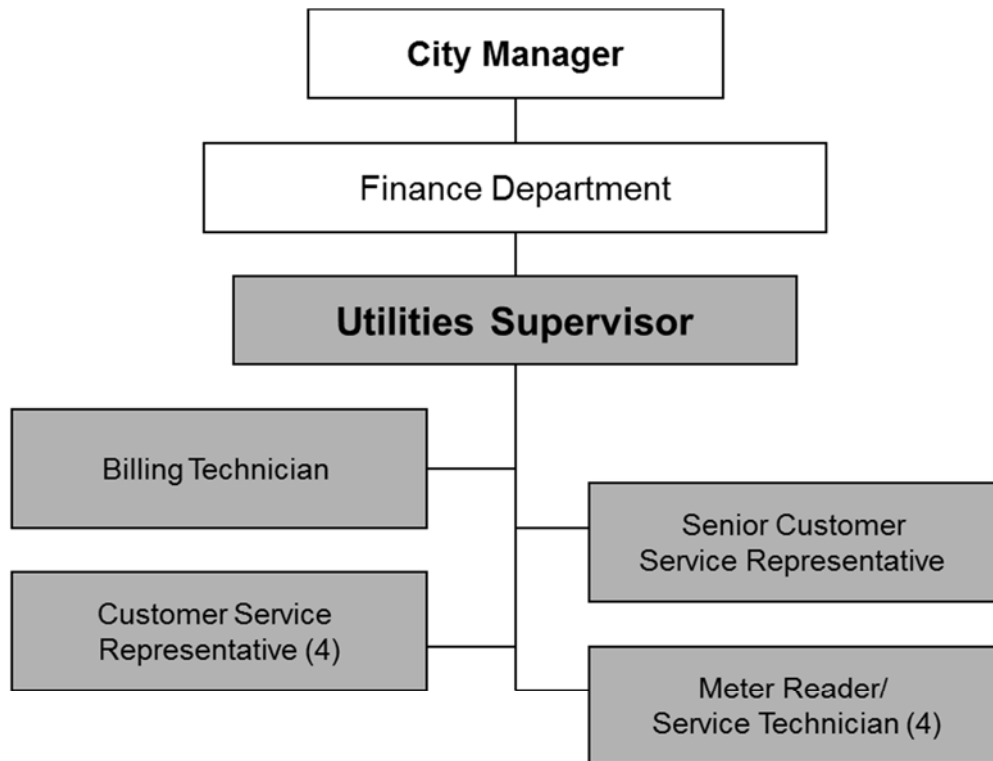
Note: In FY 2014, the GIS Technician position was moved from Public Works Administration to the Planning Department, and the Stormwater/Development Review Manager and the part-time Receptionist positions were deleted. For FY 2015, the Accounting Technician position is being established and the City Engineer position is unfunded.

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
# of State and Federal Correspondences (TCEQ, EPA, etc.)	16	14	14	12
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: Alyssa Guevara (Customer Service Representative (CSR)); Carroll Merrell (Meter Reader/Service Technician); Jonathan Burse (Meter Reader/Srvc Tech); Giovanni Stanziale (Meter Reader/Srvc Tech); Deanna Sloan (Utilities Supervisor); Jean Williams (Senior CSR); Michele Adkins (CSR); Justin Tolbert (CSR); Lisa Wilson (CSR)



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 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 2014

- 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 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 2015

- Perform internal audit of all Drainage accounts.

UTILITY ADMINISTRATION

02-8100

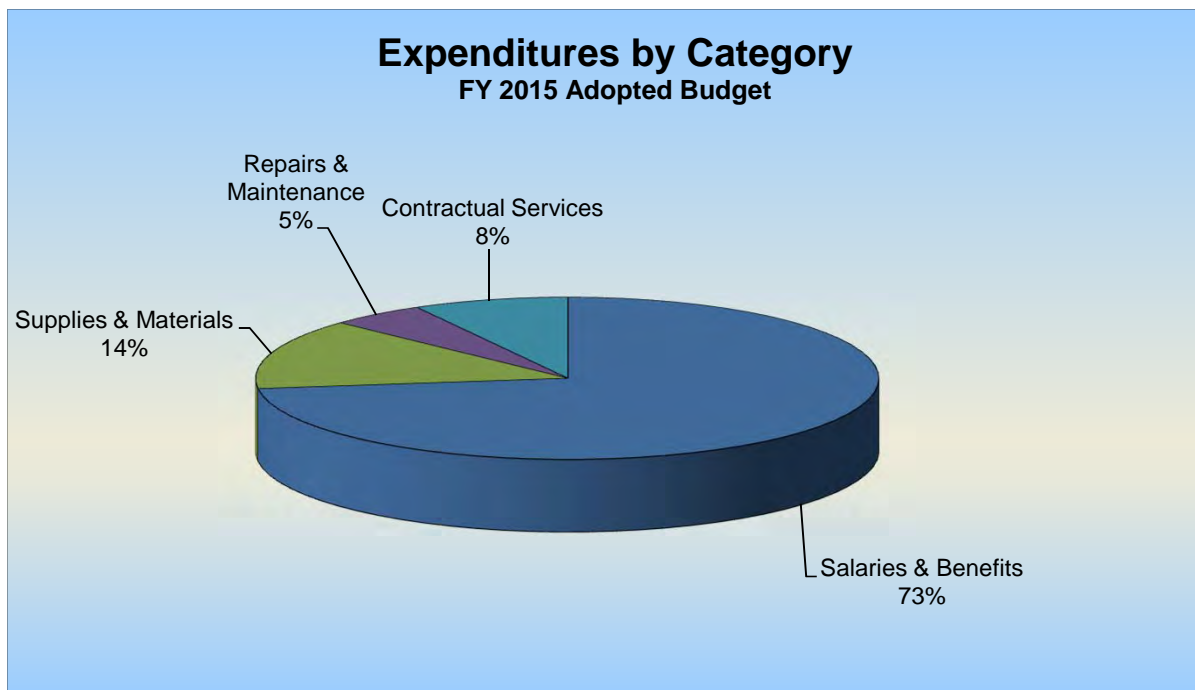
EXPENDITURE SUMMARY

UTILITY ADMINISTRATION	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	383,772	396,477	396,477	452,568
Personnel Support	-	-	-	-
Supplies & Materials	79,376	87,065	87,065	87,004
Repairs & Maintenance	30,120	29,504	29,504	30,774
Contractual Services	39,566	43,617	43,617	49,943
Designated Expenses	255	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	1,629	1,629	-
Total	533,088	558,292	558,292	620,289

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Positions were vacant for a portion of FY 2014; include 2% COLA increase for FY 2015.



** "Highlights" are not necessarily all-inclusive

UTILITY ADMINISTRATION

02-8100

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 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	1	1	1	1
DIVISION TOTAL	12	12	12	12

Note: Assistant Supervisor position is unfunded in FY 2015.

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
# of Utility Customers	13,474	13,500	13,550	13,600
# of Meters Reads	178,910	179,000	179,000	179,100
# of Disconnects for Non-Payment	2,732	2,760	3,641	3,645
# of Payment Transactions	131,479	132,790	148,577	149,500
EFFICIENCIES				
# of Meter Reads per Month per Reader	4,970	4,972	4,980	5,000
# of Customers per Utility Customer Service Representative	3,100	3,200	2,710	2,720
# of Payment Transactions per Utility Customer Service Representative	26,296	26,558	29,715	29,900
EFFECTIVENESS				
Meter Reading Error Rate	2.7%	2.7%	2.7%	2.7%
% of Payments Received via Bank Draft / Credit Card	10.0%	9.9%	10.0%	10.0%
% of Payments Received Online	19.5%	19.3%	19.8%	20.0%

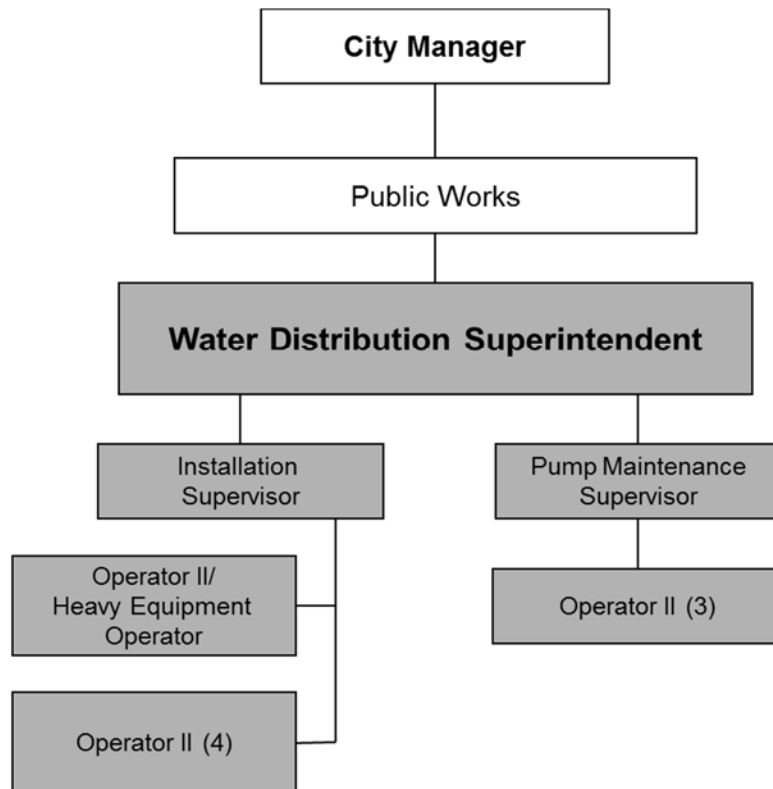
WATER DISTRIBUTION




Left to Right:

Front Row: Corey Chambers (Water Operator II); Daniel Hawbecker (Water Distribution Superintendent); Daniel Joost (Pump Maintenance Supervisor); Tim Burson (Water Operator II)

Back Row: ; Jerry Hardcastle (Heavy Equipment Operator); Corey Chambers (Water Operator II); Keith Fields (Water Operator II); Salvatore Carbone (Water Operator II); Thomas Haire (Installation Supervisor); Joshua Smith (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 Water Department of the City of Copperas Cove is responsible for the operations and maintenance of the city's water distribution system, meeting or exceeding compliance with applicable Environmental Protection Agency (EPA) and the Texas Commission on Environmental Quality (TCEQ) rules and regulations. The city's water system consists of approximately 210 miles of water lines, fourteen water storage tanks, twelve pump/storage facilities, approximately 1,500 fire hydrants, approximately 13,500 water meters, the SCADA system, and twenty three pumps and motors. The Department is also responsible for conducting required bacteriological water sampling and other testing as needed to ensure water quality standards are met for human consumption.

MAJOR DEPARTMENT 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 2014

- 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 the 500,000 gallon ground concrete storage tank at the Killeen Pump/Storage Facility and the 340,000 gallon ground steel storage tank at the Hogg Mt. Storage Facility.
- Completed stage 3 of the EPA Unregulated Contaminants Monitoring Rule sampling requirements.
- Performed monthly bacteriological water sampling. Had one positive sample for the year.
- Performed quarterly sampling of THM's, HAA's disinfectant by-products in the drinking water.
- Performed monthly testing of disinfectant residuals, water temperature, pH of water, monochloramines, free ammonia, nitrites and nitrates.
- Completed Phase I of the South Wastewater Plant/South Meadows Water Improvement Project.
- Completed 461 work orders, repaired 25 water main breaks, repaired 25 service line leaks, repaired 20 fire hydrants, replaced 105 curb stops, set 100 water meters for new construction, and replaced 150 water meters.
- Printed and distributed 14,500 copies of the City of Copperas Cove 2013 Water Quality Report.
- Completed Phase I of the Mountain Top North Water Improvement Project.
- Revised the Water Conservation/Drought Contingency Plan and the Backflow/Cross-Connection Ordinance.
- Completed the CDBG Allen Street Water Improvement Project.
- Installed 16" insta-valve on the 16" transmission waterline that conveys water from the Mican Mountain storage tanks to the Taylor Mountain storage tanks as well as two 6" insta-valves in the distribution system.

CONTINUING OBJECTIVES

- Continue the Five Year Water CIP Plan and review the revised Water System Model Study.
- 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 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.
- Reduce water loss to meet goals outlined in the Water Conservation & Drought Contingency Plan.

GOALS FOR FISCAL YEAR 2015

- Publish the 2014 City of Copperas Cove Water Quality Report.
- Total Rehabilitation of the Taylor Mt. 1 mg steel ground storage tank.
- Conduct a professional engineer inspection of the 1 mg steel ground storage tank at the Turkey Run Pump/Storage Facility.
- Complete Phase II of the Mountain Top North Water Improvement Project.
- Complete Phase II of the Northeast Waterline Project outlined in the 5 year CIP.
- Complete Phase II of the South Wastewater Plant/South Meadows Water Improvement Project.
- Complete Phase I of the Southwest Water Improvement Project outlined in the 5 year CIP.
- Install two 6" insta-valves in designated areas of the water distribution system.
- Relocate waterlines along North 1st Street ahead of the TXDOT Street/Drainage Improvement Project.

WATER DISTRIBUTION

02-8200

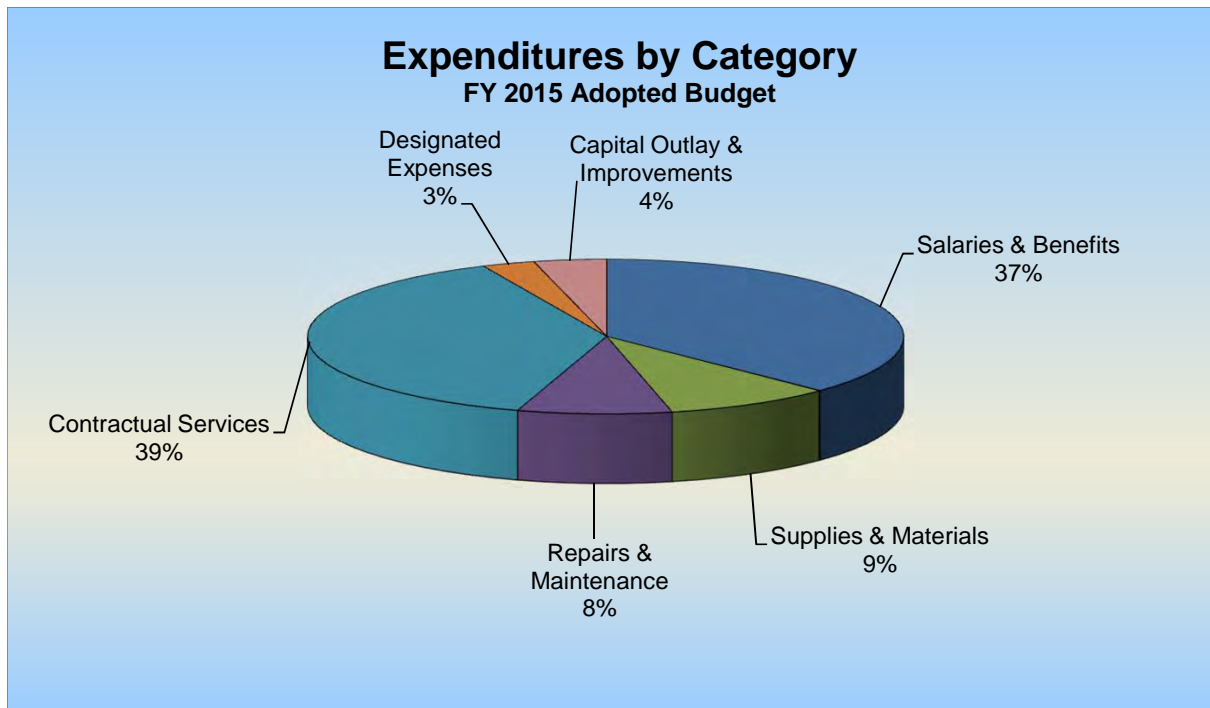
EXPENDITURE SUMMARY

WATER DISTRIBUTION	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	510,328	525,166	524,491	551,877
Personnel Support	-	-	675	1,080
Supplies & Materials	82,164	128,677	128,677	134,415
Repairs & Maintenance	131,304	121,853	121,853	122,840
Contractual Services	486,197	543,176	543,176	568,060
Designated Expenses	36,438	45,676	45,676	42,145
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	57,950
Total	1,246,431	1,364,548	1,364,548	1,478,367

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Position was vacant for a portion of FY 2014; include 2% COLA increase for FY 2015.
- Capital Outlay & Improvements: Include a metal pole barn (\$25,000), two (2) 6" instavalves (\$10,000), two (2) remote chlorine switches (\$6,400), and a 20" equipment trailer.



** "Highlights" are not necessarily all-inclusive

WATER DISTRIBUTION

02-8200

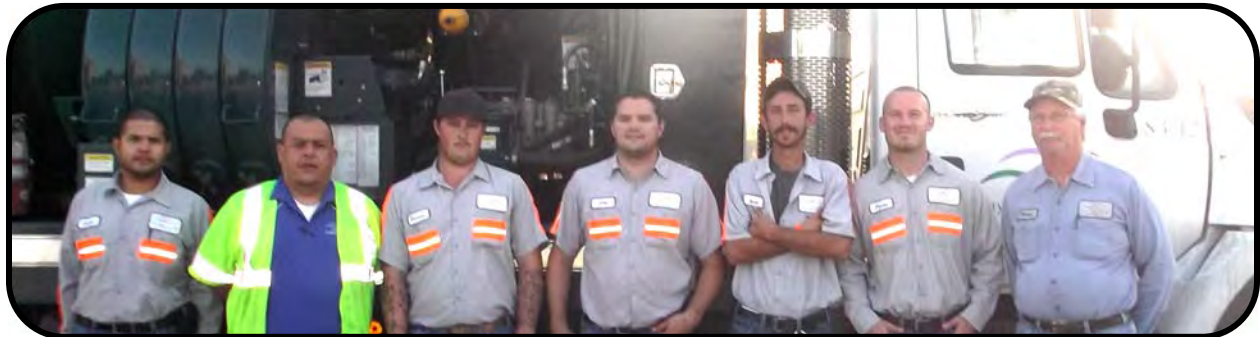
STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Heavy Equipment Operator/Operator II	1	1	1	1
Installation Supervisor	1	1	1	1
Water Distribution Superintendent	1	1	1	1
Operator II	7	9	9	9
Pump Maintenance Supervisor	1	1	1	1
DIVISION TOTAL	11	13	13	13

Note: For FY 2014, two (2) Operator II positions are unfunded.

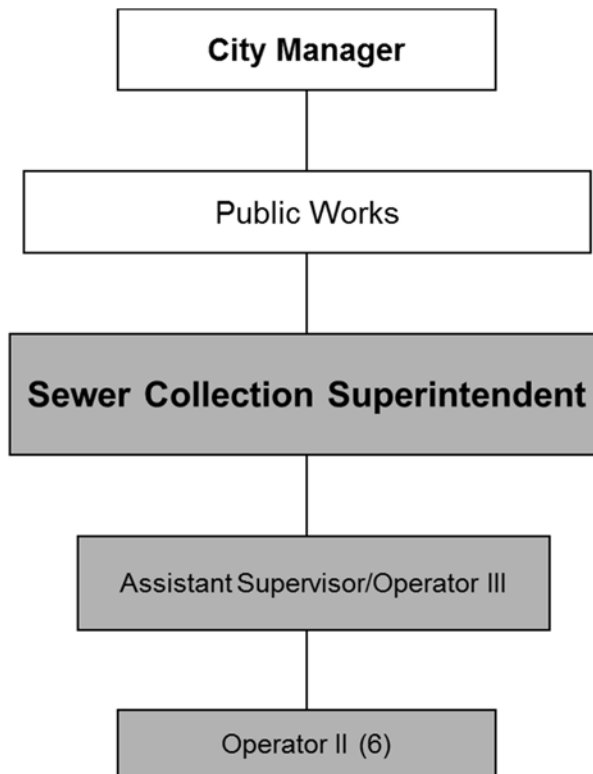
PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
# of Water Meters Installed for New Construction	160	175	100	130
Water Lines Maintained (in miles)	210	215	216	220
# of Service Lines Repaired	30	28	25	22
# of Water Mains Repaired	46	45	25	30
# of Fire Hydrants Repaired	42	55	20	35
Water Storage Capacity (million gallons)	8.1	8.2	8.2	8.5
Replacements of Water Meters	90	95	150	175
Water Meters Tested for Accuracy	65	50	20	25
Curb Stops Replacements	95	100	105	100
Bacteriological Water Sampling	495	500	492	500
Chlorine Residual Monitoring	860	875	860	870
Installation of Automatic Flushing Devices	0	0	3	1
Monochloramines, Free Ammonia, Nitrite & Nitrate Sampling	1,360	1,370	1,350	1,350
Pumps Rebuilt/Replaced	1	2	1	2
New Pumps	0	3	3	0
Pump Motors Rebuilt/Replaced	2	1	1	2
New Pump Motors	0	3	3	0
Rehab/Replaced Water Storage Tanks	0	1	0	1
New Water Storage Tank	0	1	1	1
Inspection/Cleaning Water Storage Tanks	13	14	14	14
EFFICIENCIES				
Operating Cost per Mile of Water Lines	\$5,935.39	\$6,346.73	\$6,317.35	\$6,719.85
Maintain Chlorine Residual Required by TCEQ	\$39,800	\$41,790	\$42,000	\$45,000
Maintenance Cost for Pumps & Motors	\$22,050	\$23,200	\$23,500	\$25,000
Maintenance Cost for Storage Tanks	\$31,500	\$33,075	\$33,500	\$35,000
EFFECTIVENESS				
% of Unaccounted Water Loss	13.0%	10.0%	15.0%	12.0%
# of Bacteriological Water Sample Positives	1	0	1	0

* Positive construction sample.

SEWER COLLECTION



Left to Right: Carlos Sanchez (Operator II); Paul Cuevas (Assistant Superintendent/Operator III); Donovan Haire (Operator II); Casey Jewell (Operator II); David Boone (Operator II); Jessie Smith (Operator II); Dennis Courtney (Superintendent)



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 381 miles of various size wastewater main and lateral lines, approximately 3,050 manholes and cleanouts and 14 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 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 2014

- Two vortex impellers installed at HEB Lift Station.
- Two pickup trucks added to the fleet, ½ ton & 1 ton flat bed.
- Raised and concreted 28 manholes throughout the City.
- Approximately 2 miles of new sewer line were installed at Robert Griffin Rd/Tillman Rd, and one mile at Skyline Flats, for a total of 3 miles.
- Installed a temporary pump and piping at Northwest WWTP.
- Cleaned approximately 1,500 sewer manholes throughout the city.
- Cleaned approximately 1.6 million linear feet of city sewer main.
- Cleaned approximately 126 miles of sewer line throughout the city.
- Installed 150 feet of conduit from Code Enforcement to the new Council Chambers for the installation of fiber optic cable.
- Approximately 20 feet of 18" clay pipe replaced with PVC pipe by City Park due to root intrusion.
- Manhole raised 17 feet in order to accommodate the new road widening at FM 3046.
- Obtained a Cargo trailer for storage and transportation of construction equipment.
- Surveyed and updated Sewer system maps.

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.
- Continue to respond to sewer related calls fast and promptly, and in a safe manner.
- Continue to maintain 100% pump and controls availability.

GOALS FOR FISCAL YEAR 2015

- Implement and install wireless dialers at the Sewer Lift Stations.
- Collaborate with Lockwood, Andrews & Newman Engineering on the Wastewater Master Plan.

SEWER COLLECTION

02-8300

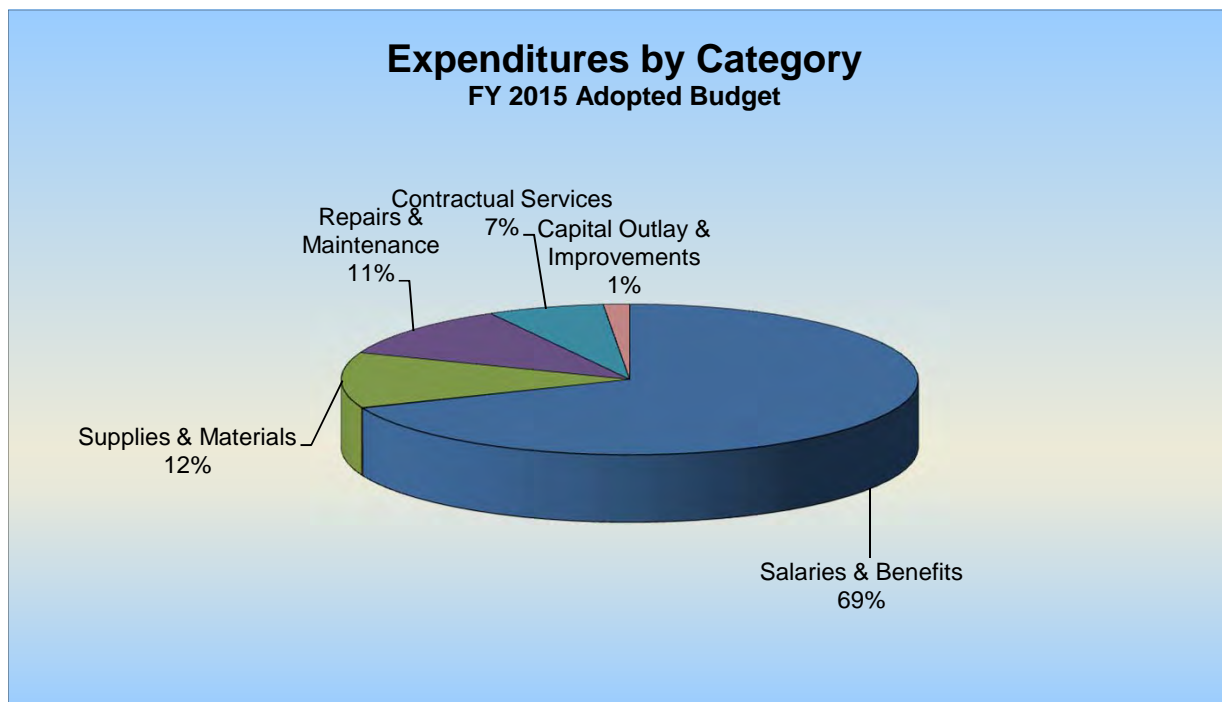
EXPENDITURE SUMMARY

SEWER COLLECTION	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	337,098	359,675	359,055	374,582
Personnel Support	-	-	435	720
Supplies & Materials	48,525	46,835	46,835	64,824
Repairs & Maintenance	36,057	70,850	59,901	60,964
Contractual Services	25,202	32,311	32,111	35,704
Designated Expenses	29	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	8,000
Total	446,912	509,671	498,337	544,794

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Include 2% COLA increase.
- Supplies & Materials: Include \$20,000 for four (4) remote wireless alarms.



** "Highlights" are not necessarily all-inclusive

SEWER COLLECTION

02-8300

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 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 2015, one (1) Operator II position is unfunded.

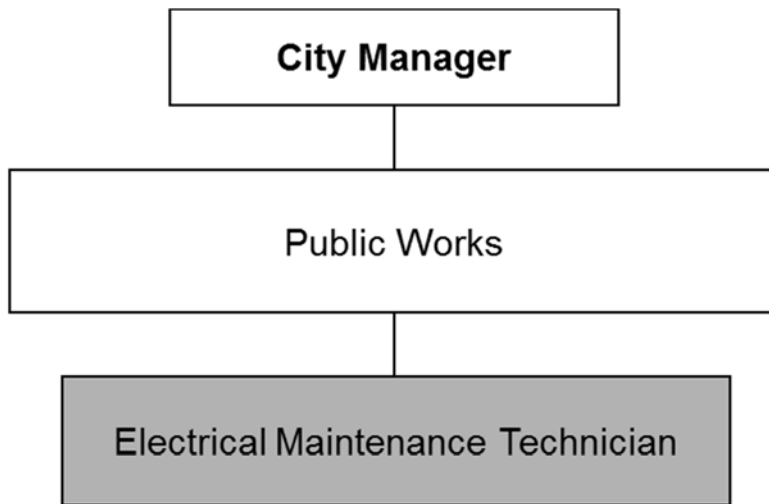
PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
<i>OUTPUTS</i>				
Sewer Lines Maintained (in miles)	381	420	385	420
# of Lift Stations	14	14	14	15
Sewer Lines Cleaned (in linear feet)	1,648,286	2,000,000	665,500	2,000,000
Manholes Cleaned / Inspected	1,801	3,700	1,576	3,700
Sewer Line Stoppages Cleared	20	25	54	25
<i>EFFICIENCIES</i>				
Maintenance Cost per Mile of Sewer Lines	\$1,173	\$1,214	\$1,294	\$1,297
<i>EFFECTIVENESS</i>				
% 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



City of Copperas Cove

NORTHWEST WASTEWATER TREATMENT PLANT



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

1 Full Time Employee 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 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 2014

- Managed the City's three wastewater treatment facilities in accordance with Federal and State permit requirements.
- Ensured laboratory tests were completed with superior results.
- Ensured required State certifications were obtained and maintained as a result of consistently training plant operators.
- Oversaw the completion of all preventative maintenance of electrical controls, mechanical devices, and pumps and motors.
- The Chief Plant Operators of the Wastewater Treatment Plants completed cross training of the wastewater field laboratory functions.

CONTINUING OBJECTIVES

- Reduce operational costs through effective and efficient operational techniques.
- Ensure that existing facilities and equipment are thoroughly maintained.
- Ensure the continuance of 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.
- Ensure Chief Plant Operators and plant operators are cross trained to operate all three wastewater treatment plants and perform pH and Dissolved Oxygen (DO) lab testing.
- Identify ways to reduce operational costs at wastewater plants.

GOALS FOR FISCAL YEAR 2015

- Identify and plan for future equipment and facility repairs and coordinate large improvements into Capital Improvement Plan.

WASTEWATER TREATMENT

02-8400

EXPENDITURE SUMMARY

WASTEWATER TREATMENT	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	472,345	9,781	9,781	40,361
Personnel Support	286	-	-	-
Supplies & Materials	63,689	3,625	3,625	1,500
Repairs & Maintenance	75,013	19,351	19,351	-
Contractual Services	479,261	184,919	184,919	135,979
Designated Expenses	93,875	3,905	3,905	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	55,327	-	-	-
Total	1,239,797	221,581	221,581	177,840

In FY 2014, the Wastewater Treatment Department was divided into five departments: Wastewater Treatment, Wastewater-South Plant, Wastewater-Northeast Plant, Wastewater-Northwest Plant, and Wastewater-Lab.

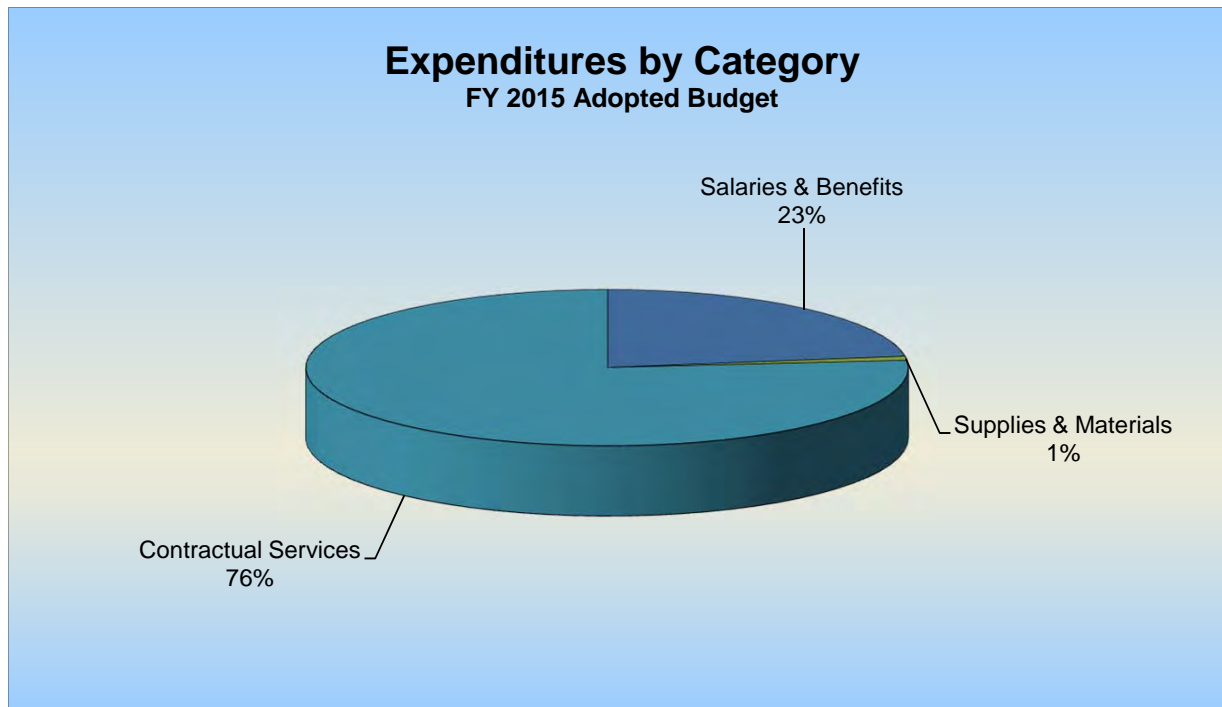
HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Expense for funding the Electrical Maintenance Technician position.

Decreases:

- Repairs & Maintenance: In FY 2014, funding for auto-dialer replacement and flow meter installation for the South and Northeast Wastewater Treatment Plants.
- Contractual Services: Expense for development of a Wastewater Master Plan.



** "Highlights" are not necessarily all-inclusive

WASTEWATER TREATMENT

02-8400

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Chief Plant Operator	3	0	0	0
Plant Operator II	6	0	0	0
Senior Lab Technician	1	1	1	1
Lab Technician	1	1	1	1
Electrical Maintenance Technician	0	1	1	1
DIVISION TOTAL	11	3	3	3

Note: For FY 2015, Senior Lab Technician and Lab Technician positions are unfunded. In FY 2014, the Wastewater Treatment Department was divided into five departments: Wastewater Treatment, Wastewater-South Plant, Wastewater-Northeast Plant, Wastewater-Northwest Plant, and Wastewater-Lab.

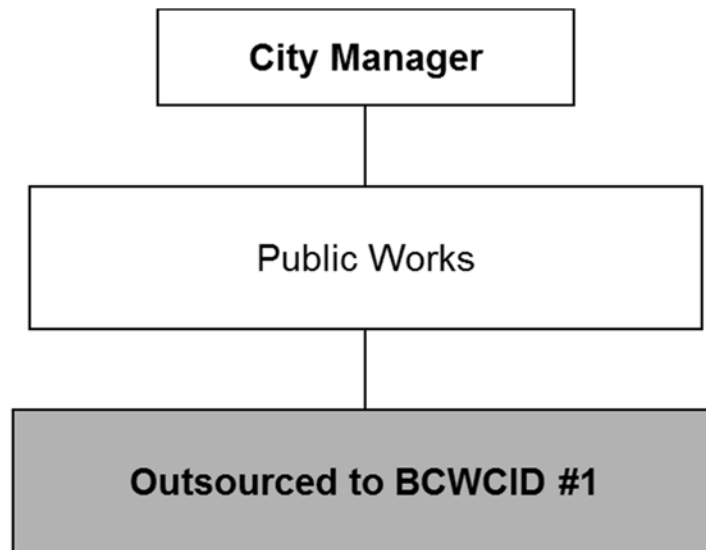
PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
Gallons of Actual Wastewater Treated per Day - All Plants (million)	N/A*	2.5	2.8	2.8
Gallons of Actual Wastewater Treated Annually - All Plants (million)	N/A*	913	1,006	1,022
EFFICIENCIES				
Total Wastewater Operating Cost per Million Gallons of Actual Wastewater Treated	N/A*	\$4,286.36	\$4,107.21	\$4,013.73
EFFECTIVENESS				
In Full Compliance with all State and Federal Regulations (# of Minor Excursions) - All Plants	10	Yes	Yes	Yes

* New Performance Measure - Data not available.

COMPOSTING



Compost Equipment (Scarab Compost Turner) and Facility



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.

0 Full Time Employees Funded

COMPOSTING

PROGRAM DESCRIPTION

Bell County Water Control and Improvement District #1 (BCWCID #1) is responsible for operating and maintaining the Compost Facility. BCWCID #1 is also responsible for filing and submitting required reports in accordance with the rules and requirements issued by TCEQ and contained within Municipal Solid Waste (MSW) Permit #42017. The City of Copperas Cove will maintain the grass.

MAJOR DEPARTMENT GOALS

- Act as liaison with BCWCID #1.
- Assure the Compost Facility is in accordance with rules and requirements set forth in MSW-42017 and TCEQ regulations 312.1 through 332.75, also EPA Title 40 regulations.

ACHIEVEMENTS FOR FISCAL YEAR 2014

- Improved sales for both Compost and Mulch to the citizens and customers of Copperas Cove by maintaining an adequate amount at the transfer station.
- Performed daily safety operations and inspections.
- Prevented brush and sludge from going to landfills, which encourages the City to use the product by recycling.
- Provided signage at the compost facility for kraft bags and brush.

CONTINUING OBJECTIVES

- Work closely with BCWCID #1 to maintain the compost and land application site.

GOALS FOR FISCAL YEAR 2015

- Work closely with the Fire Department to burn brush on occasion.
- Identify ways to reduce brush on a regular basis.

COMPOSTING

02-8401

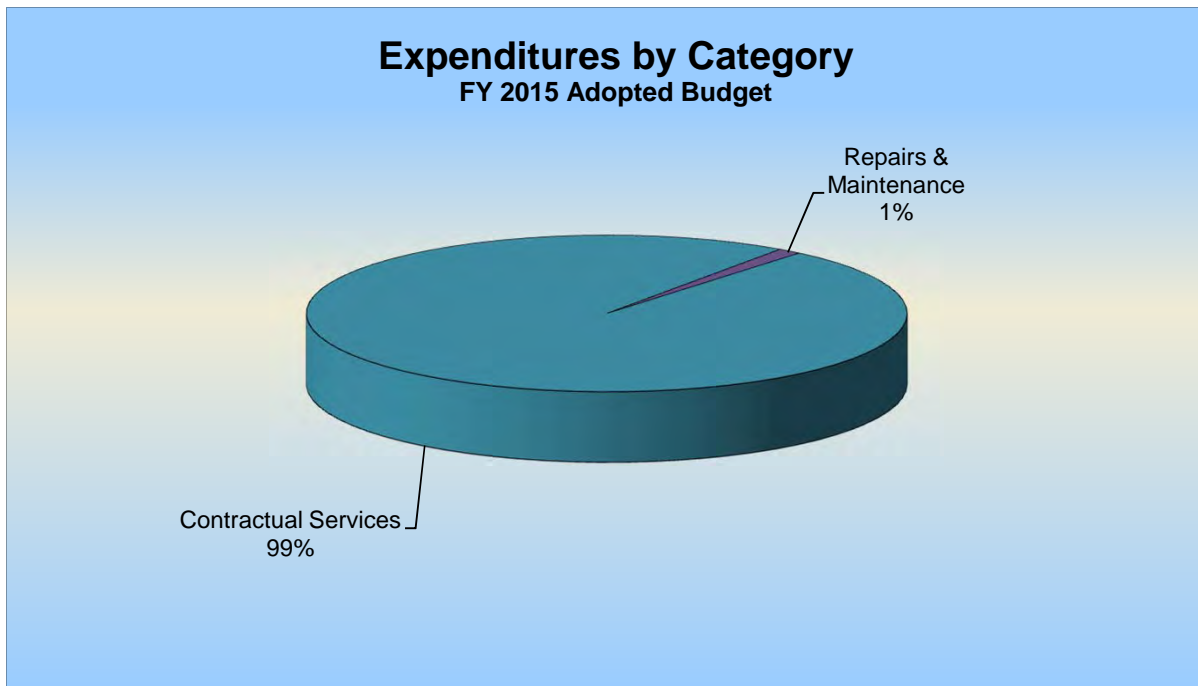
EXPENDITURE SUMMARY

COMPOSTING	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	-	-	-	-
Supplies & Materials	-	-	-	-
Repairs & Maintenance	-	748	748	1,148
Contractual Services	-	77,138	77,138	88,958
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	-	77,886	77,886	90,106

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Contractual Services: Expense to cover compost services.



** "Highlights" are not necessarily all-inclusive

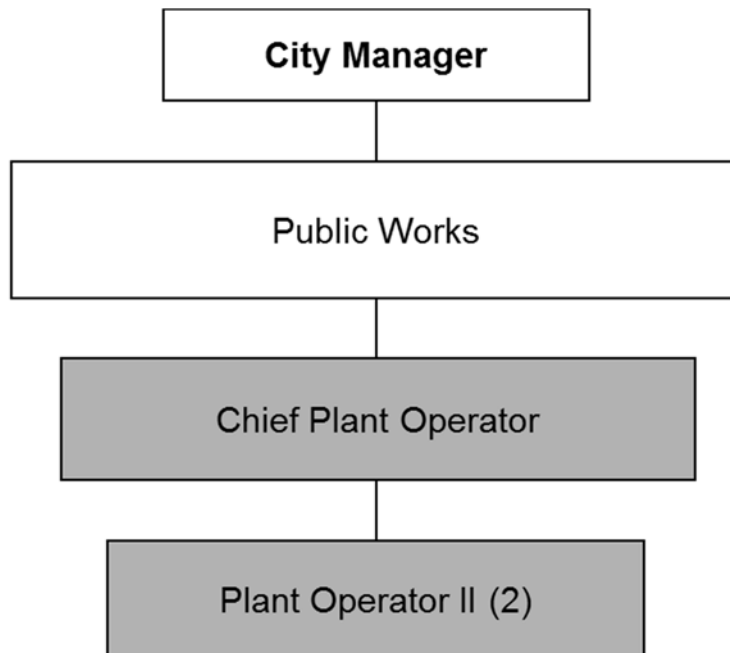
COMPOSTING**02-8401**

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
Finished Compost (cubic yards)	2,000	2,333	1,400	900
Brush Chipped (cubic yards)	3,600	4,239	3,800	2,500
Compost Used in City (cubic yards)	1,000	1,126	1,100	400
Compost Sold (cubic yards)	1,700	1,900	262	500
EFFICIENCIES				
Total Amount of Sludge Converted to Compost (wet tons)	2,900	2,970	0	0
EFFECTIVENESS				
% of Finished Compost Sold	85.0%	81.4%	18.7%	55.6%
% of Compost Used by the City	50.0%	48.3%	78.6%	44.4%

WASTEWATER SOUTH PLANT



Left to Right: Christopher Altott (Chief Plant Operator); Chad Cullar (Plant Operator II); Mark Summerlin (Plant Operator II)



The mission of the South Wastewater Treatment Plant is to operate and maintain the City's south wastewater treatment facility with a permitted capacity of 2.5 million gallons in accordance with Federal and State permits and local laws.

3 Full Time Employees Funded

WASTEWATER – SOUTH PLANT

PROGRAM DESCRIPTION

The South Wastewater Plant is one of the three wastewater treatment plants operated and maintained in the City, in accordance with EPA and TCEQ requirements. It has a total permitted daily flow capacity of 2.5 million gallons per day (MGD). Permitted discharge flows to the Lampasas River by way of Clear Creek. The South Plant renders required reports and maintains appropriate records and current files in compliance with Federal and State permit requirements and laws.

MAJOR DEPARTMENT GOALS

- Perform operations of the City's South Wastewater Treatment facility in compliance with all laws, rules and permit requirements of EPA and TCEQ.

ACHIEVEMENTS FOR FISCAL YEAR 2014

- Passed TCEQ inspection with no deficiencies and violations.
- Zero permit violations and complete permit compliance.
- Installed and placed into operation new alarm backup system allowing reduced man hours during night shift; increased work efficiency.
- Ensured all employees' certificates are up to date. One employee tested for his "C" wastewater license.
- Reduced overall budget costs for department.
- Installed new influent meter and level detectors which are allowing for even flow monitoring and step screen automation.
- Replaced lift station rotating assembly for pump #4.
- Replaced one of three RAS pump rotating assembly and suction box.
- Provided basin for Fire Department confined space training.
- Chief plant operator cross trained in E.Coli lab testing.

CONTINUING OBJECTIVES

- Reduce operational costs through effective and efficient operational techniques.
- Thoroughly maintain existing facilities and equipment.
- Continue stormwater permit testing to remain in compliance with TCEQ regulations.
- 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 Chief Plant Operator cross training.
- Continue cross training plant personnel on lab testing procedures.

GOALS FOR FISCAL YEAR 2015

- Replace skimmer pipe in both clarifiers.
- Replace 3rd RAS pump rotating assembly.
- Maintain zero permit violations.

WASTEWATER - SOUTH PLANT

02-8402

EXPENDITURE SUMMARY

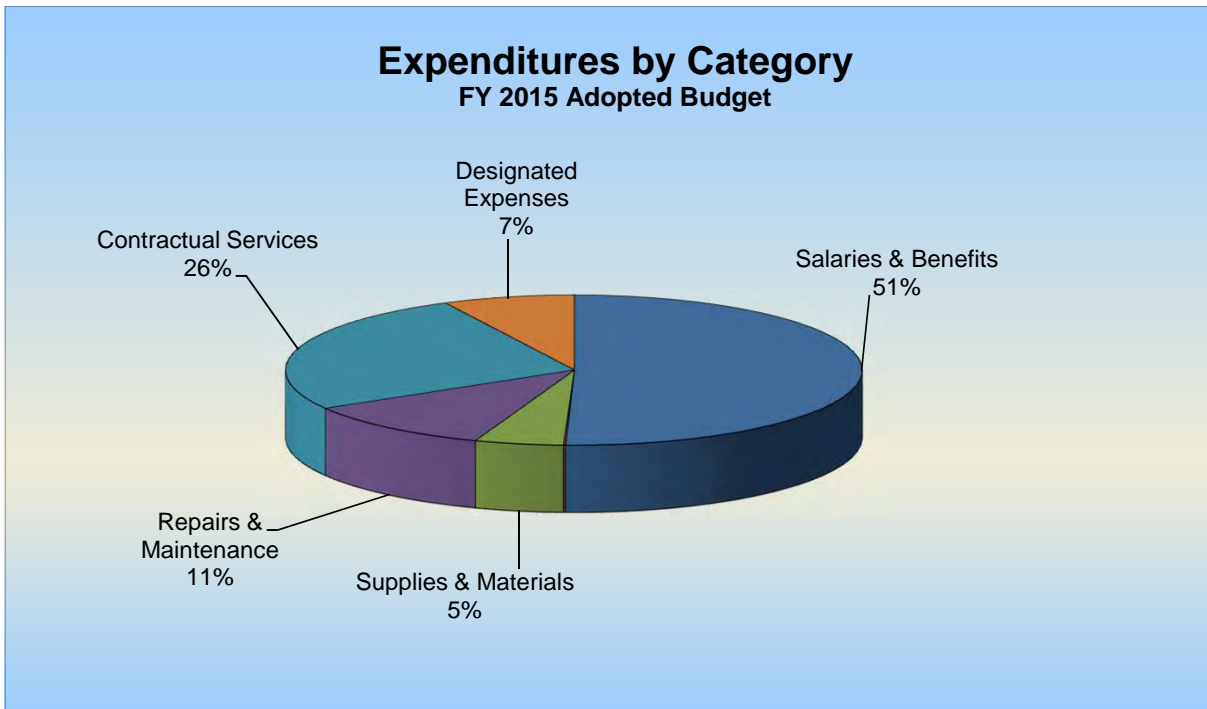
WASTEWATER - SOUTH PLANT	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	4,264	151,126	151,126	153,811
Personnel Support	-	354	354	360
Supplies & Materials	-	13,368	13,368	15,094
Repairs & Maintenance	-	37,036	37,036	33,325
Contractual Services	-	77,121	77,121	79,597
Designated Expenses	-	18,913	18,913	22,475
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Other Expenditures	-	-	-	-
Total	4,264	297,918	297,918	304,662

In FY 2014, the Wastewater Treatment Department was divided into five departments: Wastewater Treatment, Wastewater-South Plant, Wastewater-Northeast Plant, Wastewater-Northwest Plant, and Wastewater-Lab.

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: 2% COLA increase for FY 2015.



** "Highlights" are not necessarily all-inclusive

WASTEWATER - SOUTH PLANT

02-8402

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Chief Plant Operator	0	1	1	1
Plant Operator II	0	2	2	2
DIVISION TOTAL	0	3	3	3

Note: In FY 2014, the Wastewater Treatment Department was divided into five departments: Wastewater Treatment, Wastewater-South Plant, Wastewater-Northeast Plant, Wastewater-Northwest Plant, and Wastewater-Lab.

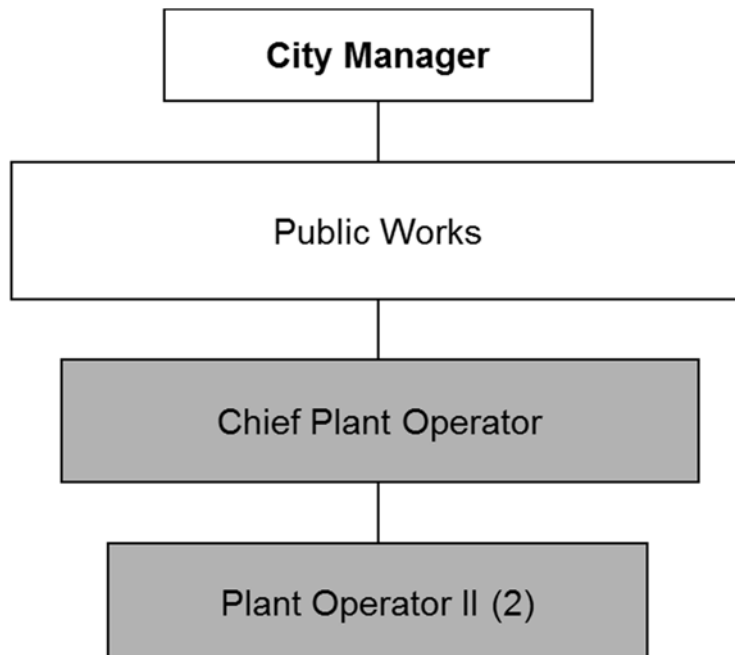
PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
Gallons of Actual Wastewater Treated per Day (million)	N/A*	0.500	0.475	0.500
Gallons of Actual Wastewater Treated Annually (million)	N/A*	183	173	183
EFFICIENCIES				
Operating Cost per Million Gallons of Actual Wastewater Treated	N/A*	\$1,632.43	\$1,718.34	\$1,669.38
EFFECTIVENESS				
In Full Compliance with all State and Federal Regulations (# of Minor Excursions)	5	Yes	Yes	Yes

* New Performance Measure - Data not available.

WASTEWATER NORTHEAST PLANT



James Malone (Chief Plant Operator)



The mission of the Northeast Wastewater Treatment Plant is to operate and maintain the City's northeast wastewater treatment facility with a permitted capacity of 2.5 million gallons in accordance with Federal and State permits and local laws.

3 Full Time Employees Funded

WASTEWATER – NORTHEAST PLANT

PROGRAM DESCRIPTION

The Northeast Wastewater Treatment Plant is one of the three wastewater treatment plants operated and maintained in the City, in accordance with EPA and TCEQ requirements. It has a total permitted daily flow capacity of 2.5 million gallons per day (MGD). The Northeast plant renders required reports and maintains appropriate records and current files in compliance with Federal and State permit requirements and laws.

MAJOR DEPARTMENT GOALS

- Perform operations of the City's Northeast Wastewater Treatment facility in accordance with Federal and State permit requirements.
- Keep supplying the Golf Course with high quality effluent reuse water for course irrigation.

ACHIEVEMENTS FOR FISCAL YEAR 2014

- Maintained TCEQ Municipal Separate Storm Sewer System (MS4) permit requirements, and collected storm water samples as rainfall permitted.
- Replaced a broken worm gear drive for #2 Sequential Batch Reactor (SBR) motive pump inlet valve and rebuilt the ball centric valve.
- Upgraded the emergency alert system with a new Verbatim unit.
- Rebuild #2 ultraviolet disinfection module.
- Identified work needed to facilitate repairs of plant equipment.
- Trained operators to ensure required State certifications were obtained and maintained.
- Handled increased flows from Five Hills Shops development and surrounding shops with no adverse effects on plant operations.

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 cross training all operators within the department.
- Continue operations to meet all permit requirements contained within EPA and TCEQ operational permits.
- Continue to improve on required tests by achieving superior test results.

GOALS FOR FISCAL YEAR 2015

- Identify ways to reduce operational costs at the Northeast plant.
- Identify and plan for future equipment and facility repairs and coordinate large improvements into Capital Improvement Plans.
- Keep everyone accident free.
- Upgrade emergency alert system to include installing more alarm set points to the system.

WASTEWATER - NORTHEAST PLANT

02-8403

EXPENDITURE SUMMARY

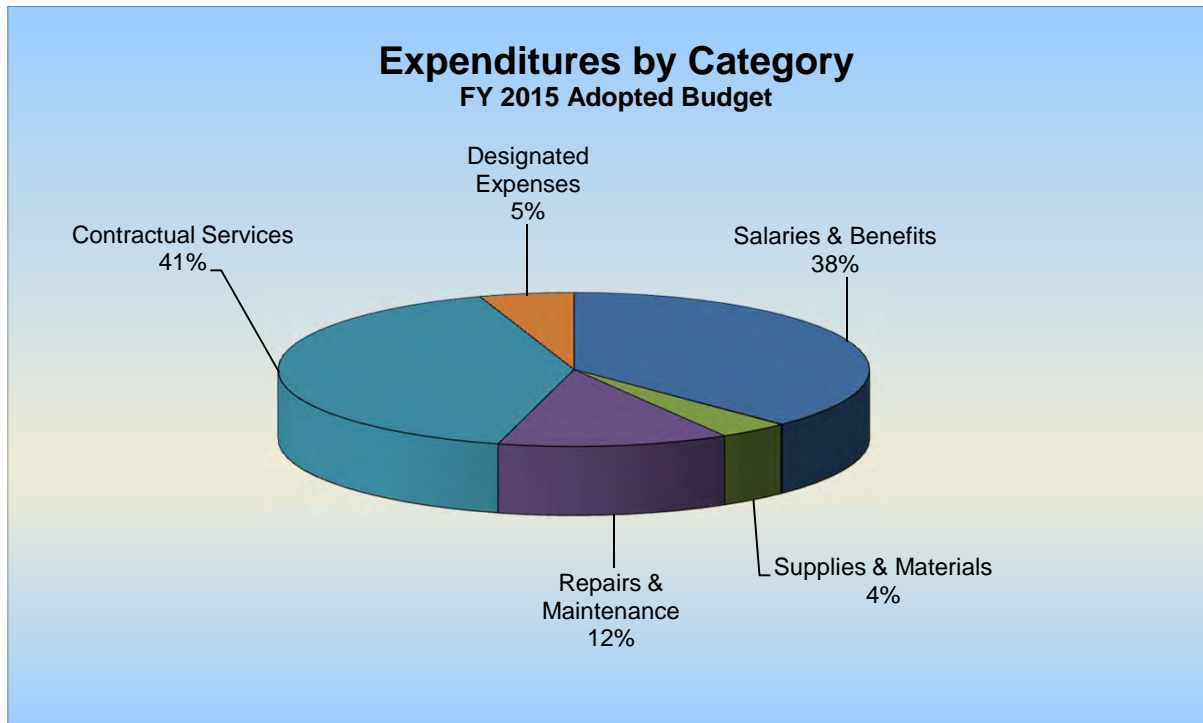
WASTEWATER - NORTHEAST PLANT	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	4,127	143,846	143,846	147,444
Personnel Support	-	354	354	360
Supplies & Materials	-	15,279	12,879	15,040
Repairs & Maintenance	-	48,993	52,006	49,403
Contractual Services	-	144,268	155,156	159,664
Designated Expenses	-	21,422	21,255	20,240
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	4,127	374,162	385,496	392,151

In FY 2014, the Wastewater Treatment Department was divided into five departments: Wastewater Treatment, Wastewater-South Plant, Wastewater-Northeast Plant, Wastewater-Northwest Plant, and Wastewater-Lab.

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Include 2% COLA increase for FY 2015.



** "Highlights" are not necessarily all-inclusive

WASTEWATER - NORTHEAST PLANT

02-8403

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Chief Plant Operator	0	1	1	1
Plant Operator II	0	2	2	2
DIVISION TOTAL	0	3	3	3

Note: In FY 2014, the Wastewater Treatment Department was divided into five departments: Wastewater Treatment, Wastewater-South Plant, Wastewater-Northeast Plant, Wastewater-Northwest Plant, and Wastewater-Lab.

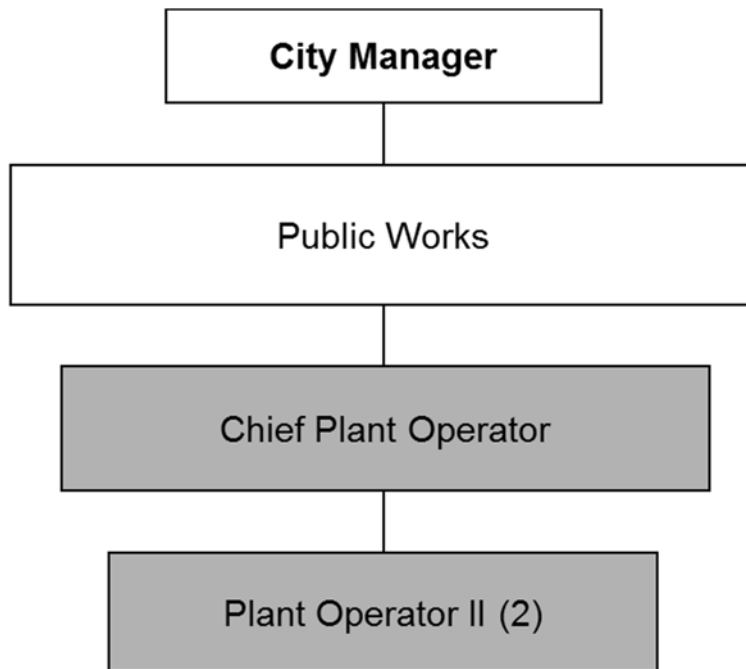
PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
Gallons of Actual Wastewater Treated per Day (million)	N/A*	0.80	0.88	0.90
Gallons of Actual Wastewater Treated Annually (million)	N/A*	292	321	329
EFFICIENCIES				
Operating Cost per Million Gallons of Actual Wastewater Treated	N/A*	\$1,281.38	\$1,200.17	\$1,193.76
EFFECTIVENESS				
In Full Compliance with all State and Federal Regulations (# of Minor Excursions)	5	Yes	Yes	Yes

* New Performance Measure - Data not available.

WASTEWATER NORTHWEST PLANT



Left to Right: Joe Wooten (Chief Plant Operator); Bardell Gilliard (Plant Operator II); Thomas Brooks (Plant Operator II)



The mission of the Northwest Wastewater Treatment Plant is to operate and maintain the City's northwest wastewater treatment facility with a permitted capacity of 4.0 million gallons in accordance with Federal and State permits and local laws.

3 Full Time Employees Funded

WASTEWATER – NORTHWEST PLANT

PROGRAM DESCRIPTION

The Northwest Wastewater Treatment Plant is one of the three wastewater treatment plants operated and maintained in the City, in accordance with EPA and TCEQ requirements. It has a total permitted daily flow capacity of 4.0 million gallons per day (MGD). The Northwest plant renders required reports and maintains appropriate records and current files in compliance with Federal and State permit requirements and laws.

MAJOR DEPARTMENT GOALS

- Perform operations of the City's Northwest Wastewater Treatment facility in compliance with all laws, rules and permit requirements of EPA and TCEQ.

ACHIEVEMENTS FOR FISCAL YEAR 2014

- Conducted consistent laboratory testing well beyond TCEQ permit requirements.
- Ensured all employees' certifications were up to date.

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.
- Continue chief plant operator cross training.
- Continue cross training plant personnel on lab testing procedures.

GOALS FOR FISCAL YEAR 2015

- Update alarm backup system.
- Major plant upgrades in the basins, thicker, and digester:
 - Replace all butterfly valves, air lines, and air diffusers.
 - Repair air leaks throughout the entire system.
 - Rebuild thickener.
 - Lower gate for #2 clarifier.
- Upgrade chatterbox by including clarifiers and U.V. system.
- Upgrade U.V. system:
 - Repair control panel to operate on "hand" or "auto."
 - Repair modules that are burned up.
 - Replenish U.V. bulb inventory to have enough spares available.
- Upgrade the lift station area:
 - Install a 120 volt plug outlet near the ram press controls.
 - Close in housing unit around ram press control for winterizing.
 - Repair control system to operate on "auto." Secondary mode is in operation.
 - Repair rotating assembly pump #2 with pump #1.
 - Repair lighting system in lift station.
 - Put lift station exhaust fan on auto timer.
- Repair control panels for the blowers.
- Major plant upgrade to the belt press:
 - Install new poly system.
 - Drain drainage lines in the old drying beds around the belt press.

WASTEWATER - NORTHWEST PLANT

02-8404

EXPENDITURE SUMMARY

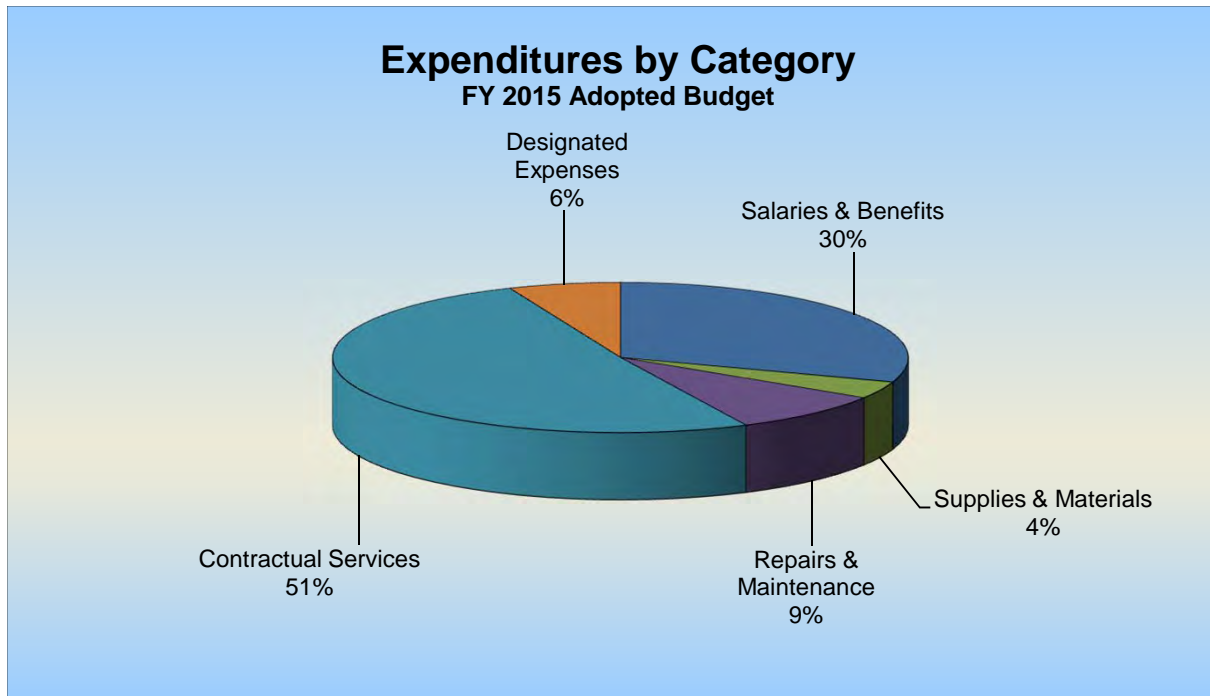
WASTEWATER - NORTHWEST PLANT	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	3,852	147,263	147,263	151,073
Personnel Support	-	354	354	360
Supplies & Materials	-	18,942	19,109	18,237
Repairs & Maintenance	-	42,292	42,292	44,156
Contractual Services	-	255,797	255,797	253,781
Designated Expenses	-	30,174	30,007	31,425
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	3,852	494,822	494,822	499,032

In FY 2014, the Wastewater Treatment Department was divided into five departments: Wastewater Treatment, Wastewater-South Plant, Wastewater-Northeast Plant, Wastewater-Northwest Plant, and Wastewater-Lab.

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Include 2% COLA increase for FY 2015.



** "Highlights" are not necessarily all-inclusive

WASTEWATER - NORTHWEST PLANT

02-8404

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Chief Plant Operator	0	1	1	1
Plant Operator II	0	2	2	2
DIVISION TOTAL	0	3	3	3

Note: In FY 2014, the Wastewater Treatment Department was divided into five departments: Wastewater Treatment, Wastewater-South Plant, Wastewater-Northeast Plant, Wastewater-Northwest Plant, and Wastewater-Lab.

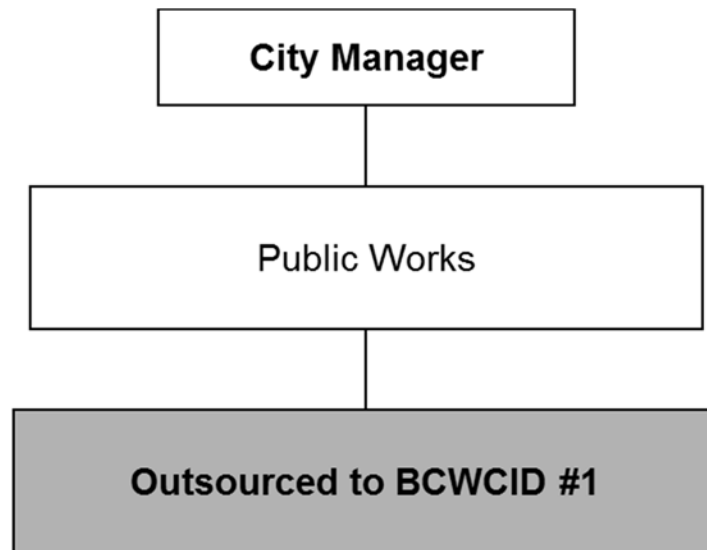
PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
Gallons of Actual Wastewater Treated per Day (million)	N/A*	1.2	1.4	1.4
Gallons of Actual Wastewater Treated Annually (million)	N/A*	438	511	511
EFFICIENCIES				
Operating Cost per Million Gallons of Actual Wastewater Treated	N/A*	\$1,129.73	\$968.34	\$976.58
EFFECTIVENESS				
In Full Compliance with all State and Federal Regulations (# of Minor Excursions)	Yes	Yes	Yes	Yes

* New Performance Measure - Data not available.

WASTEWATER - LAB



Joe Wooten, Chief Plant Operator-NW Plant, cross-training Thomas Brooks, Plant Operator II-NW Plant (left), and Chris Altott, Chief Plant Operator-South Plant (right), on E. coli testing



The mission of the Wastewater Treatment Lab is to monitor pH, dissolved oxygen (DO), and E. coli levels in water at the three wastewater treatment plants in accordance with EPA and TCEQ requirements.

0 Full Time Employees Funded

WASTEWATER – LAB

PROGRAM DESCRIPTION

The Wastewater Lab Department monitors pH, dissolved oxygen (DO), and E. coli levels in water at the three Wastewater Treatment Plants daily in accordance with EPA and TCEQ requirements. This department also renders required reports and maintains appropriate records and current files in compliance with Federal and State permit requirements and laws.

MAJOR DEPARTMENT GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2014

- Performed laboratory testing with superior results for the City's three Wastewater Treatment facilities.
- Trained operators to ensure required State certifications were obtained and maintained.
- Set up lab procedures in conjunction with BCWCID #1.
- Reviewed and implemented TCEQ Municipal Storm Sewer System (MS4) permit requirements.
- Coordinated with BCWCID #1 to provide additional lab tests above and beyond daily requirements.

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.
- Continue operations to meet all permit requirements contained within EPA and TCEQ operational permits.
- Cross-train CPOs and operators among all three Wastewater Treatment Plants.
- Maintain a positive working relationship with BCWCID #1 as services providing to the City increase.

GOALS FOR FISCAL YEAR 2015

- Identify ways to reduce operational costs at wastewater plants. Identify and plan for future equipment and facility repairs and coordinate large improvements into the Capital Improvement Plan.
- Train all personnel in specific lab procedures for respective plants.

WASTEWATER - LAB

02-8405

EXPENDITURE SUMMARY

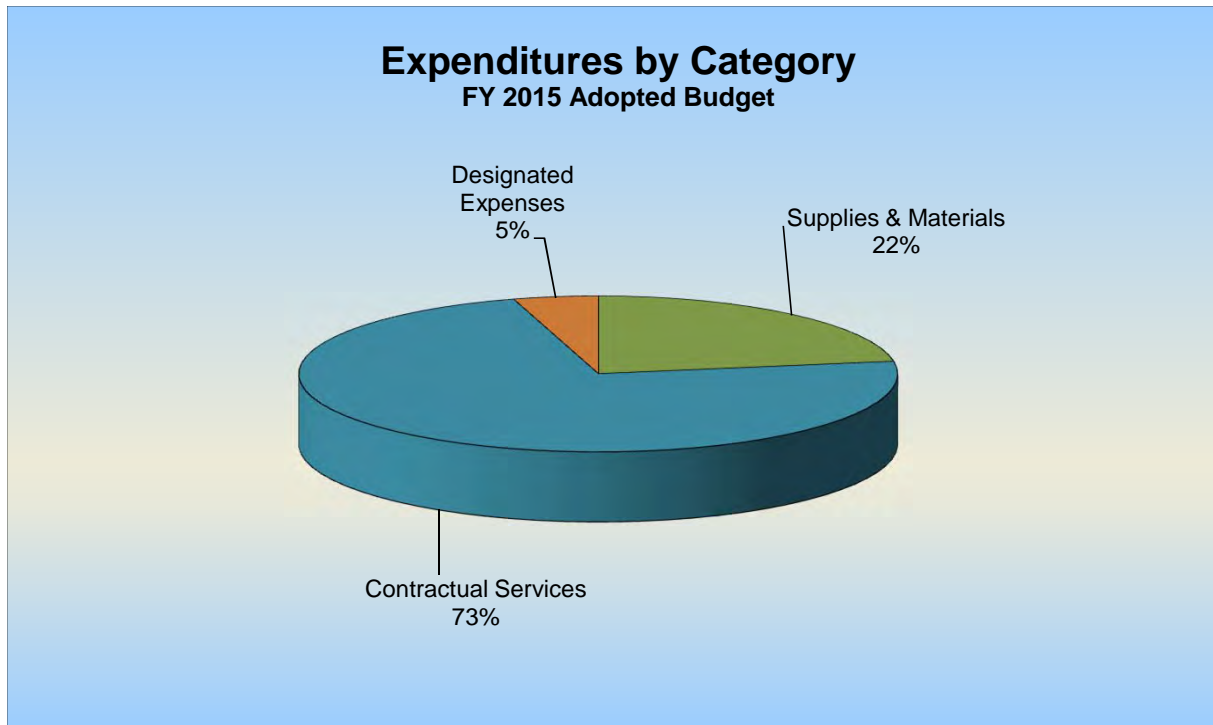
WASTEWATER - LAB	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	-	-	-	-
Supplies & Materials	-	9,066	9,066	9,812
Repairs & Maintenance	-	-	-	-
Contractual Services	-	30,200	31,000	31,900
Designated Expenses	-	1,800	1,000	2,000
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	-	41,066	41,066	43,712

In FY 2014, the Wastewater Treatment Department was divided into five departments: Wastewater Treatment, Wastewater-South Plant, Wastewater-Northeast Plant, Wastewater-Northwest Plant, and Wastewater-Lab.

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Expenses for wastewater lab testing, services, and other associated costs.



** "Highlights" are not necessarily all-inclusive

WASTEWATER - LAB**02-8405**

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
<i>OUTPUTS</i>				
# of Bio-Monitoring Reports	12	12	12	12
# of Toxicity Characteristic Leaching Procedure (TCLP) Reports	3	3	3	3
# of Daily Monitoring Reports (DMR)	12	12	12	12
<i>EFFICIENCIES</i>				
Cost per Bio-Monitoring Report	\$750	\$750	\$750	\$750
Cost per Toxicity Characteristic Leaching Procedure (TCLP) Report	\$1,000	\$1,000	\$1,300	\$1,300
<i>EFFECTIVENESS</i>				
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.

Vehicle and Equipment Purchased in 2014 with Debt to be Paid from the Water and Sewer Fund



F-150 Ford Truck



Insta Valve



Backhoe

NON - DEPARTMENTAL

02-8500

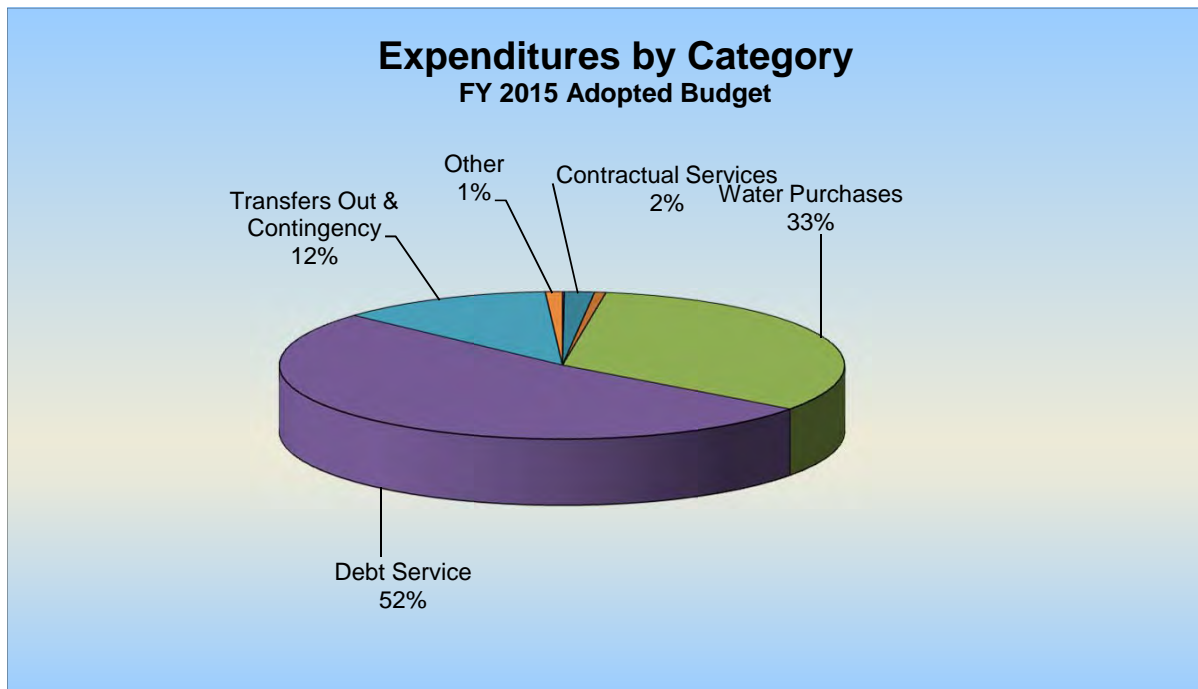
EXPENDITURE SUMMARY

NON-DEPARTMENTAL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	-	-	-	-
Supplies & Materials	-	35	35	-
Repairs & Maintenance	6,956	7,353	7,353	7,420
Contractual Services	103,770	116,898	116,898	116,836
Designated Expenses	59,355	61,997	61,997	44,000
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	13,222	13,078	13,078	-
Water Purchases	2,141,038	2,056,788	2,056,788	2,233,475
Debt Service	3,512,285	3,312,792	3,311,292	3,530,562
Transfers Out & Contingency	695,000	795,000	795,000	835,000
Other	37,624	101,873	103,373	66,500
Total	6,569,250	6,465,814	6,465,814	6,833,793

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Decreases:

- Designated Expenses: \$44,000 for TML Insurance.
- Other: \$30,000 for credit bureau collection fees, \$20,000 for purchase of CCNs, \$15,000 CCN's filing fees, and \$1,500 for Agent fees.



** "Highlights" are not necessarily all-inclusive



SOLID WASTE FUND



Top: Recycling Collection
Bottom Left: Brush Collection
Bottom Right: KCCB Clean Up Event



City of Copperas Cove

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 seven 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, 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.



City of Copperas Cove, Texas
FY 2015 Adopted Budget
Solid Waste Fund
Revenue & Expenditures 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 12,253 residential and commercial customers through the Solid Waste Fund. Garbage Collection Fees provides 81% of the total revenue generated in the Solid Waste Fund. The City of Copperas Cove will make every effort to ensure the Solid Waste Fund stays self-sufficient while continuing implementation of single-stream recycling.

REVENUES	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Adopted
Garbage Collection Fees	2,534,222	2,367,917	2,801,871	2,750,012	2,906,972
Sanitary Landfill Fees	329,499	293,912	422,224	387,600	390,000
Charges for Services	100,440	107,687	200,193	134,209	112,920
Late Payment Charges	130,744	139,585	147,437	135,578	155,000
Other Income	5,938	3,458	41,939	4,866	4,500
TOTAL	3,100,843	2,912,559	3,613,664	3,412,265	3,569,392
EXPENSES					
Salaries & Benefits	757,935	871,802	962,730	926,057	1,078,373
Supplies & Materials	221,732	248,148	304,456	353,218	537,992
Repairs & Maintenance	116,416	153,117	148,141	130,331	122,981
Contractual Services	53,424	63,683	139,765	66,614	72,058
Designated Expenses	1,420,924	1,014,443	1,277,893	1,418,208	1,374,727
Capital Outlay	159,131	224,051	-	-	-
Transfers/Other	428,000	778,108	483,000	483,000	477,000
TOTAL	3,157,562	3,353,352	3,315,985	3,377,428	3,663,131
Revenues Over/(Under)					
Expenses	(56,719)	(440,793)	297,679	34,837	(93,739)
TOTAL	3,100,843	2,912,559	3,613,664	3,412,265	3,569,392

CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2014-15 ADOPTED BUDGET
SOLID WASTE FUND
SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE

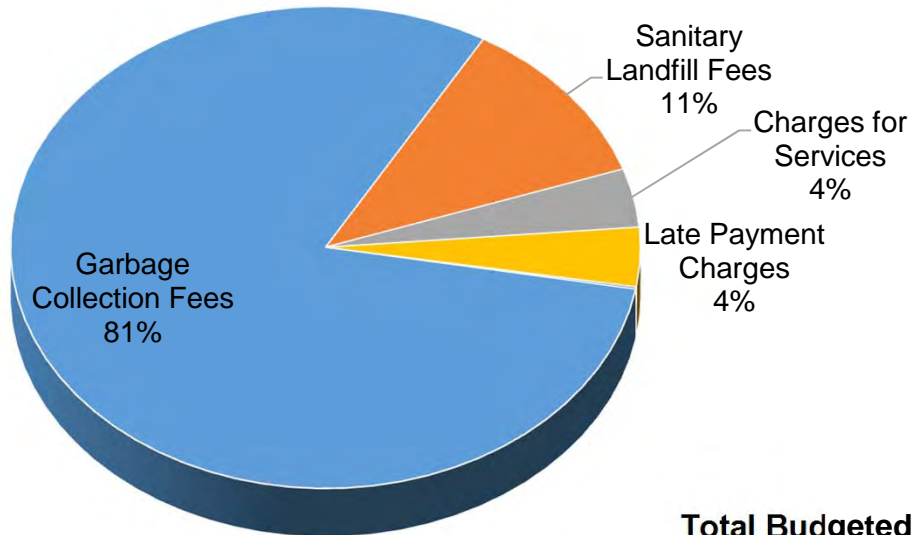
Description	Actual FY 2012-13	Adopted Budget* FY 2013-14	Projected FY 2013-14	Proposed Base Budget FY 2014-15	New Requests FY 2014-15	Adopted FY 2014-15
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 616,375	\$ 757,750	\$ 914,051	\$ 948,888	\$ 972,167	\$ 948,888
TOTAL BEGINNING FUND BALANCE	\$ 616,375	\$ 757,750	\$ 914,051	\$ 948,888	\$ 972,167	\$ 948,888
REVENUES:						
Refuse Collection Fees	\$ 2,853,250	\$ 2,802,012	\$ 2,802,012	\$ 2,958,972	\$ -	\$ 2,958,972
Senior Discount	(51,379)	(52,000)	(52,000)	(52,000)		(52,000)
Sanitary Landfill Fees	422,224	387,600	387,600	390,000		390,000
Recycling Proceeds	32,087	9,362	9,362	10,800		10,800
Sale of Scrap Metal	8,940	4,208	4,208	4,620		4,620
Sale of Kraft Bags	6,209	5,255	5,255	6,000		6,000
Commercial Reload/Overloan Fees	-	-	-	-		-
Return Service/Overload/Excess	43,897	41,613	41,613	20,500		20,500
Auto-Lid Locks	956	1,026	1,026	960		960
Rear Load Dumpster Rental	3,553	3,832	3,832	3,600		3,600
Roll-Off Rental Income	88,927	60,140	60,140	60,000		60,000
Customer Roll-Off Fee	180	163	163	240		240
Bulky/White Goods Collection	1,710	3,345	3,345	1,200		1,200
Container Removal from Curb	1,100	5,265	5,265	5,000		5,000
Composting Sales Revenue	12,634	-	-	-		-
Subtotal	<u>\$ 3,424,288</u>	<u>\$ 3,271,821</u>	<u>\$ 3,271,821</u>	<u>\$ 3,409,892</u>	<u>\$ -</u>	<u>\$ 3,409,892</u>
Interest Revenue	\$ 2,381	\$ 1,808	\$ 1,808	\$ 2,000		\$ 2,000
Late Charge For Billing	147,437	135,578	135,578	155,000		155,000
Auction Proceeds	30,377	-	-	-		-
Miscellaneous Revenues	9,181	3,058	3,058	2,500		2,500
Subtotal	<u>\$ 189,376</u>	<u>\$ 140,444</u>	<u>\$ 140,444</u>	<u>\$ 159,500</u>	<u>\$ -</u>	<u>\$ 159,500</u>
TOTAL REVENUES	\$ 3,613,664	\$ 3,412,265	\$ 3,412,265	\$ 3,569,392	\$ -	\$ 3,569,392
TOTAL FUNDS AVAILABLE	\$ 4,230,039	\$ 4,170,015	\$ 4,326,316	\$ 4,518,280	\$ 972,167	\$ 4,518,280
OPERATING EXPENSES:						
Solid Waste Administration (90)	\$ 258,417	\$ 248,620	\$ 248,620	\$ 274,493	\$ -	\$ 274,493
Solid Waste Collection - Residential (91-01)	300,302	303,301	303,301	359,539		359,539
Solid Waste Collection - Recycling (91-02)	205,969	277,459	277,459	372,839	117,018	489,857
Solid Waste Collection - Brush (91-03)	137,765	172,367	172,367	189,829		189,829
Solid Waste Collection - Commercial (91-04)	194,088	182,462	182,462	202,651		202,651
Solid Waste Collection - KCCB (91-05)	21,266	23,808	23,808	23,808		23,808
Solid Waste Composting (91-06) ¹	185,176	-	-	-		-
Solid Waste Disposal (92)	1,261,195	1,314,920	1,314,920	1,320,007		1,320,007
Non-Departmental (95)	560,779	543,191	559,057	555,120		555,120
TOTAL OPERATING EXPENSES	\$ 3,124,957	\$ 3,066,128	\$ 3,081,994	\$ 3,298,286	\$ 117,018	\$ 3,415,304
OTHER EXPENSES:						
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Lease Payments	-	-	-	-	-	-
Principal & Int Debt Pymts	191,030	311,300	295,434	247,827	-	247,827
TOTAL OTHER EXPENSES	\$ 191,030	\$ 311,300	\$ 295,434	\$ 247,827	\$ -	\$ 247,827
TOTAL EXPENSES	\$ 3,315,987	\$ 3,377,428	\$ 3,377,428	\$ 3,546,113	\$ 117,018	\$ 3,663,131
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 914,051	\$ 792,587	\$ 948,888	\$ 972,167	\$ 855,149	\$ 855,149
TOTAL ENDING FUND BALANCE	\$ 914,051	\$ 792,587	\$ 948,888	\$ 972,167	\$ 855,149	\$ 855,149
IDEAL FUND BALANCE	\$ 781,239	\$ 766,532	\$ 770,499	\$ 824,572	\$ 853,826	\$ 853,826
OVER (UNDER) IDEAL FUND BALANCE	\$ 132,812	\$ 26,055	\$ 178,390	\$ 147,596	\$ 1,323	\$ 1,323

* Includes budget amendments that were approved by City Council on 10/24/13, 11/19/13, 12/3/13, 2/18/14, and 5/6/14.

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

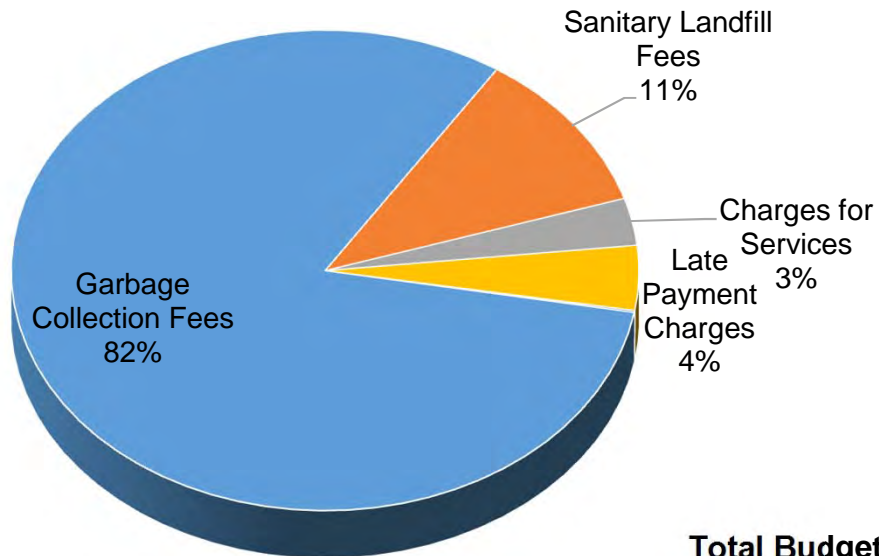
**City of Copperas Cove, Texas
 FY 2015 Adopted Budget
 Solid Waste Fund
 Budgeted Revenues by Source Comparison**

Fiscal Year 2013-2014 Budgeted Revenue



**Total Budgeted Revenues
 \$3,412,265**

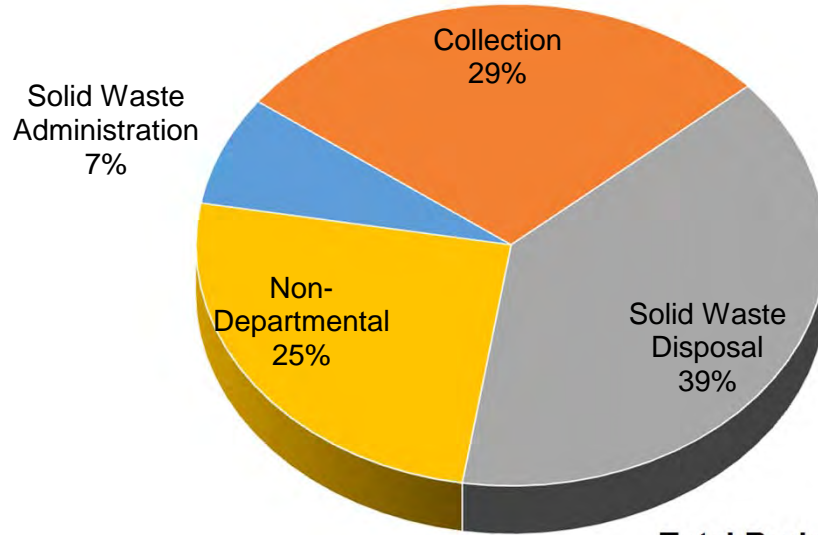
Fiscal Year 2014-2015 Budgeted Revenue



**Total Budgeted Revenues
 \$3,569,392**

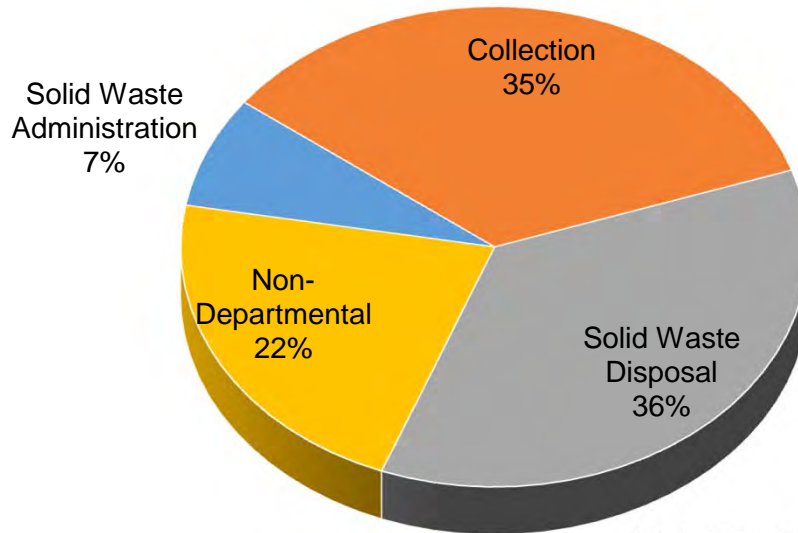
**City of Copperas Cove, Texas
FY 2015 Adopted Budget
Solid Waste Fund
Budgeted Expenditures by Function Comparison**

Fiscal Year 2013-2014 Budgeted Expenditures



**Total Budgeted Expenditures
\$3,377,428**

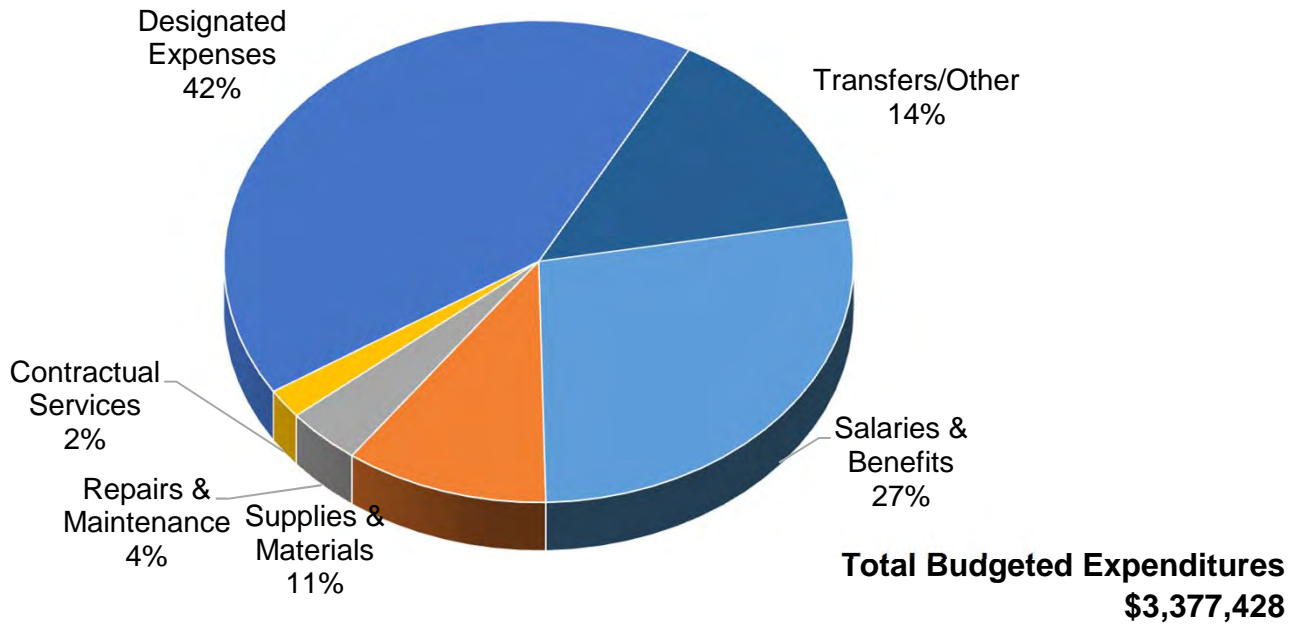
Fiscal Year 2014-2015 Budgeted Expenditures



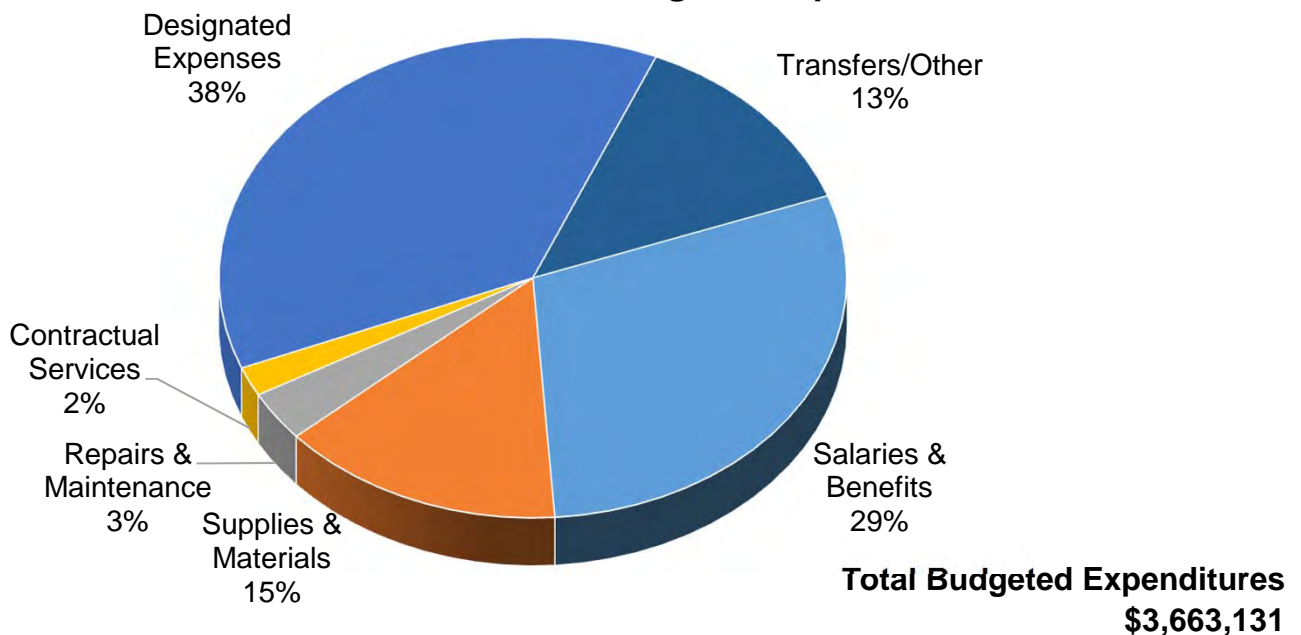
**Total Budgeted Expenditures
\$3,663,131**

City of Copperas Cove, Texas FY 2015 Adopted Budget Solid Waste Fund Budgeted Expenditures by Object Comparison

Fiscal Year 2013-2014 Budgeted Expenditures



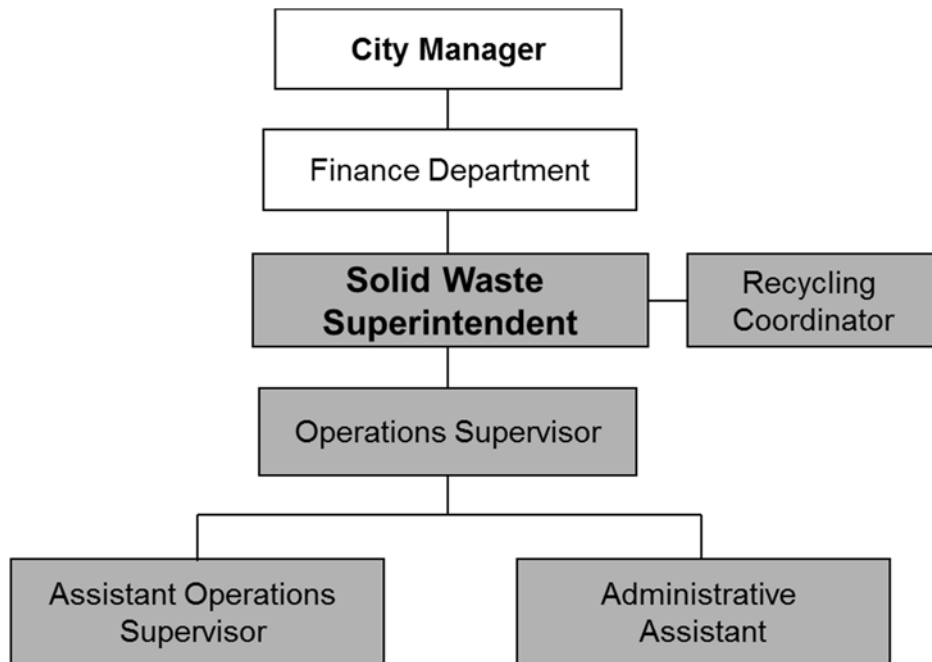
Fiscal Year 2014-2015 Budgeted Expenditures



SOLID WASTE ADMINISTRATION



Left to Right: Noel Watson (Solid Waste Superintendent); Silvia Rhoads (Recycling Coordinator); Mark Turner (Operations Supervisor); Silvia Perez (Administrative Assistant)



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.

5 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 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 2014

- Sponsored two City-wide cleanup events.
- Worked with Central Texas Council of Governments (CTCOG) Solid Waste Advisory Committee (SWAC) on a 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 various community sponsored events.
- Reorganized supervisory structure, which improved efficiency of the department.
- Improved complaint data system.

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 to provide excellent customer service, listening and resolving any discrepancies in a prompt manner.

GOALS FOR FISCAL YEAR 2015

- 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.
- Hold monthly safety training for all divisions.

SOLID WASTE ADMINISTRATION

03-9000

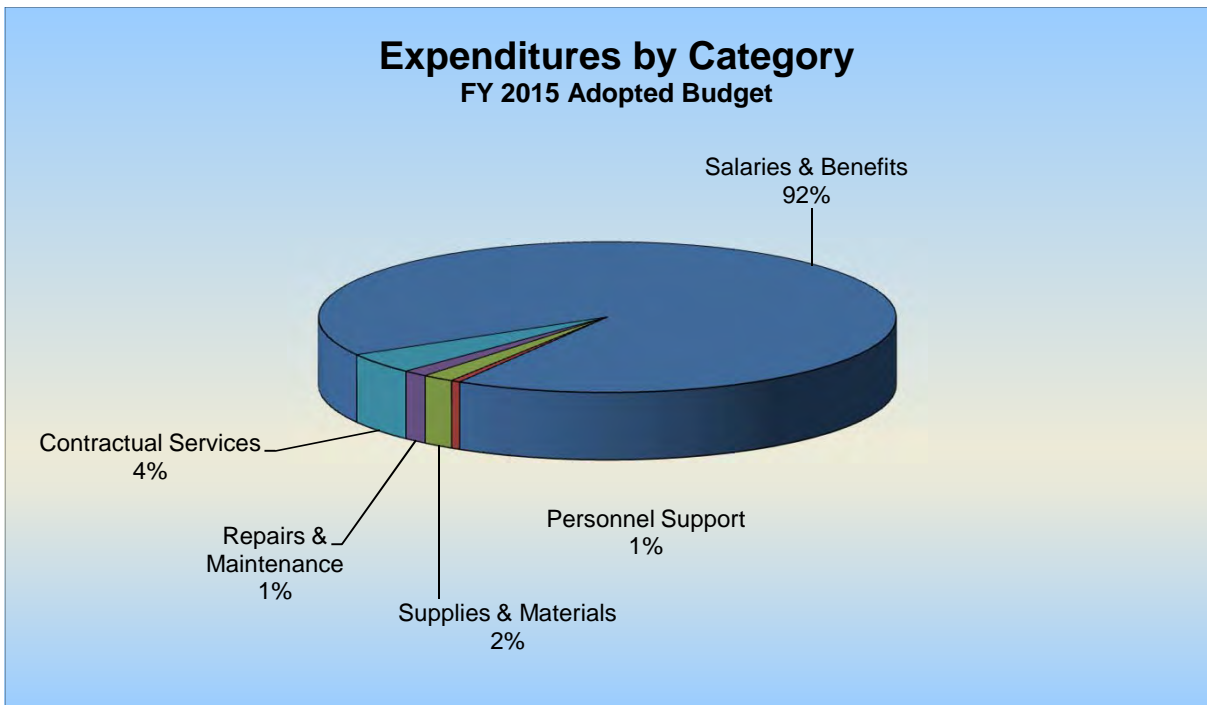
EXPENDITURE SUMMARY

SOLID WASTE ADMINISTRATION	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	236,994	229,710	229,710	252,136
Personnel Support	-	1,266	1,266	1,440
Supplies & Materials	6,804	4,524	4,524	4,899
Repairs & Maintenance	3,300	2,737	2,737	3,898
Contractual Services	11,170	10,383	10,383	12,120
Designated Expenses	149	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	258,417	248,620	248,620	274,493

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Include 2% COLA increase, and funding of current Operations Supervisor for FY 2015.



** "Highlights" are not necessarily all-inclusive

SOLID WASTE ADMINISTRATION

03-9000

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Administrative Assistant	1	1	1	1
Solid Waste Superintendent	0	1	1	1
SW Supervisor/Operations	1	1	1	1
SW Supervisor-Recycling/Admin.	1	0	0	0
Recycling Coordinator	0	1	1	1
Director of Solid Waste	0.67	0	0	0
Assistant Supervisor/Operations	1	1	1	1
DIVISION TOTAL	4.67	5	5	5

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
Total Tons Collected	20,200	21,000	24,000	26,000
Total # of Complaints	320	300	250	200
EFFICIENCIES				
Operating Cost to Collect One Ton of Garbage	\$12.79	\$11.84	\$10.36	\$10.56
EFFECTIVENESS				
% of Customer Service Complaints Resolved in 24 Hours or Less	90.0%	93.0%	95.0%	97.0%

** "Highlights" are not necessarily all-inclusive

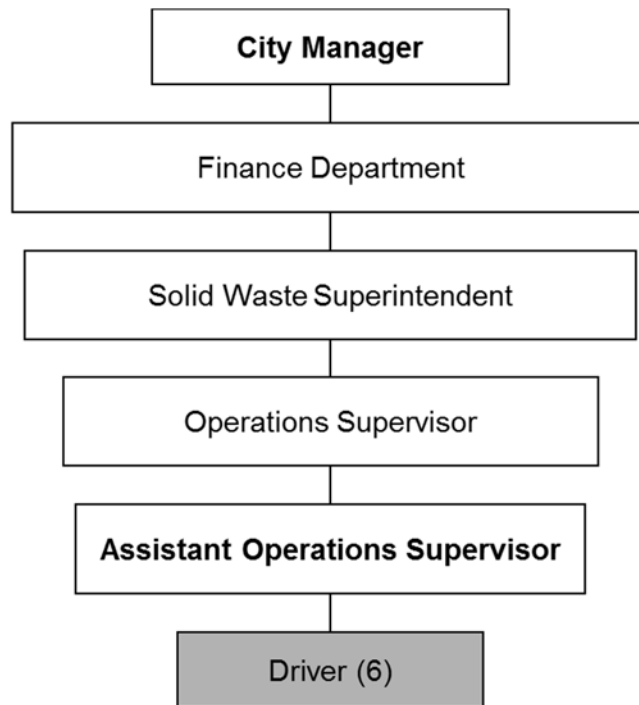
SOLID WASTE - RESIDENTIAL



City of Copperas Cove



Left to Right:
Front Row: Robin Smith (Driver); Robert Mitchell (Driver); Lisa Millenbach (Driver)
Back Row: Aundrea Curry (Driver); Theodore Peterson (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.

6 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 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 2014

- Supported various events beneficial to the City's image with Solid Waste services.
- Maintained complaint resolution (within 24 hours) at more than 98%.
- Distributed containers and literature to new home sites incorporated into the routing schedule.
- Cross trained employees across the different divisions.
- Hired one new driver to increase quality of service.
- Acquired one new side loader refuse truck.

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 2015

- Improve vehicle maintenance 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.
- Find efficient solutions to keeping up with city growth.

SOLID WASTE COLLECTIONS - RESIDENTIAL

03-9101

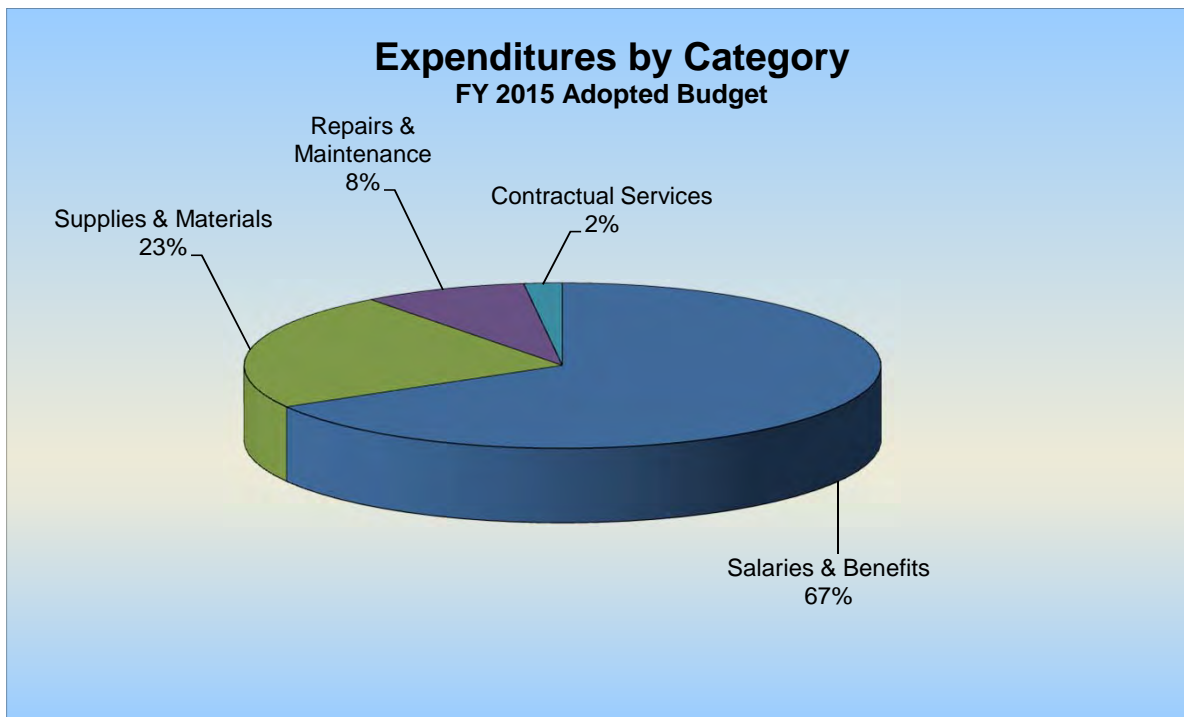
EXPENDITURE SUMMARY

SW COLLECTIONS - RESIDENTIAL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	152,130	193,412	193,412	239,584
Personnel Support	-	-	-	-
Supplies & Materials	94,687	72,674	72,674	82,953
Repairs & Maintenance	47,742	32,102	32,102	30,002
Contractual Services	5,743	5,113	5,113	7,000
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	300,302	303,301	303,301	359,539

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Positions were vacant for a portion of FY 2014; include 2% COLA increase for FY 2015.



** "Highlights" are not necessarily all-inclusive

SOLID WASTE COLLECTIONS - RESIDENTIAL

03-9101

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Driver	5	6	6	6
DIVISION TOTAL	5	6	6	6

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
<i>OUTPUTS</i>				
Tons Collected by Residential Collection Vehicles	10,500	11,500	10,500	11,000
<i>EFFICIENCIES</i>				
Cost to Collect One Ton of Residential Garbage	\$28.60	\$26.37	\$28.89	\$32.69
<i>EFFECTIVENESS</i>				
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%

** "Highlights" are not necessarily all-inclusive

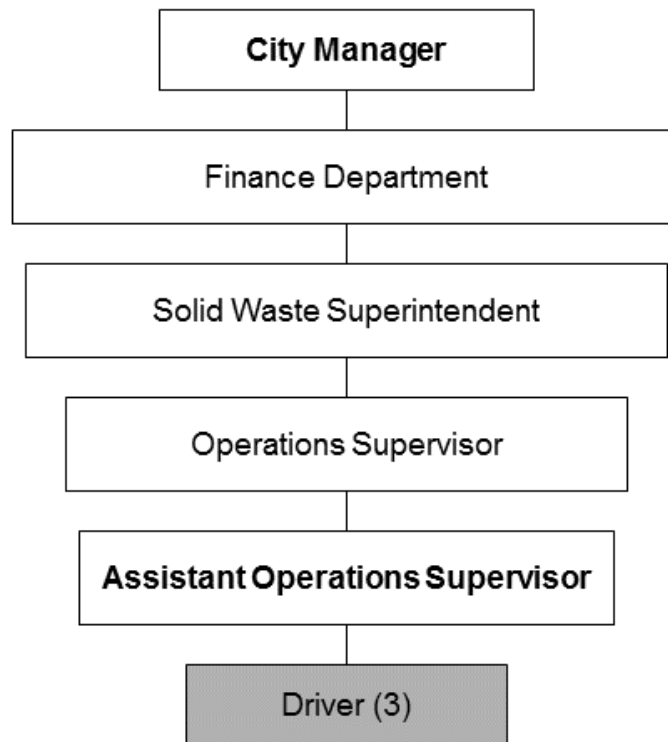
SOLID WASTE - RECYCLING



City of Copperas Cove



Barrett Gilmore (Driver); Victor Williams (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.

3 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 GOALS

- Increase commercial and residential participation through education.
- Maintain professional driving and work safety records.
- Expand Single Stream Recycling to other areas.

ACHIEVEMENTS FOR FISCAL YEAR 2014

- Shared revenue with the Copperas Cove Independent School District through a plastic bottle recycling initiative at the High School.
- Supported and participated in a City's Spring & Fall Cleanup.
- Conducted recycling education through speeches and classroom style education.
- Participated in Fort Hood's Earth Day, educating children and adults.
- Participated in two recycling education events at Fort Hood's Recycle Center attended by 200 children.
- Completed the single stream recycling pilot program incorporating all of Area 8.
- Began implementation of single stream recycling in area 1 and Area 3 to increase residents' participation, thus lowering hauling and disposal costs.
- Participated in the Killeen Geographical Information Systems Day event by educating school children about recycling. The event was attended by 1,300 students from all over the region.
- As part of the Cen-Tex Sustainable Communities Partnership Staff Committee, worked on strategic goals such as education and outreach, recycling, water conservation, and transportation.
- Ordered a new rear load recycle truck with two tippers for more timely and efficient single stream collection.
- Enhanced single stream recycling education by hands on education on collection route.

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 newspaper ads, flyers, newspaper articles and city-wide activities.
- Continue relationship with CCISD by visiting classes, hosting field trips to the Solid Waste Recycling Center, and the plastic bottle recycling initiative with the High School.
- Continue drivers' safety training to improve safety record.
- Expand program by increasing the number of voluntary residential participants.
- Continue to look for ways to expand the recycling program participation.

GOALS FOR FISCAL YEAR 2015

- Increase commercial/business recycling participation.
- Increase single stream recycling by implementing more areas into the system.
- Assist the Solid Waste Department in two City-wide clean up events.
- Enhance partnership with schools on recycling projects, including single stream recycling.
- Work towards zero contamination in Single Stream Recycling program.

SOLID WASTE COLLECTIONS - RECYCLING

03-9102

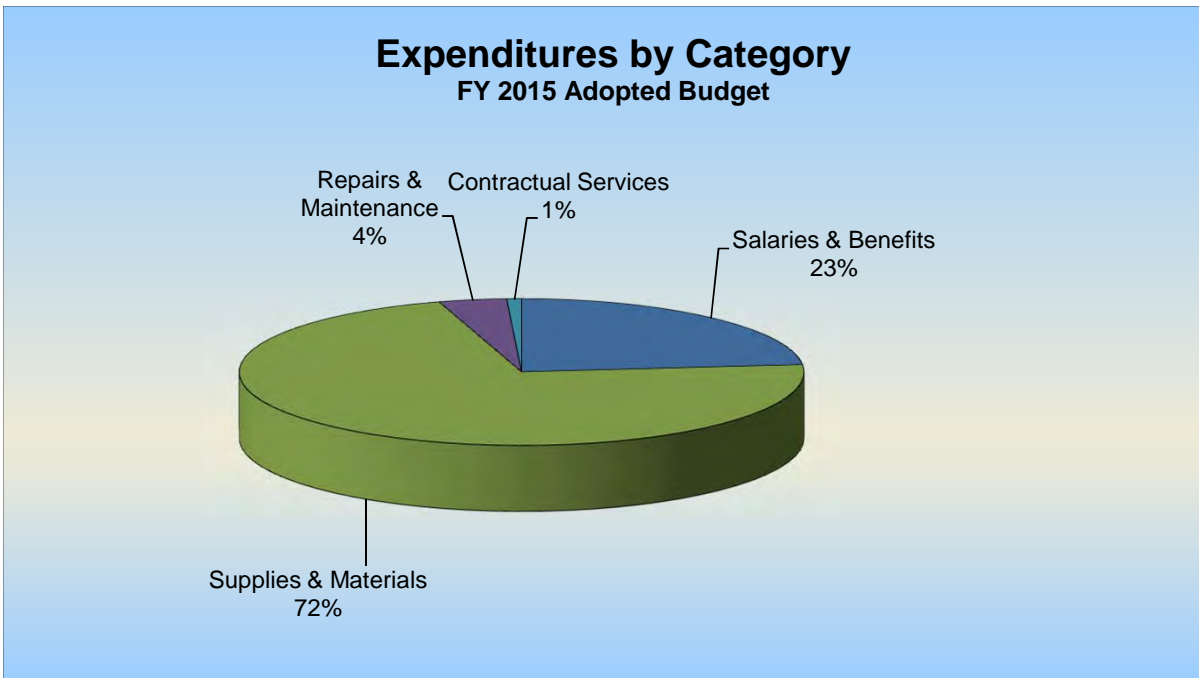
EXPENDITURE SUMMARY

SW COLLECTIONS - RECYCLING	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	88,629	75,261	75,261	114,751
Personnel Support	-	-	-	-
Supplies & Materials	95,039	177,451	177,451	351,937
Repairs & Maintenance	19,282	21,938	21,938	19,020
Contractual Services	3,019	2,809	2,809	4,149
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	205,969	277,459	277,459	489,857

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Positions were vacant for a portion of FY 2014; include 2% COLA increase for FY 2015.
- Supplies & Materials: Include \$320,000 for Single Stream Recycle bins.



SOLID WASTE COLLECTIONS - RECYCLING

03-9102

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Driver	3	3	3	3
DIVISION TOTAL	3	3	3	3

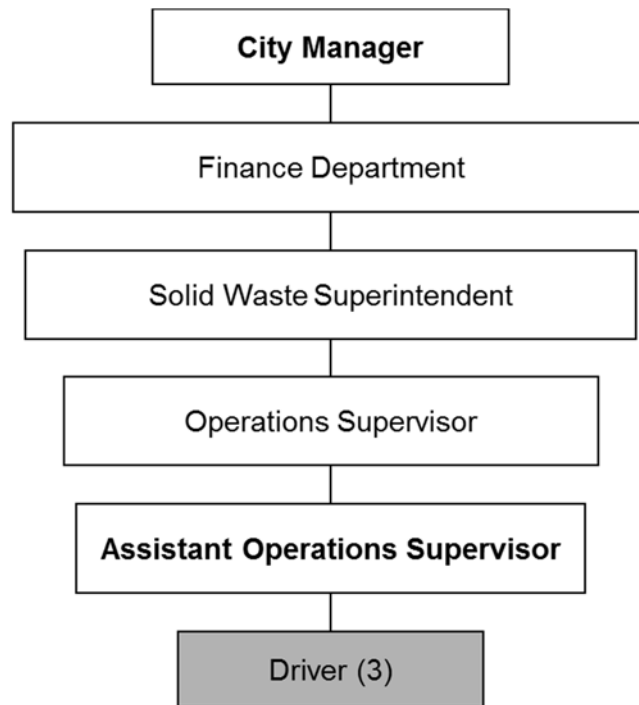
PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
Tons of Recyclables Collected (excluding scrap metal)	450	500	550	650
Tons of Scrap Metal Collected	50	75	40	50
EFFICIENCIES				
Operating Cost per Ton to Process Recycled Materials	\$411.94	\$482.54	\$470.27	\$699.80
EFFECTIVENESS				
Solid Waste Diverted from the Landfill in Tons (Includes Recycled Brush)	1,750	2,000	1,700	2,000
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%

** "Highlights" are not necessarily all-inclusive

SOLID WASTE BRUSH AND BULK



Left to Right: Robert Butler (Driver); David Kramer (Driver); Henry Jurode (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 twice per month up to three (3) cubic yards per collection. 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 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 2014

- Brush diversion provided a savings to disposal costs and provided material for composting operations.
- Maintained fleet management system to verify route stops by addresses and time.
- Based on customer feedback, implemented twice per month brush collection.
- Hired a second brush truck driver, to improve efficiency in the brush collection.
- Supported Code Compliance with cleanup of a residence requiring disposal of 11 tons of trash.
- Supported Code Compliance with a major commercial cleanup requiring disposal of 121 tons of debris.

CONTINUING OBJECTIVES

- Improve Brush and Bulk 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 2015

- Promote the two (2) pickup truck loads of brush per year free of charge at the Transfer Station.
- Offer free bulky item drop off during two City cleanup events to help keep bulky waste off the curb.
- Improve efficiency and speed of brush & bulk collection by reorganizing how trucks are utilized.

SOLID WASTE COLLECTIONS - BRUSH AND BULK

03-9103

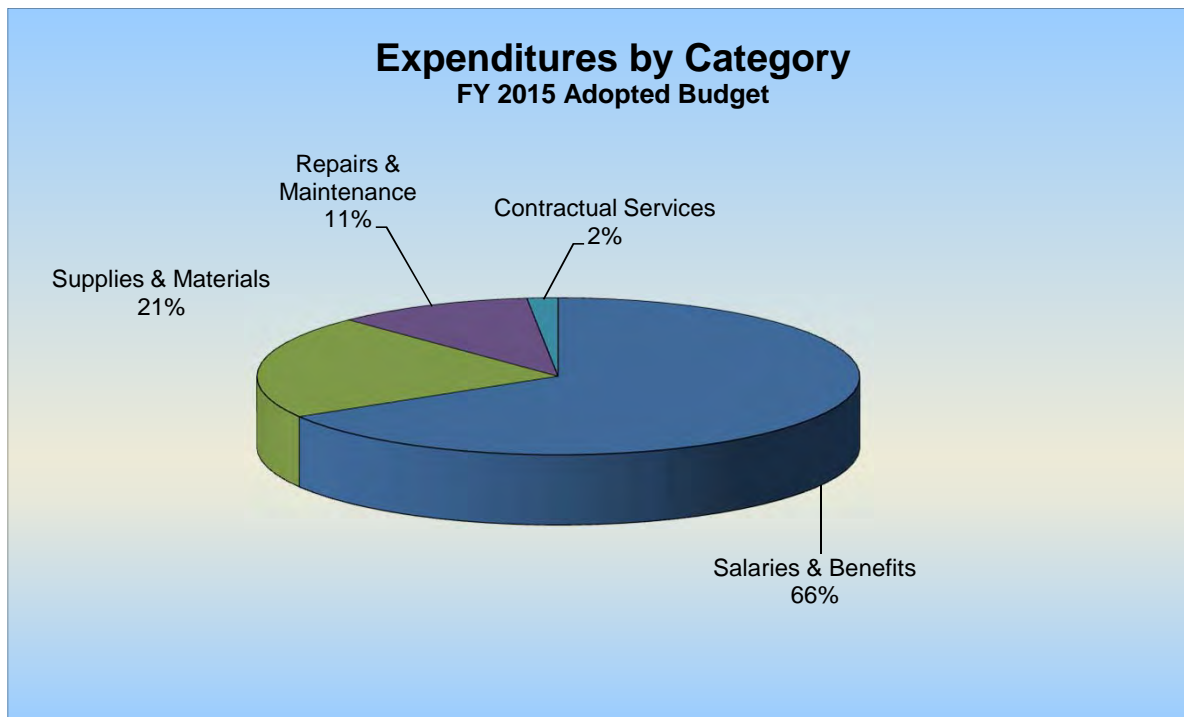
EXPENDITURE SUMMARY

SW COLLECTIONS - BRUSH AND BULK	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	84,457	108,373	108,373	126,064
Personnel Support	-	-	-	-
Supplies & Materials	31,441	38,734	38,734	40,505
Repairs & Maintenance	19,193	22,112	22,112	20,112
Contractual Services	2,674	3,148	3,148	3,148
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	137,765	172,367	172,367	189,829

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Positions were vacant for a portion of FY 2014; include 2% COLA increase for FY 2015.



** "Highlights" are not necessarily all-inclusive

SOLID WASTE COLLECTIONS - BRUSH AND BULK

03-9103

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Driver	3	3	3	3
DIVISION TOTAL	3	3	3	3

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
Tons of Brush Collected	1,200	1,350	1,146	1,200
Tons of Bulk Items Collected	750	800	800	825
EFFICIENCIES				
Cost per Ton to Collect Brush and Bulk	\$70.65	\$80.17	\$88.58	\$93.74
EFFECTIVENESS				
Tons of Brush Diverted from the Landfill				
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%

** "Highlights" are not necessarily all-inclusive

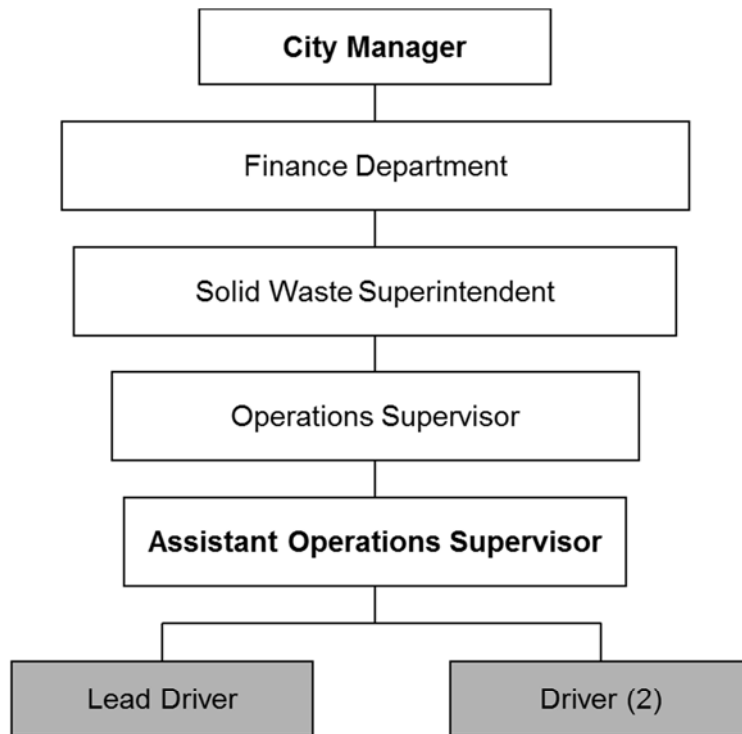
SOLID WASTE - COMMERCIAL



City of Copperas Cove



Left to Right: Darren Wilson (Driver); Travis Daniel (Lead Driver); Robert Angeny (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 GOALS

- Provide responsive, reliable and quality waste collection services to all commercial customers.
- 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 2014

- Increased revenue from expanding the roll off services.
- Increased customer satisfaction by increasing dumpster inventory.

CONTINUING OBJECTIVES

- 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.
- Maintain program to clean, repair, and paint commercial containers on a rotating basis.

GOALS FOR FISCAL YEAR 2015

- Improve maintenance of vehicle and equipment.
- Work with Code Compliance and the Police Department to deter illegal dumping.
- Purchase new dumpsters for commercial customers to keep up with commercial growth.

SOLID WASTE COLLECTIONS - COMMERCIAL

03-9104

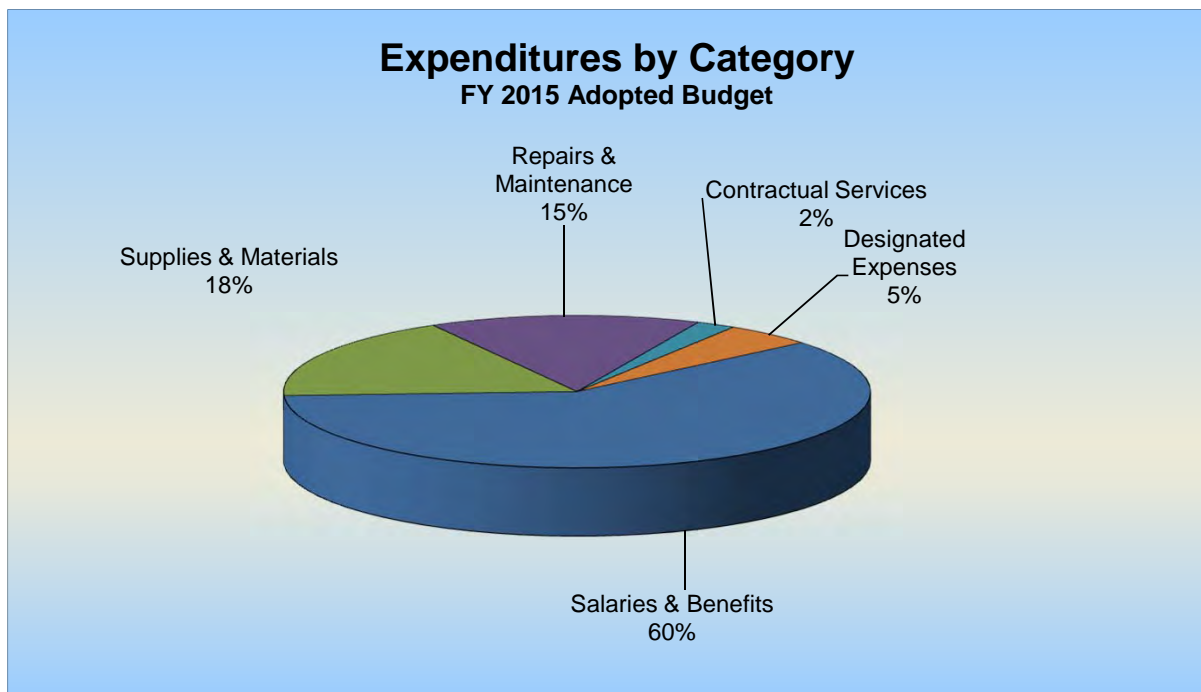
EXPENDITURE SUMMARY

SW COLLECTIONS - COMMERCIAL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	112,724	102,082	102,082	122,100
Personnel Support	-	255	255	-
Supplies & Materials	41,275	35,731	35,731	35,831
Repairs & Maintenance	29,112	32,320	32,320	30,320
Contractual Services	3,076	4,100	4,100	4,400
Designated Expenses	7,902	7,974	7,974	10,000
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	194,088	182,462	182,462	202,651

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Positions were vacant for a portion of FY 2014; include 2% COLA increase for FY 2015.



SOLID WASTE COLLECTIONS - COMMERCIAL

03-9104

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Lead Driver	1	1	1	1
Driver	2	3	3	3
DIVISION TOTAL	3	4	4	4

Note: In FY 2015, one driver is unfunded.

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
Tons Collected by Commercial Collection Vehicles	5,500	5,600	5,800	6,000
EFFICIENCIES				
Operating Cost to Collect One Ton of Commercial Garbage	\$35.29	\$32.58	\$31.46	\$33.78
EFFECTIVENESS				
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%

** "Highlights" are not necessarily all-inclusive

KEEP COPPERAS COVE BEAUTIFUL (KCCB)



Don't Mess with Texas Trash-off Event April 2014

Over one hundred volunteers came out and collected
1400 pounds of trash, litter, and debris.



A Group of Volunteers
Cleaning the Drainage
Ditch near
Georgetown Road



Volunteers Cleaning
across from Martin
Walker Elementary
School where some
illegal dumping had
taken place

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 GOALS

- 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 2014

- Won the 2014 Governors Community Achievement Sustained Excellence Award.
- Sponsored and took part in two (2) major cleanup events including a waterway cleanup event, and the Don't Mess with Texas Trash-off.
- Hosted the first annual "Shred Day" event.
- Held a Library Beautification event planting 52 native plants and distributing 20 yards of mulch in front of the Library.
- Hosted a beautification event at Heritage Park.
- Planned, organized, and hosted the fourth annual Eco Harvest where 961 fourth and fifth grade students and 120 others were educated about everything sustainable.
- Hosted a "Thank You" reception for all Eco Harvest volunteers.
- Recognized six (6) residents through the Yard of the Month program.
- Recognized 1st, 2nd, 3rd place in the first annual Halloween Decorating contest.
- Recognized 1st, 2nd, 3rd place in the annual Christmas Decorating contest.
- Became Chairperson for the Cen-Tex Sustainable Partnership Staff Committee.
- Partnered with CCISD, Chamber of Commerce and City of Copperas Cove on various projects.
- Worked on becoming a Tree City USA.
- Remained in good standing with Keep America Beautiful.
- Remained a Gold Star Affiliate of Keep Texas Beautiful.

CONTINUING OBJECTIVES

- Continue with cleanup events throughout the year.
- Continue relationship with local government, Chamber of Commerce, EDC, CCISD, civic groups, private entities, media, and Solid Waste partners.
- Increase fundraising.
- Award Yard of the Month, the Halloween and Christmas decorating awards.
- Work on a Green Business Initiative.
- Continue to find training opportunities for KCCB board members.
- Continue to achieve gold star status with Keep Texas Beautiful and continue to remain in good standing with Keep America Beautiful.
- Plan and host waterway and roadway cleanups.
- Continue to enhance and update KCCB's Website and Facebook page.
- Continue to utilize newspaper, speeches and education materials in an effort to create more awareness.
- Hold new member orientation for all incoming Board members.

GOALS FOR FISCAL YEAR 2015

- 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.
- Award two \$500 scholarships to high school seniors.
- Host at least one Park beautification.
- Hold a downtown beautification event.

KEEP COPPERAS COVE BEAUTIFUL (KCCB)

03-9105

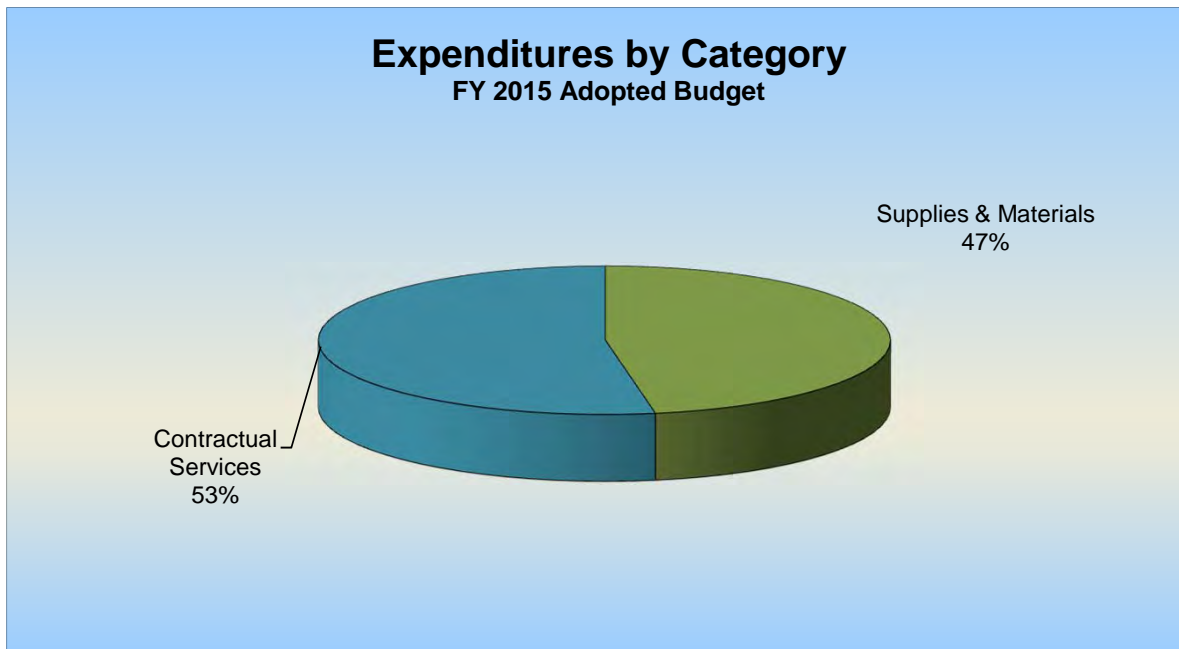
EXPENDITURE SUMMARY

KEEP COPPERAS COVE BEAUTIFUL (KCCB)	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	-	-	-	-
Supplies & Materials	9,477	11,240	11,240	11,240
Repairs & Maintenance	79	-	-	-
Contractual Services	11,709	12,568	12,568	12,568
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	21,266	23,808	23,808	23,808

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Contractual Services: \$5,200 for advertising, \$368 for dues and subscriptions, and \$7,000 for professional development costs.



KEEP COPPERAS COVE BEAUTIFUL (KCCB)

03-9105

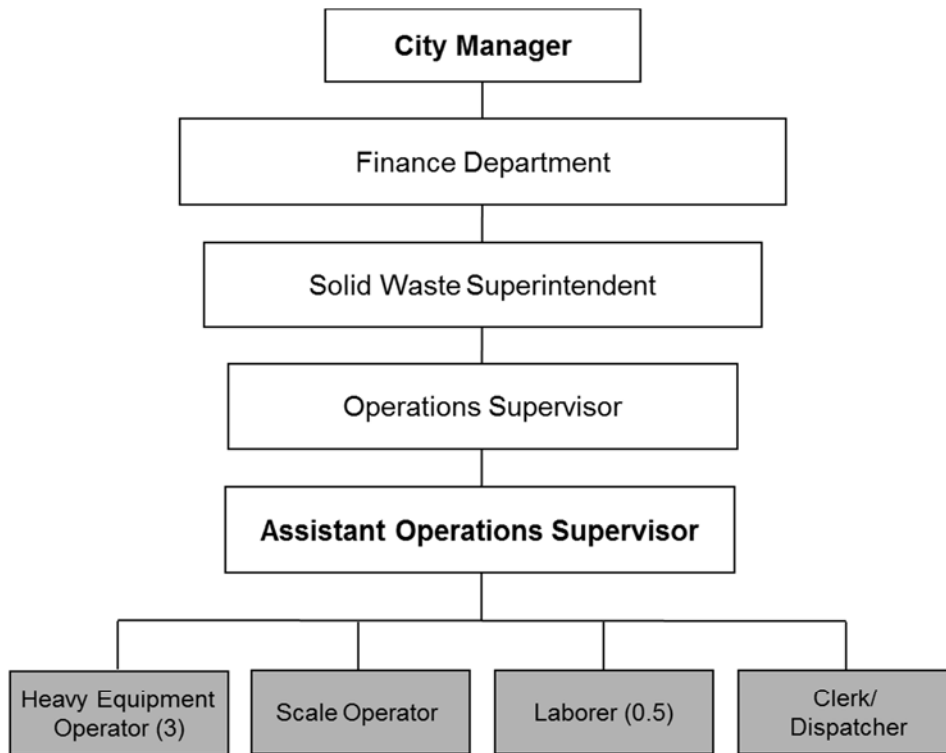
PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
# of Clean-Up / Beautification Projects	18	20	18	20
# of Public Education Hours	70	85	73	80
EFFICIENCIES				
Funding Available per Project	\$1,181	\$1,190	\$1,323	\$1,190
EFFECTIVENESS				
% Increase in Memberships	0.0%	7.0%	20.0%	5.0%
% Increase in Projects	0.0%	10.0%	10.0%	5.0%
% Increase in Fund Raising	100.0%	10.0%	0.0%	5.0%

** "Highlights" are not necessarily all-inclusive

SOLID WASTE - DISPOSAL




Front to Back: Joan Kelley (Clerk/Dispatcher); Ann Hamilton (Scale Operator); Willie Ortiz (Heavy Equipment Operator)



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

5.5 Full Time Employees 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 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 2014

- 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.
- Customers without trailers now have the ability to dump their waste at the customer drop off point on the side of Transfer Station, minimizing traffic interruption for City waste collection vehicles and other large vehicles.
- Supported various City events with roll off dumpster delivery and disposal.
- Implemented an in-house tire changing program, saving time and money.
- Enhanced customer service.
- Lessened illegal dumping in the recycle roll-off by moving roll-off containers to the transfer station.
- Streamlined the hauling and disposal of trash, to accommodate the hauling of single stream recycling.

CONTINUING OBJECTIVES

- Maintain the highest quality facility and service possible to the citizens of Copperas Cove.
- Continue upkeep of the overall appearance and functionality of Transfer Station buildings and grounds.
- Continue to support community sponsored events that are beneficial to the City's image.
- Accommodate truck washing at the transfer station.
- Maintain the grounds at the old landfill.

GOALS FOR FISCAL YEAR 2015

- Establish a continuing education program for all employees in waste screening and Transfer Station operations.
- Improve employee area facilities.
- Improve drainage system weight scale at the Transfer Station.
- Improve the efficiency of the hauling and disposal of trash to adapt to increase in single stream recycling.

SOLID WASTE - DISPOSAL

03-9200

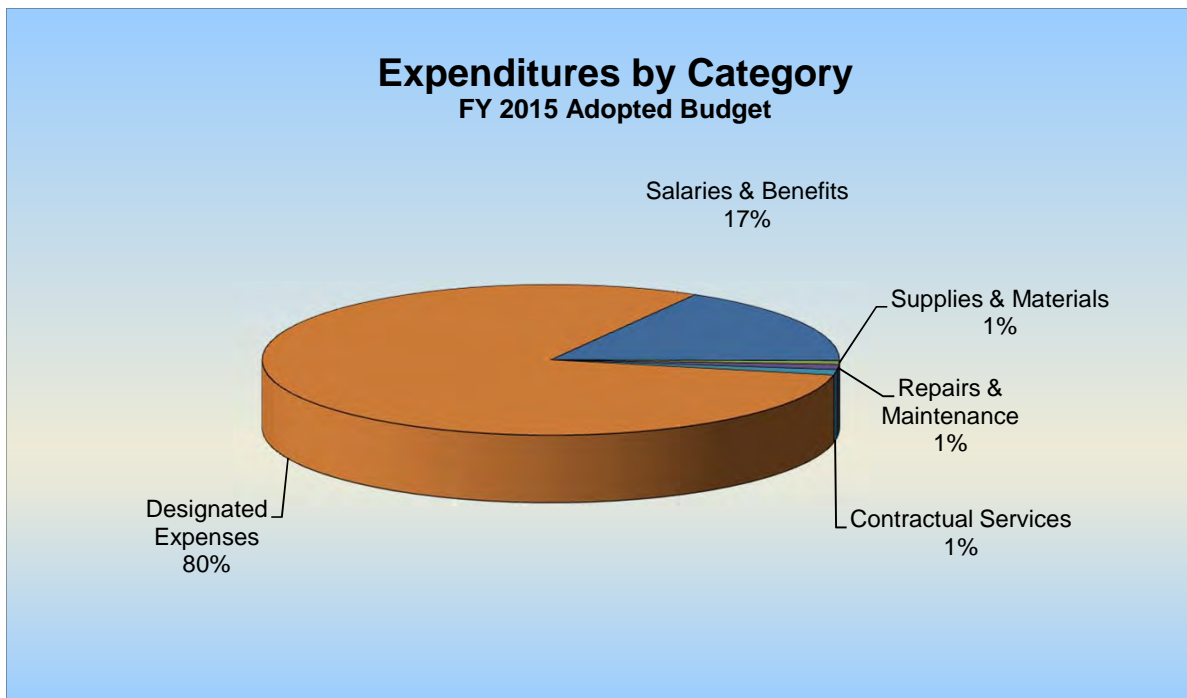
EXPENDITURE SUMMARY

SOLID WASTE - DISPOSAL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	191,083	215,383	215,383	221,938
Personnel Support	-	315	315	360
Supplies & Materials	15,190	12,819	12,819	10,627
Repairs & Maintenance	11,994	14,494	14,494	14,522
Contractual Services	17,205	15,609	15,609	15,660
Designated Expenses	1,025,723	1,056,300	1,056,300	1,056,900
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	1,261,195	1,314,920	1,314,920	1,320,007

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Include 2% COLA increase for FY 2015.



SOLID WASTE - DISPOSAL

03-9200

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Heavy Equipment Operator	3	3	3	3
Scale Operator	1	1	1	1
Clerk/Dispatcher	1	1	1	1
Laborer	0.5	0.5	0.5	0.5
DIVISION TOTAL	5.5	5.5	5.5	5.5

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
# of Tons Transferred and Landfilled	24,400	23,500	24,000	26,000
# of City Vehicles Utilizing Transfer Station	4,750	4,800	4,800	4,850
# of Non-City Vehicles Utilizing Transfer Station	13,500	14,000	13,000	13,500
Contract Cost per Ton to Transport and Landfill	\$37.25	\$37.25	\$37.25	\$37.25
EFFICIENCIES				
Cost per Ton for Operation of Facility	\$51.69	\$55.95	\$54.79	\$50.77
EFFECTIVENESS				
Number of Complaints from Neighbors Adjacent to the Facility	0	0	0	0

** "Highlights" are not necessarily all-inclusive

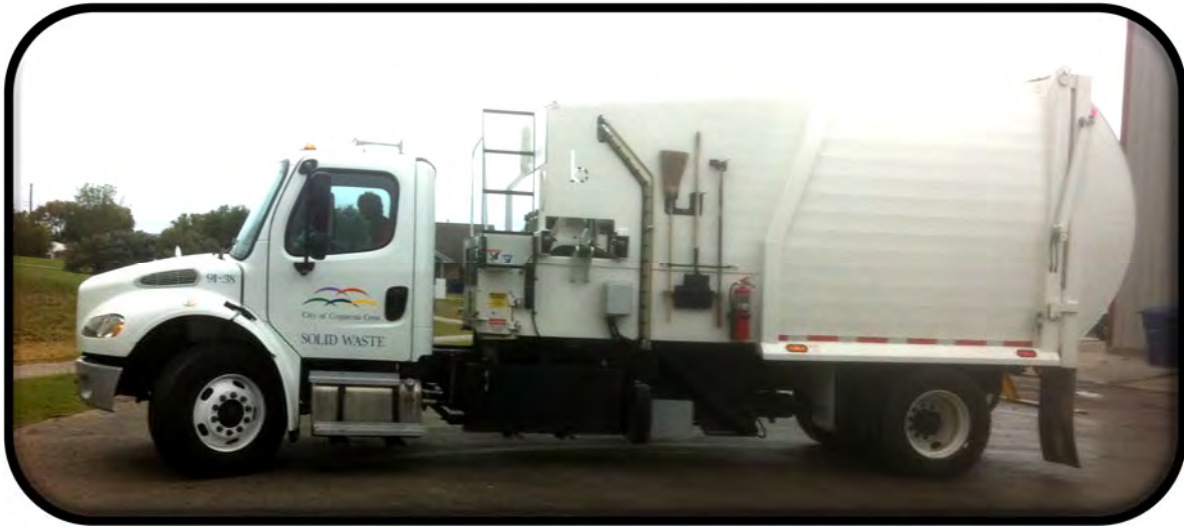
SOLID WASTE NON-DEPARTMENTAL



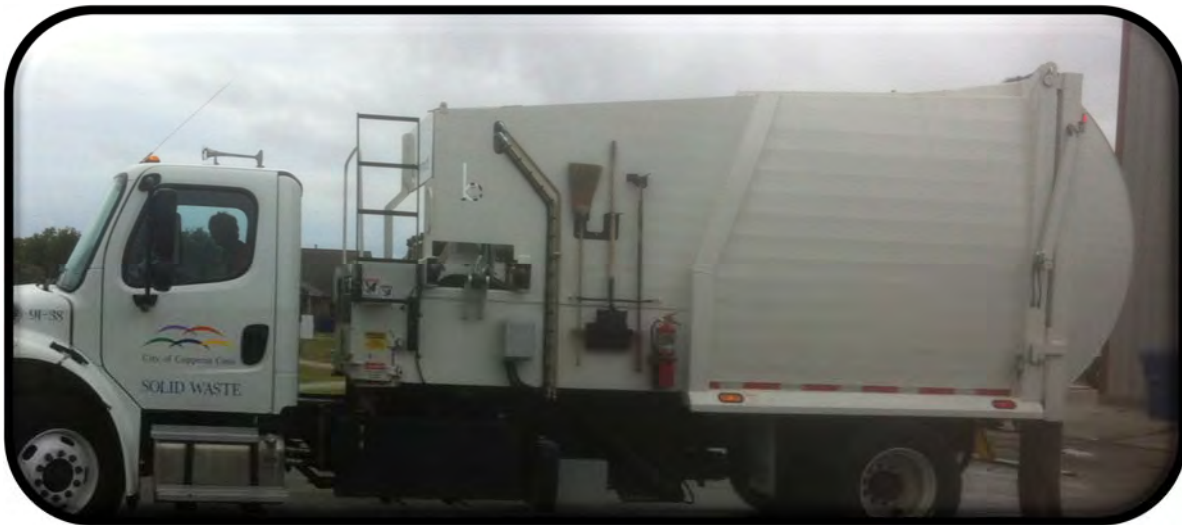
PROGRAM DESCRIPTION

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.

Vehicles purchased with debt to be paid off by the Solid Waste Fund



Sideloader Truck



Sideloader Truck

NON - DEPARTMENTAL

03-9500

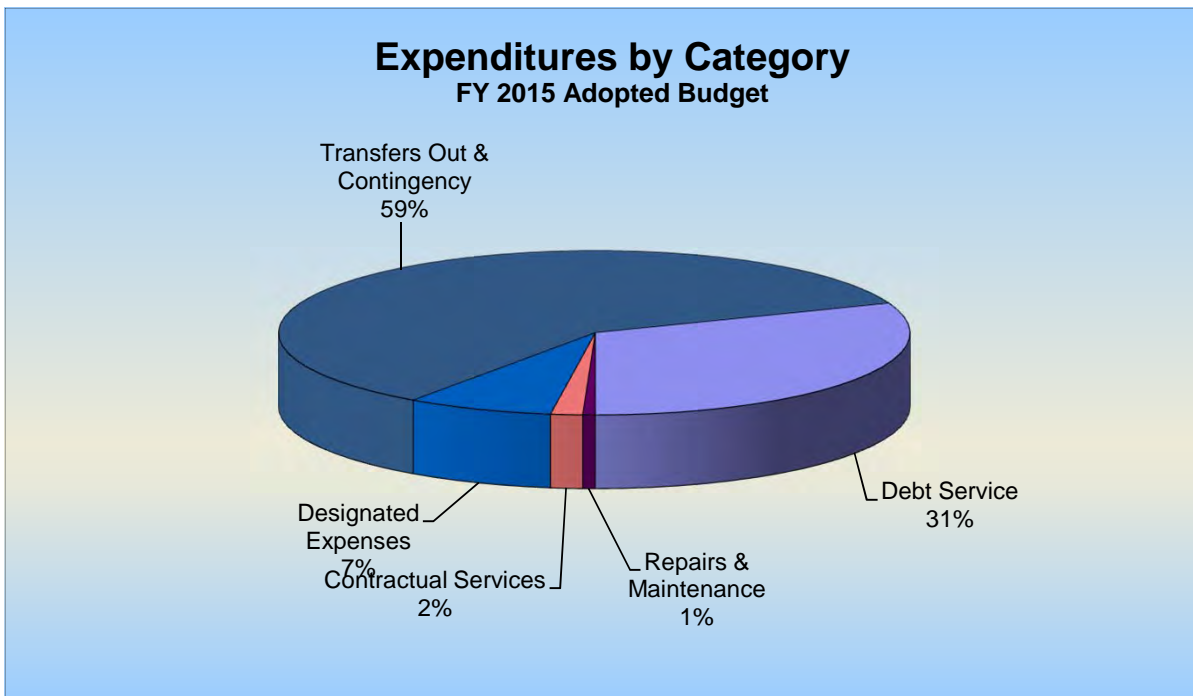
EXPENDITURE SUMMARY

NON-DEPARTMENTAL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	-	-	-	-
Supplies & Materials	76	245	45	-
Depreciation	-	-	-	-
Repairs & Maintenance	5,958	4,628	4,628	5,107
Contractual Services	18,685	12,684	12,884	13,013
Designated Expenses	52,979	58,500	58,500	60,000
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Transfers Out & Contingency	483,000	483,000	483,000	477,000
Debt Service	191,111	295,434	295,434	247,827
Total	751,810	854,491	854,491	802,947

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Decreases:

- Debt Service: Increase in debt principal and interest payments for FY 2015.





GOLF COURSE FUND



Golf Course Pro Shop and Grill & Bar



City of Copperas Cove

GOLF COURSE FUND

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

The City of Copperas Cove’s Golf Course Fund accounts for all expenses incurred and revenues earned in the process of providing a golf course facility to the public. Organizationally, the golf course reports to the Director of Parks and Recreation.



City of Copperas Cove

The City Built for Family Living

City of Copperas Cove, Texas
FY 2015 Adopted Budget
Golf Course Fund
Revenue & Expenditures 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 42% 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 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Adopted
Green Fees	82,519	94,959	68,814	68,000	90,772
Cart Rental Fees	82,636	91,443	69,641	69,000	86,500
Membership Dues	90,000	59,766	60,170	60,000	75,821
Pro Shop Sales	40,000	53,642	42,337	35,000	50,000
Other Operating Income	90,644	122,101	129,966	114,607	122,030
Transfers In	-	-	-	-	-
TOTAL	385,799	421,911	370,928	346,607	425,123
EXPENSES					
Salaries & Benefits	312,832	252,731	266,112	274,863	265,090
Supplies & Materials	33,294	51,496	54,197	65,354	65,453
Repairs & Maintenance	23,900	38,979	102,906	46,526	51,544
Contractual Services	74,736	77,299	73,164	83,426	86,520
Designated Expenses	150,221	77,558	61,375	44,919	54,761
Capital Lease Payments & Ca	31,768	26,473	-	-	-
Transfers / Other	-	92,353	-	-	-
TOTAL	626,750	616,889	557,754	515,088	523,368
Revenues Over/(Under)					
Expenses	(240,951)	(194,978)	(186,826)	(168,481)	(98,245)
TOTAL	385,799	421,911	370,928	346,607	425,123

CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2014-15 ADOPTED BUDGET
GOLF COURSE FUND
SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE

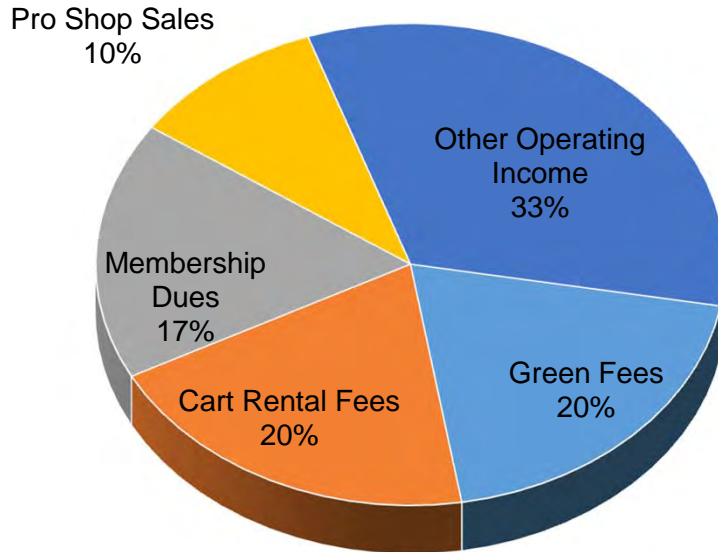
Description	Actual FY 2012-13	Adopted Budget* FY 2013-14	Projected FY 2013-14	Proposed Base Budget FY 2014-15	New Requests FY 2014-15	Adopted FY 2014-15
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ (708,976)	\$ (879,049)	\$ (895,802)	\$ (1,064,283)	\$ (1,157,528)	\$ (1,064,283)
TOTAL BEGINNING FUND BALANCE	\$ (708,976)	\$ (879,049)	\$ (895,802)	\$ (1,064,283)	\$ (1,157,528)	\$ (1,064,283)
REVENUES						
Swimming Pool Receipts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Green Fees	68,814	68,000	68,000	90,772		90,772
Cart Rental Fees	69,641	69,000	69,000	86,500		86,500
Equipment Rental Fees	-	-	-	-		-
Membership Dues	60,170	60,000	60,000	75,821		75,821
Tournament-Green Fees	5,401	8,000	8,000	12,815		12,815
Cart Storage Fees	38,563	41,000	41,000	46,080		46,080
Handicap Fees	-	-	-	-		-
Trail Fees	12,563	11,500	11,500	13,135		13,135
Pro Shop Sales	42,337	35,000	35,000	50,000		50,000
Facility Rental Income	6,137	-	-	7,200		7,200
Driving Range Fees	10,631	12,000	12,000	16,019		16,019
Snack Bar Revenue-Food & Beverage	2,643	4,500	4,500	-		-
Food & Beverage (Non-Tax)	-	-	-	-		-
Snack Bar Revenue-Alcohol Sale	14,599	14,500	14,500	14,500		14,500
Miscellaneous Revenue	118	378	378	-		-
Insurance Proceeds ¹	30,986	16,229	16,229	-		-
Transfer from General Fund	-	-	-	-		-
Special Green Fees	8,127	5,000	5,000	10,145		10,145
Golf Lesson Revenue	200	1,500	1,500	2,136		2,136
TOTAL REVENUES	\$ 370,928	\$ 346,607	\$ 346,607	\$ 425,123	\$ -	\$ 425,123
TOTAL FUNDS AVAILABLE	\$ (338,048)	\$ (532,442)	\$ (549,195)	\$ (639,160)	\$ (1,157,528)	\$ (639,160)
OPERATING EXPENSES						
Golf Course - Operations	\$ 194,348	\$ 206,346	\$ 206,346	\$ 184,920	\$ -	\$ 184,920
Golf Course - Maintenance	342,540	297,476	297,476	311,579	5,000	316,579
Golf Course - Non-Departmental	-	-	-	-	-	-
TOTAL OPERATING EXPENSES	\$ 536,888	\$ 503,822	\$ 503,822	\$ 496,499	\$ 5,000	\$ 501,499
OTHER EXPENSES:						
Capital Lease Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Principal & Int Debt Pymts	20,616	11,266	11,266	21,869		21,869
Transfer Out	250	-	-	-		-
TOTAL OTHER EXPENSES	\$ 20,866	\$ 11,266	\$ 11,266	\$ 21,869	\$ -	\$ 21,869
TOTAL EXPENSES	\$ 557,754	\$ 515,088	\$ 515,088	\$ 518,368	\$ 5,000	\$ 523,368
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ (895,802)	\$ (1,047,530)	\$ (1,064,283)	\$ (1,157,528)	\$ (1,162,528)	\$ (1,162,528)
TOTAL ENDING FUND BALANCE	\$ (895,802)	\$ (1,047,530)	\$ (1,064,283)	\$ (1,157,528)	\$ (1,162,528)	\$ (1,162,528)
IDEAL FUND BALANCE	\$ 134,222	\$ 125,956	\$ 125,956	\$ 124,125	\$ 125,375	\$ 125,375
OVER (UNDER) IDEAL FUND BALANCE	\$ (1,030,024)	\$ (1,173,486)	\$ (1,190,238)	\$ (1,281,653)	\$ (1,287,903)	\$ (1,287,903)

* Includes budget amendments that were approved by City Council on 10/24/13, 11/19/13, 12/3/13, 2/18/14, and 5/6/14.

¹ Includes insurance proceeds of \$29,000 for the net replacement

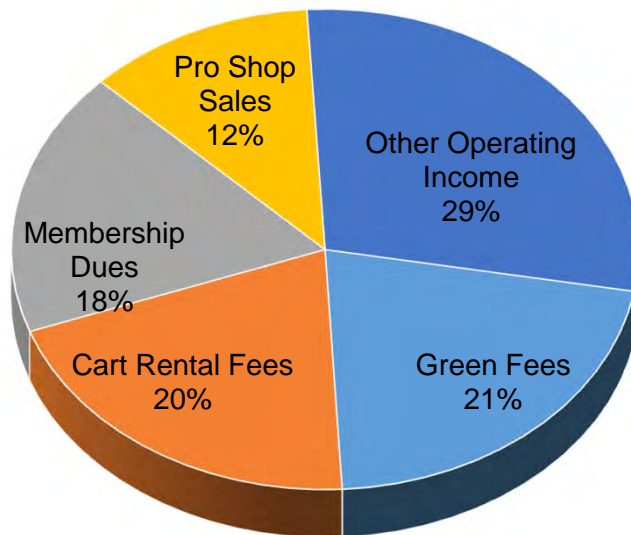
**City of Copperas Cove, Texas
FY 2015 Adopted Budget
Golf Course Fund
Budgeted Revenues by Source Comparison**

Fiscal Year 2013-2014 Budgeted Revenue



**Total Budgeted Revenues
\$346,607**

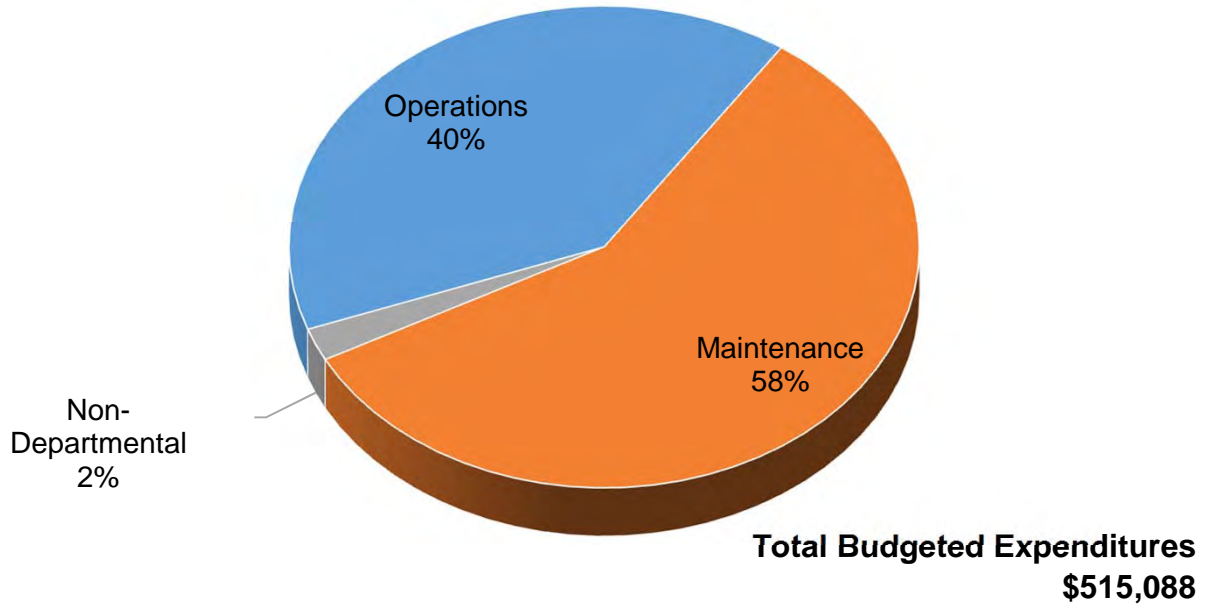
Fiscal Year 2014-2015 Budgeted Revenue



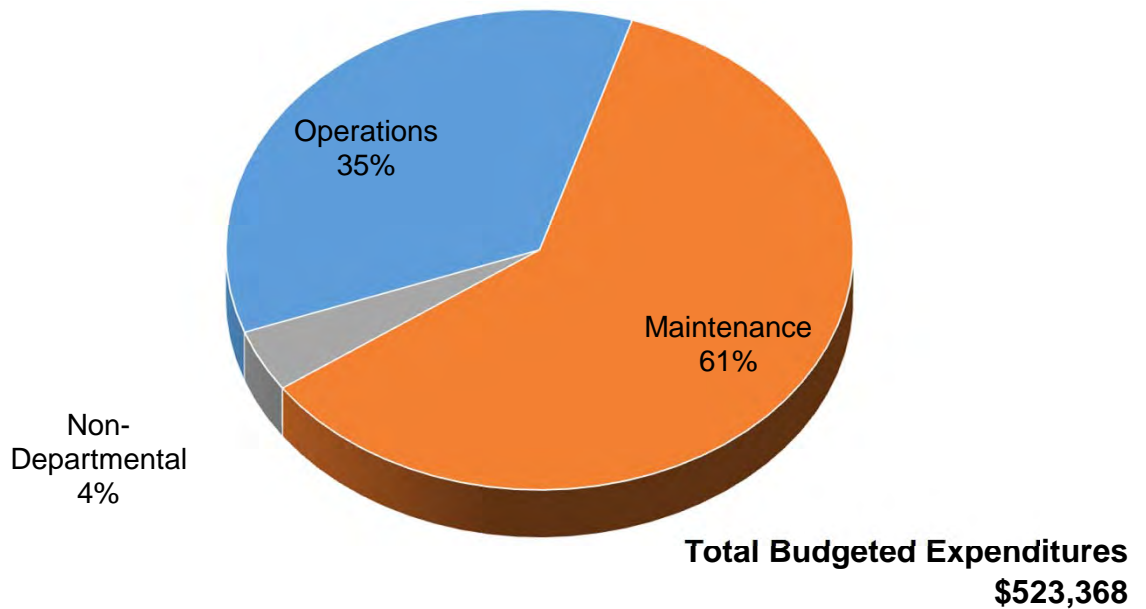
**Total Budgeted Revenues
\$425,123**

**City of Copperas Cove, Texas
FY 2015 Adopted Budget
Golf Course Fund
Budgeted Expenditures by Function Comparison**

Fiscal Year 2013-2014 Budgeted Expenditures

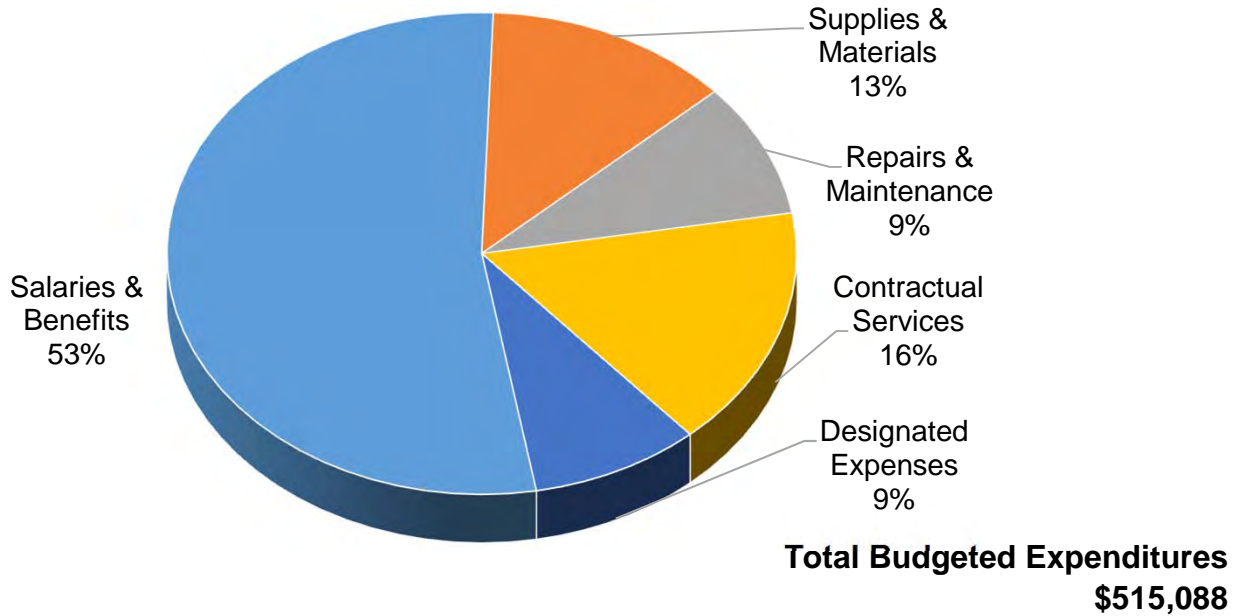


Fiscal Year 2014-2015 Budgeted Expenditures

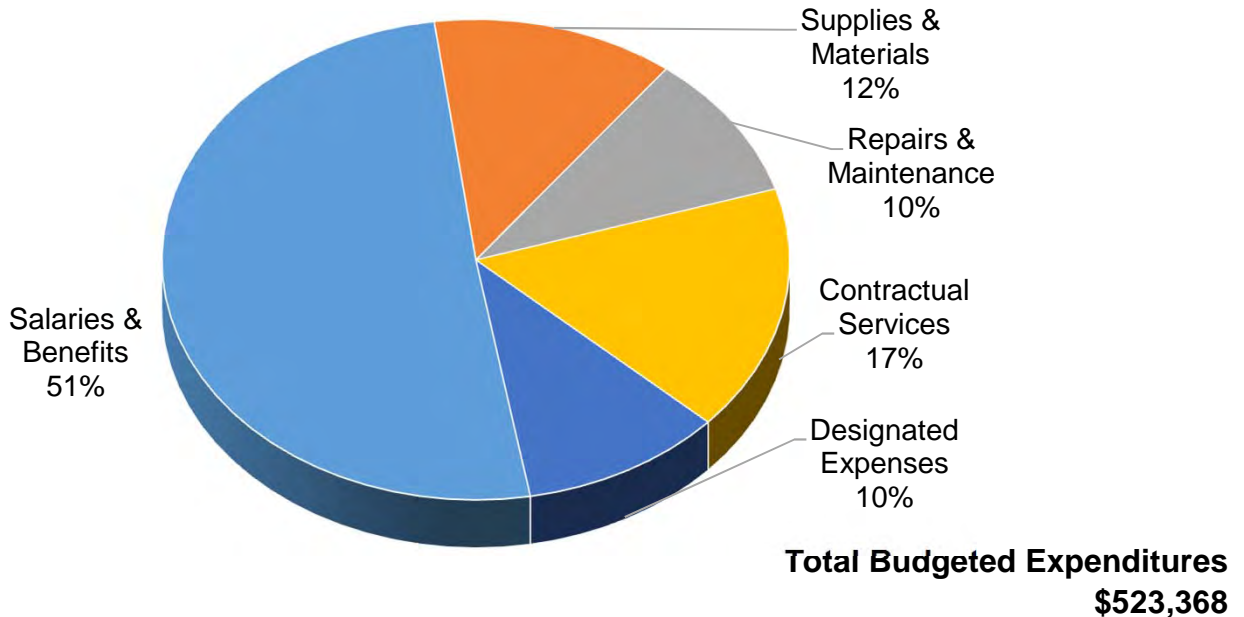


**City of Copperas Cove, Texas
 FY 2015 Adopted Budget
 Golf Course Fund
 Budgeted Expenditures by Object Comparison**

Fiscal Year 2013-2014 Budgeted Expenditures



Fiscal Year 2014-2015 Budgeted Expenditures



GOLF COURSE OPERATIONS



Left to Right: Davis Dewald (Head Golf Professional); Hayden Parsley (Part-time Clerk/Golf Shop Assistant);



Our mission is to offer the highest level of service to the citizens, members and golfing public to ensure the most enjoyable golf experience possible, along with operating under the guidelines set for by the City Manager and City Council.

1.5 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 GOALS

- Operate the golf course in a friendly, professional manner.
- Provide professionally run tournaments.
- Increase public play and membership.
- Expand all Pro Shop staff knowledge about merchandise and the game of golf.

ACHIEVEMENTS FOR FISCAL YEAR 2014

- Hosted 6 Charity Fund Raiser Golf Outings.
- Hosted 8 Copperas Cove Golf Association Tournaments throughout the year.
- Hosted 2 Junior Golf Camps in the summer.
- Hosted the Copperas Cove Junior High's Boys and Girls Tournament.
- Hosted 3 military outings.
- Introduced a re-gripping service to interested customers.

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.
- Have Pro Shop staff continue to improve customer service.

GOALS FOR FISCAL YEAR 2015

- Increase green fee sales by 10 percent
- Increase driving range sales by 5 percent.
- Increase merchandise sales by 5 percent.
- Host a tournament that has more than 60 players.
- Host 4 or more military outings.

GOLF COURSE OPERATIONS

09-7400

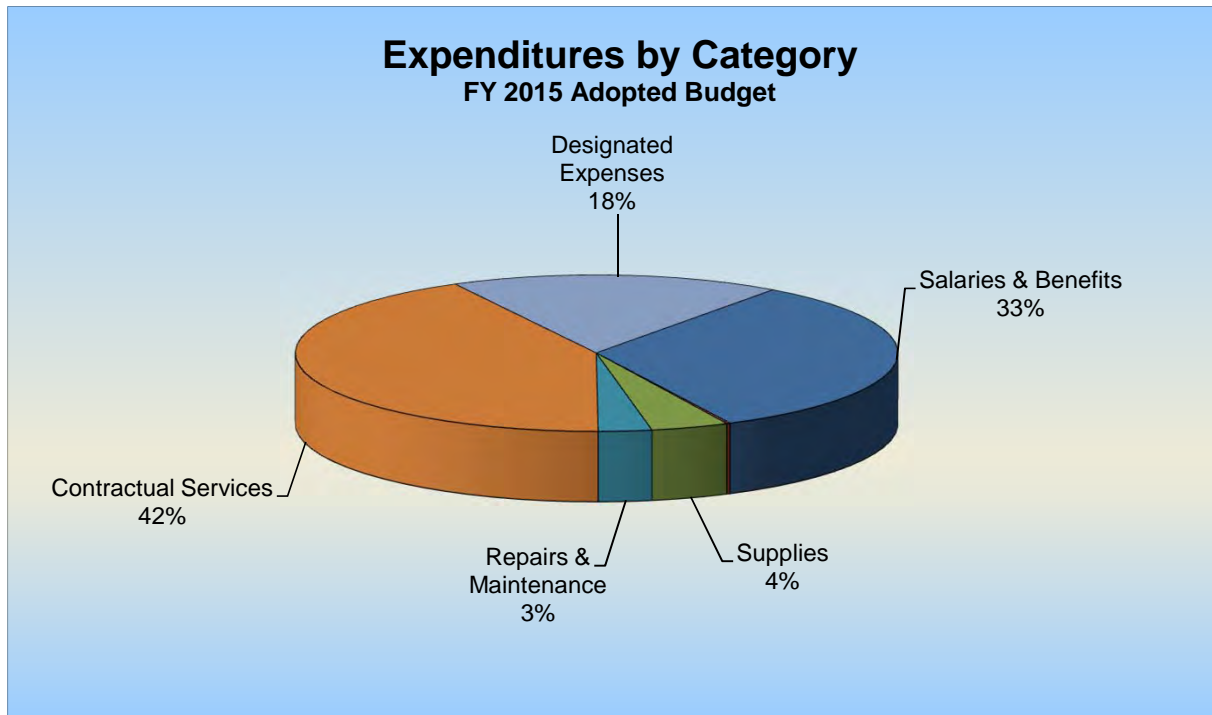
EXPENDITURE SUMMARY

GOLF COURSE OPERATIONS	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	69,916	82,243	80,243	60,427
Personnel Support	-	315	315	360
Supplies	10,333	9,351	9,351	7,711
Depreciation	-	-	-	-
Repairs & Maintenance	4,516	6,897	6,897	5,280
Contractual Services	69,073	73,887	75,887	78,250
Designated Expenses	40,509	33,653	33,653	32,892
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Other	-	-	-	-
Total	194,348	206,346	206,346	184,920

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Decreases:

- Salaries & Benefits: For FY 2015, only the Head Golf Professional and one (1) part-time Clerk/Golf Shop Assistant positions are funded. Funding includes a 2% COLA increase for current Head Golf Professional.



** "Highlights" are not necessarily all-inclusive

GOLF COURSE OPERATIONS

09-7400

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Head Golf Professional	1	1	1	1
Clerk/Golf Shop Assistant	3	3	3	3.5
DIVISION TOTAL	4	4	4	4.5

Note: The Clerk/Golf Shop Assistant position consists of one (1) full-time and five (5) part-time positions. For FY 2015, the full-time and four (4) part-time Clerk/Golf Shop Assistant positions are unfunded.

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
Rounds of Golf Played (annually)	16,770	20,000	19000	20,000
# of Tournament Rounds per Year	525	750	575	750
# of Annual Dues (Memberships)	220	230	235	250
EFFICIENCIES				
Average Revenue per Round of Golf Played	\$23.63	\$20.59	\$23.63	\$20.59
Pro Shop Profit Margin	44.5%	56.5%	44.5%	56.5%
EFFECTIVENESS				
% Increase in Annual Dues	-2.0%	1.0%	2.0%	4.0%
Customer Satisfaction Rating for Operations	100.0%	100.0%	100.0%	100.0%
Customer Satisfaction Rating for Junior Camp	100.0%	100.0%	100.0%	100.0%

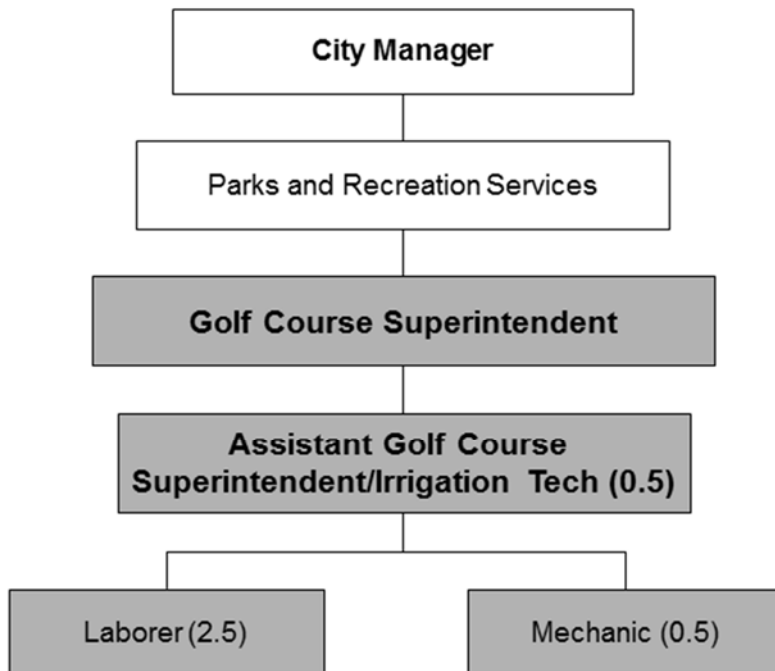
GOLF COURSE MAINTENANCE



City of Copperas Cove



Left to Right: Ramiro Esquivel Jr. (Asst Superintendent/Irrigation); Mike Chandler (Golf Course Superintendent); Mark Garcia (Laborer)



As a team we continually strive to improve our golf course in order that the everyday golfer may enjoy our facility.

4.5 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 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 2014

- Executed a plan and renovated #18 green, to include resurfacing with Jones Dwarf Bermuda (mini renovated Greens: 2, 5, 8, 14, 15, and the putting green).
- Utilized volunteers for maintaining the course to include mowing tees and Fairways.
- Re-sodded middle section of #17 green with Sunday Bermuda, which was donated by a volunteer.
- Re-Installed our fertigation system to treat water and fertilize the course.

CONTINUING OBJECTIVES

- Continue to improve the quality of the course and the consistency of play.
- Continue trimming and removing trees that are causing problems.
- Continue aggressive weed control program.
- Replace remaining wooden bridges on the front nine.
- Finish redesign on Hole #13.
- Continue renovating and reshaping greens (1, 4, 5, 8, 9, and possibly 18).

GOALS FOR FISCAL YEAR 2015

- Add and replace damaged irrigation heads.
- Aerify greens 2 times pulling cores, 2 with solid tines.
- Pre-emerge weed control application for annual blue grass (poa annua) and goose grass.
- Have the course rerated by the USGA.

GOLF COURSE MAINTENANCE

09-7402

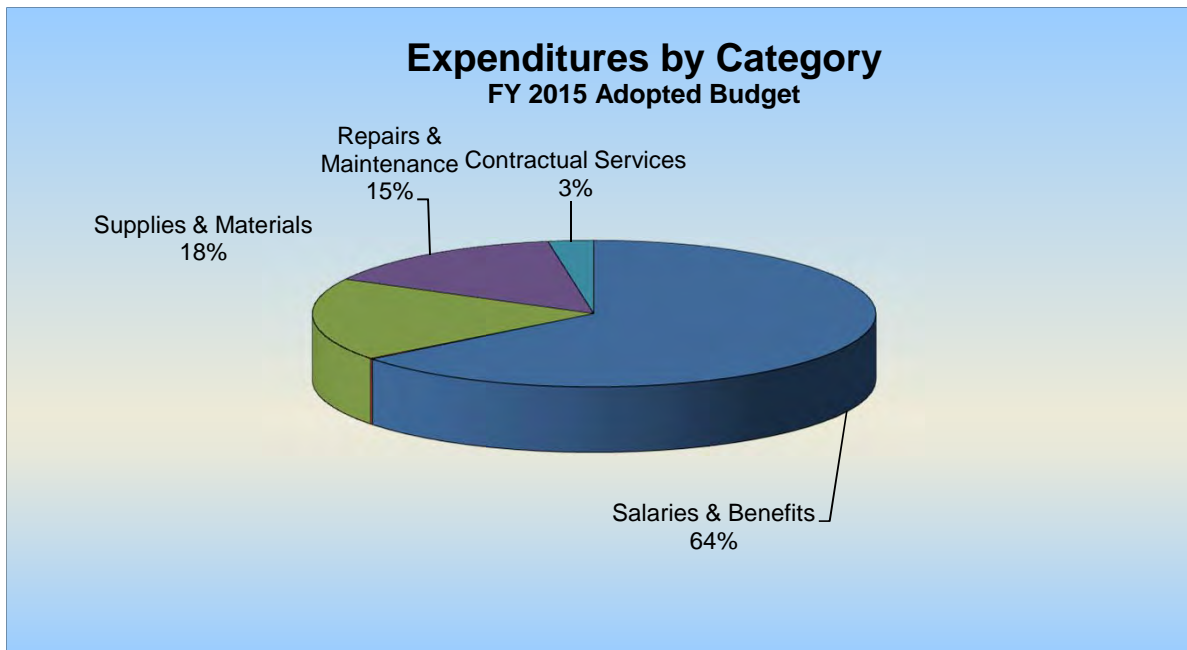
EXPENDITURE SUMMARY

GOLF COURSE MAINTENANCE	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	196,196	193,832	193,832	203,763
Personnel Support	-	473	473	540
Supplies & Materials	43,864	56,003	56,003	57,742
Repairs & Maintenance	98,390	39,629	39,629	46,264
Contractual Services	4,091	7,539	7,539	8,270
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	342,540	297,476	297,476	316,579

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Include 2% COLA increase.



** "Highlights" are not necessarily all-inclusive

GOLF COURSE MAINTENANCE

09-7402

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Golf Course Superintendent	1	1	1	1
Heavy Equipment Operator	0.5	0.5	0.5	0.5
Golf Course Mechanic	0.5	0.5	0.5	0.5
Laborer	4	4	4	5
Assistant Superintendent/Irrigation Tech*	0	0.5	0.5	0.5
DIVISION TOTAL	6	6.5	6.5	7.5

*Beginning FY 2014, the Assistant Superintendent/Irrigation Tech is funded 50/50 between Parks Maintenance and Golf Maintenance departments.

Note: For FY 2015, the Laborer position consists of four (4) full-time and two (2) part-time positions. The part-time Heavy Equipment Operator, two (2) full-time Laborer positions, and a part-time Laborer position are unfunded in FY 2015.

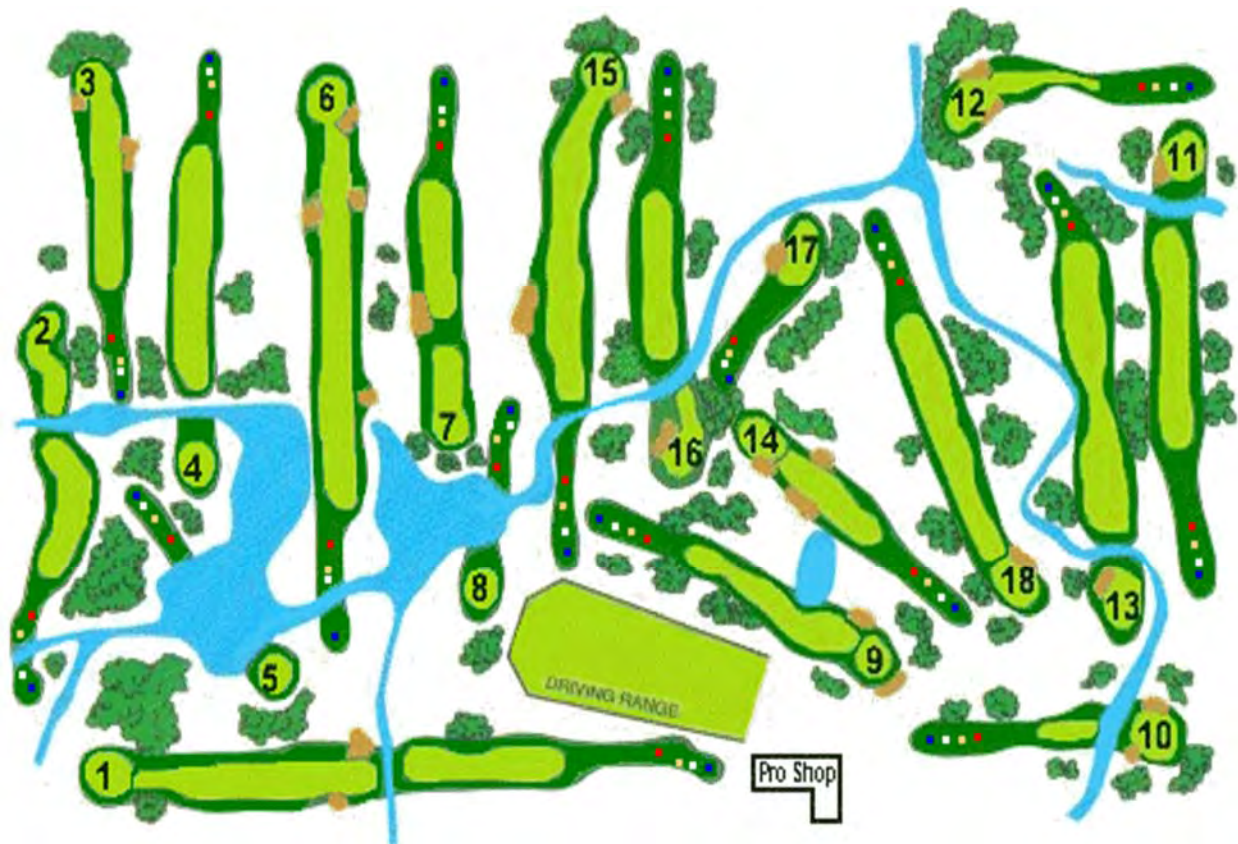
PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
# of Acres Mowed and Maintained	122	122	122	122
# of Greens Over Seeded	19	10	110	0
# of Weed (Pest) Control Applications	6	4	4	5
EFFICIENCIES				
Operating Cost per Acre to Maintain	\$2,807.71	\$2,438.33	\$2,438.33	\$2,594.91
EFFECTIVENESS				
% of Golfers Rating the Course Overall as Good to Excellent	95.0%	98.0%	95.0%	99.0%

GOLF COURSE NON-DEPARTMENTAL



PROGRAM DESCRIPTION

Beginning fiscal year 2009, this non-personnel department is used to account for fund-wide expenses including employee merit increases, bond principal and interest payments, and tax notes. Since this department does not have personnel, achievements and goals are not provided.



NON - DEPARTMENTAL

09-7500

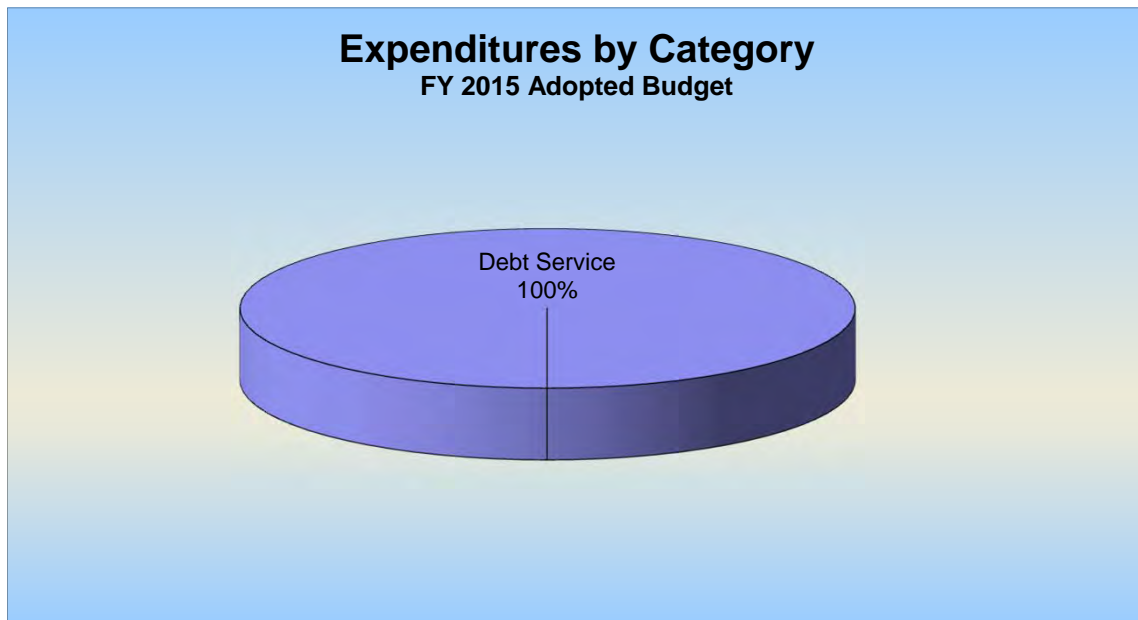
EXPENDITURE SUMMARY

NON-DEPARTMENTAL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	-	-	-	-
Supplies & Materials	-	-	-	-
Repairs & Maintenance	-	-	-	-
Contractual Services	-	-	-	-
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Debt Service	20,616	11,266	11,266	21,869
Transfers Out & Contingency	250	-	-	-
Total	20,866	11,266	11,266	21,869

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Debt Service: Portion of debt to be paid from the Golf Course Fund in FY 2015.



** "Highlights" are not necessarily all-inclusive



OTHER FUNDS



Drainage Improvement Projects



City of Copperas Cove

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.

Hotel Occupancy Tax Fund – The Hotel Occupancy Tax Fund is used to account for all taxes remitted to the city by local hotel operators. These funds must be utilized in accordance with state law requirements. Generally, these funds must be used to enhance tourism and enrich the culture and art of the city.

Animal Shelter Fund – Donations to the City's animal shelter are placed in this fund to ensure that they are utilized toward their designated purpose.

PEG Fee Fund – A fee is paid to the City by cable providers to support the infrastructure and improvement of the City's government access channel.

Court Efficiency Fund – To account for funds to be utilized to improve efficiency at the Municipal Court Building.

Court Technology Fund – To account for funds to be used to finance the purchase of technological enhancements for the Municipal Court Building.

Court Security Fund – To account for funds to be used to provide security to the court room and the Municipal Court Building.



City of Copperas Cove

The City Built for Family Living

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2014-15 ADOPTED BUDGET
DRAINAGE UTILITY FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

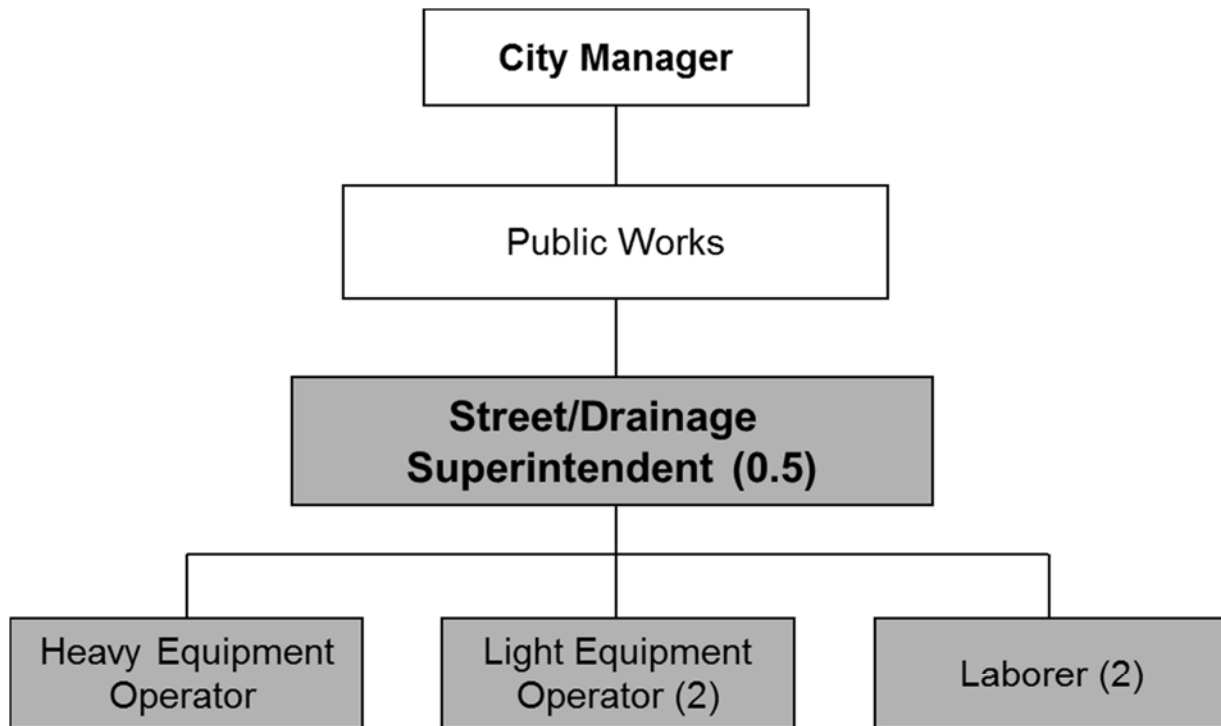
Description	Actual FY 2012-13	Adopted Budget* FY 2013-14	Projected FY 2013-14	Proposed Base Budget FY 2014-15	New Requests FY 2014-15	Adopted FY 2014-15
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 1,030,240	\$ 958,917	\$ 1,115,960	\$ 532,839	\$ 359,295	\$ 532,839
TOTAL BEGINNING FUND BALANCE	\$ 1,030,240	\$ 958,917	\$ 1,115,960	\$ 532,839	\$ 359,295	\$ 532,839
REVENUES						
Drainage Utility Fee	\$ 899,161	\$ 897,414	\$ 897,414	\$ 900,000	\$ -	\$ 900,000
Subtotal	\$ 899,161	\$ 897,414	\$ 897,414	\$ 900,000	\$ -	\$ 900,000
Other Revenue						
Grant Revenue	\$ 69,455	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenues	2,707	-	-	-	-	-
Interest Revenue	2,697	2,035	2,035	2,040	-	2,040
Subtotal	\$ 74,859	\$ 2,035	\$ 2,035	\$ 2,040	\$ -	\$ 2,040
TOTAL REVENUES	\$ 974,020	\$ 899,449	\$ 899,449	\$ 902,040	\$ -	\$ 902,040
TOTAL FUNDS AVAILABLE	\$ 2,004,260	\$ 1,858,366	\$ 2,015,409	\$ 1,434,879	\$ 359,295	\$ 1,434,879
OPERATING EXPENDITURES						
Drainage	\$ 275,271	\$ 324,440	\$ 338,440	\$ 349,414	\$ 1,450	\$ 350,864
Non-Departmental	110,072	111,428	111,428	125,173	-	125,173
TOTAL OPERATING EXPENDITURES	\$ 385,343	\$ 435,868	\$ 449,868	\$ 474,587	\$ 1,450	\$ 476,037
OTHER EXPENDITURES						
Capital Improvement Projects	\$ 373,576	\$ 770,820	\$ 756,820	\$ 427,500	\$ -	\$ 427,500
Capital Outlay	33,983	155,545	155,545	58,000	1,800	59,800
Principal & Int Debt Pymts	95,399	120,337	120,337	115,497	-	115,497
TOTAL OTHER EXPENDITURES	\$ 502,957	\$ 1,046,702	\$ 1,032,702	\$ 600,997	\$ 1,800	\$ 602,797
TOTAL EXPENDITURES	\$ 888,300	\$ 1,482,570	\$ 1,482,570	\$ 1,075,584	\$ 3,250	\$ 1,078,834
ENDING FUND BALANCE						
Unreserved, Undesignated	\$ 1,115,960	\$ 375,796	\$ 532,839	\$ 359,295	\$ 356,045	\$ 356,045
TOTAL ENDING FUND BALANCE	\$ 1,115,960	\$ 375,796	\$ 532,839	\$ 359,295	\$ 356,045	\$ 356,045

* Includes budget amendments that were approved by City Council on 10/24/13, 11/19/13, 12/3/13, 2/18/14, and 5/6/14.

DRAINAGE UTILITY



Left to Right: Frank Haase (Laborer); Michael Paradise (Laborer); Danny Hamilton (Heavy Equipment Operator); James Mullen (Superintendent); Bud Morris (Laborer)



The mission of the Drainage Department is to ensure quality and timely maintenance of the City's drainage system.

5.5 Full Time Employees 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 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 2014

- Added gabion baskets/mattresses filled with rip-rap rock to prevent further erosion; and filled wash out holes with soil to help with mosquito control in the Courtney Ln ditch.
- Reshaped and repaired collapsed banks in the Longhorn Dr ditch with gabion baskets/rip-rap.
- Reshaped and repaired collapsed banks in the Pecan Cove Rd ditch with gabion baskets/rip-rap.
- Reshaped and repaired collapsed banks in the Meadows/Summers Rd ditch with erosion control matting and rip-rap.
- Reshaped and repaired collapsed banks in the Matt Dr/Summers Rd ditch with erosion control matting and rip-rap.
- Implemented outflow inventory and documentation of all the outflows within the City.
- Started the Hughes Gardens Drainage Improvement Project.

CONTINUING OBJECTIVES

- Control vegetation in drainage ditches by mowing.
- Control erosion in drainage channels by replacing washed out areas with rip-rap, soil and revegetation.
- Clean out concrete channels as needed.
- Maintain MS4 drain markers for the inlet boxes, flumes and grates.
- Utilize sweeper to clean out inlet boxes.
- Finish removal of debris/silt from storm drains, inlet boxes and further monitoring to keep them flowing freely.

GOALS FOR FISCAL YEAR 2015

- Improve drainage ways by expanding their capacity through silt removal and reshaping of the banks.
- Install gabion rock basket at several locations to prevent property owner's fences from eroding away.
- Complete the inventory of all the outflows.
- Complete Hughes Garden drainage improvements.
- Implement the Walker Place Drainage Improvement Project.

DRAINAGE UTILITY

05-7600

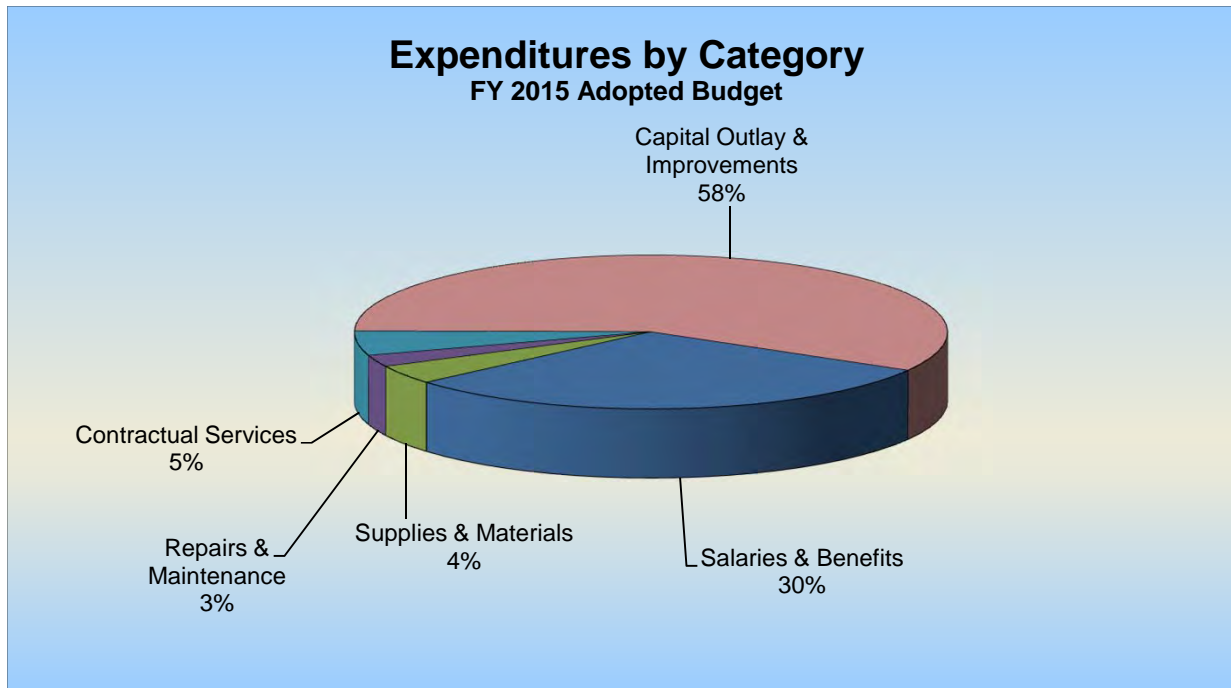
EXPENDITURE SUMMARY

DRAINAGE UTILITY	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	223,743	228,708	242,708	253,788
Personnel Support	-	120	120	180
Supplies & Materials	19,620	30,644	30,644	33,060
Repairs & Maintenance	26,717	20,546	20,546	20,724
Contractual Services	5,192	44,422	44,422	43,112
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	407,558	926,365	912,365	487,300
TOTAL	682,829	1,250,805	1,250,805	838,164

HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Salaries & Benefits: Include 2% COLA increase.
- Capital Outlay & Improvements: Include \$427,500 for Walker Place Capital Improvement project, \$50,000 for a forklift, and \$8,000 for a trailer.



** "Highlights" are not necessarily all-inclusive

DRAINAGE UTILITY

05-7600

STAFFING LEVEL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Street/Drainage Superintendent*	0.5	0.5	0.5	0.5
Heavy Equipment Operator	1	1	1	1
Director of Solid Waste	0.33	0	0	0
Light Equipment Operator	2	2	2	2
Laborer	4	2	2	2
Drainage Supervisor	0	0	0	1
DIVISION TOTAL	7.83	5.5	5.5	6.5

* Funded 50/50 between Street and Drainage Utility departments in FY 2015.

Note: The Drainage Supervisor position is unfunded in FY 2015.

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Projection	FY 2015 Target
OUTPUTS				
Mowing Cycles per Year	4	5	5	5
Drainage Miles Maintained per Year*	100	125	125	125
Average Drainage Miles Mowed per Month**	10	13	13	13
# of Drainage Inlets Inspected, Cleaned, and Marked	458	470	470	480
EFFICIENCIES				
Drainage Miles Maintained per Drainage Employee	20.0	25.0	25.0	25.0
EFFECTIVENESS				
Average % of Drainage Miles Mowed per Month	40.0%	50.0%	50.0%	50.0%

* Twenty five (25) miles of drainage/r.o.w. are maintained.

** Average number of months of mowing per year is ten (10).

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.

WESTERN HILL DRAINAGE PROJECT

Poured Concrete for Sidewalks in Flume



Installed Pipe from Junction Box



NON - DEPARTMENTAL

05-8000

EXPENDITURE SUMMARY

NON-DEPARTMENTAL	FY 2013 Actual	FY 2014 Amended Budget	FY 2014 Year End Projection	FY 2015 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	-	-	-	-
Supplies	-	-	-	-
Repairs & Maintenance	-	-	-	-
Contractual Services	9,991	11,428	11,428	13,173
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Transfers Out & Contingency	100,000	100,000	100,000	112,000
Debt Service	95,480	120,337	120,337	115,497
TOTAL	205,470	231,765	231,765	240,670

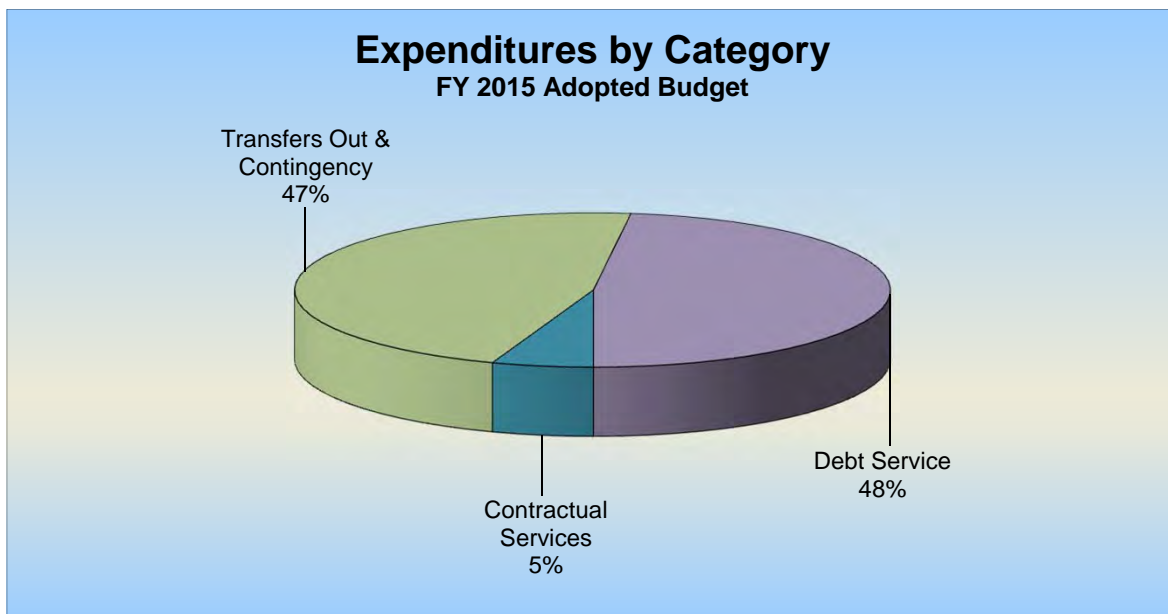
HIGHLIGHTS (FY 2015 Adopted Over/Under FY 2014 Projected) **

Increases:

- Transfers Out & Contingency: Administrative reimbursement to General Fund (\$92,000) and Water & Sewer Fund (\$20,000).

Decreases:

- Debt Service: Portion of debt to be paid from the Drainage Fund in FY 2015.



**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2014-15 ADOPTED BUDGET
HOTEL OCCUPANCY TAX FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2012-13	Adopted Budget* FY 2013-14	Projected FY 2013-14	Proposed Base Budget FY 2014-15	New Requests FY 2014-15	Adopted FY 2014-15
BEGINNING FUND BALANCE						
Unreserved, Undesignated	\$ 83,079	\$ 26,766	\$ 104,966	\$ 85,021	\$ 36,050	\$ 85,021
TOTAL BEGINNING FUND BALANCE	\$ 83,079	\$ 26,766	\$ 104,966	\$ 85,021	\$ 36,050	\$ 85,021
REVENUES						
Hotel Occupancy Tax - Best Western	\$ 37,032	\$ 33,500	\$ 33,500	\$ 33,500	\$ -	\$ 33,500
Hotel Occupancy Tax - Luxury Inn	8,481	8,700	7,500	7,500		7,500
Hotel Occupancy Tax - Cactus Lodge	11,036	11,200	10,000	10,750		10,750
Hotel Occupancy Tax - Motel 8	27,222	26,700	25,800	26,000		26,000
Hotel Occupancy Tax - Relax Inn	7,223	7,300	6,100	6,500		6,500
Hotel Occupancy Tax - Comfort Suites	49,798	45,500	45,500	45,500		45,500
Hotel Occupancy Tax - Days Inn	41,860	35,000	37,750	38,000		38,000
Interest Revenue	153	50	35	35		35
TOTAL REVENUES	\$ 182,804	\$ 167,950	\$ 166,185	\$ 167,785	\$ -	\$ 167,785
TOTAL FUNDS AVAILABLE	\$ 265,883	\$ 194,716	\$ 271,151	\$ 252,806	\$ 36,050	\$ 252,806
EXPENDITURES						
Other Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Promo of Tourism - Chamber of Commerce	101,500	124,853	124,853	101,100		101,100
Texas Lodging Advertising	1,305	2,300	1,764	2,300		2,300
C.H.A.M.P.S.	25,000	27,000	27,000	27,000		27,000
Principal - 2009 Tax Notes	30,000	30,000	30,000	30,000		30,000
Interest - 2009 Tax Notes	3,112	2,513	2,513	1,800		1,800
Contingencies	-	-	-	54,556		54,556
TOTAL EXPENDITURES	\$ 160,917	\$ 186,666	\$ 186,130	\$ 216,756	\$ -	\$ 216,756
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 104,966	\$ 8,050	\$ 85,021	\$ 36,050	\$ 36,050	\$ 36,050
TOTAL ENDING FUND BALANCE	\$ 104,966	\$ 8,050	\$ 85,021	\$ 36,050	\$ 36,050	\$ 36,050

* Includes budget amendments that were approved by City Council on 10/24/13, 11/19/13, 12/3/13, 2/18/14, and 5/6/14.

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2014-15 ADOPTED BUDGET
ANIMAL SHELTER FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2012-13	Adopted Budget* FY 2013-14	Projected FY 2013-14	Adopted FY 2014-15
BEGINNING FUND BALANCE				
Unreserved, Undesignated	\$ 17,586	\$ 17,616	\$ 17,615	\$ 17,615
TOTAL BEGINNING FUND BALANCE	<u>\$ 17,586</u>	<u>\$ 17,616</u>	<u>\$ 17,615</u>	<u>\$ 17,615</u>
REVENUES				
Interest Revenue	\$ 29	\$ -	\$ -	\$ -
Shelter Donation	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	<u>\$ 29</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
TOTAL FUNDS AVAILABLE	<u>\$ 17,615</u>	<u>\$ 17,616</u>	<u>\$ 17,615</u>	<u>\$ 17,615</u>
EXPENDITURES				
Operating Costs	\$ -	\$ -	\$ -	\$ 15,615
Designated Expenses	\$ -	\$ 17,616	\$ -	\$ 2,000
Capital Outlay & Improvements	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	<u>\$ -</u>	<u>\$ 17,616</u>	<u>\$ -</u>	<u>\$ 17,615</u>
ENDING FUND BALANCE:				
Unreserved, Undesignated	\$ 17,615	\$ -	\$ 17,615	\$ -
TOTAL ENDING FUND BALANCE	<u><u>\$ 17,615</u></u>	<u><u>\$ -</u></u>	<u><u>\$ 17,615</u></u>	<u><u>\$ -</u></u>

* Includes budget amendments that were approved by City Council on 10/24/13, 11/19/13, 12/3/13, 2/18/14, and 5/6/14.

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2014-15 ADOPTED BUDGET
PEG FEES FUND**

SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Description	Actual FY 2012-13	Adopted Budget* FY 2013-14	Projected FY 2013-14	Adopted FY 2014-15
BEGINNING FUND BALANCE				
Unreserved, Undesignated	\$ 48,838	\$ 61,538	\$ 87,512	\$ 87,547
TOTAL BEGINNING FUND BALANCE	<u>\$ 48,838</u>	<u>\$ 61,538</u>	<u>\$ 87,512</u>	<u>\$ 87,547</u>
REVENUES				
Interest Revenue	\$ 76	\$ -	\$ 35	\$ -
Peg Fee Revenue	60,135	61,500	54,400	55,000
TOTAL REVENUES	<u>\$ 60,211</u>	<u>\$ 61,500</u>	<u>\$ 54,435</u>	<u>\$ 55,000</u>
TOTAL FUNDS AVAILABLE	<u>\$ 109,049</u>	<u>\$ 123,038</u>	<u>\$ 141,947</u>	<u>\$ 142,547</u>
EXPENDITURES				
Designated Expenses	\$ 14,842	\$ 1,818	\$ 29,716	\$ 55,000
Capital Outlay & Improvements	6,695	59,720	24,684	-
TOTAL EXPENDITURES	<u>\$ 21,537</u>	<u>\$ 61,538</u>	<u>\$ 54,400</u>	<u>\$ 55,000</u>
ENDING FUND BALANCE:				
Unreserved, Undesignated	\$ 87,512	\$ 61,500	\$ 87,547	\$ 87,547
TOTAL ENDING FUND BALANCE	<u><u>\$ 87,512</u></u>	<u><u>\$ 61,500</u></u>	<u><u>\$ 87,547</u></u>	<u><u>\$ 87,547</u></u>

* Includes budget amendments that were approved by City Council on 10/24/13, 11/19/13, 12/3/13, 2/18/14, and 5/6/14.

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2014-15 ADOPTED BUDGET
COURT EFFICIENCY FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2012-13	Adopted Budget* FY 2013-14	Projected FY 2013-14	Adopted FY 2014-15
BEGINNING FUND BALANCE:				
Unreserved, Undesignated	\$ 17,434	\$ 14,715	\$ 16,539	\$ 14,165
TOTAL BEGINNING FUND BALANCE	<u>\$ 17,434</u>	<u>\$ 14,715</u>	<u>\$ 16,539</u>	<u>\$ 14,165</u>
REVENUES				
Court Efficiency Revenue	\$ 2,507	\$ 3,300	\$ 2,590	\$ 2,590
Interest Revenue	18	20	5	5
TOTAL REVENUES	<u>\$ 2,524</u>	<u>\$ 3,320</u>	<u>\$ 2,595</u>	<u>\$ 2,595</u>
TOTAL FUNDS AVAILABLE	<u>\$ 19,958</u>	<u>\$ 18,035</u>	<u>\$ 19,134</u>	<u>\$ 16,760</u>
TOTAL EXPENDITURES	<u>\$ 3,420</u>	<u>\$ 6,842</u>	<u>\$ 4,969</u>	<u>\$ 4,654</u>
ENDING FUND BALANCE:				
Unreserved, Undesignated	\$ 16,539	\$ 11,193	\$ 14,165	\$ 12,106
TOTAL ENDING FUND BALANCE	<u><u>\$ 16,539</u></u>	<u><u>\$ 11,193</u></u>	<u><u>\$ 14,165</u></u>	<u><u>\$ 12,106</u></u>

* Includes budget amendments that were approved by City Council on 10/24/13, 11/19/13, 12/3/13, 2/18/14, and 5/6/14.

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2014-15 ADOPTED BUDGET
COURT TECHNOLOGY FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2012-13	Adopted Budget* FY 2013-14	Projected FY 2013-14	Adopted FY 2014-15
BEGINNING FUND BALANCE:				
Unreserved, Undesignated	\$ 43,274	\$ 33,084	\$ 42,569	\$ 29,117
TOTAL BEGINNING FUND BALANCE	<u>\$ 43,274</u>	<u>\$ 33,084</u>	<u>\$ 42,569</u>	<u>\$ 29,117</u>
REVENUES				
Court Technology Revenue	\$ 19,747	\$ 20,500	\$ 16,100	\$ 16,180
Interest Revenue	42	45	12	12
TOTAL REVENUES	<u>\$ 19,789</u>	<u>\$ 20,545</u>	<u>\$ 16,112</u>	<u>\$ 16,192</u>
TOTAL FUNDS AVAILABLE	<u>\$ 63,063</u>	<u>\$ 53,629</u>	<u>\$ 58,681</u>	<u>\$ 45,309</u>
TOTAL EXPENDITURES	<u>\$ 20,494</u>	<u>\$ 34,897</u>	<u>\$ 29,564</u>	<u>\$ 24,903</u>
ENDING FUND BALANCE:				
Unreserved, Undesignated	\$ 42,569	\$ 18,732	\$ 29,117	\$ 20,406
TOTAL ENDING FUND BALANCE	<u>\$ 42,569</u>	<u>\$ 18,732</u>	<u>\$ 29,117</u>	<u>\$ 20,406</u>

* Includes budget amendments that were approved by City Council on 10/24/13, 11/19/13, 12/3/13, 2/18/14, and 5/6/14.

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2014-15 ADOPTED BUDGET
COURT SECURITY FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2012-13	Adopted Budget* FY 2013-14	Projected FY 2013-14	Adopted FY 2014-15
BEGINNING FUND BALANCE:				
Unreserved, Undesignated	\$ 22,772	\$ 33,061	\$ 37,734	\$ 49,754
TOTAL BEGINNING FUND BALANCE	\$ 22,772	\$ 33,061	\$ 37,734	\$ 49,754
REVENUES				
Court Security Revenue	\$ 14,918	\$ 17,000	\$ 12,000	\$ 12,169
Interest Revenue	44	30	20	18
TOTAL REVENUES	\$ 14,962	\$ 17,030	\$ 12,020	\$ 12,187
TOTAL FUNDS AVAILABLE	\$ 37,734	\$ 50,091	\$ 49,754	\$ 61,941
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ 35,630
ENDING FUND BALANCE:				
Unreserved, Undesignated	\$ 37,734	\$ 50,091	\$ 49,754	\$ 26,311
TOTAL ENDING FUND BALANCE	\$ 37,734	\$ 50,091	\$ 49,754	\$ 26,311

* Includes budget amendments that were approved by City Council on 10/24/13, 11/19/13, 12/3/13, 2/18/14, and 5/6/14.

FULL-TIME EQUIVALENT (FTE) PERSONNEL SCHEDULE :

Position Title	Number of Positions			
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Bailiff*	-	-	-	0.5
Total	-	-	-	0.5

*The Bailiff position was funded in the Municipal Court Department in the General Fund in FY 2011-12 through FY 2013-14.

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2014-15 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	\$ 63,446	\$ 24,060	\$ 75,000	\$ 12,506
City-Wide Donation Fund	37,606	11,660	49,266	-
City-Wide Grants	3,817	126,372	130,117	72
FEMA Grant Fund	3,903	-	3,903	-
Police State Seizure Fund	14,306	-	14,306	-
Police Federal Seizure Fund	2,104	-	2,104	-
Law Enforcement Explorer Fund	3,483	-	3,483	-
Law Enforcement Block Grant Fund	13,297	-	13,297	-
Tobacco Grant Fund	2,800	-	2,800	-
TOTAL OTHER FUNDS	\$ 144,762	\$ 162,092	\$ 294,276	\$ 12,578

DEBT SERVICE REQUIREMENTS



Business US190 Improvements



Equipment Needs



Public Safety Apparatus



City of Copperas Cove

DEBT SERVICE REQUIREMENTS



City of Copperas Cove

The City Built for Family Living

City Ratings and Debt Limits

The City's debt service management policies are designed to comply with the legal provisions of the various bond ordinances and covenants governing the debt issue. The City maintains a separate interest and sinking fund for all general obligation debt. Ad valorem tax receipts are deposited into the fund to retire the current year's debt service requirements, in addition to any paying agent fees.

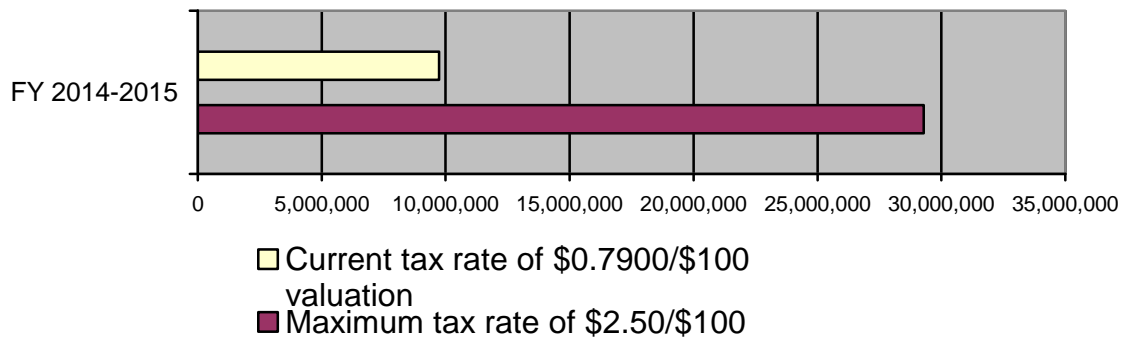
The most recent debt issues of the City of Copperas Cove have earned ratings from Standard & Poor's and Moody's.

Bond Type	Standard & Poor's	Moody's
G. O. Bonds*	AA-	Aa3
Certificates of Obligation	A-	A3
Revenue Bonds	BBB	Baa1

*Standard & Poor's upgraded the City's GO Bond rating from A+ to AA- after review of credit strength in May 2010 and remained at the AA- rating after the February 2014 debt issue.

*Moody's upgraded the City's GO Bond rating from A1 to Aa3 after being calibrated from an A3 to an A1 after review of credit strength in May 2010 and remained at the Aa3 rating after the February 2014 debt issue

The City of Copperas Cove has no legal debt limit established by its charter or Code of Ordinances. The Constitution of the State of Texas (Article XI, Section 5) limits the maximum amount that a city can levy in the form of an ad valorem tax rate to \$2.50 per \$100 taxable assessed value for all City purposes.



Administratively, the Attorney General of the State of Texas will permit allocation of \$1.50 of the \$2.50 maximum tax rate for **general obligation debt service**. (Source: Texas Admin Code, Rule 53.3)

Assessed value, 2014 Certified Tax Roll	\$1,154,743,980
Limit on amount designated for debt service	x 1.5%
Legal limit	\$ 17,321,160

Actual amount to be expended from ad valorem taxes for general obligation debt service during the Year Ending September 30, 2015	\$ 1,851,026
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CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2014-15 ADOPTED BUDGET
TAX INTEREST AND SINKING FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Description	Actual FY 2012-13	Adopted Budget* FY 2013-14	Projected FY 2013-14	Proposed Base Budget FY 2014-15	New Requests FY 2014-15	Adopted FY 2014-15
BEGINNING FUND BALANCE:	\$ 354,308	\$ 81,359	\$ 17,205,866	\$ 384,555	\$ 172,927	\$ 384,555
TOTAL BEGINNING FUND BALANCE	<u>\$ 354,308</u>	<u>\$ 81,359</u>	<u>\$ 17,205,866</u>	<u>\$ 384,555</u>	<u>\$ 172,927</u>	<u>\$ 384,555</u>
REVENUES						
07-310-1001	\$ 2,232,383	\$ 3,063,926	\$ 3,063,926	\$ 3,524,750	\$ -	\$ 3,524,750
07-310-1002	18,672	-	8,663	15,000		15,000
07-310-1003	15,057	-	8,775	13,000		13,000
07-370-6001	30,689	20,000	20,000	15,000		15,000
07-370-6002	11,285	-	-	-		-
07-390-6005	29,630,860	16,927,200	-	12,695,400		12,695,400
07-390-6008	10,781	131,850	14,083	133,350		133,350
07-390-6036	130,175	-	131,850	-		-
TOTAL REVENUES	<u>\$ 32,079,903</u>	<u>\$ 20,142,976</u>	<u>\$ 3,247,297</u>	<u>\$ 16,396,500</u>	<u>\$ -</u>	<u>\$ 16,396,500</u>
TOTAL FUNDS AVAILABLE	<u>\$ 32,434,211</u>	<u>\$ 20,224,335</u>	<u>\$ 20,453,163</u>	<u>\$ 16,781,055</u>	<u>\$ 172,927</u>	<u>\$ 16,781,055</u>
EXPENDITURES						
Principal '05 Refunding C/O	\$ 93,000	\$ -	\$ -	\$ -		\$ -
Principal (Aug) Ref '06 C/O	279,873	284,509	284,509	84,267		84,267
Principal '06 Tax Notes	175,000	97,000	97,000	100,000		100,000
Principal '07 C/O	160,000	240,000	240,000	255,000		255,000
Principal '07 C/O Refunding	6,000	6,000	6,000	6,000		6,000
Principal '08 Tax Notes	300,000	229,177	229,177	-		-
Principal '08A Tax Notes	110,000	100,092	100,092	168,494		168,494
Principal '09 GO	50,000	50,000	50,000	100,000		100,000
Principal '09 Tax Notes	59,999	65,000	65,000	195,000		195,000
Principal '10 GO	35,000	35,000	35,000	40,000		40,000
Principal '10 Tax Notes	110,000	115,000	115,000	120,000		120,000
Principal '10 Refunding	-	225,850	225,850	285,120		285,120
Principal '10A Tax Notes	50,000	160,000	160,000	185,000		185,000
Principal '11 Rev & Tax Bond	10,850,000	15,515,000	15,515,000	12,290,000		12,290,000
Principal '12 Tax Notes	25,000	50,000	50,000	210,000		210,000
Principal '12 GO Refunding	129,000	45,000	45,000	88,500		88,500
Principal '13 GO Refunding	-	-	-	205,000		205,000
Principal '13 Tax Notes	-	275,000	275,000	300,000		300,000
Principal '13 GO	-	85,000	85,000	180,000		180,000
Principal '13 PPFCO	-	-	50,000	45,000		45,000
Principal '14 CO	-	-	-	130,000		130,000
Principal Future Debt Issuance	-	95,000	-	-		-
Interest '06 Refunding C/O	36,704	33,188	33,188	29,522		29,522
Interest '05 Refunding C/O	30,359	20,339	20,339	9,642		9,642
Interest '06 Tax Notes	6,929	-	-	-		-
Interest '07 C/O Bond	205,651	199,364	199,364	189,908		189,908
Interest '07 C/O Refund	53,604	53,367	53,367	53,131		53,131
Interest '08 Tax Notes	17,097	7,854	7,854	-		-
Interest '08A Tax Notes	26,842	23,104	23,104	18,772		18,772
Interest '09 GO	203,575	202,075	202,075	200,575		200,575
Interest '09 Tax Notes	13,619	12,419	12,419	10,875		10,875
Interest '10 GO	54,913	53,863	58,863	52,813		52,813
Interest '10 Tax Notes	13,319	10,019	10,019	6,569		6,569
Interest '10 Refunding	13,964	32,165	32,165	26,333		26,333
Interest '10A Tax Notes	26,203	25,528	25,528	23,368		23,368
Interest '11 Rev & Tax Bond	1,713,425	1,279,425	1,279,425	503,675		503,675
Interest '11 GO Bonds	262,050	262,050	262,050	262,050		262,050
Interest '12 Tax Notes	18,424	17,934	17,934	16,954		16,954
Interest '12 GO Refunding	21,750	20,880	20,880	19,080		19,080
Interest '13 GO Refunding	3,617	15,500	15,500	15,500		15,500
Interest '13 Tax Notes	1	31,044	31,044	18,644		18,644
Interest '13 GO	54,712	93,792	93,792	93,494		93,494
Interest '13 PPFCO	-	-	15,687	14,442		14,442
Interest '14 CO	-	-	22,203	51,900		51,900
Interest Future Debt Issuance	15,000	56,442	-	-		-
Bond Paying Agent Fees	3,000	-	3,000	3,000		3,000
Arbitrage Rebate Service	-	-	-	-		-

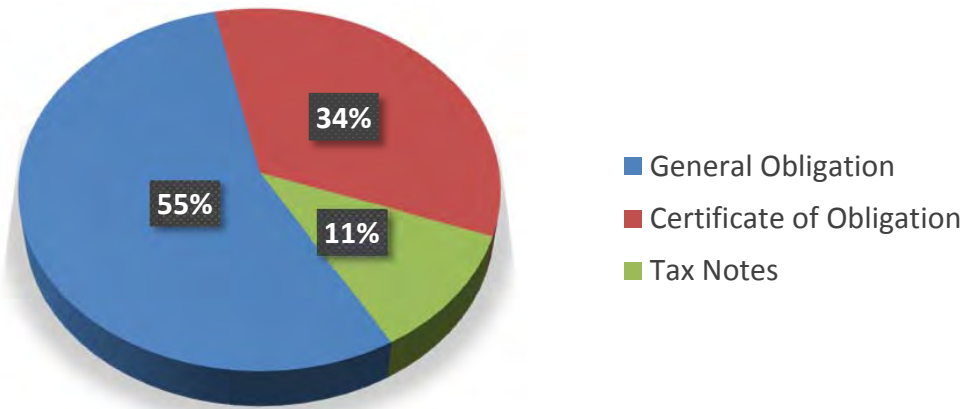
CITY OF COPPERAS COVE, TEXAS
 FISCAL YEAR 2014-15 ADOPTED BUDGET
 TAX INTEREST AND SINKING FUND
 SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Description	Actual FY 2012-13	Adopted Budget* FY 2013-14	Projected FY 2013-14	Proposed Base Budget FY 2014-15	New Requests FY 2014-15	Adopted FY 2014-15
Arbitrage Rebate	-	-	-	-		-
Bond Issuance Cost	716	-	380	-		-
Bond Agent Fees	-	-	800	500		500
TOTAL EXPENDITURES	\$ 15,228,345	\$ 20,122,980	\$ 20,068,608	\$ 16,608,128	\$ -	\$ 16,608,128
TOTAL ENDING FUND BALANCE	\$ 17,205,866	\$ 101,355	\$ 384,555	\$ 172,927	\$ 172,927	\$ 172,927

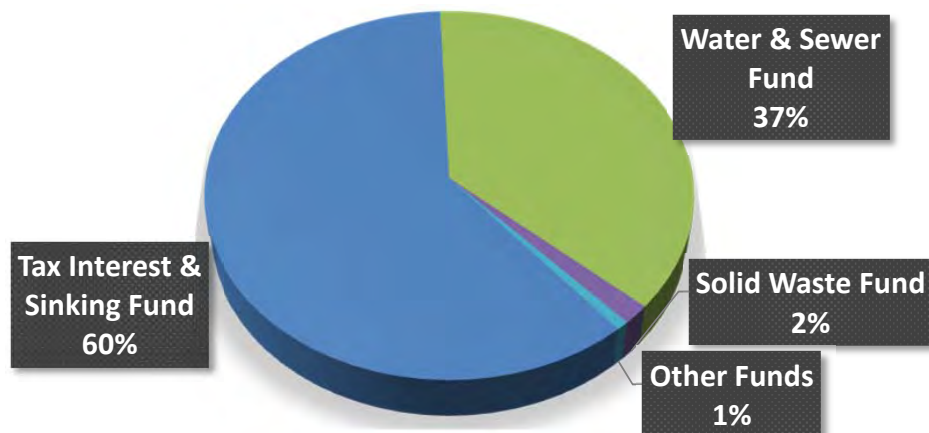
* Includes budget amendments that were approved by City Council on 10/24/13, 11/19/13, 12/3/13, 2/18/14, and 5/6/14.

City of Copperas Cove Outstanding Debt Fiscal Year 2014-2015

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	\$ 28,762,151	\$ 22,665,829	\$ 4,620,838	\$ 56,048,818
General Fund	-	-	-	-
Water & Sewer Fund	21,643,907	8,345,589	4,410,190	34,399,686
Solid Waste Fund	63,600	362,400	1,119,643	1,545,643
Drainage Utility Fund	496,263	-	1,805	498,068
Golf Course Fund	10,300	75,600	25,838	111,738
Court Technology Fund	-	-	31,666	31,666
Hotel Occupancy Tax Fund	-	-	67,850	67,850
Total All Funds	\$ 50,976,221	\$ 31,449,418	\$ 10,277,829	\$ 92,703,468
	54.99%	33.92%	11.09%	100.00%

Note: Principal and Interest payments for the 2011 Contract Revenue and Limited Tax Notes, 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
2014-2015**

Year	General Obligation	Certificates of Obligation	Tax Notes	Total Debt Service
2014 - 2015	4,287,318	14,140,576	2,130,313	20,558,207
2015 - 2016	4,556,194	1,510,583	5,293,935	11,360,711
2016 - 2017	4,139,670	1,701,419	1,575,330	7,416,419
2017 - 2018	4,337,115	1,439,955	787,188	6,564,258
2018 - 2019	3,940,210	1,446,437	491,063	5,877,709
2019 - 2020	3,665,021	1,456,847	-	5,121,867
2020 - 2021	3,714,267	1,456,099	-	5,170,366
2021 - 2022	2,928,648	1,254,436	-	4,183,083
2022 - 2023	2,927,593	1,260,083	-	4,187,676
2023 - 2024	1,684,657	1,258,886	-	2,943,542
2024 - 2025	1,684,107	1,266,725	-	2,950,832
2025 - 2026	2,121,557	982,465	-	3,104,022
2026 - 2027	2,119,644	985,884	-	3,105,528
2027 - 2028	1,882,144	502,794	-	2,384,938
2028 - 2029	1,098,631	68,788	-	1,167,419
2029 - 2030	1,101,944	72,214	-	1,174,158
2030 - 2031	1,108,404	70,464	-	1,178,868
2031 - 2032	1,108,331	73,714	-	1,182,045
2032 - 2033	1,110,444	71,788	-	1,182,232
2033 - 2034	785,325	69,863	-	855,188
2034 - 2035	447,000	72,800	-	519,800
2035 - 2036	113,600	70,400	-	184,000
2036 - 2037	114,400	73,000	-	187,400
2037 - 2038	-	70,400	-	70,400
2038 - 2039	-	72,800	-	72,800
	50,976,221	31,449,418	10,277,829	92,703,468
Less Interest	12,246,221	5,964,418	462,829	18,673,468
TOTAL DEBT	38,730,000	25,485,000	9,815,000	74,030,000

Series Name

Series 2005 Combination Tax & Revenue Certificates of Obligation	2,010,000
Series 2005 General Obligation Refunding	1,965,000
Series 2006 General Obligation Refunding	3,905,000
Series 2007 General Obligation Refunding	4,495,000
Series 2007 Combination Tax & Revenue Certificates of Obligation	4,820,000
Series 2008A Tax Notes	215,000
Series 2009 General Obligation	4,505,000
Series 2009 Tax Notes	1,275,000
Series 2010 General Obligation	4,385,000
Series 2010 General Obligation Refunding	3,670,000
Series 2010 Tax Notes	3,385,000
Series 2010A Tax Notes	1,555,000
Series 2011 General Obligation	5,490,000
Series 2011 Contract Revenue & Limited Tax Notes	12,635,000
Series 2012 Tax Notes	1,125,000
Series 2012 General Obligation Refunding	4,365,000
Series 2013 Tax Notes	2,260,000
Series 2013 General Obligation	4,600,000
Series 2013 General Obligation Refunding	1,350,000
Series 2013 Public Property Financing Contract Obligation	580,000
Series 2014 Certificates of Obligation	5,440,000

TOTAL**74,030,000**

Note: Principal and Interest payments for the 2011 Contract Revenue and Limited Tax Notes 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
2014-2015**

TOTAL DEBT GENERAL OBLIGATION BONDS				TOTAL DEBT COMBINATION TAX & REVENUE CERTIFICATES OF OBLIGATION			
Year	Principal	Interest	Total	Year	Principal	Interest	Total
2014 - 2015	2,925,000	1,362,318	4,287,318	2014 - 2015	13,075,000	1,065,576	14,140,576
2015 - 2016	3,270,000	1,286,194	4,556,194	2015 - 2016	960,000	550,583	1,510,583
2016 - 2017	2,940,000	1,199,670	4,139,670	2016 - 2017	1,180,000	521,419	1,701,419
2017 - 2018	3,220,000	1,117,115	4,337,115	2017 - 2018	955,000	484,955	1,439,955
2018 - 2019	2,920,000	1,020,210	3,940,210	2018 - 2019	990,000	456,437	1,446,437
2019 - 2020	2,745,000	920,021	3,665,021	2019 - 2020	1,030,000	426,847	1,456,847
2020 - 2021	2,890,000	824,267	3,714,267	2020 - 2021	1,060,000	396,099	1,456,099
2021 - 2022	2,210,000	718,648	2,928,648	2021 - 2022	890,000	364,436	1,254,436
2022 - 2023	2,290,000	637,593	2,927,593	2022 - 2023	925,000	335,083	1,260,083
2023 - 2024	1,135,000	549,657	1,684,657	2023 - 2024	955,000	303,886	1,258,886
2024 - 2025	1,180,000	504,107	1,684,107	2024 - 2025	995,000	271,725	1,266,725
2025 - 2026	1,665,000	456,557	2,121,557	2025 - 2026	745,000	237,465	982,465
2026 - 2027	1,735,000	384,644	2,119,644	2026 - 2027	775,000	210,884	985,884
2027 - 2028	1,575,000	307,144	1,882,144	2027 - 2028	320,000	182,794	502,794
2028 - 2029	860,000	238,631	1,098,631	2028 - 2029	45,000	23,788	68,788
2029 - 2030	895,000	206,944	1,101,944	2029 - 2030	50,000	22,214	72,214
2030 - 2031	935,000	173,404	1,108,404	2030 - 2031	50,000	20,464	70,464
2031 - 2032	970,000	138,331	1,108,331	2031 - 2032	55,000	18,714	73,714
2032 - 2033	1,010,000	100,444	1,110,444	2032 - 2033	55,000	16,788	71,788
2033 - 2034	725,000	60,325	785,325	2033 - 2034	55,000	14,863	69,863
2034 - 2035	420,000	27,000	447,000	2034 - 2035	60,000	12,800	72,800
2035 - 2036	105,000	8,600	113,600	2035 - 2036	60,000	10,400	70,400
2036 - 2037	110,000	4,400	114,400	2036 - 2037	65,000	8,000	73,000
				2037 - 2038	65,000	5,400	70,400
				2038 - 2039	70,000	2,800	72,800
TOTAL	38,730,000	12,246,221	50,976,221	TOTAL	25,485,000	5,964,418	31,449,418

TOTAL DEBT TAX NOTES			
Year	Principal	Interest	Total
2014 - 2015	1,900,000	230,313	2,130,313
2015 - 2016	5,130,000	163,935	5,293,935
2016 - 2017	1,530,000	45,330	1,575,330
2017 - 2018	770,000	17,188	787,188
2018 - 2019	485,000	6,063	491,063
TOTAL	9,815,000	462,829	10,277,829

Series Name	Principal Amount
Series 2005 Combination Tax & Revenue Certificates of Obligation	2,010,000
Series 2005 General Obligation Refunding	1,965,000
Series 2006 General Obligation Refunding	3,905,000
Series 2007 General Obligation Refunding	4,495,000
Series 2007 Combination Tax & Revenue Certificates of Obligation	4,820,000
Series 2008A Tax Notes	215,000
Series 2009 General Obligation	4,505,000
Series 2009 Tax Notes	1,275,000
Series 2010 General Obligation	4,385,000
Series 2010 General Obligation Refunding	3,670,000
Series 2010 Tax Notes	3,385,000
Series 2010A Tax Notes	1,555,000
Series 2011 General Obligation	5,490,000
Series 2011 Contract Revenue & Limited Tax Notes	12,635,000
Series 2012 Tax Notes	1,125,000
Series 2012 General Obligation Refunding	4,365,000
Series 2013 Tax Notes	2,260,000
Series 2013 General Obligation	4,600,000
Series 2013 General Obligation Refunding	1,350,000
Series 2013 Public Property Financing Contract Obligation	580,000
Series 2014 Certificates of Obligation	5,440,000
TOTAL	74,030,000

Note: Principal and Interest payments for the 2011 Contract Revenue and Limited Tax Notes 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.

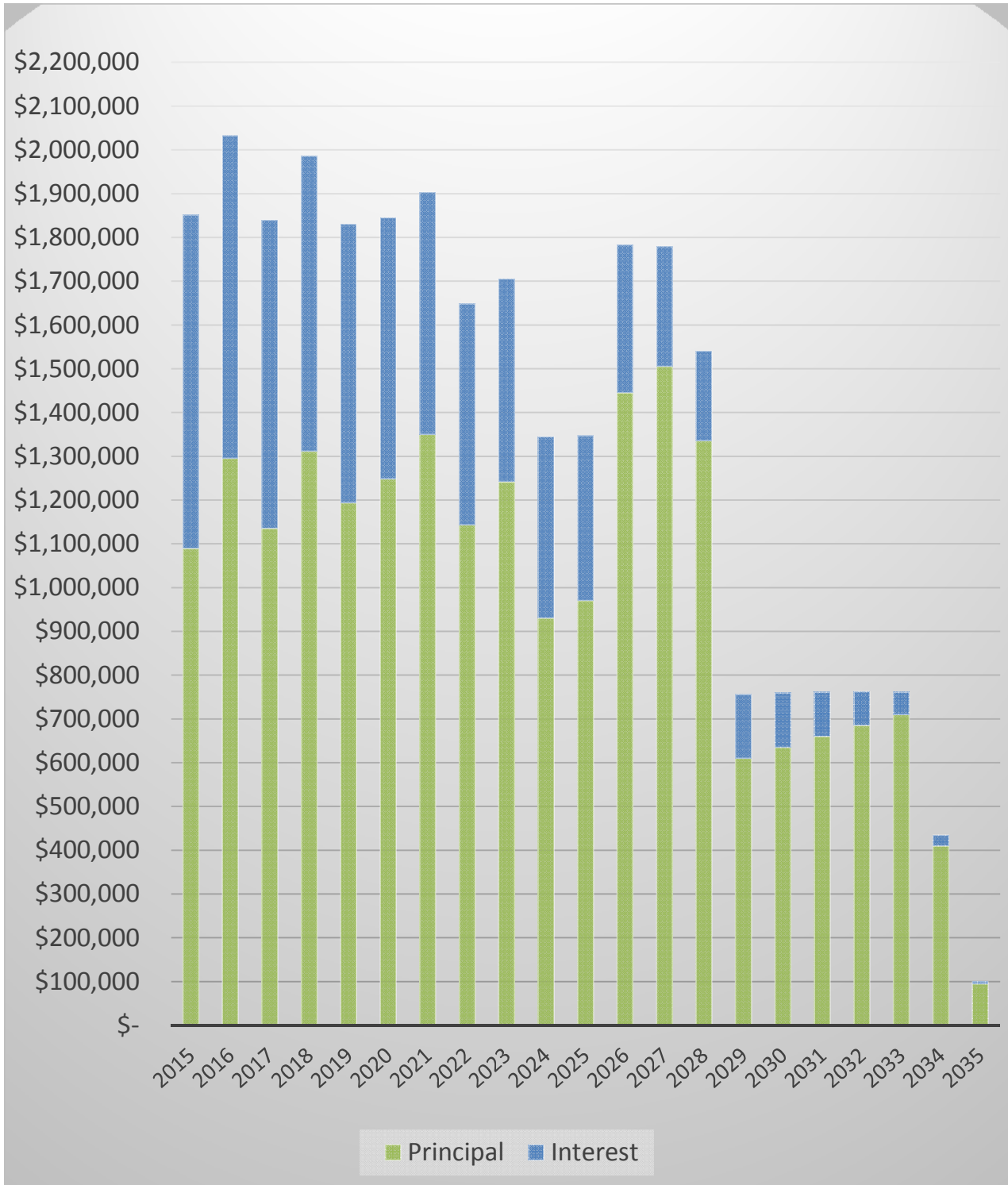


**CITY OF COPPERAS COVE, TEXAS
TAX SUPPORTED FUTURE INDEBTEDNESS SCHEDULE
2014-2015**

GENERAL OBLIGATION DEBT			
	Principal	Interest	Total
2014 - 2015	1,088,887	762,139	1,851,026
2015 - 2016	1,295,184	736,473	2,031,657
2016 - 2017	1,134,722	704,602	1,839,324
2017 - 2018	1,311,340	674,266	1,985,606
2018 - 2019	1,193,340	636,588	1,829,928
2019 - 2020	1,248,000	596,280	1,844,280
2020 - 2021	1,349,500	553,154	1,902,654
2021 - 2022	1,143,000	504,987	1,647,987
2022 - 2023	1,241,000	463,525	1,704,525
2023 - 2024	930,000	414,544	1,344,544
2024 - 2025	970,000	376,844	1,346,844
2025 - 2026	1,445,000	337,344	1,782,344
2026 - 2027	1,505,000	273,856	1,778,856
2027 - 2028	1,335,000	205,182	1,540,182
2028 - 2029	610,000	145,869	755,869
2029 - 2030	635,000	124,206	759,206
2030 - 2031	660,000	101,079	761,079
2031 - 2032	685,000	77,019	762,019
2032 - 2033	710,000	51,019	761,019
2033 - 2034	410,000	23,925	433,925
2034 - 2035	95,000	4,275	99,275
TOTAL	20,994,973	7,767,178	28,762,151

Series Name	Principal Amount
Series 2005 General Obligation Refunding	267,893
Series 2006 General Obligation Refunding	781,000
Series 2007 General Obligation Refunding	1,348,500
Series 2009 General Obligation	4,445,000
Series 2010 General Obligation	1,320,000
Series 2010 General Obligation Refunding	1,189,080
Series 2011 General Obligation	5,490,000
Series 2012 General Obligation Refunding	778,500
Series 2013 General Obligation	4,600,000
Series 2013 General Obligation Refunding	775,000
TOTAL	20,994,973

CITY OF COPPERAS COVE, TEXAS GENERAL OBLIGATION TAX DEBT TO MATURITY 2014-2015



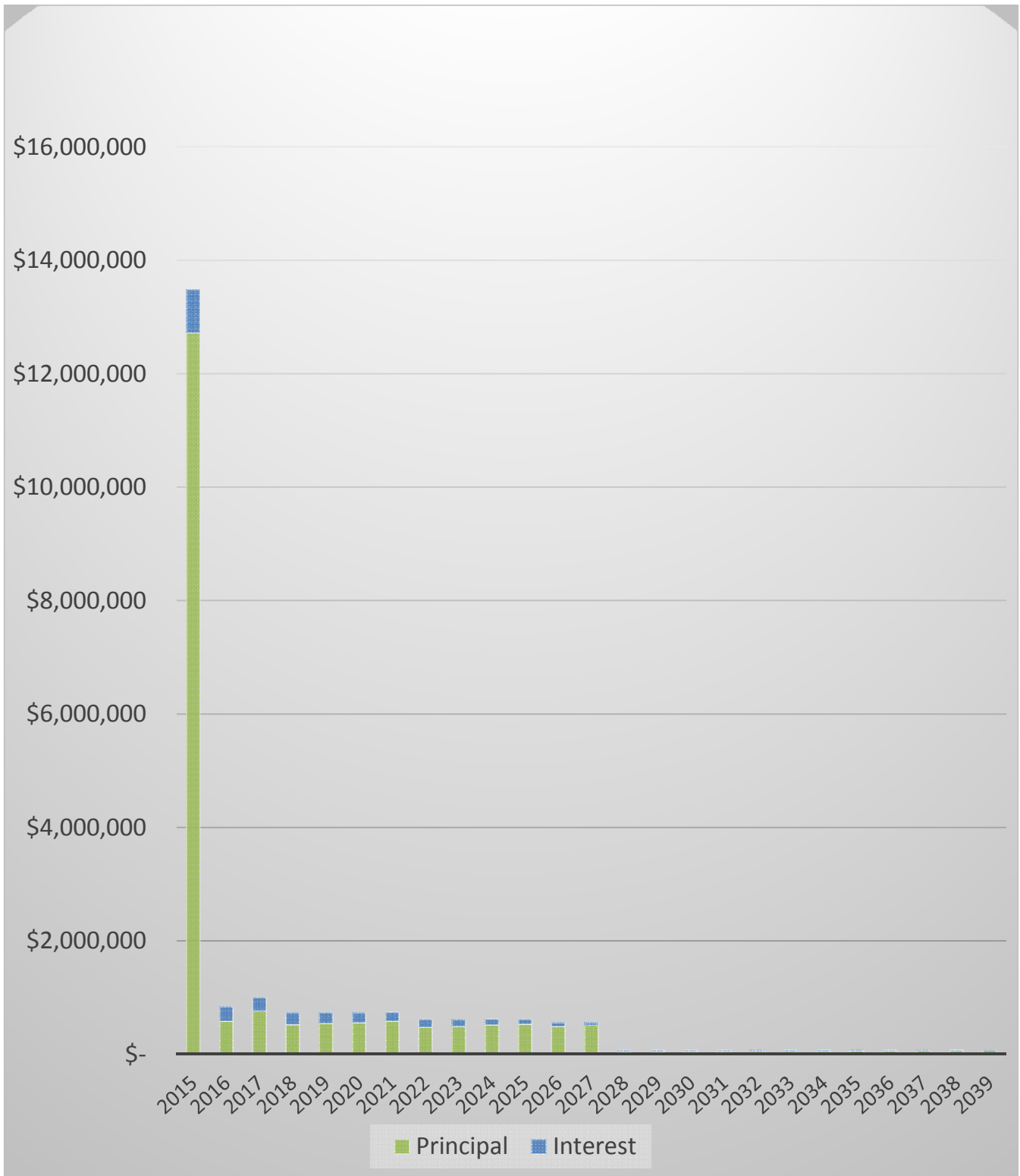
CITY OF COPPERAS COVE, TEXAS
TAX SUPPORTED FUTURE INDEBTEDNESS SCHEDULE
2014-2015

CERTIFICATES OF OBLIGATION DEBT			
	Principal	Interest	Total
2014 - 2015	12,720,000	759,925	13,479,925
2015 - 2016	580,000	254,558	834,558
2016 - 2017	765,000	235,521	1,000,521
2017 - 2018	520,000	209,965	729,965
2018 - 2019	540,000	192,918	732,918
2019 - 2020	555,000	175,180	730,180
2020 - 2021	580,000	156,948	736,948
2021 - 2022	475,000	137,900	612,900
2022 - 2023	490,000	120,576	610,576
2023 - 2024	515,000	102,570	617,570
2024 - 2025	530,000	83,725	613,725
2025 - 2026	490,000	64,189	554,189
2026 - 2027	510,000	45,259	555,259
2027 - 2028	45,000	25,364	70,364
2028 - 2029	45,000	23,788	68,788
2029 - 2030	50,000	22,214	72,214
2030 - 2031	50,000	20,464	70,464
2031 - 2032	55,000	18,714	73,714
2032 - 2033	55,000	16,788	71,788
2033 - 2034	55,000	14,863	69,863
2034 - 2035	60,000	12,800	72,800
2035 - 2036	60,000	10,400	70,400
2036 - 2037	65,000	8,000	73,000
2037 - 2038	65,000	5,400	70,400
2038 - 2039	70,000	2,800	72,800
TOTAL	19,945,000	2,720,829	22,665,829

Series Name	Principal Amount
Series 2007 Combination Tax & Revenue	4,820,000
Series 2011 Contract Revenue & Limited Tax Notes	12,635,000
Series 2013 Public Property Financing Contract Obligation	580,000
Series 2014 Certificates of Obligation	1,910,000
TOTAL	19,945,000

Note: Principal and Interest payments for the 2011 Contract Revenue and Limited Tax Notes, 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 2014-2015

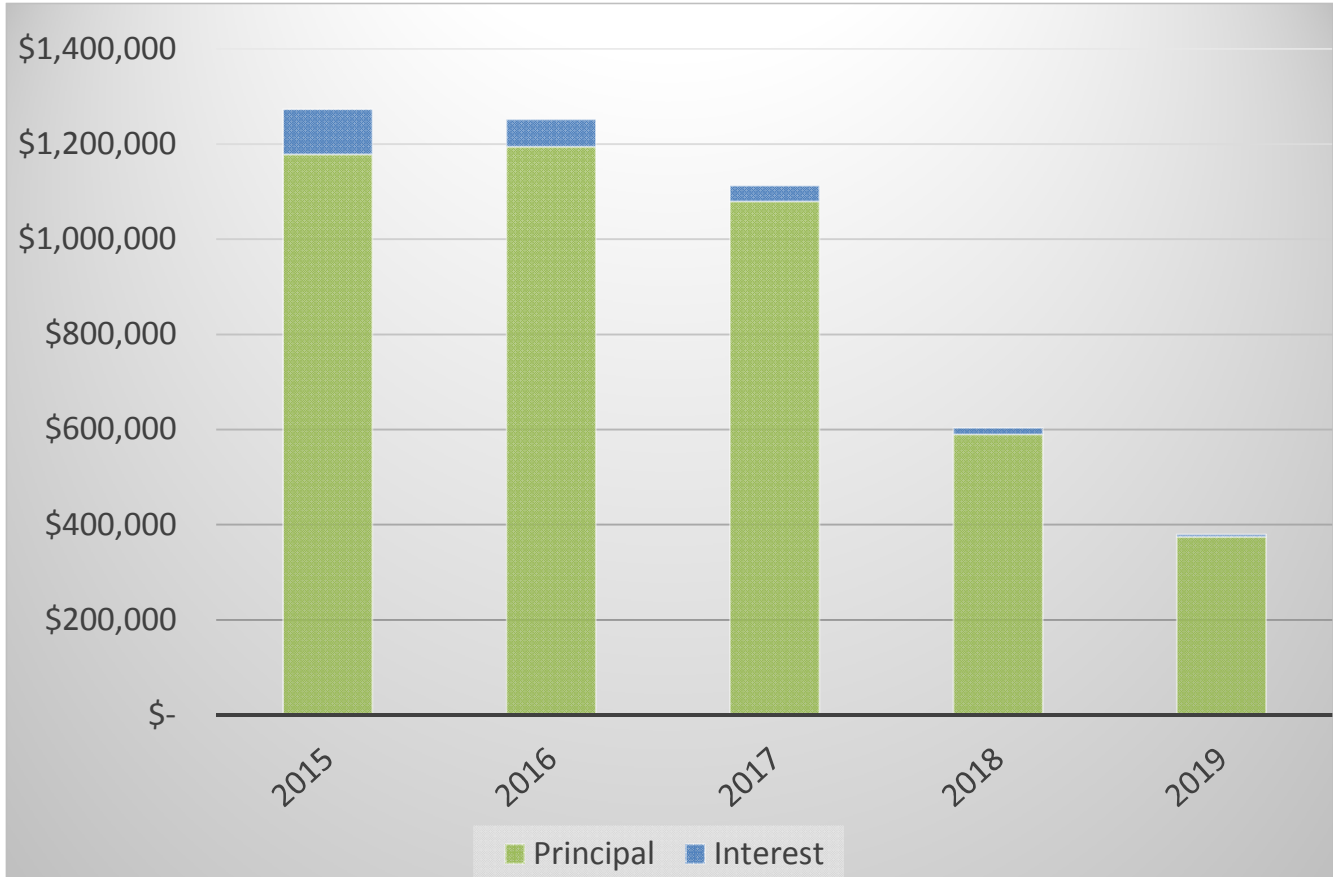


**CITY OF COPPERAS COVE, TEXAS
TAX SUPPORTED FUTURE INDEBTEDNESS SCHEDULE
2014-2015**

TAX NOTES DEBT			
	Principal	Interest	Total
2014 - 2015	1,178,493	95,182	1,273,675
2015 - 2016	1,195,000	56,656	1,251,656
2016 - 2017	1,080,000	32,616	1,112,616
2017 - 2018	590,000	13,204	603,204
2018 - 2019	375,000	4,688	379,688
TOTAL	4,418,493	202,345	4,620,838

Series Name	Principal Amount
Series 2008A Tax Notes	168,493
Series 2009 Tax Notes	395,000
Series 2010 Tax Notes	245,000
Series 2010A Tax Notes	1,020,000
Series 2012 Tax Notes	865,000
Series 2013 Tax Notes	1,725,000
TOTAL	4,418,493

CITY OF COPPERAS COVE, TEXAS TAX NOTES TAX DEBT TO MATURITY 2014-2015



**CITY OF COPPERAS COVE, TEXAS
FUTURE INDEBTEDNESS SCHEDULE
2014-2015**

**WATER & SEWER FUND DEBT
GENERAL OBLIGATION BONDS**

Year	Principal	Interest	Total
2014 - 2015	1,728,673	587,527	2,316,200
2015 - 2016	1,793,256	539,418	2,332,674
2016 - 2017	1,690,478	489,396	2,179,874
2017 - 2018	1,788,580	439,660	2,228,240
2018 - 2019	1,712,580	383,235	2,095,815
2019 - 2020	1,497,000	323,741	1,820,741
2020 - 2021	1,540,500	271,113	1,811,613
2021 - 2022	1,067,000	213,661	1,280,661
2022 - 2023	1,049,000	174,068	1,223,068
2023 - 2024	205,000	135,113	340,113
2024 - 2025	210,000	127,263	337,263
2025 - 2026	220,000	119,213	339,213
2026 - 2027	230,000	110,788	340,788
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	17,197,067	4,446,840	21,643,907

**WATER & SEWER FUND DEBT
COMBINATION TAX & REVENUE
CERTIFICATES OF OBLIGATION**

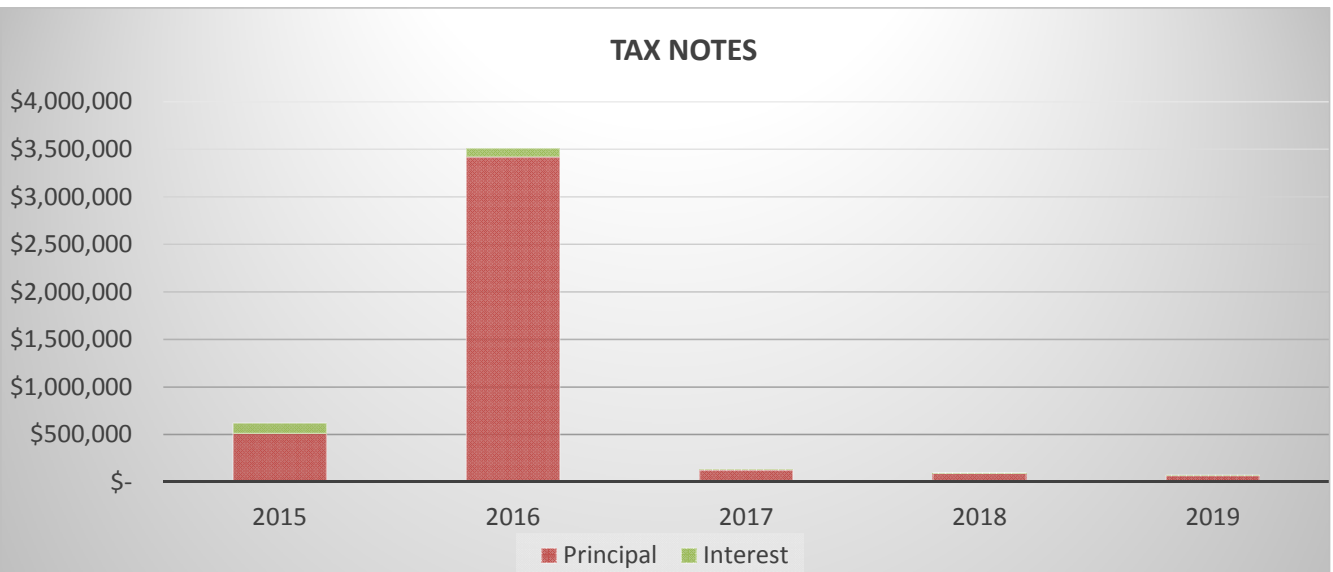
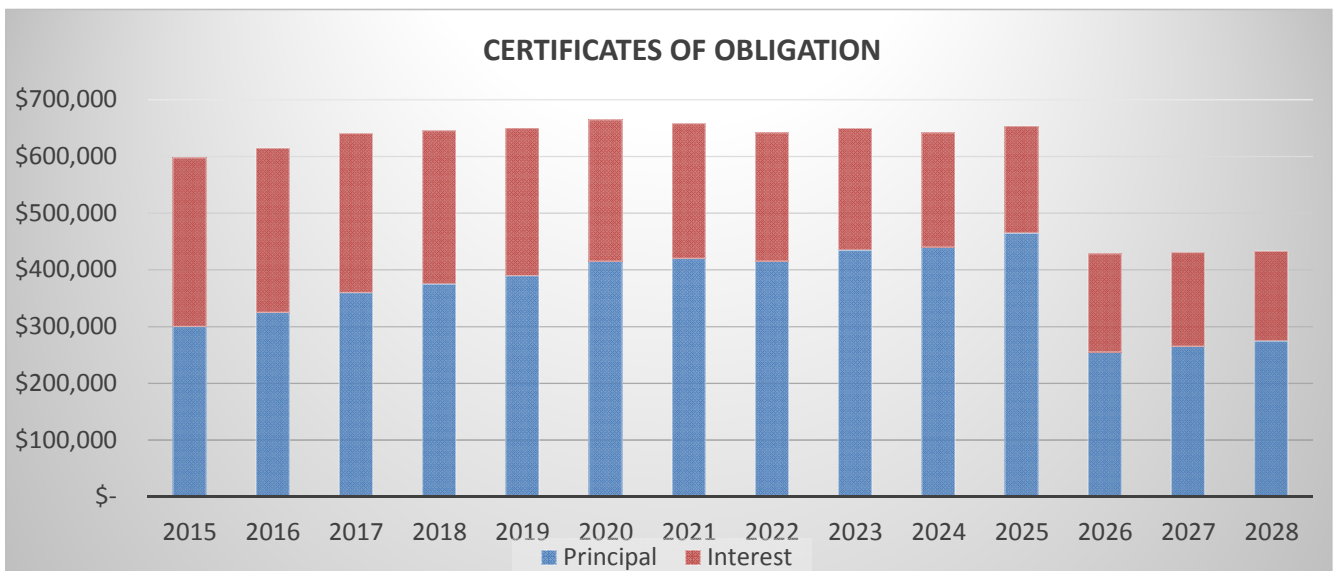
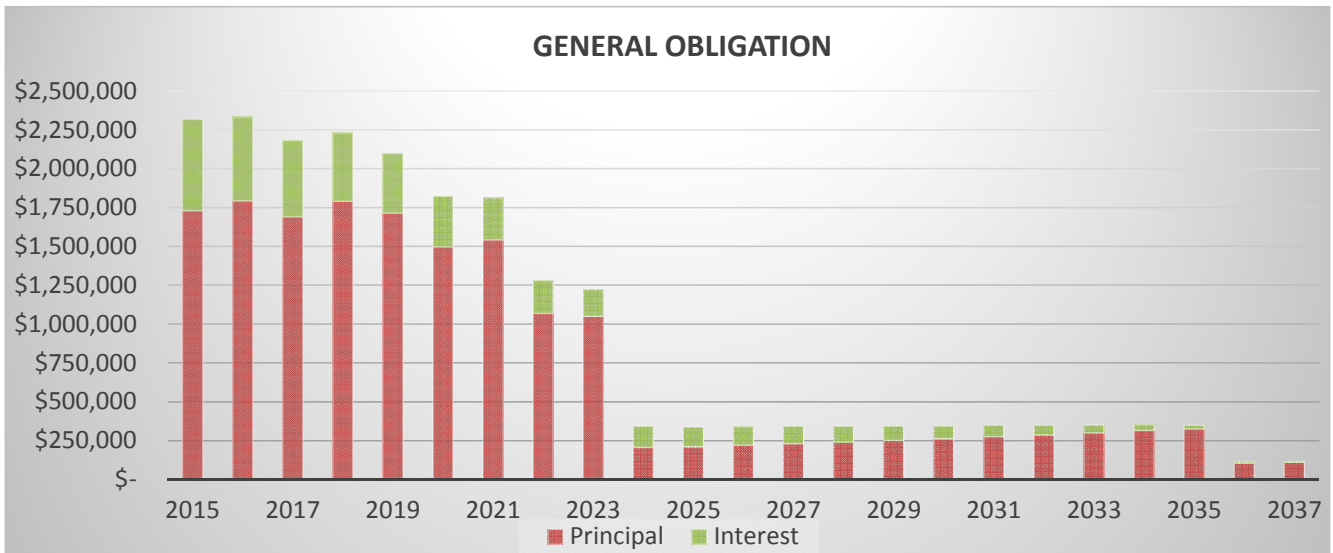
Year	Principal	Interest	Total
2014 - 2015	300,000	297,551	597,551
2015 - 2016	325,000	289,025	614,025
2016 - 2017	360,000	279,998	639,998
2017 - 2018	375,000	270,190	645,190
2018 - 2019	390,000	259,919	649,919
2019 - 2020	415,000	249,267	664,267
2020 - 2021	420,000	237,951	657,951
2021 - 2022	415,000	226,536	641,536
2022 - 2023	435,000	214,507	649,507
2023 - 2024	440,000	201,316	641,316
2024 - 2025	465,000	188,000	653,000
2025 - 2026	255,000	173,276	428,276
2026 - 2027	265,000	165,625	430,625
2027 - 2028	275,000	157,430	432,430
TOTAL	5,135,000	3,210,589	8,345,589

**WATER & SEWER FUND DEBT
TAX NOTES**

Year	Principal	Interest	Total
2014 - 2015	511,507	105,743	617,250
2015 - 2016	3,420,000	86,068	3,506,068
2016 - 2017	125,000	4,027	129,027
2017 - 2018	90,000	2,034	92,034
2018 - 2019	65,000	813	65,813
TOTAL	4,211,507	198,684	4,410,190

Series Name	Principal Amount
Series 2005 Combination Tax & Revenue Certificates of Obligation	2,010,000
Series 2005 General Obligation Refunding	1,697,107
Series 2006 General Obligation Refunding	3,124,000
Series 2007 General Obligation Refunding	3,146,500
Series 2008A Tax Note	46,507
Series 2009 Tax Note	550,000
Series 2010 General Obligation	3,065,000
Series 2010 General Obligation Refunding	2,157,960
Series 2010 Tax Note	3,140,000
Series 2010A Tax Note	70,000
Series 2012 Tax Note	95,000
Series 2012 General Obligation Refunding	3,586,500
Series 2013 Tax Notes	310,000
Series 2013 General Obligation Refunding	420,000
Series 2014 Certificates of Obligation	3,125,000
TOTAL	26,543,574

**CITY OF COPPERAS COVE, TEXAS
WATER & SEWER FUND DEBT TO MATURITY
2014-2015**



**CITY OF COPPERAS COVE, TEXAS
FUTURE INDEBTEDNESS SCHEDULE
2014-2015**

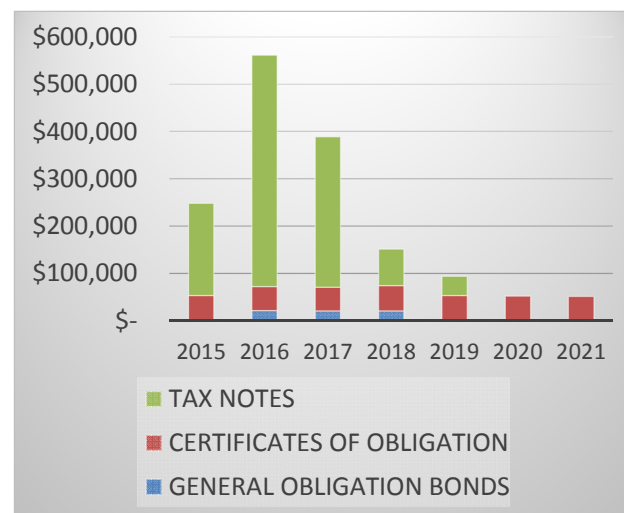
SOLID WASTE DEBT

GENERAL OBLIGATION BONDS			
Year	Principal	Interest	Total
2014 - 2015	-	1,200	1,200
2015 - 2016	20,000	1,200	21,200
2016 - 2017	20,000	800	20,800
2017 - 2018	20,000	400	20,400
TOTAL	60,000	3,600	63,600

CERTIFICATES OF OBLIGATION			
Year	Principal	Interest	Total
2014 - 2015	45,000	6,700	51,700
2015 - 2016	45,000	5,800	50,800
2016 - 2017	45,000	4,900	49,900
2017 - 2018	50,000	4,000	54,000
2018 - 2019	50,000	3,000	53,000
2019 - 2020	50,000	2,000	52,000
2020 - 2021	50,000	1,000	51,000
TOTAL	335,000	27,400	362,400

TAX NOTES			
Year	Principal	Interest	Total
2014 - 2015	170,000	24,927	194,927
2015 - 2016	470,000	19,453	489,453
2016 - 2017	310,000	8,127	318,127
2017 - 2018	75,000	1,636	76,636
2018 - 2019	40,000	500	40,500
TOTAL	1,065,000	54,643	1,119,643

Series Name	Principal Amount
Series 2008A Tax Notes	-
Series 2009 Tax Notes	265,000
Series 2010A Tax Notes	465,000
Series 2012 Tax Notes	135,000
Series 2013 Tax Notes	200,000
Series 2013 General Obligation Refunding	60,000
Series 2014 Certificates of Obligation	335,000
TOTAL	1,460,000



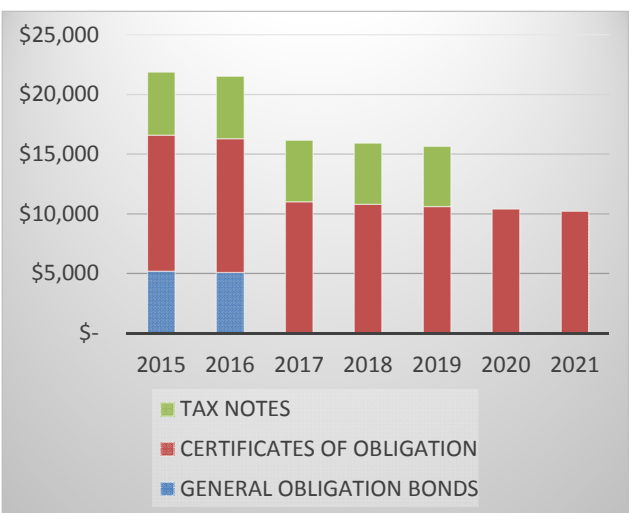
GOLF COURSE DEBT

GENERAL OBLIGATION BONDS			
Year	Principal	Interest	Total
2014 - 2015	5,000	200	5,200
2015 - 2016	5,000	100	5,100
TOTAL	10,000	300	10,300

CERTIFICATES OF OBLIGATION			
Year	Principal	Interest	Total
2014 - 2015	10,000	1,400	11,400
2015 - 2016	10,000	1,200	11,200
2016 - 2017	10,000	1,000	11,000
2017 - 2018	10,000	800	10,800
2018 - 2019	10,000	600	10,600
2019 - 2020	10,000	400	10,400
2020 - 2021	10,000	200	10,200
TOTAL	70,000	5,600	75,600

TAX NOTES			
Year	Principal	Interest	Total
2014 - 2015	5,000	269	5,269
2015 - 2016	5,000	219	5,219
2016 - 2017	5,000	169	5,169
2017 - 2018	5,000	119	5,119
2018 - 2019	5,000	63	5,063
TOTAL	25,000	838	25,838

Series Name	Principal Amount
Series 2013 Tax Notes	25,000
Series 2013 General Obligation Refunding	10,000
Series 2014 Certificates of Obligation	70,000
TOTAL	105,000



**CITY OF COPPERAS COVE, TEXAS
FUTURE INDEBTEDNESS SCHEDULE
2014-2015**

DRAINAGE FUND DEBT GENERAL OBLIGATION BONDS			
Year	Principal	Interest	Total
2014 - 2015	102,440	11,252	113,692
2015 - 2016	156,560	9,003	165,563
2016 - 2017	94,800	4,872	99,672
2017 - 2018	100,080	2,789	102,869
2018 - 2019	14,080	387	14,467
TOTAL	467,960	28,303	496,263

DRAINAGE FUND DEBT TAX NOTES			
Year	Principal	Interest	Total
2014 - 2015	-	1,805	1,805
TOTAL	-	1,805	1,805

Series Name	Principal Amount
Series 2008A Tax Notes	-
Series 2009 General Obligation	60,000
Series 2010 General Obligation Refunding	322,960
Series 2013 General Obligation Refunding	85,000
TOTAL	467,960

HOTEL OCCUPANCY TAX FUND DEBT TAX NOTES			
Year	Principal	Interest	Total
2014 - 2015	30,000	1,800	31,800
2015 - 2016	35,000	1,050	36,050
TOTAL	65,000	2,854	67,854

Series Name	Principal Amount
Series 2009 Tax Notes	65,000

COURT TECHNOLOGY FUND DEBT TAX NOTES			
Year	Principal	Interest	Total
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	1,666	31,666

Series Name	Principal Amount
Series 2012 Tax Notes	30,000



CAPITAL OUTLAY



Street & Drainage Equipment



Police Department Equipment



Fire Department Brush Trucks



City of Copperas Cove

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 Capital Outlay Plan. The funding source is identified items included in the Capital Outlay Plan and other capital expenditures included in the Operating Budget.

The total fiscal year 2014-2015 Adopted Operating Budget and Plan of Municipal Services for capital outlay is \$327,381. Of that amount, \$184,750 is included in the operating funds. This represents a decrease of \$122,737 below the amount of capital outlay that was budgeted in operating funds in fiscal year 2013-2014. This is the third year of the Capital Outlay Plan; however, due to budget conditions, General Fund, Solid Waste and Golf Course purchases will not be funded in fiscal year 2014-2015. The funding source for items included in the Capital Outlay Program will generally be a future debt issue unless otherwise indicated.



**City of Copperas Cove, Texas
Capital Outlay Summary
Fiscal Year 2014-2015**

Five-Year Capital Outlay Plan Summary

Fund	FY 2013-14	Operating Budget	FY 2014-15 Future Debt Issue	Total	Increase/ (Decrease)
General Fund	\$ 12,474	\$ -	\$ -	\$ -	\$ (12,474)
Water & Sewer Fund	-	-	142,631	142,631	\$ 142,631
Drainage Utility Fund	155,545	58,000	-	58,000	\$ (97,545)
Total	\$ 168,019	\$ 58,000	\$ 142,631	\$ 200,631	\$ 32,612

Other Capital Outlay included in Operating Funds

Fund	FY 2013-14	FY 2014-15	Increase/ (Decrease)
General Fund	\$ 100,077	\$ 4,000	\$ (96,077)
Water & Sewer Fund	14,707	65,950	51,243
Drainage Utility Fund	-	1,800	1,800
PEG Fee Fund	24,684	55,000	30,316
Total	\$ 139,468	\$ 126,750	\$ (12,718)

**City of Copperas Cove, Texas
Capital Outlay Detail - Operating Budget
Fiscal Year 2014-2015**

Account	Description	Amount	Operating Impact
GENERAL FUND			
Information Systems Department			
01-4140-3500-8402	Servers	16,600	-
01-4140-3500-8404	Software/Licenses	9,745	900
	Total	\$ 26,345	\$ 900
Library Department			
01-4320-7100-8501	Adult & Young Adult Books	\$ 2,500	\$ 25
01-4320-7100-8502	Children's Books	1,000	10
01-4320-7100-8504	Audiovisual Items	500	5
	Total	\$ 4,000	\$ 40
TOTAL GENERAL FUND		\$ 30,345	\$ 940
WATER & SEWER FUND			
Water Distribution Department			
02-4425-8500-8100	Equipment Shelter	25,000	-
02-4425-8500-8400	Hydraulic tools, generator, trailer	13,550	100
02-4425-8500-8500	Chemical equipment, Instavalve	19,400	500
	Total	\$ 57,950	\$ 600
Sewer Collection Department			
02-4425-8300-8400	Trailer	8,000	200
	Total	\$ 8,000	\$ 200
TOTAL DRAINAGE FUND		\$ 65,950	\$ 800
DRAINAGE FUND			
Drainage Utility Department			
05-4410-7600-8100	Utility Shed	1,800	-
05-4410-7600-8400	Light Equipment and Trailer	58,000	2,500
	Total	\$ 59,800	\$ 2,500
TOTAL DRAINAGE FUND		\$ 59,800	\$ 2,500
TOTAL ALL FUNDS		\$ 156,095	\$ 4,240

**City of Copperas Cove, Texas
Capital Outlay Detail - Capital Outlay Plan
Fiscal Year 2014-2015**

DEPARTMENT	CITY#	CURRENT			REPLACEMENT	CURRENT		LIFE EXPECTANCY		REPLACEMENT	REPLACEMENT	PRIORITIZED YEAR TO REPLACE	FUNDING SOURCE	NOTES
		YEAR	MAKE	MODEL	TYPE	MILES	YEARS	MILES	YEARS	COST	YEAR			

GENERAL FUND

No budgeted purchases

WATER & SEWER FUND

UTILITY ADMIN	8102	2000	GMC	SIERRA SL	LIGHT DUTY TRUCK	112,652	14	100,000	10	22,631	2015	1	CO	DEADLINED,
WATER DISTRIBUTION	802-12	1995	INT'L	4900	HEAVY DUTY TRUCK	41,431	19	200,000	15	70,000	2015	2	CO	
WATER DISTRIBUTION	802-30	1970	W/HOUSE	COMPRESSOR	EQUIPMENT - LIGHT	N/A	44	N/A	7	20,000	2015	3	CO	
WATER DISTRIBUTION	802-31	1979	FORD	A1012T TRACTOR MOW	SMALL TRACTOR	N/A	35	N/A	7	20,000	2015	4	CO	TRACTOR IN
WATER DISTRIBUTION	802-24	1977		TRAILER	TRAILER	N/A	37	N/A	15	10,000	2015	5	CO	

SOLID WASTE FUND

No budgeted purchases

DRAINAGE FUND

DRAINAGE	706-12	1977	AC	ACP40PS F/LIFT	EQUIPMENT - LIGHT	N/A	37	N/A	7	50,000	2015	1	: OPERATING	
DRAINAGE	706-7	1998	ENNIS	16 FT TRAILER	TRAILER	N/A	16	N/A	15	8,000	2015	2	: OPERATING	

GOLF COURSE FUND

No budgeted purchases

Total General Fund	0
Total Water & Sewer Fund	142,631
Total Solid Waste Fund	0
Total Drainage Fund	58,000
Total Golf Course Fund	0
	<u>200,631</u>



CAPITAL IMPROVEMENTS



Top: Water Tank Rehabilitation
Middle: Road Improvements
Bottom: Fire Station #2
Ground Breaking



City of Copperas Cove

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 2015-2019 Capital Improvement Plan document provides project details, including funding sources, uses, and operating impact.



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 Five-Year Capital Improvement Plan (CIP) that concluded in FY 2013-2014. The FY 2015-2019 Capital Improvement Plan was developed and adopted in FY 2013-2014 to continue long-range capital planning. The process began with each department identifying capital improvement projects that are necessary for their departmental goals and objectives to be attained. The Strategic Plan, City Council Goals, the Comprehensive Plan and water, parks, drainage, and planning master plans are used to identify the priority of projects. Departments submitted each project, provided a written justification for the project, prioritized the project by level of importance, included possible sources of funding, and identified impacts to the operating budget. The CIP Committee reviewed all submitted projects requesting additional information, clarifications, and project phasing options. After projects were prioritized, the CIP committed to limiting all debt issues to \$10 million annually. Limiting the amount of debt is crucial to ensuring the long-term financial standing of the City. The FY 2015-2019 was presented to City Council in summary and discussed projects with the greatest financial impact and citizen concern. The FY 2015-2019 is the most comprehensive plan presented to City Council since its inception. City Council adopted the FY 2015-2019 Capital Improvement Plan on September 2, 2014.

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. A minimum threshold of \$50,000 was set for projects to be included in the CIP. However, some exceptions were made to highlight the importance or requirement for the project. The CIP does 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 operating fund revenues 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 was 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, and the debt will be retired in 2018. 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 last issued General Obligation Bonds in FY 2012-2013 for the reconstruction of Fire Station #2. The City will evaluate whether a special bond election will be necessary in November 2015 for parks and public safety projects..

Certificates of Obligation:

Certificates of obligation are another form of debt that is backed by a pledge of the full faith and credit of the City. This form of debt differs from general obligation bonds in that this debt does not require the direct approval of the voters but rather an indirect approval. Citizens can force this type of debt issuance to election by presenting a petition of 5% of the registered voters. This must be done prior to the issuance of the certificates. Typically, proceeds from this type of debt are used to finance the construction of major facilities and the purchase of major equipment (e.g. library, golf course, street sweeper, etc.). The City has used Certificates of Obligation in the past with differing maturities to match the life expectancy of projects and equipment, thereby conforming to the City's Debt Policy.

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.

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 capital projects and outlay (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 2014-2015 are those included in the Adopted Capital Improvement Plan for FY 2015-2019.

Pertinent project information such as description, location, funding source, proposed uses and operating budget impact are included in the CIP. 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 CIP. Should identified grant funds not be awarded, the City would seek other funding sources prior to the start of the project.

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 2014-2015. 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 2014-2015 budget if the project is planned for completion within the fiscal year. 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 2014-2015 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				
Public Safety Facility			11,194		-
	2010 General Obligation				
Northeast Sewer Line		123,874			3,000
Northeast Water Line		24,447			-

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			578,776		-
Mountaintop Water Line & Storage Tank – Phase 2			557,114		32,000
Mountaintop Wastewater Line			70,255		1,000
2011 Contract Revenue & Limited Tax Bonds					
Southeast Bypass			31,814		-
2011 General Obligation					
Southeast Bypass		477			-
2012 Limited Tax Notes					
Southeast Bypass			55,893		-
2012 General Obligation					
Northeast Water Line		1,865,000			4,100
2013 Limited Tax Notes					
Police Awning Project			26,304		500
Fund/Project	Operating Funds	General Obligation Bonds	Limited Tax Notes	Certificates of Obligation	Annual Operating Impact in Future Years
2013 Limited Tax Notes					
Fire Station #2 Reconstruction			35,764		-
Library Building Improvements			60,000		-
Taylor Mountain Tank Rehabilitation			20,000		-
Southwest Water Improvements – Phase 1			411,036		2,500
2013 General Obligation					
Fire Station #2 Reconstruction		4,160,972			7,000

Fund/Project	Operating Funds	General Obligation Bonds	Limited Tax Notes	Certificates of Obligation	Annual Operating Impact in Future Years
2014 Certificates of Obligation					
Fire Station #2 Reconstruction				293,396	-
Southeast Bypass				638,206	
Courtney Lane Improvements				184,499	-
Taylor Mountain Tank Rehabilitation				374,857	-
Southwest Water Improvements – Phase 1				2,119,464	88,000
Northwest Wastewater Treatment Plant Improvements				3,481,890	-
FY 2014-2015 Project Funding Requirements					
New Animal Kennel				12,000	-
Parks Maintenance Shop				84,000	-
Fleet Fuel Station				20,000	-
Southwest Water Improvements – Phase 2				2,052,000	5,500
Mickan Mountain Elevated Storage Tank				3,562,000	-
FM 116 Utilities Relocation				2,165,000	-
City Park Sewer Line Replacement				139,920	
South Wastewater Treatment Plant Skimmer Pipe				172,500	
Walker Place Drainage Improvements	427,500 (Drainage Fund)				-

(See 2015-2019 Capital Improvement Plan for a comprehensive listing and details of all projects.)

ANNUAL OPERATING IMPACT

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:

- **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.
- **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.
- **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.
- **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, vehicle and sideloader for Solid Waste, and electronic ticket writers for Municipal Court. Other projects include Courtney Lane improvements, City Hall roof improvements, 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.

- **2013 Limited Tax Notes** – The purchase of the new City Hall, building improvements to other municipal buildings, trucks and equipment for Water and Sewer, garbage loaders for Solid Waste, and lawn equipment for the Golf Course. Other projects include design of the Taylor Mountain Tank Rehabilitation and grant match for CDBG projects. 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 Golf Course Fund. The issue was for \$2,630,000.
- **2013 General Obligation Bonds** – The use of these funds are solely for the reconstruction of Fire Station #2 project and the purchase necessary of fire apparatus. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund. The issue was for \$4,685,000.
- **2013 Public Property Finance Contract Obligation** – The use of these funds are solely for the purchase of a fire apparatus and related equipment. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund. The issue was for \$630,000.
- **2014 Certificates of Obligation** – The purchase of materials, equipment, machinery and vehicles for various City departments to include computers, Police, Animal Control, Fire, Street, Fleet, and Code Compliance vehicles, trucks and equipment for Water and Sewer, garbage loaders for Solid Waste, and equipment for Golf Course. Other projects include Courtney Lane improvements, City Council Chamber improvements, Fire Station #2 reconstruction, West Monument Sign, Taylor Mountain Tank rehabilitation, Southwest Water improvements, and Northwest wastewater treatment plant improvements. 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 Golf Course Fund. The issue was for \$9,500,000.



**City of Copperas Cove, Texas
2006 Limited Tax Notes
Capital Equipment/Land & Professional Services
FY 2014-2015**

Account	Description	Total Project Budget	As of FY 2013-2014	FY 2014-2015 Budget
Beginning Fund Balance				
73-300-0001	Fund Balance	\$ -	\$ -	\$ 11,244
Revenues				
73-390-1003	Bond Proceeds	1,260,000	1,260,000	-
73-370-6001	Interest Revenue	84,450	84,500	-
Total Revenues		<u>\$ 1,344,450</u>	<u>\$ 1,344,500</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	842,311	11,194
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>\$ 1,333,256</u>	<u>\$ 11,194</u>
Ending Fund Balance				
73-253-0001	Fund Balance	<u>\$ -</u>	<u>\$ 11,244</u>	<u>\$ 50</u>

**City of Copperas Cove, Texas
2010 General Obligation
Water & Sewer
FY 2014-2015**

Account	Description	Total Project Budget	As of FY 2013-2014	FY 2014-2015 Budget
Beginning Fund Balance				
86-300-0001	Fund Balance	\$ -	\$ -	\$ 150,329
Revenues				
86-390-1001	Bond Proceeds	3,260,000	3,260,000	-
86-370-6001	Interest Revenue	5,601	7,492	-
86-360-5002	Transfer fr Fund 02 - Reimb. Resolution	328,499	328,616	-
Total Revenues		<u>\$ 3,594,100</u>	<u>\$ 3,596,108</u>	<u>\$ -</u>
Expenditures				
86-4615-8500-9186	Northeast Sewer Line (Eastside Infrastruct	2,310,662	2,186,788	123,874
86-4615-8500-9187	Northeast Water Line (Eastside Infrastruct	912,248	887,801	24,447
86-4615-8500-9500	Bond Issuance Costs	42,574	42,574	-
86-4615-8500-9002	Transfer out to Fund 02	328,616	328,616	-
Total Expenditures		<u>\$ 3,594,100</u>	<u>\$ 3,445,779</u>	<u>\$ 148,321</u>
Ending Fund Balance				
86-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 150,329</u>	<u>\$ 2,008</u>

* This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.

** Prior year expenditures have been reconciled to the fund cash balance.

**City of Copperas Cove, Texas
2010 Limited Tax Note
Water & Sewer
FY 2014-2015**

Account	Description	Total Project Budget	As of FY 2013-2014	FY 2014-2015 Budget
Beginning Fund Balance				
88-300-0001	Fund Balance	\$ -	\$ -	\$ 1,212,318
	Prior Period Adjustment			-
Total Beginning Fund Balance		<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,212,318</u>
Revenues				
88-390-1001	Bond Proceeds	3,885,000	3,885,000	-
88-370-6001	Interest Revenue	6,699	12,872	-
Total Revenues		<u>\$ 3,891,699</u>	<u>\$ 3,897,872</u>	<u>\$ -</u>
Expenditures				
88-4615-8500-9034	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	38,353	38,353	-
88-4616-8500-9039	Northeast Water Line (Eastside Infrastruct	778,081	199,305	578,776
88-4616-8500-9040	Mountaintop Water- Phase I	106,305	106,305	-
88-4616-8500-9041	Mountaintop Water- Phase II	1,823,345	1,266,231	557,114
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	2012 CDBG Match	15,000	15,000	-
88-4616-8500-9045	Transfer to Fund 89 (Ave F)	413,097	413,097	-
88-4616-8500-9046	Long Mountain Tank Rehab	40,000	40,000	-
88-4616-8500-9062	Mountaintop Wastewater	101,500	31,245	70,255
88-4615-8500-9500	Bond Issuance Costs	96,234	96,234	-
Total Expenditures		<u>\$ 3,891,699</u>	<u>\$ 2,685,554</u>	<u>\$ 1,206,145</u>
Ending Fund Balance				
88-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 1,212,318</u>	<u>\$ 6,172</u>

* This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.

** Prior year expenditures have been reconciled to the fund cash balance.

City of Copperas Cove, Texas
2010A Limited Tax Note
Tax Supported
FY 2014-2015

Account	Description	Total Project Budget	As of FY 2013-2014	FY 2014-2015 Budget
Beginning Fund Balance				
60-300-0001	Fund Balance	\$ -	\$ -	\$ 17,280
Revenues				
60-390-1001	Bond Proceeds	1,430,699	1,430,699	-
60-370-6001	Interest Revenue	986	1,725	-
Total Revenues		<u>\$ 1,431,685</u>	<u>\$ 1,432,424</u>	<u>\$ -</u>
Expenditures				
60-4190-2300-8404	Document Imaging	41,297	35,017	6,280
60-4190-3100-8404	Payroll Time Keeping	49,975	46,210	3,765
60-4190-3500-8402	Electronic Equip.- I.S	106,647	106,647	-
60-4190-3500-8404	I.S. - Fin CIP Tracking, HR Application	28,657	28,657	-
60-4190-4200-8300	Vehicles	227,701	227,701	-
60-4190-4200-8400	Police - Equipment	45,965	45,965	-
60-4190-4200-8402	Police - Equipment Electronic	103,614	103,614	-
60-4190-4200-8404	Police - Equipment Software	11,876	11,876	-
60-4190-4400-2842	Fire - Equipment Electronic	1,477	1,477	-
60-4190-4400-8400	Fire - SCBA Units, PPE Racks	168,377	168,377	-
60-4190-4400-8500	Facilities - Fire	106,490	106,490	-
60-4190-5200-8404	Building - Document Imaging	8,040	1,544	6,496
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 Software	-	-	-
60-4190-7500-9500	Bond Issuance Costs	26,294	26,294	-
Total Expenditures		<u>\$ 1,431,685</u>	<u>\$ 1,415,144</u>	<u>\$ 16,541</u>
Ending Fund Balance				
60-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 17,280</u>	<u>\$ 739</u>

* This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.

** Prior year expenditures have been reconciled to the fund cash balance.

**City of Copperas Cove, Texas
2011 Revenue & Limited Tax Notes
Tax Supported
FY 2014-2015**

Account	Description	Total Project Budget	As of FY 2013-2014	FY 2014-2015 Budget
Beginning Fund Balance				
94-300-0001	Fund Balance	\$ -	\$ -	\$ 42,861
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	1,454	-
94-390-6005	Miscellaneous Revenue	-	10,880	-
Total Revenues		\$ 39,290,928	\$ 39,301,975	\$ -
Expenditures				
94-4190-7500-9033	Southeast Bypass Project	39,065,928	39,034,114	31,814
94-4190-7500-9500	Bond Issuance Costs	225,000	225,000	-
Total Expenditures		\$ 39,290,928	\$ 39,259,114	\$ 31,814
Ending Fund Balance				
94-300-0001	Fund Balance	\$ -	\$ 42,861	\$ 11,047

**City of Copperas Cove, Texas
2011 General Obligation Bonds
Tax Supported
FY 2014-2015**

Account	Description	Total Project Budget	As of FY 2013-2014	FY 2014-2015 Budget
Beginning Fund Balance				
95-300-0001	Fund Balance	\$ -	\$ -	\$ 6,506
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	200	-
95-390-6005	Miscellaneous Revenue	-	6,009	-
Total Revenues		\$ 5,561,950	\$ 5,567,979	\$ -
Expenditures				
95-4190-7500-9033	Southeast Bypass Project	5,494,650	5,494,173	477
95-4190-7500-9500	Bond Issuance Costs	67,300	67,300	-
Total Expenditures		\$ 5,561,950	\$ 5,561,473	\$ 477
Ending Fund Balance				
95-300-0001	Fund Balance	\$ -	\$ 6,506	\$ 6,029

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** Prior year expenditures have been reconciled to the fund cash balance.

**City of Copperas Cove, Texas
2012 Limited Tax Notes
Tax Supported
FY 2014-2015**

Account	Description	Total Project Budget	As of FY 2013-2014	FY 2014-2015 Budget
Beginning Fund Balance				
96-300-0001	Fund Balance	\$ -	\$ -	\$ 60,451
Revenues				
96-390-1001	Bond Proceeds	1,055,540	1,055,540	-
96-370-6001	Interest Revenue	-	1,211	-
Total Revenues		<u>\$ 1,055,540</u>	<u>\$ 1,056,751</u>	<u>\$ -</u>
Expenditures				
96-4190-3500-8402	Equipment-Electronics	69,809	69,809	-
96-4190-3500-8404	Equipment -Software	25,816	25,816	-
96-4190-4210-8300	Vehicles	285,666	285,666	-
96-4190-4210-8400	Equipment -General	16,997	16,997	-
96-4190-4210-8402	Equipment-Electronics	164,194	164,194	-
96-4190-4400-8100	Building - Fire Station	2,965	-	2,965
96-4190-4400-8400	Equipment -General	133,575	133,515	60
96-4190-5200-8300	Vehicles	19,184	19,184	-
96-4190-5200-8404	Equipment-Software	622	300	322
96-4190-5300-8300	Vehicles	27,906	27,906	-
96-4190-5300-8400	Equipment -General	28,268	28,268	-
96-4190-5410-8300	Vehicles	36,739	36,739	-
96-4190-5410-8400	Equipment -General	31,765	31,765	-
96-4190-5430-8400	Equipment -General	15,909	15,909	-
96-4190-7500-6800	Professional Services	18,973	18,973	-
96-4190-7500-8505	Land Improvements	55,893	-	55,893
96-4190-7500-9049	Courtney Lane	100,660	100,660	-
96-4190-7500-8600	Bond Issuance Cost	20,599	20,599	-
Total Expenditures		<u>\$ 1,055,540</u>	<u>\$ 996,300</u>	<u>\$ 59,240</u>
Ending Fund Balance				
96-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 60,451</u>	<u>\$ 1,211</u>

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** Prior year expenditures have been reconciled to the fund cash balance.

**City of Copperas Cove, Texas
2012 Limited Tax Notes
Water and Sewer
FY 2014-2015**

Account	Description	Total Project Budget	As of FY 2013-2014	FY 2014-2015 Budget
Beginning Fund Balance				
97-300-0001	Fund Balance	\$ -	\$ -	\$ 4,074
Revenues				
97-390-1001	Bond Proceeds	151,144	151,144	-
97-370-6001	Interest Revenue	-	99	-
Total Revenues		<u>\$ 151,144</u>	<u>\$ 151,243</u>	<u>\$ -</u>
Expenditures				
97-4616-8500-8300	Vehicles	28,985	25,010	3,975
97-4616-8500-8400	Equipment General	67,516	67,516	-
97-4616-8500-8402	Equipment Electronics	9,353	9,353	-
97-4616-8500-9056	Hogg Mountain Land Purchase	39,608	39,608	-
97-4616-8500-8600	Bond Issuance Cost	5,682	5,682	-
Total Expenditures		<u>\$ 151,144</u>	<u>\$ 147,169</u>	<u>\$ 3,975</u>
Ending Fund Balance				
97-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 4,074</u>	<u>\$ 99</u>

**City of Copperas Cove, Texas
2012 Limited Tax Notes
Solid Waste
FY 2014-2015**

Account	Description	Total Project Budget	As of FY 2013-2014	FY 2014-2015 Budget
Beginning Fund Balance				
98-300-0001	Fund Balance	\$ -	\$ -	\$ 4,184
Revenues				
98-390-1001	Bond Proceeds	22,541	22,541	-
98-370-6001	Interest Revenue	-	243	-
Total Revenues		<u>\$ 22,541</u>	<u>\$ 22,784</u>	<u>\$ -</u>
Expenditures				
98-4612-9500-8300	Vehicles	12,000	12,000	-
98-4612-9500-8600	Bond Issuance Cost	6,600	6,600	-
98-4612-9500-9020	Contingency	3,941	-	3,941
Total Expenditures		<u>\$ 22,541</u>	<u>\$ 18,600</u>	<u>\$ 3,941</u>
Ending Fund Balance				
98-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 4,184</u>	<u>\$ 243</u>

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** Prior year expenditures have been reconciled to the fund cash balance.

**City of Copperas Cove, Texas
2012 Limited Tax Notes
Municipal Court
FY 2014-2015**

Account	Description	Total Project Budget	As of FY 2013-2014	FY 2014-2015 Budget
Beginning Fund Balance				
99-300-0001	Fund Balance	\$ -	\$ -	\$ 1,989
Revenues				
99-390-1001	Bond Proceeds	30,000	30,000	-
99-370-6001	Interest Revenue	-	30	-
Total Revenues		<u>\$ 30,000</u>	<u>\$ 30,030</u>	<u>\$ -</u>
Expenditures				
99-4220-4102-8402	Equipment Electronics	25,767	25,767	-
99-4420-4102-9401	Interest-'12 Tax Note	3,135	1,176	1,959
99-4220-4102-8600	Bond Issuance Cost	1,098	1,098	-
Total Expenditures		<u>\$ 30,000</u>	<u>\$ 28,041</u>	<u>\$ 1,959</u>
Ending Fund Balance				
99-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 1,989</u>	<u>\$ 30</u>

**City of Copperas Cove, Texas
2012 GO Bonds
Water & Sewer
FY 2014-2015**

Account	Description	Total Project Budget	As of FY 2013-2014	FY 2014-2015 Budget
Beginning Fund Balance				
93-300-0001	Fund Balance	\$ -	\$ -	\$ 1,884,668
Revenues				
93-390-1001	Bond Proceeds	1,865,000	1,865,000	-
93-370-6001	Interest Revenue	-	19,668	-
Total Revenues		<u>\$ 1,865,000</u>	<u>\$ 1,884,668</u>	<u>\$ -</u>
Expenditures				
93-4616-8500-9187	Northeast Water Line (Eastside Infrastruct	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				
93-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 1,884,668</u>	<u>\$ 19,668</u>

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** Prior year expenditures have been reconciled to the fund cash balance.

**City of Copperas Cove, Texas
2013 Limited Tax Notes
Tax Supported
FY 2014-2015**

Account	Description	Total Project Budget	As of FY 2013-2014	FY 2014-2015 Budget
Beginning Fund Balance				
84-300-0001	Fund Balance	\$ -	\$ -	\$ 122,697
Revenues				
84-390-1001	Bond Proceeds	1,142,989	1,142,989	-
84-370-6001	Interest Revenue	-	629	-
Total Revenues		<u>\$ 1,142,989</u>	<u>\$ 1,143,618</u>	<u>\$ -</u>
Expenditures				
84-4190-4200-8500	Facilities	37,134	10,830	26,304
84-4190-4400-8100	Building & Fixtures	278,898	243,134	35,764
84-4190-7100-8100	Building & Fixtures	60,000	-	60,000
84-4190-7500-2700	Sand & Soil Expense	327	327	-
84-4190-7500-2820	Furniture & Fixtures	1,372	1,372	-
84-4190-7500-2842	Minor Equipment -electronics	7,419	7,419	-
84-4190-7500-4100	Repair & Maint. Bldg	38,499	38,499	-
84-4190-7500-4200	Repair & Maint. Facility	369	369	-
84-4190-7500-4400	Repair & Maint. Equip	721	721	-
84-4190-7500-6800	Professional Service	9,489	9,489	-
84-4190-7500-8100	Building & Fixtures	9,800	9,800	-
84-4190-7500-8200	Furniture	5,071	5,071	-
84-4190-7500-8402	Equipment -Electronics	12,900	12,900	-
84-4190-7500-8510	Property Purchase	663,267	663,267	-
84-4190-7500-9500	Bond Issuance Cost	17,723	17,723	-
Total Expenditures		<u>\$ 1,142,989</u>	<u>\$ 1,020,921</u>	<u>\$ 122,068</u>
Ending Fund Balance				
84-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 122,697</u>	<u>\$ 629</u>

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** Prior year expenditures have been reconciled to the fund cash balance.

**City of Copperas Cove, Texas
2013 Limited Tax Notes
Water and Sewer
FY 2014-2015**

Account	Description	Total Project Budget	As of FY 2013-2014	FY 2014-2015 Budget
Beginning Fund Balance				
85-300-0001	Fund Balance	\$ -	\$ -	\$ 476,512
Revenues				
85-390-1001	Bond Proceeds	830,591	830,591	-
85-370-6001	Interest Revenue	-	173	-
Total Revenues		<u>\$ 830,591</u>	<u>\$ 830,764</u>	<u>\$ -</u>
Expenditures				
85-4425-8100-8300	Vehicles	11,396	-	11,396
85-4425-8200-2840	Minor Equipment	847	847	-
85-4425-8200-8300	Vehicles	26,276	26,276	-
85-4425-8200-8400	Equipment General	125,690	125,690	-
85-4425-8200-9057	Taylor Mountain Tank	50,000	30,000	20,000
85-4425-8200-9058	Insta-Valves	43,000	39,835	3,165
85-4425-8200-9059	VF Drive Upgrades	23,700	23,700	-
85-4425-8200-9062	South Meadows Waterline Loop	17,294	17,294	-
85-4425-8200-9063	SW Water Improvements	411,036	-	411,036
85-4425-8500-9030	NE Sewer Line Project	50,699	19,957	30,742
85-4425-8500-9500	Bond Issuance Cost	10,365	10,365	-
85-4425-8500-9970	Grant Match	60,288	60,288	-
Total Expenditures		<u>\$ 830,591</u>	<u>\$ 354,252</u>	<u>\$ 476,339</u>
Ending Fund Balance				
85-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 476,512</u>	<u>\$ 173</u>

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** Prior year expenditures have been reconciled to the fund cash balance.

**City of Copperas Cove, Texas
2013 Limited Tax Note
Solid Waste
FY 2014-2015**

Account	Description	Total Project Budget	As of FY 2013-2014	FY 2014-2015 Budget
Beginning Fund Balance				
57-300-0001	Fund Balance	\$ -	\$ -	\$ 53,270
Revenues				
57-390-1001	Bond Proceeds	626,418	626,418	-
57-370-6001	Interest Revenue	-	143	-
Total Revenues		<u>\$ 626,418</u>	<u>\$ 626,561</u>	<u>\$ -</u>
Expenditures				
57-4430-9102-8400	Equipment - General	227,766	174,639	53,127
57-4430-9500-8300	Vehicles	272,972	272,972	-
57-4430-9500-8400	Equipment - General	113,407	113,407	-
57-4430-9500-8505	Compost Road Improvements	5,039	5,039	-
57-4430-9500-9500	Bond Issuance Costs	7,234	7,234	-
Total Expenditures		<u>\$ 626,418</u>	<u>\$ 573,291</u>	<u>\$ 53,127</u>
Ending Fund Balance				
57-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 53,270</u>	<u>\$ 143</u>

**City of Copperas Cove, Texas
2013 GO Bonds
Tax Supported
FY 2014-2015**

Account	Description	Total Project Budget	As of FY 2013-2014	FY 2014-2015 Budget
Beginning Fund Balance				
59-300-0001	Fund Balance	\$ -	\$ -	\$ 4,163,136
Revenues				
59-390-1001	Bond Proceeds	4,685,000	4,685,000	-
59-370-6001	Interest Revenue	-	2,164	-
Total Revenues		<u>\$ 4,685,000</u>	<u>\$ 4,687,164</u>	<u>\$ -</u>
Expenditures				
59-4190-4400-8100	Building & Fixtures	3,227,614	86,686	3,140,928
59-4190-4400-8300	Vehicles	1,370,438	350,394	1,020,044
59-4190-4400-8402	Equipment - Electronic	24,243	24,243	-
59-4190-7500-9500	Bond Issuance Costs	62,705	62,705	-
Total Expenditures		<u>\$ 4,685,000</u>	<u>\$ 524,028</u>	<u>\$ 4,160,972</u>
Ending Fund Balance				
59-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 4,163,136</u>	<u>\$ 2,164</u>

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** Prior year expenditures have been reconciled to the fund cash balance.

City of Copperas Cove, Texas
2013 Public Property Finance Contract Obligations
Tax Supported
FY 2014-2015

Account	Description	Total Project Budget	As of FY 2013-2014	FY 2014-2015 Budget
Beginning Fund Balance				
36-300-0001	Fund Balance	\$ -	\$ -	\$ 594,263
Revenues				
36-390-1001	Bond Proceeds	630,000	630,000	-
36-370-6001	Interest Revenue	-	147	-
Total Revenues		<u>\$ 630,000</u>	<u>\$ 630,147</u>	<u>\$ -</u>
Expenditures				
36-4190-4400-8300	Vehicles	505,590	-	505,590
36-4190-4400-8400	Equipment - General	78,617	-	78,617
36-4190-4400-8402	Equipment - Electronic	11,059	9,296	1,763
36-4190-7500-9500	Bond Issuance Costs	34,734	26,588	8,146
Total Expenditures		<u>\$ 630,000</u>	<u>\$ 35,884</u>	<u>\$ 594,116</u>
Ending Fund Balance				
59-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 594,263</u>	<u>\$ 147</u>

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** Prior year expenditures have been reconciled to the fund cash balance.

**City of Copperas Cove, Texas
2014 Certificates of Obligation
Tax Supported
FY 2014-2015**

Account	Description	Total Project Budget	As of FY 2013-2014	FY 2014-2015 Budget
Beginning Fund Balance				
31-300-0001	Fund Balance	\$ -	\$ -	\$ 1,492,651
Revenues				
31-390-1001	Bond Proceeds	2,321,036	2,321,036	-
31-390-1004	Bond Premium	37,845	37,845	-
31-370-6001	Interest Revenue	-	139	-
Total Revenues		<u>\$ 2,358,881</u>	<u>\$ 2,359,020</u>	<u>\$ -</u>
Expenditures				
31-4190-2100-8100	Bldg & Fixtures	84,100	84,100	-
31-4190-3500-8402	Equipment - Electronic	3,544	3,544	-
31-4190-3500-8404	Equipment-Software	27,031	25,806	1,225
31-4190-4100-8100	Bldg & Fixtures-Municipal Court	13,000	-	13,000
31-4190-4100-8402	Equipment - Electronic	18,455	-	18,455
31-4190-4200-8300	Vehicles	206,819	100,972	105,847
31-4190-4200-8400	Equipment - General	26,407	3,741	22,666
31-4190-4200-8402	Equipment - Electronic	88,800	80,304	8,496
31-4190-4200-8404	Equipment-Software	115,525	75,800	39,725
31-4190-4300-8300	Vehicles	44,347	44,347	-
31-4190-4400-8100	Bldg & Fixtures-FD	293,396	-	293,396
31-4190-4400-8300	Vehicles-FD	49,044	9,875	39,169
31-4190-4400-8400	Equipment-General-Fire	28,610	26,539	2,071
31-4190-5300-8300	Vehicles-Street	129,156	100,827	28,329
31-4190-5300-8400	Equipment-General-Street	186,724	186,724	-
31-4190-5300-9033	SE Bypass Project	638,206	-	638,206
31-4190-5300-9065	West Monument Sign	55,001	-	55,001
31-4190-5410-8400	Equipment-General-Parks	8,889	8,889	-
31-4190-5500-8300	Vehicles-Fleet	60,000	47,569	12,431
31-4190-7200-8300	Vehicles-Code Compliance	16,871	-	16,871
31-4190-7500-9043	Document Imaging	6,069	6,069	-
31-4190-7500-9049	Courtney Ln Improvements	201,017	16,518	184,499
31-4190-7500-9920	Contingency	13,125	-	13,125
31-4190-7500-9500	Bond Issuance Cost	44,745	44,745	-
Total Expenditures		<u>\$ 2,358,881</u>	<u>\$ 866,369</u>	<u>\$ 1,492,512</u>
Ending Fund Balance				
31-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 1,492,651</u>	<u>\$ 139</u>

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** Prior year expenditures have been reconciled to the fund cash balance.

**City of Copperas Cove, Texas
2014 Certificates of Obligation
Water and Sewer
FY 2014-2015**

Account	Description	Total Project Budget	As of FY 2013-2014	FY 2014-2015 Budget
Beginning Fund Balance				
32-300-0001	Fund Balance	\$ -	\$ -	\$ 6,362,511
Revenues				
32-390-1001	Bond Proceeds	6,718,964	6,718,964	-
32-390-1004	Bond Premium	141,274	141,274	-
32-370-6001	Interest Revenue	-	506	-
Total Revenues		<u>\$ 6,860,238</u>	<u>\$ 6,860,744</u>	<u>\$ -</u>
Expenditures				
32-4425-8100-8300	Vehicles	22,631	16,871	5,760
32-4425-8200-8300	Vehicles	52,000	37,105	14,895
32-4425-8200-9033	SE Bypass Project	294,309	-	294,309
32-4425-8200-9057	Taylor Mountain Tank Rehab	375,000	143	374,857
32-4425-8200-9058	Insta-Valves	37,900	37,900	-
32-4425-8200-9063	SW Water Improvements	2,200,964	81,500	2,119,464
32-4425-8300-8300	Vehicles	46,000	43,204	2,796
32-4425-8400-9015	NW WWTP Improvements	3,615,000	133,110	3,481,890
32-4425-8500-9500	Bond Issuance Cost	148,400	148,400	-
32-4425-8500-9920	Contingency	68,034	-	68,034
Total Expenditures		<u>\$ 6,860,238</u>	<u>\$ 498,233</u>	<u>\$ 6,362,005</u>
Ending Fund Balance				
32-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 6,362,511</u>	<u>\$ 506</u>

**City of Copperas Cove, Texas
2014 Certificates of Obligation
Solid Waste
FY 2014-2015**

Account	Description	Total Project Budget	As of FY 2013-2014	FY 2014-2015 Budget
Beginning Fund Balance				
33-300-0001	Fund Balance	\$ -	\$ -	\$ 385,217
Revenues				
33-390-1001	Bond Proceeds	385,000	385,000	-
33-390-1004	Bond premium	7,628	7,628	-
33-370-6001	Interest Revenue	-	218	-
Total Revenues		<u>\$ 392,628</u>	<u>\$ 392,846</u>	<u>\$ -</u>
Expenditures				
33-4430-9102-8300	Vehicles	140,000	-	140,000
33-4430-9104-8300	Vehicles	239,000	-	239,000
33-4430-9500-9500	Bond Issuance Cost	7,629	7,629	-
33-4430-9500-9920	Contingency	5,999	-	5,999
Total Expenditures		<u>\$ 392,628</u>	<u>\$ 7,629</u>	<u>\$ 384,999</u>
Ending Fund Balance				
33-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 385,217</u>	<u>\$ 218</u>

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** Prior year expenditures have been reconciled to the fund cash balance.



APPENDIX



2014 Torch Run



Library Reptile Show



Parks & Recreation Tackle Football League



City of Copperas Cove

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 2015-2019 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 2014-2015 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.



APPENDIX A

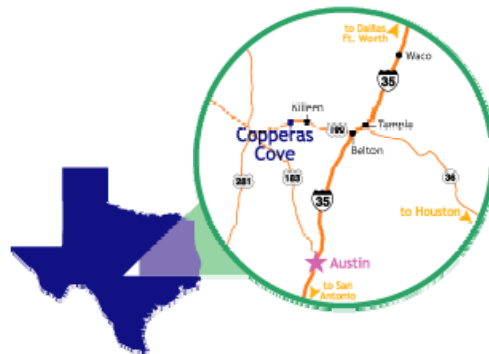
Copperas Cove at a Glance





COPPERAS COVE PROFILE

Copperas Cove is nestled in the gently rolling hills of Central Texas, with many of the advantages of larger cosmopolitan areas without losing the neighborly spirit that smaller cities have to offer. It has a rich history, beginning with settlement in the 1840's soon after Texas declared its independence. In the late 1800's, people came to Copperas Cove for the prime cattle grazing land and the use of the Santa Fe Railroad. The natural basin formed by the five surrounding hills provided a gathering place for their cattle. In the early 1900's, people settled here for commerce and business activity in the area. Its citizens are excited about its bright future and proud of the community's dedication to a better tomorrow.



CITY AND AREA DEMOGRAPHICS

Location

Copperas Cove is located 25 miles west of IH-35 on U.S. Hwy 190, 65 miles north of Austin. This Central Texas city lies between Dallas and San Antonio. Within a 35-mile radius, Copperas Cove has a market of approximately 250,000 people and is adjacent to the largest mechanized military installation in the free world, Fort Hood 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

Monthly Average **Low** Temperature

January	58 degrees
August	96 degrees

January	34 degrees
August	71 degrees

Population

2014 Total Population	32,869
Males	48%
Females	52%

Population by Age Distribution

Age	Total	Percent
0-4	2,860	8.7%
5-9	2,925	8.9%
10-14	2,202	6.7%
15-19	2,301	7.0%
20-24	2,498	7.6%
25-34	5,785	17.6%
35-44	4,799	14.6%
45-54	4,141	12.6%
55-59	1,512	4.6%
59-64	1,150	3.5%
65-74	1,841	5.6%
75-84	723	2.2%
85+	131	0.4%
Total	32,869	100.0%

Race/Ethnic Characteristics

Race	Percent
White Alone	70%
Black Alone	18%
Some other races	12%
Total	100%
Hispanic Ethnicity	15%

Crime Rates:

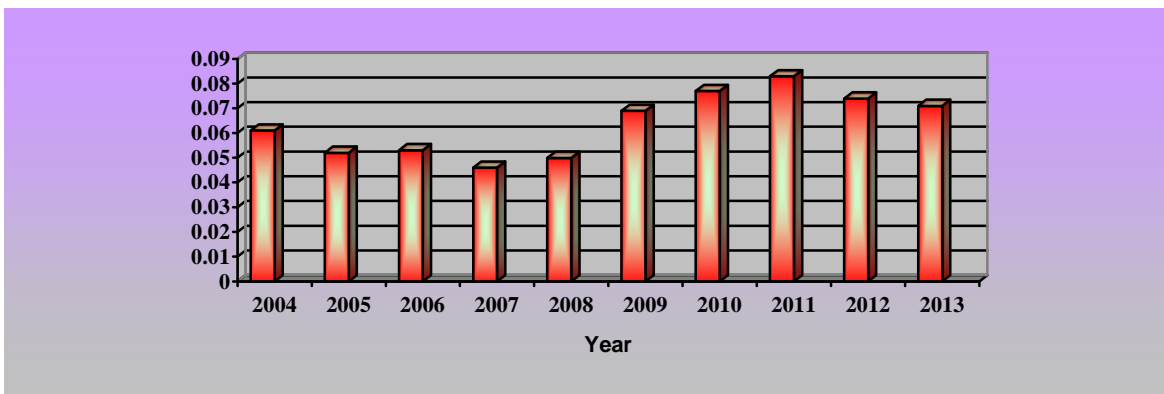
Calendar Year 2012 Crime Rate per 100,000:

Copperas Cove: 3,250.6 Killeen: 4,423.0 Temple: 3,311.3 State: 3,766.8

Labor Force

	Copperas Cove	Coryell County	Killeen-Temple MSA
Total Labor Force	13,547	25,022	171,233
Total Employment	12,585	22,877	159,138
Unemployment Rate	7.1%	8.6%	7.1%

Unemployment Rate



Employers

Employer	Product	Employees
Fort Hood	Military Soldiers	45,000
	Civilian (Federal & Contract)	20,749
Copperas Cove ISD	School Administration	1,300
GC Services	Credit collection agency	1,248
Wal-Mart Supercenter	Department Store	445
City of Copperas Cove	City Government	278
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.):	1,072
Number of volunteer firefighters:	2
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
Circulated items (physical and digital):	92,000
Circulated items per capita:	2.80

Parks and Recreation

Use or Nature: Community Services

Park acreage developed:	380
Park acreage undeveloped:	5
Playgrounds:	7

Street

Use or Nature: Public Works

Paved streets:	135.0 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:	13,474
Source of water:	Belton Lake

Sewage System

Use or Nature: Public Works

Miles of sanitary sewers:	381
Number of lift stations:	14
Daily average treatment:	2.5 MGD
Maximum capacity of treatment plants:	9.0 MGD
Number of service connections:	10,941

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 8,355 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 2,500 students and provides a wide range of flexible course schedules, including on-line, and night and weekend classes. Classes are offered at several convenient sites, including area community colleges 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 50 churches of numerous faiths and religious activities.

Business and Industrial Park



The City of Copperas Cove has an expanding 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 completed in 2012. 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 31, 2015. The event will take place at the City Park Pool. All participants that register and dare to take the plunge will receive a 2015 “Polar Bear Swim” long sleeve 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 21, 2015 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.

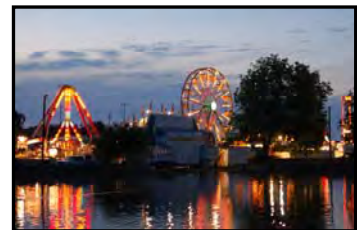
Easter Egg Round-Up – The annual Easter Egg Hunt and Picnic will be held on Saturday, April 4, 2015. The Easter Egg Hunt has been a wonderful family tradition enjoyed by generations of family and friends. The event is free to the public and will be held at the City Park.



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 17, 2015. Two additional biking events take place later in the year: the Cove Classic Bike Tour in August, and the State Championship Bike Race in September. For more information go to www.copperascove.com or contact the Copperas Cove Chamber of Commerce.

Tough Cookie Duathlon – The Tough Cookie Women’s Duathlon is a beginner-friendly, sprint distance run-bike-run event followed by a kids’ fun run. The 1.5 mile run course takes you through the scenic trail in South Park. The bike course is a beautiful scenic 10 mile out and back bike course which takes place on the beautiful rolling hills of FM 116/ Ivy Gap Road. The Kid’s Fun Run is a 1k run through South Park. This is a USAT sanctioned event. 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 2015 will be the third weekend of May (May 14th - 17th) at the Copperas Cove City Park. On May 14th, 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.





Jack Rabbit Run 4 Hope – The Jack Rabbit Run will be held on May 9, 2015 and the Gallop or Trot event will be held in September. These run/walk events attract various running groups of all ages and skill levels. For more information and route maps, contact the Chamber of Commerce or visit them online at www.copperascove.com.

City Wide Garage Sale – The City Wide Garage Sale is held April 4, 2015. 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. 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. 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 Trick or Treat - Safe Trick or Treat is usually the last Saturday in October each year. The event features costume contests for children of all ages. Check the City of Copperas Cove website for further details as the event draws closer.

Veteran's Day Parade – An annual event winding through downtown Copperas Cove to honor our veterans.



Christmas Parade – City of Copperas Cove Christmas Parade is usually on the first Saturday in December. The usual route begins at the back parking lot of the High School and ends 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 Games – H.O.T Bowl is usually the first Saturday in December. Starting in 2012, with its increased notoriety, the games increased from one to two. The first H.O.T. Bowl game of the day is one of five national NJCAA (National Junior College Athletic Association) Bowl games. The H.O.T. Bowl game played later in the day 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 event is held in November each year.



Christmas Tree Lighting Ceremony – Usually held on the first Thursday in December behind the old City Hall building, adjacent to the Library. The City Parks and Recreation 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 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.



APPENDIX B

2015-2019 Personnel Improvement Plan

Employee Position & Salary Ranges

Schedule of Incentives



City of Copperas Cove

The City Built for Family Living

**City of Copperas Cove
Personnel Improvement Plan
FY 2015 - FY 2019
Scheduled Adoption August 19, 2014**

**Summary of Total Positions
by Department**

	FY 2013-14		FY 2014-15		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
	FUNDED (F)	UNFUNDED*(UF)	F	UF*	PROJECTED	PROJECTED	PROJECTED	PROJECTED
GENERAL FUND								
City Manager Department	3	3	2	3	5	5	5	5
City Secretary Department	2	1	2	1	3	3	3	3
Public Information Department	0	0	1	0	1	1	1	1
Finance Department	5	1	4	3	7	7	7	7
Budget Department	2	1	1	2	3	3	3	3
Human Resources Department	2.5	0	2	0.5	2.5	3	3	3
Information Systems Department	4	0	3	2	5	5	5	5
Municipal Court Department	6.5	1.5	6	2.5	8.5	8.5	8.5	8.5
Police-Admin Department	5	1	5	1	6	6	6	6
Police-Services Department	69	14	69	18	90	90	90	90
Animal Control Department	5	2	5.5	3	8.5	8.5	8.5	8.5
Fire Department - Administration	3.5	1	3	1.5	4.5	4.5	4.5	4.5
Fire Department - Operations	46	11	45	13	57	57	57	57
Fire Department - Training	1	0	0	1	2	2	2	2
Fire Department - Prevention	1	2	1	2	3	3	3	3
Building and Development Department	4	1	4	1	5	5	5	5
Street Department	5.5	5	5.5	6	11.5	11.5	11.5	11.5
Parks and Recreation - Admin Department	2	0	2	0	2	2	2	3
Parks and Recreation - Maintenance Department	10.5	1.5	10.5	2.5	15	15	15	15
Athletics Department	4.5	0	4	0.5	4.5	4.5	4.5	7.5
Aquatics Department	1	0	1	0	1	1	1	1
Fleet Services Department	5.5	0.5	5.5	0.5	6	6	6	6
Planning Department	2	1	1	2	3	3	3	3
Library Department	7	4	7	4	11	11	11	11
Code and Health Compliance	3.5	2	3.5	2.5	6	6	6	6
SUBTOTAL GENERAL FUND	201.0	53.5	193.5	72.5	271.0	271.5	271.5	275.5
WATER AND SEWER FUND								
Public Works Administration	2.5	2	3	1	4	4	4	4
Utility Administration Department	11	1	11	1	12	12	12	12
Water Distribution Department	11	2	11	2	13	13	13	13
Sewer Collection Department	8	1	8	1	9	9	9	9
Wastewater Treatment Department	1	2	1	2	3	3	3	3
Wastewater Treatment Department - South	3	0	3	0	3	3	3	3
Wastewater Treatment Department - Northeast	3	0	3	0	3	3	3	3
Wastewater Treatment Department - Northwest	3	0	3	0	3	3	3	3
SUBTOTAL WATER AND SEWER FUND	42.5	8.0	43.0	7.0	50.0	50.0	50.0	50.0

* Unfunded is equal to unauthorized positions.

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**Summary of Total Positions
 by Department**

	FY 2013-14		FY 2014-15		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
	FUNDED (F)	CURRENT UNFUNDED*(UF)	PROJECTED F	PROJECTED UF*	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<u>SOLID WASTE FUND</u>								
Solid Waste Administration	5	0	5	0	5	5	5	5
Collection-Residential	6	0	6	0	6	6	6	6
Collection-Recycling	2	1	3	0	3	3	3	3
Collection-Brush & Bulk	3	0	3	0	3	3	3	3
Solid Waste Collection-Commercial	3	1	3	1	4	4	4	4
Solid Waste Disposal	5.5	0	5.5	0	5.5	5.5	5.5	5.5
SUBTOTAL SOLID WASTE FUND	24.5	2	25.5	1	26.5	26.5	26.5	26.5
<u>GOLF COURSE FUND</u>								
Golf Course Operations	2	2	1.5	3	4.5	4.5	4.5	4.5
Golf Course Maintenance	4.5	2	4.5	3	7.5	7.5	7.5	7.5
SUBTOTAL GOLF COURSE FUND	6.5	4	6	6	12	12	12	12
<u>DRAINAGE FUND</u>								
Drainage Utilities	5.5	0	5.5	1	6.5	6.5	6.5	6.5
SUBTOTAL DRAINAGE FUND	5.5	0	5.5	1	6.5	6.5	6.5	6.5
<u>MUNICIPAL COURT SECURITY FUND</u>								
Municipal Court Security	0	0	0.5	0	0.5	0.5	0.5	0.5
SUBTOTAL MUNICIPAL COURT FUND	0	0	0.5	0	0.5	0.5	0.5	0.5
TOTAL EMPLOYEES ALL FUNDS	280.0	67.5	274.0	87.5	366.5	367.0	367.0	371.0

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<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2013-14 CURRENT		FY 2014-15 PROJECTED		FY 2015-16 PROJECTED	FY 2016-17 PROJECTED	FY 2017-18 PROJECTED	FY 2018-19 PROJECTED
		FUNDED (F)	UNFUNDED*(UF)	F	UF*				

GENERAL FUND

City Manager Department

1 Secretary to the City Manager	NE	0	1	0	1	1	1	1	1
2 City Manager	E	1		1		1	1	1	1
3 Assistant City Manager	NE	0	1	0	1	1	1	1	1
4 Administrative Assistant	NE	0	1	0	1	1	1	1	1
5 Public Information Officer	E	1		0		0	0	0	0
6 Special Assistant to the City Manager	E	1		1		1	1	1	1
Subtotal Department		3	3	2	3	5	5	5	5

Justification - City Council requested the Assistant City Manager be funded in FY 2013-2014. Receptionist position will be two part-time positions as requested by City Council on 4-8-2013 **Public Information Officer** - Will move to the PIO Department. **Special Assistant to the City Manager** - Provide greater level of administrative assistance to the City Manager including records management and organization communication.

City Secretary Department

1 Deputy City Secretary	NE	0	1	0	1	1	1	1	1
2 City Secretary	E	1		1		1	1	1	1
3 Records Clerk	NE	1		1		1	1	1	1
Subtotal Department		2	1	2	1	3	3	3	3

Justification -

Public Information Department

1 Public Information Officer	E	0		1		1	1	1	1
Subtotal Department		0	0	1	0	1	1	1	1

Justification -

* Unfunded is equal to unauthorized positions.

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		FUNDED (F)	UNFUNDED*(UF)	F	UF*				
Finance Department									
1 Accounting Technician	NE	2		0		0	0	0	0
2 Senior Accountant	NE	0	1	0	1	1	1	1	1
3 Director of Financial Services	E	1		1		1	1	1	1
4 Project Accountant	E	1		0		0	0	0	0
5 Purchasing Officer	E	1		0	1	1	1	1	1
6 Buyer	NE	0		0	1	1	1	1	1
7 Staff Accountant III	E	0		3		3	3	3	3
Subtotal Department		5	1	4	3	7	7	7	7

Justification - **Staff Accountant III** positions provide a greater level of professionalism and accuracy. These positions will be funded through the unfunding of the Purchasing Officer and Budget Analyst and reclassifying the Project Accountant.

Budget Department									
1 Budget Analyst	E	1		0	1	1	1	1	1
2 Budget Director/Assistant to the City Manager	E	1		1		1	1	1	1
3 Financial Plans Specialist	E	0	1	0	1	1	1	1	1
Subtotal Department		2	1	1	2	3	3	3	3

Justification - **Financial Plans Specialist** will be responsible for coordinating and maintaining the long range financial plans such the Capital Improvement Plan, Personnel Improvement Plan, Capital Outlay Plan, and the Street Maintenance Plan. With the addition of new plans in the past several years and a change to develop a five year plan for each of these, a new staff member will be needed to develop and maintain the plan though the year as well as be responsible for the portion directly affecting the operating budget.

Human Resources Department									
1 Human Resources Coordinator	NE	1		1		1	1	1	1
2 Director of Human Resources	E	1		1		1	1	1	1
3 PT Benefits Clerk	NE	0.5		0	0.5	0.5	0	0	0
4 HR Coordinator Benefits	NE	0		0		0	1	1	1
Subtotal Department		2.5	0	2	0.5	2.5	3	3	3

Justification - In FY 2013-14, HR is requesting a PT Benefits Clerk to assist in compliance with the Affordable Care Act (ACA). As further mandates and deadlines approach in future years with ACA, HR is requesting to increase the part time clerk to full time in FY 2016-17.

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		FUNDED (F)	UNFUNDED*(UF)	F	UF*				
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	1		0	1	1	1	1	1
5 IS Specialist/GIS Tech	NE	0		0	1	1	1	1	1
Subtotal Department		4	0	3	2	5	5	5	5

Justification - GIS responsibilities will be moved into the I.S. Department. Projected time for this will be FY 2014-15.

Municipal Court Department									
1 Deputy Court Clerk I	NE	4	1	4	1	5	5	5	5
2 Deputy Court Clerk II	NE	1		1		1	1	1	1
3 Court Clerk	E	1		1		1	1	1	1
4 Bailiff	NE	0.5		0		0	0	0	0
5 Part-Time Deputy Court Clerk I	NE	0	0.5	0	0.5	0.5	0.5	0.5	0.5
6 Warrant Officer	NE	0		0	1	1	1	1	1
Subtotal Department		6.5	1.5	6	2.5	8.5	8.5	8.5	8.5

Justification -

Police-Admin Department									
1 Custodian	NE	1		1		1	1	1	1
2 Executive Secretary	NE	1		1		1	1	1	1
3 Captain	NE	0	1	0	1	1	1	1	1
4 Police Deputy Chief	E	2		2		2	2	2	2
5 Chief of Police/Assistant City Manager	E	1		1		1	1	1	1
Subtotal Department		5	1	5	1	6	6	6	6

Justification -

* Unfunded is equal to unauthorized positions.

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		FUNDED (F)	UNFUNDED*(UF)	F	UF*				
Police-Services Department									
1 Senior Records Clerk	NE	2	1	2	1	3	3	3	3
2 Administrative Assistant	NE	1		1		1	1	1	1
3 Administrative Assistant Training and Evidence	NE	1		1		1	1	1	1
4 Police Communications/Operator	NE	12	3	12	4	16	16	16	16
5 Patrol Officer - Certified	NE	34	10	34	13	50	50	50	50
6 Police Corporal	NE	7		7		7	7	7	7
7 Police Sergeant	NE	9		9		9	9	9	9
8 Police Lieutenant	NE	2		2		2	2	2	2
9 Communications Supervisor	NE	1		1		1	1	1	1
Subtotal Department		69	14	69	18	90	90	90	90

Justification - **Police Officers** - Additional positions needed due to increase in population, coverage area and demands for service. **Communications Operator** - Additional positions needed to keep up with the ever increasing number of telephone calls for 9-1-1. The Communications Center has had two (2) additional PSAP's installed; now all four (4) PSAP's can be answered. Also, an ever increasing demand for dispatching Police, Fire and EMS services creates a need for additional communications operators. **Senior Records Clerk** - Additional positions needed to serve a dual role as a records clerk and as a receptionist. All lobby traffic during normal business hours comes through the Main/Records Lobby. This would place someone working the front window at all times as well as allowing that person to also perform records related duties. Additionally, positions needed due to the increasing work load of open records requests. Records has not received any additional personnel in that area in over 30 years but the duties and responsibilities have grown.

Animal Control Department

1 Animal Control Officer	NE	0		0		0	0	0	0
2 Animal Control Officer I	NE	2	1	2	1	3	3	3	3
3 Animal Control Officer II	NE	2		2		2	2	2	2
4 Senior Animal Control Officer	NE	1		1		1	1	1	1
5 Full-Time Clerk	NE	0	1	0	1	1	1	1	1
6 Kennel Master	NE	0		0	1	1	1	1	1
7 Kennel Assistant	NE	0		0.5		0.5	0.5	0.5	0.5
Subtotal Department		5	2	5.5	3	8.5	8.5	8.5	8.5

Justification - **Animal Control Officers** - Additional positions needed due to increase in population, coverage area and demands for service. **Full-Time Clerk** - Position needed to greet and assist customers calling in and coming to the Animal Shelter who need to reclaim their animal, adopt, purchase license, report lost animal, or any other animal related issues. Dispatches ACO's as necessary. Collect money and prepare check requests and all additional paperwork and various logs related to the operations of the shelter allowing ACO's to complete their assigned duties in the field and caring for the animals. **Kennel Assistant** - Position will clean and maintain the kennels previously completed by a custodial staff member.

* Unfunded is equal to unauthorized positions.

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		FUNDED (F)	UNFUNDED*(UF)	F	UF*				
Fire Department - Administration									
1 Administrative Assistant - Fire and EMS	NE	0.5	1	0	1.5	1.5	1.5	1.5	1.5
2 Administrative Assistant - Support Services/Emerg Mgt	NE	1		1		1	1	1	1
3 Fire Chief	E	1		1		1	1	1	1
4 Deputy Fire Chief	E	1		1		1	1	1	1
Subtotal Department		3.5	1	3	1.5	4.5	4.5	4.5	4.5

Justification -

Fire Department - Operations

1 Firefighter (2904 hour work year)	NE	0		0		0	0	0	0
2 Firefighter I (2904 hour work year)	NE	21	2	21	3	23	23	23	23
3 Firefighter II (2904 hour work year)	NE	15	3	15	3	18	18	18	18
4 Fire Lieutenant (2904 hour work year)	NE	6	3	6	3	9	9	9	9
5 Fire Captain (2904 hour work year)	NE	3		3		3	3	3	3
6 Fire Battalion Chief (2904 hour work year)	NE	0	3	0	3	3	3	3	3
7 Deputy Fire Chief	E	1		0	1	1	1	1	1
Subtotal Department		46	11	45	13	57	57	57	57

Justification - FY 2013-2014 the Deputy Chief-Administration moved to the Fire-Admin. Fire Station 4 is planned to be in operation by FY 2019-2020. Station 4 will operate 1 Fire Engine, 1 Ambulance and 1 Rescue Truck. This equates to 13 additional Firefighter I positions, 5 additional Firefighter II positions and 6 Lieutenant positions. By adding Station 4, it now is in line with the span of control of funding the 3 Battalion Chiefs.

Fire Department - Training

1 Training Captain	NE	1		0	1	1	1	1	1
2 EMS Captain	NE	0		0		1	1	1	1
Subtotal Department		1	0	0	1	2	2	2	2

Justification - Training Captain responsibilities will be completed by the Deputy Fire Chief.

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		FUNDED (F)	UNFUNDED*(UF)	F	UF*				
Fire Department - Prevention									
1 Fire Inspector	NE	0	2	0	2	2	2	2	2
2 Deputy Chief - Fire Marshal	NE	1		1		1	1	1	1
Subtotal Department		1	2	1	2	3	3	3	3

Justification -

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 Public Improvements Inspector	NE	1		1		1	1	1	1
5 Building Inspector/Development Review Specialist	NE	0	1	0	1	1	1	1	1
Subtotal Department		4	1	4	1	5	5	5	5

Justification -

Street Department

1 Light Equipment Operator	NE	2	1	2	1	3	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 Lt. Equip. Opr Crack Sealer/Herbicide	NE	0	3	0	3	3	3	3	3
6 Traffic Control Tech II	NE	0	1	0	1	1	1	1	1
7 Supervisor - Street	NE	0		0	1	1	1	1	1
Subtotal Department		5.5	5	5.5	6	11.5	11.5	11.5	11.5

Justification - **Supervisor - Street:** Due to increased workload and future succession plan, it is recommended that this position be added.

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		FUNDED (F)	UNFUNDED*(UF)	F	UF*				
Parks and Recreation - 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 Event Specialist/Marketing Coordinator	NE	0		0		0	0	0	1
Subtotal Department		2	0	2	0	2	2	2	3

Justification - **Event Specialist/Marketing Coordinator** position needed to market and promote new facilities and programs. (Based on CIP for Olgetree Gap)

Parks and Recreation - Maintenance Department

1 Laborer	NE	5	1	5	2	8	8	8	8
2 Light Equipment Operator	NE	3		3		3	3	3	3
3 Light Equipment Operator/HVAC Technician	NE	1		1		1	1	1	1
4 Supervisor - Parks	NE	1		1		1	1	1	1
5 Recreation Supt./Facility Manager	E	0		0		1	1	1	1
6 Assistant Supt./Irrigation Tech	NE	0.5		0.5		0.5	0.5	0.5	0.5
7 Part-Time Laborer		0	0.5	0	0.5	0.5	0.5	0.5	0.5
Subtotal Department		10.5	1.5	10.5	2.5	15	15	15	15

Justification - **Parks Superintendent** position will be needed to coordinate maintenance crews housed at two facilities. Staff increase in FY 2015-16 to fund unfunded positions. Additional staff increase in FY 2017-18 to maintain new facility at Olgetree Gap.

Athletics Department

1 Recreation Aide	NE	2.5		2	0.5	2.5	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
Subtotal Department		4.5	0	4	0.5	4.5	4.5	4.5	7.5

Justification - One additional full time position, Recreation Specialist and two (2) additional part time recreation staff for the new sports complex.

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		FUNDED (F)	UNFUNDED*(UF)	F	UF*				
Aquatics Department									
1 Recreation Specialist	NE	1		1		1	1	1	1
Subtotal Department		1	0	1	0	1	1	1	1

Justification -

Fleet Services Department									
1 Parts Technician	NE	0.5	0.5	0.5	0.5	1	1	1	1
2 Mechanic	NE	3		3		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
Subtotal Department		5.5	0.5	5.5	0.5	6	6	6	6

Justification -

Planning Department									
1 GIS Technician	NE	1		1		1	1	1	1
2 Planner Jr.	E	0	1	0	1	1	1	1	1
3 Development Services Secretary	NE	1		0	1	1	1	1	1
Subtotal Department		2	1	1	2	3	3	3	3

Justification -

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		FUNDED (F)	UNFUNDED*(UF)	F	UF*				
Library Department									
1 Director Library	E	1		1		1	1	1	1
2 Library Supervisor	NE	1		1		1	1	1	1
3 Library Assistant	NE	2	3	2	2	4	4	4	4
4 Community Outreach Specialist	NE	1		1		1	1	1	1
5 Library Clerk	NE	1		1	1	2	2	2	2
6 Technology Services Assistant	NE	1		1		1	1	1	1
7 Reference/Adult Programs Librarian	NE	0	1	0	1	1	1	1	1
Subtotal Department		7	4	7	4	11	11	11	11

Justification - In FY 2013-14, we moved a Library Assistant to become a Reference/Adult Programs Librarian to handle increased workloads anticipated from program plans and outreach/marketing efforts. Since we currently have no Reference staff, other staff have taken time away from Technical Services and Circulation duties in order to cover Reference, resulting in work backlogs in these other areas. In FY 2014-15 we propose funding this position and 1 more Library Assistant to meet the demands of increased circulation of digital and physical materials along with support of technology initiatives as detailed in the Library Strategic Plan, Technology Plan and required of us under the City Strategic Plan. In both FY 2015-16 and FY 2016-7 we propose shifting a library assistant position to 2 part time library clerk positions and funding them in order to allow us to restore more hours of operation on Fridays and Saturdays.

Code and Health Compliance

1 Administrative Assistant	NE	0.5		0.5	0.5	1	1	1	1
2 Code Compliance Officer	NE	2	2	2	2	4	4	4	4
3 Senior Code Compliance Officer	NE	1		1		1	1	1	1
Subtotal Department		3.5	2	3.5	2.5	6	6	6	6

Justification - **Full-Time Administrative Assistant** - Position needed to greet and assist customers coming to the Code Compliance Office who need to register complaints, pay liens, coordinate abatements, and acquire general assistance with code related issues. Responsible for incoming phone calls made to the office and dispatching Code Compliance Officers in the field as necessary. Collect money, prepare check requests, gather statistical data, data entry, and complete and organize all additional paperwork and various logs related to the operations of Code Compliance. This position would free up the Officers to take care of their duties in the field.

SUBTOTAL GENERAL FUND		201.0	53.5	193.5	72.5	271.0	271.5	271.5	275.5
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		FUNDED (F)	UNFUNDED*(UF)	F	UF*				

WATER AND SEWER FUND

Public Works Administration

1 Executive Secretary	NE	1		1		1	1	1	1
2 Director of Public Works	E	1		1		1	1	1	1
3 City Engineer	E	0	1	0	1	1	1	1	1
4 Stormwater/Development Review Manager	NE	0	1	0		0	0	0	0
5 Receptionist	NE	0.5		0		0	0	0	0
6 Accounting Technician	NE	0		1		1	1	1	1
Subtotal Department		2.5	2	3	1	4	4	4	4

Justification - **Stormwater/Development Review Manager** - Move duties to Building Development FY 13-14. **Receptionist** - Will answer phones, respond to public requests, and maintain correspondence allowing the Executive Secretary to focus on detailed financial and purchasing duties and project coordination.

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 Assistant Supervisor	NE	0	1	0	1	1	1	1	1
Subtotal Department		11	1	11	1	12	12	12	12

Justification -

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		FUNDED (F)	UNFUNDED*(UF)	F	UF*				
Water Distribution Department									
1 Operator II / Heavy Equipment Operator	NE	1		1		1	1	1	1
2 Operator II Water Distribution	NE	7	2	7	2	8	8	8	8
3 Supervisor Installation	NE	1		1		1	1	1	1
4 Supervisor Pump Maintenance	NE	1		1		2	2	2	2
5 Superintendent Water Distribution	NE	1		1		1	1	1	1
Subtotal Department		11	2	11	2	13	13	13	13

Justification -

Sewer Collection Department

1 Operator II Sewer Collection	NE	6	1	6	1	7	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
Subtotal Department		8	1	8	1	9	9	9	9

Justification -

Wastewater Treatment Department

1 Laboratory Technician Wastewater	NE	0	1	0	1	1	1	1	1
2 Laboratory Technician - Senior Wastewater	NE	0	1	0	1	1	1	1	1
3 Electrical Maintenance Technician	NE	1		1		1	1	1	1
Subtotal Department		1	2	1	2	3	3	3	3

Justification - Beginning in FY 2013 laboratory services are outsourced to BCWCID #1. The Electrical Maintenance Technician will provide in-house expertise and emergency response to the wastewater treatment plants to reduce the cost of outsourcing electrical repair service.

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		FUNDED (F)	UNFUNDED*(UF)	F	UF*				

Wastewater Treatment Department - South

1 Operator II	NE	2		2		2	2	2	2
2 Chief Plant Operator Wastewater	NE	1		1		1	1	1	1
Subtotal Department		3	0	3	0	3	3	3	3

Justification -

Wastewater Treatment Department - Northeast

1 Operator II	NE	2		2		2	2	2	2
2 Chief Plant Operator Wastewater	NE	1		1		1	1	1	1
Subtotal Department		3	0	3	0	3	3	3	3

Justification -

Wastewater Treatment Department - Northwest

1 Operator II	NE	2		2		2	2	2	2
2 Chief Plant Operator Wastewater	NE	1		1		1	1	1	1
Subtotal Department		3	0	3	0	3	3	3	3

Justification -

SUBTOTAL WATER AND SEWER FUND		42.5	8.0	43.0	7.0	50.0	50.0	50.0	50.0
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		FUNDED (F)	UNFUNDED*(UF)	F	UF*				

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 Solid Waste Superintendent	E	1		1		1	1	1	1
4 Recycling Coordinator	E	1		1		1	1	1	1
5 Assistant Supervisor Operations	NE	1		1		1	1	1	1

Subtotal Department		5	0	5	0	5	5	5	5
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Justification -

Solid Waste Collection-Residential

1 Driver	NE	6		6		6	6	6	6
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Subtotal Department		6	0	6	0	6	6	6	6
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Justification - New Driver position in FY 2013-2014 is planned to begin in March 2014.

Solid Waste Collection-Recycling

1 Driver	NE	2	1	3		3	3	3	3
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Subtotal Department		2	1	3	0	3	3	3	3
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Justification -Due to the Single Stream implementation and the required educational phase of the program we need an additional driver position. Currently, we are pulling resources from the transfer station to be able to dive into the bins and make sure that the load is free of contamination. There are times that the transfer station has only one employee taking care of customers and pushing the trash into the trailers for hauling and disposal.

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		FUNDED (F)	UNFUNDED*(UF)	F	UF*				
Solid Waste Collection-Brush & Bulk									
1 Driver	NE	3		3		3	3	3	3
Subtotal Department		3	0	3	0	3	3	3	3

Justification -

Solid Waste Collection-Commercial									
1 Driver	NE	2	1	2	1	3	3	3	3
2 Lead Driver	NE	1		1		1	1	1	1
Subtotal Department		3	1	3	1	4	4	4	4

Justification -

Solid Waste Disposal									
1 Clerk/Dispatcher	NE	1		1		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
Subtotal Department		5.5	0	5.5	0	5.5	5.5	5.5	5.5

Justification -

SUBTOTAL SOLID WASTE FUND		24.5	2	25.5	1	26.5	26.5	26.5	26.5
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		FUNDED (F)	UNFUNDED*(UF)	F	UF*				
GOLF COURSE FUND									
Golf Course Operations									
1 Clerk/Golf Shop Assistant	NE	1	2	0.5	3	3.5	3.5	3.5	3.5
2 Head Golf Professional	NE	1		1		1	1	1	1
Subtotal Department		2	2	1.5	3	4.5	4.5	4.5	4.5
Justification -									
Golf Course Maintenance									
1 Laborer	NE	2.5	1.5	2.5	2.5	5	5	5	5
2 Heavy Equipment Operator	NE	0	0.5	0	0.5	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 Assistant Supt./Irrigation Tech	NE	0.5		0.5		0.5	0.5	0.5	0.5
Subtotal Department		4.5	2	4.5	3	7.5	7.5	7.5	7.5
Justification -									
SUBTOTAL GOLF COURSE FUND		6.5	4	6	6	12	12	12	12

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		FUNDED (F)	UNFUNDED*(UF)	F	UF*				
<u>DRAINAGE FUND</u>									
Drainage Utilities									
1 Laborer (Maintenance & Roadways)	NE	2		2		2	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 Light Equipment Operator	NE	2		2		2	2	2	2
5 Supervisor - Drainage	NE	0	0	0	1	1	1	1	1
Subtotal Department		5.5	0	5.5	1	6.5	6.5	6.5	6.5
Justification - Supervisor - Drainage: Due to increased workload and future succession plan, it is recommended that this position be added.									
SUBTOTAL DRAINAGE FUND		5.5	0	5.5	1	6.5	6.5	6.5	6.5
<u>MUNICIPAL COURT SECURITY FUND</u>									
Municipal Court Security									
1 Bailiff	NE	0		0.5		0.5	0.5	0.5	0.5
Subtotal Department		0	0	0.5	0	0.5	0.5	0.5	0.5
Justification -									
SUBTOTAL MUNICIPAL COURT FUND		0	0	0.5	0	0.5	0.5	0.5	0.5
TOTAL EMPLOYEES ALL FUNDS		280.0	67.5	274.0	87.5	366.5	367.0	367.0	371.0

* Unfunded is equal to unauthorized positions.

City of Copperas Cove FY 2014-2015
Position Listing and Salary Ranges by Department
October 1, 2014

Fund #	Dept #	Funded	Unfunded	DEPARTMENT/POSITION	Hourly Salary Minimum	Hourly Salary Maximum
01	22	1		Special Assistant to the City Manager	\$ 13.63	\$ 20.08
01	22	1		City Manager	Unclassified	
01	22		1	Secretary to the City Manager	n/a	n/a
01	22		1	Assistant City Manager	n/a	n/a
01	22		1	Administrative Assistant	n/a	n/a
01	23	1		Records Clerk	\$ 9.54	\$ 14.05
01	23	1		City Secretary	Unclassified	
01	23		1	Deputy City Secretary	n/a	n/a
01	25	1		Public Information Officer	\$ 26.00	\$ 38.30
01	31	3		Staff Accountant III	\$ 22.58	\$ 33.26
01	31	1		Director of Financial Services	Unclassified	
01	31		1	Senior Accountant	n/a	n/a
01	31		1	Purchasing Officer	n/a	n/a
01	31		1	Buyer	n/a	n/a
01	32	1		Budget Director/Assistant to the City Manager	Unclassified	
01	32		1	Budget Analyst	n/a	n/a
01	32		1	Financial Plans Specialist	n/a	n/a
01	34	1		Human Resources Coordinator	\$ 13.24	\$ 19.50
01	34	1		Director of Human Resources	Unclassified	
01	34		0.5	Benefits Clerk PT	n/a	n/a
01	35	1		Information Systems Supervisor	\$ 23.92	\$ 35.23
01	35	1		Information Systems Specialist II	\$ 21.89	\$ 32.24
01	35	1		Information Systems Director	Unclassified	
01	35		1	Information Systems Specialist/GIS Technician	n/a	n/a
01	35		1	Information Systems Specialist I	n/a	n/a
01	41	4		Deputy Court Clerk I	\$ 10.84	\$ 15.97
01	41	1		Deputy Court Clerk II	\$ 13.50	\$ 19.89
01	41	1		Court Clerk	\$ 20.71	\$ 30.51
01	41		1.5	Deputy Court Clerk I	n/a	n/a
01	41		1	Warrant Officer	n/a	n/a
01	4200	1		Custodian	\$ 9.60	\$ 14.14
01	4200	1		Executive Secretary	\$ 13.63	\$ 20.08
01	4200	2		Police Deputy Chief	\$ 31.47	\$ 46.36
01	4200	1		Chief of Police/Assistant City Manager	Unclassified	
01	4200		1	Captain	n/a	n/a
01	4210	2	1	Senior Records Clerk	\$ 10.84	\$ 15.97
01	4210	1		Administrative Assistant	n/a	n/a
01	4210	1		Administrative Assistant Training and Evidence	\$ 11.89	\$ 17.51
01	4210	12	4	Police Communications/Operator	\$ 11.91	\$ 17.54
01	4210			Patrol Officer - Non Certified in Academy	\$ 12.95	\$ 19.08
01	4210			Patrol Officer - Certified In Field Training Program	\$ 14.46	\$ 21.30
01	4210	1		Communications Supervisor	\$ 15.38	\$ 22.65
01	4210	34	13	Patrol Officer - Certified	\$ 17.77	\$ 26.18
01	4210	7		Police Corporal	\$ 21.82	\$ 32.14
01	4210	9		Police Sergeant	\$ 23.61	\$ 34.78
01	4210	2		Police Lieutenant	\$ 26.77	\$ 39.43
01	43	0.5		Kennel Assistant	\$ 9.60	\$ 14.14
01	43	2	1	Animal Control Officer I	\$ 11.07	\$ 16.31
01	43	2		Animal Control Officer II	\$ 11.57	\$ 17.04
01	43	1		Senior Animal Control Officer	\$ 14.21	\$ 20.93
01	43		1	Full-Time Clerk	n/a	n/a
01	43		1	Kennel Master	n/a	n/a
01	4400	1		Administrative Assistant - Support Services/Emerg Mgt	\$ 11.89	\$ 17.51
01	4400		1.5	Administrative Assistant - Fire and EMS	\$ 11.89	\$ 17.51
01	4400	1		Fire Chief	Unclassified	
01	4400	1		Deputy Fire Chief	\$ 27.50	\$ 40.51
01	4417	21	3	Firefighter I (2904 hour work year)	\$ 11.63	\$ 17.13
01	4417	15	3	Firefighter II (2904 hour work year)	\$ 12.13	\$ 17.87
01	4417	6	3	Fire Lieutenant (2904 hour work year)	\$ 13.90	\$ 20.47
01	4417	3		Fire Captain (2904 hour work year)	\$ 17.50	\$ 25.78
01	4417		1	Deputy Fire Chief	n/a	n/a
01	4417		3	Fire Battalion Chief (2904 hour work year)	n/a	n/a

City of Copperas Cove FY 2014-2015
Position Listing and Salary Ranges by Department
October 1, 2014

Fund #	Dept #	Funded	Unfunded	DEPARTMENT/POSITION	Hourly Salary Minimum	Hourly Salary Maximum
01	4418		1	Training Captain (2080 work year)	n/a	n/a
01	4419	1		Deputy Chief - Fire Marshal	\$ 27.50	\$ 40.51
01	4419		2	Fire Inspector	n/a	n/a
01	52	1		Administrative Assistant	\$ 11.89	\$ 17.51
01	52		1	Building Inspector/Development Review Specialist	\$ 17.00	\$ 25.04
01	52	1		Senior Inspector	\$ 18.66	\$ 27.49
01	52	1		Public Improvements Inspector	\$ 20.30	\$ 29.90
01	52	1		Chief Building Official	\$ 29.62	\$ 43.63
01	53	2	1	Light Equipment Operator	\$ 11.06	\$ 16.29
01	53	1		Traffic Control Technician	\$ 12.00	\$ 17.68
01	53	2		Heavy Equipment Operator	\$ 12.00	\$ 17.68
01	53	0.5		Superintendent Street/Drainage	\$ 19.43	\$ 28.62
01	53		1	Traffic Control Tech II	n/a	n/a
01	53		1	Steet Supervisor	n/a	n/a
01	53		3	Lt. Equip. Opr Crack Sealer/Herbicide	n/a	n/a
01	5400	1		Recreation Specialist/Administrative Assistant	\$ 12.30	\$ 18.12
01	5400	1		Director of Parks & Recreation	\$ 29.28	\$ 43.13
01	5410	5	2	Laborer	\$ 9.60	\$ 14.14
01	5410	1		Light Equipment Operator/HVAC Technician	\$ 10.37	\$ 15.28
01	5410	3		Light Equipment Operator	\$ 10.37	\$ 15.28
01	5410	0.5		Assistant Superintendent/Irrigation Tech.	\$ 15.00	\$ 22.10
01	5410	1		Supervisor - Parks	\$ 15.53	\$ 22.88
01	5410		0.5	Part-Time Laborer	n/a	n/a
01	5420	2	0.5	Recreation Aide	\$ 8.12	\$ 11.96
01	5420	1		Recreation Specialist	\$ 12.30	\$ 18.12
01	5420	1		Recreation Supervisor	\$ 19.20	\$ 28.28
01	5430	1		Recreation Specialist	\$ 12.30	\$ 18.12
01	55	0.5	0.5	Parts Technician	\$ 9.60	\$ 14.14
01	55	3		Mechanic	\$ 13.64	\$ 20.09
01	55	1		Lead Mechanic	\$ 15.62	\$ 23.01
01	55	1		Supervisor - Fleet Services	\$ 21.09	\$ 31.07
01	61	1		GIS Technician	\$ 19.15	\$ 28.21
01	61		1	Planner I	n/a	n/a
01	61		1	Development Services Secretary	n/a	n/a
01	71	1		Community Outreach Specialist	\$ 9.93	\$ 14.63
01	71	1	1	Library Clerk	\$ 9.93	\$ 14.63
01	71	1		Technology Services Assistant	\$ 10.25	\$ 15.10
01	71	2	2	Library Assistant	\$ 11.60	\$ 17.09
01	71	1		Library Supervisor	\$ 15.38	\$ 22.65
01	71	1		Director Library	\$ 30.45	\$ 44.85
01	71		1	Reference/Adult Programs Librarian	n/a	n/a
01	72	0.5	0.5	Administrative Assistant	\$ 11.89	\$ 17.51
01	72	2	2	Code Enforcement Officer	\$ 14.50	\$ 21.36
01	72	1		Senior Code Enforcement Officer	\$ 15.00	\$ 22.10
02	80	1		Accounting Technician	\$ 13.07	\$ 19.25
02	80	1		Director of Public Works	Unclassified	
02	80	1		Executive Secretary	\$ 13.63	\$ 20.08
02	80		1	City Engineer	n/a	n/a
02	81	4		Customer Service Representative	\$ 10.13	\$ 14.92
02	81	4		Meter Reader/Service Technician	\$ 10.13	\$ 14.92
02	81	1		Senior Customer Service Representative	\$ 11.17	\$ 16.45
02	81	1		Billing Technician	\$ 12.21	\$ 17.99
02	81	1		Supervisor - Utilities	\$ 20.29	\$ 29.89
02	81		1	Assistant Supervisor	n/a	n/a
02	82	1		Operator II / Heavy Equipment Operator	\$ 12.28	\$ 18.09
02	82	7	2	Operator II	\$ 12.28	\$ 18.09
02	82	1		Supervisor Pump Maintenance	\$ 18.73	\$ 27.59
02	82	1		Supervisor Installation	\$ 18.73	\$ 27.59
02	82	1		Superintendent Water Distribution	\$ 22.00	\$ 32.41
02	83	6	1	Operator II Sewer Collection	\$ 12.28	\$ 18.09
02	83	1		Assistant Supervisor/Operator III Sewer Collection	\$ 15.53	\$ 22.88
02	83	1		Superintendent - Sewer Collection	\$ 22.00	\$ 32.41

City of Copperas Cove FY 2014-2015
Position Listing and Salary Ranges by Department
October 1, 2014

Fund #	Dept #	Funded	Unfunded	DEPARTMENT/POSITION	Hourly Salary Minimum	Hourly Salary Maximum
02	8400	1		Electrical Maintenance Technician	\$ 13.00	\$ 19.15
02	8400		1	Laboratory Technician Wastewater	n/a	n/a
02	8400		1	Laboratory Technician - Senior Wastewater	n/a	n/a
02	8402	2		Operator II	\$ 12.28	\$ 18.09
02	8402	1		Chief Plant Operator Wastewater	\$ 21.17	\$ 31.18
02	8403	2		Operator II	\$ 12.28	\$ 18.09
02	8403	1		Chief Plant Operator Wastewater	\$ 21.17	\$ 31.18
02	8404	2		Operator II	\$ 12.28	\$ 18.09
02	8404	1		Chief Plant Operator Wastewater	\$ 21.17	\$ 31.18
03	90	1		Administrative Assistant	\$ 11.89	\$ 17.51
03	90	1		Recycling Coordinator	\$ 15.53	\$ 22.88
03	90	1		Assistant Supervisor Operations	\$ 15.53	\$ 22.88
03	90	1		Supervisor Solid Waste - Operations	\$ 15.53	\$ 22.88
03	90	1		Solid Waste Superintendent	\$ 21.64	\$ 31.88
03	9101	6		Driver	\$ 11.91	\$ 17.54
03	9102	3		Driver	\$ 11.91	\$ 17.54
03	9103	3		Driver	\$ 11.91	\$ 17.54
03	9104	2	1	Driver	\$ 11.91	\$ 17.54
03	9104	1		Lead Driver	\$ 12.78	\$ 18.82
03	92	0.5		Laborer	\$ 9.60	\$ 14.14
03	92	1		Scale Operator	\$ 9.60	\$ 14.14
03	92	1		Clerk/Dispatcher	\$ 10.48	\$ 15.44
03	92	3		Heavy Equipment Operator	\$ 11.91	\$ 17.54
05	76	2		Laborer (Maintenance & Roadways)	\$ 10.47	\$ 15.42
05	76	2		Light Equipment Operator (Maintenance & Roadways)	\$ 11.06	\$ 16.29
05	76	1		Heavy Equipment Operator	\$ 12.00	\$ 17.68
05	76	0.5		Superintendent Street/Drainage	\$ 15.23	\$ 22.43
05	76		1	Supervisor	n/a	n/a
09	7400	0.5	2	Clerk/Golf Shop Assistant	\$ 9.60	\$ 14.14
09	7400		1	Guest Services - Seasonal	\$ 9.60	\$ 14.14
09	7400	1		Head Golf Professional	\$ 15.30	\$ 22.54
09	7402	2.5	2.5	Laborer	\$ 9.60	\$ 14.14
09	7402	0.5		Golf Course Mechanic	\$ 11.91	\$ 17.54
09	7402	0.5		Assistant Superintendent/Irrigation Tech.	\$ 15.00	\$ 22.10
09	7402	1		Golf Course Superintendent	\$ 27.82	\$ 40.98
09	7402		0.5	Heavy Equipment Operator	n/a	n/a
22	41	0.5		Bailiff	\$ 17.77	\$ 26.18
Subtotals		274	87.5			
Total		361.5				

**CITY OF COPPERAS COVE, TEXAS
INCENTIVE/REIMBURSEMENT PAY
FY 2014-2015**

<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
Driver Pump Operator assigned to drive and works the entire shift (no partial credit)	\$ 25
Fire Training Officer	\$ 25
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



APPENDIX C

Fee Schedule & Definition



**CITY OF COPPERAS COVE
PROPOSED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2014**

Ordinance
2014-39
(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

**CITY OF COPPERAS COVE
PROPOSED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2014**

	Ordinance 2014-39 (Exhibit 1)
Deer Feeding Violation (Ord 2007-03) - 1st Offense	\$50.00
Deer Feeding Violation (Ord 2007-03) - 2nd Offense	\$100.00
Deer Feeding Violation (Ord 2007-03) - 3rd Offense & Beyond	\$150.00

FIRE DEPARTMENT

EMS

Annual License Fee - Private Ambulance Service <i>(Above fee may be waived by the Fire Chief with approval of the City Manager according to the City's internal policy.)</i>	\$3,000.00
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 Permit covers plans review, necessary meetings, witnessing tests, final inspection/approval	\$125.00
Fire Alarm Systems Permit Permit covers plans review, necessary meetings, witnessing tests, final inspection/approval (Note: permit fee covers up to 200 devices.)	\$125.00
Fire Protection Systems Permit Permit covers plans review, necessary meetings, witnessing tests, final inspection/approval	\$125.00
Above & Below Ground Fuel Storage Tank Installation and Removal Permit covers plans review, necessary meetings, witnessing tests, final inspection/approval	\$125.00

**CITY OF COPPERAS COVE
PROPOSED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2014**

Ordinance
2014-39
(Exhibit 1)

Fireworks Display (Public Display) Permit \$500.00
 Permit covers plans review, 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 Station
 -Private Schools, Day Care, Nursing Home, Assisted Living Centers (50 or more occupants) \$200 + \$5.00 per mile from Fire Station
 -Foster Home, Adoptive Home \$50 + \$5.00 per mile from Fire Station
 -Re-inspection Fee (charged when both the initial and one re-inspection have failed) \$200 + \$5.00 per mile from Fire Station

Burn Permit Fee (per permit, per day) (one permit per property location) \$100.00

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

BUILDING & DEVELOPMENT

New Construction:

- Single Family Residence \$30.00 + \$3.00/100 sq. ft.

- Multifamily, commercial, etc., construction.

All fees are based on total square footage. The fee for each component of new construction for duplexes, townhouses, multifamily, all commercial (except shell buildings, warehouses and parking garages), and all additions to square footage under roof, (includes storage buildings, patio covers, modular/portable buildings and carports) shall be as follows:

<i>- Square Feet</i>	<i>Building</i>	<i>Electrical</i>	<i>Mechanical⁽¹⁾</i>	<i>Plumbing⁽²⁾</i>	<i>Plans</i>
500 or less	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
501--1,000	\$70.00	\$40.00	\$40.00	\$40.00	\$60.00
1,001--1,500	\$100.00	\$40.00	\$40.00	\$40.00	\$85.00
1,501--2,000	\$130.00	\$50.00	\$40.00	\$50.00	\$110.00
2,001--2,500	\$160.00	\$60.00	\$40.00	\$60.00	\$140.00
2,501--3,000	\$190.00	\$70.00	\$40.00	\$70.00	\$160.00
3,001--3,500	\$220.00	\$80.00	\$45.00	\$80.00	\$185.00
3,501--4,000	\$250.00	\$90.00	\$50.00	\$90.00	\$210.00
4,001--4,500	\$280.00	\$100.00	\$55.00	\$100.00	\$235.00
4,501--5,000	\$310.00	\$110.00	\$60.00	\$110.00	\$260.00
5,001--5,500	\$340.00	\$120.00	\$65.00	\$120.00	\$285.00

**CITY OF COPPERAS COVE
PROPOSED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2014**

Ordinance
2014-39
(Exhibit 1)

5,501--6,000	\$370.00	\$130.00	\$70.00	\$130.00	\$310.00
6,001--6,500	\$400.00	\$140.00	\$70.00	\$140.00	\$335.00
6,501--7,000	\$430.00	\$150.00	\$80.00	\$150.00	\$360.00
7,001--7,500	\$460.00	\$160.00	\$85.00	\$160.00	\$385.00
7,501--8,000	\$490.00	\$170.00	\$90.00	\$170.00	\$410.00
8,001--8,500	\$520.00	\$180.00	\$95.00	\$180.00	\$435.00
8,501--9,000	\$550.00	\$190.00	\$100.00	\$190.00	\$460.00
9,001--9,500	\$580.00	\$200.00	\$105.00	\$200.00	\$485.00
9,501--10,000	\$610.00	\$210.00	\$110.00	\$210.00	\$510.00
10,001--15,000	\$915.00	\$315.00	\$165.00	\$315.00	\$765.00
15,001--20,000	\$1,215.00	\$415.00	\$215.00	\$415.00	\$1,015.00
20,001--25,000	\$1,515.00	\$515.00	\$265.00	\$515.00	\$1,265.00
25,001--30,000	\$1,815.00	\$615.00	\$315.00	\$615.00	\$1,515.00
30,001--35,000	\$2,115.00	\$715.00	\$365.00	\$715.00	\$1,765.00
35,001--40,000	\$2,415.00	\$815.00	\$415.00	\$815.00	\$2,015.00
40,001--45,000	\$2,715.00	\$915.00	\$465.00	\$915.00	\$2,265.00
45,001--50,000	\$3,015.00	\$1,015.00	\$515.00	\$1,015.00	\$2,515.00

The fee for structures over 50,000 square feet is determined by combining fees to equal the square footage.

- Duplexes additional permit fees:

Electrical	\$30.00
Mechanical	\$30.00
Plumbing	\$30.00

- Apartments, hotels and motels additional permit fees per unit:

Building	\$10.00
Electrical	\$10.00
Mechanical	\$10.00
Plumbing	\$10.00
Fire Sprinkler	\$10.00

- Note:

(1) Mechanical--Air conditioning, heating, ventilation, exhaust and refrigeration systems.

(2) Plumbing--All connections to a water or sewerage system. Fire sprinkler and gas pipe systems are to be permitted separately.

- Shell buildings, etc.

All fees are based on total square footage of building area. The fees for shell buildings without interior finish, warehouses and parking garages shall be as follows:

<i>Square Feet</i>	<i>Building</i>	<i>Electrical</i>	<i>Mechanical⁽¹⁾</i>	<i>Plumbing⁽²⁾</i>	<i>Plans</i>
500 or less	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
501--1,000	\$60.00	\$40.00	\$40.00	\$40.00	\$50.00
1,001--1,500	\$85.00	\$40.00	\$40.00	\$40.00	\$70.00
1,501--2,000	\$110.00	\$40.00	\$40.00	\$40.00	\$90.00
2,001--2,500	\$135.00	\$50.00	\$40.00	\$50.00	\$110.00
2,501--3,000	\$160.00	\$55.00	\$40.00	\$55.00	\$130.00
3,001--3,500	\$185.00	\$60.00	\$40.00	\$60.00	\$150.00
3,501--4,000	\$210.00	\$70.00	\$40.00	\$70.00	\$170.00
4,001--4,500	\$235.00	\$80.00	\$40.00	\$80.00	\$190.00
4,501--5,000	\$260.00	\$85.00	\$40.00	\$85.00	\$210.00
5,001--5,500	\$285.00	\$90.00	\$40.00	\$90.00	\$230.00
5,501--6,000	\$310.00	\$100.00	\$40.00	\$100.00	\$250.00
6,001--6,500	\$335.00	\$105.00	\$45.00	\$105.00	\$270.00
6501--7,000	\$360.00	\$115.00	\$50.00	\$115.00	\$290.00
7,001--7,500	\$385.00	\$120.00	\$50.00	\$120.00	\$310.00
7,501--8,000	\$410.00	\$120.00	\$50.00	\$120.00	\$330.00
8,001--8,500	\$435.00	\$130.00	\$55.00	\$130.00	\$350.00

**CITY OF COPPERAS COVE
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2014-39
(Exhibit 1)

8,501--9,000	\$460.00	\$140.00	\$55.00	\$140.00	\$370.00
9,001--9,500	\$485.00	\$160.00	\$55.00	\$160.00	\$390.00
9,501--10,000	\$510.00	\$170.00	\$60.00	\$170.00	\$410.00
10,001--15,000	\$765.00	\$240.00	\$90.00	\$240.00	\$615.00
15,001--20,000	\$1,015.00	\$315.00	\$115.00	\$315.00	\$815.00
20,001--25,000	\$1,265.00	\$390.00	\$140.00	\$390.00	\$1,015.00
25,001--30,000	\$1,515.00	\$465.00	\$165.00	\$465.00	\$1,215.00
30,001--35,000	\$1,765.00	\$540.00	\$190.00	\$540.00	\$1,415.00
35,001--40,000	\$2,015.00	\$615.00	\$215.00	\$615.00	\$1,615.00
40,001--45,000	\$2,265.00	\$690.00	\$240.00	\$690.00	\$1,815.00
45,001--50,000	\$2,515.00	\$765.00	\$265.00	\$765.00	\$2,015.00

The fee for structures over 50,000 square feet is determined by combining fees to equal the square footage.

- Note:

(1) Mechanical--Air conditioning, heating, ventilation, exhaust and refrigeration systems.

(2) Plumbing--All connections to a water or sewerage system. Fire sprinkler and gas pipe systems are to be permitted separately.

- Finishing, repairs, maintenance, other

The fee for remodeling, alterations, repairs, finish-out of shell buildings, and other construction, including swimming pools, fences, flatwork (concrete/asphalt), signs, gas tanks/pumps, lawn irrigation, whole house water softeners, etc., shall be calculated from the total project value (sum total of the applicable building, electrical, mechanical, plumbing, gas, and fire sprinkler systems); however, no single such individual permit fee shall exceed 50% of its own individual value.

<i>- Dollar Valuation</i>	<i>Building</i>	<i>Electrical</i>	<i>Mechanical⁽¹⁾</i>	<i>Plumbing⁽²⁾</i>	<i>Plans</i>
\$0--2,000.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
\$2,000.01--3,000.00	\$33.00	\$26.00	\$25.00	\$26.00	\$33.00
\$3,000.01--4,000.00	\$43.00	\$35.00	\$26.00	\$35.00	\$43.00
\$4,000.01--5,000.00	\$54.00	\$43.00	\$33.00	\$43.00	\$54.00
\$5,000.01--6,000.00	\$65.00	\$52.00	\$39.00	\$52.00	\$65.00
\$6,000.01--7,000.00	\$76.00	\$61.00	\$46.00	\$61.00	\$76.00
\$7,000.01--8,000.00	\$87.00	\$69.00	\$52.00	\$69.00	\$87.00
\$8,000.01--9,000.00	\$98.00	\$78.00	\$59.00	\$78.00	\$98.00
\$9,000.01--10,000.00	\$109.00	\$87.00	\$65.00	\$87.00	\$109.00
\$10,000.01--11,000.00	\$119.00	\$95.00	\$72.00	\$95.00	\$119.00
\$11,000.01--12,000.00	\$130.00	\$104.00	\$78.00	\$104.00	\$130.00
\$12,000.01--13,000.00	\$141.00	\$113.00	\$85.00	\$113.00	\$141.00
\$13,000.01--14,000.00	\$152.00	\$122.00	\$91.00	\$122.00	\$152.00
\$14,000.01--15,000.00	\$163.00	\$130.00	\$98.00	\$130.00	\$163.00
Plus per \$1,000.00 over \$15,000.00	\$6.00	\$5.00	\$4.00	\$5.00	\$6.00
\$50,000.01--100,000.00	\$373.00	\$305.00	\$238.00	\$305.00	\$373.00
Plus per \$1,000.00 over \$50,000.00	\$5.00	\$4.00	\$3.00	\$4.00	\$5.00
\$100,000.01--500,000.00	\$623.00	\$505.00	\$388.00	\$505.00	\$623.00
Plus per \$1,000.00 over \$100,000.00	\$4.00	\$3.00	\$2.00	\$3.00	\$4.00
\$500,000.01--Up	\$2,223.00	\$1,705.00	\$1,188.00	\$1,705.00	\$2,223.00
Plus per \$1,000.00 over \$500,000.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00

- Note:

(1) Mechanical--Air conditioning, heating, ventilation, exhaust and refrigeration systems.

(2) Plumbing--All connections to a water or sewerage system. Fire sprinkler and gas pipe systems are to be permitted separately.

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Alterations/Repairs:

(Accessory buildings, Detached Garages, Asphalt or Paving, Driveways, Sidewalks, Parking Lots, etc.)

Project Cost:

- 0 to 3,000	\$25.00
- 3,001 to 4,000	\$30.00
- 4,001 to 5,000	\$35.00
- 5,001 to 6,000	\$40.00
- 6,001 to 7,000	\$45.00
- 7,001 to 8,000	\$50.00
- 8,001 to 9,000	\$55.00
- 9,001 to 10,000	\$60.00
- 10,001 to 11,000	\$65.00
- Thereafter, per 1,000	\$5.00
Structure Relocation Permit	\$50.00
- Deposit	\$200.00
Demolition Permit	\$50.00
- Deposit	\$200.00
Swimming Pool Construction Permit:	
- Private In-Ground	\$30.00
- Private Above-Ground (Including Hot Tubs)	\$20.00
Alarm Permit	
- Non-Residential Alarm Permit	\$40.00
Alarm - excessive false alarm fee	\$50.00

Plumbing:

Base Permit Fee	\$50.00
Per Drain, Trap, Fixture	\$3.00
Minor Residential Alteration, Repair or Replacement of Existing Water or Sewer Piping, Water Heater (no base fee required)	\$50.00
Minor Commercial Alteration, Repair or Replacement of Existing Water or Sewer Piping, Water Heater (no base fee required)	\$50.00
Underground Sprinkler Systems:	
- Irrigation System & Protective Devices	\$35.00
- Water Treatment System	\$50.00
Building Sprinkler Systems: Fire Suppression	
- Sprinkler Heads (each) or \$30.00 maximum fees for 1st 50 heads	\$1.00
Additional Fee for every 25 heads over 50	\$5.00
- Cut-Off Valves (each)	\$5.00
Reinspection Fees	\$50.00

Mechanical:

Base Permit Fee	\$50.00
Each Heating, Ventilating, Duct Work, AC or Refrigeration System	\$5.00
Repairs/Alterations	\$5.00
Boilers Based on BTU's:	
33,000-165,000	\$5.00
165,001-330,000	\$10.00
331,000-1,165,000	\$15.00
1,165,001-3,330,000	\$25.00
Over 3,330,000	\$35.00
Reinspection Fee	\$50.00

**CITY OF COPPERAS COVE
PROPOSED FEE SCHEDULE
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Gas:	
Inspection of Consumers Piping (rough and final piping)	\$50.00
Mobile Home Gas Test	\$50.00
Reinspection Fee	\$50.00
Electrical:	
Single Family Residence:	\$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
Sign Circuit	\$50.00
Residential:	
- Change-Out Services	\$50.00
- Remodeling	\$50.00
- Garage Conversion	\$50.00
- Residential Add-on	\$50.00
Swimming Pools	\$50.00
Mobile Homes (New and Change Out Service)	\$50.00
Reinspection Fee	\$50.00
Sign Inspection Fees:	
- 0 to 16 sq. ft. of face area	\$25.00
- 16.1 to 96 sq. ft of face area	\$25.00
- 96.1 to 192 sq. ft. of face area	\$25.00
- 192.1 sq. ft. and larger	\$30.00
Metal Recycling Entity License	\$250.00
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
Contractor Registration:	
- Registration Fee	\$110.00
- Less than 90 Days	\$60.00
- Annual Renewal Fee	\$85.00
Certificate of Occupancy	\$60.00
Mobil Home Park License	\$125.00
Adult Oriented Business Permit	\$300.00
Oil/Gas Drilling Permits (per well)	\$1,000.00

**CITY OF COPPERAS COVE
PROPOSED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2014**

Ordinance
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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

Transportation Fee (residential):

Single-family residence \$3.00
 Multi-family residence based on the number of units with one water meter \$3.00/unit
 Multi-family residence on separate water meters \$3.00
****For the exact amount please refer to the City Ordinance - _____. City uses a formula to assess the charge.*

Transportation Fee (non-residential) - minimum ***

****For the exact amount please refer to the City Ordinance - _____. City uses a formula to assess the charge.* \$3.00
\$_____/acre

PARKS AND RECREATION**Swimming Pools:**

Swimming Pool Admission: (all pools)
 - Children (0-16 years) \$5.00
 - Adult (17 +years) \$5.00
 - Senior Citizens (50-64) \$3.00
 - Senior Citizens (65+) No Charge
 Summer Swim Pass:
 - Individual Youth \$35.00
 - Individual Adult \$60.00
 - Family of 4 \$125.00
 - Senior Citizens (50-64) \$35.00
 - Senior Citizens (65+) No Charge
 Water and Land Aerobics (per class) \$3.00
 Water and Land Aerobics (per month) \$45.00
 Swim Lessons \$60.00
 Swim Club (per month) \$50.00
 Life Guard Certification Class \$185.00

Buildings:

Turkey Creek Activity Center: (4 hour rental) \$200.00

 Civic Center: (8 hour rental)
 - Deposit \$400.00
 - Fee \$700.00
 - 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

**CITY OF COPPERAS COVE
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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
- Late fee for Weekly and Monthly rates	20% after the due date
Pool Parties (2 hour rental):	
- Fee (up to 50 people)	\$150.00
- Additional Fee (51 - 75 people)	\$25.00
- Additional Fee (76 - 100 people)	\$100.00
- Additional Fee (101 - 125 people)	\$125.00
- Additional Fee (Over 125 people)	\$150.00
- Fee each additional hour (Based on Lifeguards required)	\$50.00
Inflatable Jump Castle Party (2 hour rental):	
- Deposit	\$100.00
- Rental Fee	\$100.00
Ball Fields Rentals:	
In Season Rates (see Outside Organization Facility Usage Agreement)	
- Group 2 fees (per participant/per season)	\$10.00
- Youth Group A (per participant/per season)	\$10.00
- Youth Group A (per hour/per field)	\$10.00
- Youth Group B (per participant/per season)	\$10.00
- Youth Group B (per hour/per field)	\$20.00
- Youth/Adult Group C (per hour/per field)	\$30.00
Individual Field Rates (3 hour rental minimum)	
- Deposit	\$100.00
- Softball	\$30.00
- Baseball	\$30.00

**CITY OF COPPERAS COVE
PROPOSED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2014**

	Ordinance 2014-39 (Exhibit 1)
- Football	\$30.00
- Soccer	\$30.00
- Each Additional Hour (fields)	\$10.00
- Lights (per hour)	\$25.00
Gymnasium Rental (3 hour rental)	\$100.00
One-time soccer field game preparation (per field)	\$140.00
One-time baseball/softball field game preparation (per field)	\$50.00
Staff (per hour)	\$30.00
<i>Non-profit rate is 50% of standard deposit and</i>	
Tournament Fees - determined by number of hours used: Equip. and Clean-up Deposit for all Tournaments	\$200.00
Half-Day Use 9 am - 3 pm (6 hours)	
- Half-Day field use rate (per field/per day)	\$120.00
- One-time baseball/softball field prep (includes prep supplies)	\$50.00
- One-time soccer/football field prep (includes goals & lines)	\$140.00
- Maintenance (per field/per day)	\$30.00
- Total "Half-Day" per baseball/softball field/per day	\$200.00
- Total "Half-Day" per soccer/football field/per day	\$290.00
Gym Half-Day Use 9 am - 3 pm (6 hours)	
- Site Liaison (per gym/ per day)	\$180.00
- Half-Day gym use rate (per gym/per day)	\$200.00
- Total "Half-Day" (per gym/per day)	\$380.00
All Day Use 9 am – 10 pm (13 hours) Please note: any use after 3pm constitutes a full-day rate	
- Full-Day field use rate (per field/per day)	\$195.00
- One-time baseball/softball field prep (includes prep supplies)	\$50.00
- One-time soccer field prep (includes goals & lines)	\$140.00
- Maintenance (per field/per day)	\$30.00
- Lights (per hour, 2 hour minimum)	\$25.00
- Total "All Day" per field/per day - baseball/softball	\$325.00
- Total "All Day" per field/per day - soccer	\$415.00
Gym All Day Use 9 am - 10 pm (13 hours)	
- Site Liaison (per gym/per day)	\$390.00
- Full-Day gym use rate (per gym/per day)	\$300.00
- Total "All Day" (per gym/per day)	\$690.00
Other - Staff and Utilities (per hour)	\$25.00
Extra costs not included in tournament base rate: Vendor Fee (per vendor)	\$75.00
Concessionaire Permit Fee (per vendor/per event)	\$50.00
Youth Sports Fee (per sport) (2nd child \$5.00 discount):	
- Soccer, Basketball, Flag Football, Volleyball	\$60.00
- Softball, Baseball	\$60.00
- Football	\$120.00

**CITY OF COPPERAS COVE
PROPOSED FEE SCHEDULE
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	Ordinance 2014-39 (Exhibit 1)
- Cheerleading	\$60.00
- Non Resident (Soccer, Basketball, Flag Football, Volleyball)	\$70.00
- Basketball Team Fee (Division I Teams Only)	\$525.00
 Adult Sports Fee (per sport):	
- Flag Football (4 v. 4) (per team)	\$180.00
- Flag Football (8 v. 8) (per team)	\$340.00
- Basketball (3 v. 3) (per team)	\$135.00
- Basketball (4 v. 4) (per team)	\$220.00
- Tournament <i>Team</i> Fee (range based on tournament type and cost incurred)	\$100.00 - \$300.00
Sports Activities late enrollment fee	\$10.00
Co-Sponsored programs to be determined based on cost of operation	

CEMETERY

City Resident:	
- Adult Plot	\$700.00
- Adult Plot (1 year: monthly @ 3% interest)	\$59.14
- Adult Plot (3 years: monthly @ 5% interest)	\$20.86
- Child Plot	\$300.00
- Child Plot (1 year: monthly @ 3% interest)	\$25.34
- Child Plot (3 years: monthly @ 5% interest)	\$8.94
Non-City Resident:	
- Adult Plot	\$1,400.00
- Adult Plot (1 year: monthly @ 3% interest)	\$118.27
- Adult Plot (3 years: monthly @ 5% interest)	\$41.72
- Child Plot	\$500.00
- Child Plot (1 year: monthly @ 3% interest)	\$42.24
- Child Plot (3 years: monthly @ 5% interest)	\$14.90
(All plots purchased through the Cemetery plot purchase plan must be paid in full prior to date of internment.)	

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

**CITY OF COPPERAS COVE
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	Ordinance 2014-39 (Exhibit 1)
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
Basic Zoning Verification	No charge
Custom Zoning Verification	\$100 +
<i>Information requested in a custom format or involves research beyond the verification of zoning or verification of a certificate of occupancy.</i>	reproduction & mailing cost
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
Electronic File:	
Street Map AutoCAD File	\$60.00
Adobe Acrobat/PDF File	\$30.00

LIBRARY

Resident and TexShare 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

**CITY OF COPPERAS COVE
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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)	\$0.65
Inter Library Loan Postage	\$3.75

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)	\$25.00/ 2 hrs
- Non Profit Organizations (per hour)	\$25.00
- Private Organizations (per hour)	\$50.00
Senior Center Rental Deposit	\$200.00
Senior Center Rental - Private Organizations (1 hour)	\$100.00
Senior Center Rental - Non-Profit Organizations (1 hour)	\$50.00
Senior Center Rental (each additional hour)	\$20.00
Senior Center Meal Fee	\$1

**CITY OF COPPERAS COVE
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CODE & HEALTH

Permits:	
Garage Sale Permits	\$10.00
One Day Car Wash Permits:	
- In City Resident/Organization	\$15.00
- Non-Resident/Organization	\$100.00
Peddler/Itinerant Vendor Permits:	
- In City Resident	\$25.00
- Out of City Residents (first application w/ \$1,000.00 bond)	\$110.00
Administrative Mowing Fee for Code Violations	cost + \$150.00
Junkyard/Wrecking Yard	\$100.00
Health Permits	\$75.00
Health Permits (for Non-Profit use)	\$25.00
Temporary Health Permit (Up to Three Days)	\$35.00
Temporary Health Permit (Up to Three Days) (for Non-Profit use)	\$12.50
Retail Food Store Permit	\$60.00
 Food Handlers Card:	
- 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*

Green Fees:	
Weekday - Regular	\$18.00
Junior (weekdays only)	\$11.00
Senior/Military (weekdays only)	\$15.00
Weekday - Twilight (4pm)	\$15.00
Weekday - Twilight (6pm)	\$13.00
Weekend/Holiday - Regular	\$23.00
Junior (weekend/holiday only)	\$15.00
Senior/Military (weekend/holiday only)	\$20.00
Weekend - Twilight (4pm)	\$18.00
Weekend - Twilight (6pm)	\$16.00
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

**CITY OF COPPERAS COVE
PROPOSED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2014**

	Ordinance 2014-39 (Exhibit 1)
10 Round Punch Card (weekend)	\$190.00
10 Round Punch Card (weekdays)	\$140.00
AGF Tournament	\$20.00
Annual Green Fees:	
Single (annual payment)	\$625.00
Single (semi annual payment)	\$375.00
1st Dependent (annual payment)	\$225.00
Each additional Dependent (annual payment)	\$125.00
1st Dependent (semi annual payment)	\$150.00
Each additional Dependent (semi annual payment)	\$87.50
Single Senior (annual payment)	\$475.00
Single Senior (monthly payment)	\$55.00
Senior Spouse (annual payment)	\$175.00
Regular Spouse (annual payment)	\$225.00
Single Senior (semi-annual payment)	\$287.50
Senior Spouse (semi annual payment)	\$118.75
Regular Spouse (semi annual payment)	\$150.00
Junior (annual Payment)	\$450.00
Junior Summer (June, July, August)	\$120.00
Junior (semi annual payment)	\$262.50
City Employee - Full Time	1/2 price on AGF
Late Fees-Late Payments (assessed after seven days)	\$7.00
Cart Storage: (Includes Trails Fees)	
Cart Storage-East (annual payment)	\$575.00
Cart Storage-West (annual payment)	\$625.00
Cart Storage-East (semi annual payment)	\$350.00
Cart Storage-West (semi annual payment)	\$375.00
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
<hr/>	
CITY SECRETARY	
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

**CITY OF COPPERAS COVE
PROPOSED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2014**

Ordinance
2014-39
(Exhibit 1)

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"	\$2.00
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
- 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	\$75.00

When meter is turned on or off by anyone other than water department personnel.

**CITY OF COPPERAS COVE
PROPOSED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2014**

Ordinance
2014-39
(Exhibit 1)

Utilities Automatic Draft from Checking/Savings	FREE
Utilities Pay by Credit Card Processing Fees	\$2.00
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
6" meter	\$239.00
Contractor	\$11.00
Bulk	\$11.00

Rate per 1,000 Gallons of Water:

Residential	\$3.69
Commercial	\$4.51
Sprinkler	\$3.78
Bulk Water	\$6.60
Contractor	\$5.50

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

**CITY OF COPPERAS COVE
PROPOSED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2014**

	Ordinance 2014-39 (Exhibit 1)
3" meter	\$120.00
4" meter	\$200.00
6" meter	\$350.00
Rate per 1,000 Gallons of Water (outside city limits):	
<i>Non-residential water services requires contract with Approval by Governing Body</i>	
Residential	\$4.79
Commercial	\$5.61
Sprinkler	\$4.88
Bulk Water	\$7.70
Contractor	\$6.60
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.	
Sewer	
Sewer minimum rate (all customers)	\$11.00
Rate per 1,000 Gallons of Water (all customers) (Residential customers only: Winter average - 8,000 gallon floor)	\$5.16
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	
Wastewater	
Capacity Reservation:	
3/4" meter	\$500.00
1" meter	\$750.00
2" meter	\$2,500.00
3"-4" meter	\$7,000.00
6" meter	\$15,000.00
8" meter	\$25,000.00

**CITY OF COPPERAS COVE
PROPOSED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2014**

Ordinance
2014-39
(Exhibit 1)

SOLID WASTE

Solid Waste Deposit (residential)	\$40.00
Solid Waste Deposit (commercial)	\$65.00

Residential Monthly Rates:

Garbage Collection:

- Single-family residence	\$16.75
- Multi-family residence based on the number of units with one water meter	\$16.75/unit
- Multi-family residence on separate water meters	\$16.75
- Additional container	\$16.75
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
Brush in excess of 8 cubic yards (5'x4'x11') - per cubic yard	\$6.00
Solid waste non-compliance fees:	
- Removal of container from curb by city employees	\$7.50
- Mixed brush/recycling/bulk fee	\$10.00
- Recycling contamination fee	\$16.00

Commercial Monthly Rates for 96 Gallon Garbage Containers:

Twice-a-week pickup of one automated container - Garbage Collection	\$33.50
Twice-a-week pickup for one additional container - Garbage Collection	\$67.00
Twice-a-week pickup for two additional containers - Garbage Collection	\$100.50
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	\$66.98
4 cubic yard for 1 day Pickup	\$89.29
6 cubic yard for 1 day Pickup	\$111.64
8 cubic yard for 1 day Pickup	\$138.09
10 cubic yard for 1 day Pickup	\$176.55
3 cubic yard for 2 day Pickup	\$126.72
4 cubic yard for 2 day Pickup	\$154.53
6 cubic yard for 2 day Pickup	\$198.80
8 cubic yard for 2 day Pickup	\$245.86
10 cubic yard for 2 day Pickup	\$310.38
3 cubic yard for 3 day Pickup	\$171.84
4 cubic yard for 3 day Pickup	\$210.48
6 cubic yard for 3 day Pickup	\$273.12
8 cubic yard for 3 day Pickup	\$349.64
10 cubic yard for 3 day Pickup	\$443.66
3 cubic yard for 4 day Pickup	\$224.04
4 cubic yard for 4 day Pickup	\$275.26

**CITY OF COPPERAS COVE
PROPOSED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2014**

	Ordinance 2014-39 (Exhibit 1)
6 cubic yard for 4 day Pickup	\$357.84
8 cubic yard for 4 day Pickup	\$459.34
10 cubic yard for 4 day Pickup	\$578.08
3 cubic yard for 5 day Pickup	\$274.80
4 cubic yard for 5 day Pickup	\$340.03
6 cubic yard for 5 day Pickup	\$439.74
8 cubic yard for 5 day Pickup	\$565.22
10 cubic yard for 5 day Pickup	\$712.50
 Commercial Collection Compactor Rates:	
3 cubic yard for 1 day Pickup	\$201.60
4 cubic yard for 1 day Pickup	\$268.93
6 cubic yard for 1 day Pickup	\$385.98
3 cubic yard for 2 day Pickup	\$403.20
4 cubic yard for 2 day Pickup	\$537.85
6 cubic yard for 2 day Pickup	\$771.96
3 cubic yard for 3 day Pickup	\$604.80
4 cubic yard for 3 day Pickup	\$806.78
6 cubic yard for 3 day Pickup	\$1,157.94
3 cubic yard for 4 day Pickup	\$806.40
4 cubic yard for 4 day Pickup	\$1,075.70
6 cubic yard for 4 day Pickup	\$1,543.92
3 cubic yard for 5 day Pickup	\$1,008.00
4 cubic yard for 5 day Pickup	\$1,344.63
6 cubic yard for 5 day Pickup	\$1,929.90
20 cubic yard or larger compactor	\$131.25 + 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.)	\$6.50
- Per Ton	\$65.00
Weighing Vehicles	\$8.00
Rear Load Dumpster Rental includes the following	
- Delivery	\$25.00
- Service/Pull Fee (3 cubic yd)	\$25.00
- Service/Pull Fee (6 cubic yd)	\$50.00
- Rental Per Day Fee	\$2.00
 Compost:	
- Bulk (per cubic yard)	\$8.50
- Container (up to 30 gallons)	\$2.25
- Delivery (per delivery within City limits only)	\$15.00
Kraft Bags	\$.34 + sales tax
 Tire Disposal:	
- Passenger/light truck tire, less than 17.5 " rim diameter	\$3.00
- Truck Tire, greater than or equal to 17.5 " rim diameter	\$7.00
Used Oil Filters	\$1.00

**CITY OF COPPERAS COVE
PROPOSED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2014**

	Ordinance 2014-39 (Exhibit 1)
Surcharge for uncovered load	\$12.00
Pull Offs/Transfer Station	\$5.00
Roll Offs (includes the following 5 items):	
- Delivery/Service/Pull fee	\$145.69
- Customer Fee	\$2.31
- Disposal (per ton)	\$65.00
- Deposit	\$250.00
Auto-Lid Locks	\$25.00 installation fee, plus \$2.50 monthly rental
Excess Garbage or Overloaded Containers:	
<i>Container Reload Fees while on site</i>	
3 yard container	\$13.96
4 yard container	\$17.52
6 yard container	\$23.31
8 yard container	\$28.62
10 yard container	\$33.60
<i>Return Service</i>	
3 yard container	\$28.53
4 yard container	\$32.09
6 yard container	\$37.88
8 yard container	\$43.19
10 yard container	\$48.17
Deposit for recurring use of the Transfer Station	\$750.00

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE DEFINITIONS
EFFECTIVE OCTOBER 1, 2014**

Ordinance 2014-39 (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: <ul style="list-style-type: none"> (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, 2014**

Ordinance 2014-39 (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 dietitians, 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:	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.

APPENDIX D

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

FD – Fire Department

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

BUDGET ACRONYMS

HOT – Heart of Texas

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

KTMPO – Killeen-Temple Metropolitan Planning Organization

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

BUDGET ACRONYMS

PD – Police Department

PFA – Public Funds Investment Act

PHR – Pitch Hit and Run

PID – Public Improvement District

PPC - Public Protection Classification

PPE – Personal Protective Equipment

PSA – Public Service Announcement

PVC – Polyvinyl Chloride

QAQC – Quality Assurance Quality Control

RFP – Request for Proposal

RAS – Return Activated Sludge

RFQ – Request for Qualifications

RG III – Robert Griffin III

ROWs – Right of Ways

SAFER – Staffing for Adequate Fire and Emergency Response

SALT – Seniors and Law Enforcement Together

SANs – Storage Area Networks

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

BUDGET ACRONYMS

TAACO - Texas Academy of Animal Control Officers

TAP – Transportation Alternatives Program

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

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

APPENDIX E

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.

