



ADOPTED BUDGET

&

Plan of Municipal Services

Fiscal Year
2015-2016



City of Copperas Cove

T E X A S

City Built for Family Living

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 \$127,121 (1.31%), and of that amount \$127,121 is tax revenue to be raised from new property added to the tax roll this year.

Required by Section 102.007, Local Government Code

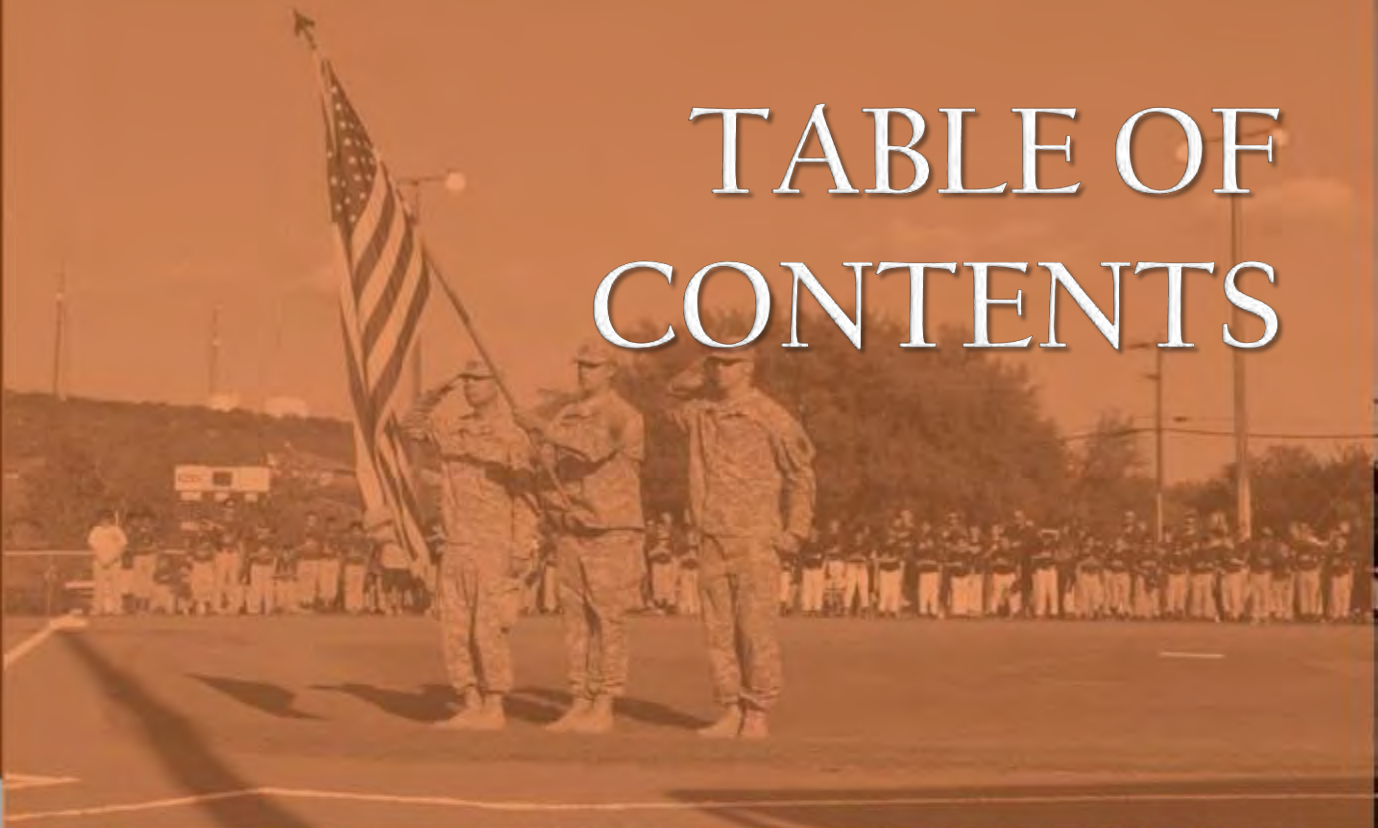
This budget raises more property tax revenue compared to the previous year's budget. The Copperas Cove City Council adopted the budget with the following voting record:

City Council Place 1	Cheryl Meredith	<u>Aye</u>
City Council Place 2	Mark Peterson	<u>Aye</u>
/Mayor Pro Tem		
City Council Place 3	<i>Vacant</i>	
City Council Place 4	Marty Smith	<u>Aye</u>
City Council Place 5	Kirby Lack	<u>Aye</u>
City Council Place 6	George Duncan	<u>Aye</u>
City Council Place 7	Matthew Russell	<u>Aye</u>

Information regarding the City's property tax rates follows:

Fiscal Year 2013-2014 (preceding)	\$0.7774/\$100 valuation
Fiscal Year 2014-2015 (current)	\$0.7900/\$100 valuation
Fiscal Year 2015-2016	
Adopted Rate	\$0.797908/\$100 valuation
Effective Tax Rate	\$0.797908/\$100 valuation
Effective Maintenance and Operations Tax Rate	\$0.478759/\$100 valuation
Rollback Tax Rate	\$0.550625/\$100 valuation
Debt Tax Rate	\$0.319149/\$100 valuation

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City of Copperas Cove

City Of Copperas Cove, Texas Annual Budget and Plan of Municipal Services Fiscal Year 2015-2016

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Capital Improvements

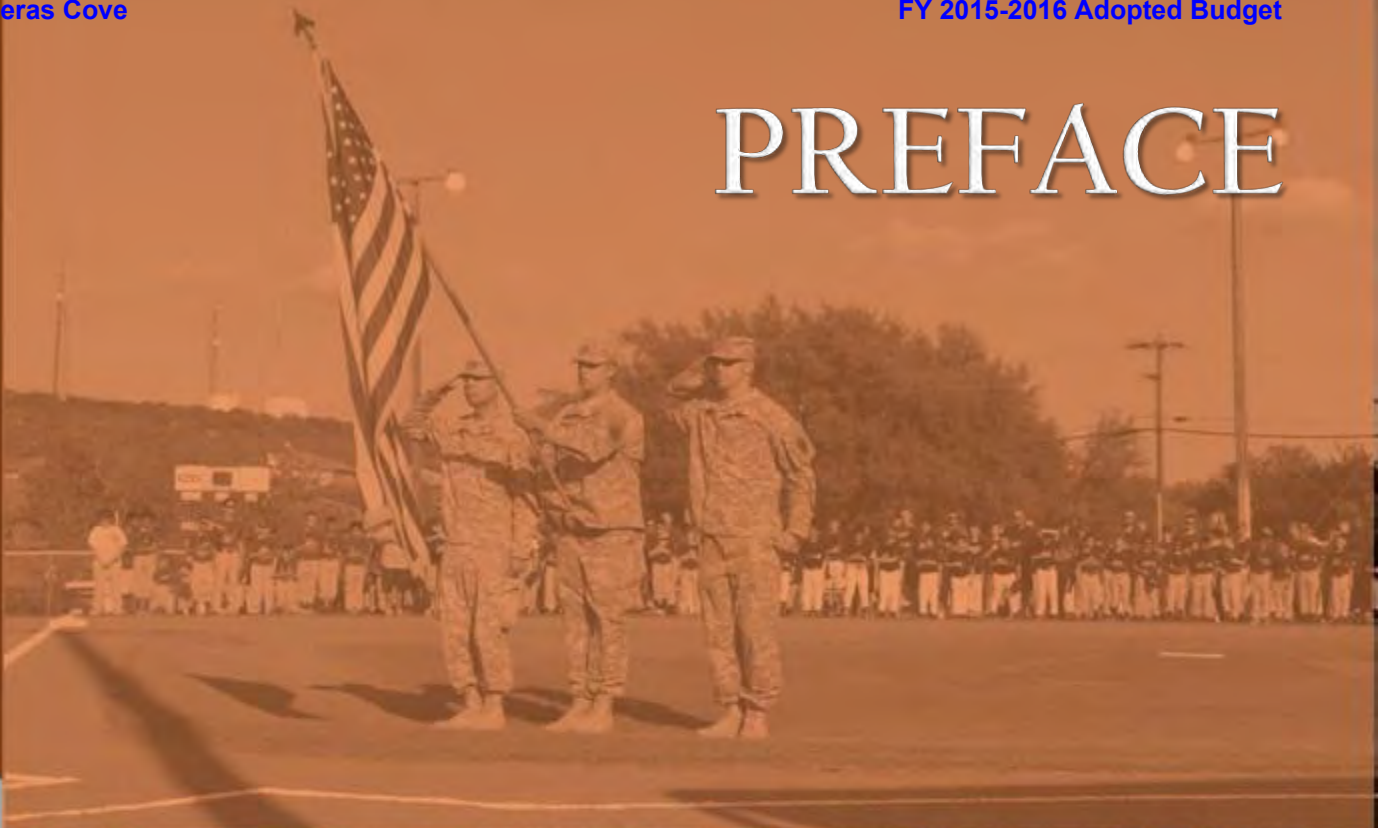
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PREFACE



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
Mark Peterson - Mayor Pro Tem

Cheryl Meredith - Council Member
Vacant - Council Member
Marty Smith - Council Member

Kirby Lack - Council Member
George Duncan - Council Member
Matthew Russell - Council Member

City Staff

Reporting to City Council

Andrea M. Gardner, City Manager
Denton, Navarro, Rocha, Bernal, Hyde & Zech P.C., 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
Ryan D. Haverlah, Budget Director/Asst. to the City Manager
Roy "Jeff" Davis, Human Resources Director
Velia M. Key, Director of Financial Services
Joseph Brown, Parks & Recreation Director
Daryl Uptmore, Public Works 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, 2014

A handwritten signature in black ink, reading "Jeffrey R. Egan".

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
Stephanie Potvin
Tracy Molnes
Silvia Perez

Budget Department
Ryan Haverlah

Human Resources
Roy Jeff Davis
Linda Hernandez

Information Systems
Greg Mitchell
Adam Wolf
Robert Browning

Municipal Court
Jennifer Henry

Police Department
Tim Molnes
Mike Heintzleman
Eddie Wilson
Cheryl Forester
Brian Wyers
Jeff Stoddard

Animal Control
David Wellington

Fire Department
Michael Neujahr
Michael Fleming
Gary Young

Street/Drainage
James Mullen

Fleet Services
Mike King

Planning
Benjamin Smith

Building Development
Mike Morton
Kathy Weber

Code & Health Compliance
George Sinner

Parks & Recreation
Ashley Borchers
Gene Williams

Library
Kevin Marsh
Valerie Reynolds
Anita Schultz

Water & Sewer
Daryl Uptmore
Cynthia Taylor
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 and tax rate adoption ordinance.

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 of Copperas Cove



“The City Built for Family Living”

September 30, 2015

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, 2015 through September 30, 2016. 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 **\$31,777,980**. This total includes \$15,651,311 for the General Fund, \$11,608,283 for the Water & Sewer Fund, \$3,959,478 for the Solid Waste Fund and \$558,908 for the Golf Course Fund.

The municipal services plan totaling **\$5,275,052** are provided for the Other Funds of the City to include the Special Revenue Funds with expenditures as follows: \$4,079,888 for the Interest and Sinking Fund, \$694,881 for the Drainage Fund, \$215,393 for the Hotel Occupancy Tax Fund, \$4,537 for the Court Efficiency Fund, \$25,533 for the Court Technology Fund, \$30,041 for the Court Security Fund, \$11,845 for the Animal Shelter Fund and \$57,040 for the PEG Fee Fund with the remaining funds totaling \$155,894 for the Miscellaneous Other Funds.

The City began multi-year budgeting during the FY 2016 budget development. City staff prepared the FY 2016 Adopted Budget and the FY 2017 Estimated Budget. In order to prepare the budgets effectively, City staff obtained guidance and goals from 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) in early March, a month prior to the routine budget kickoff. Staff obtained further direction from the governing body in June 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 this document. The municipal services plan provides funding for basic services and most essential needs as discussed throughout the document. 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, PIP, and the FY 2015-2017 Budget Plan are intended to provide the reader with a comprehensive view of funding for the City’s daily operations to include personnel, scheduled capital improvement projects, capital outlay needs, 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 including but not limited to 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 2015-2016. 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 adopted on August 4, 2015. 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 2015-2016 was established with most of Council's direction during the Planning Sessions held with the Body in March and early June of this year. Specific feedback included:

- Keeping the City's tax rate at the same rate as the current year's tax rate of 0.7900 per \$100 of assessed valuation;
- Providing a 1% cost of living adjustment for all eligible employees;
- Including market adjustment funding for public safety employees;
- Funding for a Risk/Human Resources Generalist, a Building Inspector, a Budget Analyst, and a part-time Recreation Aide;
- Funding updates to the Comprehensive Plan and the Thoroughfare Plan;
- Increasing rates for water, sewer, and solid waste;
- Funding a utility rate study;
- Funding capital outlay needs for the major operating funds; and
- Proceeding with development of a transportation fee for the reconstruction and maintenance of streets and the construction of sidewalks.

The governing body also including funding for a Planner during the budget workshop and increased the available funding for the Comprehensive Plan and the Thoroughfare Plan as well as funding for public safety market stabilization pay.

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 continued economic uncertainty; a conservative budget strategy was applied to the development of the proposed budget and plan of municipal services. A mix of positive and negative budget impacts such as increased new property valuations, increased foreclosures, 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 continued challenges for departments when developing spending plans for the upcoming year. Another significant impact is the decision to utilize a portion of the designated General Fund-fund balance in order to comply with the Ideal Fund Balance Policy. This action reduced the "Emergency" fund balance portion by \$500,000.

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 maintain spending as debt service payments increased, but sales tax receipts are anticipated to increase. The projected reduction of \$497,833 in property tax revenues was partially offset through estimated increases in construction permits by \$120,300 due to anticipated residential and commercial development. Additionally, the City budgeted to include \$351,000 in revenue from the State as authorized by House Bill 7 (HB7) for cities disproportionately affected by the 100% disabled veterans property tax exemptions.

City Administration along with executive staff prioritized the many functions of the City and determined the essential needs in order to maintain services with expense increases. 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 has served as a valuable short term strategy, 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 March 2015 and June 2015. The five year plan provides the governing body an opportunity to communicate the desired personnel levels throughout the organization and allow staff to plan accordingly throughout the fiscal year and during the budget planning process. Adoption of the updated Plan occurred on August 18, 2015 and will continue to be reviewed each spring.

Sales tax revenue estimates remain conservative with a 3.69% increase plus estimated receipts from new economic developments within 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 departments of the City and with the governing body. The governing body once again enhanced its involvement in the budget planning process as evidenced by their interactive participation in the Budget, CIP, COP and PIP Planning Sessions held March 10, 2015. This year's planning session included an interactive survey portion to determine what Council would set as their priorities and goals for FY 2016. 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 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 for FY 2016 and FY 2017. 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 with the

departments 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 direction from City Council on June 2, 2015 regarding proposals to balance the budget. The City learned of the approval of HB7 before City Council provided direction, which convinced the Council to recommend the use of additional Designated Fund Balance to help balance the General Fund. However, before this budget was presented to City Council, reductions in the debt service payments and confirmation of planned economic development increased revenues. These revenue increases and delaying the hiring of two new positions eliminated the need to use additional Designated Fund Balance.

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

March	Budget, CIP, COP and PIP Planning Sessions
April – May	Budget Kickoff 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 by departments and Executive Staff 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 bills 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. Senator Troy Fraser and Representative J.D. Sheffield sponsored that particular piece of legislation in the 2015 (84th) Legislature. The bill language eventually passed as an amendment to HB7 and was later signed into law by Governor Greg Abbott. The payment assistance resulting from HB7 will benefit the City; however, the assistance will only last for two years. The City will again need to work with the legislature in 2017 to develop a more permanent assistance mechanism.

Contrary to the City's successful efforts, legislation has continually been introduced to expand assistance to veterans, especially disabled veterans, and their families since 2009. One particular legislation in 2015 would have provided 100% exemption to disabled veterans of 80% or more disability. Though this legislation did not pass, 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 a small increase in 2013. The relatively flat revenue trend since 2010 has generated the need for changes in expenditure budgets. Hence, the personnel and service level changes in the current budget continuing into next year's funding plan are critical until the revenues begin to improve. In the Water and Sewer Fund, revenues increase about every two years from 2007 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; however, the study expired in 2015 and City Council provided direction to continue the average increases from the past three years. 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 and modest increases since 2013 to remain consistent with increased costs.

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. Contractual commitments for new businesses in the 5 Hills Shopping Center will be realized in 2016. The City anticipates increases in sales and property taxes in the next two years. However, the property tax revenue in FY 2016 is projected to decrease under 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 has been and will continue working with federal and state elected officials to seek relief 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 and have served our country.

Cities with a high dependency on property tax revenues have been forced to consider raising user fees, reducing service levels or generating sufficient increases in sales tax revenue to offset the loss. The City has been in the position of making those very tough decisions since 2010. The impact on the City's property tax revenue is \$564,947 for the exemption being provided to Copperas Cove residents. Much needed relief from this exemption will be received for the first year in 2016 with the passage of HB7, providing a payment from the State for cities disproportionately impacted by the exemption. The City estimates the payment will be approximately \$351,000 in 2016.

Expenditure Trends

The expenditures in the major operating funds are being closely monitored on a monthly basis. Expenses for FY 2016 increased 1.8% from FY 2015 projected expenditures to meet three specific goals. The first goal is to eliminate the use of the designated fund balance as opposed to 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.

The City has budgeted for a decreasing number of positions since 2010 to control expenditure levels and meet the Ideal Fund Balance policy. Through such reductions over the last six years, unnecessary functions have been eliminated, efficiencies developed and implemented, and consolidation of duties applied. Due to the growth in population and business, unfunded mandates, and expansion of some services, such as water services, additional staff positions will be needed in future budgets. The number of funded positions only increased 4.5 full-time equivalent (FTE) positions from FY 2015 to FY 2016.

Funding a minimum number of purchases in the Capital Outlay Plan (COP) in FY 2016 is necessary and essential to maintain the financial strength of each fund and ensure the necessary capital assets are obtained to provide effective and efficient services. Capital purchases in the COP total \$1,304,971; however, \$1,287,831 were delayed in order to meet the financial expectations for FY 2016. This type of spending control continues to be utilized by state and local governments across the nation. If necessary, City Administration will employ this strategy in the future. Without this type of planning, the City could face the need for reductions in force.

According to the U.S. Energy Information Administration (EIA), regular gasoline retail prices, which averaged \$3.47 per gallon in 2014, are forecasted to be \$2.51 per gallon in 2015 (U.S. Energy Information Administration Short-Term Energy Outlook, April 2015). Due to the monthly revised forecasts by the EIA, the City's spending plan for fiscal year 2015-2016 includes \$2.68 per gallon for regular unleaded gasoline and \$3.17 per gallon for diesel gasoline based on the April 2015 Outlook. Unfunded mandates, such as the Affordable Care Act (ACA), require additional allocation of resources to comply with its requirements. City staff consolidated and

streamlined a number of health care services provided to employees to help with their utilization of the services and assist the City with reporting and compliance of the ACA. As a result of those changes and the method of procurement, the City's medical insurance cost will decrease by more than 10% for FY 2016.

Economic Outlook and Revenue Projections for Fiscal Year 2015-2016

The troop movement on Fort Hood, the single largest military installation in the free world, has a greater impact on the Copperas Cove economy than the nationwide economy. As of June 2015, Fort Hood's assigned strength was 39,427 soldiers and 18,918 civilian employees and contractors. There are 53,308 family members supported by the soldiers, of which 73% live off-post in the neighboring communities such as Copperas Cove. There are also approximately 246,000 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. The Texas Comptroller released a report called the "U.S. Military Installations and the Texas Economy" detailing the impact of military installations in 2014. Fort Hood boosts state and local economy by \$44.49 billion, which is 30% of the \$148 billion total from all 15 military installations in Texas.

A report released in June 2014 by the U.S. Army Environmental Command projects a loss of 16,000 positions and 24,288 family members beginning in 2017. 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. Nationwide, the Army must reduce troop levels from 490,000 in FY 2015 to 450,000 in FY 2017 and 420,000 in FY 2019. Commander of Army Installation Management Command and Assistant Chief of Staff for Installation Management Lt. Gen. David Halverson said there is about 18% in excess unused infrastructure as a result of the soldiers leaving the Army. The General is supporting another round of base realignment and closure (BRAC) to "right-size its infrastructure to ensure that our dollars buy us what we need."

In the first quarter of the year statewide, home sales increased and prices greatly increased, but the Killeen-Fort Hood MSA easily exceeded the sales trend, maintained pricing. 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 3% to 3.3 months. The inventory in our area also decreased to 5.9 months, closer to a balanced market. 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 sold a number of homes and continues construction. The Reserves at Skyline Mountain, a development of 57 lots, has installed infrastructure and is currently constructing and selling sites homes. There are also three additional housing developments proposed in concept totaling 1,869 lots. The City is also pursuing the purchase of certificates of convenience and necessity (CCN) to provide water service to several of these developments. The City will begin realizing the financial impact on the property tax rolls in 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 2014-2015 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 21% of the general fund revenue, compared to property taxes being 40% of general fund revenue. 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 2016 mainly due to increased debt service payments and a high number of foreclosures, 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 2% in the current year and according to the certified assessed values, the valuations for tax year 2015 are flat. Even though new properties were added to the rolls, the number of foreclosures consumed the new property values. Additionally, properties receiving the disabled veterans exemption and the over 65 tax freeze have increased, subsequently decreasing taxable values.

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 increased values through 2014 are related to new construction and increased valuations of existing structures. The spending controls in place remain essential to the current and future budgets for the City to remain in excellent financial standing.

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 \$60,712 in 2016. However, the eligible tax freeze increased from \$66,446 to \$150,452 in the same time period.

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 40% of the total projected General Fund revenues in FY 2016 and 42% in FY 2015, property tax is the major revenue source for funding General Fund operations. The tax values were certified by both appraisal districts prior to July 25, 2015. 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 79.7908 cents per \$100 of property value, which is an increase of 0.7908 cents from FY 2015 and is the direct impact of the 2009 and 2013 General Obligation Bonds to construct 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 2014-2015. 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 4.5% above the prior year actual collections. For 2015-2016, the budget is \$3.2 million in sales tax revenue for General Fund operations, a 10% increase from the FY 2014-2015 expectations. The large majority of this increase is related to anticipated commercial development.

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 are anticipated to increase 17% from the FY 2014-2015 revised budget due to recently approved residential developments and commercial construction anticipated in the east of the city.

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 relatively flat with the FY 2014-2015 revised budget, but represents a decrease of 3% from the FY 2014-2015 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 FY 2015-2016 represent a decrease of 2% from the FY 2014-2015 original budget. Revenue proposed for the aquatics program have been revised to be reflective of current revenues.

Ambulance revenues, which account for 64% of charges for services, are anticipated to remain consistent with actual receipts from FY 2013-2014 and a 4% increase from the adopted FY 2014-2015 budget.

The transfer from the Water & Sewer Fund, Solid Waste Fund and Drainage Fund to the General Fund is \$895,000, \$487,000 and \$93,000, respectively and is designed to reimburse the General Fund for services provided 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, revenues and expenditures in all funds 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 August 2015 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 August 2015 debt issue.

The General Fund budget in fiscal year 2015-2016 includes revenues of \$14,951,469, which is \$264,305 or 2% more than the amount adopted in the 2014-2015 budget. General Fund expenditures are proposed to reach \$15,651,311, which is \$631,386 or 4.2% more than the amount appropriated at adoption of the 2014-2015 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 2015-2016, adherence to the policy will be based on use of the undesignated fund balance portion only. Beginning undesignated fund balance projected for fiscal year 2015-2016 in the General Fund is \$4,173,490, which after adjusting for projected revenues and proposed appropriations for each operating department, leaves an estimated ending fund balance of \$3,473,648. This amount is \$356,421 under the ideal fund balance needed to comply with the mandate of the fund balance policy. City Council agreed to continue a phase-in of eliminating the use of designated fund balance and authorized the use of \$500,000 of the \$1,000,000 in designated fund balance for the FY 2015-2016 budget. With the use of these funds, the ending fund balance exceeds the ideal fund balance by \$143,579, 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 seventeen (17) years. City Council and staff continue efforts of maintaining ideal fund balance within the General Fund.

The proposed budget includes a total of 198 authorized and funded full-time equivalents for fiscal year 2015-2016 in the General Fund budget. The proposed budget includes new positions of which four are full-time and one is part-time. The Inspector for the Building Department and the Risk/Human Resources Generalist are funded to begin April 1, 2016, the Planner is funded to begin January 1, 2016, and the Budget Analyst and part-time Recreation Aide is funded to begin October 1, 2015.

The Police Department operating budget comprises 33.3% of the total General Fund expenditures as proposed for fiscal year 2015-2016. This department's spending plan includes increases in expenditures for pay increases and maintaining in all other expenditure accounts at FY 2014-2015 levels. The pay increases include a 1% cost of living adjustment (COLA) and a \$2,000 market stabilization pay increase for certified and licensed public safety employees. Proposed funding levels are such that services will not be negatively impacted. The Fire Department operating budget consumes 23.7% of the proposed General Fund appropriations. Like the Police Department, the Fire Department's spending plan includes increases in expenditures for pay increases and maintaining all other operating expenditure accounts at FY 2014-2015 levels. Market adjustments for all public safety employees will also be considered for FY 2015-2016. The funding for the market adjustments is included in the non-departmental budget until final figures are received. The capital outlay needs for the Police and Fire Department exceed the available resources for FY 2015-2016. The Police Department will be able to replace three patrol cars and the Fire Department will be able to replace one ambulance and 20% of the personal protective gear as identified in the Capital Outlay Plan and funded through a future debt issuance. 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 10.1% of the fiscal year 2015-2016 General Fund proposed expenditures. Community Services is comprised of Parks and Recreation Administration, Maintenance, Athletics, Aquatics, Special Events, and Library Departments. The proposed budget increased slightly by 3% from the projected FY 2014-2015 budget. The increases in expenditures account for pay increases and positions fully occupied while all other operating expenditure accounts remained close to the FY 2014-2015 levels.

As demand for services increases, population grows and economic growth continues, the amount of resources necessary to provide quality services also grows. Therefore, the current economic impact, service needs, department reorganizations and efficiencies gave cause for City Management to increase the number of funded full-time equivalent positions by 4.5 positions for fiscal year 2015-2016 in the General Fund. City Administration continues to conduct evaluations of all positions in which a vacancy exists or is created, even if the economy improves as anticipated.

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 \$12,014,391 for fiscal year 2015-2016, which is \$382,763 more than the amount of revenues adopted for fiscal year 2014-2015. The increase is attributed to the current governing body's direction to continue with modest adjustments in utility rates, 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 normal water usage. Customer usage through April 2015 revealed lower usage than a normalized year due to drought stages and rainfall in the past several months. Therefore, staff has reaffirmed 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 in the revised projections for FY 2014-2015. As a reminder, 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.

The total water revenues projected for fiscal year 2015-2016 does include a recommended rate adjustment for water usage of 5% for all customer types. The sewer rate includes an adjustment of 5% also. 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, fund capital improvements identified in the Water Master Plan, and wastewater facility improvements. 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 was 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 \$11,608,283, which is \$383,152 or 3.4% 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 in both 2015 and 2016. The 2010 Limited Tax Notes will be included in the refunding in 2016, which will extend the principal balance of \$3,025,000 due in 2016 over several more years consistent with the live of the projects. 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 2015-2016 is \$2,568,496. The ideal fund balance for the Water & Sewer Fund is calculated at \$1,905,077 for fiscal year 2015-2016, which means this is the third consecutive year since 2005 that the budgeted fund balance is anticipated to exceed the ideal fund balance. The commitment by City Council and staff will continue to support the needs of the Water & Sewer Fund and meet the ideal fund balance policy.

The fiscal year 2015-2016 Proposed Budget includes 43 full-time equivalent positions in the Water & Sewer Fund. This spending plan includes some capital purchases, but does not include the capital outlay purchases. Continuing low interest rates lend to a recommendation to include capital projects and capital outlay items for the Water & Sewer Fund in a debt issuance scheduled for the 2016 summer. The COP includes four light duty trucks, one passenger car, and one light equipment to be included in the 2016 financing. The budget for 2015-2016 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. 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. City Council directed the continued inclusion of modest rate increases in fiscal year 2015-2016.

Revenues are projected at \$3,893,817, which is \$324,425 or a 9% increase in total revenues included in the 2014-2015 Adopted Budget. City Council provided direction to adjust residential and commercial fees consistent with the increases from the past three years. Total expenses are estimated at \$3,959,478, which is \$296,347 or 8% more than the amount adopted for fiscal year 2014-2015.

There are a total of 25.5 full-time equivalent funded positions included in the Solid Waste Fund budget for fiscal year 2015-2016. The 2015-2016 spending plan includes no capital outlay purchases funded through the Solid Waste Fund in 2016. A garbage truck, two boom trucks, and a light duty truck will be included in the 2016 summer financing package. The budget for 2015-2016 includes only those items considered essential to the daily operations of the Solid Waste Fund departments.

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 costs reducing measures to improve the financial position of this fund.

Revenues for the 2015-2016 fiscal year are projected at \$417,251, which is \$7,872 lower than the amount adopted for fiscal year 2014-2015. Though a transfer from the General Fund is not included in the 2014-2015 spending plan, the General Fund essentially covers the cash shortage at the end of the fiscal year. City Council did indicate support establishing an annual appropriation transfer from the General Fund in future budgets.

Expenses at the golf course are projected at \$558,908, which is \$35,540 or 7% higher than the amount adopted in fiscal year 2014-2015. After several years of reductions and prioritization,

Council and staff think some additional funding for improvements is necessary to improve the revenue stream. Repairs to the Proshop and cart path and installation of security cameras are anticipated to help improve the golf course appearance. Funding to implement a new program called foot golf is also included in the proposed budget. Foot golf is a new sport that is more appealing to younger generations and requires a much lower investment for the players. There are a total of six (6) full-time equivalent funded positions included in the Solid Waste Fund budget for fiscal year 2015-2016.

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 \$134,347 and the projected ending fund balance is (\$1,282,747), which is (\$1,417,094), 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 and planned improvements.

Future Planning

The City began multi-year budgeting starting with the FY 2015-2016 and FY 2016-2017 budgets this 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. This first year of preparation required little additional involvement; however, the benefits will be realized during next year's budget preparation. The FY 2015-2017 Budget Plan is a separate document to the FY 2015-2016 Proposed Budget.

During the 2014-2015 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 2015-2019 Capital Improvement Plan, 2015-2019 Capital Outlay Plan, 2015-2019 Personnel Improvement Plan, Strategic Plan Update, Animal Ordinances, Zoning Ordinances, Brush and Recycling Ordinances, and Code Compliance Ordinances. The Street Maintenance Master Plan, subdivision and zoning ordinance, Hotel Occupancy Tax ordinance, cemetery ordinance, and sign ordinance will be presented to City Council before the end of the calendar year. Additionally, a Council appointed Charter Review Committee will be established next year to consider Charter revisions. 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, Street Maintenance Plan, and Facilities 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.

2016-2020 Capital Improvement Plan

The Capital Improvement Plan (CIP) development begins with departments submitting 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. The CIP is included as a component document to the operating budget. Spending on capital improvements is also being scaled down as is evidenced by the lack of appropriations for projects in FY 2016. Due to financing capacity, staff recommended and Council concurred to delay most tax supported projects originally planned for FY 2016. City Council adopted the 2016-2020 CIP on August 18, 2015 and includes the following projects in FY 2016.

- New Animal Kennel
- Ave D Sidewalk Improvements – Phase I
- South FM 116 Sidewalk Improvements
- Parks Maintenance Shop
- Library Interior Renovation
- Oak Hill Drive Water Improvements
- Killeen 20" Pump/Storage Facility Rehabilitation
- City Park Sewer Line Replacement
- Northeast Wastewater Treatment Plant UV Disinfection System
- Northeast Wastewater Treatment Plant Concrete Drive and Retaining Wall
- Pecan Cove Drive Drainage Improvements
- Golf Course Improvements

City Employees

Personnel

The 2015-2016 budget includes 278.5 authorized and funded full-time equivalent employees allocated among the operating departments. The unfunded/unmet needs section of the PIP reflects the number of positions departments are currently requesting, but are unable to fund. The proposed employment level allows the City to maintain our current level of service to the citizens of Copperas Cove.

Personnel Compensation

The 2015-2016 budget includes a 1% cost of living adjustment for all eligible employees. City Council also intended to include market adjustments for public safety employees; however, the initial market study revealed a number of inconsistencies among similar titled positions across different governments. City Council directed to provide market stabilization pay for public safety employees and plan to include a market study in the 2016-2017 budget for implementation of the results in the 2017-2018 budget. The individuals who work for the City are its greatest assets. Due to the budgetary conditions the greatest adjust to all employee pay is 1% and market stabilization pay of \$2,000 for licensed and certified public safety employees.

Texas Municipal Retirement System (TMRS)

The City provides pension benefits for all of its full-time employees through the state-wide Texas Municipal Retirement System. Along with employee contributions, the City has allocated approximately \$1,379,810 in this spending plan for funding of future retirement benefits for employees. In 2015-2016, 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 2015-2016 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. Due to consolidation of services and procuring medical coverage through a broker, the City will experience over a 10% decrease in premium rates. The City's past claim has been better, but the impacts of the Affordable Care Act (ACA) may outweigh this benefit. Along with employee contributions payroll deducted, the City has allocated approximately \$1,413,245 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 2015-2016 marks the fourth year of a multi-year Employee Wellness Program that is designed to help control health costs and improve the overall health and wellness of our City employees. For fiscal year 2015-2016, the City will continue to contribute up to \$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 \$25,877 for the 2015-2016 fiscal year.

Conclusion

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,

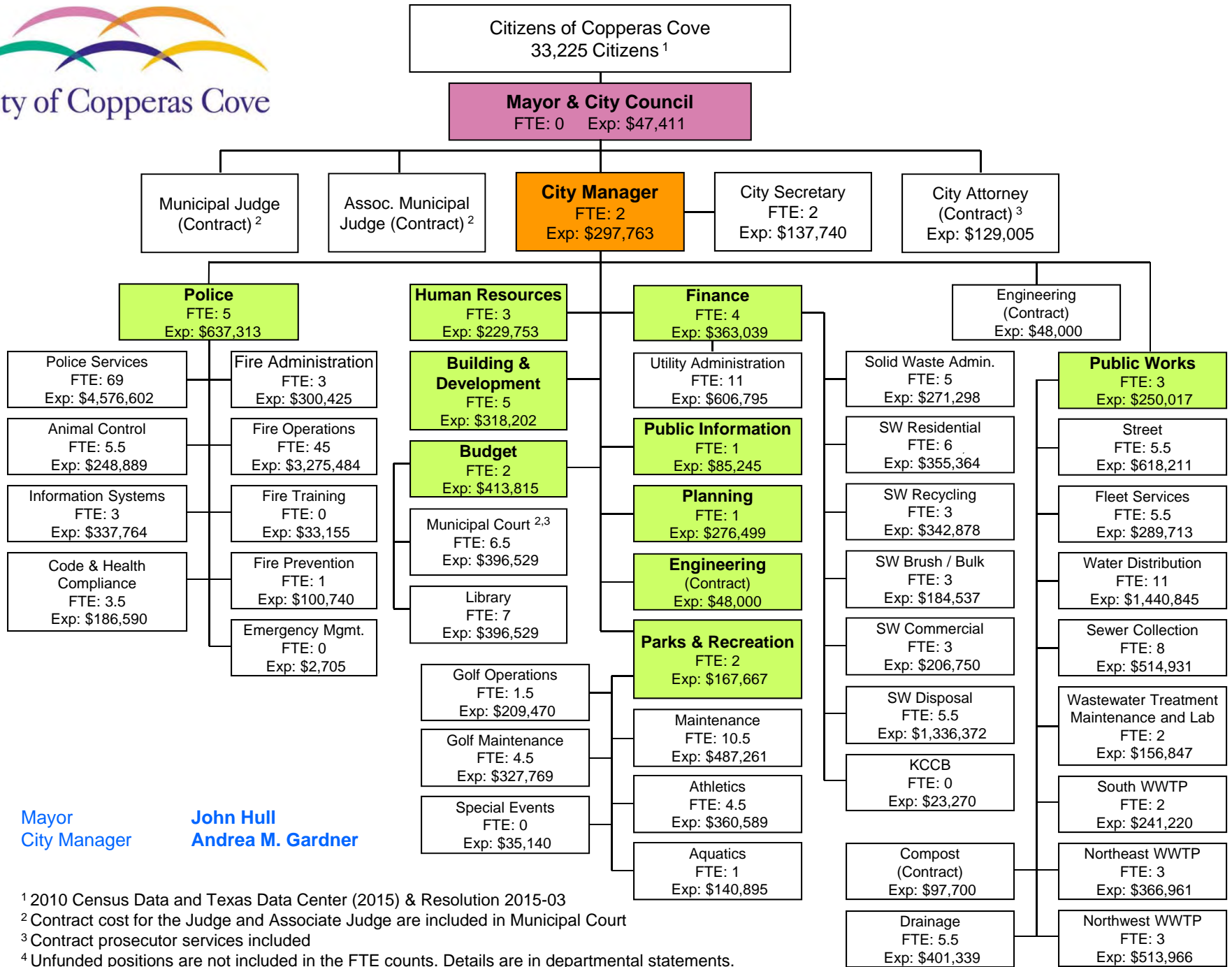
Andrea M. Gardner
City Manager



BUDGET SUMMARY



City of Copperas Cove



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

¹ 2010 Census Data and Texas Data Center (2015) & Resolution 2015-03
² Contract cost for the Judge and Associate Judge are included in Municipal Court
³ Contract prosecutor services included
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.

<i>Department</i>	<i>General Fund</i>	<i>Water & Sewer Fund</i>	<i>Solid Waste Fund</i>	<i>Golf Course Fund</i>	<i>Drainage Utility Fund</i>
	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

Mark Peterson
Mayor Pro Tem

Cheryl L. Meredith
Council Member

Marty Smith
Council Member

Vacant
Council Member

Kirby Lack
Council Member

George Duncan
Council Member

Matthew Russell
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 2016 Budget Schedule

March 10, 2015
City Council Budget/ Planning Session.

April 13, 2015
Budget Kickoff Meeting with City Departments.

May 1, 2015
Revenue forecasts due.

May 11-14, 2015
First Round Department Meetings with City Manager.

May 15, 2015
Proposed Budgets for FY 2016 and FY 2017 due to Budget Department.

May 20, 2015
Department New Expense Requests due to Budget Department.

May 26-29, 2015
Second Round Department Meetings with City Manager.

July 7, 2015
City Manager presents Proposed Budget to City Council.

July 14 & 16, 2015
City Council Workshops to discuss Proposed Budget.

July 25, 2015
Chief Appraiser certifies approved appraisal roll.

July 28 & 30, 2015
City Council Workshops to discuss Proposed Budget.

August 11, 2015
Public Hearing on City Manager's Proposed Budget and recommended changes to the Proposed Budget.

August 18, 2015
Approval of Fiscal Year 2016-2020 Capital Outlay Plan, Personnel Improvement Plan and Capital Outlay Plan

September 1, 2015
Approval of Budget, City's Fee Schedule, and Tax Rate for Fiscal Year 2016.

October 1, 2015
Fiscal Year 2016 begins.

FY 2016 Budget Approved by Copperas Cove Elected Officials

On September 1, 2015 the members of the Copperas Cove City Council voted to approve the Annual Budget and Plan of Municipal Services for fiscal year 2015-2016. City Council adopted a tax rate equal to \$0.797908 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 \$114,350.



The City's total operating budget equals \$31,777,980. The General Fund is the main operating fund of the City and was adopted with revenues totaling \$14,951,469. Taxes, which include both property taxes and sales taxes, comprise 74% or \$11,079,738 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 \$15,651,311. Thirty-three percent (33%) of total expenses is utilized for Police protection, 24% for Fire and EMS services, and 10% for Parks & Recreation activities.

For FY 2016, the General Fund will receive \$103,265 or 1% more in taxes when compared to the original budget for FY 2015. Property taxes decreased \$291,891, or 5% less compared to property taxes originally budgeted in FY 2015. This decrease in property taxes is due to increased payments required in the Interest and Sinking Fund in FY 2016 and a greater number of foreclosures reducing property values offsetting increased construction. Sales tax revenue in the General fund is budgeted \$20,344 or 1% less from the original FY 2015 budget. House Bill 7 authorized State relief from the 100% disable veterans property tax exemption and the City estimates receiving \$351,000 in FY 2016. These

changes set the stage to require sustained expenditure levels and efficiency innovations in costs.

City Council included salary increases for all employees in the FY 2016 budget. The salary increases will be a cost of living adjustment of 1% for all eligible employees and a \$2,000 market stabilization pay for all certified and licenses public safety employees. 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 2015-2016, the budget includes increasing volumetric water and sewer rates for all customer types motivated by the 2011 Utility Rate Study and recommended by an in-house analysis of the 2014 and 2015 rates and estimated expenses in FY 2015-2016. The Water & Sewer Fund budget totaled \$11,608,283 with revenues budgeted at \$12,014,391. The Water and Sewer Fund adopted budget meets the

ideal fund balance for the eighth time since FY 2007-2008. Substantial progress has been made over the past four years to increase the fund balance including raising rates consistent with the needs and controlling costs.



City Council included increases for commercial dumpster garbage collection in this budget. The Solid Waste Fund total budget is \$3,959,478 for fiscal year 2015-2016. Revenues total \$3,893,817, with Garbage Collection Fees comprising 82% 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 \$417,251, which is \$7,872, or 2% less than the adopted revenues in FY 2015. Expenses are budgeted at \$558,908 which includes paying for the funds own debt service payments. Expenses for FY 2016 also include repairs and improvements to the golf course and Proshop. 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 2015-2016 is \$935,000. 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 \$694,881. The budget does not include a capital improvement project. The current project has been delayed and City Council determined allocating funding to the next capital improvement project should wait until after the Drainage Master Plan is completed. 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 conjunction with the Drainage Master Plan development in fiscal year 2015-2016.



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 Boys and Girls Club to promote the musical arts, for a combined advertising program to promote local tourism and debt service payments for the Civic Center renovations are provided in the fiscal year 2015-2016 budget.

The Hotel Occupancy Tax Fund is used to account for hotel occupancy taxes collected from each hotel within the City limits. The revenue resources of this fund, including interest earnings, must be utilized for specific purposes according to State Law. State Law requires every expenditure to directly enhance and



Funding in the FY 2015-2016 Budget for the projects listed below is provided 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 2016-2020 Capital Improvement Plan.

- The 2010 Limited Tax Notes were issued in May 2010 to fund the Mountaintop water tank.
- 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 2012 Limited Tax Notes were issued in February 2012. The debt includes projects for Fire facilities and the Southeast Bypass project.
- The 2012 General Obligation Bonds were issued in May 2012 to fund the Northeast Water Line.



promote tourism and the convention and hotel

- The 2013 Limited Tax Notes were issued in February 2013. The debt includes funding for building improvements for Police, Fire Station #2, and the Library. Projects for the Water & Sewer fund include the Southwest water improvements. 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.
- The 2014 Certificates of Obligation were issued in February 2014. The debt includes funding for building improvements for Municipal Court, vehicles for Police, construction of Fire Station #2, completion of the Southeast Bypass, construction of the West Monument Sign and Courtney Lane are included. Projects for the Water & Sewer fund include equipment, vehicles, Southwest water improvements and Northwest Wastewater Treatment Plant.
- The 2015 Certificates of Obligation were issued in August 2015. The debt includes funding for the construction of buildings for Information Systems and Parks Maintenance, land purchase for a new animal kennel, construction

of Fire Station #2, completion of the Southeast Bypass, redesign of Business U.S. 190, and sidewalk improvements. The Water & Sewer fund includes vehicles and equipment for Utility Administration, Water Distribution, Southwest water improvements, City Park sewer line improvements, Waste water treatment facility improvements, and FM 116 utility relocations. Projects for the Solid Waste fund include equipment and repairs to the tipping floor.



“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 33,225. Copperas Cove is approximately 17.3 square miles, with 13.9 square miles located in Coryell County. Copperas Cove’s crime rate of 3,232 per 100,000 is

among the lowest in the Central Texas area and is below the state crime rate of 3,654. The 2012 estimated median household income is \$52,948 and the average home market value is \$97,728. The major employers in the area are Fort Hood (military soldiers) with 39,181 employees, Fort Hood Civilian (federal and contract) with 19,079 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. 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
- 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 police 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).

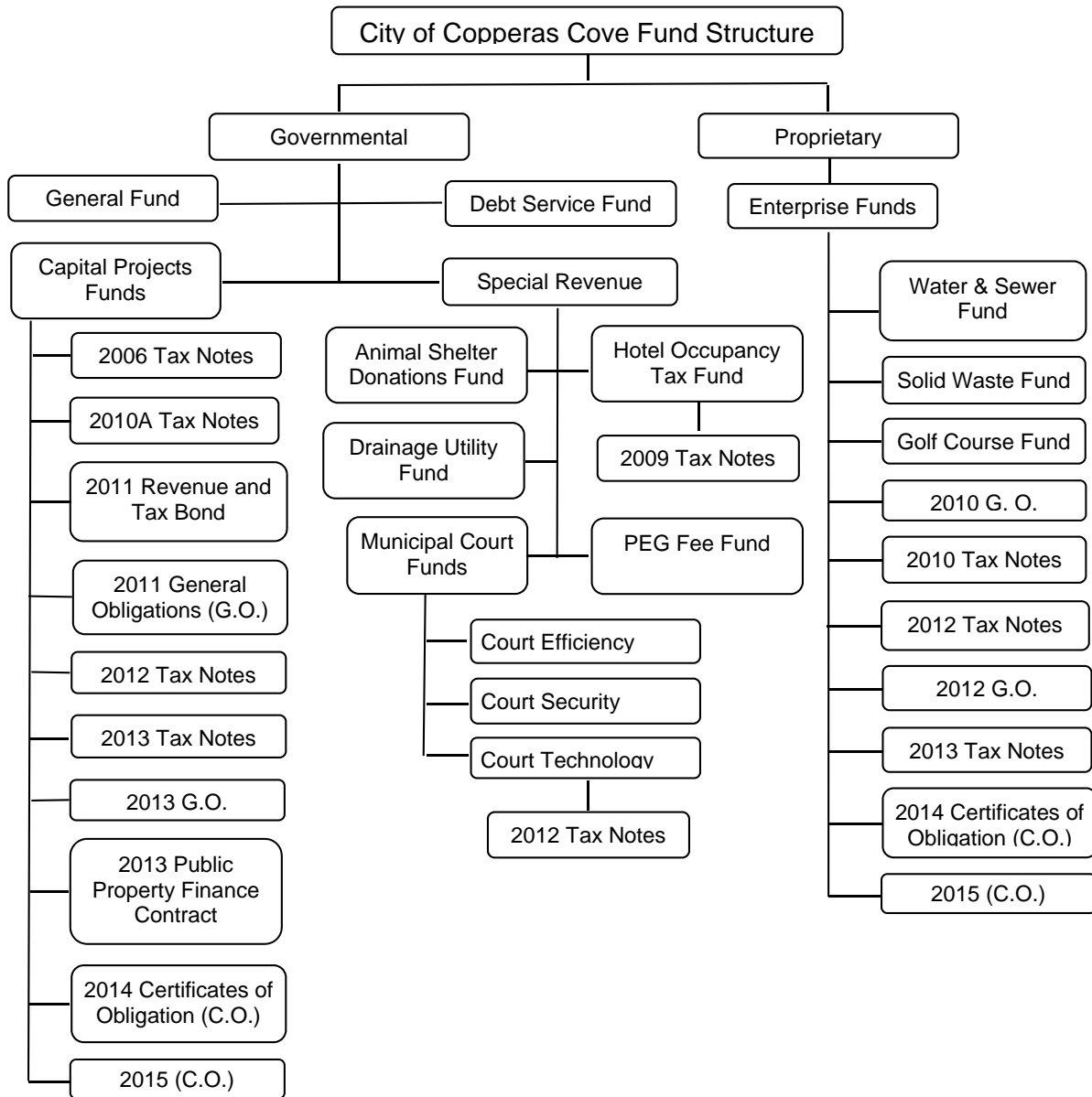


The City's proprietary funds include:

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 2015-2016 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 2015-2016 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 13, 2015	May 1, 2015	May 15, 2015	July 7, 2015	September 1, 2015



 Working Budget Calendar

Fiscal Year 2015-2016

Date	Council Meeting	Required Activity	Legal Requirement Reference
February 23, 2015		Request estimated 2015 Appraisal Roll	
February 24, 2015		City Council Retreat	
March 10, 2015		City Council Budget/CIP Planning Session	
March 13, 2015		Begin budget process with schedule emailed to Departments	
April 13, 2015		Budget Kickoff Meeting for City Departments	
April 14-16, 2015		Training for the Departments - budget input, budget forms, etc.	
April 21, 2015		Budget Department will provide salary schedules to Human Resources for review prior to Department review	
April 23, 2015		Budget Department to provide salary schedules to Departments for review	
April 30, 2015		Departments approval of salary schedules is due to Budget Department	
May 1, 2015		FY 2015 Revenue and Expenditure projections due to Budget Department	Local Government Code (LGC) Sec 102.004
May 1, 2015		Revenue forecasts for FY 2016 and FY 2017 due to Budget Department	LGC Sec 102.004
May 11-14, 2015		Department Budget Meetings with City Manager to review revenue forecasts and expenditure projections (Submitted on May 1, 2015)	LGC Sec 102.004
May 15, 2015		FY 2016 & FY 2017 Proposed budgets due to Budget Department	LGC Sec 102.004
May 15, 2015		Budget Department will finalize all Department salary budgets	
May 18-22, 2015		Budget Department will complete initial review of budget submissions to make sure information is complete	
May 20, 2015		Department New Requests due to Budget Department	*LGC Sec 102.004
May 26-29, 2015		Budget Meetings with City Manager to discuss budget submissions including New Program Requests	*LGC Sec 102.004
June 1-21, 2015		City Manager and Budget Department work with Departments to balance the budget	
June 2, 2015		Budget documents emailed to non-City organizations	
June 22, 2015		Proposed Budget due to City Manager from Budget Department	
June 26, 2015		Budget requests from Non-City Organizations due to Budget Department	*LGC Sec 102.004
July 7, 2015		FY 2016 Proposed Budget filed with City Secretary	*City Charter Article VI, Sec 6.02 *LGC Sec 102.005
July 7, 2015	Council Workshop (5:00pm)	Presentation of FY 2016 Proposed Budget by City Manager	*City Charter Article VI, Sec 6.02 *LGC Sec 102.002-003

 Working Budget Calendar

Fiscal Year 2015-2016

Date	Council Meeting	Required Activity	Legal Requirement Reference
July 7, 2015	Council Meeting (6:00pm)	Set Public Hearing on Proposed Budget for August 4, 2015	*LGC Sec 102.006
July 14, 2015	Special Council Workshop (5:00pm)	Budget Workshop (Departmental Presentations) - Major Operating Funds (FY 2016 & FY 2017)	
July 16, 2015	Council Workshop (5:00pm)	Budget Workshop (Departmental Presentations) - Major Operating Funds and Other Funds (FY 2016 & FY 2017)	
July 24, 2015		Publish Notice of Public Hearing on Proposed Budget (Information due to paper by 7/20/2015) (Include on Channel 10 and website)	*LGC Sec 102.0065
July 25, 2015		Chief Appraiser Certifies Approved Appraisal Roll	*Texas Tax Code Sec 26.01
July 28, 2015	Special Council Workshop (5:00pm)	Budget Workshop (Departmental Presentations) Discuss Tax Rate	*Texas Tax Code Sec 26.05
July 30, 2015	Special Council Meeting (5:00pm)	Take a record vote on tax rate and set date and location to adopt the tax rate on September 1, 2015 at the City Council Chambers	*Texas Tax Code Sec 26.05
July 30, 2015	Special Council Meeting (5:05pm)	Set Public Hearings on the Tax Increase for August 11, 2015 and August 18, 2015	*Texas Tax Code Sec 26.06
July 30, 2015	Special Council Workshop (5:10pm)	Budget Meeting (Outside Organization Presentations) and Fee Schedule Changes	
August 4, 2015		Publication of "Notice of 2015 Tax Year Proposed Property Tax Rate" (Due to paper by 7/31/2015)	*LGC Sec 140.010
August 11, 2015	Special Council Meeting (5:00pm)	Public Hearing on Proposed Budget	*LGC Sec 102.006
August 11, 2015	Special Council Meeting (5:05pm)	First Public Hearing on Tax Increase <i>Cancelled</i>	*Texas Tax Code Sec 26.06
August 11, 2015	Special Council Workshop (5:10pm)	Review City Council Recommended Changes to the Proposed Budget, EDC Proposed Budget Presentation, Additional Outside Organization Presentations (Last day for City Council to make changes.)	*LGC Sec 102.007
August 18, 2015	Special Council Meeting (6:00pm)	Second Public Hearing on Tax Increase <i>Cancelled</i>	*Texas Tax Code Sec 26.06

 Working Budget Calendar

Fiscal Year 2015-2016

Date	Council Meeting	Required Activity	Legal Requirement Reference
September 1, 2015	Council Meeting (6:00pm)	Adoption of FY 2016 Proposed Budget - Record Vote Required	*LGC Sec 102.007
September 1, 2015	Council Meeting	Action on Amending the City's "Fee Schedule" Ordinance	
September 1, 2015	Council Meeting	Adoption of 2015-16 Tax Rate	*Texas Tax Code Sec 26.05
September 1, 2015	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.

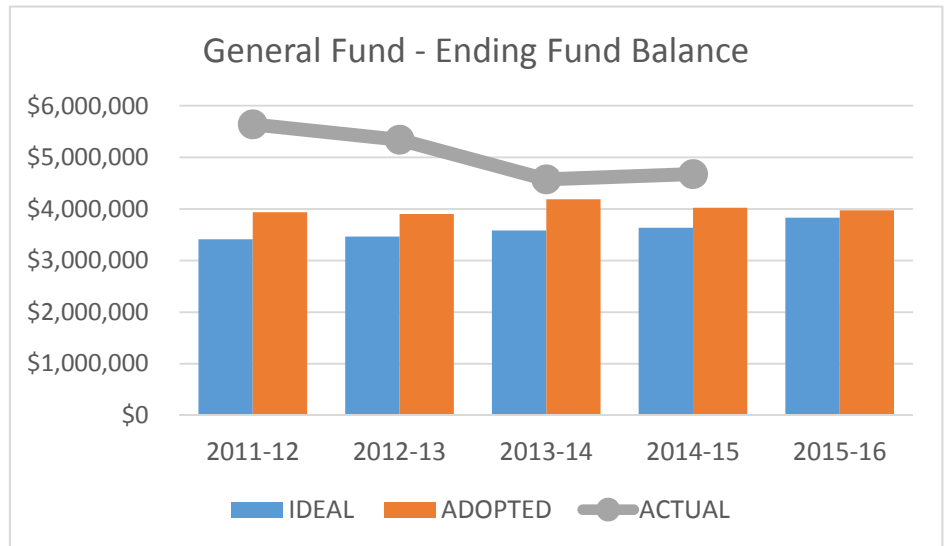
General Fund

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 2014-15 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.

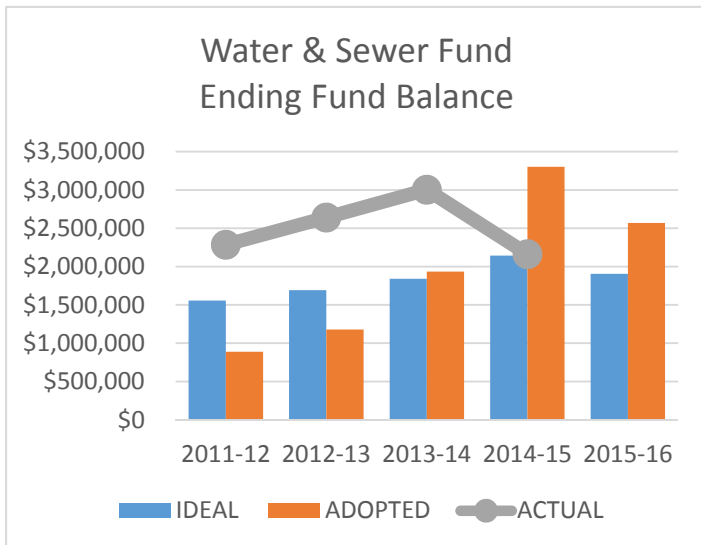
Water & Sewer Fund

The fund balance position in the Water and Sewer Fund is budgeted to achieve the ideal fund balance in fiscal year 2015-2016. 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 years 2011-2012 and 2014-2015. The ending fund balance for 2014-2015 is a result of City Council committing nearly \$900,000 for the purchase of certificates of convenience and necessity in order to obtain the legal right to provide water service around the Copperas Cove city limits. The adopted fund balance in fiscal year 2015-2016 is above the ideal fund balance by \$663,419. 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 2015-2016 based on an analysis of current and future expenditures and revenues. Revenues are budgeted based on normal yearly customer usage. City staff will continue working with the City Council to maintain an ideal fund balance through critical expenditure reviews and a utility rate study in 2016.

exceed the ideal fund balance in fiscal year 2015-2016 by \$873,127. Since achieving an ideal fund balance in FY 2006-2007, the Solid Waste Fund continues to sustain its self-sufficiency through responsible expenditures and reasonable rate increases.

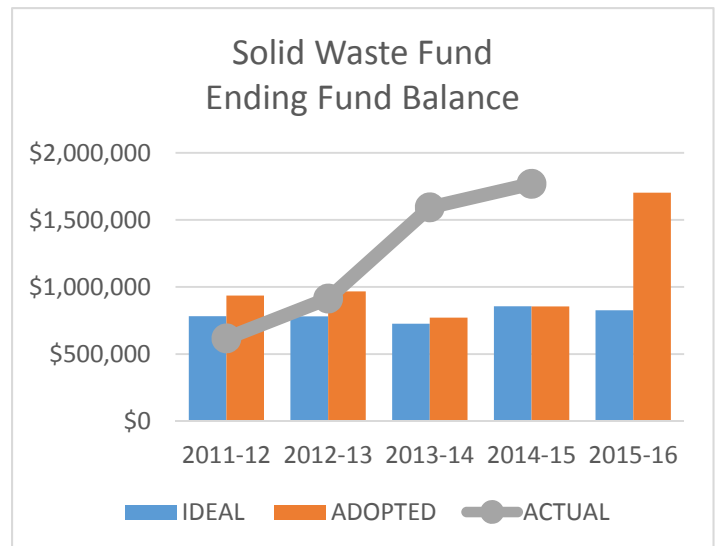
The single most expensive expenditure for the Solid Waste Fund is the hauling and disposal costs. With an increasing population and increasingly more disposable products, the hauling and disposal costs have increased correspondingly, going from \$769,843 in fiscal year 2006-2007 to \$995,000 for fiscal year 2015-2016 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 were encouraging and City Council included funds to expedite the implementation of single-stream recycling in fiscal year 2014-2015. It is anticipated that the program will be 90% implemented by September 30, 2016. Ideal fund balance will continue to be achieved in future years.



Note: The actual amount provided for fiscal year 2014-15 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 nine 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

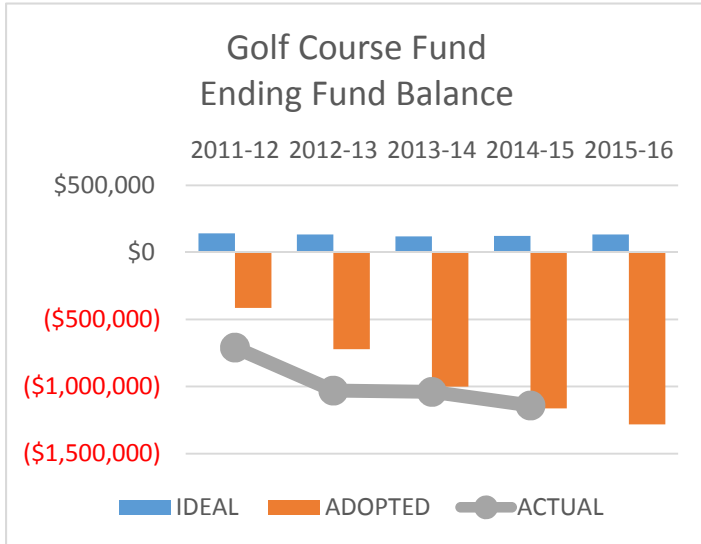


Note: The actual amount provided for fiscal year 2014-15 is a projection. The ideal fund balance represented above is calculated on actual expenses if available.

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 and most of the maintenance is being funded by the golf course.



Note: The actual amount provided for fiscal year 2014-15 is a projection. The ideal fund balance represented above is calculated on actual expenses if available.

The weather, a weary economy, and the greens and fairways have growth issues 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 long-term. The City is hopeful the current vendor will be successful. Two new programs, speed golf and foot golf, will be implemented in fiscal year 2015-2016. Emerging interest in the two programs will bring greater revenue to the golf course with minimal expense.

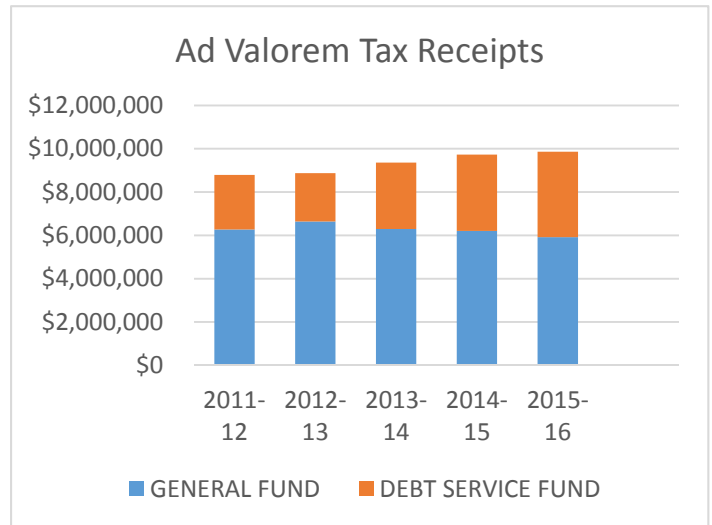
SIGNIFICANT REVENUES

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 \$9,859,844 which represents an increase of \$127,121 or 1%. A significant portion of the General Fund’s revenue is derived from this source at \$5,916,082 or 40%, and represents a 5% decrease in General Fund revenue.



Note: Actual revenues are provided for FY 2011-12 to FY 2013-14, projected revenues are provided for FY 2014-15 and budgeted revenues are provided for FY 2015-16.

The 2015-2016 tax rate approved by the City Council is 79.7908 cents per \$100 of assessed valuation. This is a 0.7908 cent increase from the previous year. The adopted tax rate includes a portion of the tax rate increase related to construction of the Southeast Bypass and Fire Station #2 as approved by the Copperas Cove residents. The tax rate has two components: 31.9149 cents or 40% going to the

Debt Service Fund and 47.8759 cents or 60% to the General Fund. The adopted tax rate is less than the rollback tax rate of 86.9774 cents per \$100 valuation, and equal to the effective tax rate of 79.7908 cents per \$100 valuation.

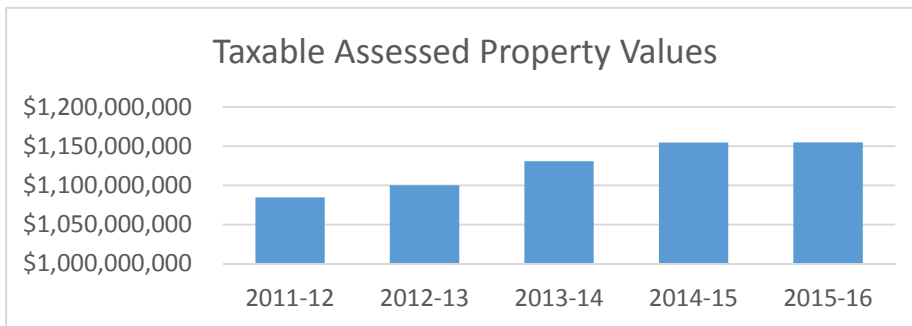
Legislation providing a property tax exemption for disabled veterans and their surviving spouses enacted within the last six years continues to significantly lower the City's taxable assessed values. Since property values are such an integral part in determining the amount of ad valorem taxes levied, an analysis of taxable assessed property values over a five-year period and a list of the top ten tax payers for the City.

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 \$3,185,656 in sales and use taxes for fiscal year 2015-2016, which is \$289,998 more than the amount projected to be collected in fiscal year 2014-

2015. Sales and use taxes represent 21% of the General Fund's total revenues, making it one of the primary sources of revenue. Budgeting a 10% increase over the 2014-2015 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

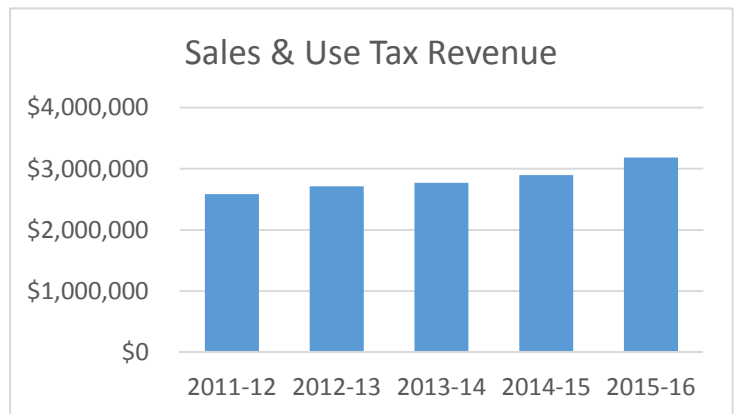
increased an average of 3% between fiscal year 2008-2009 and 2013-2014 and can be attributed to the relatively healthy economy that has been enjoyed by Texas over the past two decades.



Note: Actual values are provided for FY 2011-12 to FY 2013-14, projected revenues are provided for FY 2014-15 and budgeted revenues are provided for FY 2015-16.

Top 10 Property Tax Payers City of Copperas Cove

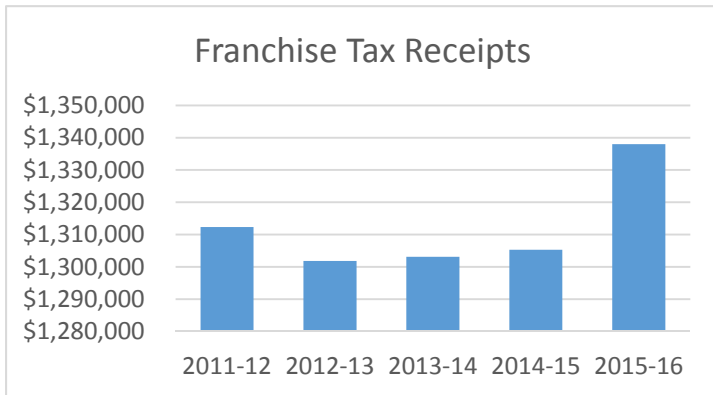
Taxpayer Name	Market & Taxable Value
Oncor Electric Delivery	\$12,831,200
Wal-Mart Real Estate	12,360,270
HEB Grocery Company	10,000,000
Wal-Mart Properties Stores East	9,084,060
H E Butt Grocery Company	7,797,490
Copperas Cove AL LLC	5,850,500
Colonial Plaza Partnership	5,753,210
Cove Terrace Associates I Ltd	5,662,820
Cinergy Cinemas LP	4,866,710
Yerby Five Hills I LLC	4,145,000



Note: Actual revenues are provided for FY 2011-12 to FY 2013-14, projected revenues are provided for FY 2014-15 and budgeted revenues are provided for FY 2015-16.

Franchise Taxes

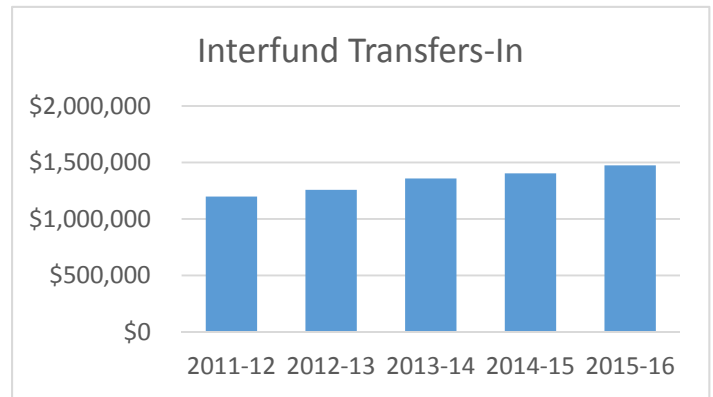
Franchise taxes represent a major source of revenue for the general fund making up approximately 9% of the total General Fund revenue. The City taxes the gross receipts of utility providers throughout the City for the privilege of operating in the City of Copperas Cove as well as for the use of the City’s “right-of-way.” The City is budgeting \$1,338,000 in franchise tax receipts for fiscal year 2015-2016 which is 2% over fiscal year 2014-2015 projected collections. Franchise tax receipts have remained relatively consistent over the last three years since 2011-2012.



Note: Actual revenues are provided for FY 2011-12 to FY 2013-14, projected revenues are provided for FY 2014-15 and budgeted revenues are provided for FY 2015-16.

Interfund Transfers-In

Interfund transfers-in represent a significant source of revenue for the General Fund amounting to \$1,475,000 or 10% of total General Fund receipts budgeted in fiscal year 2015-2016. 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 \$71,000 in fiscal year 2015-2016 results from restoring the appropriate level of reimbursement from the Water and Sewer Fund and the Solid Waste Fund, which were reduced seven years ago to maintain the fiscal integrity of those funds. 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 2011-12 to FY 2013-14, projected revenues are provided for FY 2014-15 and budgeted revenues are provided for FY 2015-16.

Charges for Services

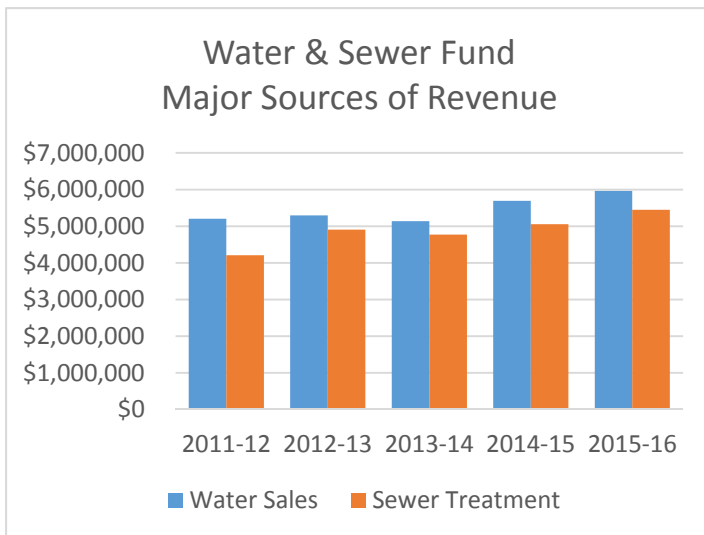
Charges for Services represent a significant source of revenue for the General Fund beginning with fiscal year 2011-2012 when all parks and recreation activities were moved into the General Fund. Most of the parks and recreation activities occurred in a separate fund prior to FY 2011-2012. A total of \$1,220,855 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 remain flat from the fiscal year 2014-2015 projected collections. Charges for services increased \$27,097 or 2% from FY 2014-2015 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 \$5,962,613 or 50% (net of the 20% senior citizen discount) of the total revenue budgeted by the Water & Sewer Fund for the 2015-2016 fiscal year. This amount is \$268,420 or 5% higher than the amount projected to be collected in fiscal year 2014-2015. Charges for the collection of sewer make up \$5,447,446 or 45% (net of the 20% senior citizen discount) of the total revenues to be collected by the Water & Sewer Fund for the 2015-2016 fiscal year. This amount is \$390,186 or 8% higher than the amount projected to

be collected in fiscal year 2014-2015. 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 2015-2016 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, water servicing rights and necessary infrastructure improvements.



Note: Actual revenues are provided for FY 2011-12 to FY 2013-14, projected revenues are provided for FY 2014-15 and budgeted revenues are provided for FY 2015-16.

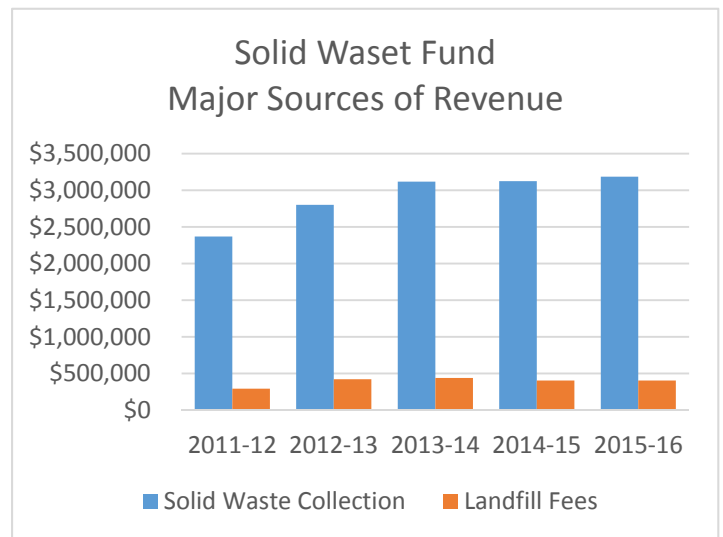
Solid Waste Fund

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 \$3,184,723 or 82% (net of the 20% discount given to senior citizens age 65 or older) of the total Solid Waste revenues for fiscal year 2015-2016 which is \$60,707 or 2% higher than the amount projected to be collected in fiscal year 2014-2015. Refuse

collection rates will increase 10% for commercial customers with dumpsters in fiscal year 2015-2016.

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 \$405,840 or 10% of the total revenues for the 2015-2016 fiscal year, which is similar to the amount projected to be collected in fiscal year 2014-2015. Due to the availability of transfer stations and landfills throughout the area, City Council did not increase disposal fees in fiscal year 2015-2016 in order to remain competitive with other organizations.



Note: Actual revenues are provided for FY 2011-12 to FY 2013-14, projected revenues are provided for FY 2014-15 and budgeted revenues are provided for FY 2015-16.

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 2015-2016 it is expected that the Golf Course will generate \$77,000 in membership dues. This amount is approximately 18% of the total Golf Course revenue and \$1,200 or 2% higher than the membership dues projected in fiscal year 2014-2015. Cart rental fees are generated when golfers

rent carts from the City and make up \$88,000 or 21% of total Golf Course receipts for fiscal year 2015-2016. This amount is higher than the projected amount for fiscal year 2014-2015 by \$1,494, or 2%. The fiscal year 2015-2016 amount budgeted for green fees is \$101,000 and is \$1,005 or 1% above the green fees projected to be collected in fiscal year 2014-2015. With most green renovations complete and available for play and additional improvements to the cart paths and Proshop, it is anticipated revenues will increase.

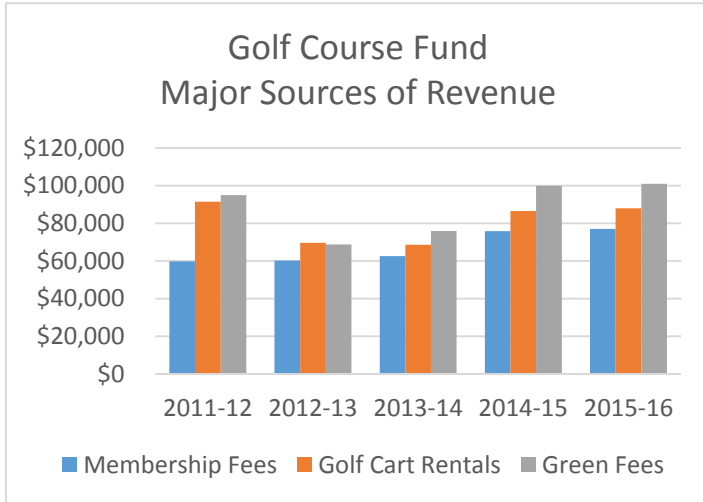
EXPENDITURES AND EXPENSES

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 2014-2015 and fiscal year 2015-16.

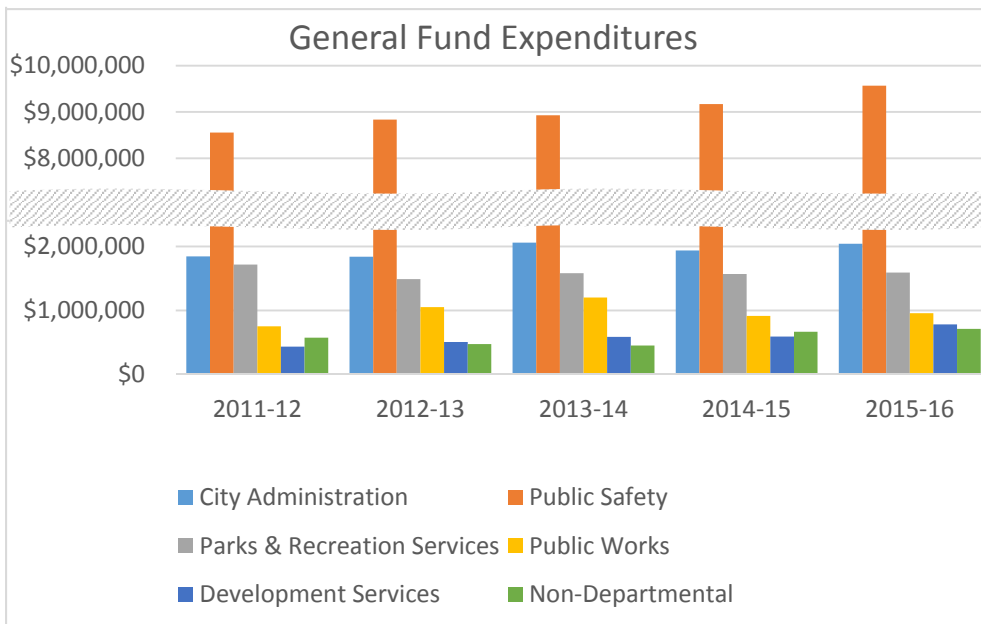
General Fund

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.

- 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 revenues are provided for FY 2011-12 to FY 2013-14, projected revenues are provided for FY 2014-15 and budgeted revenues are provided for FY 2015-16.



Note: Actual expenditures provided for FY 2011-12 to FY 2013-14, projected expenditures provided for FY 2014-15 and budgeted expenditures provided for FY 2015-16.

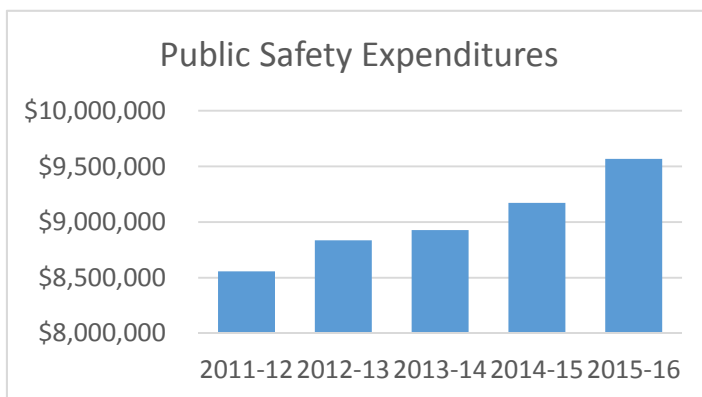
Function	2011-12	2012-13	2013-14	2014-15	2015-16	% Variance 2015 to 2016
Public Safety	\$ 8,556,760	\$ 8,836,127	\$ 8,928,344	\$ 9,171,715	\$ 9,568,228	4.3%
City Administration	1,844,653	1,838,114	2,058,498	1,936,811	2,041,535	5.4%
Public Works	751,960	1,051,811	1,202,842	915,208	955,924	4.4%
Development Services	435,141	505,444	587,828	592,242	781,291	31.9%
Parks & Recreation Services	1,715,851	1,487,990	1,582,534	1,569,005	1,591,581	1.4%
Non-Departmental	573,275	473,396	452,207	665,792	712,752	7.1%
Totals	\$ 13,877,640	\$ 14,192,882	\$ 14,812,253	\$ 14,850,773	\$ 15,651,311	5.4%

Note: Actual expenditures provided for FY 2011-12 to FY 2013-14, projected expenditures provided for FY 2014-15 and budgeted expenditures provided for FY 2015-16.

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 2015-2016 and the projected expenditures for fiscal year 2014-2015. 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 2011-12 to FY 2013-14, projected expenditures provided for FY 2014-15 and budgeted expenditures provided for FY 2015-16.

The Public Safety function of the City reflects an increase of 4% or \$396,513 from 2014-2015 projected expenditures. The increase is attributed to a market stabilization pay of \$2,000 to all certified and licensed public safety employees. As stated previously, City Council has directed a market study be completed in fiscal year 2016-2017 to properly adjust salaries and benefits for public safety employees and remain competitive with other regional public safety entities.

City Administration

The City Administration function increased by 5% or (\$104,724) compared to what was projected to be expended in fiscal year 2014-2015. The increase is due to the funding of the Budget Analyst position in the Budget Department beginning December 1, 2015 and the Risk/Human Resources Generalist in Human Resources beginning April 1, 2016.

Public Works

The Public Works function is reflecting an increase of 4% or \$40,716. This increase is attributed to savings from position vacancies in fiscal year 2014-2015.

Development Services

The Development Services function increased by 32% or \$189,049 compared to the amount projected to be expended in fiscal year 2014-2015. City Council directed to fund the Planner position beginning April 1, 2016. The City hopes to participate in the Heros Hiring Program with Fort Hood, which funds the first three months of employment, allowing the hiring of an individual by January 1, 2016. Additionally, updates to the Comprehensive Plan and Thoroughfare Plan are included in fiscal year 2015-2016.

Parks and Recreation Services

The Parks and Recreation Services function includes the Parks and Recreation departments and

the Library. These departments cumulatively increased 1% or \$22,576 in comparison to the fiscal year 2014-2015 projections. The majority of the net increase is due to vacancies in positions during fiscal year 2014-2015.

Non-Departmental

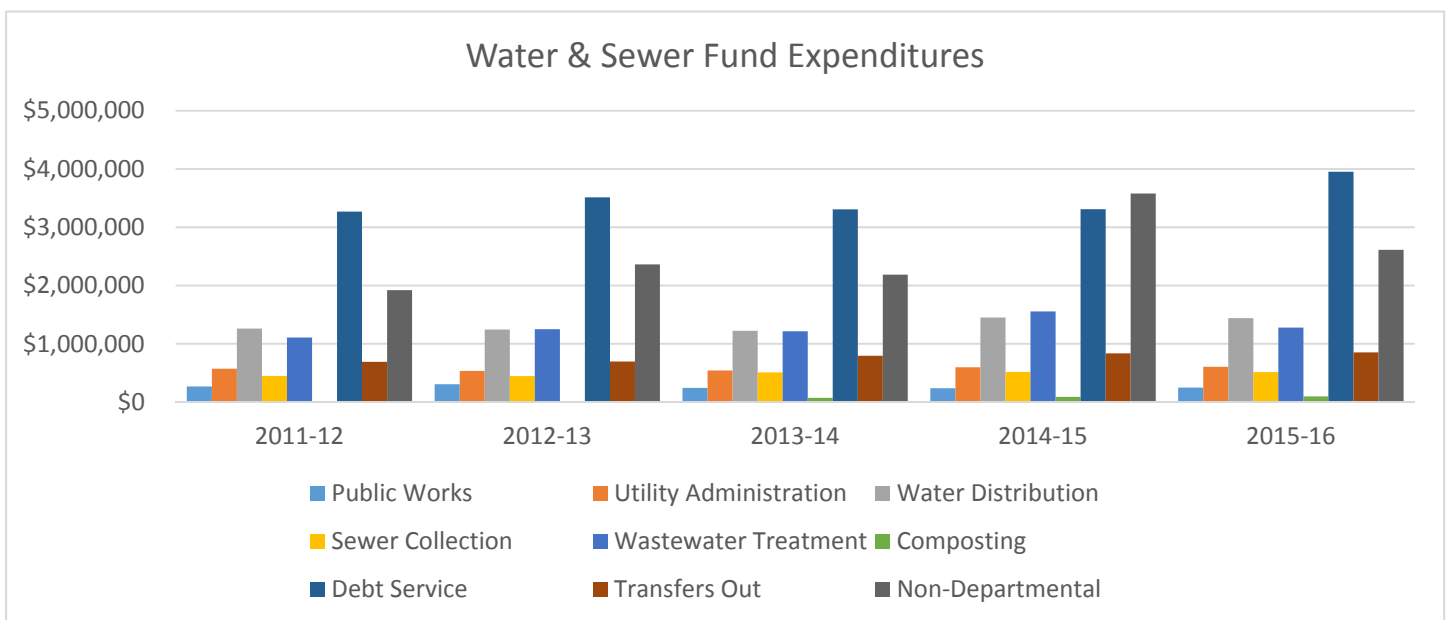
The Non-Departmental budget reflects a 7% or \$46,960 increase compared to fiscal year 2014-2015 year end projections. The economic development incentive for the 5 Hills Shopping Center is the primary reason for the increase. As the development grows and attracts more businesses, the incentive expenses will continue to increase.

Water Distribution

The budget for Water Distribution includes a decrease of 1% or \$10,084. The decrease is attributed to lower capital outlay requests in fiscal year 2015-2016.

Sewer Collection

The slight decrease in Sewer Collection is primarily attributed to adjustments in expenditures such as fuel and capital outlay in fiscal year 2015-2016.



Water & Sewer Fund

The Water & Sewer Fund's appropriated budget reflects a 5% or \$565,244 decrease below projected 2014-2015 expenses. This net decrease results from a variety of issues, which are discussed in this section.

Public Works Administration

The Public Works Administration budget reflects an increase of 5% or \$12,565. Existing staff were transferred from other departments with higher costs that originally budgeted in fiscal year 2014-2015.

Utility Administration

The fiscal year 2015-2016 budget for Utility Administration presents a 2% or \$11,003 increase over the 2014-2015 projection. The increase is attributed to an increase in postage costs and software maintenance.

Note: Actual expenditures provided for FY 2011-12 to FY 2013-14, projected expenditures provided for FY 2014-15 and budgeted expenditures provided for FY 2015-16.

Wastewater Treatment

The Wastewater Treatment budget reflects a decrease of 18% or \$277,373. The fiscal year 2014-2015 budget included the expense of the Wastewater Master Plan, which was not included in the original budget for fiscal year 2015-2016. The outstanding work on the Plan was encumbered in last fiscal year and will require a budget amendment in fiscal year 2015-2016 to continue the Plan development. 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, more in-line with actual activities.

Function	2011-12	2012-13	2013-14	2014-15	2015-16	% Variance 2015 to 2016
Public Works	\$ 267,956	\$ 307,050	\$ 242,411	\$ 237,452	\$ 250,017	5.3%
Utility Administration	572,234	533,088	543,871	597,094	606,795	1.6%
Water Distribution	1,263,089	1,246,431	1,222,114	1,450,929	1,440,845	-0.7%
Sewer Collection	450,390	446,912	509,588	517,259	514,931	-0.5%
Wastewater Treatment (Combined)	1,108,328	1,252,040	1,215,595	1,556,367	1,278,994	-17.8%
Composting	-	-	72,135	89,905	97,700	8.7%
Debt Service	3,268,400	3,512,285	3,308,638	3,311,292	3,952,977	19.4%
Transfers Out	690,000	695,000	795,000	835,000	852,000	2.0%
Non-Departmental	1,920,040	2,361,965	2,187,713	3,578,229	2,614,024	-26.9%
Totals	\$ 9,540,437	\$ 10,354,771	\$ 10,097,065	\$ 12,173,527	\$ 11,608,283	-4.6%

Note: Actual expenditures provided for FY 2011-12 to FY 2013-14, projected expenditures provided for FY 2014-15 and budgeted expenditures provided for FY 2015-16.

Composting

The Composting budget is \$7,795 or 9% more than the projected expenditures in fiscal year 2014-2015. 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 2014-2015 projection.

Solid Waste Fund

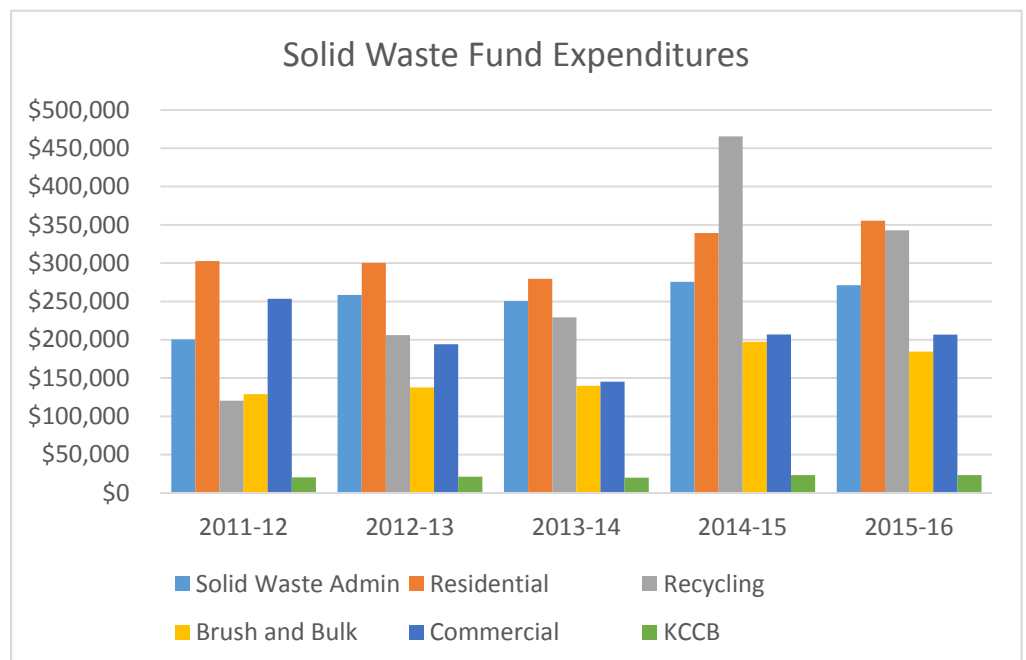
The Solid Waste Fund's budget reflects an 8% or \$290,570 increase in appropriations over the 2014-2015 projected expenses. An increase in the debt service requirements in fiscal year 2015-2016 is the main reason for the increase.

Debt Service and Transfers Out

Debt Service payment requirements will increase 19% or \$641,685. The transfer to the General Fund in fiscal year 2015-2016 increased 2% or \$17,000. The transfer increased to bring the calculated transfer back in line with the actual cost of services provided by the General Fund for administrative and capital project support.

Non-Departmental:

A decrease of 27% or \$964,205 is reflected in the Non-Departmental budget. City Council committed substantial resources for the purchase of certificates of convenience and necessity in fiscal year 2014-2015 in order to obtain the legal right to provide water service around the Copperas Cove city limits. The need for such purchases in fiscal year 2015-2016 is not anticipated.



Note: Actual expenditures provided for FY 2011-12 to FY 2013-14, projected expenditures provided for FY 2014-15 and budgeted expenditures provided for FY 2015-16.

Function	2011-12	2012-13	2013-14	2014-15	2015-16	% Variance 2015 to 2016
Solid Waste Administration	200,514	258,417	250,500	275,673	271,298	-1.6%
Residential	302,758	300,302	279,543	339,311	355,364	4.7%
Recycling	120,427	205,969	229,179	465,370	342,878	-26.3%
Brush and Bulk	128,909	137,765	139,894	197,264	184,537	-6.5%
Commercial	253,398	194,088	145,233	206,989	206,750	-0.1%
KCCB	20,300	21,266	19,888	23,348	23,270	-0.3%
Composting	166,839	185,176	(577)	-	-	0.0%
Solid Waste Disposal	1,125,906	1,261,195	1,279,106	1,354,964	1,336,372	-1.4%
Debt Service	188,812	191,030	295,433	245,841	653,174	165.7%
Transfer Out	428,000	483,000	483,000	483,000	477,000	-1.2%
Non-Departmental	417,487	77,780	77,645	77,148	108,835	41.1%
Totals	\$ 3,353,350	\$ 3,315,988	\$ 3,198,844	\$ 3,668,908	\$ 3,959,478	7.9%

Note: Actual expenditures provided for FY 2011-12 to FY 2013-14, projected expenditures provided for FY 2014-15 and budgeted expenditures provided for FY 2015-16.

Solid Waste Administration

The Solid Waste Administration budget is showing a decrease of 2% or \$4,375 related mainly to a reduction in facility maintenance.

Residential Collection

In Residential, a 5% or \$16,053 increase is primarily a result of position vacancies in fiscal year 2014-2015 and fuel cost increases.

Recycling

The Recycling budget includes a 26% or \$122,492 decrease. City Council allocated additional funds in fiscal year 2014-2015 to fast track the implementation of single-stream recycling by purchasing additional recycling containers. The one time allocation is not included in the fiscal year 2015-2016 budget.

Brush and Bulk Collection

The Brush and Bulk budget includes a 6% or \$12,727 related to a reduction in health insurance costs, kraft bag purchases, and vehicle maintenance in fiscal year 2015-2016.

Commercial Collection

The fiscal year 2015-2016 budget had very little change and only reflects a slight decrease.

Keep Copperas Cove Beautiful (KCCB)

KCCB did request an increase or submit a decrease in the FY 2015-2016 budget.

Solid Waste Disposal

In Disposal, a decrease of 1%, or \$18,592, is included in the FY 2015-2016 budget. The reduction is related to the regulatory and monitoring costs of the City's closed landfill.

Debt Service and Transfers Out

Debt service reflects an increase of 166% or \$407,333 when compared to fiscal year 2014-2015 payments. The Transfer to the General Fund increased by 2% or \$10,000 to be consistent with the actual services provided by the General Fund.

Non-Departmental

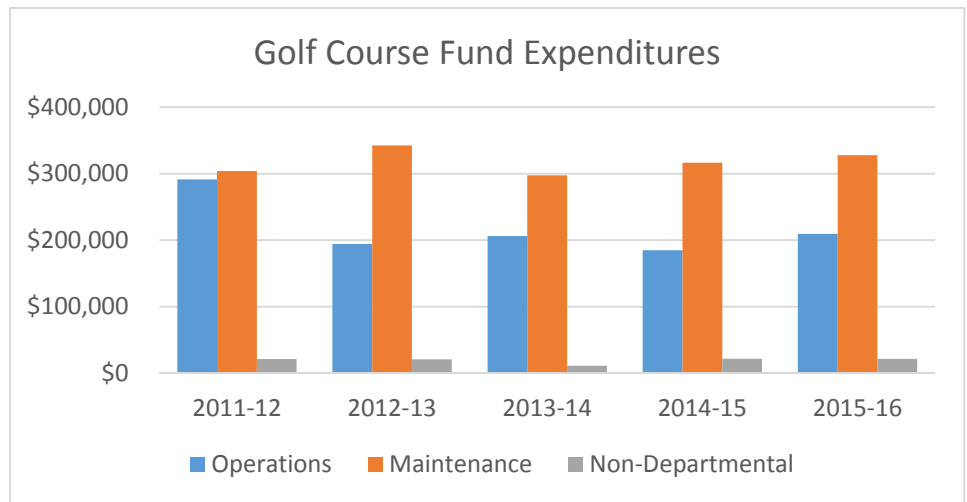
The Non-Departmental budget includes a 19% or \$15,687 increase primarily a result of planning for the utility rate study to be conducted in 2016.

Golf Course Fund

The Golf Course Fund's appropriated budget reflects an increase of 8% or \$42,739 from the 2014-2015 projected expense. The increase is primarily related to improvements of the cart path and the Proshop.

Golf Course Operations

The Operations division reflects an 11% or \$21,522 increase. This increase will allow improvements to the Proshop exterior and interior and installation of security and monitoring cameras.



Note: Actual expenditures provided for FY 2011-12 to FY 2013-14, projected expenditures provided for FY 2014-15 and budgeted expenditures provided for FY 2015-16.

Function	2011-12	2012-13	2013-14	2014-15	2015-16	% Variance 2015 to 2016
Golf Course Operations	291,469	194,348	193,574	187,948	209,470	11.5%
Golf Course Maintenance	304,084	342,540	287,146	306,196	327,769	7.0%
Non-Departmental	21,336	20,866	10,863	22,025	21,669	-1.6%
Totals	\$ 616,889	\$ 557,754	\$ 491,583	\$ 516,169	\$ 558,908	8.3%

Golf Course Maintenance

The Maintenance division shows an increase of 7% or \$21,573. The increase will help with improvements to a portion of the cart path and is also attributed to position vacancies in fiscal year 2014-2015.

Non-Departmental

The Non-Departmental budget debt service payments for the 2013 General Obligation Refunding Bonds and Tax Notes and 2014 Certificates of Obligation decreased \$351 in FY 2015-2016.

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.

Several conclusion are formed from the above analysis and the information in City Manager's budget letter. The impact of Fort Hood assigned strength is important to the local and regional economy. The long range outlook attempts to compensate for the direct impact of Fort Hood by remaining less aggressive in revenue trends in the

event the assigned strength is decreased more than anticipated. The City will be able to maintain necessary and requested services for several years into the future as the current level of revenue and expenditure growth. However, the staffing for future Fire Station #4 will be the greatest financial impact in the coming years. City Council has held the line on property tax rate increases for several years, but discussions on sales tax rates and distributions over the past year are presenting new opportunities that may provide other solutions for the future fire staffing needs.

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 2015-2016 BUDGET

Department	New Positions	Newly Authorized	FTE ¹	Salary	Benefits	Total
GENERAL FUND						
Budget	Budget Analyst	Y	1	\$ 52,915	\$ 15,480	\$ 68,395
Human Resources	Risk Manager/Human Resources	Y	1	\$ 22,880	\$ 6,552	\$ 29,432
Planning	Planner	Y	1	\$ 41,600	\$ 10,472	\$ 29,432
Building/Inspections	Building Inspector	Y	1	\$ 17,680	\$ 5,509	\$ 23,189
Athletics	Recreation Aide	Y	0.5	\$ 8,120	\$ 793	\$ 8,913
Total General Fund			4.5	\$ 143,195	\$ 38,806	\$ 159,361

Department	Deleted Positions	FTE ¹	Salary	Benefits	Total
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NONE

Department	Reclassified Positions	Newly Authorized	FTE ¹	Salary	Benefits	Total
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NONE

Department	Unfunded Positions	Newly Authorized	FTE ¹	Salary	Benefits	Total
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All unfunded positions for FY 2016 are located in the Appendix in the 2016-2020 Personnel Improvement Plan.

TOTAL ALL FUNDS	Net Cost/Savings			\$ 143,195	\$ 38,806	\$ 159,361
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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 2015-2016

Fund/Dept-Division	Description	Cost
General Fund		
Budget	Budget Analyst and related operating expenses	69,145
Human Resources	Risk/Human Resources Generalist and related operating expenses (Beginning April 1, 2016)	29,962
Human Resources	ID Badge Printer	750
Police-Services	Taser Cartridges & Battery Packs	7,168
Police-Services	Electronic Equipment and Supplies	1,185
Police-Services	Body Microphones	6,330
Police-Services	Investigative Software	2,520
Police-Services	Uniforms and Duty Equipment	8,980
Fire-Operations	Fire Training Backfill Overtime	2,000
Fire-Operations	Station 1 Fence Replacement	500
Fire-Operations	SCBA Hydrotesting	1,950
Fire-Training	SCBA Training	1,962
Building Inspection	Building Inspector and related operating expenses (Beginning April 1, 2016)	24,720
Street	Traffic Counters	4,200
Street	Work Zone Training	5,000
Parks & Recreation - Maintenance	Cemetery Beautification	2,000
Athletics	Recreation Aide and related operating expenses	8,913
Athletics	Pickle Ball	700
Special Events	Sound System	2,500
Fleet	Diagnostic Scanner	5,000
Planning	Comprehensive Plan Update and Thoroughfare Plan Update	85,000
Library	Internet Bandwidth	1,548
Library	Credit Collection Program	500
Non-Departmental	Market Adjustments	185,000
Non-Departmental	Radio Tower Inspection and Relamp	1,924
Non-Departmental	National League of Cities Membership	3,300
General Fund Total		<u>462,757</u>
Water and Sewer Fund		
Public Works Admin	Smart TV Monitor with CPU	2,000
Water Distribution	Killeen 20" Pump Rehabilitation	35,000
Sewer	Remote Wireless Auto Dialers	20,000
Non-Departmental	Radio Tower Inspection and Relamp	282
Non-Departmental	Utility Rate Study	40,320
Water and Sewer Fund Total		<u>97,602</u>
Solid Waste Fund		
Non-Departmental	Radio Tower Inspection and Relamp	172
Non-Departmental	Utility Rate Study	12,320
Solid Waste Fund Total		<u>12,492</u>
Drainage Fund		
Drainage Utility	Radio Tower Inspection and Relamp	69
Drainage Utility	Utility Rate Study	3,360
Drainage Fund Total		<u>3,429</u>

RECAP OF FUNDED NEW REQUESTS

FISCAL YEAR 2015-2016

Fund/Dept-Division	Description	Cost
Golf Course Fund		
Operations	Proshop Repairs	15,000
Operations	Security Cameras	10,000
Maintenance	Foot Golf Setup	5,000
Maintenance	Cart Path Repair	10,055
	Golf Course Fund Total	40,055
	Total Proposed New Requests in City Operating Funds	\$616,335

Recap of New Requests in City Operating Funds:	
General Fund Total	\$ 462,757
Water and Sewer Fund Total	\$ 97,602
Solid Waste Fund Total	\$ 12,492
Drainage Fund Total	\$ 3,429
Golf Course Fund Total	\$ 40,055
Total All Operating Funds	\$616,335

RECAP OF NEW REQUESTS AND CAPITAL OUTLAY PLAN REQUESTS

FISCAL YEAR 2015-2016

Fund/Dept-Division	Description	Cost
Tax Supported		
Fire	Ambulance	110,000
Fire	Personal Protective Equipment	31,800
Police	Patrol Cars (3)	123,000
Building	Light Duty Truck	20,000
Street	Heavy Equipment-Paver	175,000
Animal Control	Animal Kennel Construction	75,000
Library	Interior Renovation	150,000
Tax Supported Total		<u>684,800</u>
Water & Sewer Fund		
Utility Administration	Light Duty Truck	22,631
Water Distribution	Light Duty Trucks (2)	75,000
Wastewater	Light Duty Truck	25,000
Public Works Admin	Passenger Car	18,000
Water Distribution	Light Equipment-Trencher	12,000
Sewer	City Park Sewer Line Replacement	533,260
Wastewater-NE Plant	UV Disinfection System	100,000
Water Distribution	Oak Hill Drive Water Improvement	165,000
Water Distribution	Killeen 20" Pump/Storage Facility Rehab (500K Gallon)	180,000
Water & Sewer Fund Total		<u>1,130,891</u>
Solid Waste Fund		
Transfer Station	Light Duty Truck	30,000
Brush Collection	Medium Duty Trucks (2)	270,000
Residential Collection	Garbage Truck	207,000
Water & Sewer Fund Total		<u>507,000</u>
Golf Course Fund		
Maintenance	Small Engine Equipment (2)-Mowers	84,000
Maintenance	Course Bathroom Facilities	103,500
Water & Sewer Fund Total		<u>187,500</u>
Court Technology Fund		
Municipal Court	Ticket Writers (7)	26,540
Municipal Court	Computers (10)	10,000
Water & Sewer Fund Total		<u>36,540</u>
Bond Issues Costs		<u>100,980</u>
Total Proposed 2016 Debt Issue		<u><u>\$ 2,647,711</u></u>

Recap of New Requests and Capital Outlay Plan Requests Proposed in the 2016 Debt Issue:	
Tax Supported	\$ 684,800
Water & Sewer Fund	1,130,891
Solid Waste Fund	507,000
Golf Course Fund	187,500
Court Technology Fund	36,540
Bond Issue Costs	100,980
Total Proposed 2016 Debt Issue	<u><u>\$ 2,647,711</u></u>

* Debt issue will require future governing body action planned for after May 2016 prior to funding of requests.

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

FISCAL YEAR 2015-2016

Fund/Dept-Division	Description	Cost
General Fund		
Human Resources	Risk/Human Resources Generalist and related operating expenses (Beginning April 1, 2016)	31,771
Building Inspection	Building Inspector and related operating expenses (Beginning April 1, 2016)	25,827
Fire/EMS - Operations	Lawnmower for Station 2	1,500
Parks & Recreation-Maint	City Park Road Asphalt	3,600
Parks & Recreation-Maint	Rhode Park Field Irrigation	7,000
Parks & Recreation-Maint	City Park Fields Top Dressing Sand	10,000
Parks & Recreation-Maint	High Chaparell Parking Lot	13,000
Planning	Planner Position and related operating expenses	109,821
	General Fund Total	<u>202,519</u>
	Total Unfunded Requests in City Operating Funds	<u>\$ 202,519</u>

Recap of New Requests in City Operating Funds:		
	General Fund Total	\$ 202,519
	Total All Operating Funds	<u>\$ 202,519</u>

City of Copperas Cove, Texas
Combined Schedule of Revenues, Expenditures and
Changes in Fund Balance-All Fund Types
Fiscal Year 2015-2016

(With Comparative Totals for the Years Ended September 30, 2014 and 2015)

	<u>General</u>	<u>Special Revenue</u>	<u>Debt Service</u>
REVENUES			
Taxes	\$ 11,079,738	\$ 154,100	\$ 3,972,762
Permits & Licenses	287,580	-	-
Charges for Services	1,220,855	935,000	-
Fines	592,774	34,274	-
Fees	-	-	-
Miscellaneous	295,522	200,861	134,924
Total Revenues	<u>13,476,469</u>	<u>1,324,235</u>	<u>4,107,686</u>
EXPENDITURES			
Current:			
Public Safety	9,568,228	202,246	-
City Administration	2,041,535	240,286	-
Public Works	955,924	401,339	-
Parks and Recreation Services	1,591,581	16,211	-
Development Services	781,291	-	-
Non-Departmental	712,752	14,729	-
Debt service:			
Principal retirement	-	196,560	2,925,184
Interest and fiscal charges	-	10,543	1,154,704
Bond issuance Costs	-	-	-
Total Expenditures	<u>15,651,311</u>	<u>1,081,914</u>	<u>4,079,888</u>
		113,250	
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	<u>(2,174,842)</u>	<u>242,321</u>	<u>27,798</u>
OTHER FINANCING SOURCES (USES)			
Operating transfers in	1,475,000	-	-
Operating transfers (out)	-	(113,250)	-
Proceeds from bond issue	-	-	-
Total Other Financing Sources (Uses)	<u>1,475,000</u>	<u>(113,250)</u>	<u>-</u>
EXCESS (DEFICIENCY) OF REVENUES FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	(699,842)	129,071	27,798
FUND BALANCES BEGINNING OF YEAR	<u>4,673,490</u>	<u>825,829</u>	<u>303,872</u>
FUND BALANCES END OF YEAR	<u><u>\$ 3,973,648</u></u>	<u><u>\$ 954,900</u></u>	<u><u>\$ 331,670</u></u>

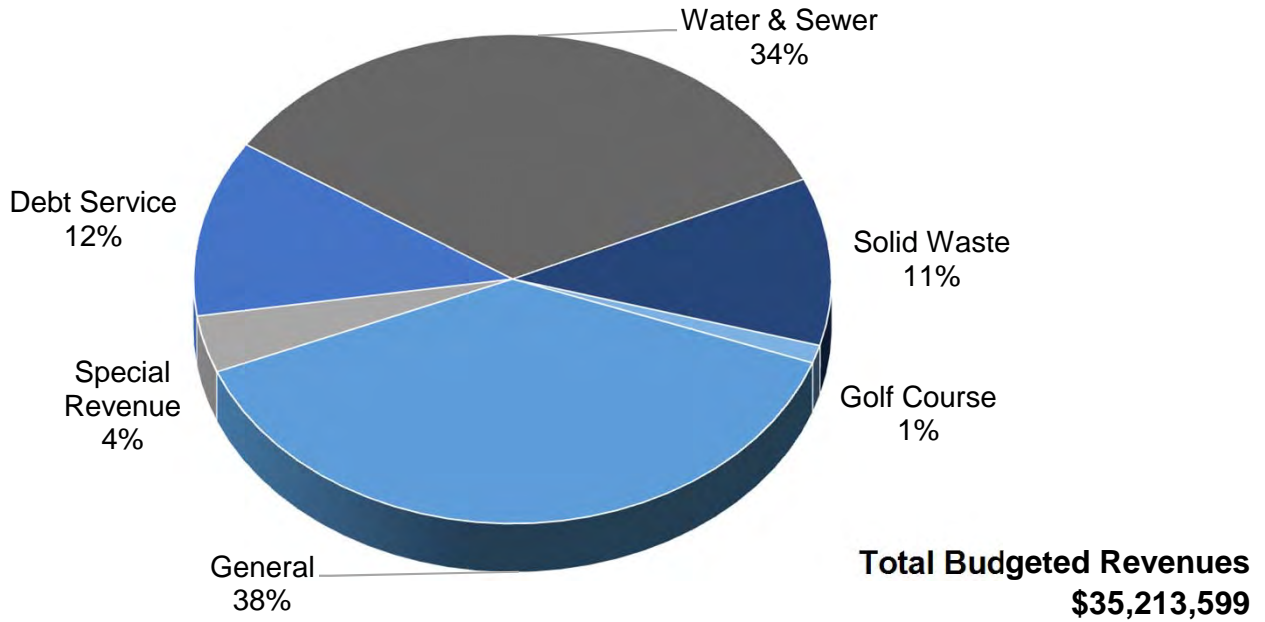
City of Copperas Cove, Texas
Combined Schedule of Revenues, Expenditures and
Changes in Fund Balance-All Fund Types
Fiscal Year 2015-2016

(With Comparative Totals for the Years Ended September 30, 2014 and 2015)

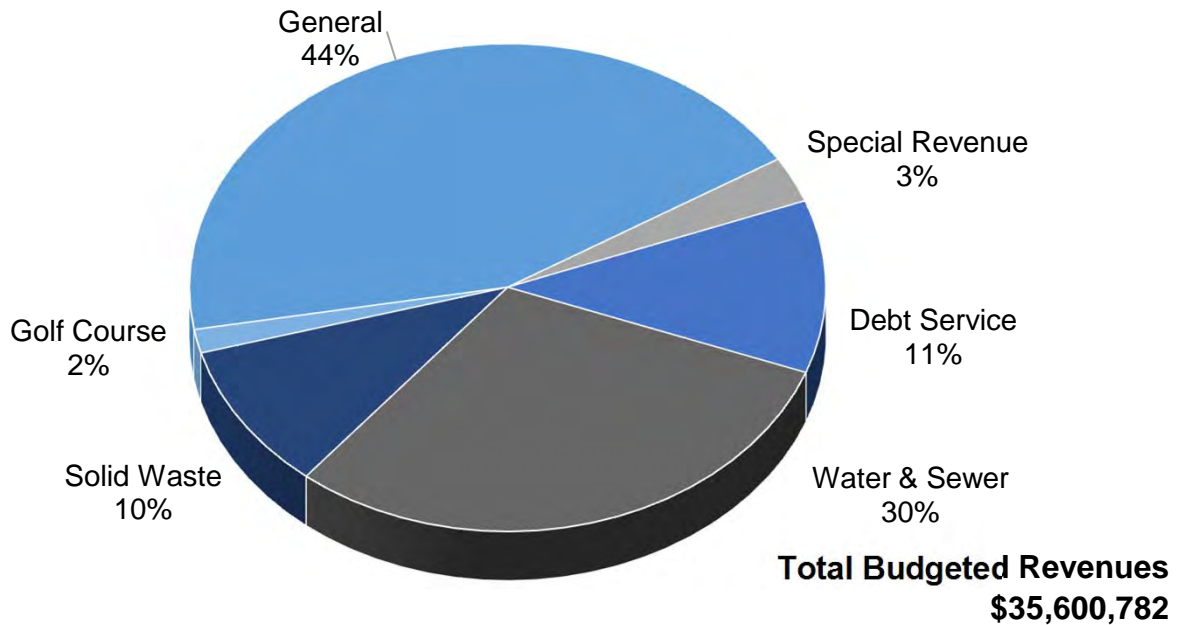
Water & Sewer	Solid Waste	Golf Course	Total Adopted Budget 2015-2016	Projected Budget 2014-2015	Actual 2013-2014
\$ -	\$ -	\$ -	\$ 15,206,600	\$ 14,398,717	\$ 13,377,078
-	-	-	287,580	248,980	232,899
11,567,093	3,745,279	417,251	17,885,478	17,134,971	16,208,942
-	-	-	627,048	588,683	567,553
324,000	145,200	-	469,200	456,819	459,513
103,048	3,338	-	737,693	1,582,971	1,558,742
<u>11,994,141</u>	<u>3,893,817</u>	<u>417,251</u>	<u>35,213,599</u>	<u>34,411,141</u>	<u>32,404,727</u>
-	-	-	9,770,474	9,492,946	9,876,025
250,017	271,298	-	2,803,136	2,001,557	2,214,292
3,939,265	2,449,171	-	7,745,699	10,006,496	9,724,572
-	-	537,239	2,145,031	2,314,316	2,184,485
-	-	-	781,291	592,242	589,672
2,614,024	98,835	150	3,440,490	4,093,847	459,417
2,902,560	610,000	20,000	6,654,304	17,899,561	20,360,273
1,050,417	43,174	1,519	2,260,357	2,643,363	3,397,335
-	-	-	-	-	-
<u>10,756,283</u>	<u>3,472,478</u>	<u>558,908</u>	<u>35,600,782</u>	<u>49,044,328</u>	<u>48,806,071</u>
835,000	477,000	-	1,425,250	-	-
<u>1,237,858</u>	<u>421,339</u>	<u>(141,657)</u>	<u>(387,183)</u>	<u>(14,633,187)</u>	<u>(16,401,344)</u>
20,250	-	-	1,495,250	1,424,000	1,378,000
(852,000)	(487,000)	-	(1,452,250)	(1,424,000)	(1,378,000)
-	-	-	-	-	9,907,198
<u>(831,750)</u>	<u>(487,000)</u>	<u>-</u>	<u>43,000</u>	<u>-</u>	<u>9,907,198</u>
406,108	(65,661)	(141,657)	(344,183)	(14,633,187)	(6,494,146)
<u>2,162,388</u>	<u>1,768,364</u>	<u>(1,141,090)</u>	<u>8,592,853</u>	<u>18,063,974</u>	<u>25,003,536</u>
<u>\$ 2,568,496</u>	<u>\$ 1,702,703</u>	<u>\$ (1,282,747)</u>	<u>\$ 8,248,670</u>	<u>\$ 3,430,787</u>	<u>\$ 18,509,390</u>

**City of Copperas Cove, Texas
FY 2016 Adopted Budget
Combined Schedule of Revenues, Expenditures and
Changes in Fund Balance**

Total Budgeted Revenues



Total Budgeted Expenditures/Expenses





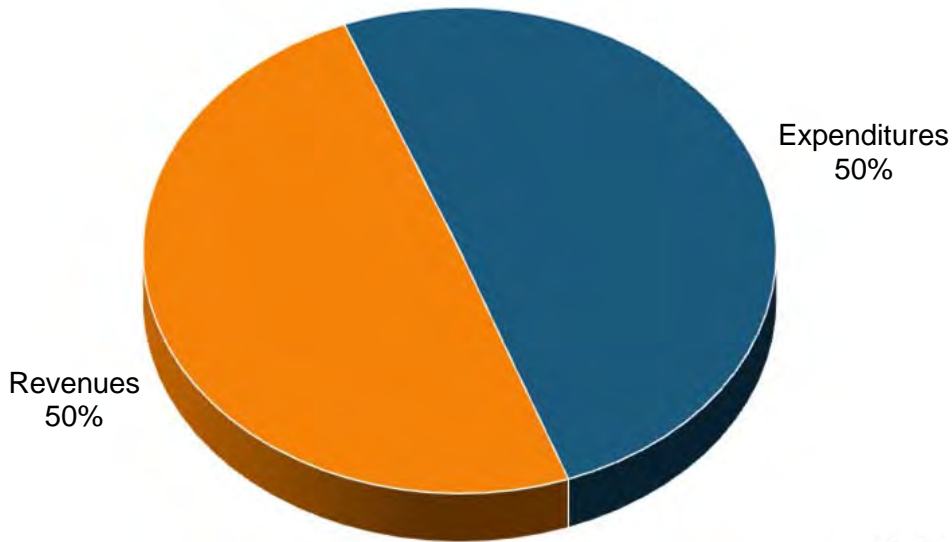
City of Copperas Cove, Texas
Adopted Budget Summary for all Funds
Fiscal Year 2015-2016

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	\$ 4,673,490	\$ 14,951,469	\$ 19,624,959	\$ 15,320,277	\$ 331,034	\$ 3,973,648	\$ 3,830,069	\$ 143,579
Water & Sewer Fund	2,162,388	12,014,391	14,176,779	7,620,306	3,987,977	2,568,496	1,905,077	663,419
Solid Waste Fund	1,768,364	3,893,817	5,662,181	3,306,304	653,174	1,702,703	826,576	876,127
Golf Course Fund	(1,141,090)	417,251	(723,839)	537,389	21,519	(1,282,747)	134,347	(1,417,094)
Total Operating Funds	\$ 7,463,152	\$ 31,276,928	\$ 38,740,080	\$ 26,784,276	\$ 4,993,704	\$ 6,962,100	\$ 6,696,069	\$ 266,031
Other Funds*								
Drainage Utility Fund	\$ 415,975	\$ 938,160	\$ 1,354,135	\$ 464,318	\$ 230,563	\$ 659,254		
Interest & Sinking Fund	303,872	4,107,686	4,411,558	4,079,888	-	\$ 331,670		
Hotel Occupancy Tax Fund	97,557	154,140	251,697	215,393	-	\$ 36,304		
Animal Shelter Fund	9,845	2,000	11,845	11,845	-	-		
PEG Fee Fund	96,548	57,040	153,588	57,040	-	\$ 96,548		
Municipal Court Efficiency Fund	13,071	2,430	15,501	4,537	-	\$ 10,964		
Municipal Court Technology Fund	18,787	18,190	36,977	25,533	-	\$ 11,444		
Municipal Court Security Fund	32,860	13,689	46,549	30,041	-	\$ 16,508		
Miscellaneous Other Funds	141,186	138,586	279,772	155,894	-	\$ 123,878		
Total Other Funds	\$ 1,129,701	\$ 5,431,921	\$ 6,561,622	\$ 5,044,489	\$ 230,563	\$ 1,286,570		
Capital Projects Funds*								
2010 Ltd. Tax Notes (All Funds)	\$ 384,642	\$ -	\$ 384,642	\$ -	\$ 378,009	\$ 6,633		
2010A Ltd. Tax Notes (All Funds)	13,524	-	13,524	-	12,776	748		
2011 Contr. Rev. & LTN (Tax Suptd)	42,883	-	42,883	-	31,814	11,069		
2012 Ltd. Tax Notes (All Funds)	70,463	-	70,463	-	63,846	6,617		
2012 G.O. (W&S)	1,134,934	-	1,134,934	-	1,112,782	22,152		
2013 Ltd. Tax Notes (All Funds)	511,664	-	511,664	-	510,371	1,293		
2013 G.O. (Tax Supported)	827,008	-	827,008	-	791,462	35,546		
2013 PPFCO (Tax Supported)	11,825	-	11,825	-	11,509	316		
2014 Cert. of Oblig. (All Funds)	6,678,661	-	6,678,661	-	6,653,350	25,311		
2015 Cert. of Oblig. (All Funds)	7,199,988	-	7,199,988	-	7,199,370	618		
Total Capital Projects Funds	\$ 16,875,592	\$ -	\$ 16,875,592	\$ -	\$ 16,765,289	\$ 110,303		
Total Funds	\$ 25,468,445	\$ 36,708,849	\$ 62,177,294	\$ 31,828,765	\$ 21,989,556	\$ 8,358,973		

* Ideal fund balances do not apply.

City of Copperas Cove, Texas Summary for All Funds FY 2015-2016 Adopted Budget

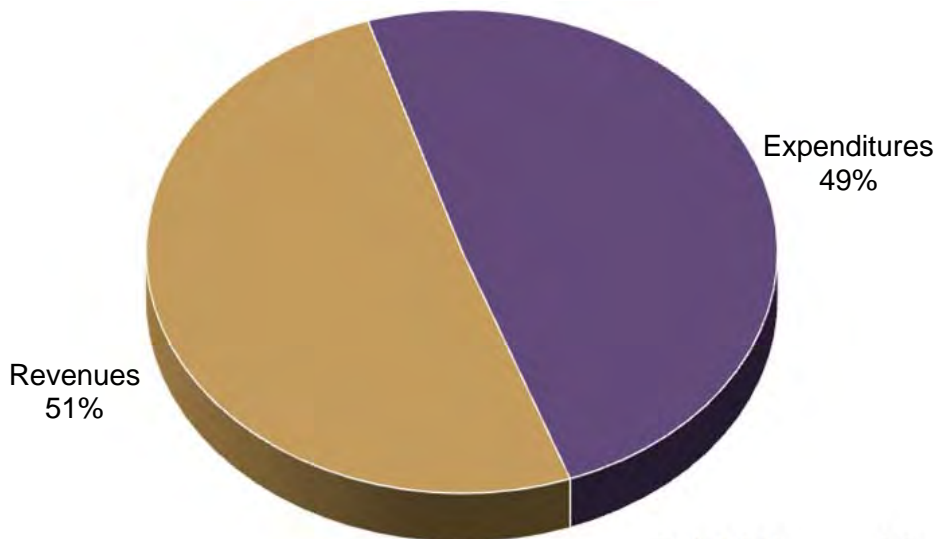
Operating Funds



Total Operating Funds:

Revenues	\$ 31,276,928
Expenditures	\$ 31,777,980

Other and Capital Project Funds



Total Other and Capital Project Funds:

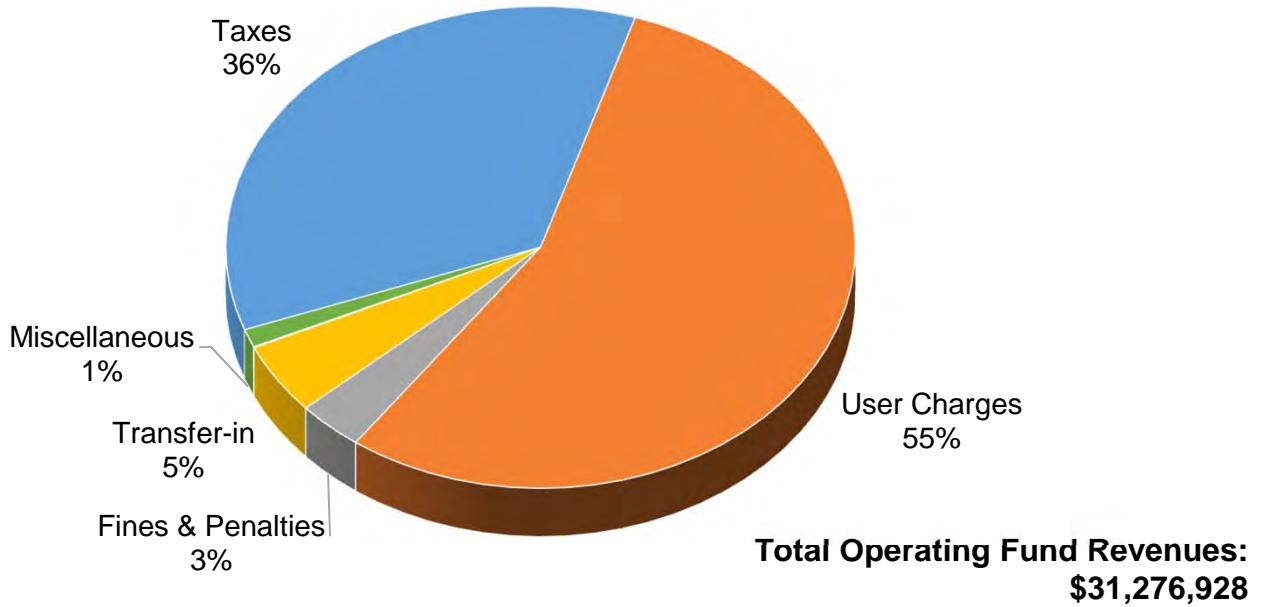
Revenues	\$ 5,431,921
Expenditures	\$ 5,275,052

City of Copperas Cove, Texas
Consolidated Schedule of Receipts of all Funds by Source
Fiscal Year 2015-2016

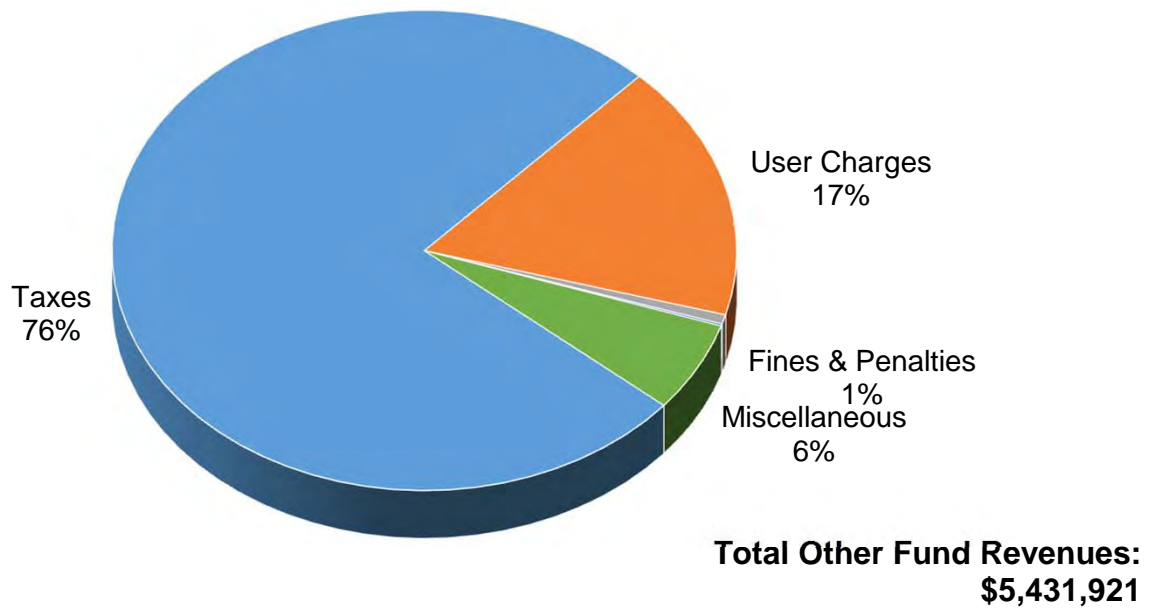
Fund	Taxes	User Charges	Fines & Penalties	Transfer-in	Interest Revenue	Miscellaneous	Total
Operating Funds							
General Fund	\$ 11,079,738	\$ 1,508,435	\$ 592,774	\$ 1,475,000	\$ 12,015	\$ 283,507	\$ 14,951,469
Water & Sewer Fund	-	11,567,093	324,000	20,000	6,000	97,298	12,014,391
Solid Waste Fund	-	3,745,279	145,200	-	2,004	1,334	3,893,817
Golf Course Fund	-	417,251	-	-	-	-	417,251
Total Operating Funds	\$ 11,079,738	\$ 17,238,058	\$ 1,061,974	\$ 1,495,000	\$ 20,019	\$ 382,139	\$ 31,276,928
Other Funds							
Drainage Utility Fund	\$ -	\$ 935,000	\$ -	\$ -	\$ 2,160	\$ 1,000	\$ 938,160
Interest & Sinking Fund	3,972,762	-	-	-	5,249	129,675	4,107,686
Hotel Occupancy Tax Fund	154,100	-	-	-	40	-	154,140
Animal Shelter Fund	-	-	-	-	-	2,000	2,000
PEG Fee Fund	-	-	-	-	40	57,000	57,040
Municipal Court Efficiency Fund	-	-	2,424	-	6	-	2,430
Municipal Court Technology Fund	-	-	18,180	-	10	-	18,190
Municipal Court Security Fund	-	-	13,670	-	19	-	13,689
Miscellaneous Other Funds	-	-	-	-	-	138,586	138,586
Total Other Funds	\$ 4,126,862	\$ 935,000	\$ 34,274	\$ -	\$ 7,524	\$ 328,261	\$ 5,431,921
Total Funds	\$ 15,206,600	\$ 18,173,058	\$ 1,096,248	\$ 1,495,000	\$ 27,543	\$ 710,400	\$ 36,708,849

**City of Copperas Cove, Texas
Consolidated Schedule of Receipts of all Funds by Source
Fiscal Year 2015-2016**

Total Operating Funds



Total Other Funds



City of Copperas Cove, Texas
Consolidated Schedule of Expenditures/
Expenses of all Funds by Object Class
Fiscal Year 2015-2016

Fund	Personnel Costs	Supplies & Materials	Repairs & Maintenance	Contractual Services
Operating Funds				
General Fund	\$ 12,020,202	\$ 668,991	\$ 503,283	\$ 1,702,849
Water & Sewer Fund	2,016,838	330,772	344,939	1,503,879
Solid Waste Fund	1,062,929	396,230	118,572	84,123
Golf Course Fund	260,198	70,561	86,007	87,581
Total Operating Funds	\$ 15,360,167	\$ 1,466,554	\$ 1,052,801	\$ 3,378,432
Other Funds				
Drainage Utility Fund	\$ 251,520	\$ 21,263	\$ 20,714	\$ 57,421
Interest & Sinking Fund	-	-	-	-
Hotel Occupancy Tax Fund	-	-	-	-
Animal Shelter Fund	-	-	-	-
PEG Fees Fund	-	-	-	-
Municipal Court Efficiency Fund	-	1,237	-	3,300
Municipal Court Technology Fund	-	400	17,380	2,263
Municipal Court Security Fund	27,161	-	2,880	-
Miscellaneous Other Funds	34,210	57,643	-	6,440
Total Other Funds	\$ 312,891	\$ 80,543	\$ 40,974	\$ 69,424
Total Funds	\$ 15,673,058	\$ 1,547,097	\$ 1,093,775	\$ 3,447,856

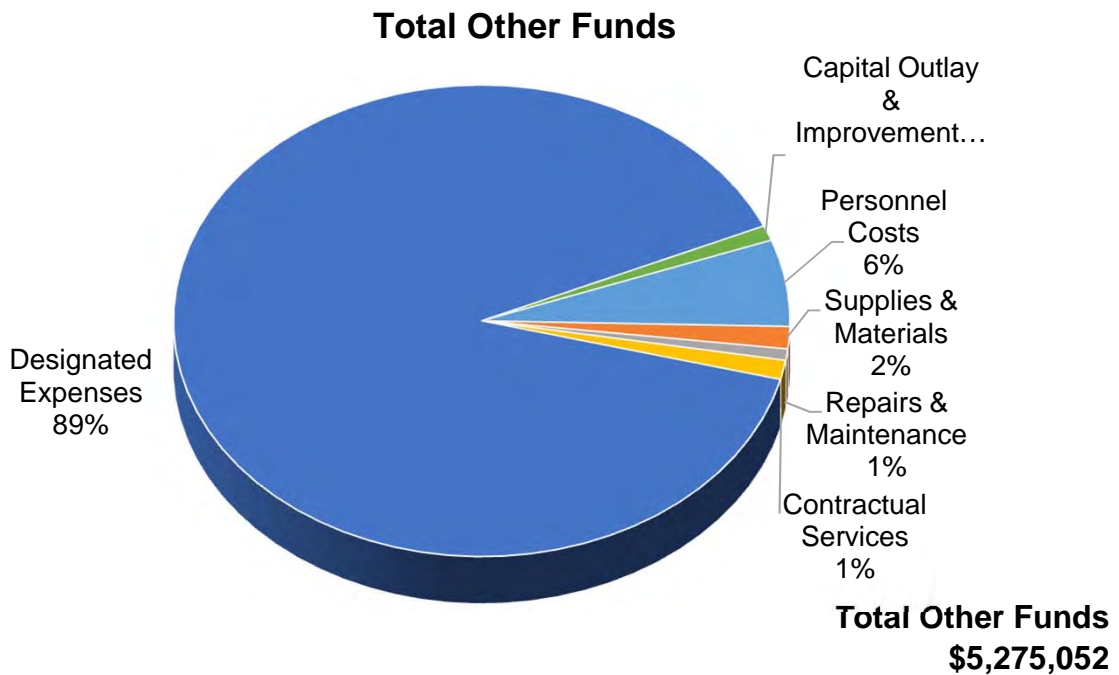
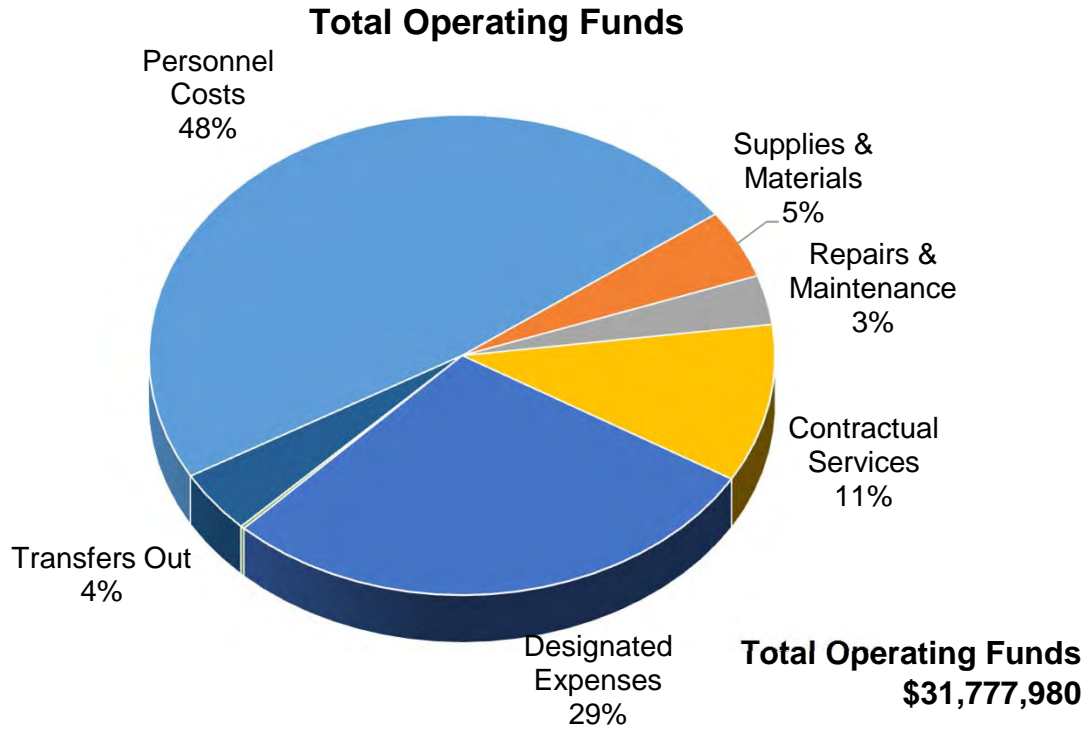
****Includes Debt Service Payments and Other Non-Departmental Expenditures/Expenses.**

**City of Copperas Cove, Texas
Consolidated Schedule of Expenditures/
Expenses of all Funds by Object Class
Fiscal Year 2015-2016**

**

Designated Expenses	Capital Outlay & Improvements	Transfers Out	Total
\$ 728,486	\$ 27,500	\$ -	\$ 15,651,311
6,524,855	35,000	852,000	11,608,283
1,810,624	-	487,000	3,959,478
54,561	-	-	558,908
<u>\$ 9,118,526</u>	<u>\$ 62,500</u>	<u>\$ 1,339,000</u>	<u>\$ 31,777,980</u>
\$ 343,963			\$ 694,881
4,079,888	-	-	\$ 4,079,888
215,393	-	-	\$ 215,393
11,845	-	-	\$ 11,845
57,040	-	-	\$ 57,040
-	-	-	\$ 4,537
5,490	-	-	\$ 25,533
-	-	-	\$ 30,041
2,987	54,614	-	\$ 155,894
<u>\$ 4,716,606</u>	<u>\$ 54,614</u>	<u>\$ -</u>	<u>\$ 5,275,052</u>
<u>\$ 13,835,132</u>	<u>\$ 117,114</u>	<u>\$ 1,339,000</u>	<u>\$ 37,053,032</u>

**City of Copperas Cove, Texas
Consolidated Schedule of Expenditures/
Expenses of all Funds by Object Class
Fiscal Year 2015-2016**



City of Copperas Cove, Texas
FY 2015-2016 Ad Valorem Taxes Analysis
Estimated Revenue and Proposed Distribution of Collections

Certified Property Values

Freeze Adjusted Taxable Assessec	\$1,155,050,460
Proposed Tax Rate of \$100 Valuation	<u>0.797908</u>
Non-Freeze Tax Levy	9,216,240
Freeze Tax Levy	<u>743,198</u>
Total Tax Levy	9,959,438
Estimated Percent of Collections	<u>99%</u>
Estimated Funds from Tax Levy	\$9,859,844

Proposed Distribution of All Tax Collections

	% of Total	Tax Rate	Collections
General Fund (Maintenance & Op)	60.00%	0.478759	5,916,082
Interest & Sinking	40.00%	0.319149	3,943,762
Total	<u>100.00%</u>	<u>0.797908</u>	<u>9,859,844</u>

Comparison of Previous Years Tax Rates

	Fiscal Years				
	2011-12	2012-13	2013-14	2014-15	2015-16
General Fund	0.583500	0.544800	0.568800	0.524400	0.478759
Interest & Sinking	0.176500	0.219100	0.191200	0.253000	0.319149
Total	<u>0.760000</u>	<u>0.763900</u>	<u>0.760000</u>	<u>0.777400</u>	<u>0.797908</u>

Property Value Analysis

Tax Year	Assessed Value	Percentage Increase	Amount Collected	Percentage Collected
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%	\$9,727,297	98.73%
2015	\$1,155,050,460	0.03%	\$0	0.00%

ORDINANCE NO. 2015-30

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, 2015 AND ENDING ON SEPTEMBER 30, 2016; 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 \$127,121 (1.31%), AND OF THAT AMOUNT \$127,121 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, 2015, to September 30, 2016, has been prepared by Andrea M. Gardner, City Manager, as Budget Officer for the City of Copperas Cove, Texas; and

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

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

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

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

WHEREAS, a public hearing has been had upon said amendments to the Proposed Budget and, after full and final consideration of proposed expenditures, revenues, financial condition, and comparative expenditures as presented, it is the consensus of opinion that the

budget as considered and amended at said hearings should be approved and adopted.

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

SECTION 1.

That the City Council of the City of Copperas Cove ratifies, approves and adopts the budget as finally considered for the fiscal year of October 1, 2015, to September 30, 2016, by a record vote as set out in Exhibit "A" 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 2015-2016 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.

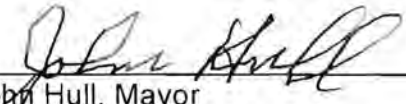
SECTION 4.

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 1st day of September, 2015, 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

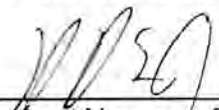
ATTEST:



Mariela Altott, City Secretary



APPROVED AS TO FORM:



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

Ordinance No. 2015-30 Recorded Vote

Aye <u>X</u>	Nay ___	Council Member Meredith
Aye <u>X</u>	Nay ___	Council Member Peterson
Aye <u>X</u>	Nay ___	Council Member Smith
Aye <u>X</u>	Nay ___	Council Member Lack
Aye <u>X</u>	Nay ___	Council Member Duncan
Aye <u>X</u>	Nay ___	Council Member Russell

Witnessed this 1st day of September, 2015

CITY OF COPPERAS COVE, TEXAS

John Hull
 John Hull, Mayor

ATTEST:

Marela Altott
 Marela Altott, City Secretary

ORDINANCE NO. 2015-31

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 2015 TAX YEAR FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF COPPERAS COVE FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2015 AND ENDING ON SEPTEMBER 30, 2016; 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 26.04(e) of the Texas Property Tax Code, in a manner designated to come to the attention of all residents of said City and has submitted said rates to the City Council of said City prior to the regular City Council meeting of September 1, 2015; and

WHEREAS, the City Council has complied with all applicable requirements of the Texas Property Tax Code prior to the setting of the tax rate for said City for 2015.

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 2015 adopted by record vote as set out in Exhibit "A", is hereby, set at 79.7908 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 2015 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) 47.8759 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:

31.9149 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 1% PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY SEVENTEEN DOLLARS AND FORTY CENTS (\$17.40).

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 2015-2016.


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 1st day of September 2015, 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. 2015-31 Recorded Vote

Aye <u>X</u>	Nay ___	Council Member Meredith
Aye <u>X</u>	Nay ___	Council Member Peterson
Aye <u>X</u>	Nay ___	Council Member Smith
Aye <u>X</u>	Nay ___	Council Member Lack
Aye <u>X</u>	Nay ___	Council Member Duncan
Aye <u>X</u>	Nay ___	Council Member Russell

Witnessed this 1st day of September, 2015

CITY OF COPPERAS COVE, TEXAS



 John Hull, Mayor

ATTEST:



 Mariela Altott, City Secretary

RESOLUTION NO. 2015-34

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF COPPERAS COVE, TEXAS, RATIFYING THE VOTES TO ADOPT TO THE 2015-2016 BUDGET AND PLAN OF MUNICIPAL SERVICES AND THE 2015-2016 TAX RATE.

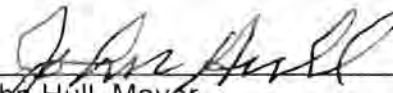
WHEREAS, Pursuant to the Texas Local Government Code, §102.007, City Council has adopted the 2015-2016 Budget and Plan of Municipal Services; and

WHEREAS, Pursuant to the Texas Tax Code, §26.06, City Council has adopted the 2015-2016 Ad Valorem Tax Rate; and

WHEREAS, The adoption of the 2015-2016 Budget and the 2015-2016 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 2015-2016 Budget and Plan of Municipal Service and the 2015-2016 Property Tax Rate.

PASSED, APPROVED, AND ADOPTED on this 1st day of September 2015, 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



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 2016 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 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted
Property Taxes	6,328,963	6,738,189	6,350,017	6,287,804	6,001,082
Sales Taxes	2,585,231	2,712,277	2,771,359	2,895,658	3,185,656
Franchise Fees	1,312,322	1,301,838	1,303,093	1,305,290	1,338,000
Other Taxes	157,213	176,011	232,801	206,963	555,000
Licenses & Permits	223,143	182,534	232,899	248,980	287,580
Charges for Services	1,277,900	1,248,070	1,189,807	1,193,758	1,220,855
Fines & Forfeitures	687,020	635,501	567,553	588,683	592,774
Miscellaneous	312,931	302,422	378,165	319,886	295,522
Transfers	1,206,070	1,258,000	1,358,000	1,404,000	1,475,000
TOTAL	14,090,791	14,554,841	14,383,694	14,451,022	14,951,469
EXPENDITURES					
Salaries & Benefits	10,733,722	10,907,481	11,231,074	11,390,796	12,020,202
Supplies & Materials	665,314	653,393	660,676	632,769	668,991
Repairs & Maintenance	434,124	449,051	422,155	510,720	503,283
Contractual Services	1,427,726	1,480,338	1,575,987	1,610,986	1,702,849
Designated Expenditures	417,600	631,048	831,558	578,043	728,486
Capital Outlay	31,068	71,570	90,637	127,459	27,500
Transfers	168,086	-	-	-	-
TOTAL	13,877,641	14,192,883	14,812,087	14,850,773	15,651,311
Revenues Over/(Under)					
Expenditures	213,150	361,958	(428,393)	(399,751)	(699,842)
TOTAL	14,090,791	14,554,841	14,383,694	14,451,022	14,951,469

CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2015-16 ADOPTED BUDGET
GENERAL FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

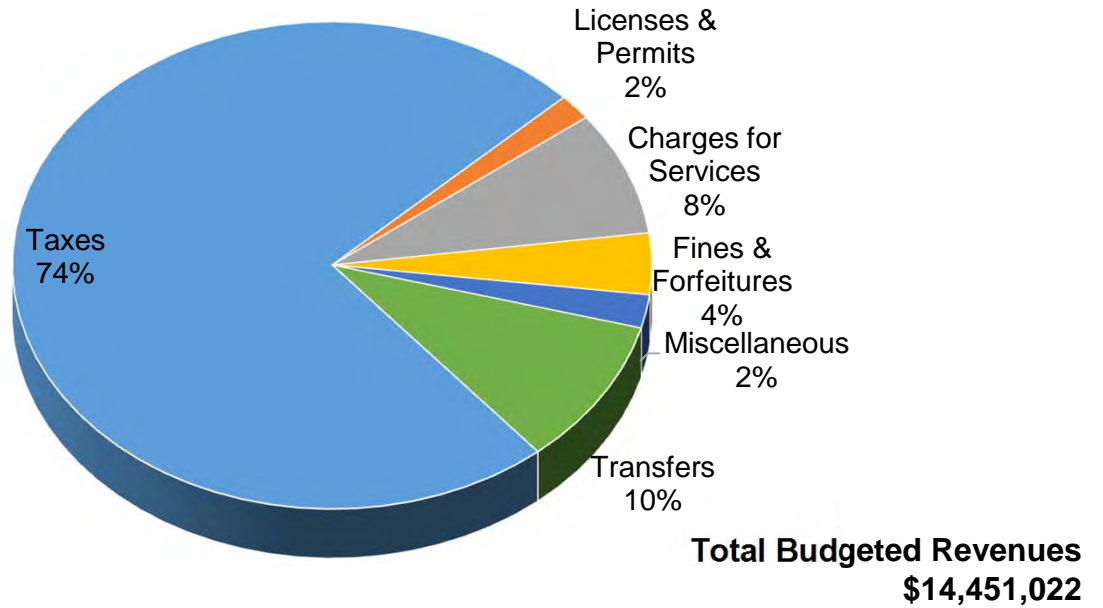
Description	Actual FY 2013-14	Adopted Budget* FY 2014-15	Projected FY 2014-15	Proposed Base Budget FY 2015-16	New Requests FY 2015-16	Adopted FY 2015-16
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 5,001,633	\$ 5,073,241	\$ 5,073,241	\$ 4,673,490	\$ 4,647,514	\$ 4,673,490
Unreserved, Designated	1,000,000	500,000	500,000	500,000	500,000	500,000
TOTAL BEGINNING FUND BALANCE	\$ 6,001,633	\$ 5,573,241	\$ 5,573,241	\$ 5,173,490	\$ 5,147,514	\$ 5,173,490
REVENUES:						
Taxes	\$ 10,657,270	\$ 10,976,473	\$ 10,695,715	\$ 11,079,738	\$ -	\$ 11,079,738
Permits & Licenses	232,899	164,250	248,980	287,580	-	287,580
Charges for Services	1,189,807	1,245,680	1,193,758	1,220,855	-	1,220,855
Fines	567,553	611,810	588,683	592,774	-	592,774
Administrative Reimbursements	1,358,000	1,404,000	1,404,000	1,475,000	-	1,475,000
Miscellaneous Revenue	378,165	294,951	319,886	295,522	-	295,522
TOTAL REVENUES	\$ 14,383,694	\$ 14,697,164	\$ 14,451,022	\$ 14,951,469	\$ -	\$ 14,951,469
TOTAL FUNDS AVAILABLE	\$ 20,385,327	\$ 20,270,405	\$ 19,524,263	\$ 19,624,959	\$ 4,647,514	\$ 19,624,959
EXPENDITURES:						
City Council (21)	\$ 34,684	\$ 45,117	\$ 45,045	\$ 47,411	\$ -	\$ 47,411
City Manager (22)	337,383	282,872	305,396	297,763	-	297,763
City Secretary (23)	135,413	145,593	132,215	137,740	-	137,740
City Attorney (24)	197,287	139,910	126,464	129,005	-	129,005
Public Information Office (25)	1,903	79,598	80,954	85,245	-	85,245
Finance (31)	369,320	388,962	354,501	363,039	-	363,039
Budget (32)	396,135	346,655	347,572	356,069	57,746	413,815
Human Resources (34)	254,537	210,842	206,660	199,041	30,712	229,753
Information Systems (35)	331,837	316,201	314,850	314,964	-	314,964
Municipal Court (41)	340,760	357,398	368,701	392,915	-	392,915
Police-Admin (42)	624,444	631,403	638,165	632,347	4,966	637,313
Police-Services (4210)	4,226,668	4,372,886	4,409,141	4,389,367	187,235	4,576,602
Animal Control (43)	229,789	249,613	243,133	248,889	-	248,889
Fire/EMS-Admin (44)	295,236	309,028	299,915	296,361	4,064	300,425
Fire/EMS-Operations (4417)	3,134,907	3,175,951	3,050,886	3,158,960	116,524	3,275,484
Fire/EMS-Training (4418)	10,619	36,337	36,248	31,193	1,962	33,155
Fire/EMS-Prevention (4419)	60,284	99,405	101,555	98,242	2,498	100,740
Emergency Management (4420)	5,639	-	971	2,705	-	2,705
Engineering (51)	41,688	48,000	35,842	48,000	-	48,000
Street (53)	550,799	636,254	592,810	609,011	9,200	618,211
Fleet Services (55)	267,509	279,915	286,556	284,713	5,000	289,713
Planning (61)	163,488	157,884	115,330	88,991	187,508	276,499
Building Development (52)	262,382	291,242	288,867	293,482	24,720	318,202
Code & Health Compliance (72)	161,958	189,208	188,045	186,590	-	186,590
Parks and Leisure - Admin (54)	161,228	167,798	171,803	167,667	-	167,667
Parks and Leisure - Maintenance (5410)	460,512	506,164	489,508	485,261	2,000	487,261
Parks and Leisure - Athletics (5420)	389,606	344,453	312,258	350,976	9,613	360,589
Parks and Leisure - Aquatics (5430)	123,267	147,330	142,491	140,895	-	140,895
Parks and Leisure - Special Events (5440)	35,863	31,840	32,600	12,640	22,500	35,140
Cemetery (5450)	4,900	-	5,500	3,500	-	3,500
Library (71)	384,332	390,815	389,676	389,781	2,048	391,829
Non-Departmental (75)	338,557	471,975	426,691	403,648	5,570	409,218
TOTAL OPERATING EXPENDITURES	\$ 14,332,934	\$ 14,850,649	\$ 14,540,349	\$ 14,646,411	\$ 673,866	\$ 15,320,277
OTHER EXPENDITURES:						
Capital Outlay	\$ 42,681	\$ 109,650	\$ 127,459	\$ 27,500	\$ -	\$ 27,500
Grant Match	-	20,800	-	-	-	-
Street/Sidewalk Maintenance	342,846	-	-	-	-	-
Economic Development Incentives	93,625	219,154	182,965	303,534	-	303,534
Transfers Out	-	-	-	-	-	-
TOTAL OTHER EXPENDITURES	\$ 479,152	\$ 349,604	\$ 310,424	\$ 331,034	\$ -	\$ 331,034
TOTAL EXPENDITURES	\$ 14,812,086	\$ 15,200,253	\$ 14,850,773	\$ 14,977,445	\$ 673,866	\$ 15,651,311

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2015-16 ADOPTED BUDGET
GENERAL FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

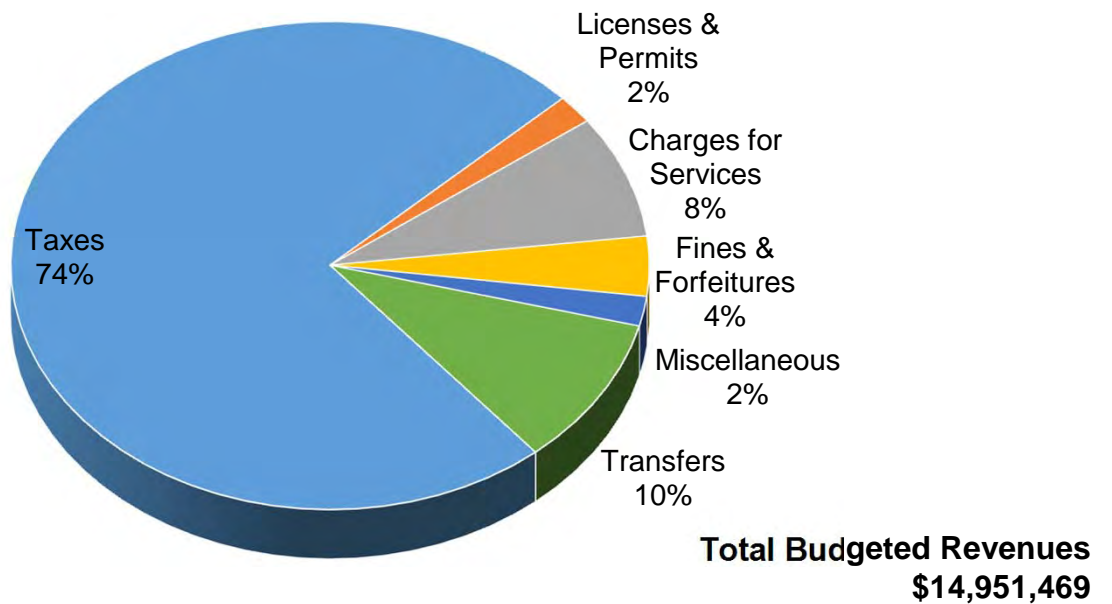
Description	Actual FY 2013-14	Adopted Budget* FY 2014-15	Projected FY 2014-15	Proposed Base Budget FY 2015-16	New Requests FY 2015-16	Adopted FY 2015-16
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 4,573,241	\$ 4,570,152	\$ 4,673,490	\$ 4,647,514	\$ 3,973,648	\$ 3,973,648
Unreserved, Designated	1,000,000	500,000	500,000	500,000	500,000	500,000
TOTAL ENDING FUND BALANCE	<u>\$ 5,573,241</u>	<u>\$ 5,070,152</u>	<u>\$ 5,173,490</u>	<u>\$ 5,147,514</u>	<u>\$ 4,473,648</u>	<u>\$ 4,473,648</u>
IDEAL FUND BALANCE	\$ 3,583,234	\$ 3,712,662	\$ 3,635,087	\$ 3,661,603	\$ 3,830,069	\$ 3,830,069
OVER (UNDER) IDEAL FUND BALANCE	\$ 1,990,008	\$ 1,357,490	\$ 1,038,403	\$ 985,911	\$ 143,579	\$ 143,579
* Includes budget amendments that were approved by City Council on 1/20/15, 4/7/15, 5/19/15, and 6/2/15.						
Golf Fund FY 2016 Deficit				\$ (101,602)		\$ (141,657)
Total General Fund Over Ideal Fund Balance				\$ 884,309		\$ 1,922

**City of Copperas Cove, Texas
FY 2016 Adopted Budget
General Fund
Budgeted Revenues by Source Comparison**

Fiscal Year 2014-2015 Budgeted Revenue

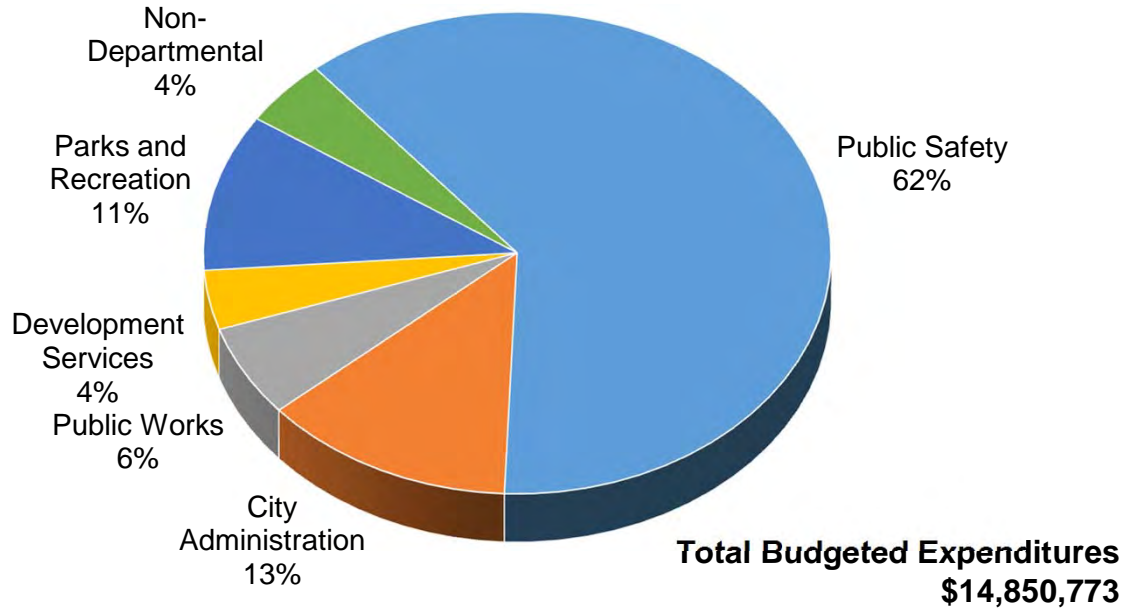


Fiscal Year 2015-2016 Budgeted Revenue

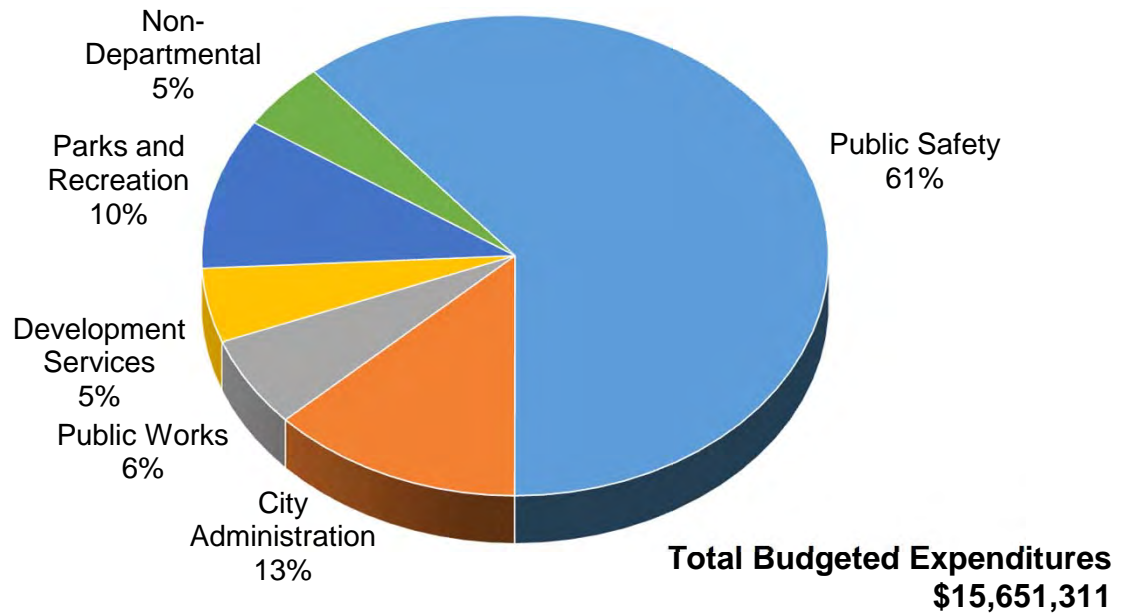


**City of Copperas Cove, Texas
FY 2016 Adopted Budget
General Fund
Budgeted Expenditures by Function Comparison**

Fiscal Year 2014-2015 Budgeted Expenditures

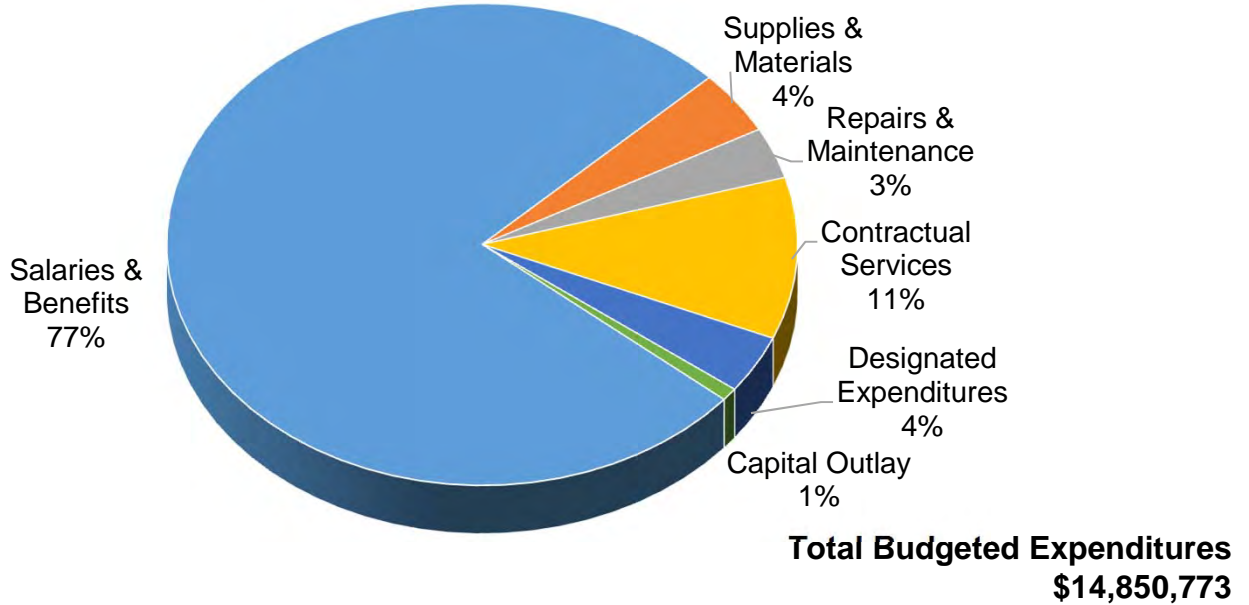


Fiscal Year 2015-2016 Budgeted Expenditures

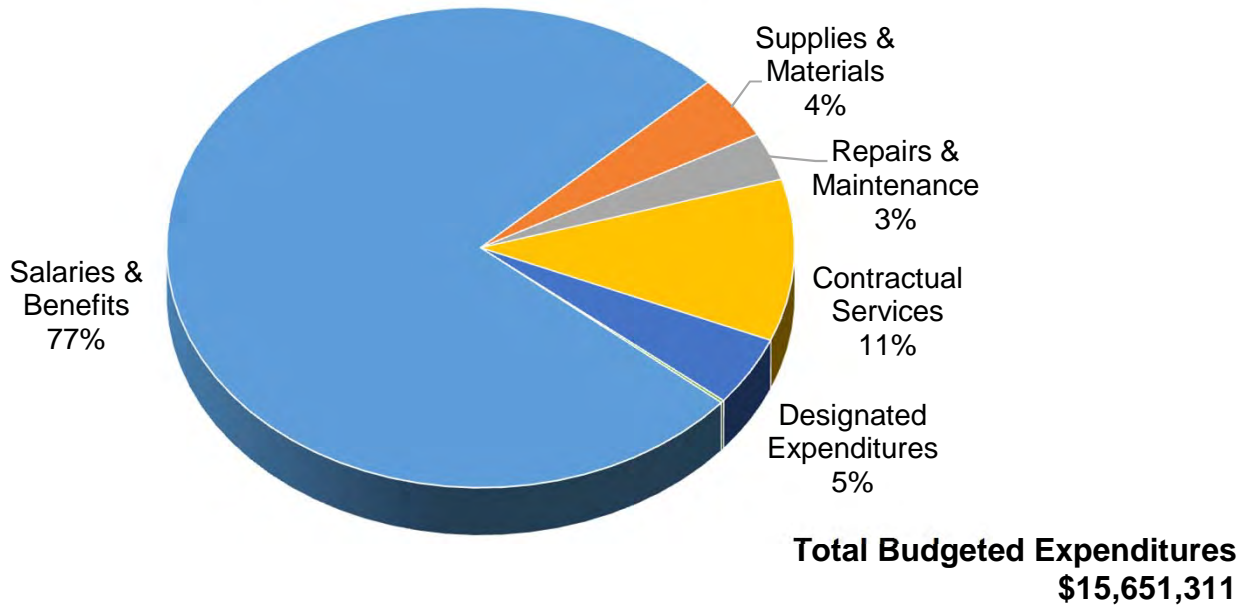


**City of Copperas Cove, Texas
FY 2016 Adopted Budget
General Fund
Budgeted Expenditures by Object Comparison**

Fiscal Year 2014-2015 Budgeted Expenditures



Fiscal Year 2015-2016 Budgeted Expenditures



General Fund Revenues

Account	Description	Actual 2013-14	Budget* 2014-15	Projected 2014-15	Proposed 2015-16
01-310-1001	Current Ad Valorem Taxes	\$ 6,266,577	\$ 6,207,973	\$ 6,207,973	\$ 5,916,082
01-310-1002	Delinquent Ad Val. Taxes	48,083	48,000	40,562	48,000
01-310-1003	Penalty & Interest	35,357	43,000	39,269	37,000
01-310-1004	Sales Tax	2,771,359	3,206,000	2,895,658	3,185,656
01-310-1005.1	Franchise Tax-Telephone	52,848	53,000	53,024	53,000
01-310-1005.2	Franchise Tax-Cable	281,842	280,000	297,258	290,000
01-310-1005.3	Franchise Tax-Electric	857,235	850,000	850,000	890,000
01-310-1005.4	Franchise Tax-Gas	111,168	105,000	105,008	105,000
01-310-1007	Mixed Drink Tax	16,484	13,500	17,180	14,000
01-310-1008	Bingo Tax	215,612	170,000	189,433	190,000
01-310-1010	Fuel Refund Claim	-	-	-	-
01-310-1011	Used Oil-Safety Kleen	-	-	-	-
01-310-1012	Used Oil-H&H Waste Oil	705	-	350	-
01-310-1020	Tax Exemption Relief Revenue	-	-	-	351,000
Subtotal Taxes		\$ 10,657,270	\$ 10,976,473	\$ 10,695,715	\$ 11,079,738
01-320-2002	License-Bicycle	\$ 12	\$ -	\$ 10	\$ 10
01-320-2003	License-Contractors	39,865	25,000	32,000	31,000
01-320-2004	License-Animal	5,617	5,000	5,500	5,500
01-320-2005	License-Bail Bondsman	-	-	-	-
01-320-2006	Permits-Building	94,518	45,000	101,829	120,000
01-320-2007	Permits-House Moving	-	-	-	-
01-320-2008	Permits-Street Cuts	8,859	6,000	12,875	8,000
01-320-2009	Permits-Electrical	13,420	12,000	17,065	22,400
01-320-2010	Permits-Solicitors	3,085	1,000	1,000	2,000
01-320-2011	Permits-Natural Gas Lines	2,000	1,500	1,000	1,500
01-320-2012	Permits-Garage Sales	7,490	8,000	8,000	8,000
01-320-2013	Permits-Plumbing	30,428	30,000	31,884	51,200
01-320-2014	Permits-Mechanical	11,975	15,000	18,649	19,200
01-320-2015	License-Taxicabs	300	300	300	300
01-320-2016	Permits-Video	-	-	-	-
01-320-2017	License-Dangerous Animal	200	500	300	300
01-320-2018	Sign-Dangerous Animal	75	-	25	-
01-320-2021	Permits-Car Washes	345	500	500	500
01-320-2022	Permits-Signs	1,700	1,500	1,500	1,500
01-320-2023	Permits-Swimming Pools	660	200	300	400
01-320-2024	Massage License	-	-	-	-
01-320-2025	Permit-Ambulance License	-	-	3,000	3,000
01-320-2026	License-Wrecker	595	600	595	595
01-320-2027	Permit-Certificate of Occpy	2,720	2,000	2,400	2,400
01-320-2028	Permits-Mobile Home Parks	-	-	-	-
01-320-2029	Permits-Beverage Cartage	-	-	-	-
01-320-2030	Permits-Alarms	3,245	4,000	4,000	4,000
01-320-2031	False Alarm Penalties	375	150	225	275
01-320-2032	Permits-Alcohol License	3,365	3,500	3,523	3,500
01-320-2034	Permits-Burn Permits	1,800	2,500	2,500	2,000
01-320-2049	Permits-Micellaneous	250	-	-	-
01-320-3024	Permits-Well/Gas Drilling	-	-	-	-
Subtotal Permits and Licenses		\$ 232,899	\$ 164,250	\$ 248,980	\$ 287,580

* Includes Budget Amendments approved in FY 2014-2015

General Fund Revenues

Account	Description	Actual 2013-14	Budget* 2014-15	Projected 2014-15	Proposed 2015-16
01-340-1001	Cemetery Plot Sales	\$ 8,621	\$ 6,065	\$ 23,800	\$ 15,000
01-340-1002	Football Revenue	17,075	30,000	26,400	27,600
01-340-1004	Basketball Revenue	18,211	26,400	20,203	30,000
01-340-1005	Volleyball Entry Fees	6,375	10,800	12,000	12,000
01-340-1006	Youth Baseball Fees	46,705	43,750	38,795	43,750
01-340-1007	Adult Softball Fees	9,529	-	105	-
01-340-1008	Soccer Registration Fees	33,200	43,200	46,000	48,000
01-340-1009	Sponsor Fee	-	-	-	-
01-340-1011	Tennis Revenue	-	-	-	-
01-340-1012	Special Events Revenue	440	20,000	490	500
01-340-1013	BMX Track Revenue	-	-	-	-
01-340-1015	Concession Sales	11,068	17,290	13,750	16,000
01-340-1016	Flag Football Fees	11,395	20,748	19,750	22,750
01-340-1017	Track Revenue	-	-	-	-
01-340-1020	Summer Camp Registration Fees	34,770	-	-	-
01-340-1030	Recreational Classes	4,767	5,730	2,270	6,525
01-340-1040	Start Smart Revenue	-	-	-	-
01-340-1050	Kickball Revenue	-	-	-	-
01-340-1060	Cheerleader Revenue	-	-	-	-
01-340-1400	Swimming Lessons	10,330	35,000	12,000	15,000
01-340-3001	Swimming Pool Receipts	39,374	58,917	25,000	35,000
01-340-3002	Community Building Rental	24,182	43,400	35,000	35,000
01-340-3003	Permits-City Park Community Act	-	-	-	-
01-340-3004	Misc. Library Receipts	12,395	13,000	13,000	14,000
01-340-3005	Animal Shelter Fees	26,891	25,000	25,000	25,000
01-340-3006	Ambulance Fee Revenue	784,687	755,000	785,000	785,000
01-340-3007	Notary Fee Revenue	347	300	413	350
01-340-3008	Copy Machine	5,135	5,000	1,000	1,000
01-340-3009	Mowing/Mowing Liens Rev	24,298	15,000	15,000	15,000
01-340-3010	Sale of City Maps	106	60	68	-
01-340-3011	Tax Certificates	-	-	-	-
01-340-3012	Srv Charge-NSF Checks	210	150	-	-
01-340-3013	Plat Filing Fee Revenue	1,950	500	4,100	4,000
01-340-3014	Permits-Land Disturbance	140	150	175	150
01-340-3015	RV Park Fees	7,393	9,900	11,000	12,000
01-340-3016	Permits-Floodplain Development	-	-	-	-
01-340-3017	Deed Approval Application Fee	-	-	-	-
01-340-3018	Contract Fire Revenue	-	-	-	-
01-340-3019	Police Overtime Reimb.	5,523	3,500	1,000	1,000
01-340-3020	Police Restitution Revenue	605	4,000	1,500	1,500
01-340-3021	Festival Reimbursements	10,431	13,000	13,000	12,000
01-340-3022	Special Events Seniors	1,452	1,200	4,000	4,000
01-340-3023	Library Room Rental	5,250	6,000	10,000	10,000
01-340-3024	Open Records Revenue	3,428	700	428	400
01-340-3025	Senior Games	-	-	-	-
01-340-3026	Fax Machine Fees	-	-	-	-
01-340-3027	Pool Rental Revenue	7,450	15,000	10,000	12,000
01-340-3028	CCISD Video Play-Back	-	-	-	-

* Includes Budget Amendments approved in FY 2014-2015

General Fund Revenues

Account	Description	Actual 2013-14	Budget* 2014-15	Projected 2014-15	Proposed 2015-16
01-340-3030	Micro Chip of Animals Rev	3,820	5,000	3,500	3,500
01-340-3031	Re-Inspection Fees	5,350	7,000	11,000	8,000
01-340-3032	Fire Related Response Revenue	-	-	-	-
01-340-3033	Animal Tranquilization Fee	40	120	80	80
01-340-3034	Disposal of Farm Animal Fee	-	-	-	-
01-340-3035	Fire Inspection Fees	3,038	1,000	2,556	1,250
01-340-3036	Fire Testing Fees	1,625	1,000	1,375	1,250
01-340-4105	Rezone Request Fees	1,000	1,000	3,200	1,250
01-340-4110	Variance Request Fees	1,200	1,800	1,800	1,000
Subtotal Fees		\$ 1,189,806	\$ 1,245,680	\$ 1,193,758	\$ 1,220,855
01-350-4001	Municipal Court Fines	\$ 204,618	\$ 225,000	\$ 227,664	\$ 229,940
01-350-4002	Traffic Violation Fines	112,342	120,000	110,000	111,100
01-350-4003	Library Fines	9,528	11,000	10,500	10,000
01-350-4004	Arrest Warrant Fees	43,237	56,406	38,004	38,384
01-350-4005	Child Safety Funds	8,260	9,000	8,094	8,174
01-350-4006	City's % of Court Fees	35,459	36,200	36,768	37,135
01-350-4007	HB 70 Fees	8,559	8,300	9,037	9,127
01-350-4009	OCLF Revenue	-	-	-	-
01-350-4010	Arresting Officer Fees	19,465	18,700	21,093	21,303
01-350-4011	Civil Justice Fee	25	24	26	28
01-350-4012	Child Safety Seats Fee	-	-	-	-
01-350-4013	City's % Improve Efficiency	-	-	-	-
01-350-4042	CCISD Liaison Funding	117,372	118,820	118,820	118,820
01-350-4101	Admin Fee-Teen Court	330	360	340	343
01-350-4102	Admin Fee-Defensive Drvg	8,358	8,000	8,337	8,420
Subtotal Fines		\$ 567,553	\$ 611,810	\$ 588,683	\$ 592,774
01-360-5001	Admin. Reimb.-W/S Fund	\$ 795,000	\$ 835,000	\$ 835,000	\$ 895,000
01-360-5002	Admin. Reimb-Solid Waste	483,000	477,000	477,000	487,000
01-360-5004	Admin. Reimb. Drainage	80,000	92,000	92,000	93,000
01-360-5007	Transfer from Other Funds	-	-	-	-
Subtotal Intergovernmental		\$ 1,358,000	\$ 1,404,000	\$ 1,404,000	\$ 1,475,000
01-370-6001	Interest Revenue	\$ 13,561	\$ 13,000	\$ 12,000	\$ 12,000
01-370-6001.1	Interest Rev-PD Confid	16	15	15	15
01-370-6002	Attorney Fees Interest Revenue	-	-	-	-
01-390-6001	Admin Fees	580	350	552	450
01-390-6002	Rental Income	32,938	29,886	29,886	30,477
01-390-6004	Sale of City Property & Equip.	-	-	-	-
01-390-6005	Miscellaneous Revenues	61,089	75,000	85,083	75,000
01-390-6006	Insurance Proceeds	18,338	2,000	11,000	5,000
01-390-6007	Cash Over/(Short)	569	-	-	-
01-390-6008	Credit Bureau Collection Fees	-	-	-	-
01-390-6009	Food Workers' Registration	5,864	4,000	5,800	5,000
01-390-6010	Food Establishment Licenses	10,638	8,000	8,000	8,000
01-390-6011	Contributions	-	-	-	-
01-390-6012	Police Misc. Revenues	4,042	3,500	3,500	3,500
01-390-6015	Misc. Grant Revenue	2,687	10,000	10,000	-

* Includes Budget Amendments approved in FY 2014-2015

General Fund Revenues

Account	Description	Actual 2013-14	Budget* 2014-15	Projected 2014-15	Proposed 2015-16
01-390-6016	Street Sign revenue	979	400	576	680
01-390-6029	Other Financing Sources	-	-	-	-
01-390-6031	Community Agency Lease	7,200	7,200	7,200	7,200
01-390-6032	County Mutual Aid Rev	50,521	45,000	50,079	50,000
01-390-6033	Bell County Fire Runs Rev	1,757	1,600	3,891	3,000
01-390-6034	County EMS Revenue	85,000	85,000	85,000	85,000
01-390-6035	Tax Abatement Application Fee	-	-	-	-
01-390-6036	Emerg Mgmt Perf Grant	36,125	-	-	-
01-390-6040	Confidential Funds	-	-	-	-
01-390-6060	Reimbursements	1,500	1,000	4,260	1,200
01-392-1001	Auction Proceeds	44,761	9,000	3,044	9,000
Subtotal Miscellaneous Revenue		\$ 378,165	\$ 294,951	\$ 319,886	\$ 295,522
Total General Fund Revenues		\$ 14,383,693	\$ 14,697,164	\$ 14,451,022	\$ 14,951,469

* Includes Budget Amendments approved in FY 2014-2015

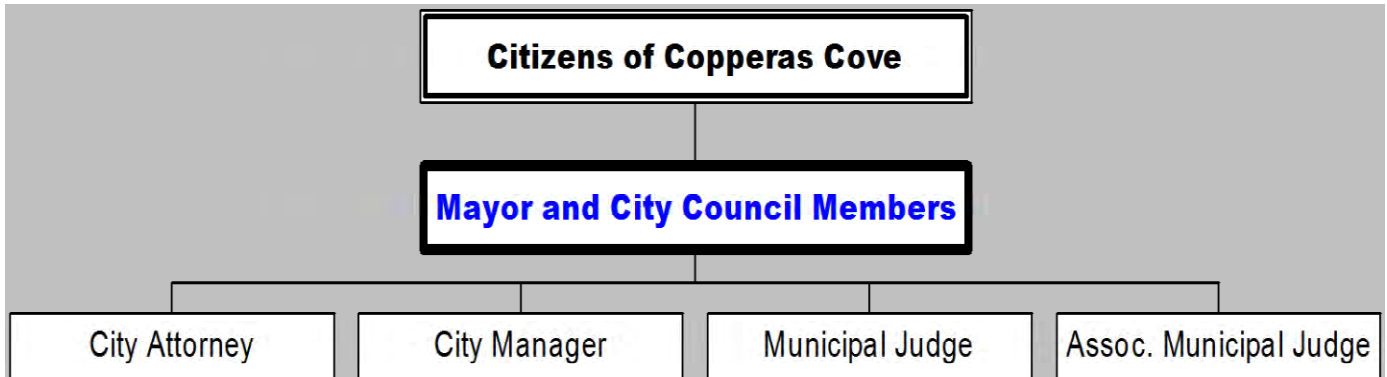
CITY COUNCIL



Left to Right:

Standing: Mark E. Peterson (Mayor Pro Tem); George Duncan; Matthew Russell; Kirby Lack; Gary L. Kent (resigned)

Sitting: Marty Smith; John Hull (Mayor); Cheryl L. Meredith



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 2015

- Adopted the FY 2015-2016 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 2016.
- Adopted the FY 2015-2016 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 and 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 2016

- Pursue priorities established for the current fiscal year.
- Review and adopt the FY 2017 Budget and Plan of Municipal Services.
- Review and adopt the FY 2017-2020 Capital Improvement Plan.
- Review and adopt the FY 2017-2020 Personnel Improvement Plan.
- Review and adopt the FY 2017-2020 Capital Outlay Plan.
- Participate in the annual Council/Staff Retreat.

CITY COUNCIL

*Fund 01
Dept# 2100*

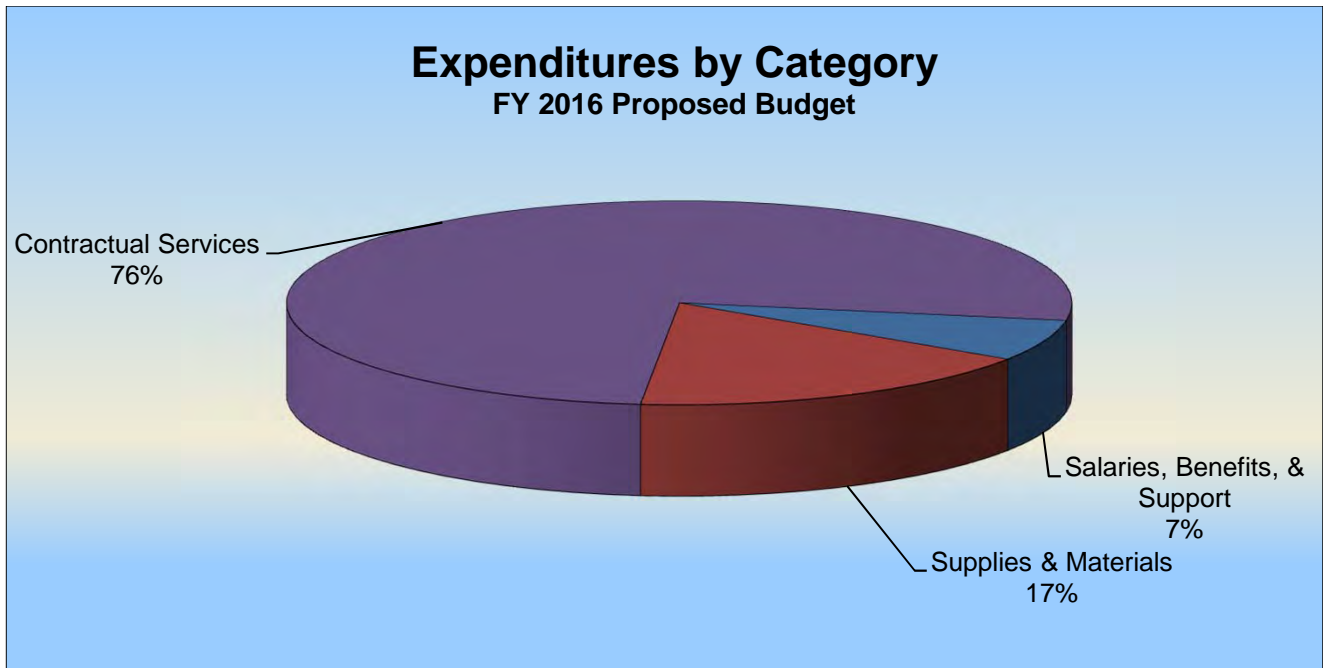
EXPENDITURE SUMMARY

CITY COUNCIL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	3,417	3,150	3,150	3,100
Supplies & Materials	4,444	6,832	6,832	8,186
Repairs & Maintenance	-	-	-	-
Contractual Services	26,823	35,063	35,063	36,125
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	34,684	45,045	45,045	47,411

HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Supplies and Materials: Increase in costs for new Councilmembers.



CITY COUNCIL

01-2100

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed 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
DEPARTMENT TOTAL	8	8	8	8

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
# of Regular City Council Meetings	23	23	23	23
# of Ordinances / Resolutions Passed	98	98	88	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

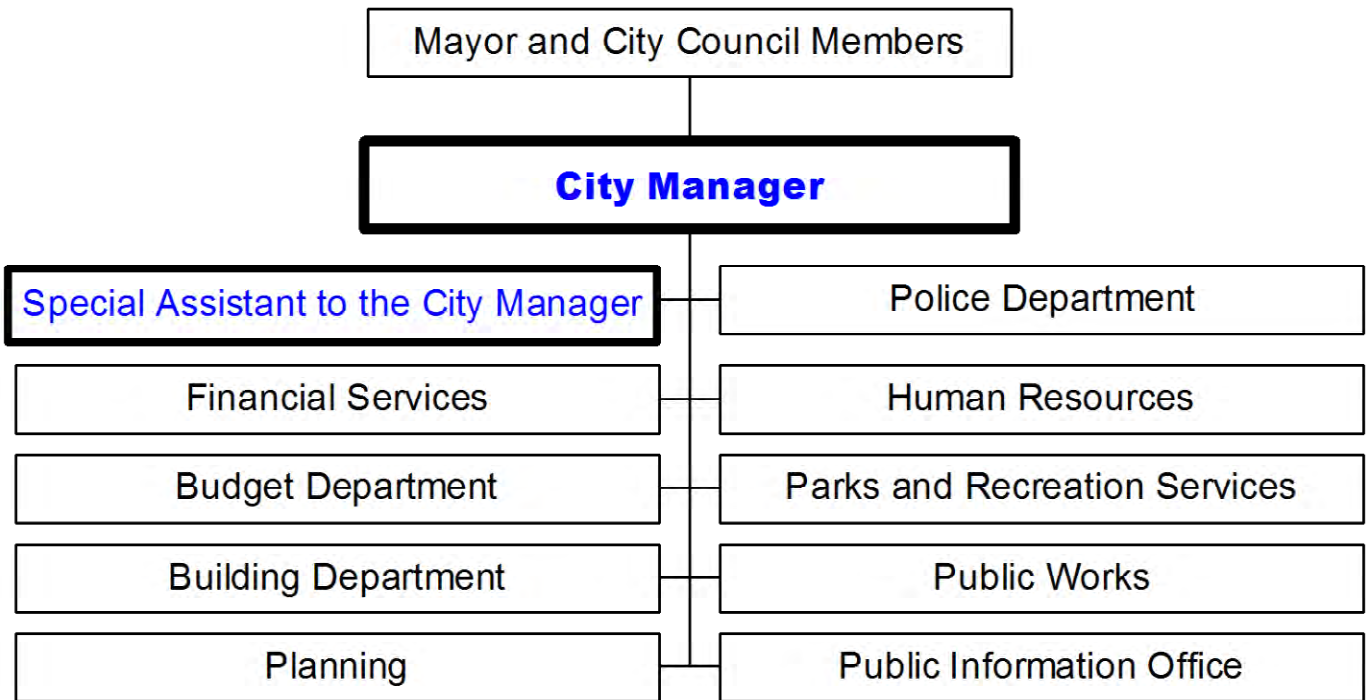
CITY MANAGER



Andrea M. Gardner (City Manager)



Justine Mirabel
(Special Assistant to the City Manager)



The mission of the City Manager Department is to provide centralized administration, coordination, and evaluation of all municipal programs, including preparation of the budget; and to assist the City Council in

2 Full-Time Employees

CITY MANAGER

PROGRAM DESCRIPTION

The City Manager's office is directly responsible for nine (9) 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 2015

- Conducted the 2015 Annual Council/Staff Retreat.
- Facilitated the design of the SW Water Improvements project.
- Facilitated the construction of the Northwest WW Treatment Facility Improvements Phase I.
- Facilitated the construction of the NE Water Line 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 construction of the NE Sewer Line project.
- Facilitated the completion of the City's Facilities Plan.
- Facilitated the construction of the Courtney Lane Road Improvements project.
- Facilitated the submission of the City's Category 9 (TAP) Funding application to KTMPO.
- Facilitated the development of an ordinance regulating domestic fowl.
- Conducted regular meetings with the Transportation Work Group.
- Conducted regular meetings with the Citizen Focus Group.
- Facilitated the Citizen's Survey.
- 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 2016

- Facilitate the construction of the Fire Station 2 Relocation project.
- Facilitate the sale of City owned properties.
- Facilitate the completion of the City's Street Maintenance Plan.
- Facilitate the submission of the City's Category 7 (STPMM) Funding application to KTMPO.
- Facilitate a review and possible update to the City's Floodplain regulations.
- Facilitate the construction of the Northwest WW Treatment Plant improvements project Phase II.
- Facilitate the development of an Annexation Plan.
- Facilitate the development of a Transportation User Fee Ordinance
- Facilitate the completion of Thoroughfare Master Plan.
- Facilitate the Employee Survey.

CITY MANAGER

Fund 01
Dept# 2200

EXPENDITURE SUMMARY

CITY MANAGER	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	317,260	289,733	289,733	280,400
Supplies & Materials	2,164	1,010	1,010	900
Repairs & Maintenance	2,406	2,052	2,052	1,951
Contractual Services	15,551	12,601	12,601	14,512
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	337,381	305,396	305,396	297,763

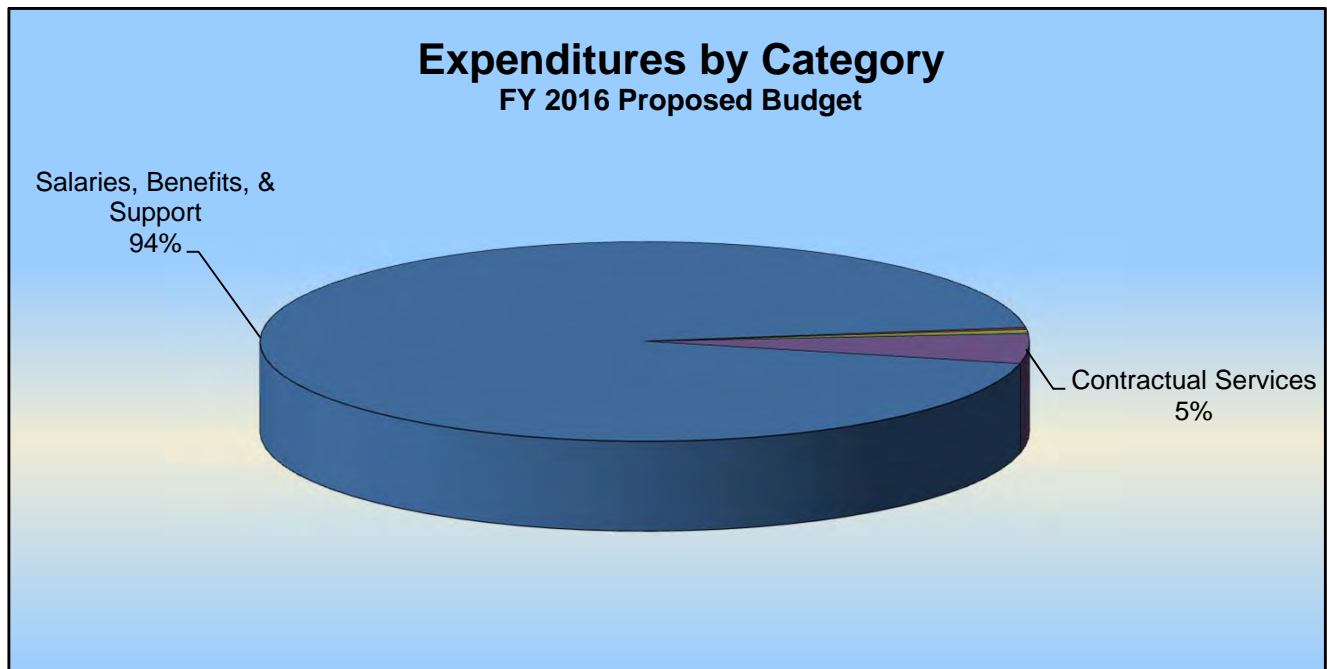
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Decreases:

- Salaries & Benefits: Decrease due to decreased healthcare costs.

Increases:

- Contractual Services: Increase in professional development.



CITY MANAGER

01-2200

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
City Manager	1	1	1	1
Special Assistant to the City Manager	1	1	1	1
Public Information Officer	1	0	0	0
DEPARTMENT TOTAL	3	2	2	2

Note: For FY 2015, the Public Information Officer position moved to its own department.

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
Developer Meetings Hosted	1	1	1	1
Council Meetings/Workshops Attended	59	59	54	59
Public Meetings Hosted	1	1	5	1
EFFICIENCIES				
Operating Budget (General Fund) \$ per Capita	\$445.81	\$447.08	\$447.08	\$471.07
Full-Time Employees per 1,000 Population	8.34	8.25	8.25	8.38
EFFECTIVENESS				
# of Responses to Citizen Survey	N/A*	700	427	N/A*
Citizens Overall Satisfaction ¹	N/A*	60	56	N/A*

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.

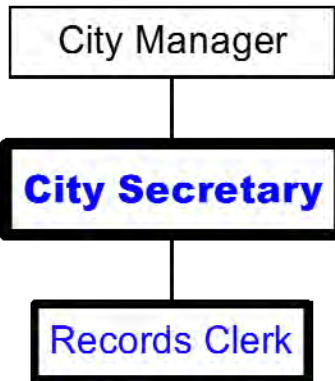
Note: In 2013, the survey received 551 responses and the ACSI score was 56.

CITY SECRETARY



Bobbi Foster
(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

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 2015

- Continued assistance to City staff with Agenda Quick software program.
- Successfully conduct jointly with Coryell and Lampasas Counties one General Election, Special 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 four 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 through Texas Municipal Court Education Center.
- Represent the City at various social and professional events.

GOALS FOR FISCAL YEAR 2016

- Successfully conduct one general election jointly with Coryell and Lampasas Counties, in accordance with Texas Election Law statutes; conduct a runoff election, if necessary.
- Continue certification through the Texas Registered Municipal Clerk (TRMC) program through the Texas Municipal Clerks Association and the University of North Texas.
- Attend classes and continue certification process for a Texas Municipal Court Clerk Certification.

CITY SECRETARY

Fund 01
Dept# 2300

EXPENDITURE SUMMARY

CITY SECRETARY	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	96,743	99,373	99,373	104,661
Supplies & Materials	945	2,548	2,548	2,090
Repairs & Maintenance	479	3,324	3,324	1,610
Contractual Services	1,994	4,229	4,229	5,439
Designated Expenses	35,250	22,741	22,741	23,940
Capital Outlay & Improvements	-	-	-	-
Total	135,411	132,215	132,215	137,740

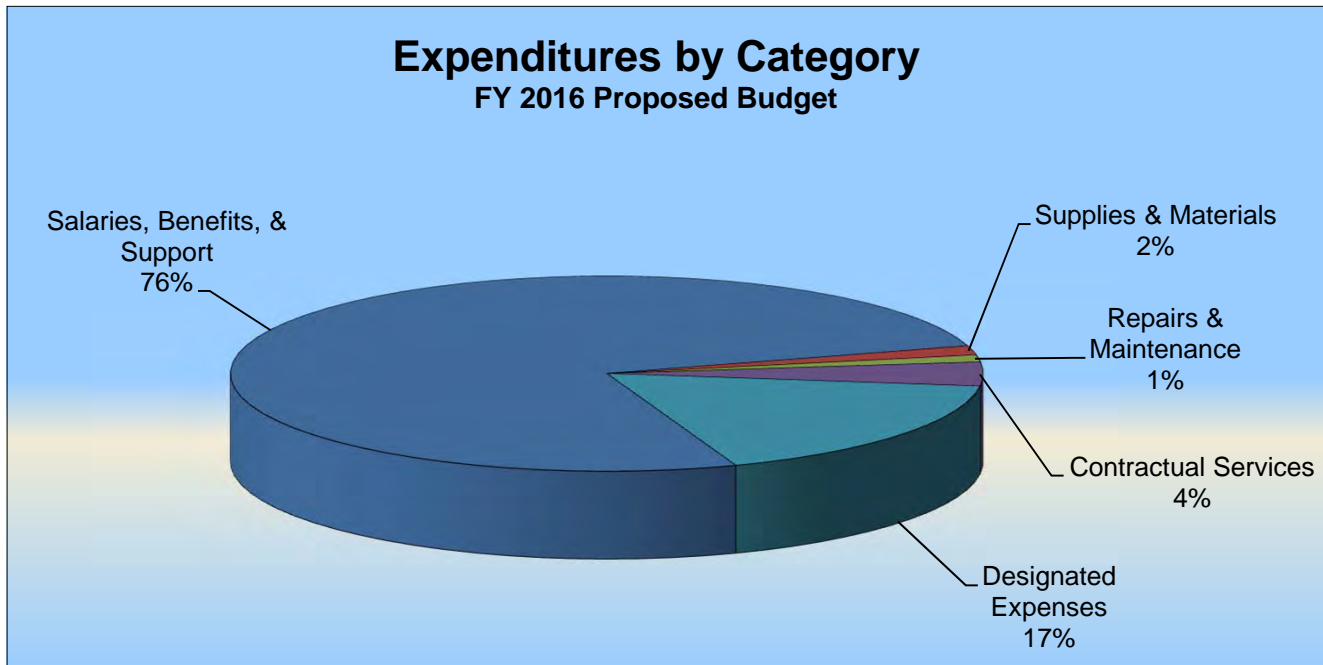
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Salaries & Benefits: Increase resulting from Records Clerk vacancy savings in FY 2015.
- Contractual Services: Increase in professional services.
- Designated Expenses: Increase in code supplements expense.

Decreases:

- Repairs & Maintenance: Reduction for building maintenance.



CITY SECRETARY

01-2300

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
City Secretary	1	1	1	1
Records Clerk	1	1	1	1
DEPARTMENT TOTAL	2	2	2	2

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
Council Meetings Organized / Records Maintained	23	23	23	23
Workshops Organized / Records Maintained	28	28	23	28
Special Meetings Organized / Records Maintained	8	8	8	8
Elections Conducted	3	1	2	2
EFFICIENCIES				
Average Cost per Council Meeting / Workshop for Records Management	\$2,655.12	\$2,592.45	\$2,874.24	\$2,700.78
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

CITY ATTORNEY



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



Habib Erkan Jr.

Mayor and City Council

City Attorney

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

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 2015

- Provided Council and Staff with legal opinions and interpretations.
- Reviewed proposed ordinance changes.
- Reviewed letter of agreements for various city departments.
- Prepared and filed privileged liens against real properties to collect code enforcement violation expenses paid by the city.
- Provided legal assistance on State Legislative Action.
- Assist with updating the Zoning Ordinance.

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.
- 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 2016

- Provide legal assistance to Human Resources Department.
- Assist with updating the City's Subdivision Ordinance.
- Assist with the development of an annexation plan
- Assist with updating the City's sign ordinance

CITY ATTORNEY

Fund 01
Dept# 2400

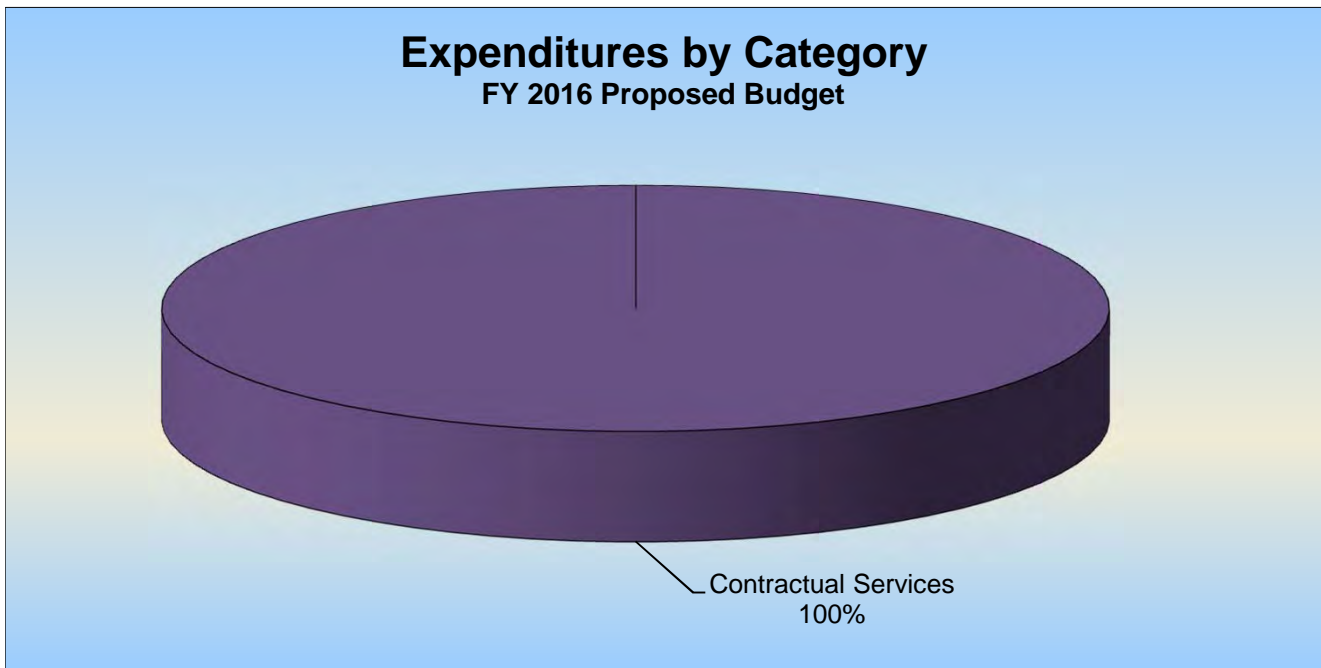
EXPENDITURE SUMMARY

CITY ATTORNEY	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	20	-	-	-
Supplies & Materials	4	-	-	-
Repairs & Maintenance	-	-	-	-
Contractual Services	197,263	129,517	126,464	129,005
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	197,287	129,517	126,464	129,005

HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Designated Expenses: Attorney fee increases.



CITY ATTORNEY

01-2400

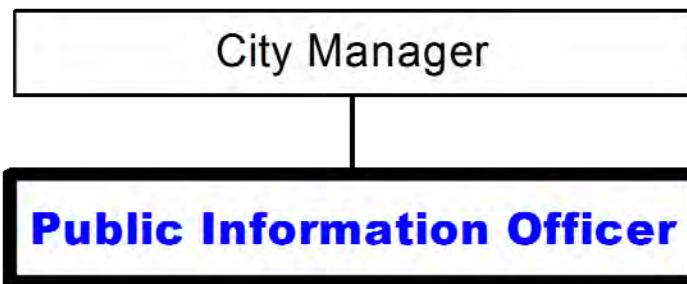
STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
City Attorney (Contract)	1	1	1	1
DEPARTMENT TOTAL	1	1	1	1

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
Disposition Prior to Trial - Fined	2,800	3,000	2,387	2,700
Disposition Prior to Trial - Dismissed	2,148	2,400	2,103	2,150
Disposition at Trial by Judge - Guilty	579	700	638	740
Disposition at Trial by Judge - Not Guilty	4	4	1	3
Trial by Jury - Guilty	5	5	3	4
Trial by Jury - Not Guilty	0	2	0	1
# of Council Meetings/Council Meetings Attended	23/19	23/12	23/21	23/23
Open Records Requests Received and Responded*	1,931	2,000	1,890	1,900
Attorney General Opinions Sought*	404	400	385	400
EFFICIENCIES				
% of Open Records Requests where Attorney General Ruling/Opinion was Sought	20.9%	20.0%	20.4%	21.1%
EFFECTIVENESS				
% of Public Information Requests Completed within 10 Business Days	100.0%	100.0%	100.0%	100.0%

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 com-

1 Full-Time Employee

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 and Facebook pages; 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 2015

- 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.
- Coordinated and attended monthly Citizen Focus Group meetings.
- Recruited for Council Appointed Advisory Bodies.
- Assisted with recognition of outgoing elected officials.
- Planned a ribbon cutting ceremony for the Southeast Bypass & FM 2657 projects.
- Served as the Employee Recognition Committee Chairman.
- Assisted with Lemonade Day 2015.
- Improved quality/quantity of Gov't Access Channel and Facebook community announcements.

CONTINUING OBJECTIVES

- Publish quarterly community/employee newsletter.
- Remain available for community events and document with photographs.
- Keep the Citizen Focus Group interesting and progressive.
- Assist in organizing recognition of outgoing elected officials.
- Continue to chair the Employee Recognition Committee to show employee support.
- Keep Gov't Access Channel and Facebook postings interesting and informative.
- Support the Copperas Cove Chamber of Commerce, Copperas Cove Independent School District and Copperas Cove Economic Development Corporation as needed.

GOALS FOR FISCAL YEAR 2016

- Become more familiar and proficient with the Adobe graphics software.
- Prepare and manage a budget for the Public Information Department.
- Prepare the 2015 Annual Report.
- Prepare Employee Engagement and Priority Study.

PUBLIC INFORMATION OFFICE

Fund 01
Dept# 2500

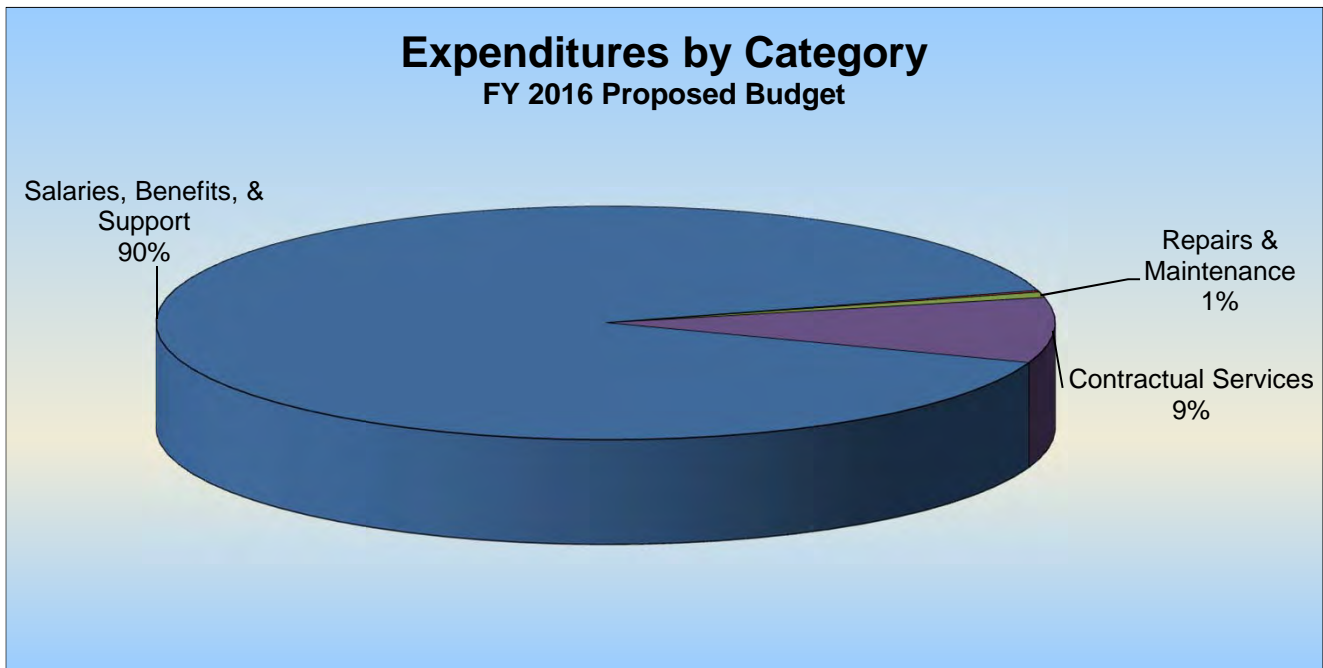
EXPENDITURE SUMMARY

PUBLIC INFORMATION OFFICE	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	1,903	79,001	79,001	76,703
Supplies & Materials	-	530	530	200
Repairs & Maintenance	-	580	580	639
Contractual Services	-	843	843	7,703
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	1,903	80,954	80,954	85,245

HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Contractual Services: Increase for employee survey previously included in Human Resource budget.



PUBLIC INFORMATION OFFICE

01-2500

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Public Information Officer	0	1	1	1
DEPARTMENT TOTAL	0	1	1	1

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

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
Media Releases Issued	N/A*	144	115	130
City Newsletters Produced	N/A*	4	4	4
City Council Meetings/Workshops Attended	N/A*	58	51	54
Citizen Focus Group Meetings Conducted	N/A*	12	8	10
EFFICIENCIES				
% Urgent Media Releases Issued Within 4 Hours	N/A*	100%	100%	100%
% City Newsletter Opens/Reads	N/A*	38%	39%	40%
EFFECTIVENESS				
% Attendance at Citizen Focus Group Meetings	N/A*	79%	61%	70%
Citizen Survey Responses	~	700	427	N/A
Employee Survey Responses	176	~	~	200

* New Performance Measure - Data not available.

~ Citizen/Employee Surveys rotate every other year.

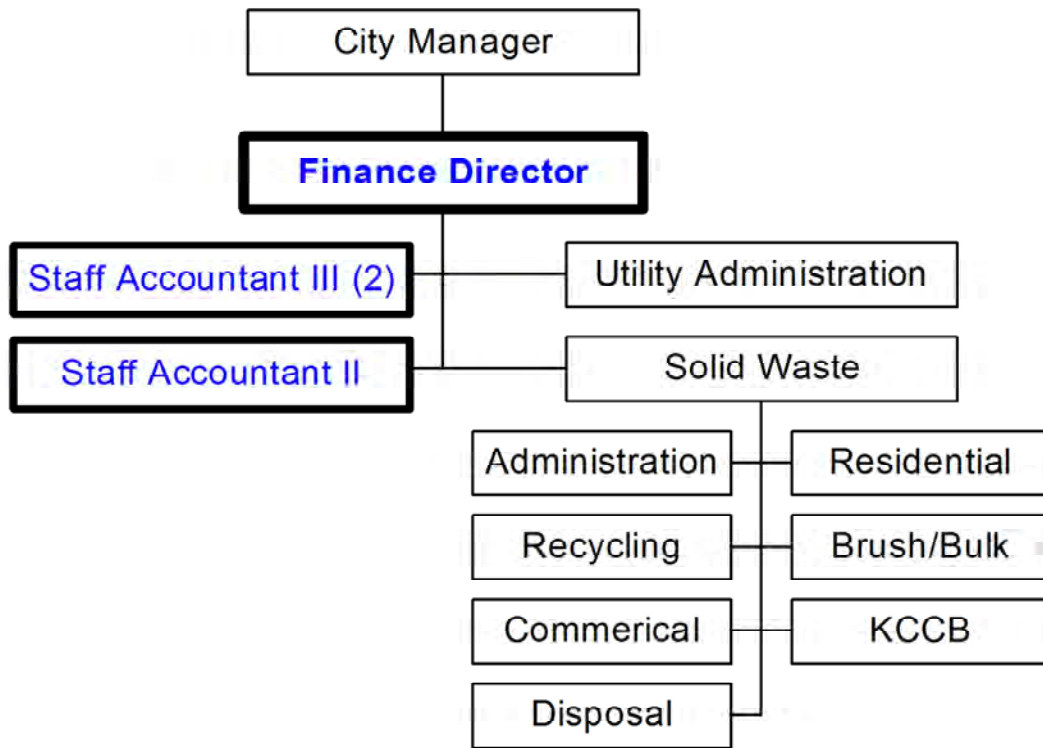
FINANCE



Left to Right:

Sitting: Velia Key (Director of Financial Services)

Standing: Tracy Molnes, Silvia Perez, Stephanie Potvin



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

4 Full-Time Employees

FINANCE DEPARTMENT

PROGRAM DESCRIPTION

The Finance Department is responsible for providing quality financial services to the citizens and customers of the City of Copperas Cove in a professional manner. Specific responsibilities include, but are not limited to, debt and cash management, the review of technical specifications and preparation of documentation required to comply with legal regulations pertaining to the bid process, 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 2015

- Completed the CAFR for FY 2014 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.
- Implement a paperless environment in the department.

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 2016

- Develop and conduct cross training schedule to improve staff knowledge and efficiency in the department.
- Review and update financial policies.
- Develop a policy to ensure compliance with GASB 68.

FINANCE

Fund 01
Dept# 3100

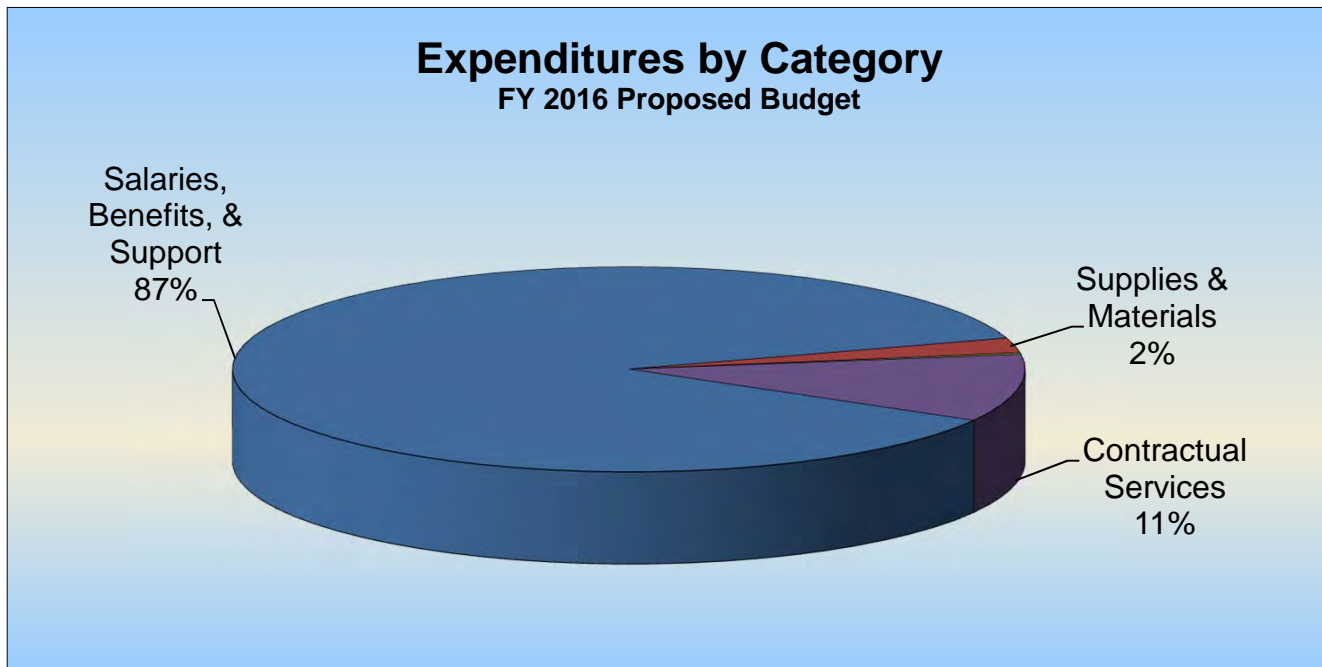
EXPENDITURE SUMMARY

FINANCE	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	309,956	306,405	306,405	314,967
Supplies & Materials	10,750	6,907	8,354	8,495
Repairs & Maintenance	2,024	1,000	905	935
Contractual Services	46,590	40,189	38,837	38,642
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	369,320	354,501	354,501	363,039

HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Salaries & Benefits: Additional amount due to the 1% COLA increase and salary savings in FY 2015 due to vacancies.



FINANCE

01-3100

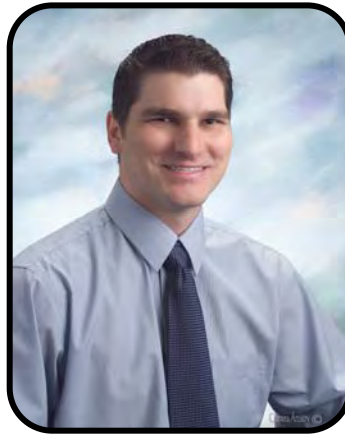
STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Director of Financial Services	1	1	1	1
Staff Accountant III	0	2	2	2
Staff Accountant II	0	1	1	1
Project Accountant	1	0	0	0
Accounting Technician	2	0	0	0
Purchasing Officer	1	0	0	0
DEPARTMENT TOTAL	5	4	4	4

Note: For FY 2015, the Senior Accountant, Purchasing Officer, and Project Accountant positions were reclassified to Staff Accountant III.

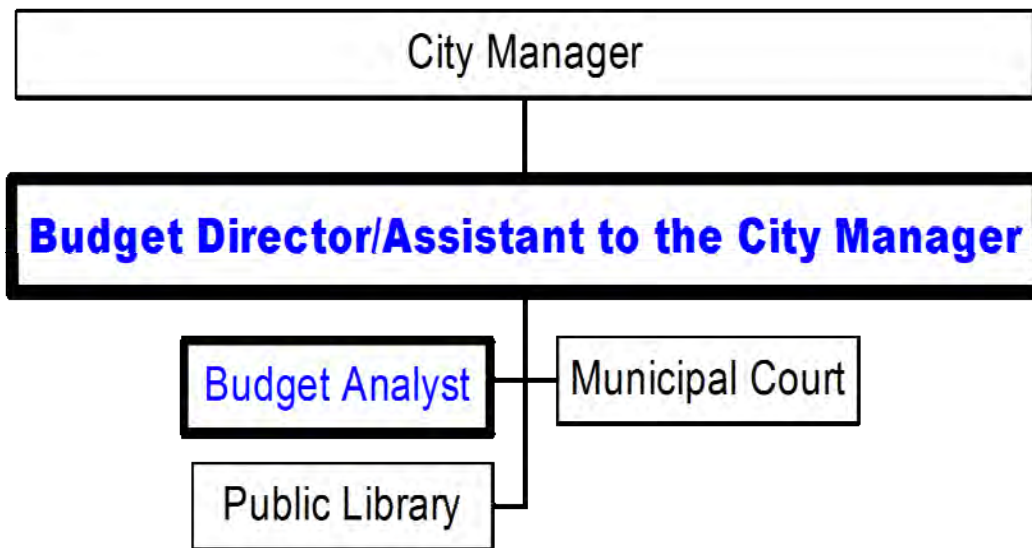
PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
# of Internal Audits Performed	15	15	15	15
# of Accounts Receivables Invoiced	1,000	1,100	758	760
Accounts Payable Checks Processed	6,000	6,000	3,569	3,600
Accounts Payable Invoices Processed	11,000	12,000	9,209	9,300
EFFICIENCIES				
% of Accounts Payable Customers Setup with Automatic Draft Payment	21.0%	20.0%	21.0%	21.0%
EFFECTIVENESS				
Receive GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes
% of Ending Fund Balance to Total Operating Expenditures in Major Operating Funds (Policy is 25%):				
General Fund	37.0%	27.0%	44.0%	34.0%
Water and Sewer Fund	14.0%	19.0%	31.0%	32.0%
Solid Waste Fund	37.0%	38.0%	32.0%	32.0%
Golf Course Fund*	-135.0%	-166.0%	-252.0%	-238.0%

* 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.

2 Full Time Employees

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 a two-year operating budget, five-year Capital Improvement Plan, five-year Personnel Improvement Plan, five-year Capital Outlay Plan, Facilities Master Plan, and Street Maintenance Plan. Reviewing monthly financial and budget comparison reporting for operating and capital funds, the quarterly investment reports, and budget and project progress. The Budget Department is tasked with the research and analysis of a wide array of operational and financial issues, providing financial proposal recommendations, and providing general supervision of Municipal Court and the Copperas Cove Public Library. The Budget Department also monitors federal and state legislation and rule making, prepares position statements, and assists in promoting the City's goals through legislative bills.

MAJOR DEPARTMENT GOALS

- Assist the City Manager in developing a balanced two year 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.
- Draft legislation providing greater accountability over property tax exemptions.

ACHIEVEMENTS FOR FISCAL YEAR 2015

- Completed the budget book for FY 2015 and received the Distinguished Budget Presentation Award from GFOA.
- Prepared for adoption the 2015 Property Tax Rate and FY 2016 Budget in accordance with the City Charter and Texas State Law.
- Prepared for adoption the 2016-2020 Capital Improvement Plan.
- Prepared for adoption the 2016-2020 Personnel Improvement Plan.
- Prepared for adoption the 2016-2020 Capital Outlay Plan.
- Assisted in the issuance of the 2015 Certificates of Obligation.
- Prepared multiple legislative agendas for federal officials.
- Assisted in the passage of state legislation providing financial relief from the disable veterans exemption.

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 2016

- Continue the multiyear budget process for FY 2017 and FY 2018.
- Develop a five year street maintenance plan in coordination with all pertinent departments.
- Prepare federal and state legislative items for consideration in 2016 and 2017.
- Prepare educational media for the residents of Copperas Cove to become more informed on the financial issues of the City.

BUDGET

Fund 01
Dept# 3200

EXPENDITURE SUMMARY

BUDGET	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	184,467	125,922	125,922	186,655
Supplies & Materials	193	1,904	1,904	335
Repairs & Maintenance	103	132	132	175
Contractual Services	8,303	8,216	8,216	8,908
Designated Expenses	203,067	211,398	211,398	217,742
Capital Outlay & Improvements	-	-	-	-
Total	396,133	347,572	347,572	413,815

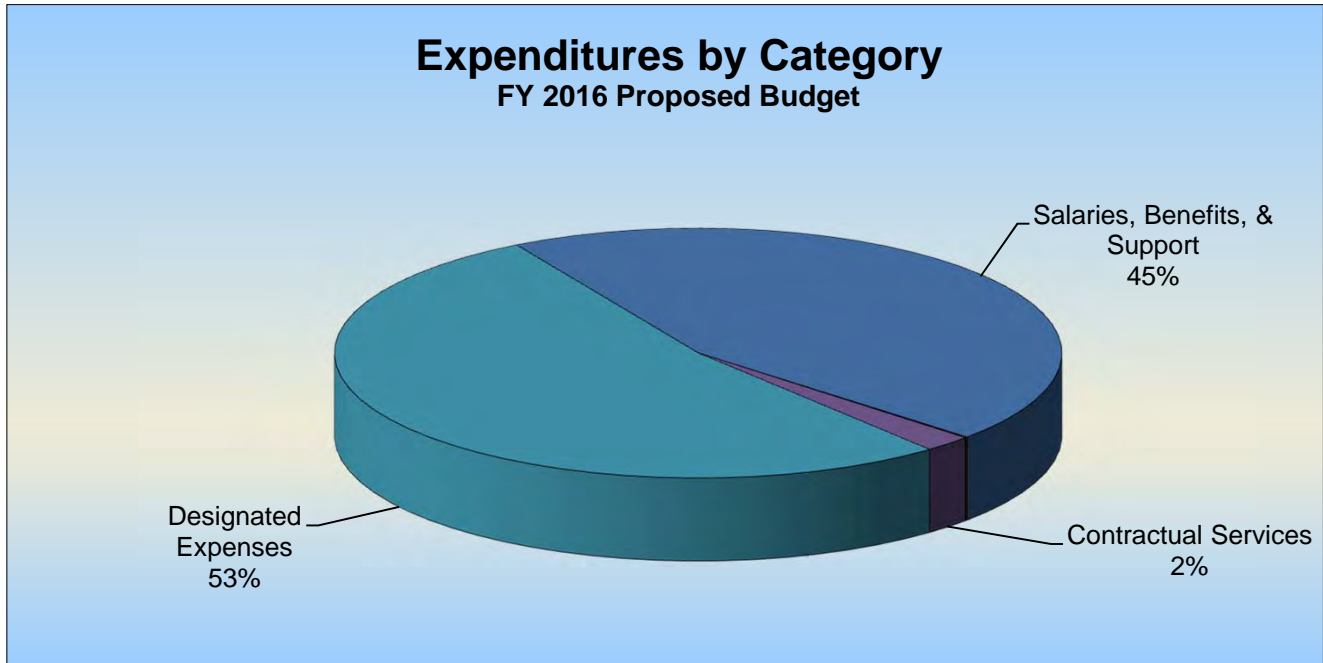
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Salaries & Benefits: Budget Analyst position is funded beginning December 1, 2015.
- Contractual Services: Additional training for the Budget Analyst.
- Designated Expenses: Appraisal and collection fee cost increases.

Decreases:

- Supplies & Materials: No additional equipment needed in FY 2016.



BUDGET

01-3200

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Budget Director/Assistant to the City Manager	1	1	1	1
Budget Analyst	1	0	0	1
DEPARTMENT TOTAL	2	1	1	2

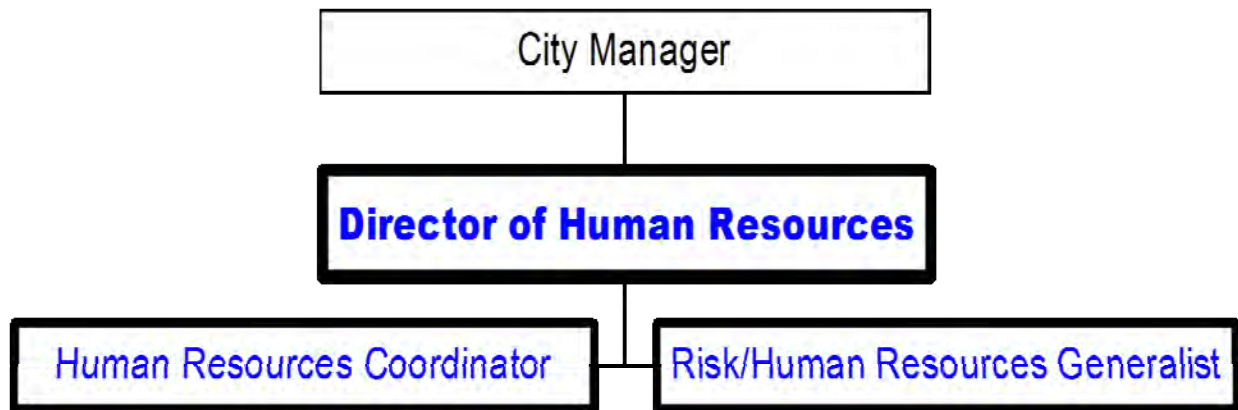
Note: Budget Analyst is funded in FY 2016 beginning December 1, 2015 after being unfunded in FY 2015 to help balance the budget.

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
# of Budget Amendments/Transfers Processed	250	270	185	190
# of Capital Improvement Amendments Processed	3	2	0	2
# of Personnel Improvement Plan Amend. Processed	2	2	2	2
EFFICIENCIES				
Actual General Fund Revenue as a Percentage of Original Budget	96.0%	100.0%	98.4%	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.

3 Full Time Employees

HUMAN RESOURCES

PROGRAM DESCRIPTION

The Human Resources Department develops and administers programs and activities to ensure organizational needs are met pertaining to personnel services. In addition, Human Resources manages employee benefits, compensation, training and development, volunteer opportunities, risk management, 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 2015

- Reduced Health Insurance Costs by over 14%
- Coordinated, and facilitated the annual employee Wellness Program, to include wellness seminars, a health fair, an on-line health assessment, and fitness initiatives.
- 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 86 new full time, part time and temporary employees.
- Posted 84 positions.
- Received and reviewed 4,375 job applications.
- Coordinated the "United Way" drive for all City employees.
- Coordinated open enrollment for all City employee benefit elections.
- Implemented 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 2016

- Implement an on-line enrollment system for new hires and annual open enrollment selections.
- Implement ACA tracking system to report annual employee healthcare offerings and enrollment.
- Use Content Manager for improved effectiveness in the Human Resources Department.
- Establish Employee Benefit's Trust to reduce insurance costs.
- Conduct various personnel training sessions.
- Solicit Bids for Salary and Classification study for implementation in 2017/2018

HUMAN RESOURCES

Fund 01
Dept# 3400

EXPENDITURE SUMMARY

HUMAN RESOURCES	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	227,029	183,289	183,289	209,746
Supplies & Materials	2,728	4,915	4,915	3,316
Repairs & Maintenance	3,942	6,020	6,020	6,361
Contractual Services	11,841	7,236	7,236	7,480
Designated Expenses	8,996	5,200	5,200	2,850
Capital Outlay & Improvements	-	-	-	-
Total	254,536	206,660	206,660	229,753

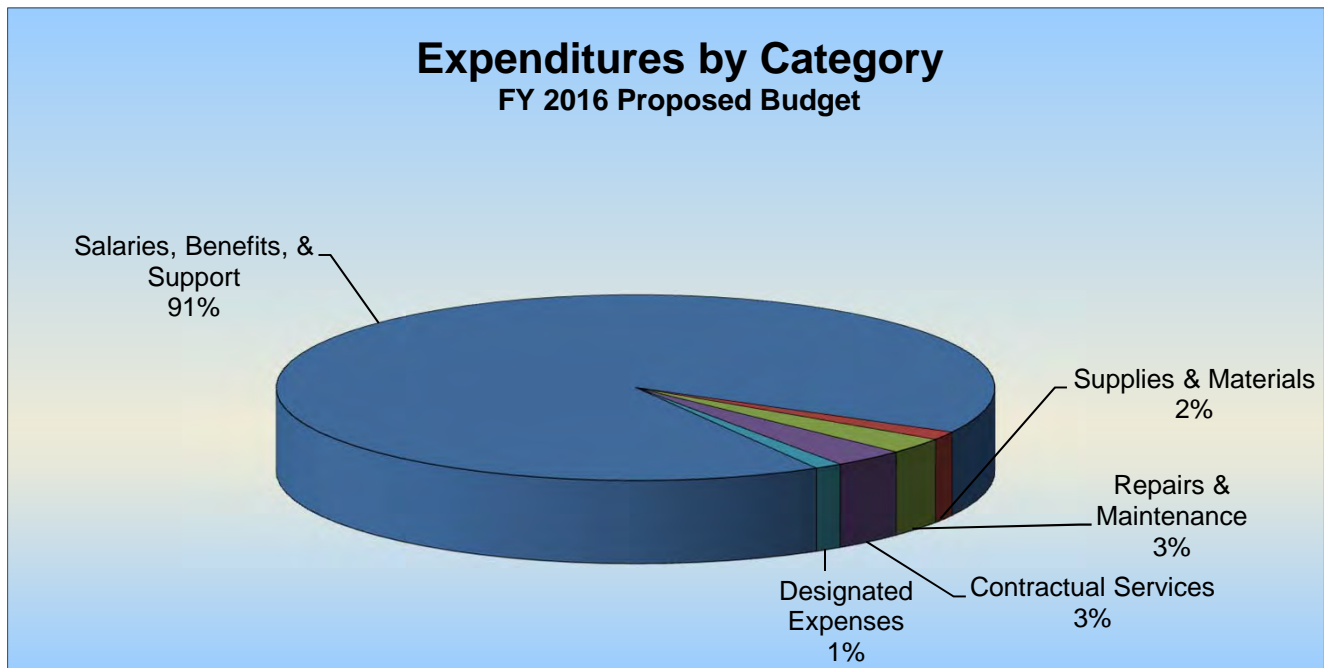
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Salaries & Benefits: Risk/Human Resources Generalist funded beginning April 1, 2016.

Decreases:

- Supplies & Materials: No additional minor equipment or software needed in FY 2016.
- Designated Expenses: Employee relation expenses moved to Non-Departmental.



HUMAN RESOURCES

01-3400

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Director of Human Resources	1	1	1	1
Human Resources Coordinator	1	1	1	1
Risk/Human Resources Generalist	0	0	0	1
Benefits Clerk	0.5	0	0	0
DEPARTMENT TOTAL	2.5	2	2	3

Note: For FY 2016, the Risk/Human Resources Generalist is funded to begin April 1, 2016.

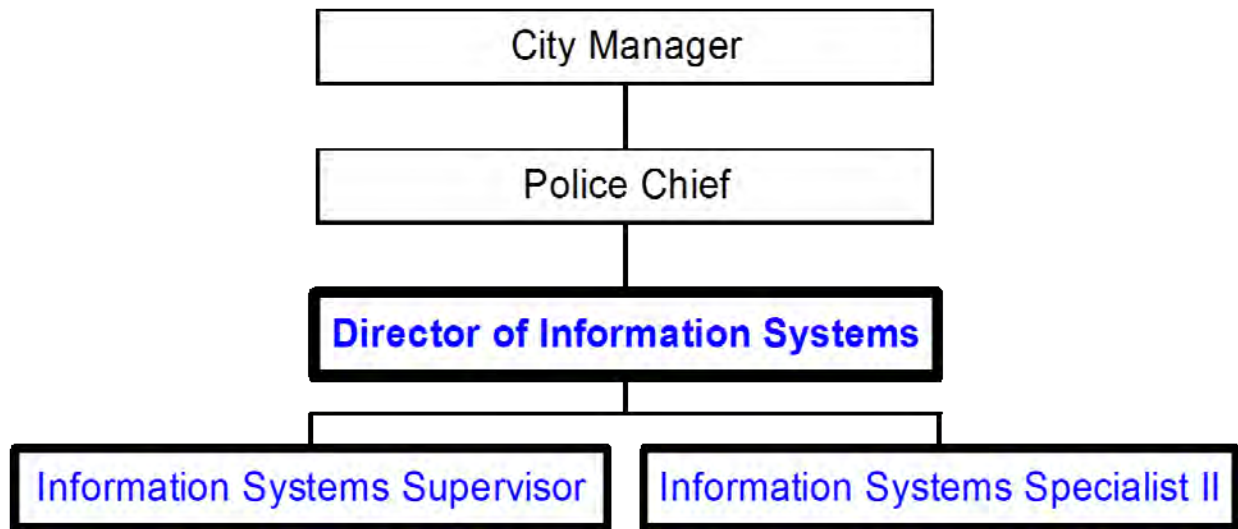
PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
# of Full-Time Positions Filled	53	45	46	43
# of Workers Compensation Claims Processed	47	50	32	36
# of Employee Grievances	0	0	0	0
# of Personnel Training Programs Offered/Attended*	276	500	197	225
# of 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	79.0%	75.0%	79.0%	80.0%
% of Employees Participating in 125 Cafeteria Plan	21.0%	28.0%	21.0%	25.0%
EFFECTIVENESS				
City Employee Turnover Rate (Full Time)	20.0%	18.0%	19.0%	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

3 Full Time Employees

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.
- Record video of 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 2015

- Completed installation and configuration of new server at the Fire Dept.
- Completed installation and configuration of new server for the City website.
- Completed installation and configuration of two new video storage SANs at the Police Dept.
- Completed operating system upgrades on three network servers.
- Installed new Wi-Fi routers at the Library.
- Completed installation and configuration of backup software on city servers.
- Completed installation of new broadcast system on the Government Access channel.
- Completed installation of new video production system in the Council Chambers.
- Installed network cable and new outdoor cameras at City Hall.
- Recorded PSA videos for several departments.
- Recorded video of the 2015 SOC.
- Rebuilt and re-installed server at the Police Dept.
- Replaced bad firewall at Solid Waste.
- Replaced bad firewall at the Water Distribution Dept.
- Configured new camera systems for the three Fire Stations.
- Re-routed fiber cable from 221 W. Ave D to the EDC building.
- Assisted Fire Department with projects related to the network and phones for Station #2.
- Completed web form and web page for new City Manager's Action Line.
- Completed upgrade of records management and database software at the Police Dept.
- Coordinated donation of old network servers to the city of Matamoros.
- Reconfigured network at Solid Waste after replacement of the broadband modem.
- Moved computer hardware for departments that relocated.

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 2016

- Configure and install a new server as a virtual host and install two virtual servers.
- Replace the SAN storage appliance on a network server.
- Take one network server out of service and move the data to another server.
- Upgrade the storage capacity on one of the backup servers.
- Move the Government Access Channel A/V equipment from the old council chambers to the new council chambers.
- Complete the new IS Building.
- Complete the move of City network fiber optic connections to the new building.

INFORMATION SYSTEMS

Fund 01
Dept# 3500

EXPENDITURE SUMMARY

INFORMATION SYSTEMS	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	299,414	273,881	274,181	269,153
Supplies & Materials	4,042	11,828	10,122	13,570
Repairs & Maintenance	21,806	25,743	25,923	27,476
Contractual Services	6,574	3,514	4,624	4,765
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	23,038	23,154	22,800
Total	331,836	338,004	338,004	337,764

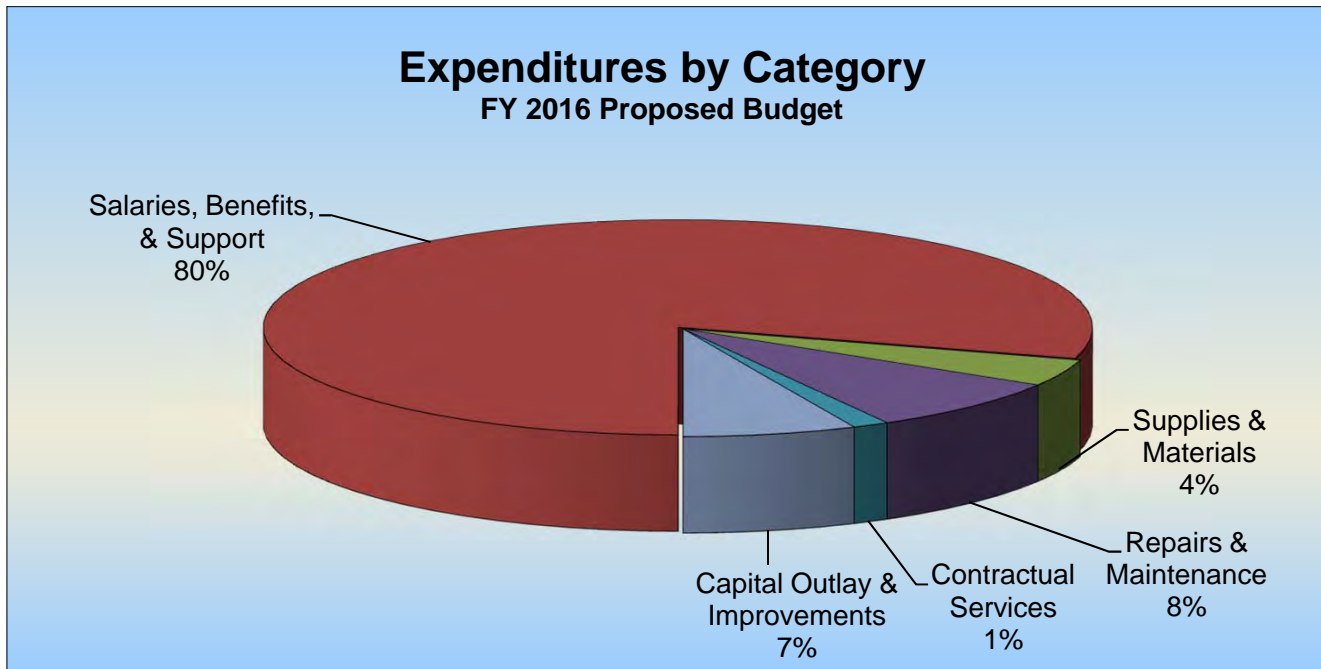
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Supplies & Materials: Minor equipment replacement costs.
- Repairs & Maintenance: Software maintenance costs.

Decreases:

- Salaries & Benefits: Decrease due to decreased healthcare costs.



INFORMATION SYSTEMS

01-3500

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Director of Information Systems	1	1	1	1
Information Systems Supervisor	1	1	1	1
Information Systems Specialist II	1	1	1	1
Information Systems Specialist I	1	0	0	0
DEPARTMENT TOTAL	4	3	3	3

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
# of Personal Computers and Laptops Supported	300	325	326	326
# of Network/Email/Web/File/Application Servers Administered and Supported	22	23	27	26
# of Tech Support/Service Requests	3,000	3,500	3,800	3,500
# of Additions/Changes to the City Website	1,000	1,000	1,250	1,200
EFFICIENCIES				
Average Response Time for Support Requests (in minutes)	15	15	30	30
# of Service Requests and Computer/Network Related Tasks Completed per Information Systems Department Employee	750	875	1,270	1,200
EFFECTIVENESS				
% of Desktop/Tech/User Support Calls Resolved within 24 Hours	93.0%	95.0%	96.0%	90.0%
% of Network System Availability (Network Hardware and Servers)	99.6%	99.5%	99.75%	99.5%

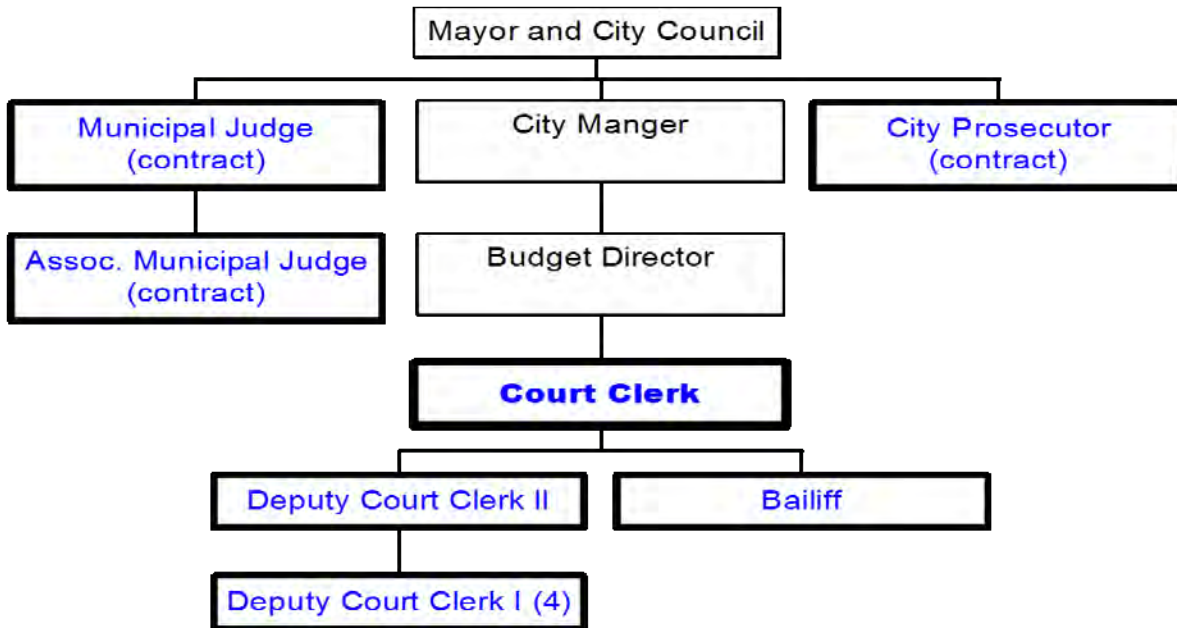
MUNICIPAL COURT



Left to Right:

Front Row: F. W. Price (Judge)

Back Row: Juanita Epperson (Deputy Court Clerk I); Elizabeth Biehle ((Deputy Court Clerk I); Tiffany Gutierrez-Truque (Deputy Court Clerk II); Jennifer Henry (Court Clerk); Alfredo Chavez (Part-time Bailiff); LaToya Jones (Deputy Court Clerk I) Theresa Davis



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

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

MUNICIPAL COURT

PROGRAM DESCRIPTION

The mission of the Copperas Cove Municipal Court is to facilitate transparency and cooperation with the public through the administration of justice in a fair and impartial manner.

MAJOR DEPARTMENT GOALS

- Adhere to strict operational procedures in our duty as public servants to promote fair and impartial interpretation of the law as it applies in our job capacity.
- Maintain accurate court records and administer internal controls to safeguard the department's resources according to established policies and procedures.

ACHIEVEMENTS FOR FISCAL YEAR 2015

- The Copperas Cove Warrant Round Up overall cleared \$88,639.86 in outstanding fines, thus yielding \$24,316.90 in collections and clearing a total of 177 warrants.
- Collected a reported \$35,176.00 in fines and court costs on outstanding warrants through the collections agency of Linebarger, Goggan, and Brabbin.
- Low incidence of cash collections shortages due in part to taking precautions to protect the City's funds from losses.
- Accurate and timely filing of monthly and quarterly reports to State agencies.
- Significantly reduced the number of outstanding warrants on unadjudicated cases filed prior to 2008 through prosecutor sanctioned procedures.
- Filed approximately 6,000 complaints and issued nearly 2,000 warrants.

CONTINUING OBJECTIVES

- Maintain high standards through well-trained staff awareness of the impact their decisions have on the organization's effectiveness.
- Deliver quality customer service and fair treatment to every individual that makes contact with the court.
- Maintain accurate recordkeeping of court cases and cash collections reports.
- Attend professional development training through the Texas Municipal Court Education Center aimed at increasing job proficiency.
- Make a concerted effort to recycle reusable items and reduce paper usage for cost savings to the City.
- Ensure compliance with records management policies and procedures.

GOALS FOR FISCAL YEAR 2016

- Participate in the City's Annual Warrant Round Up in 2016.
- Explore opportunities to educate the public about the legal system by observing a trial or taking a tour of the court.
- Meet the changing needs of the organization by pursuing a collaborative effort with neighboring courts to share expertise on topics relating to municipal courts matters.
- Exchange ideas with counterparts for ways to increase efficiency of case management.
- Post the active warrant list online on the Municipal Court's webpage for public viewing in an effort to increase compliance.
- Educate the community on traffic related and other offenses through city events such as National Night Out and Meet the City events.

MUNICIPAL COURT

Fund 01
Dept# 4100

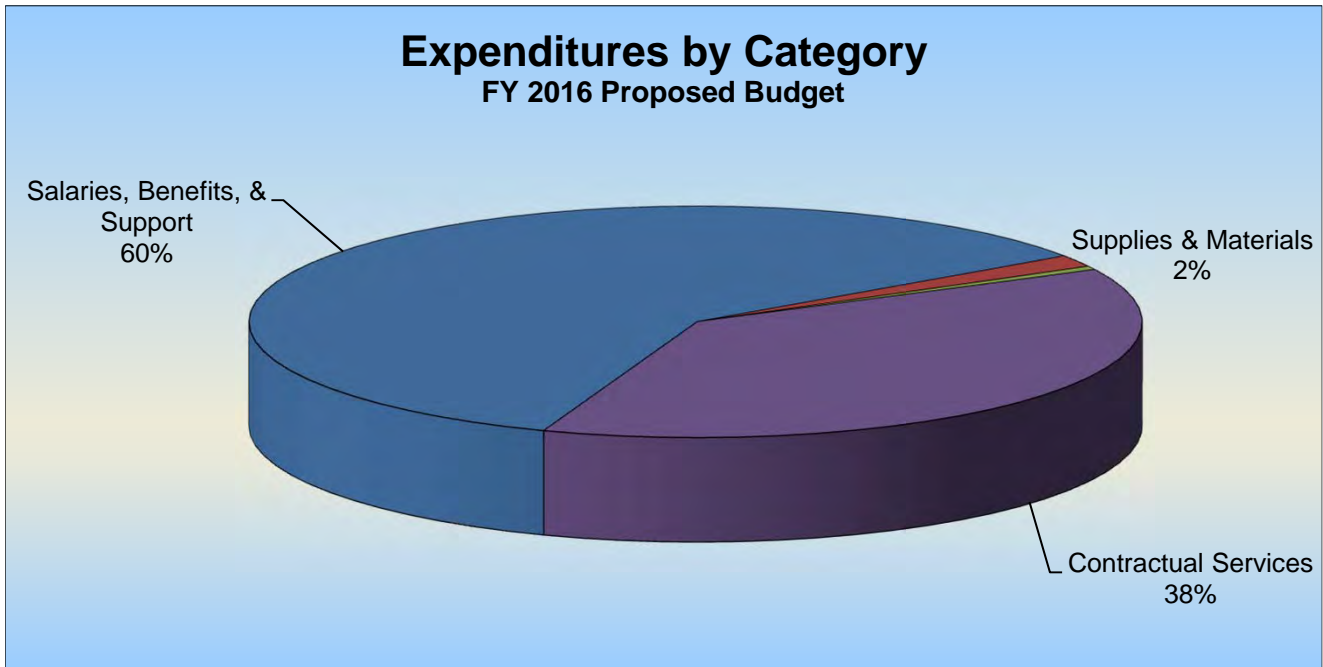
EXPENDITURE SUMMARY

MUNICIPAL COURT	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	211,557	218,757	218,757	234,966
Supplies & Materials	5,328	6,104	6,104	6,590
Repairs & Maintenance	3,142	2,358	2,283	2,006
Contractual Services	120,733	141,482	141,557	149,353
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	340,760	368,701	368,701	392,915

HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Salaries & Benefits: Positions were vacant for a portion of FY 2015; also includes 1% COLA increase for FY 2016.
- Supplies & Materials: Court will begin providing citations for the Fire Marshal.
- Contractual Services: Prosecutor fees will increase in FY 2016.



MUNICIPAL COURT

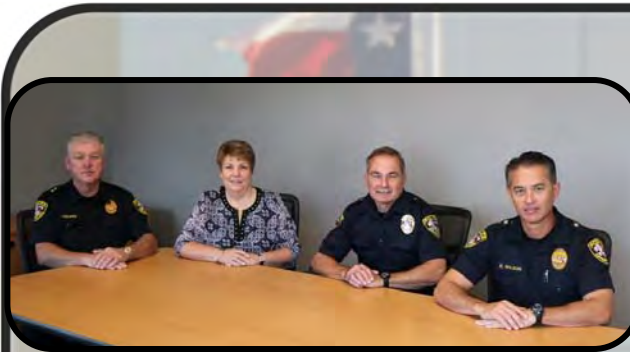
01-4100

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Municipal Judge (Contract)	1	1	1	1
Assoc. Municipal Judge (Contract)	1	1	1	1
Prosecutor (Contract)	1	1	1	1
Court Clerk	1	1	1	1
Deputy Court Clerk II	1	1	1	1
Deputy Court Clerk I	4	4	4	4
Bailiff	0.5	0	0	0
DEPARTMENT TOTAL	9.5	9	9	9

Note: The Bailiff position is being funded in the Court Security Special Revenue Fund beginning in FY 2015.

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
# of Warrants Issued	1,780	1,900	1,890	1,930
# of Warrants Cleared	2,830	2,950	3,353	3,000
# of Violations/Complaints Processed	6,720	7,500	5,950	7,700
EFFICIENCIES				
Average Collections per Clerk	3,360	3,750	2,809	3,800
Online Payments	2,800	2,900	930	1,100
EFFECTIVENESS				
% of Total Warrants Cleared	16.1%	16.8%	14.0%	15.0%

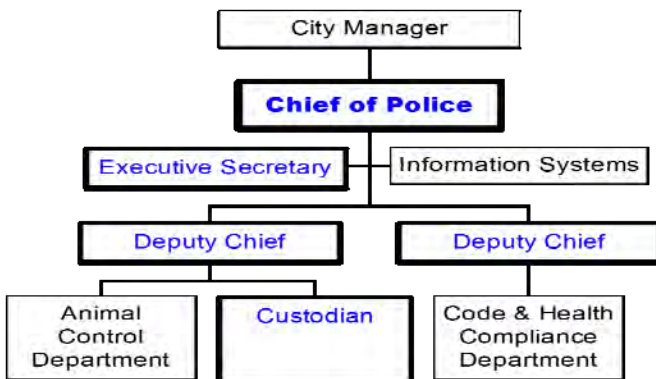
POLICE DEPARTMENT



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

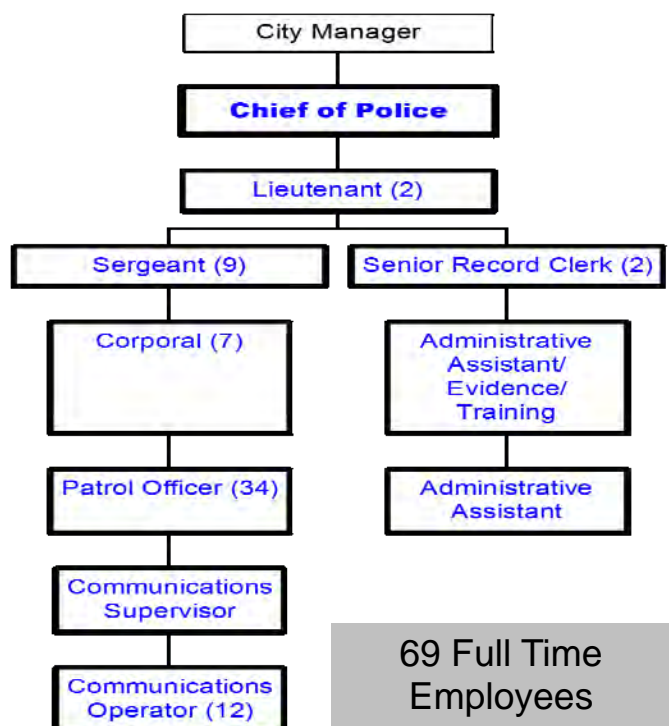


Police Administration Department



5 Full Time Employees

Police Services Department



69 Full Time Employees

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 2015

- 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 2016

- 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 - ADMINISTRATION

Fund 01
Dept# 4200

EXPENDITURE SUMMARY

POLICE ADMINISTRATION	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	452,389	471,458	471,458	475,196
Supplies & Materials	7,329	6,368	6,328	11,208
Repairs & Maintenance	45,171	62,932	62,932	53,103
Contractual Services	100,078	97,447	97,447	97,806
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	19,478	-	-	-
Total	624,445	638,205	638,165	637,313

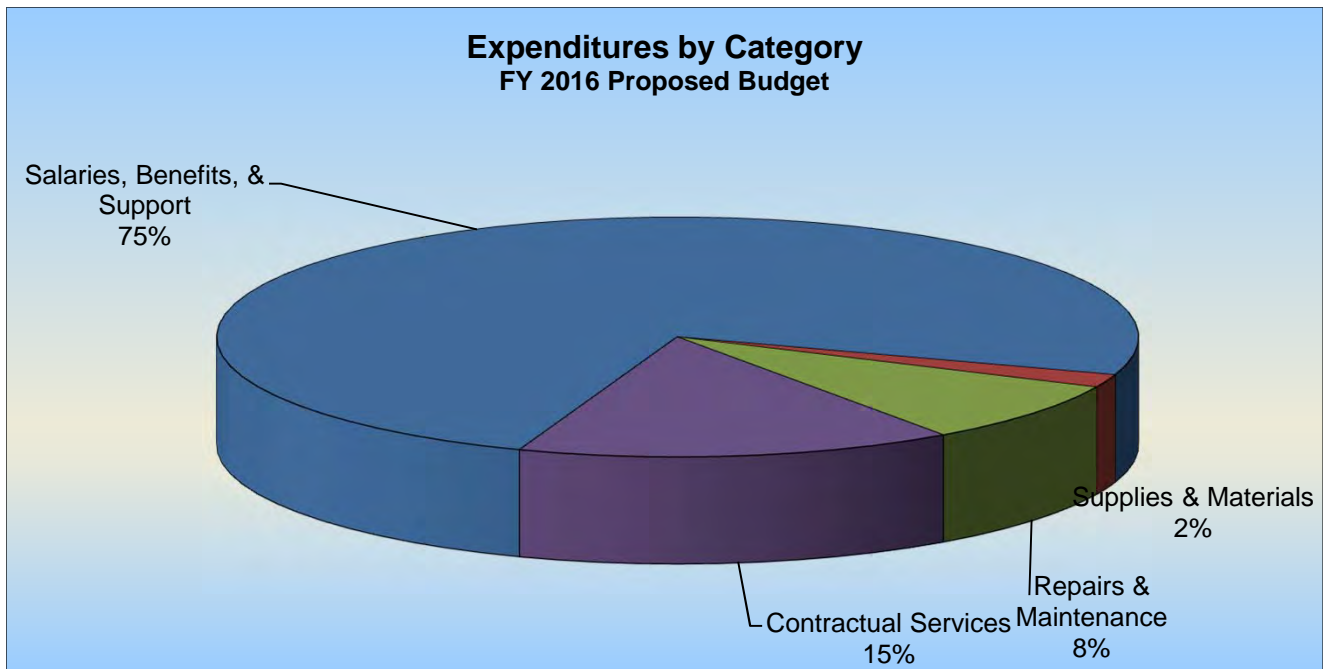
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Salaries & Benefits: Include 1% COLA increase and salary savings were realized in FY 2015.
- Supplies & Materials: Recruiting expenses were moved from Human Resources.

Decreases:

- Repairs & Maintenance: Reduced equipment maintenance.



POLICE - SERVICES

Fund 01
Dept# 4210

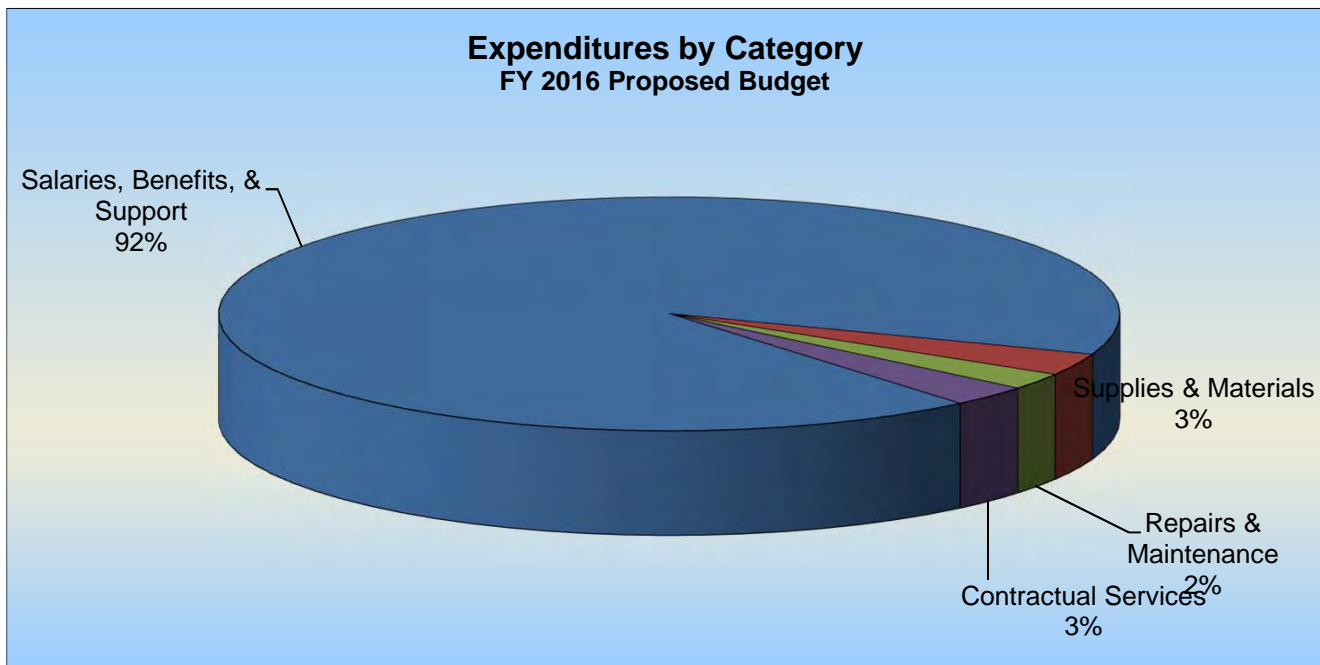
EXPENDITURE SUMMARY

POLICE SERVICES	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	3,889,097	4,055,417	4,055,417	4,199,088
Supplies & Materials	155,169	125,245	125,285	139,967
Repairs & Maintenance	59,808	101,908	101,908	104,428
Contractual Services	110,034	126,531	126,531	133,119
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	12,559	-	-	-
Total	4,226,667	4,409,101	4,409,141	4,576,602

HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Salaries & Benefits: Includes rate stabilization increase and 1% COLA.
- Supplies & Materials: Radio equipment replacement and general equipment needs.
- Repairs & Maintenance: Software maintenance.
- Contractual Services: Uniforms and duty gear.



POLICE DEPARTMENT**Fund 01****Dept# 4200**

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
<i>Police Administration (01-4200)</i>				
Deputy Chief	2	2	2	2
Executive Secretary	1	1	1	1
Police Chief/Assistant City Manager	1	1	1	1
Custodian/Kennel Assistant	1	0	0	0
Custodian	0	1	1	1
Total Police Administration	5	5	5	5
<i>Police Services (01-4210)</i>				
Communications Supervisor	1	1	1	1
Communications/Operator	12	12	12	12
Corporal	7	7	7	7
Lieutenant	2	2	2	2
Patrol Officer	34	34	34	34
Senior Records Clerk	2	2	2	2
Administrative Assistant	1	1	1	1
Sergeant	9	9	9	9
Administrative Assistant/Evidence/Training	1	1	1	1
DIVISION TOTAL	69	69	69	69
DIVISION TOTAL	74	74	74	74

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 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.

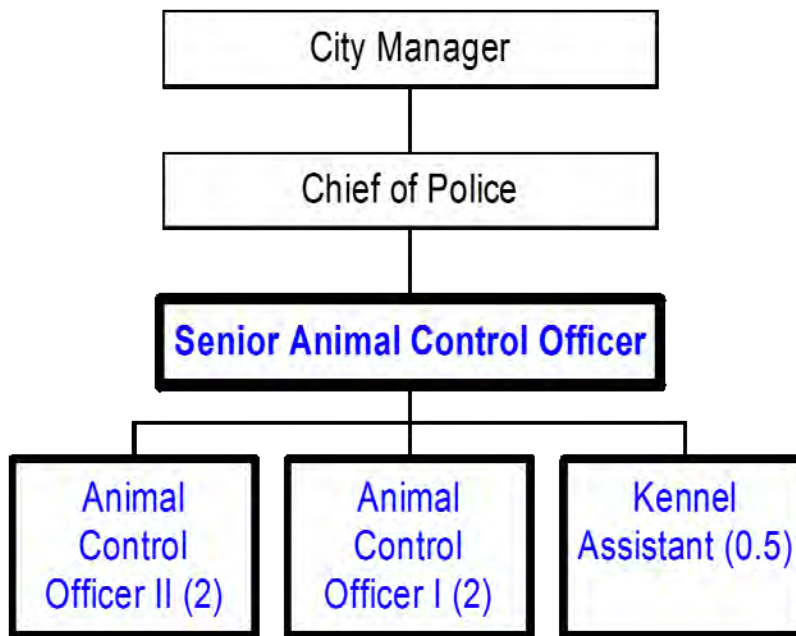
** "Highlights" are not necessarily all-inclusive



ANIMAL CONTROL



Left to Right: Aleea 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.

5.5 Full Time Employees

ANIMAL CONTROL

PROGRAM DESCRIPTION

The main function of Animal Control is to provide and maintain a healthy, safe, and sanitary shelter for animals housed at the facility. Animal Control also patrols the city to pick up strays, dangerous or vicious animals, and those that are ill or injured, as well as deceased animals. Animal Control must also track and report animal cruelty and investigate animal bites, quarantine/send suspected rabies specimens to the Texas Department of State Health Services for testing, notify bite victims of test results, and track adopted animals to ensure rabies vaccinations, sterilizations and micro-chip/tattooing are completed as required by Texas State Law. Animal Control issues citations for failure to comply with the adoption agreement, failure to license animals, violating the leash law, and various other laws (city and state) regulating animals. In addition, Animal Control staff is required to maintain certification by attending various animal control classes and training. Animal Control also educates the public through the media by conducting classes for the Copperas Cove Citizens Police Academy, conducting tours for the schools, conducting classes for various civic organizations and one-on-one contact regarding health and safety issues pertaining to animals and citizens of the City.

MAJOR DEPARTMENT 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 2015

- Held 11 free 2-day monthly adoption events adopting out 156 animals.
- In conjunction with the "Pawsapalooza" adoption event 14 animals were adopted from the shelter.
- The Animal Control Department hired a part time Kennel Attendant.
- Animal Control General Orders were reviewed and updated.
- Six (6) Animal Control Officers completed "Dogs and Police Shoot or Don't Shoot" course.
- Coordinated 2 low cost shot clinics yielding over 336 dogs and cats receiving their yearly vaccinations.
- Conducted two animal control presentations for career day at local elementary schools.

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.
- Provide classes on animal control to the Citizens Police Academy as needed.
- Improve the dog playground area at the shelter.
- Improve the overall shelter facility.
- Maintain within overtime budget.
- Continue to work with the local groomers to help with grooming and adoption.

GOALS FOR FISCAL YEAR 2016

- Acquire two new trucks with animal transport carriers
- Obtain additional training courses/seminars for Animal Control Officers.
- Continue to hold adoption events.
- Certify three (3) ACOs through the Advanced ACO certification course.
- Host more low cost shot clinics.
- Develop a plan to construct a new kennel.
- Hire a full time clerk.
- The Spay/Neuter Program in conjunction with the Army Veterinarians was put on hold this past year due to deployment we anticipate having this back in place this year.

ANIMAL CONTROL

Fund 01
Dept# 4300

EXPENDITURE SUMMARY

ANIMAL CONTROL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	178,068	205,133	205,133	210,223
Supplies & Materials	20,838	15,077	15,077	14,709
Repairs & Maintenance	11,512	4,600	4,600	4,100
Contractual Services	18,811	18,323	18,323	17,857
Designated Expenses	565	-	-	2,000
Capital Outlay & Improvements	-	-	-	-
Total	229,794	243,133	243,133	248,889

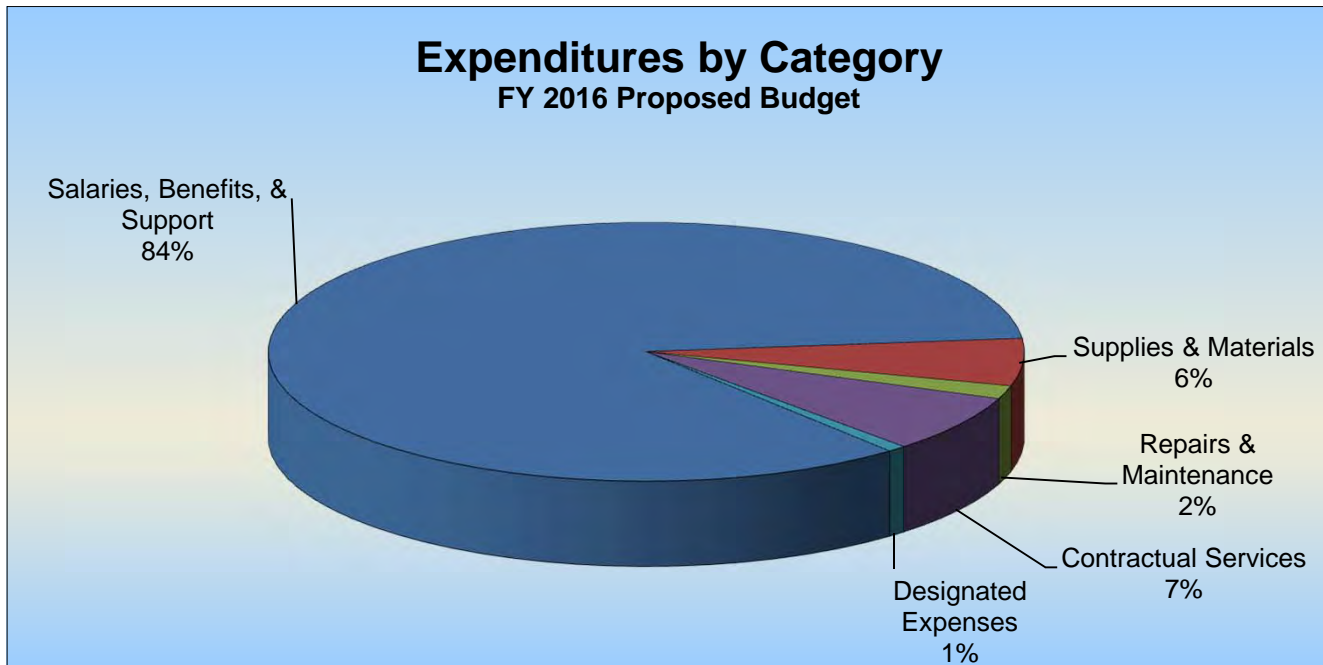
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Salaries & Benefits: Includes 1% COLA.
- Designated Expenses: Veterinary services.

Decreases:

- Repairs & Maintenance: New vehicles resulting in lower maintenance costs.
- Contractual Services: Lowered uniform costs through a new contract.



ANIMAL CONTROL

01-4300

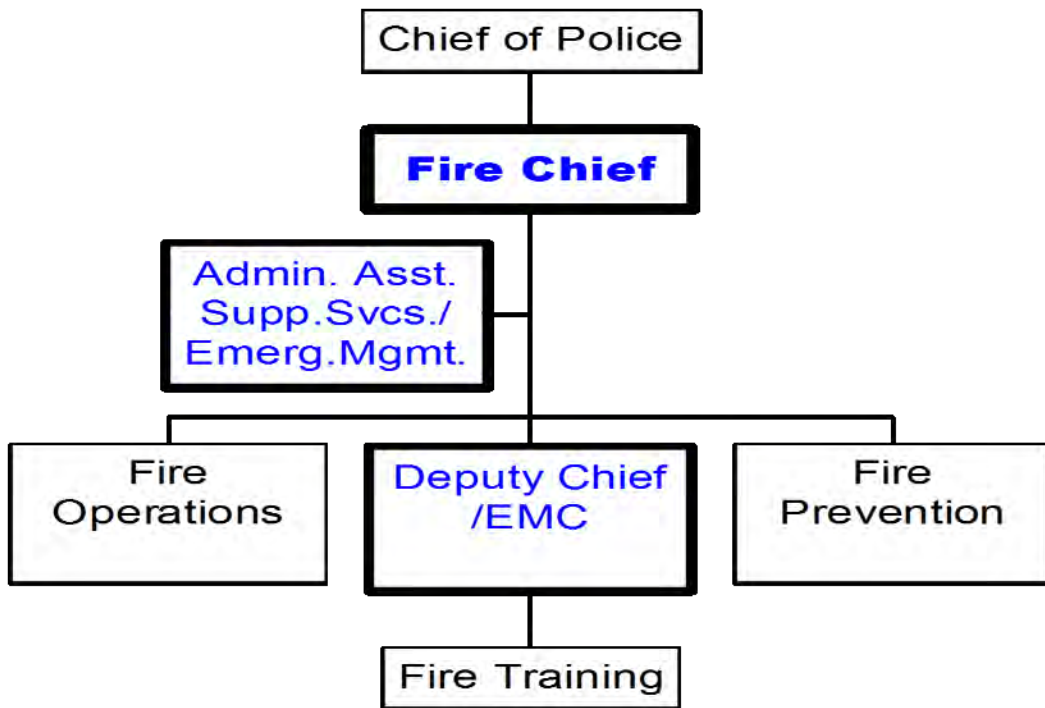
STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Animal Control Officer I	2	2	2	2
Animal Control Officer II	2	2	2	2
Senior Animal Control Officer	1	1	1	1
Kennel Assistant	0	0.5	0.5	0.5
DEPARTMENT TOTAL	5	5.5	5.5	5.5

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
# of Animals Impounded	2,076	1,798	1,871	1,850
# of Animals Euthanized	769	622	640	600
# of Animals Adopted	391	501	527	530
# of Animals Re-Claimed	510	459	480	500
# of Animals Released to Rescues	311	183	191	200
EFFICIENCIES				
Average Cost to Impound an Animal	\$110.69	\$135.22	\$129.95	\$134.53
Average Response Time per Call (in minutes)	18	26	24	23
EFFECTIVENESS				
% of Eligible Animals Adopted	58.4%	63.6%	64.0%	66.5%

FIRE/EMS - ADMINISTRATION




Left to Right: Michael Neujahr (Fire Chief); Gary Young (Deputy Fire Chief/EMC); Brandi Cornelius (Administrative Assistant of Support Services/Emergency Management)



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

3 Full Time Employees

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 2015

- Received and managed a Homeland Security Program Grant used to fund the purchase of Interoperability Compliant portable radios.
- Began construction of replacement Fire Station #2.
- Applied for SAFER Grant, AFG Grant, FP&S Grant, and Firehouse Subs Grant.
- Reviewed, updated, and implemented department policies, procedures and guidelines.
- Updated department fixed assets.

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 2016

- Expand Life and Fire Safety Community Education Outreach Programs.
- Complete the construction of replacement Fire Station #2.
- Begin planning process for Fire Station #4.
- Hire and maintain full staffing.
- Re-fund key administration positions.

FIRE/EMS - ADMINISTRATION

Fund 01
Dept# 4400

EXPENDITURE SUMMARY

FIRE/EMS - ADMINISTRATION	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	266,773	225,363	225,363	231,702
Supplies & Materials	4,592	4,727	4,727	4,377
Repairs & Maintenance	4,021	5,013	5,013	4,763
Contractual Services	19,852	64,812	64,812	59,583
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	295,238	299,915	299,915	300,425

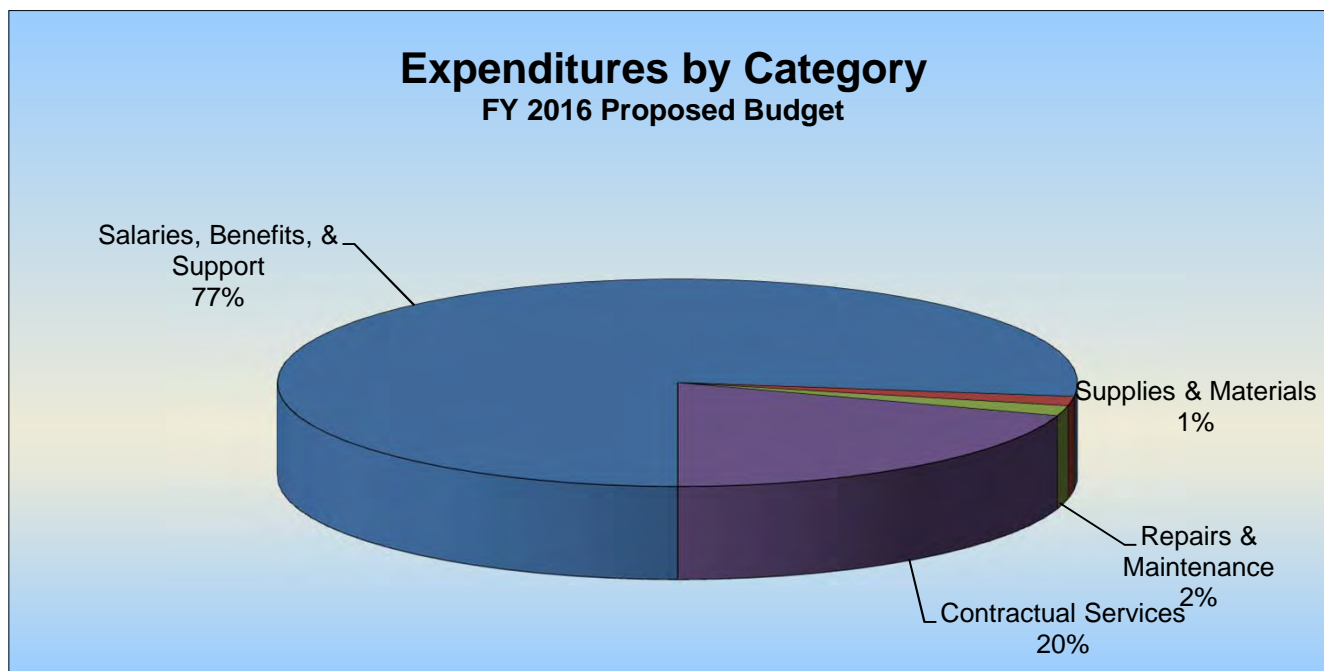
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Salaries & Benefits: Includes rate stabilization increase and 1% COLA.

Decreases:

- Supplies & Materials: No additional new equipment needs.
- Contractual Services: Needs assessments completed in FY 2015.



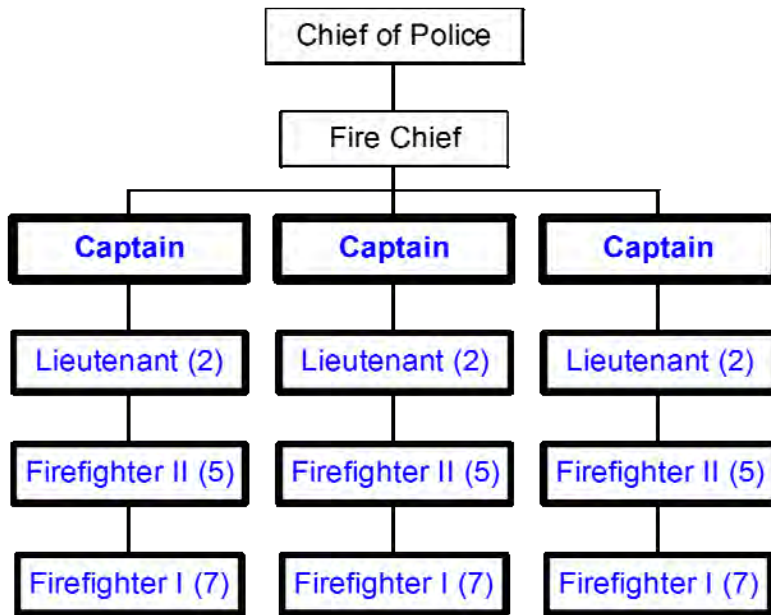
FIRE/EMS - ADMINISTRATION

01-4400

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Fire Chief	1	1	1	1
Deputy Fire Chief	1	1	1	1
Administrative Assistant Support Svcs./Emer. Mgmt.	1	1	1	1
Administrative Assistant Fire/EMS	0.5	0	0	0
DEPARTMENT TOTAL	3.5	3	3	3

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
# of Command Staff Planning Sessions Conducted	6	4	12	12
# of Medical Director Update Meetings Conducted	13	12	13	12
# of Citizens Fire Academy's Conducted	1	0	0	0
# of Apparatus/Vehicle Purchases Initiated	3	1	1	1
# of New or Renovated Facilities Projects Initiated	1	0	0	0
EFFICIENCIES				
Per Capita Cost for Fire/Emergency Services	\$105.55	\$105.72	\$105.72	\$111.74
# of Sworn Firefighters per 1,000 Population	1.56	1.49	1.49	1.49
# of Citizens Attending Citizen Fire Academy	13	0	0	0
EFFECTIVENESS				
Property Protection Classification	2	2	2	2

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

45 Full Time Employees

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 2015

- Successfully fielded and implemented a Basic Life Support Ambulance program.
- Received a new ladder truck for Station 2.
- Received a new Pumper Engine
- Received a new Command Tahoe.
- Purchased ten (10) sets of firefighting coats and pants.
- 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 2016

- 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.
- Develop a succession of command training plan.

FIRE/EMS - OPERATIONS

Fund 01
Dept# 4417

EXPENDITURE SUMMARY

FIRE/EMS - OPERATIONS	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	2,786,561	2,747,235	2,747,235	2,938,392
Supplies & Materials	135,535	134,065	133,420	151,546
Repairs & Maintenance	60,152	74,625	74,625	83,905
Contractual Services	145,199	95,606	95,606	101,641
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	7,459	22,355	23,000	-
Total	3,134,906	3,073,886	3,073,886	3,275,484

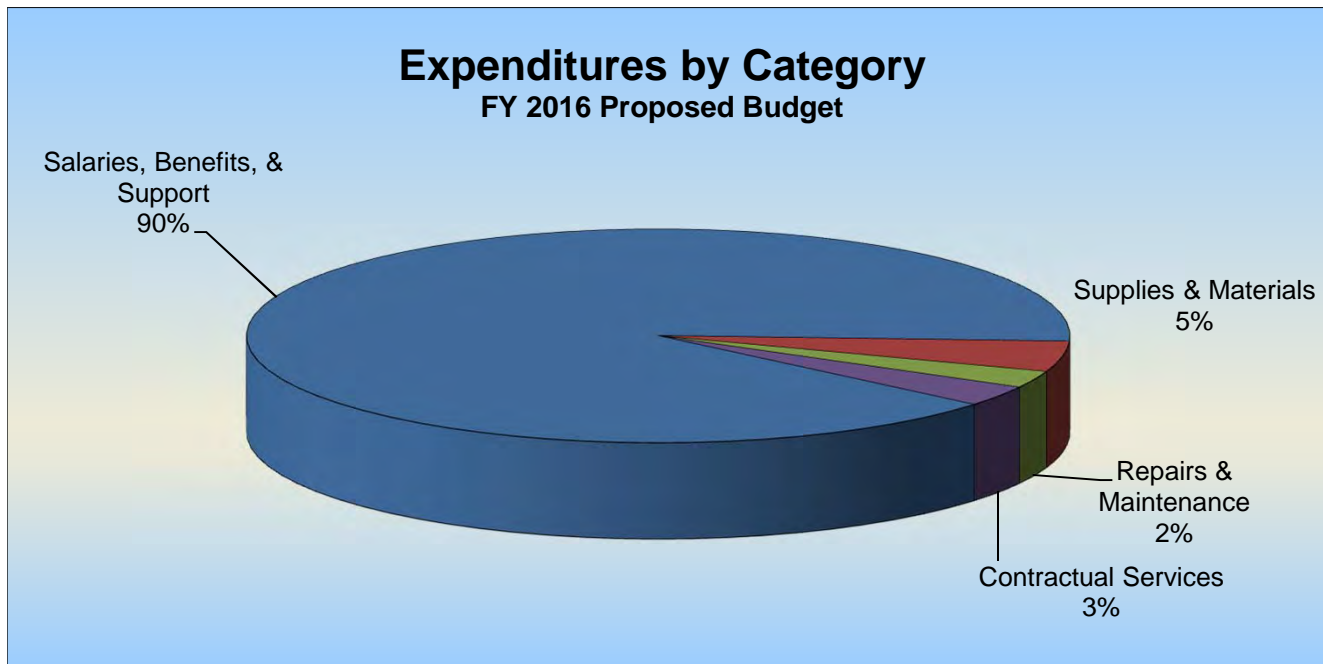
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Salaries & Benefits: Includes rate stabilization increase and 1% COLA.
- Supplies & Materials: Cost increases for EMS supplies; recruiting costs moved from Human Resources; replacement of minor equipment.
- Repairs & Maintenance: Vehicle maintenance increase; general equipment maintenance; new SCBA testing requirements.
- Contractual Services: EMS oxygen supply cost increase.

Decreases:

- Capital Outlay & Improvements: No approved capital outlay in the operating budget.



FIRE/EMS - OPERATIONS

01-4417

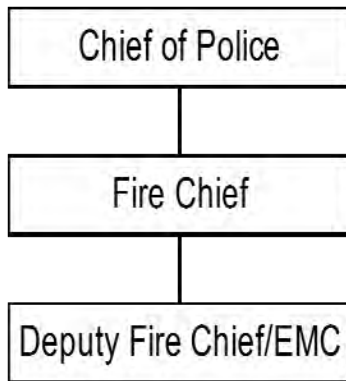
STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Firefighter I	21	21	21	21
Firefighter II	15	15	15	15
Lieutenant	6	6	6	6
Captain	3	3	3	3
Deputy Fire Chief	1	0	0	0
DEPARTMENT TOTAL	46	45	45	45

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
# of Total Calls	4,357	4,500	4,203	4,300
# of Total Fire Calls *	864	700	955	900
# of Total Patient Encounters/Reports	3,779	3,500	3,663	3,700
EFFICIENCIES				
Average Fire Response Time in Minutes **	6.1	4.5	6.3	5.5
Average EMS Response Time in Minutes-City	5.5	4.0	5.8	5.3
EFFECTIVENESS				
% of EMS Responses Within 5.0 Minutes *	66.0%	90.0%	56.0%	63.0%
% of EMS Responses Within 5.0 Minutes	57.0%	80.0%	45.0%	55.0%

* Does not include EMS Assist Calls

** Does not include EMS Assist Calls, a change in response policy allows responses to non-urgent calls not using lights and sirens.

FIRE/EMS - TRAINING



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

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 2015

- Completed multiple training and certification courses for employee career development.
- Graduated new paramedics from CTC Paramedic Program.
- Completed implementation and Employee Testing for the deployment of Emergency Medical Services Protocols that took effect on October 1, 2015

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 2016

- Have 25 percent of the member's firefighter certification levels increased to the next available benchmark.
- Graduate 6 new paramedics.
- Design, create and implement a hybrid online/face to face basic structural fire academy with a target audience of members of the U.S. Military who are preparing themselves to exit the military and enter into the civilian work force.
- Receive instruction that lead to certification for Hazardous Materials Technician for a portion of Fire Department Staff.

FIRE/EMS - TRAINING

Fund 01
Dept# 4418

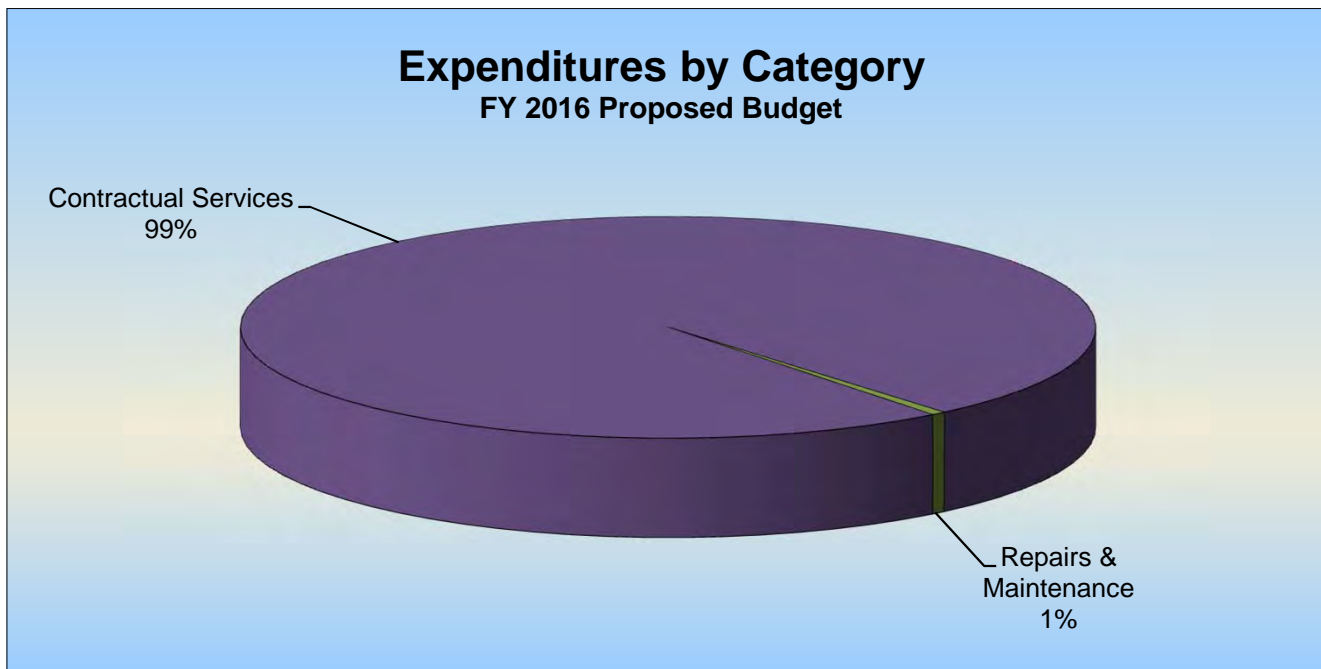
EXPENDITURE SUMMARY

FIRE/EMS - TRAINING	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	1,830	-	-	-
Supplies & Materials	1,806	-	-	-
Repairs & Maintenance	549	170	170	180
Contractual Services	6,230	36,078	36,078	32,975
Designated Expenses	548	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	10,963	36,248	36,248	33,155

HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Decreases:

- Contractual Services: Decrease in training expenses.



FIRE/EMS - TRAINING

01-4418

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Division Chief - Training	1	0	0	0
DEPARTMENT TOTAL	1	0	0	0

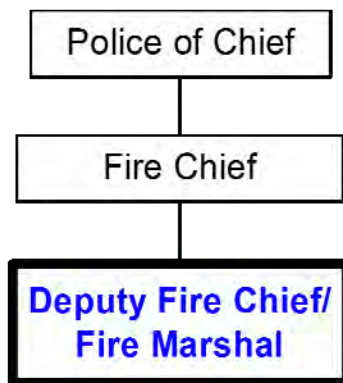
PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
# of EMS Reports Reviewed by Quality Management Team	0	3,300	1,600	3,300
# of EMS Training Man Hours Provided	1,476	1,500	1,918	1,750
# of Fire Training Man Hours Provided	6,100	5,000	4,666	4,500
# of EMS Training Class Hours Provided	NPR*	NPR*	264	250
# of Fire Training Class Hours Provided	NPR*	NPR*	1,326	1,275
EFFICIENCIES				
% of EMS Reports Reviewed by Quality Management Team	100.0%	100.0%	50.0%	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%	20.0%	30.0%
% of EMT's Recertified	5.0%	25.0%	15.0%	20.0%
% of Firefighters Recertified	100.0%	100.0%	100.0%	100.0%

NPR*- Not Previously Reported

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

1 Full Time Employee

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 pursue criminal charges for offenses against Local, State, and Federal law.

ACHIEVEMENTS FOR FISCAL YEAR 2015

- Identified and corrected life and fire safety hazards during annual inspections.
- Participated in and "Witnessed" fire alarm evacuation drills for schools and assisted living facilities.
- Incorporated Insurance Safety Office reviews into commercial development.
- Modified Fire Prevention website to make information easily accessible.
- Modified and enhanced Fire Inspection process.
- Transitioned Fire Investigations to the Fire Department's jurisdiction.
- Implemented Fire Investigation reporting into the Bureau of Alcohol, Tobacco, and Firearms (BATS) database.
- Fire Marshal successfully completed the Police Academy.

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 2016

- Expand Life and Fire Safety Community Education Outreach Programs.
- Review and update all Code of Ordinances pertaining to fire prevention and fire code enforcement.
- Fully implement the use of Firehouse Inspector iPad for all Fire/Life-Safety, Automatic Fire Sprinkler, Fire Alarm, and Fixed Suppression Inspections conducted.
- Review and enhance Fire Inspection fee schedule.
- Develop an "After the Fire" informational program for fire victims.
- Re-fund an Inspector position

FIRE/EMS - PREVENTION

Fund 01
Dept# 4419

EXPENDITURE SUMMARY

FIRE/EMS - PREVENTION	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	39,608	97,445	97,445	97,415
Supplies & Materials	2,795	705	705	300
Repairs & Maintenance	2,568	170	170	180
Contractual Services	4,807	1,091	935	1,775
Designated Expenses	2,046	2,144	2,300	1,070
Capital Outlay & Improvements	8,460	-	-	-
Total	60,284	101,555	101,555	100,740

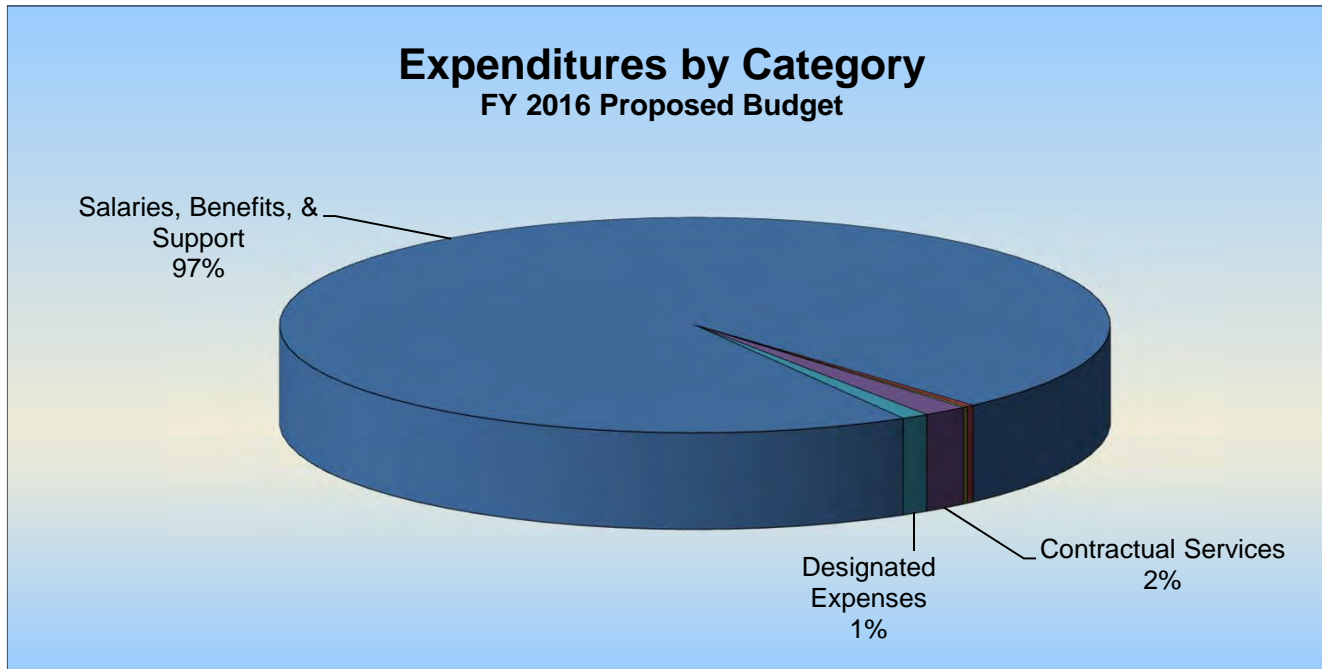
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Contractual Services: Communication costs for new tablets used for inspections.

Decreases:

- Designated Expenses: Reduced public education costs; supplies provided by Council of Governments.



FIRE/EMS - PREVENTION

01-4419

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Deputy Fire Chief/Fire Marshal	1	1	1	1
DEPARTMENT TOTAL	1	1	1	1

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
# of Fire Safety Education Programs	34	90	57	75
# of Fire Inspections	34	532	137	900
# of False Fire Alarms	138	90	117	100
# of Fires	111	100	127	100
EFFICIENCIES				
# of Identified Fire Safety Hazards Corrected	61	1,000	74	200
# of Fire Investigations Cleared	10	70	17	10
EFFECTIVENESS				
% of Plans Reviewed Within 10 Business Days	100.0%	100.0%	100.0%	100.0%
% of Fire Safety Hazards Corrected	100.0%	100.0%	100.0%	100.0%
% of Public/Commercial Occupancies Inspected	2.5%	50.0%	13.0%	100.0%

EMERGENCY MANAGEMENT

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2015

- Participated in discussion, table top and functional exercises to test and evaluate the existing Emergency Operations Plan (EOP).
- Continued mandatory certification requirement matrix and training development program.
- Participated in external programs and exercises with regional and state partners.
- Awarded Emergency Management Performance Grant (EMPG) funding.
- Implemented a new Public Notification system (Code Red) that replaced the First Call System.
- Updated user defined contact lists in the Code Red System.
- Conducted public awareness of the registration database for the First Call System.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2016

- Conduct community awareness and preparedness training.
- Conduct a table top and a functional exercise to evaluate the EOP.
- Submit updated annexes to the TDEM for approval.
- Conduct public awareness of the registration database for the new emergency notification system.
- Complete and submit a Hazard Mitigation Action Plan for the City.

EMERGENCY MANAGEMENT

Fund 01
Dept# 4420

EXPENDITURE SUMMARY

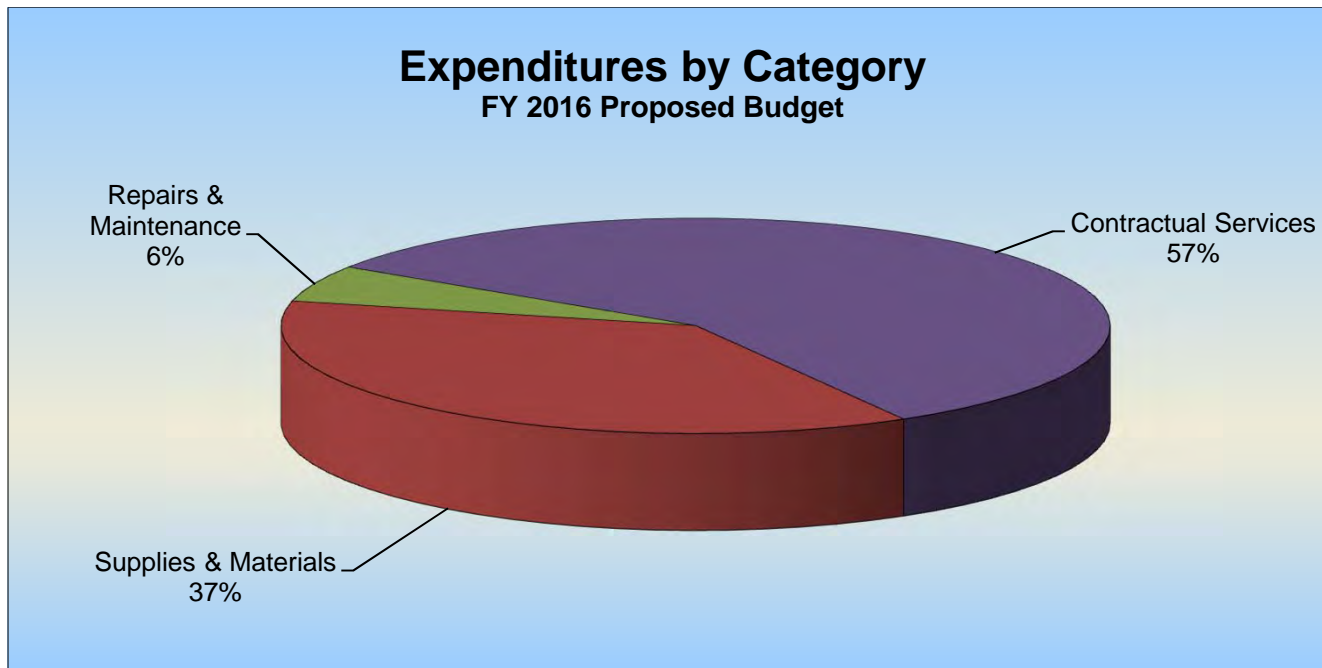
EMERGENCY MANAGEMENT	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	470	-	-	-
Supplies & Materials	3,254	-	-	1,001
Repairs & Maintenance	196	154	154	149
Contractual Services	1,718	817	817	1,555
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	5,638	971	971	2,705

Note: The Emergency Management Department is under the guidance of the Deputy Fire Chief. Half of fifty percent of the Deputy Fire Chief's salary and benefits are expected to be reimbursed by the Emergency Management Performance Grant (EMPG).

HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Supplies & Materials: Increase for dedicated costs of emergency management.
- Contractual Services: Professional development requirements of the emergency management coordinator.



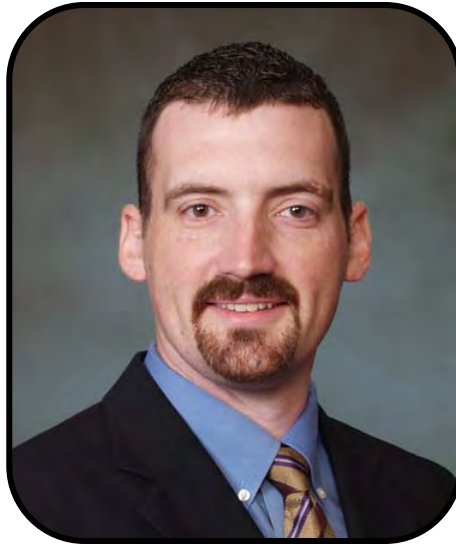
EMERGENCY MANAGEMENT

01-4420

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
Emergency Management Training Hours Provided	10	30	30	30
Preparedness Exercises Conducted	3	3	4	3
Severe Weather Hours Worked	0	6	6	6
Emergency Management Exercises Completed by Department Directors	1	1	2	1
EOP Annexes Revised	0	22	0	22
Amount Received from Grants	\$39,247	\$47,183	\$35,764	\$35,000
Citizens in Attendance in Disaster Preparedness Programs	54	100	75	100
Emergency Management Training Hours Attended	60	40	40	40
Hours EMC Spent Conducting Emergency Management Activities	870	1,040	1,850	1,800
EFFICIENCIES				
Average % of Hours EMC Spent Each Day Conducting Emergency Management Activities/Work	42.0%	50.0%	100.0%	100.0%
% of City Employees Who Participated or Engaged in National Incident Management Training	40.0%	50.0%	25.0%	25.0%
EFFECTIVENESS				
% Change in Citizens Participation in Disaster Preparedness Programs	46.0%	100.0%	-25.0%	0.0%
% Change in Training Hours	167.0%	100.0%	0.0%	0.0%



ENGINEERING



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

City Manager

**City Engineer
(contract)**

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

0 Full Time Employees

ENGINEERING

PROGRAM DESCRIPTION

The Engineering Department reviews all subdivision and development plats and plans submitted to the City for compliance with standards in all infrastructure areas 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 2015

- Continued to provide subdivision and development plan and plat review.
- Provided inspection service support to the Building Department, as requested.
- Coordinated with the Chief Building Official 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.
- Completed Preliminary Engineering for Phase 1 of NW WWTP Upgrade to meet or exceed TCEQ/EPA permit requirements.
- Completed the wastewater connection at Mountain Top.

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.
- Support 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 2016

- Review and update water model to determine 5 year CIP for water.
- Create a wastewater collection model and 5 year CIP for wastewater.
- Complete the Hughes Garden Drainage Project.
- Complete Preliminary Engineering for Phase 2 of NW WWTP Upgrade to meet or exceed TCEQ/EPA permit requirements, and complete NW WWTP Upgrade, Phase 1 & 2.
- Complete the relocation of utilities along FM 116.
- Complete the City Entrance Monument.
- Complete the Eastside Water Transmission Line Project.
- Complete water improvements at Mountain Top North.
- Complete Phase 2 of Southwest Water Improvements.

ENGINEERING

Fund 01
Dept# 5100

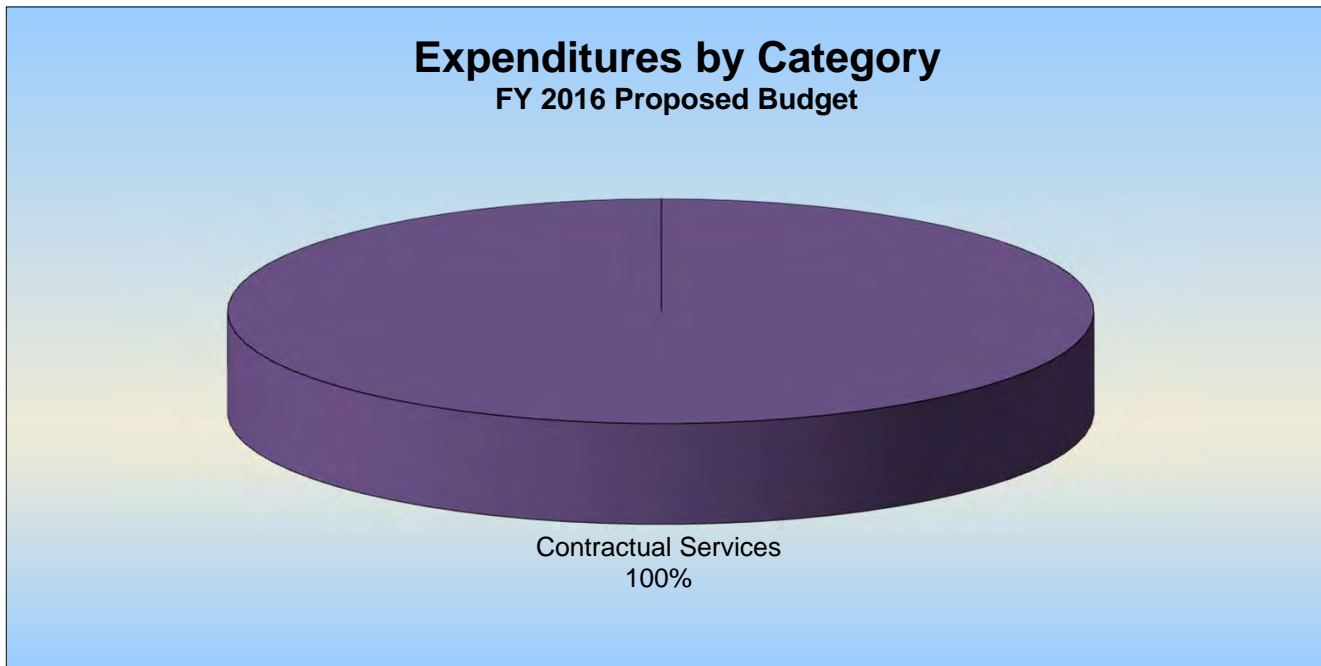
EXPENDITURE SUMMARY

ENGINEERING	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	-	-	-	-
Supplies & Materials	-	-	-	-
Repairs & Maintenance	-	-	-	-
Contractual Services	41,688	37,374	35,842	48,000
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	41,688	37,374	35,842	48,000

HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Contractual Services: Expenses for contract City Engineer services.



ENGINEERING

01-5100

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
City Engineer (Contract)	1	1	1	1
DEPARTMENT TOTAL	1	1	1	1

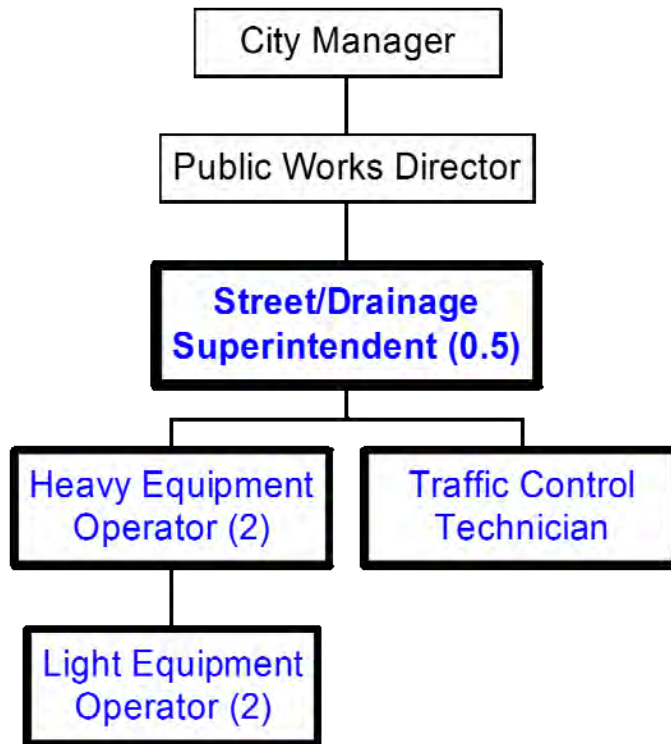
Note: The City contracts with Lockwood, Andrews and Newman, Inc. for engineering services. The City Engineer Representative is not included in the FTEs of the City.

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
# of Stormwater Education Outreaches (average of 3 hours each)	3	4	4	4
# of Completed City Projects	4	14	1	4
EFFICIENCIES				
Operating Cost per Hour of Stormwater Education Outreach	\$4,632	\$3,115	\$2,987	\$4,000
EFFECTIVENESS				
Reviewed and Updated Water Model	Yes	Yes	No	No

STREET



Left to Right: James Santos (Light Equipment Operator); Clifford Surratt (Traffic Control Technician); James Mullen (Superintendent); Steven Hollenbeck (Light Equipment Operator); Jason Culbertson (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

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, milling / overlay, fog / slurry seal, level-up and repair of utility cuts and patching of public streets to preserve and to extend the life of the pavement. 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 keep 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 and to ensure no hindrance to storm water drainage.
- 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 2015

- Compacted and asphalted average of 6.2 utility cuts per month.
- Installed and repaired an average of 74.2 traffic control signs per month.
- Averaged 94 miles a month on the Street Sweeper.
- Called out a total of 4 days and spread a total of 23.5 cubic yards of sand for icy road conditions.
- Provided support for Rabbit Festival, Kris Kindl Mart, Downtown Party's, Tough Cookie Decathlon, Cove Classic Bike Tour and Central Texas Bike Run.
- Completed shoulder work on Big Divide Rd, Logsdon St, Babb St, Summers Rd, W Ave B, Settlement Rd and Grimes Crossing.
- Helped with the repair of the dam at Golf Course and repaired sections of the golf cart path.
- Added new section of the bike / walking trail at Ogletree Pass Park. Repaired a section of walking path by removing old asphalt and pouring new concrete in the South Park Trail.
- Cracked sealed Mary St from Meggs St to Veterans Ave and S 3rd St from Meggs St to Veterans Avenue.
- Removed bad section and replaced asphalt in the parking lot and restriped the Senior Citizens Center.
- Supported career day at William-Ledger and Clements-Parson Elementary schools.
- Repaired damaged guard rails on Anderson Ave and on Lutheran Church Road.

CONTINUING OBJECTIVES

- Manage a street/road repair program to resolve the sunken street cuts and sliding of asphalt issues throughout the City.
- Maintain a sweeper program by increasing mileage with better training and maintenance.
- Work with the Transportation Committee to help fine tune the street maintenance plan.

GOALS FOR FISCAL YEAR 2016

- Install old paint pavement markings with high intensity heat tape for better visibility and longer life span. Meeting the new reflectivity requirements from TXDOT MUTCD.
- Reestablish crack seal and herbicide programs to prevent moisture from entering cracks in the asphalt giving streets a longer life span.
- Establish a Transportation User Fee to help finance Capital Improvement Projects as well as Street Milling / Overlay and new Fog / Slurry Seal program within the City.

STREET DEPARTMENT

Fund 01
Dept# 5300

EXPENDITURE SUMMARY

STREET	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	186,420	199,577	199,577	217,381
Supplies & Materials	28,388	25,449	24,949	31,076
Repairs & Maintenance	67,736	82,621	82,621	77,508
Contractual Services	268,255	285,163	285,663	292,246
Designated Expenses	342,846	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	893,645	592,810	592,810	618,211

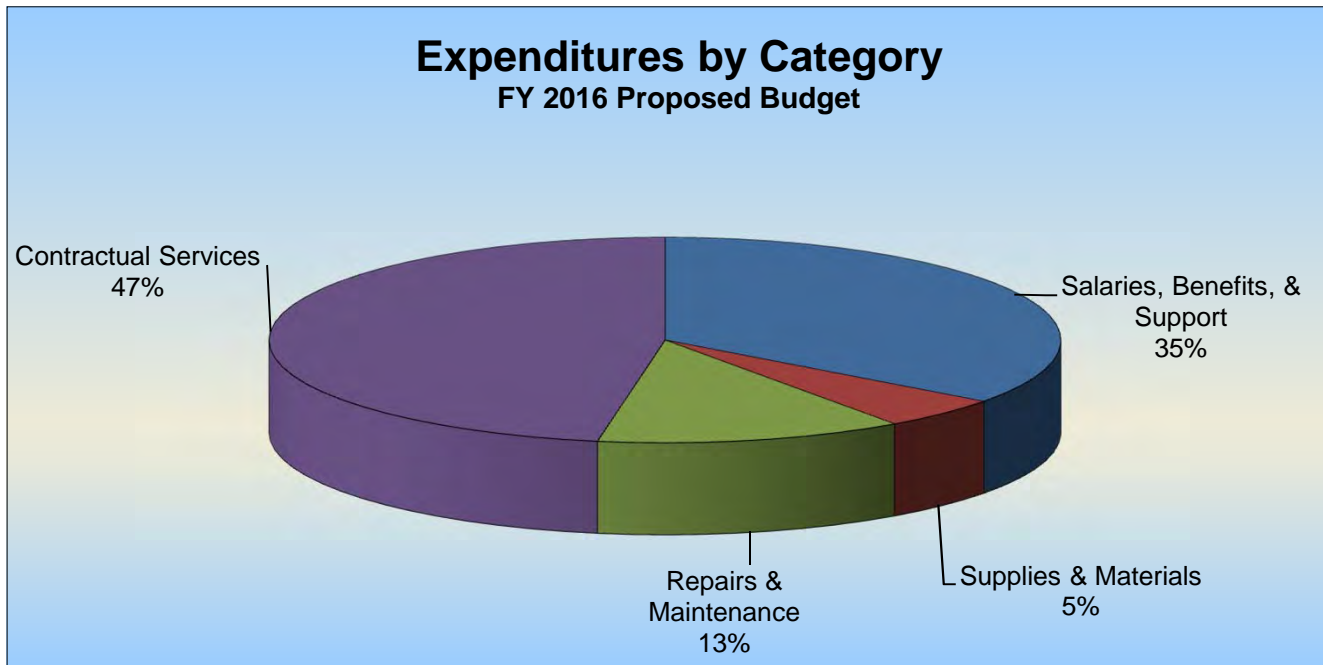
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Salaries & Benefits: Salary savings from vacancies in FY 2015.
- Supplies & Materials: Software for traffic counters.
- Contractual Services: Work zone training.

Decreases:

- Repairs & Maintenance: Reduced equipment maintenance costs.



STREET DEPARTMENT

01-5300

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Light Equipment Operator	2	2	2	2
Heavy Equipment Operator	2	2	2	2
Traffic Control Technician	1	1	1	1
Street/Drainage Superintendent	0.5	0.5	0.5	0.5
DEPARTMENT TOTAL	5.5	5.5	5.5	5.5

Note: The Street/Drainage Superintendent is funded 50/50 between Street and Drainage Utility departments in FY 2016.

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
Seal Coat Resurfacing (lane miles)	0.8	0.0	0.0	0.0
Asphalt Overlay (lane miles)	0.5	0.0	0.0	0.0
# of Utility Excavation Repairs	68	65	74	80
Street Sweeping (curb miles)	1,092	1,200	1,027	1,200
# of City Lane Miles*	137.3	140.0	140.0	156.5
EFFICIENCIES				
Operating Cost Budgeted per City Lane Mile	\$6,509	\$4,234	\$4,234	\$3,950
EFFECTIVENESS				
% of Pothole and Utility Cut Requests Repaired within 48 Hours	92.0%	94.0%	94.0%	95.0%

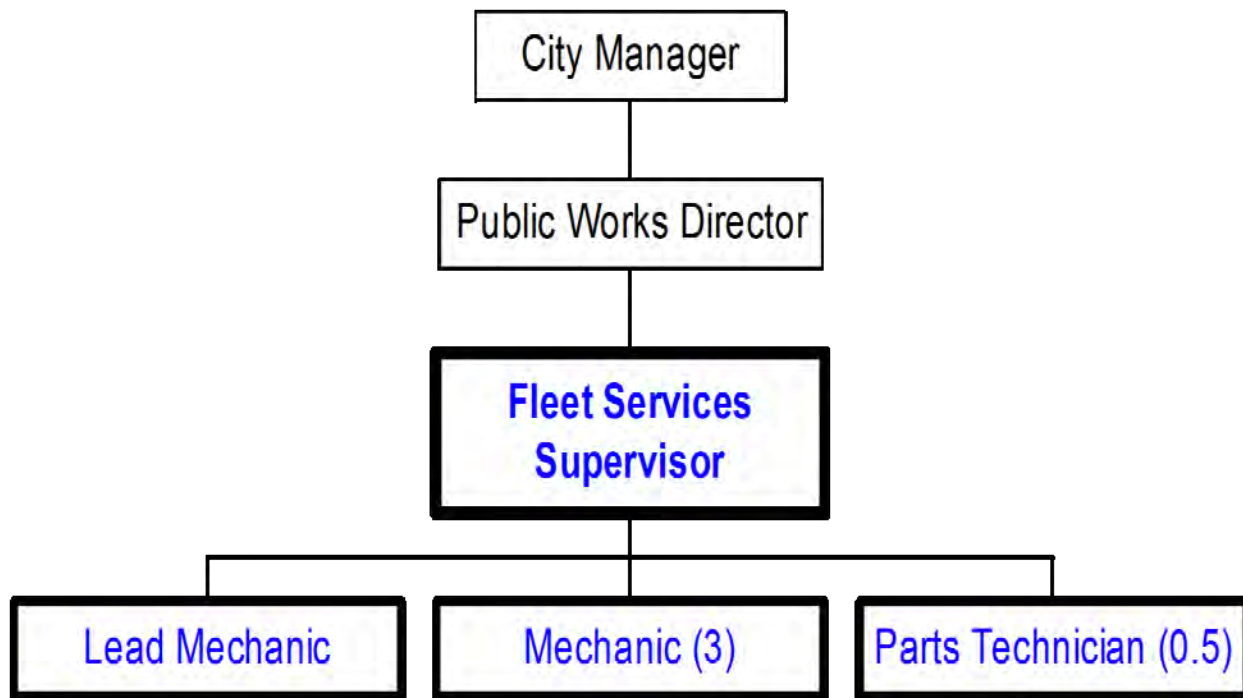
*FY 2016 Target is increased by additional city mileage in projected new subdivisions.

- Liberty Star Addition: 1.77 miles
- Mashburn Place: 6 miles
- Valley at Great Hills, Phase 1: 1 mile
- Creekside Hills: 7.7 miles

FLEET SERVICES



Left to Right: Roger Bekkerus (Lead Mechanic); Jesse Mora (Mechanic) William Colby (Mechanic); Joe Fox (Part-time Parts Technician); Matt Hancock (Mechanic); 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

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 2015

- Performed 396 preventive maintenance services.
- Performed 137 State Vehicle Inspections.
- Performed 213 Winterization Services.
- Completed 1,949 Work Orders internally, with shop sales of \$105,464.34

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2016

- 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

Fund 01
Dept# 5500

EXPENDITURE SUMMARY

FLEET SERVICES	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	246,978	262,137	262,137	258,333
Supplies & Materials	8,002	6,732	6,732	6,792
Repairs & Maintenance	2,667	6,597	6,097	9,320
Contractual Services	9,863	11,090	11,590	15,268
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	267,510	286,556	286,556	289,713

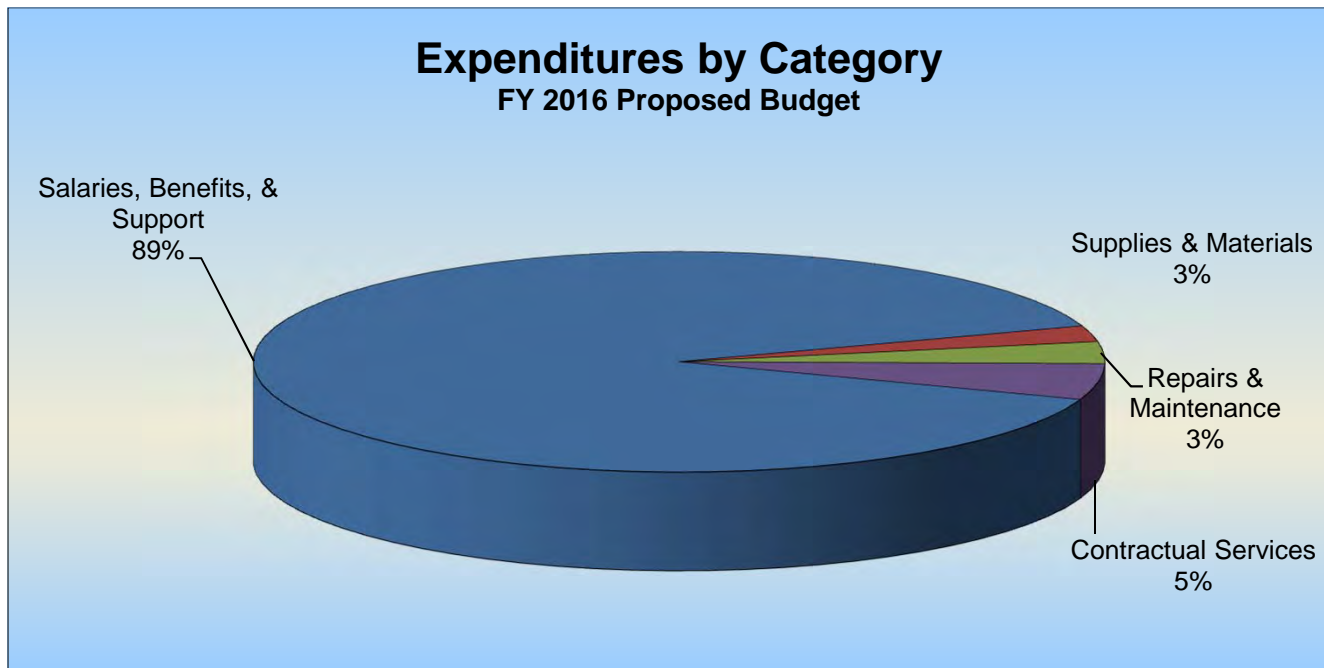
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Repairs & Maintenance: Vehicle scanner and software.
- Contractual Services: Professional development and utility increases.

Decreases:

- Salaries & Benefits: Decrease due to decreased healthcare costs.



FLEET SERVICES

01-5500

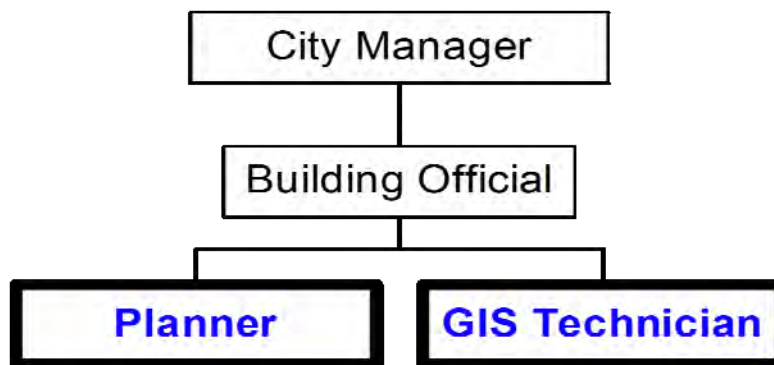
STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Parts Technician	0.5	0.5	0.5	0.5
Mechanic	3	3	3	3
Lead Mechanic	1	1	1	1
Fleet Services Supervisor	1	1	1	1
DEPARTMENT TOTAL	5.5	5.5	5.5	5.5

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
# of Work Orders Completed	1,811	2,000	1,949	2,000
EFFICIENCIES				
Average Operating Cost per Work Order	\$148	\$143	\$147	\$145
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 de-

2 Full Time Employees

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

- 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.
- Improve the quality of life and safety of the community through implementation of Council Policy for planned sustainable land use.

ACHIEVEMENTS FOR FISCAL YEAR 2015

- Assisted in the reconstruction of Courtney Lane Sidewalk Project.
- Updated the City's zoning, city limit, and address maps.
- Coordinated builder/developer luncheons.
- Assisted in implementation of construction plans database.
- Updated city's outfalls for the MS4 Permit.

CONTINUING OBJECTIVES

- Review and update the zoning and subdivision ordinances.
- Continue to improve plat application/development procedures and developer relations.
- 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.
- Manage consulting Planning services within approved budget.
- Continue GIS website with 3CGeo.

GOALS FOR FISCAL YEAR 2016

- 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

Fund 01
Dept# 6100

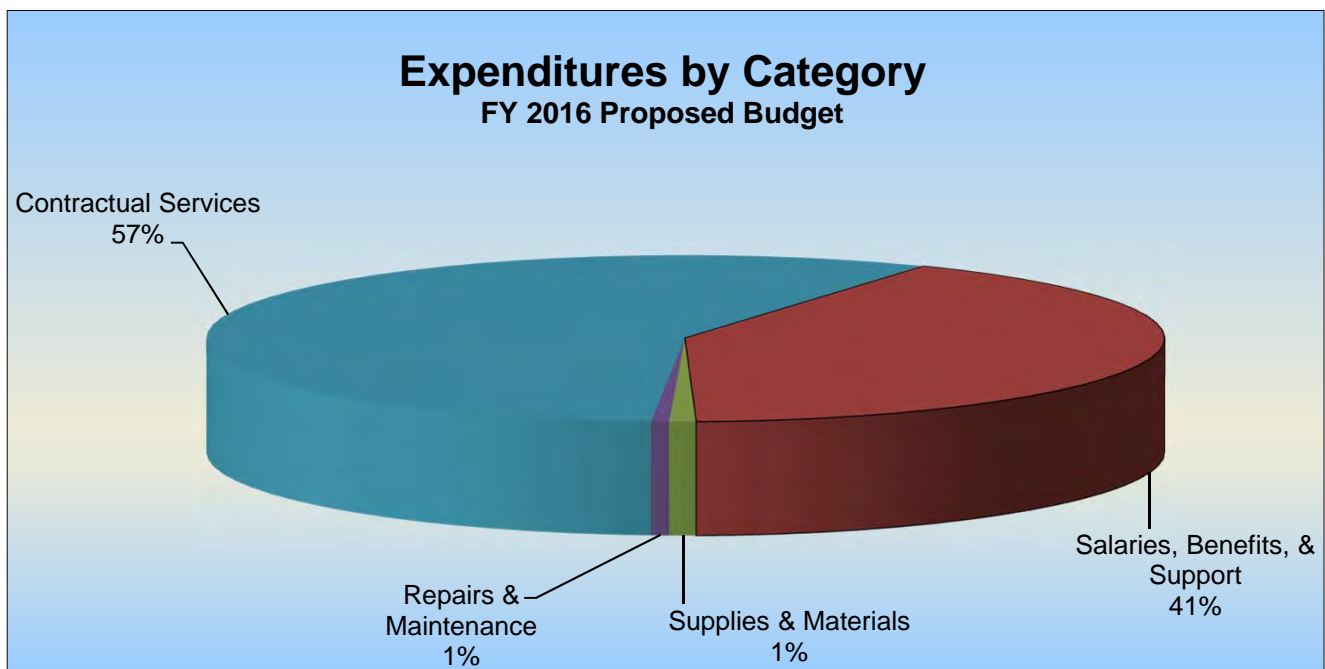
EXPENDITURE SUMMARY

PLANNING	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	77,169	63,786	63,786	114,170
Supplies & Materials	993	1,838	1,788	2,486
Repairs & Maintenance	1,483	2,102	1,667	1,669
Contractual Services	83,615	47,789	47,789	157,874
Designated Expenses	228	(185)	300	300
Capital Outlay & Improvements	-	-	-	-
Total	163,488	115,330	115,330	276,499

HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Salaries & Benefits: Planner position is funded beginning April 1, 2016 and earlier funding will be requested through the Heros Hiring Program for veterans
- Supplies & Materials: Increased printing cost for new ploter.
- Contractual Services: Update to Thoroughfare Plan and the Comprehensive Plan.



PLANNING

01-6100

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
GIS Technician	1	1	1	1
Planner	0	0	0	1
Development Services Secretary	1	0	0	0
DEPARTMENT TOTAL	2	1	1	2

Note: In FY 2016, Planner position is funded beginning April 1, 2016 and earlier funding will be requested through the Heros Hiring Program for veterans.

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
# of Plats Processed	7	10	17	10
# of Zoning Changes Processed	5	5	18	10
# of Variance Requests Processed	6	5	11	10
EFFICIENCIES				
% 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%
EFFECTIVENESS				
% 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%

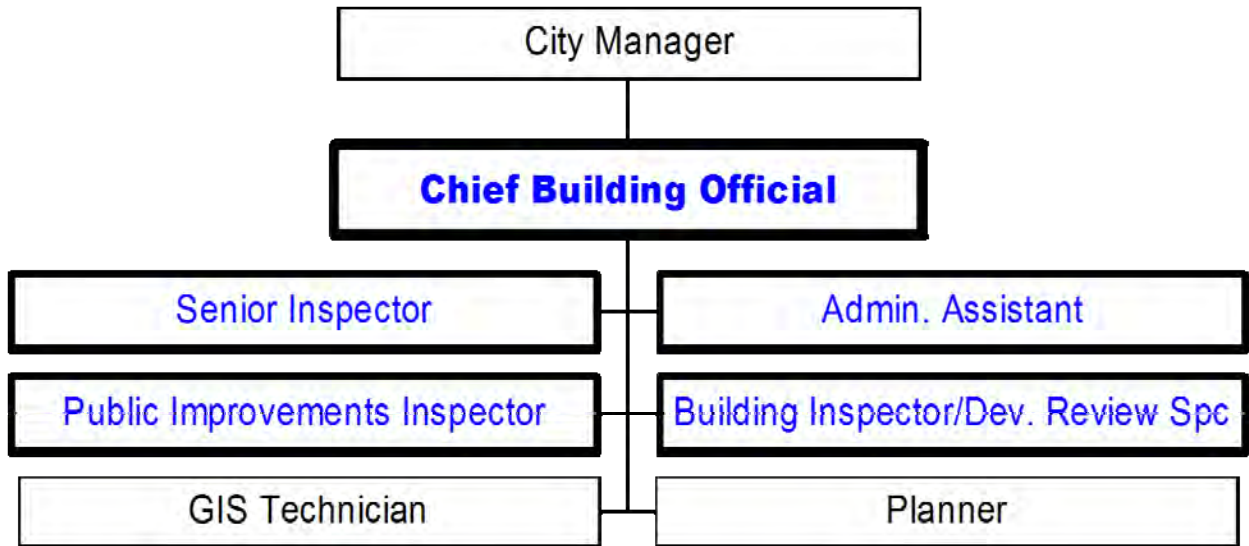
BUILDING AND DEVELOPMENT



City of Copperas Cove



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



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

5 Full Time Employees

BUILDING AND DEVELOPMENT

PROGRAM DESCRIPTION

The Building and Development Department plays a critical role in the overall success of the community by providing excellent and professional customer service, assuring the safety and well being of the public and protecting economic interests through the development of a safe and sustainable community. The department is responsible for conducting plan reviews, property development and for the issuance of all permits. The general purpose of the Building Department operations is to establish and enforce minimum requirements to safeguard the public health, safety and general welfare through structural strength, means of egress, stability, sanitation, adequate light and ventilation, energy conservation, systems efficiency and property protection.

MAJOR DEPARTMENT GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2015

- Completed the Courtney Lane Sidewalk reconstruction Project.
- Permits issued through 9/9/2015:
 - 119 new Single Family Houses having a total valuation of \$16,759,265.00.
 - 18 Residential remodels for a total valuation of \$604,900.00.
 - 14 Multi-family Residential Houses having a total valuation of \$10,924,086.00.
 - 6 new Commercial Buildings having a total valuation of \$5,870,436.00.
 - 19 Commercial remodels for a total valuation of \$1,863,811.00.
 - 2959 miscellaneous permits, including permits for sheds, fences, re-roofs, sign, lawn irrigation, electrical, plumbing, and mechanical for a total valuation of \$7,541,463.00.
- Completed 5375 inspections as of 9/9/2015.

CONTINUING OBJECTIVES

- Continue to apply for CAT 7 and CAT 9 funding
- Promote continued education training program for department personnel.
- Support department personnel and promote a positive working environment.
- Provide education and certification opportunities for all Inspectors.
- Continue participation in luncheons for builders and developers.
- Maintain a good continuing education program for the inspectors.

GOALS FOR FISCAL YEAR 2016

- To Complete Phase I of the Avenue D Sidewalk Reconstruction Project.
- Continue working on the S FM 116 Sidewalk Project.
- Develop a stronger working relationship between builders and the staff.
- Increase a positive work environment between department personnel.

BUILDING AND DEVELOPMENT

Fund 01
Dept# 5200

EXPENDITURE SUMMARY

BUILDING AND DEVELOPMENT	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	245,976	261,884	261,884	289,865
Supplies & Materials	5,488	10,656	10,656	8,994
Repairs & Maintenance	3,482	5,947	4,947	6,157
Contractual Services	7,438	10,380	11,380	13,186
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	262,384	288,867	288,867	318,202

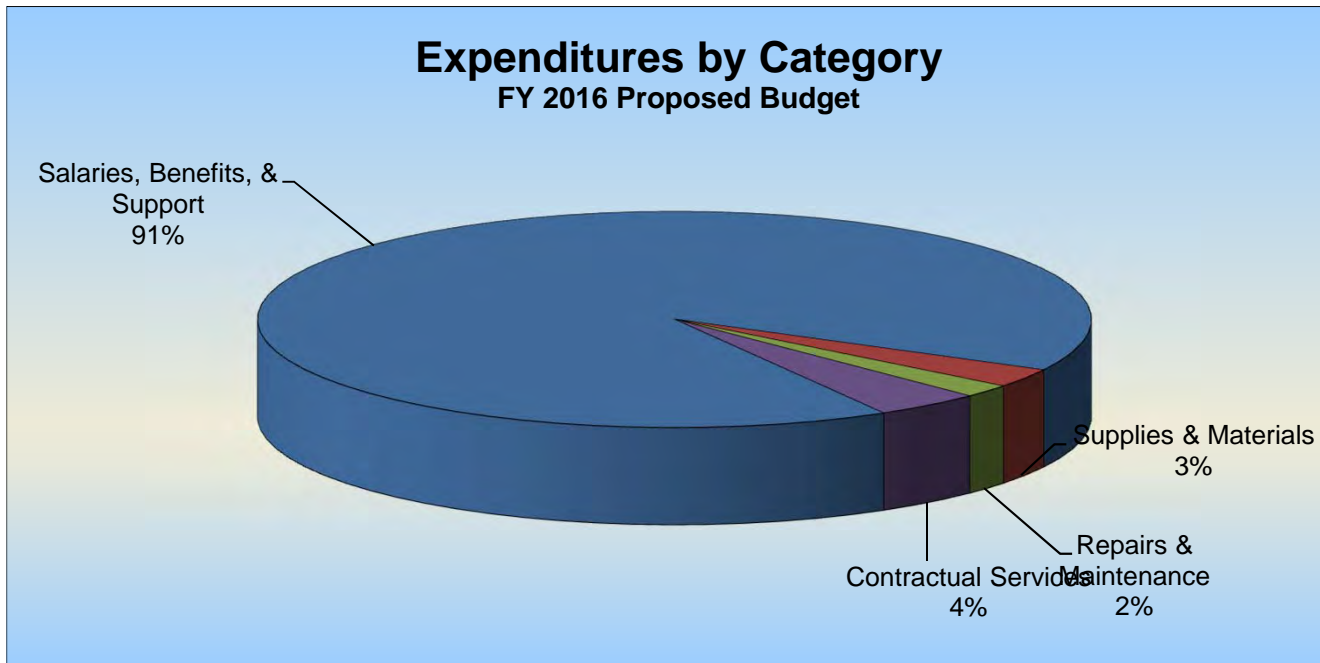
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Salaries & Benefits: The Building Inspector/Development Review Specialist is funded beginning April 1, 2016.
- Repairs & Maintenance: Software maintenance.
- Contractual Services: Professional development for new position.

Decreases:

- Supplies & Materials: Reduced fuel needs.



BUILDING AND DEVELOPMENT

01-5200

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Chief Building Official	1	1	1	1
Administrative Assistant	1	1	1	1
Senior Inspector	1	1	1	1
Public Improvements Inspector	1	1	1	1
Inspector/Development Review Specialist	0	0	0	1
DEPARTMENT TOTAL	4	4	4	5

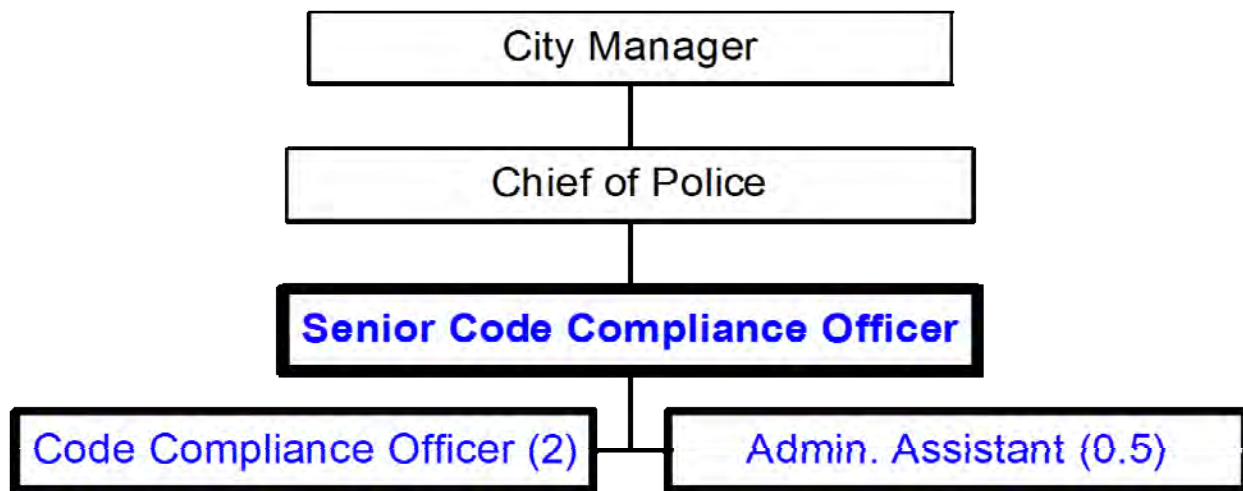
Note: In FY 2016, the Building Inspector/Development Review Specialist is funded beginning April 1, 2016.

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
# of Permits Issued	3,695	3,300	3,454	3,500
# of Inspections Performed	5,804	7,000	6,035	6,500
EFFICIENCIES				
Average Time to Process a Permit Application (minutes)	15	15	15	15
Average Time to Complete an Inspection (minutes)	25	25	25	25
EFFECTIVENESS				
% of Inspections Performed within 4 Working Hours of Request	98.0%	99.0%	99.0%	99.0%
Ensure all Building Projects Meet Recognized Standards for Building Safety & Code Compliance	99.0%	99.0%	99.0%	99.0%

CODE AND HEALTH COMPLIANCE



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



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

3.5 Full Time Employees

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 2015

- All Code Compliance Officers successfully registered as Code Enforcement Officers with the State of Texas.
- Moved the Department from 221 West Avenue D to the current City Hall location to reduce facility expenses.
- Utilized a newly created automated statistic and health record/inspection tracking system to ensure all inspections are completed on time.
- Presented the second edition of the Code Compliance Annual Report.
- Received and managed an estimated 6100 code complaints.
- Certified 430 food handlers through online classes and six food managers after adopting the online food manager course.
- Terminated the online food handler training service and implemented an in-house food handler training program resulting in a 75% increase in revenue per student and have trained 173 Food Handlers to date.
- Conducted ten volunteer food handler courses for 176 volunteers.
- Provided health inspections, food handler training, and food service permits for vendors at community events such as Rabbit Fest, Krist Kindl Markt, and others.
- Completed 381 food establishment health inspections, 27 Certificate of Occupancy inspections, and 39 foster/adoption inspections.
- Conducted public hearings for Chapter 3 and Chapter 20 of the Copperas Cove Code of Ordinances for the keeping of domestic fowl within the City.
- Participated in community events such as Meet the City, Eco Harvest, and the Citizens Focus Group.

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 2016

- Continue to offer in-house food handler classes for the convenience of local food service employees and volunteers at an affordable rate.
- 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

Fund 01
Dept# 7200

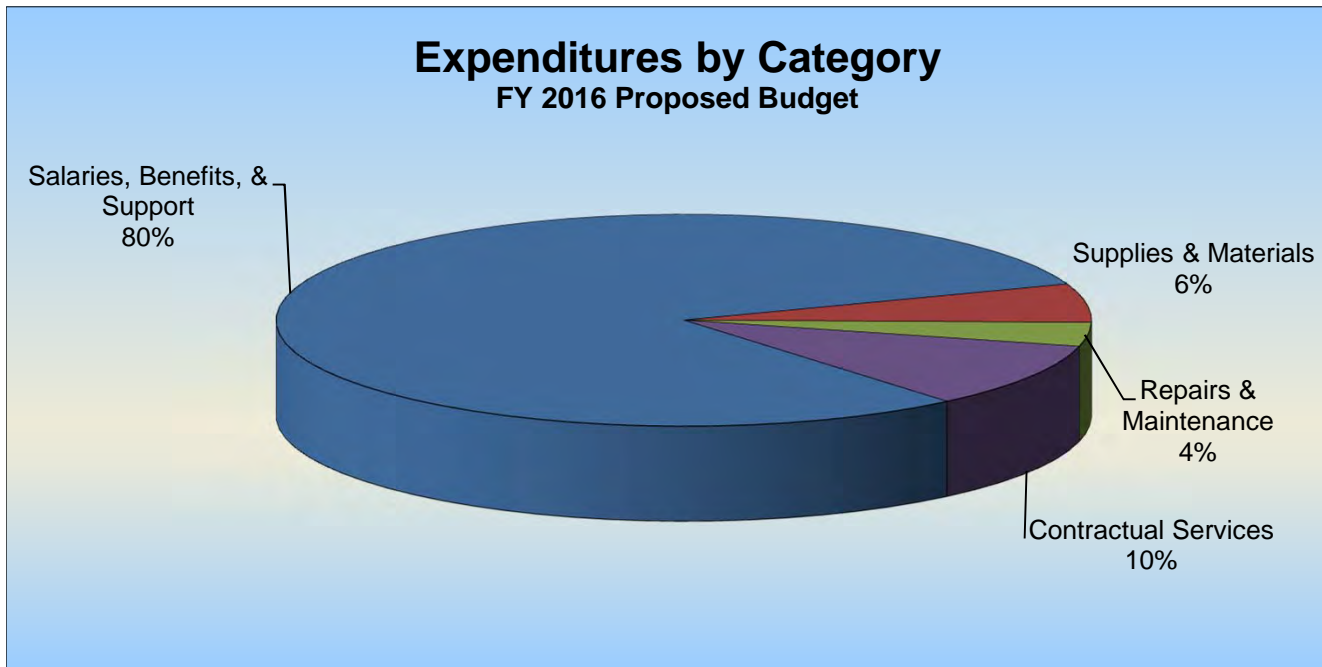
EXPENDITURE SUMMARY

CODE AND HEALTH COMPLIANCE	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	139,011	151,724	151,724	150,323
Supplies & Materials	8,124	11,212	11,200	10,986
Repairs & Maintenance	4,098	6,303	6,302	6,788
Contractual Services	10,726	18,806	18,819	18,493
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	161,959	188,045	188,045	186,590

HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Decreases:

- Salaries & Benefits: Decrease due to decreased healthcare costs.



CODE AND HEALTH COMPLIANCE

01-7200

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Senior Code Compliance Officer	1	1	1	1
Code Compliance Officer	2	2	2	2
Administrative Assistant	0.5	0.5	0.5	0.5
DEPARTMENT TOTAL	3.5	3.5	3.5	3.5

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
# of Complaints Received and Investigated	5,019	4,000	5,400	5,500
EFFICIENCIES				
Complaints per Code Enforcement Officer/Health Inspector	1,673	1,333	1,800	1,833
EFFECTIVENESS				
% of Complaints Resulting in Voluntary Compliance	95.0%	95.0%	95.0%	95.0%

PARKS AND RECREATION ADMINISTRATION



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



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 re-

2 Full Time Employees

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 2015

- 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.
- 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 2016

- 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

Fund 01
Dept# 5400

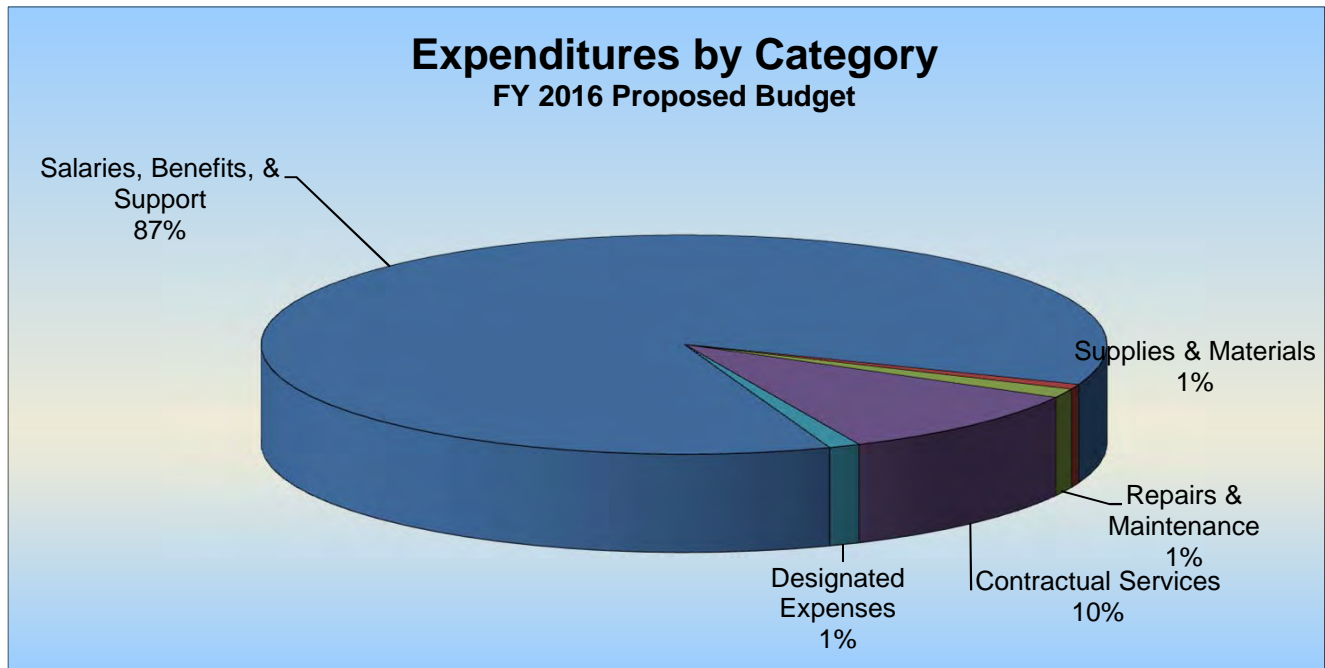
EXPENDITURE SUMMARY

PARKS AND RECREATION - ADMINISTRATION	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	141,876	171,782	149,484	145,046
Supplies & Materials	3	12,430	1,824	1,202
Repairs & Maintenance	682	1,952	1,952	2,263
Contractual Services	16,419	16,960	16,960	17,156
Designated Expenses	2,248	1,583	1,583	2,000
Capital Outlay & Improvements	-	-	-	-
Total	161,228	204,707	171,803	167,667

HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Decreases:

- Salaries & Benefits: Decrease due to decreased healthcare costs.
- Supplies & Materials: No minor equipment needs.



PARKS AND RECREATION - ADMINISTRATION

01-5400

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Recreation Specialist/Administrative Assistant	1	1	1	1
Director of Parks and Recreation	1	1	1	1
DEPARTMENT TOTAL	2	2	2	2

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
# of Athletic Games Scheduled	1,218	1,000	1,218	1,300
# of Participants in Recreation Programs	30,000	31,000	30,000	35,000
EFFICIENCIES				
Parks and Recreation Operating Cost per Capita	\$35.23	\$34.57	\$34.57	\$35.86
EFFECTIVENESS¹				
Parks and Recreation Overall Customer Satisfaction	4.1	4.2	4.2*	4.2

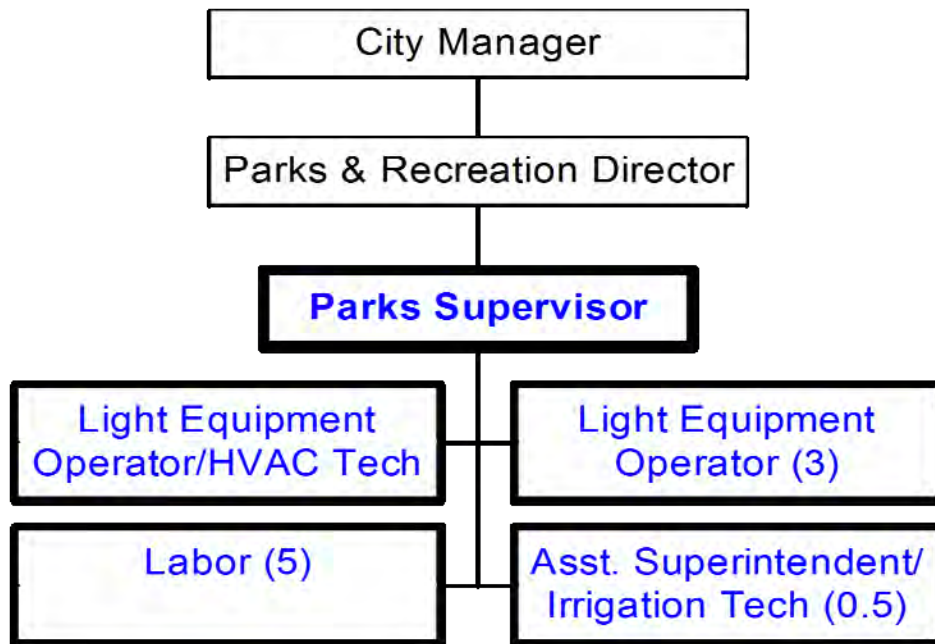
¹ On a scale from 1 to 5 (5 being the highest).

* New survey not completed in FY 2015.

PARKS AND RECREATION MAINTENANCE



Left to Right: Kevin Bell (Light Equipment Operator); Gene Williams (Parks Supervisor); Tom Camacho (Light Equipment Operator); Trudy Chapman (Laborer); Jerry Stanley (Light Equipment Operator/HVAC Technician); Anibal Figueroa (Laborer); Joseph Ngiraklang (Laborer); Robertson Monegro (Laborer); Clarence Carson (Light Equipment Operator)



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

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 2015

- 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/relocated a bee hive from City Park and a bee hive in South Park.
- Refilled wooden engineering fiber in two playscapes in City Park.

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 2016

- 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

Fund 01
Dept# 5410

EXPENDITURE SUMMARY

PARKS AND RECREATION - MAINTENANCE	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	349,016	388,457	390,397	386,924
Supplies & Materials	34,123	33,995	33,995	36,249
Repairs & Maintenance	50,127	35,282	35,282	34,783
Contractual Services	27,246	29,834	29,834	29,305
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	460,512	487,568	489,508	487,261

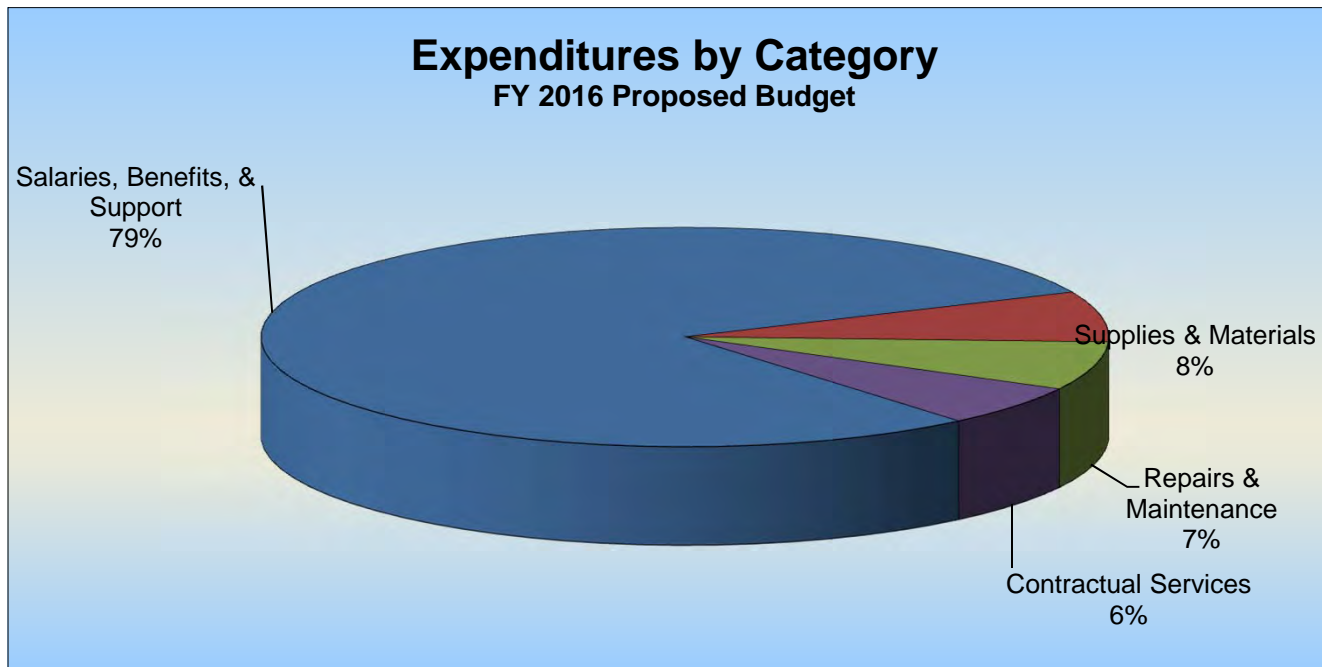
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Supplies & Materials: Increase in needed field/shop supplies and fuel.

Decreases:

- Salaries & Benefits: Decrease due to decreased healthcare costs.



PARKS AND RECREATION - MAINTENANCE

01-5410

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Laborer	5	5	5	5
Light Equipment Operator	3	3	3	3
Light Equipment Operator/HVAC Tech	1	1	1	1
Parks Supervisor	1	1	1	1
Assistant Superintendent/Irrigation Tech	0.5	0.5	0.5	0.5
DEPARTMENT TOTAL	10.5	10.5	10.5	10.5

Note: The Assistant Superintendent/Irrigation Tech is funded 50/50 between Parks Maintenance and Golf Maintenance departments in FY 2016.

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
# of Acres Maintained	389	389	389	389
# of Pools Maintained	2	2	2	2
# of Fields Maintained	9	9	9	9
Cemeteries Maintained	1	1	1	1
# of Events Parks Staff Assisted With	35	35	20	25
EFFICIENCIES				
Parks Maintenance Operating Cost per Capita	\$13.86	\$14.67	\$14.73	\$14.67
EFFECTIVENESS¹				
Park Maintenance Customer Satisfaction	3.3	4.0	4.0*	4.0

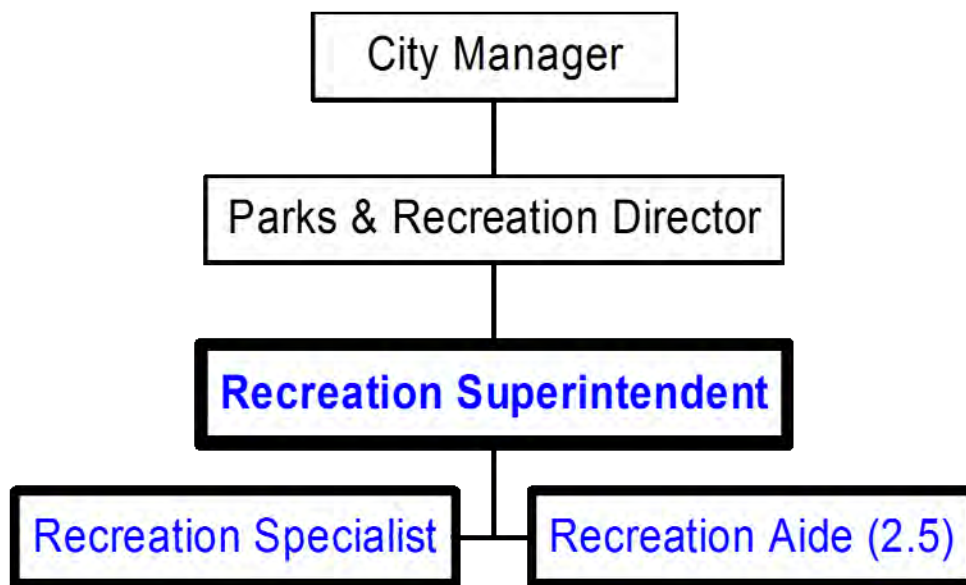
¹ On a scale from 1 to 5 (5 being the highest).

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

PARKS AND RECREATION ATHLETICS



Caycee Hauck (Recreation Specialist)



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.

4.5 Full Time Employees

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, Baseball, Softball, Tee ball, Soccer, Basketball, 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 2015

- 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.
- 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 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 2016

- 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

Fund 01
Dept# 5420

EXPENDITURE SUMMARY

PARKS AND RECREATION - ATHLETICS	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	168,549	84,357	101,612	153,814
Supplies & Materials	165,185	140,673	148,424	146,275
Repairs & Maintenance	1,825	2,322	9,047	8,800
Contractual Services	47,446	38,630	43,175	41,700
Designated Expenses	6,600	10,000	10,000	10,000
Capital Outlay & Improvements	-	-	-	-
Total	389,605	275,982	312,258	360,589

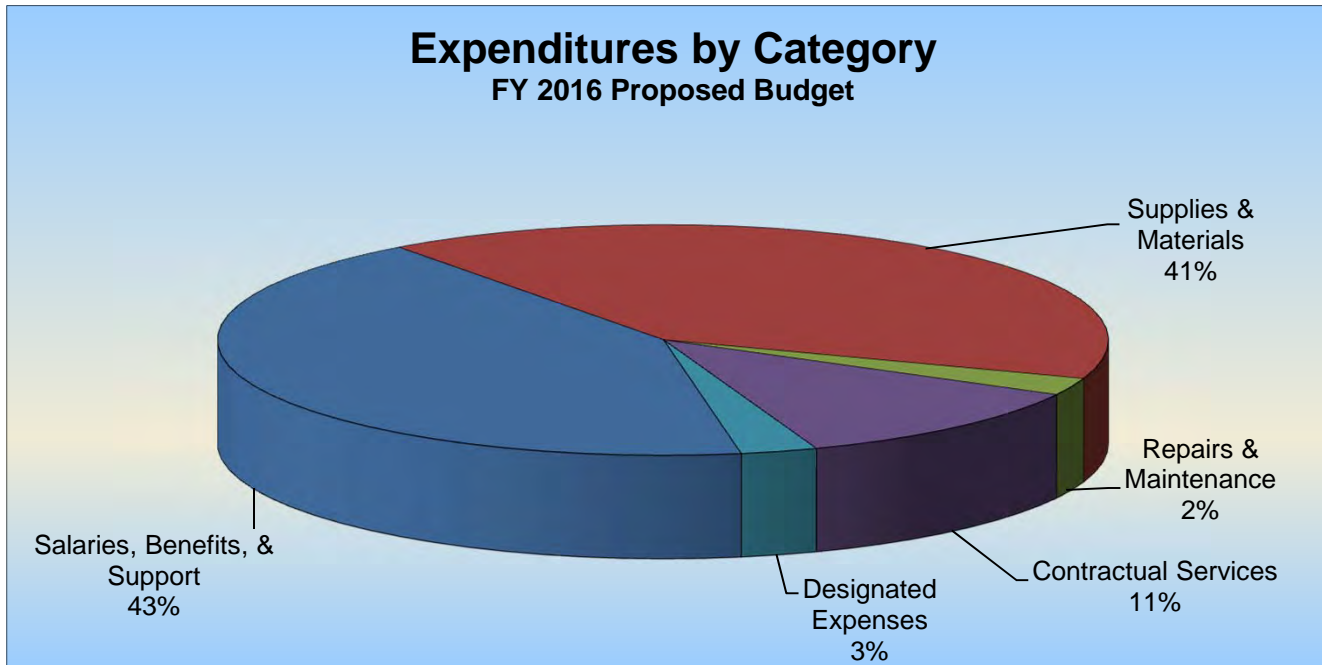
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Salaries & Benefits: Salary savings from several vacancies in FY 2015.

Decreases:

- Supplies & Materials: Reduced program costs due to lower participation.
- Contractual Services: Reduced communication costs.



PARKS AND RECREATION - ATHLETICS

01-5420

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Recreation Aide	2.5	2	2	2.5
Recreation Specialist	1	1	1	1
Recreation Supervisor	1	0	0	0
Recreation Superintendent	0	1	1	1
DEPARTMENT TOTAL	4.5	4	4	4.5

Note: Recreation Aide positions consists of five (5) part-time positions in FY 2016.

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
# of Tackle Football Participants	193	220	193	220
# of Youth Basketball Participants	450	450	450	450
# of Youth Baseball and Softball Participants	707	710	707	650
# of Soccer Participants	787	800	787	850
# of Flag Football Participants	223	300	223	250
# of Coaches Certified	430	430	430	400
EFFICIENCIES				
Athletics Department Operating Cost per Capita	\$11.73	\$8.31	\$9.40	\$10.85
Athletics Department Operating Cost per Participant	\$165.09	\$111.28	\$132.31	\$149.00
% of Coaches Certified	100.0%	100.0%	100.0%	100.0%
EFFECTIVENESS¹				
Athletics Customer Satisfaction	3.2	4.0	4.0*	4.0

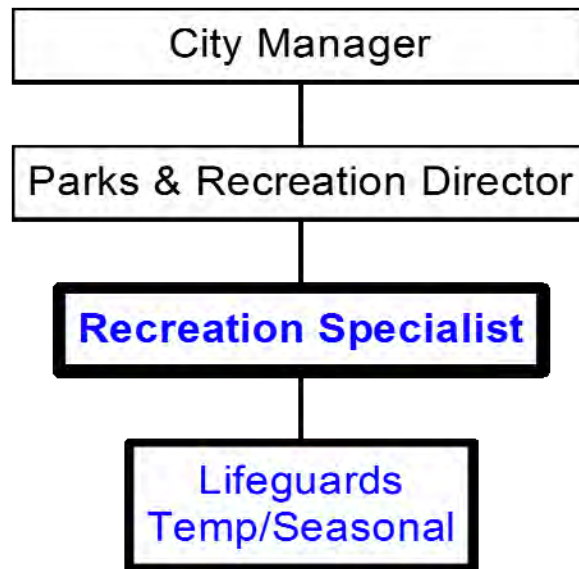
¹ On a scale from 1 to 5 (5 being the highest).

* New survey not completed in FY 2015.

PARKS AND RECREATION AQUATICS



Jhona Diaz
(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

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 2015

- Conducted swimming lessons for 4 levels of ability.
- Conducted water aerobics classes with different levels of difficulty.
- Conducted monthly in-service training for lifeguards.
- Staffed all Pool Reservations for appropriate safety.
- 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 2016

- 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

Fund 01
Dept# 5430

EXPENDITURE SUMMARY

PARKS AND RECREATION - AQUATICS	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	90,399	99,357	89,191	97,758
Supplies & Materials	24,861	38,707	45,018	36,059
Repairs & Maintenance	3,510	1,607	4,207	3,760
Contractual Services	4,495	6,131	4,075	3,318
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	123,265	145,802	142,491	140,895

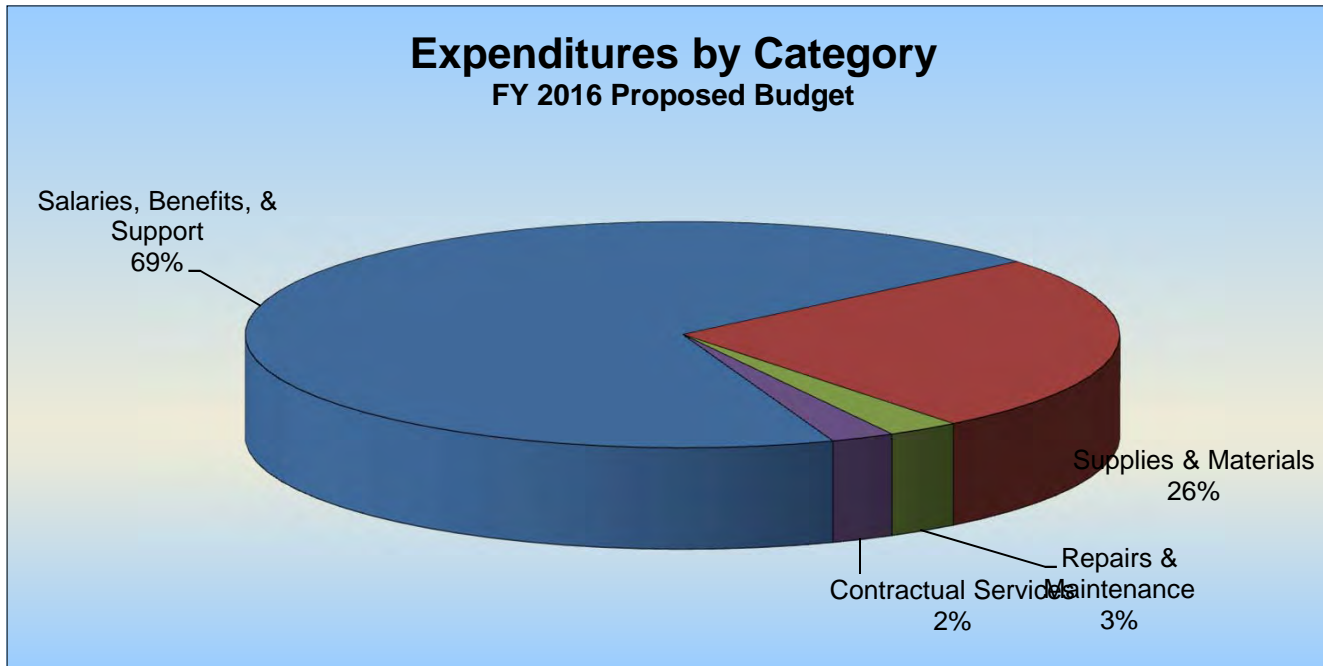
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Salaries & Benefits: Salary savings from vacancies in FY 2015.

Decreases:

- Supplies & Materials: Reduced chemical costs and fewer equipment needs.
- Repairs & Maintenance: Reduced facility maintenance.
- Contractual Services: Reduced advertising and communication costs.



PARKS AND RECREATION - AQUATICS

01-5430

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Recreation Specialist	1	1	1	1
DEPARTMENT TOTAL	1	1	1	1

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
# of Patrons through the Gate for Public Swim	13,125	15,000	8,333	8,000
# of Students in Swim Lessons	258	300	300	200
# of Private Parties	76	76	76	45
# of Patrons in Water Fitness Classes	5,125	5,500	4,767	4,500
EFFICIENCIES				
Aquatics Department Operating Cost per Capita	\$3.71	\$4.39	\$4.29	\$4.24
Aquatics Department Operating Cost per Patron	\$6.63	\$6.98	\$10.57	\$11.05
EFFECTIVENESS¹				
Public Swim Customer Satisfaction	3.8	4.0	4.0*	4.2
Swim Lessons Customer Satisfaction	4.2	4.5	4.5*	4.2

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

* New survey not completed in FY 2015.

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

Fund 01
Dept# 5440

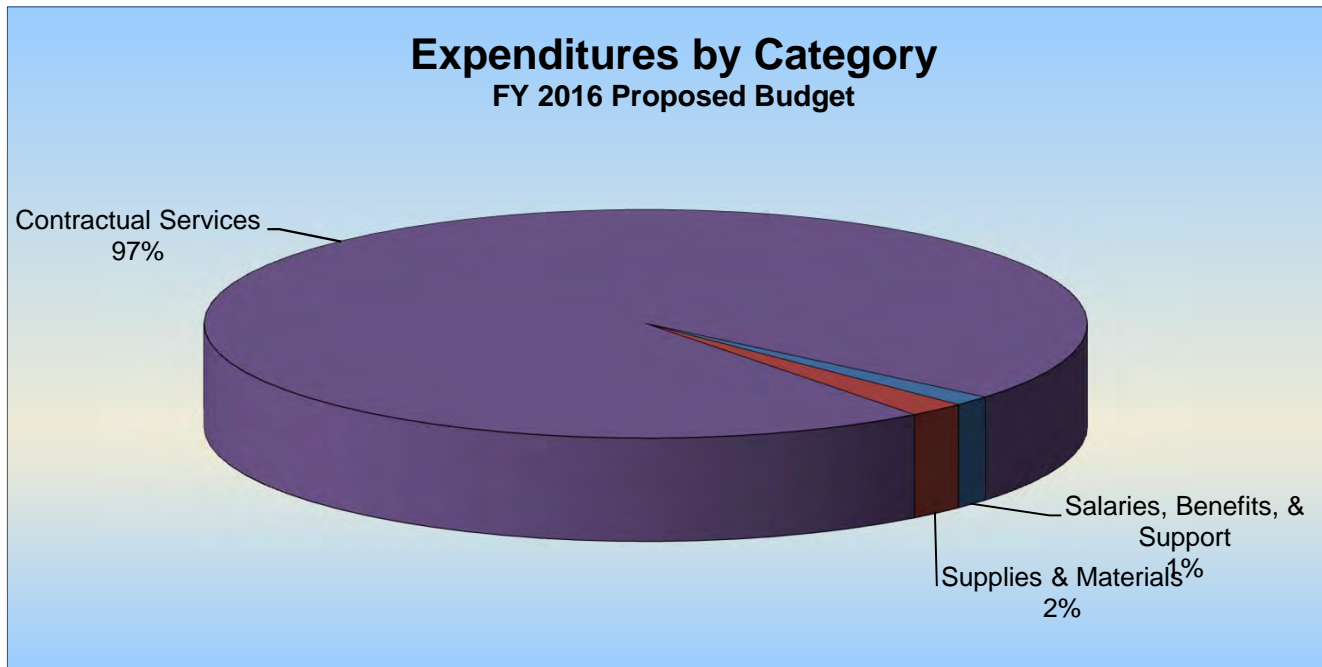
EXPENDITURE SUMMARY

PARKS AND RECREATION - SPECIAL EVENTS	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	-	-	500	500
Supplies & Materials	-	-	-	740
Repairs & Maintenance	-	-	-	-
Contractual Services	35,863	34,600	32,100	33,900
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	35,863	34,600	32,600	35,140

HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Supplies & Materials: Event supplies.
- Contractual Services: Rabbit Fest Parade Float authorized by City Council; Civic Center utilities moved to Hotel Occupancy Tax Fund.



PARKS AND RECREATION - SPECIAL EVENTS

01-5440

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
<i>OUTPUTS</i>				
# of Safe Trick or Treat Participants	4,200	4,500	4,200	3,500
# of Easter Egg Hunt Participants	2,000	2,500	2,000	2,500
# of Christmas Tree Lighting Participants	500	550	500	4,000
# of Polar Bear Swim Participants	31	50	31	100
# of Fishing in the Park Participants	400	500	400	500
<i>EFFICIENCIES</i>				
Operating Cost per Capita for Special Events	\$1.08	\$1.04	\$0.98	\$1.06
<i>EFFECTIVENESS¹</i>				
Special Events Customer Satisfaction	4.2	4.5	4.5*	4.2

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

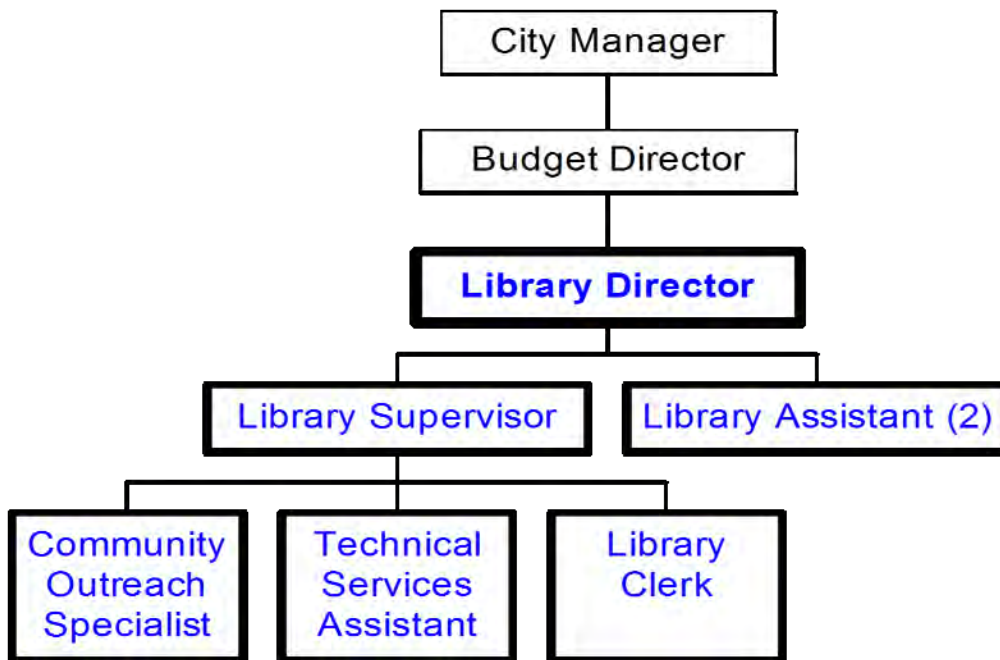
* New survey not completed in FY 2015.



LIBRARY



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



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 Equivalent Employees

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 2015

- Maintained accreditation by the Texas State Library & Archives Commission.
- Provided access to e-book, and downloadable e-materials.
- Provided informative programs on diverse topics for individuals and families.
- Selected and acquired hundreds of new items for the collection and weeded out hundreds of obsolete or outdated items.
- Created Technology Petting Zoo.
- Weeded out under-used materials so that less than 8% of the Youth Fiction and 26% of the Adult Fiction collection is over 20 years old.

CONTINUING OBJECTIVES

- Continue to select and circulate high-demand information resources in book, audiobook, DVD, e-book and other formats.
- Continue to develop and provide programs that improve the quality of life for patrons of all ages.
- Continue to provide outstanding customer service for all library patrons.

GOALS FOR FISCAL YEAR 2016

- Working with an architect, complete planning and begin implementation of library renovations.
- Migrate to a new Wi-Fi management system.
- Revise and update all library policies and procedures, collecting them in a single volume for ease of access.
- Give presentations at multiple community organizations.
- Weed out under-used materials so that less than 25% of the Adult Non-fiction collection is over 20 years old.

LIBRARY

Fund 01
Dept# 7100

EXPENDITURE SUMMARY

LIBRARY	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	276,890	288,097	290,097	293,880
Supplies & Materials	18,901	15,108	14,749	16,284
Repairs & Maintenance	28,612	21,932	21,712	16,859
Contractual Services	59,891	51,318	63,118	64,306
Designated Expenses	40	-	-	500
Capital Outlay & Improvements	22,827	38,390	25,169	4,700
Total	407,161	414,845	414,845	396,529

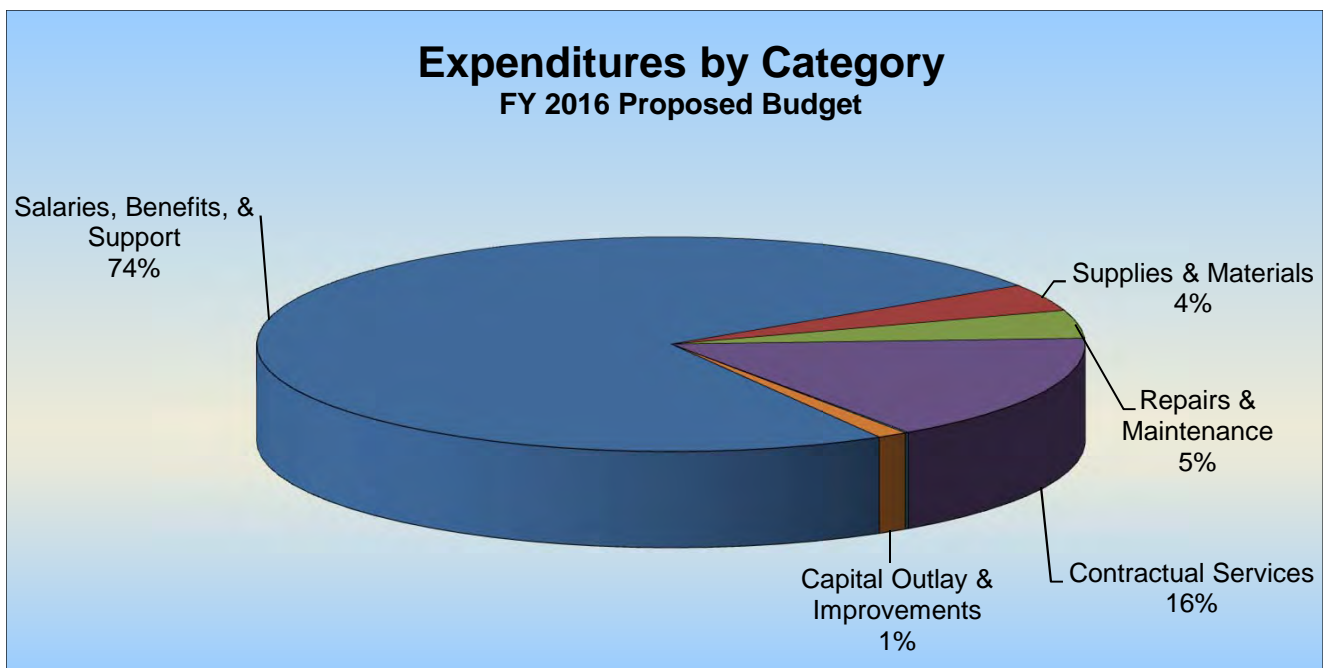
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Salaries & Benefits: Include 1% COLA increase; salary savings from vacancies in FY 2015.
- Supplies & Maintenance: Senior activities funding included.
- Contractual Services: Increased internet bandwidth.
- Designated Expenses: Collection service cost.

Decreases:

- Repairs & Maintenance: Reduced facility maintenance costs.
- Capital Outlay & Improvements: Reduced book collection costs.



LIBRARY

01-7100

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Library Director	1	1	1	1
Library Supervisor	1	1	1	1
Library Assistant	2	2	2	2
Community Outreach Specialist	1	1	1	1
Library Clerk	1	1	1	1
Technical Services Assistant	1	1	1	1
DEPARTMENT TOTAL	7	7	7	7

Note: The Technical Services Assistant position and the Library Clerk position consists of two (2) part-time positions each.

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
Program Attendance	5,650	6,000	10,100	11,000
Annual Visits	88,500	90,000	87,600	90,000
Circulated Items (physical and digital)	82,000	85,000	82,000	85,000
Questions Answered	27,000	29,000	24,600	25,000
EFFICIENCIES				
Program Attendance per FTE Library Employee	942	1,000	1,683	1,833
# of Library Visits per FTE Library Employee	14,750	15,000	14,600	15,000
Operating Costs per Library Visit	\$4.60	\$4.61	\$4.74	\$4.41
EFFECTIVENESS				
% Increase in Program Attendance	N/A*	6%	79%	9%
% Increase in Annual Visits	N/A*	2%	-1%	3%
% Increase in Circulated Items	N/A*	4%	0%	4%

* 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 eighth Annual State of the City Address and the seventh Annual Meet the City event in the Spring of 2016. 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

Fund 01
Dept# 7500

EXPENDITURE SUMMARY

NON-DEPARTMENTAL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	42,572	48,545	48,545	79,841
Supplies & Materials	4,692	5,573	5,573	5,058
Repairs & Maintenance	40,054	46,095	46,095	43,415
Contractual Services	120,641	182,201	190,422	119,854
Designated Expenses	130,599	136,056	136,056	161,050
Capital Outlay & Improvements	19,854	59,772	56,136	-
Economic Development Incentives	93,625	182,965	182,965	303,534
Grant Matches	-	-	-	-
Transfers Out & Contingency	-	-	-	-
Total	452,037	661,207	665,792	712,752

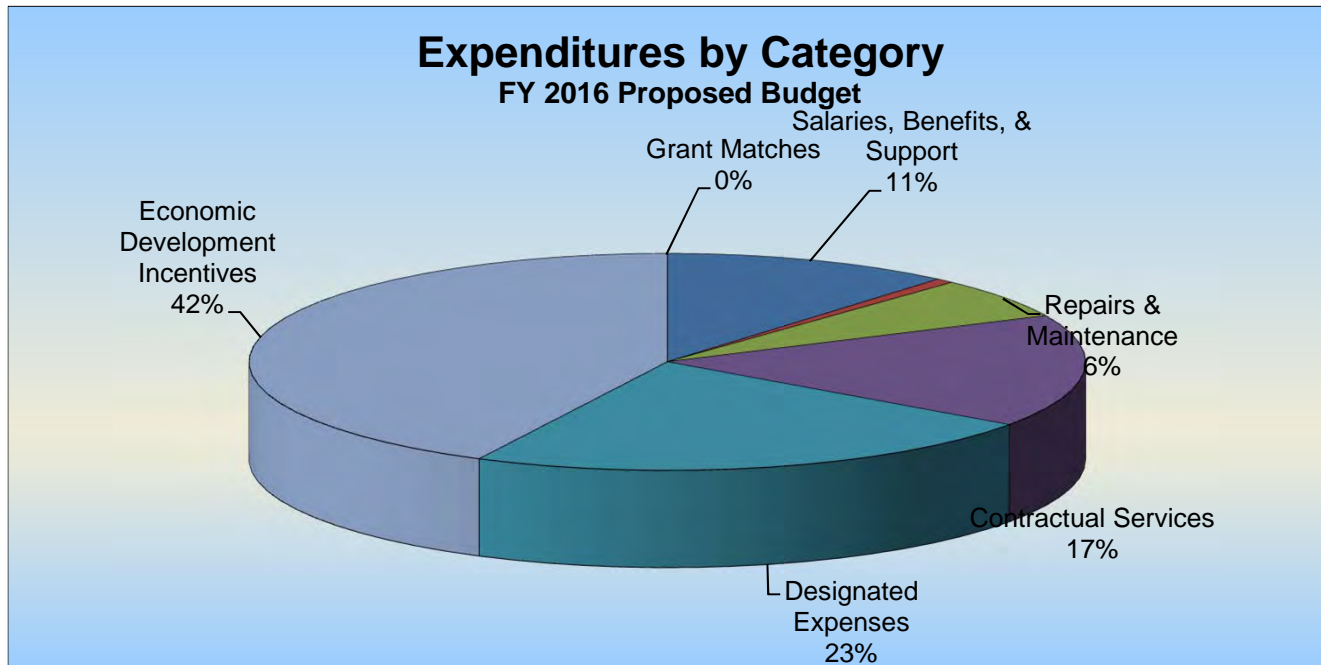
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

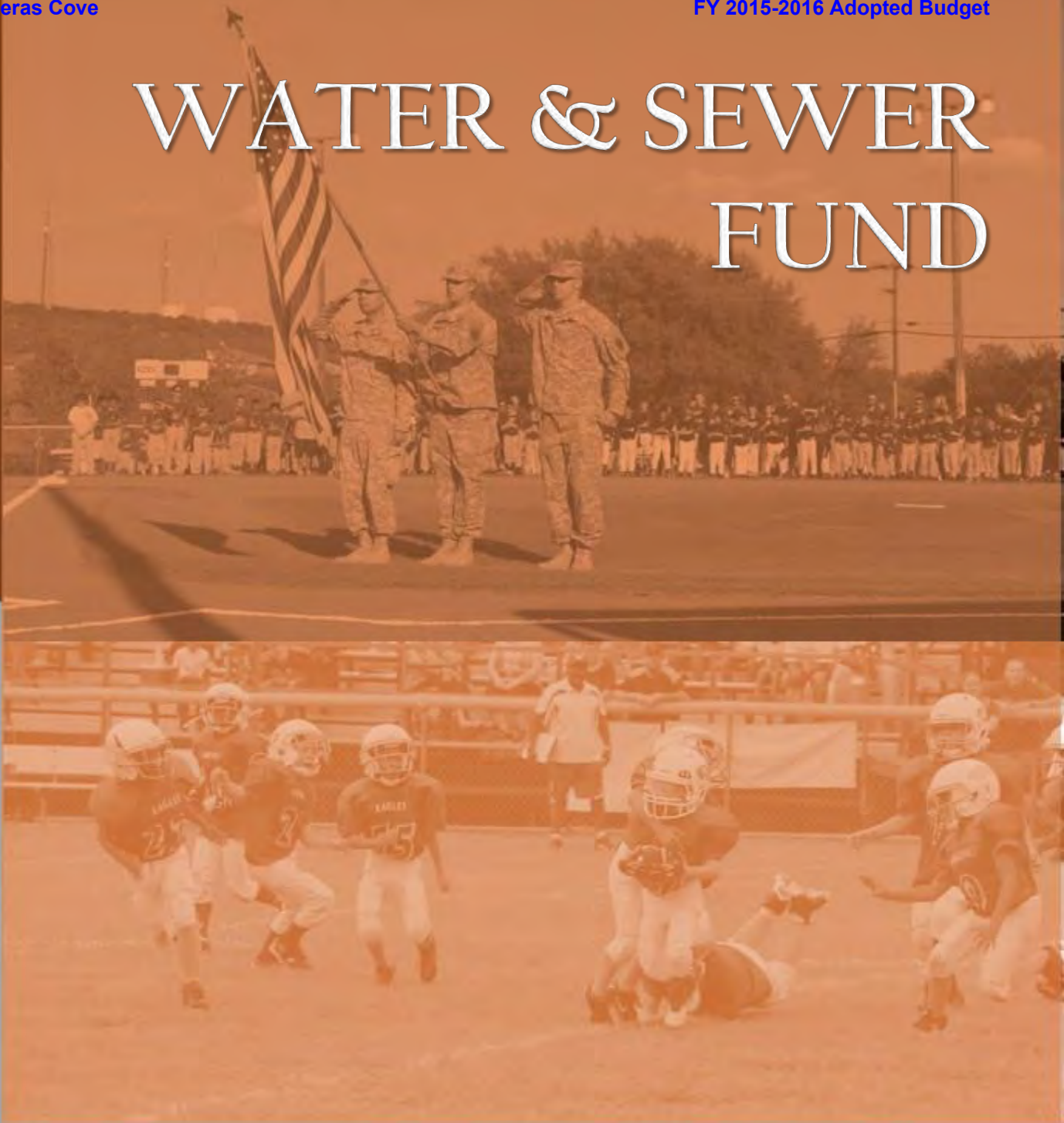
- Salaries & Benefits: \$10,000 for safe driver incentive and \$18,000 for Wellness Incentive.
- Designated Expenses: Increased insurance premiums; moved employee events budget from Human Resources.
- Economic Development Incentives: Incentive (property and sales taxes) for economic development at Shops at Five Hills.

Decreases:

- Repairs & Maintenance: Reduced building maintenance for City Hall.
- Contractual Services: Reduced consulting fee for grants; reduced state legislative consulting services.
- Capital Outlay & Improvements: The West Gateway Monument Sign was originally funded in FY 2015.



WATER & SEWER FUND



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 2016 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 2012	FY 2013	FY 2014	FY 2015	FY 2016
REVENUES	Actual	Actual	Actual	Projected	Adopted
Sale of Water	5,205,224	5,296,231	5,136,963	5,694,193	5,962,613
Sewer Revenues	4,208,908	4,908,003	4,773,232	5,057,260	5,447,446
Service Charges	154,487	130,583	115,101	153,770	157,034
Late Payment Charges	139,306	295,246	306,640	312,330	324,000
Other Income	77,088	78,502	129,673	114,568	123,298
TOTAL	9,785,013	10,708,565	10,461,609	11,332,121	12,014,391
EXPENSES					
Salaries & Benefits	1,923,357	1,882,606	1,817,118	1,973,442	2,016,838
Supplies & Materials	290,706	276,760	263,294	322,152	330,772
Repairs & Maintenance	264,707	280,693	317,781	366,907	344,939
Contractual Services	1,135,803	1,263,202	1,427,011	1,742,968	1,503,879
Designated Expenses	5,224,334	5,881,044	5,469,035	6,865,713	6,524,855
Capital Outlay	11,531	75,465	7,831	67,345	35,000
Transfers	690,000	695,000	795,000	835,000	852,000
TOTAL	9,540,436	10,354,771	10,097,070	12,173,525	11,608,283
Revenues Over/(Under)					
Expenses	244,577	353,794	364,539	(841,404)	406,108
TOTAL	9,785,013	10,708,565	10,461,609	11,332,121	12,014,391

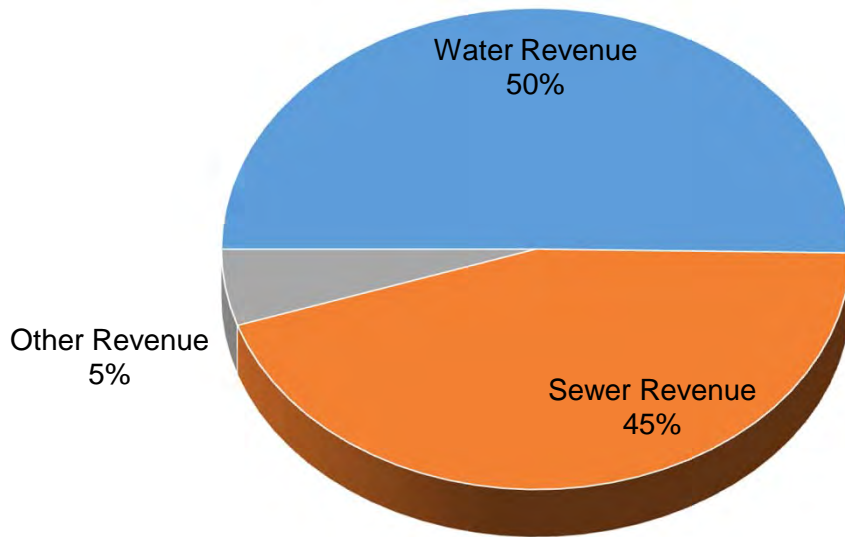
CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2015-16 ADOPTED BUDGET
WATER & SEWER FUND
SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE

Description	Actual FY 2013-14	Adopted Budget* FY 2014-15	Projected FY 2014-15	Proposed Base Budget FY 2015-16	New Requests FY 2015-16	Adopted FY 2015-16
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 2,639,251	\$ 3,003,794	\$ 3,003,794	\$ 2,162,388	\$ 2,666,098	\$ 2,162,388
Prior Yr Enc Voided in Current Yr	-	-	-	-	-	-
Prior Period Adjustment	-	-	-	-	-	-
TOTAL BEGINNING FUND BALANCE	\$ 2,639,251	\$ 3,003,794	\$ 3,003,794	\$ 2,162,388	\$ 2,666,098	\$ 2,162,388
Water Revenue	\$ 5,228,603	\$ 5,836,260	\$ 5,783,899	\$ 6,051,472	\$ -	\$ 6,051,472
Sewer Revenue	4,858,383	5,511,648	5,136,932	5,528,627		5,528,627
Senior Citizen Discount	(176,791)	(168,000)	(169,378)	(170,040)		(170,040)
Water Tap Fees	31,095	30,000	60,758	60,840		60,840
Sewer Tap Fees	9,930	8,400	15,446	16,800		16,800
Connect/Disconnect Fee	71,931	72,000	74,520	76,044		76,044
Meter Box Reset Fee	-	-	-	-		-
Composting Sales Revenue	2,145	-	3,046	3,350		3,350
Subtotal	\$ 10,025,296	\$ 11,290,308	\$ 10,905,223	\$ 11,567,093	\$ -	\$ 11,567,093
Admin Reimb-Drainage	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,250	\$ -	\$ 20,250
Interest Revenue	16,535	5,400	5,655	6,000		6,000
Late Charge For Billing	306,640	257,000	312,330	324,000		324,000
Miscellaneous Revenues	75,828	45,420	76,132	80,688		80,688
Insurance Proceeds	334	-	-	-		-
Riser Forfeiture Revenue	-	-	-	-		-
Credit Card Convenience Fee	13,426	13,500	6,017	9,360		9,360
Auction Proceeds	3,550	-	6,764	7,000		7,000
Subtotal	\$ 436,313	\$ 341,320	\$ 426,898	\$ 447,298	\$ -	\$ 447,298
TOTAL REVENUE	\$ 10,461,609	\$ 11,631,628	\$ 11,332,121	\$ 12,014,391	\$ -	\$ 12,014,391
TOTAL FUNDS AVAILABLE	\$ 13,100,860	\$ 14,635,422	\$ 14,335,915	\$ 14,176,779	\$ 2,666,098	\$ 14,176,779
OPERATING EXPENSES:						
Public Works Administration (80)	\$ 242,412	\$ 240,385	\$ 237,452	\$ 248,017	\$ 2,000	\$ 250,017
Utility Administration (81)	543,642	620,289	595,792	606,795		606,795
Water Distribution (82)	1,221,457	1,420,417	1,397,288	1,405,845		1,405,845
Sewer Collection (83)	509,197	536,794	509,509	494,931	20,000	514,931
Wastewater Treatment (84)	69,478	385,422	380,531	115,300		115,300
Composting (84-01) ¹	72,135	90,106	89,905	97,700		97,700
Wastewater - South Plant (84-02)	274,136	266,835	260,531	241,220		241,220
Wastewater - NE Plant (84-03)	349,420	402,161	365,325	366,961		366,961
Wastewater - NW Plant (84-04)	485,313	499,032	509,108	513,966		513,966
Wastewater - Lab (84-05)	37,248	43,712	40,872	41,547		41,547
Non-Departmental (85)	2,976,159	4,184,498	4,189,307	3,425,422	40,602	3,466,024
TOTAL OPERATING EXPENSES	\$ 6,780,597	\$ 8,689,651	\$ 8,575,620	\$ 7,557,704	\$ 62,602	\$ 7,620,306
OTHER EXPENSES:						
Capital Outlay	\$ 7,831	\$ 73,776	\$ 67,345	\$ -	\$ 35,000	\$ 35,000
Principal & Int Debt Pymts	3,308,638	3,530,562	3,530,562	3,952,977	-	3,952,977
TOTAL OTHER EXPENSES	\$ 3,316,469	\$ 3,604,338	\$ 3,597,907	\$ 3,952,977	\$ 35,000	\$ 3,987,977
TOTAL EXPENSES	\$ 10,097,066	\$ 12,293,989	\$ 12,173,527	\$ 11,510,681	\$ 97,602	\$ 11,608,283
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 3,003,794	\$ 2,341,433	\$ 2,162,388	\$ 2,666,098	\$ 2,568,496	\$ 2,568,496
TOTAL ENDING FUND BALANCE	\$ 3,003,794	\$ 2,341,433	\$ 2,162,388	\$ 2,666,098	\$ 2,568,496	\$ 2,568,496
IDEAL FUND BALANCE	\$ 1,695,149	\$ 2,172,413	\$ 2,143,905	\$ 1,889,426	\$ 1,905,077	\$ 1,905,077
OVER (UNDER) IDEAL FUND BALANCE	\$ 1,308,645	\$ 169,020	\$ 18,483	\$ 776,672	\$ 663,420	\$ 663,419

* Includes budget amendments that were approved by City Council on 1/20/15, 4/7/15, 5/19/15, and 6/2/15.

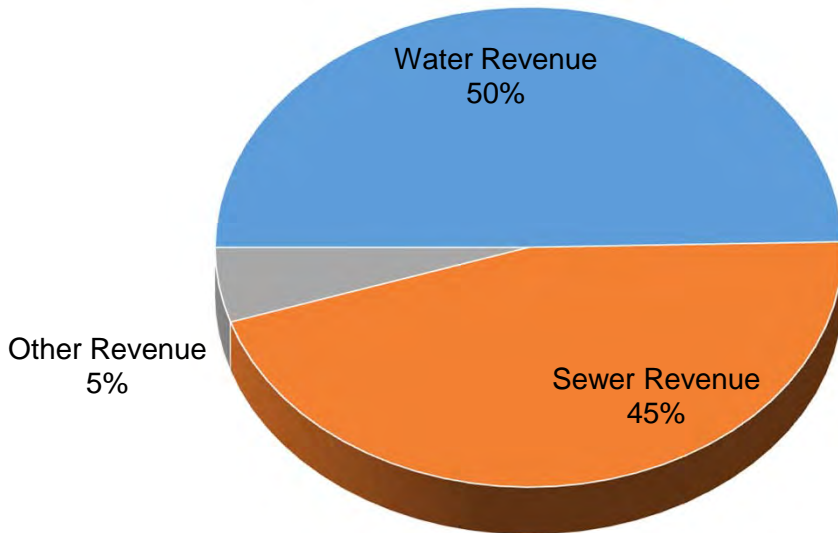
**City of Copperas Cove, Texas
FY 2016 Adopted Budget
Water and Sewer Fund
Budgeted Revenues by Source Comparison**

Fiscal Year 2014-2015 Budgeted Revenue



**Total Budgeted Revenues
\$11,332,121**

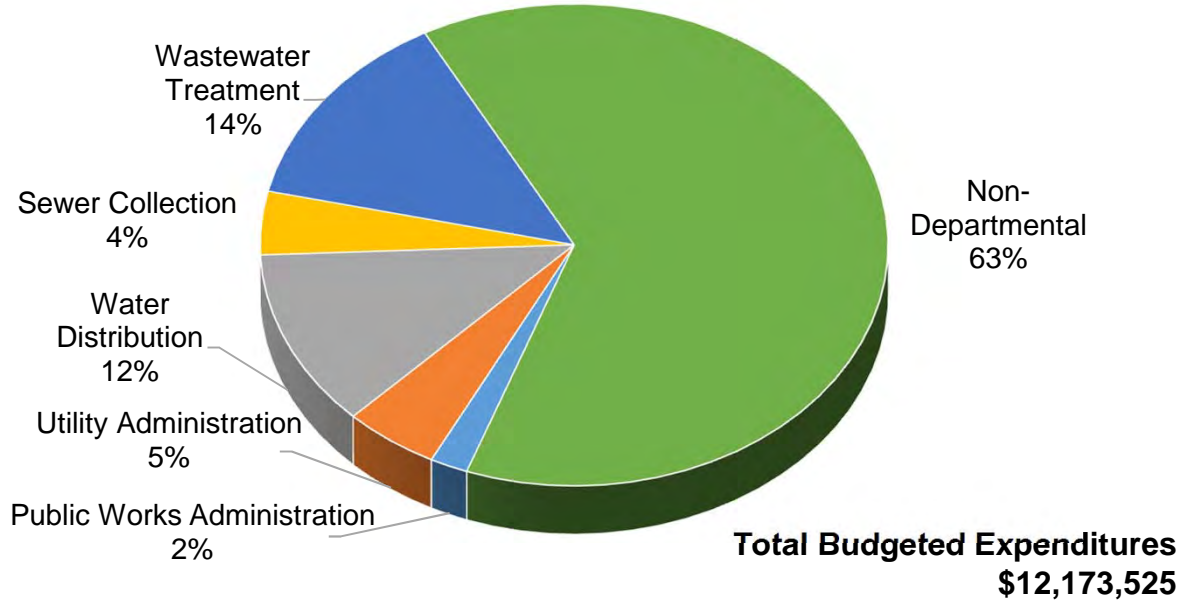
Fiscal Year 2015-2016 Budgeted Revenue



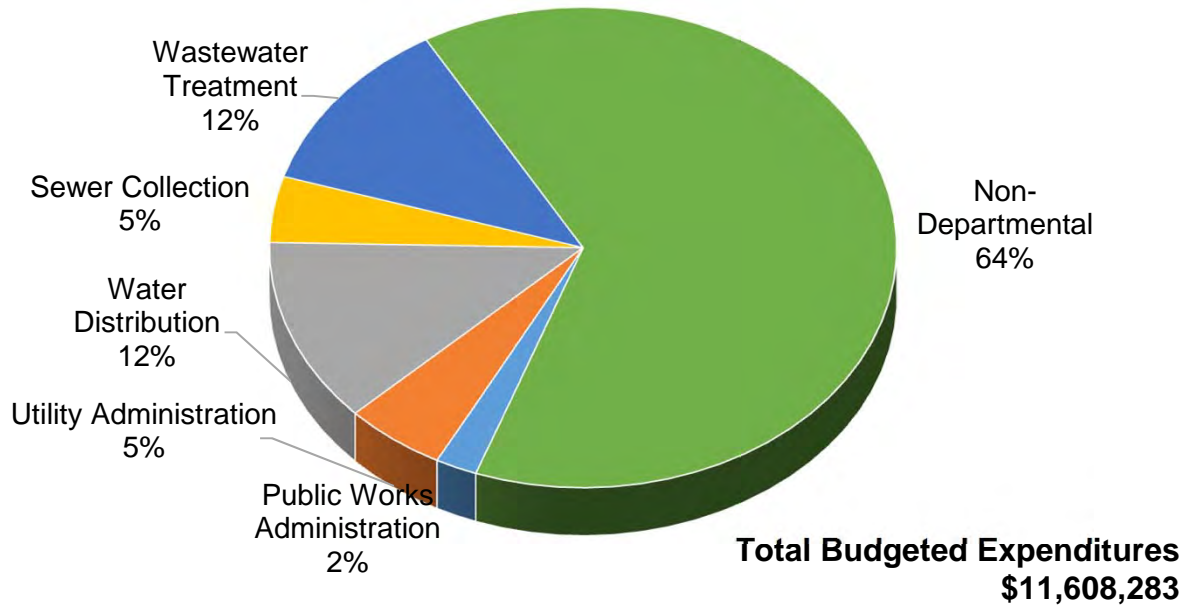
**Total Budgeted Revenues
\$12,014,391**

**City of Copperas Cove, Texas
FY 2016 Adopted Budget
Water and Sewer Fund
Budgeted Expenditures by Function Comparison**

Fiscal Year 2014-2015 Budgeted Expenditures

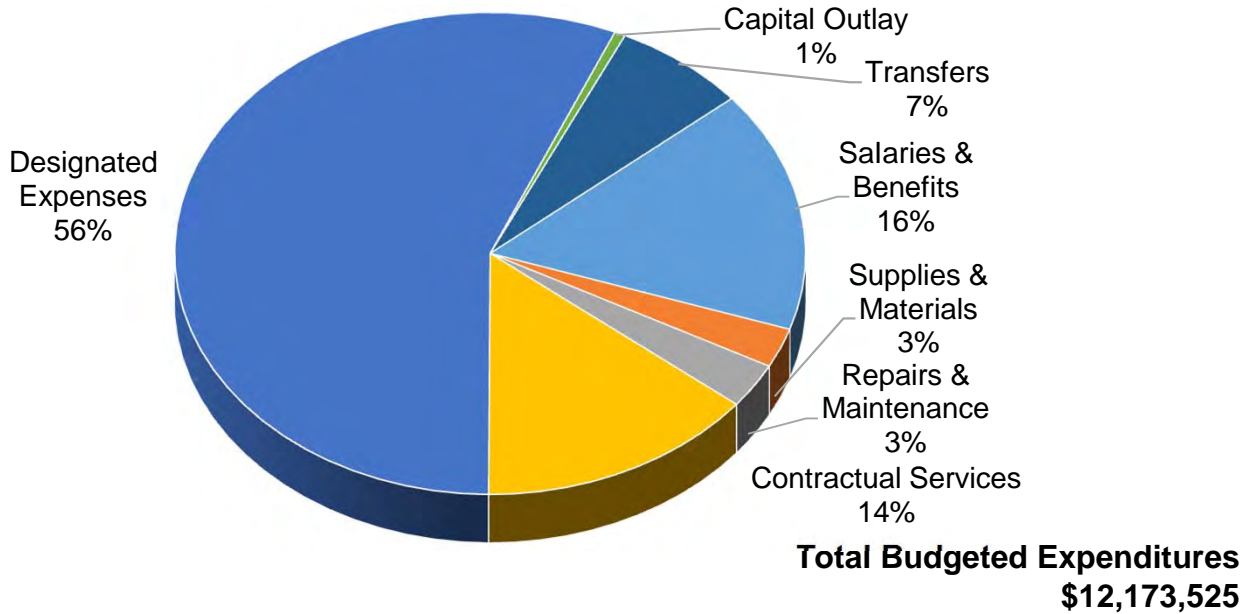


Fiscal Year 2015-2016 Budgeted Expenditures

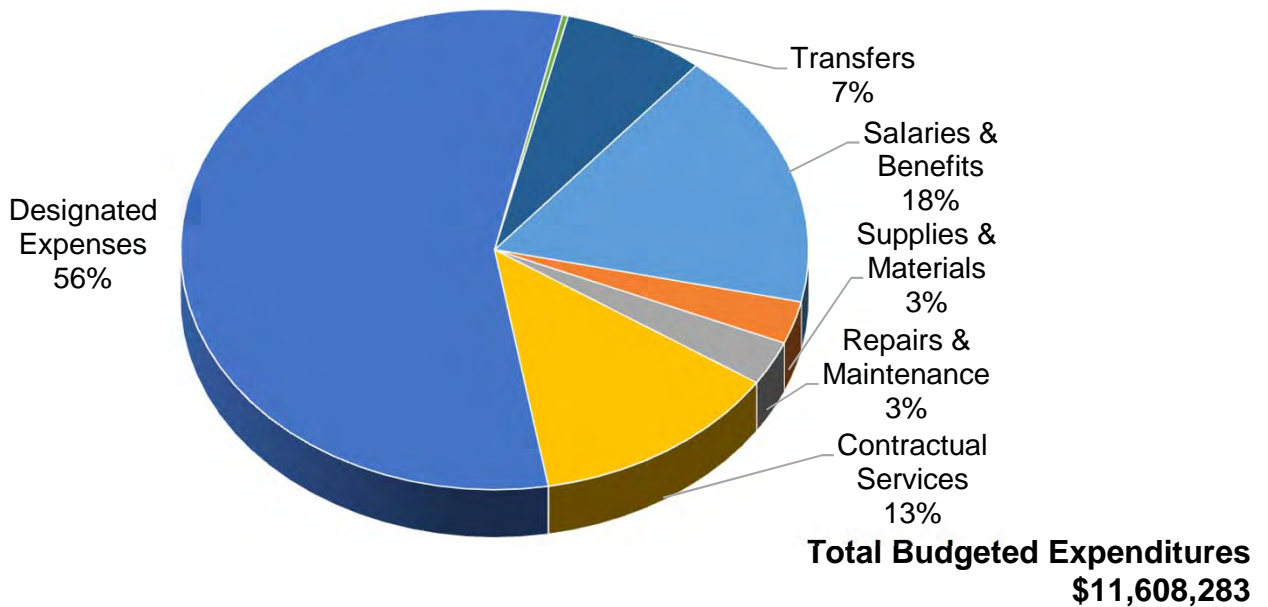


**City of Copperas Cove, Texas
FY 2016 Adopted Budget
Water and Sewer Fund
Budgeted Expenditures by Object Comparison**

Fiscal Year 2014-2015 Budgeted Expenditures



Fiscal Year 2015-2016 Budgeted Expenditures

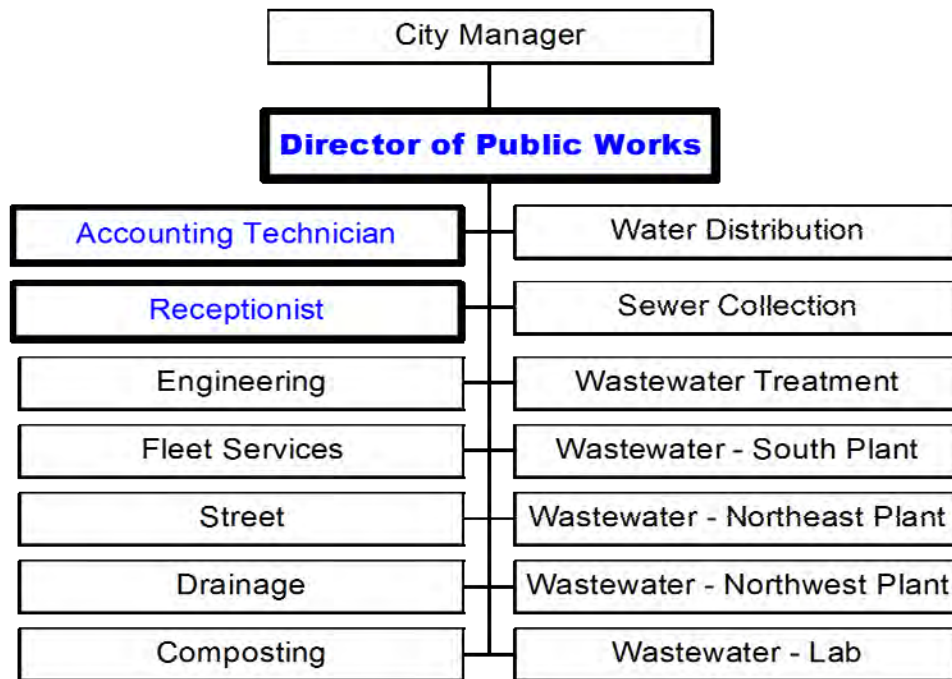




PUBLIC WORKS



Left to Right: Daryl Uptmore (Director of Public Works); Christiana Burgio (Receptionist); Brianna Lang (Receptionist); Cynthia Taylor (Accounting Technician)



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

3 Full Time Equivalent Employees

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 2015

- 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 and Cedar Grove Park.
- Completed the Taylor Mountain Tank Rehabilitation Project.
- Updated the Water Conservation and Contingency Plan.
- Educated citizens on all Public Works Operations via Focus Groups, PIO, and Website.
- Met with Engineering Development Planning Group to update City ordinances related to water, wastewater, street, drainage, and flood management.
- Updated Backflow/Cross Connection Program.
- Worked with LAN on Hughes Garden Drainage Project.
- Installed wastewater connection at Mountain Top (Mesa Verde).

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.
- Review possible reuse expansion of the 210 permit for City Parks and Schools.

GOALS FOR FISCAL YEAR 2016

- Work to reduce utility costs and improve efficiency in all departments.
- Educate citizens on all Public Works operations.
- Work with LAN Engineering to complete the Wastewater Master Plan and Sewer Model.
- Work with LAN Engineering to complete a Drainage Master Plan.
- Provide support of the Stormwater (MS4) Permit Ordinances and Policies to include year two objectives.
- Update the Water Conservation and Contingency Plan to include stage 1 voluntary restrictions.
- Work with LAN & TxDOT to complete Utility relocates on 116.
- Complete NW WWTP Phase 1 Rehab.
- Replace Section of 18" Clay Sewer line in City Park.
- Complete Hughes Garden Drainage Project.
- Install Eastside Water Transmission Line.
- Install West Side Monument Sign.

PUBLIC WORKS ADMINISTRATION

Fund 02
Dept# 8000

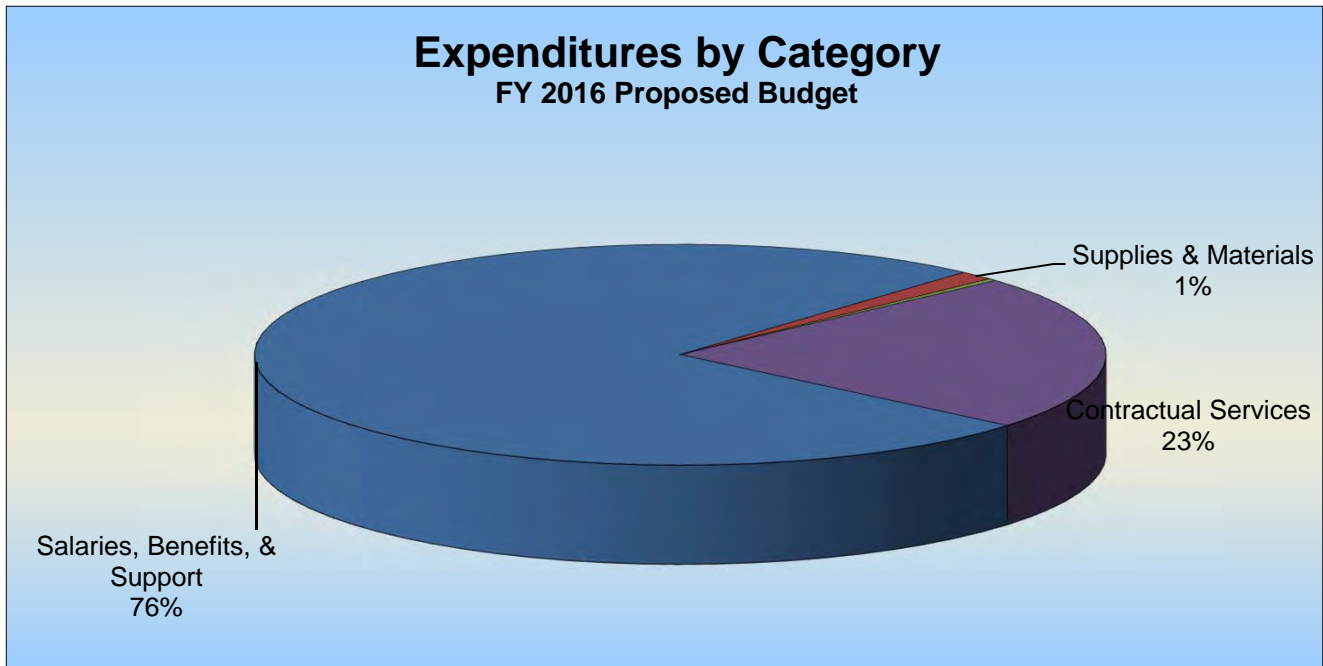
EXPENDITURE SUMMARY

PUBLIC WORKS ADMINISTRATION	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	129,773	181,140	181,140	188,745
Supplies & Materials	1,299	1,614	1,633	3,355
Repairs & Maintenance	968	868	1,102	820
Contractual Services	110,371	53,830	53,577	57,097
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	242,411	237,452	237,452	250,017

HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Salaries & Benefits: Adjustment for staff transferred at a higher rate of pay.
- Supplies & Materials: Electronic presentation equipment.
- Contractual Services: Increase in engineering budget.



PUBLIC WORKS ADMINISTRATION

02-8000

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Administrative Assistant	1	0	0	0
Director of Public Works	1	1	1	1
Accounting Technician	0	1	1	1
Receptionist	0	1	1	1
DEPARTMENT TOTAL	2	3	3	3

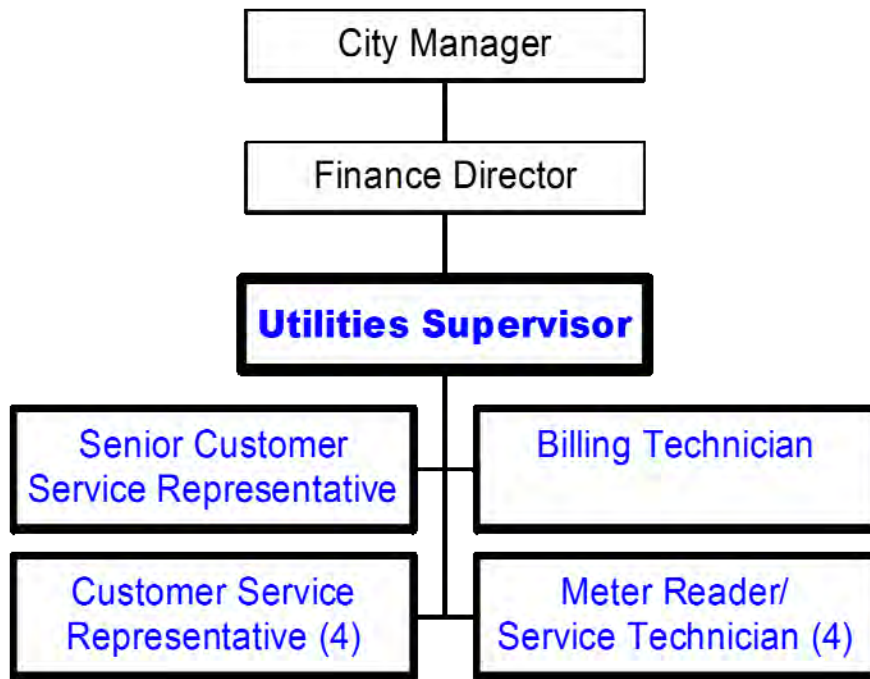
Note: The Receptionist position consists of two (2) part-time positions for FY 2016.

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
# of State and Federal Correspondences (TCEQ, EPA, etc.)	14	12	12	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

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 2015

- 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.
- Review and performed internal audit

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 2016

- Perform internal audit of all Drainage accounts.
- Review Code of Ordinances to ensure that they are in state compliance.

UTILITY ADMINISTRATION

Fund 02
Dept# 8100

EXPENDITURE SUMMARY

UTILITY ADMINISTRATION	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	388,480	434,839	435,873	433,516
Supplies & Materials	81,261	82,551	82,282	89,736
Repairs & Maintenance	30,345	31,340	29,578	33,564
Contractual Services	43,556	47,062	48,059	49,979
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	229	1,302	1,302	-
Total	543,871	597,094	597,094	606,795

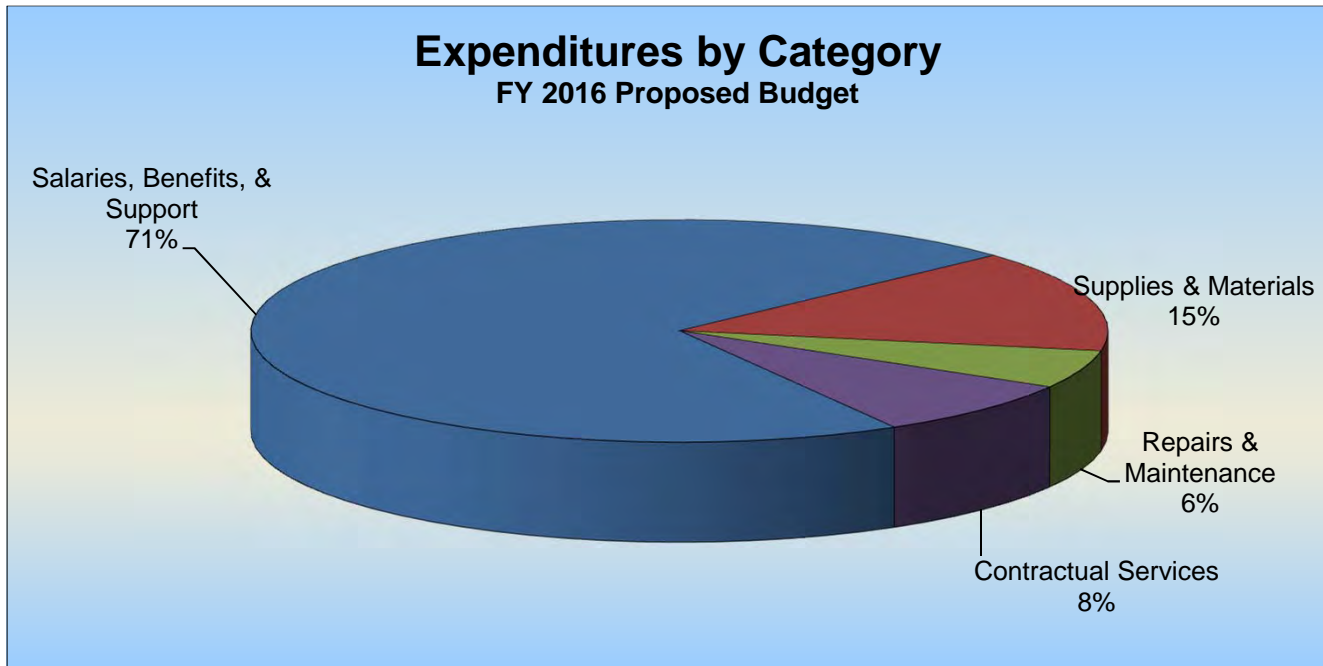
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Supplies & Materials: Postage and fuel cost increases.
- Repairs & Maintenance: Software maintenance.
- Contractual Services: Utilities increase.

Decreases:

- Salaries & Benefits: Decrease due to decreased healthcare costs.
- Capital Outlay & Improvements: Capital purchases not included in operating budget.



UTILITY ADMINISTRATION

02-8100

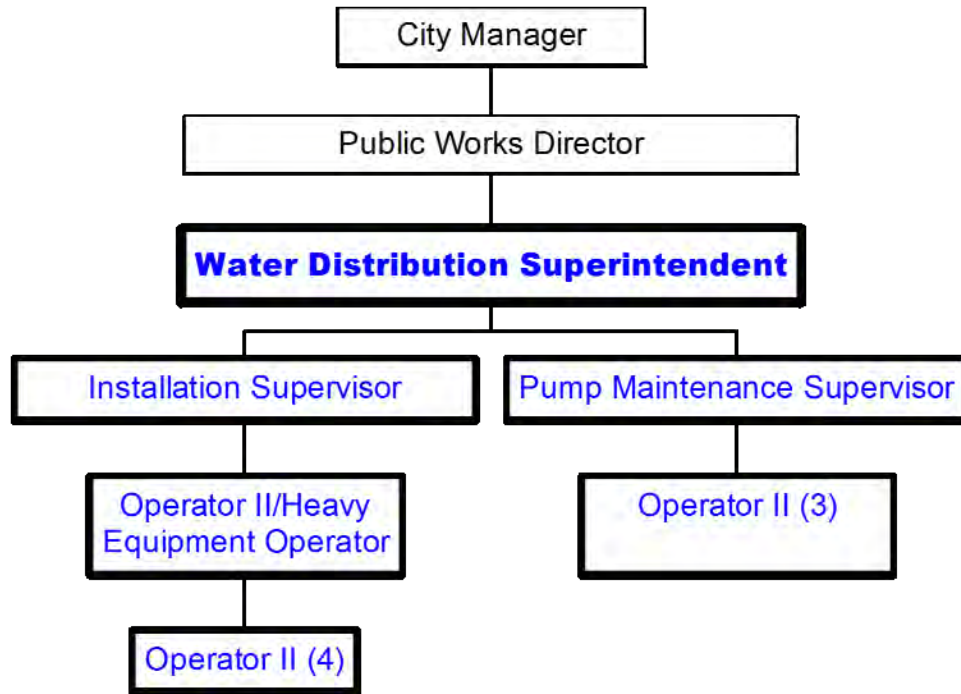
STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Customer Service Representative	4	4	4	4
Meter Reader/Service Technician	4	4	4	4
Senior Customer Service Representative	1	1	1	1
Billing Technician	1	1	1	1
Utilities Supervisor	1	1	1	1
DEPARTMENT TOTAL	11	11	11	11

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
# of Utility Customers	13,474	13,500	13,550	13,600
# of Meters Reads	178,910	179,000	151,900	153,000
# of Disconnects for Non-Payment	2,732	2,760	1,700	1,800
# of Payment Transactions	131,479	132,790	148,577	150,000
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	30,000
EFFECTIVENESS				
Meter Reading Error Rate	2.7%	2.7%	0.1%	2.7%
% of Payments Received via Bank Draft / Credit Card	10.0%	9.9%	9.0%	10.0%
% of Payments Received Online	19.5%	19.3%	24.0%	24.0%

WATER DISTRIBUTION



Left to Right: Jeffery Leonard (Water Operator II); Corey Chambers (Water Operator II); Daniel Hawbecker (Water Distribution Superintendent); Tim Burson (Water Operator II); Keith Fields (Water Operator II); Jerry Hardcastle (Heavy Equipment Operator); Thomas Haire (Installation Supervisor); Daniel Joost (Pump Maintenance Supervisor); Roger Isaia (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

WATER DISTRIBUTION

PROGRAM DESCRIPTION

The Copperas Cove Water Department is responsible for the operations and maintenance of the City's water distribution system, meeting or exceeding compliance with applicable EPA and TCEQ rules and regulations. The Water Distribution Department operates and maintains approximately 226 miles of water distribution lines, 14 water storage tanks, 25 pumps & pump motors, approximately 1,200 fire hydrants, 13,500 water meters, and the SCADA system. The Water Distribution Department is also responsible for conducting required testing to ensure water quality standards are met for human consumption.

MAJOR DEPARTMENT 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 2015

- 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.
- Conducted professional engineering inspection of the Turkey Run 1 MG Storage Tank.
- Completed Taylor Mt. 1 MG Storage Tank Rehab Project.
- Completed THM's & HAA's disinfectant by-products quarterly testing.
- Completed monthly bacteriological water sampling.
- Published the 2014 City of Copperas Cove Water Quality Report.
- Completed 410 work orders, repaired 30 water main breaks, 28 service line leaks, repaired 137 fire hydrants, replaced 75 curb stops, set 150 water meters for new construction, and replaced 130 water meters.
- Completed the Southeast 16" Transmission Line Project.
- Revised the City of Copperas Cove Backflow/Cross-Connection Ordinance.
- Revised the City of Copperas Cove Drought Contingency/Water Conservation Plan.
- TCEQ conducted three year inspection of water system. Received one citation pertaining to ammonia solution bottles being stored inside of chlorine building instead of outside. Since citation bottles have been moved to outside.
- Replaced existing wood frame pole barn with all metal one.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2016

- Replace inaccurate water meters.
- Complete Phase II of the Mountain Top North Water Improvement Project.
- Publish the 2015 Water Quality Report on schedule.
- Have Professional Engineer inspect ion done on .339 mg steel water storage tank at Hogg Mountain.
- Replace 2nd of two Cedar Grove 6" water meters.
- Complete the North FM 116 Utility Relocation Project.
- Complete Phase II of the South Wastewater/South Meadows Water Improvement Project.
- Complete Phase II of the Southwest Water Improvement Project.

WATER DISTRIBUTION

Fund **02**
Dept# **8200**

EXPENDITURE SUMMARY

WATER DISTRIBUTION	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	507,254	538,429	538,429	544,472
Supplies & Materials	83,504	112,578	120,578	128,345
Repairs & Maintenance	101,299	130,245	122,245	122,664
Contractual Services	490,553	575,738	575,738	566,414
Designated Expenses	38,850	40,298	40,298	43,950
Capital Outlay & Improvements	657	53,641	53,641	35,000
Total	1,222,117	1,450,929	1,450,929	1,440,845

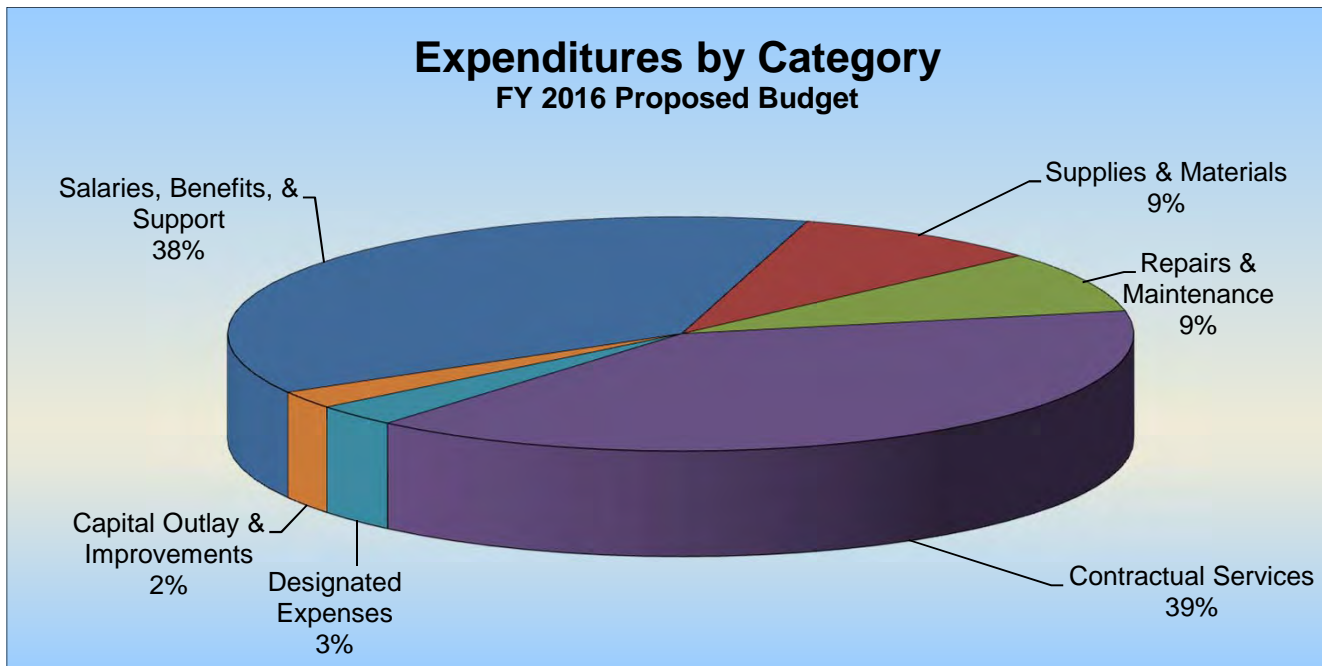
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Salaries & Benefits: Salary savings from vacancies in FY 2015.
- Supplies & Materials: Cost increases for pipe and chemical supplies.
- Designated Expenses: Regulatory cost increases (unfunded mandates).

Decreases:

- Contractual Services: Reduced consulting services for engineering and utilities costs.
- Capital Outlay & Improvements: Includes rehabilitation of the Killeen 20" Pump Station.



WATER DISTRIBUTION

02-8200

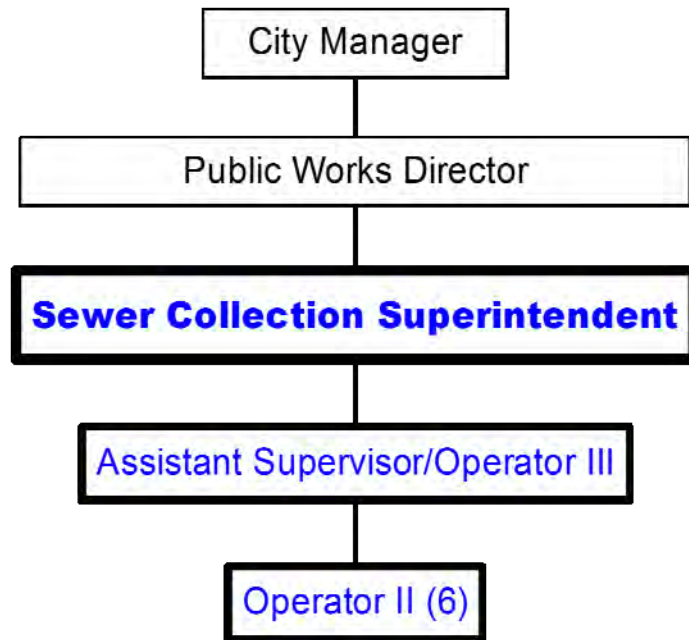
STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Operator II/Heavy Equipment Operator	1	1	1	1
Operator II	7	7	7	7
Installation Supervisor	1	1	1	1
Pump Maintenance Supervisor	1	1	1	1
Water Distribution Superintendent	1	1	1	1
DEPARTMENT TOTAL	11	11	11	11

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
# of Water Meters Installed for New Construction	116	200	205	250
Water Lines Maintained (in miles)	225	230	227	230
# of Service Lines Repaired	22	30	28	30
# of Water Mains Repaired	20	25	30	30
# of Fire Hydrants Repaired	17	35	137	60
Water Storage Capacity (gallons)	8,100,000	8,180,000	8,180,000	8,480,000
Replacements of Water Meters	128	175	130	150
Water Meters Tested for Accuracy	5	25	30	50
Curb Stops Replacements	88	100	75	100
Bacteriological Water Sampling	493	500	500	500
Chlorine Residual Monitoring	845	870	850	850
Monochloramines, Free Ammonia, Nitrite & Nitrate Sampling	882	870	885	890
Pumps Rebuilt / Replaced	0	2	1	2
New Pumps	0	3	3	0
Pump Motors Rebuilt / Replaced	2	2	1	2
New Pump Motors	0	3	3	0
Rehab / Replaced Water Storage Tanks	0	1	1	0
New Water Storage Tank	0	1	1	1
Inspection / Cleaning Water Storage Tanks	13	14	14	15
EFFICIENCIES				
Operating Cost per Mile of Water Lines	\$5,432	\$6,308	\$6,392	\$6,265
Maintain Chlorine Residual Required by TCEQ	\$40,075	\$37,900	\$38,500	\$39,000
Maintenance Cost for Pumps & Motors	\$19,500	\$21,000	\$23,000	\$23,500
Maintenance Cost for Storage Tanks	\$26,200	\$30,000	\$33,000	\$35,000
EFFECTIVENESS				
% of Unaccounted Water Loss	13.0%	12.0%	15.0%	10.0%
# of Bacteriological Water Sample Positives	1	0	1	0

SEWER COLLECTION



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



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

SEWER COLLECTION

PROGRAM DESCRIPTION

The Sewer Collection Department maintains and repairs (as needed) approximately 383 miles of various size wastewater main and lateral lines, approximately 3,100 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 throughout the city by flushing the trouble areas regularly.

ACHIEVEMENTS FOR FISCAL YEAR 2015

- Four wireless dialers for remote lift stations installed.
- 25 manholes concreted and adjusted to street level throughout the City for better commute.
- Approximately 3 additional miles of sewer line were added at Skyline flats and The Reserve at Skyline Dr.
- Final phase of sewer force main completed at East Hwy 190 lift station
- Cleaned approximately 3,300 sewer manholes throughout the city.
- Cleaned approximately 1,300,000 linear feet of city sewer main.
- Cleaned approximately 246 miles of sewer line throughout the city.
- Obtained a gooseneck trailer for transportation of equipment.
- Obtained a 4" water pump.
- Operator II obtained a class II license from TCEQ.

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 2016

- Collaborate with LNA Engineering on the Wastewater Master Plan.
- Replace unit 83-26.
- Implement and install wireless dialers at 4 Sewer Lift Stations.
- Replace approximately 1,300 feet of 18' sewer line with 27' PVC sewer line at City Park (RV Park).
- Install French drain and drain for South Park.

SEWER COLLECTION

Fund 02
Dept# 8300

EXPENDITURE SUMMARY

SEWER COLLECTION	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	355,355	357,103	357,103	360,242
Supplies & Materials	46,878	60,246	60,246	54,681
Repairs & Maintenance	75,179	59,363	59,418	63,388
Contractual Services	31,784	32,797	32,742	36,620
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	391	7,750	7,750	-
Total	509,587	517,259	517,259	514,931

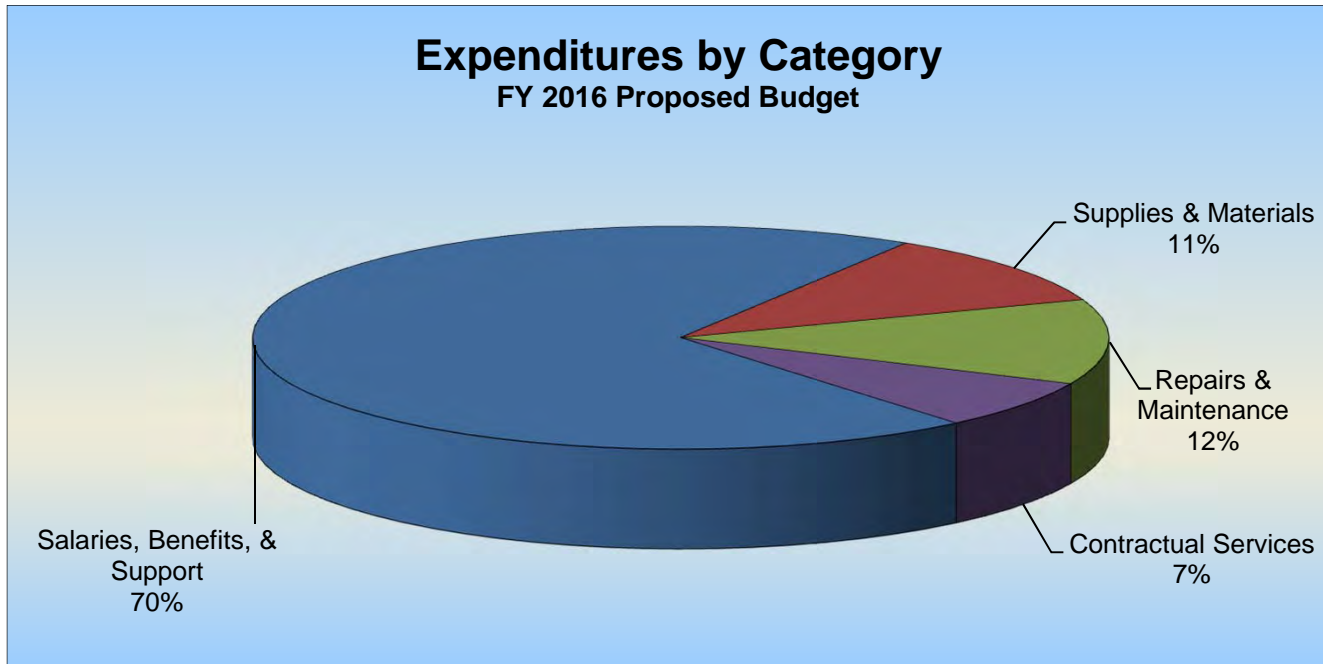
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Salaries & Benefits: Include 1% COLA.
- Repairs & Maintenance: Increased vehicle and equipment maintenance costs.
- Contractual Services: Increases in communication, rental of equipment, and uniform costs.

Decreases:

- Supplies & Materials: Reduced fuel costs.
- Capital Outlay & Improvements: Capital needs are not included in the operating budget.



SEWER COLLECTION

02-8300

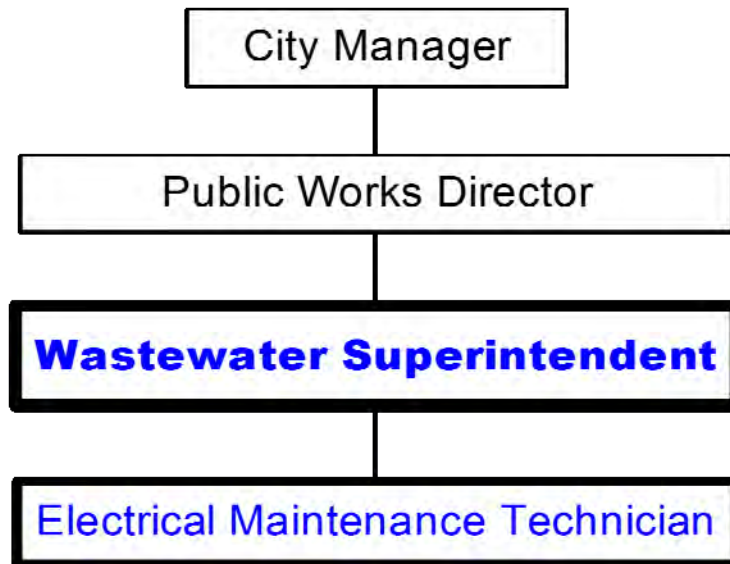
STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Operator II	6	6	6	6
Assistant Supervisor/Operator III	1	1	1	1
Superintendent	1	1	1	1
DEPARTMENT TOTAL	8	8	8	8

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
Sewer Lines Maintained (in miles)	246	420	350	420
# of Lift Stations	14	14	14	14
Sewer Lines Cleaned (in linear feet)	1,300,000	2,000,000	1,700,000	2,000,000
Manholes Cleaned / Inspected	3,300	3,700	3,300	3,700
Sewer Line Stoppages Cleared	39	25	30	25
EFFICIENCIES				
Maintenance Cost per Mile of Sewer Lines	\$2,071	\$1,232	\$1,478	\$1,226
EFFECTIVENESS				
% of stormwater infiltration into the sewer collection system	20%	20%	20%	20%
% of Service Calls Responded to Within 30 Minutes	100.0%	100.0%	100.0%	100.0%

WASTEWATER TREATMENT



Christopher Altott (Wastewater Superintendent)



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

2 Full Time Employees

WASTEWATER TREATMENT

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT 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 2015

- 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.
- All Operators are trained in pH and Dissolved Oxygen (D.O.) lab testing.
- The Chief Plant Operators of the Wastewater Treatment Plants completed cross training of the wastewater field laboratory functions.
- Assisted public works in creation of council agenda items.
- Assisted L.A.N. Engineering with Wastewater Master Plan.

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.
- Continue operations to meet all permit requirements contained within EPA and TCEQ operational permits.
- Identify ways to reduce operational costs at wastewater plants.

GOALS FOR FISCAL YEAR 2016

- Identify and plan for future equipment and facility repairs and coordinate large improvements into Capital Improvement Plan.
- Fill the Electrician/Mechanic Position
- Perform Annual Comprehensive Compliance Inspections for Stormwater.

WASTEWATER TREATMENT

Fund 02
Dept# 8400

EXPENDITURE SUMMARY

WASTEWATER TREATMENT	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	482	95,493	95,493	107,438
Supplies & Materials	3,624	930	1,230	2,850
Repairs & Maintenance	19,417	1,827	2,140	750
Contractual Services	42,050	281,003	281,668	4,262
Designated Expenses	3,905	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	69,478	379,253	380,531	115,300

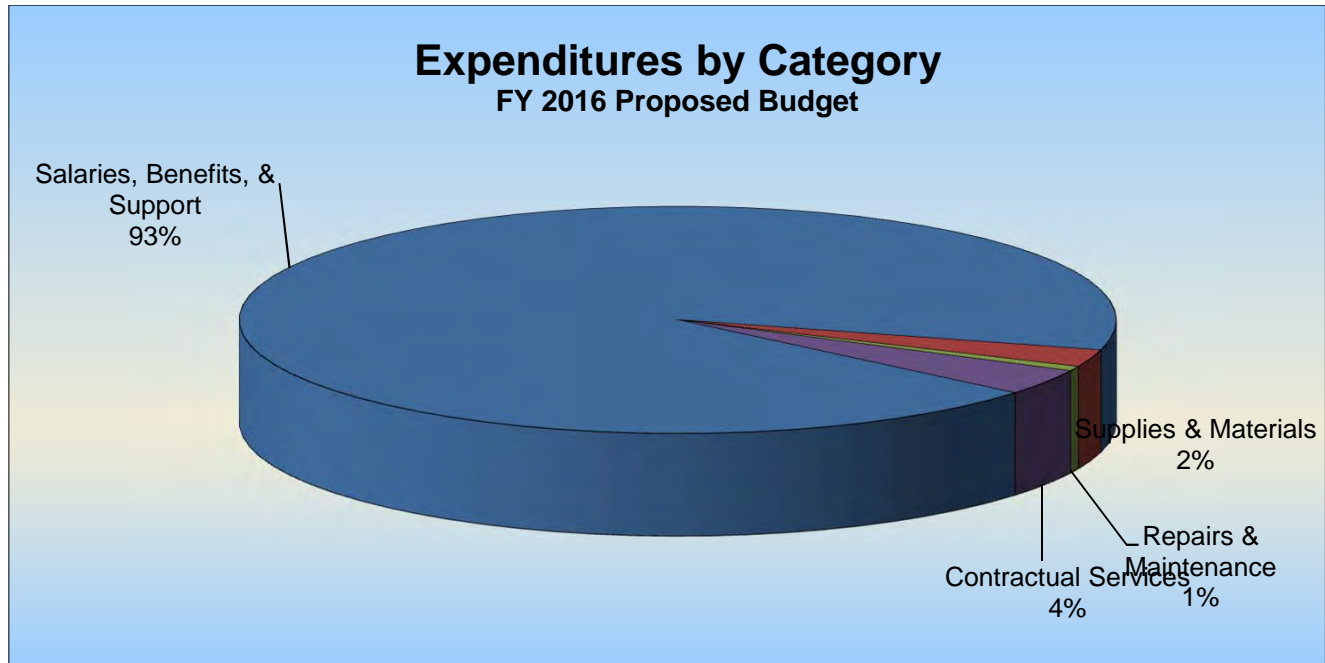
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Salaries & Benefits: Funded Electrical Maintenance Technician position.
- Repairs & Maintenance: Necessary tools for the Electrical Maintenance Technician.

Decreases:

- Repairs & Maintenance: Reduced equipment maintenance.
- Contractual Services: Wastewater Master Plan was originally funded in FY 2015.



WASTEWATER TREATMENT

02-8400

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Electrical Maintenance Technician	1	1	1	1
Wastewater Superintendent	0	1	1	1
DEPARTMENT TOTAL	1	2	2	2

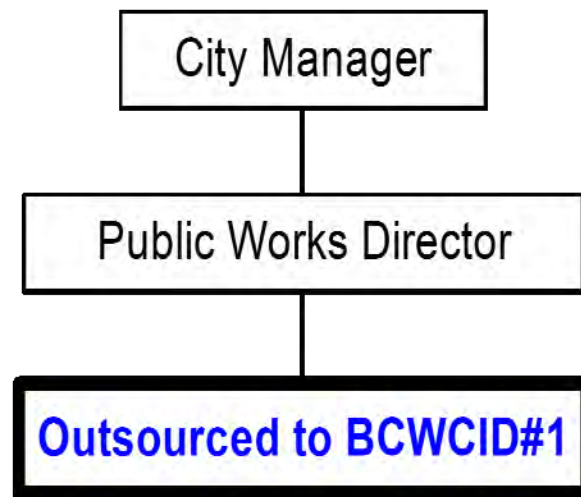
PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
Gallons of Actual Wastewater Treated per Day - All Plants (million)	N/A*	2.5	3.1	3.0
Gallons of Actual Wastewater Treated Annually - All Plants (million)	N/A*	913	1,132	1,088
EFFICIENCIES				
Total Wastewater Operating Cost per Million Gallons of Actual Wastewater Treated	N/A*	\$1,660	\$1,339.37	\$1,137.67
EFFECTIVENESS				
In Full Compliance with all State and Federal Regulations (# of Minor Excursions) - All Plants	10	Yes	5	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

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 2015

- Improved sales for both Compost and Mulch to the citizens and customers of Copperas Cove by maintaining an adequate amount at the transfer station.
- Increased fee to non-resident users of compost.
- Performed quarterly 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 land application site for kraft bags, brush, and also added three designated areas for Bio Solid/sludge rotation and application.
- Auctioned and sold all Compost Equipment no longer in use with assistance from Public Works, Sewer, and Fleet.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2016

- Identify ways to reduce brush on a regular basis.

COMPOSTING

Fund 02
Dept# 8401

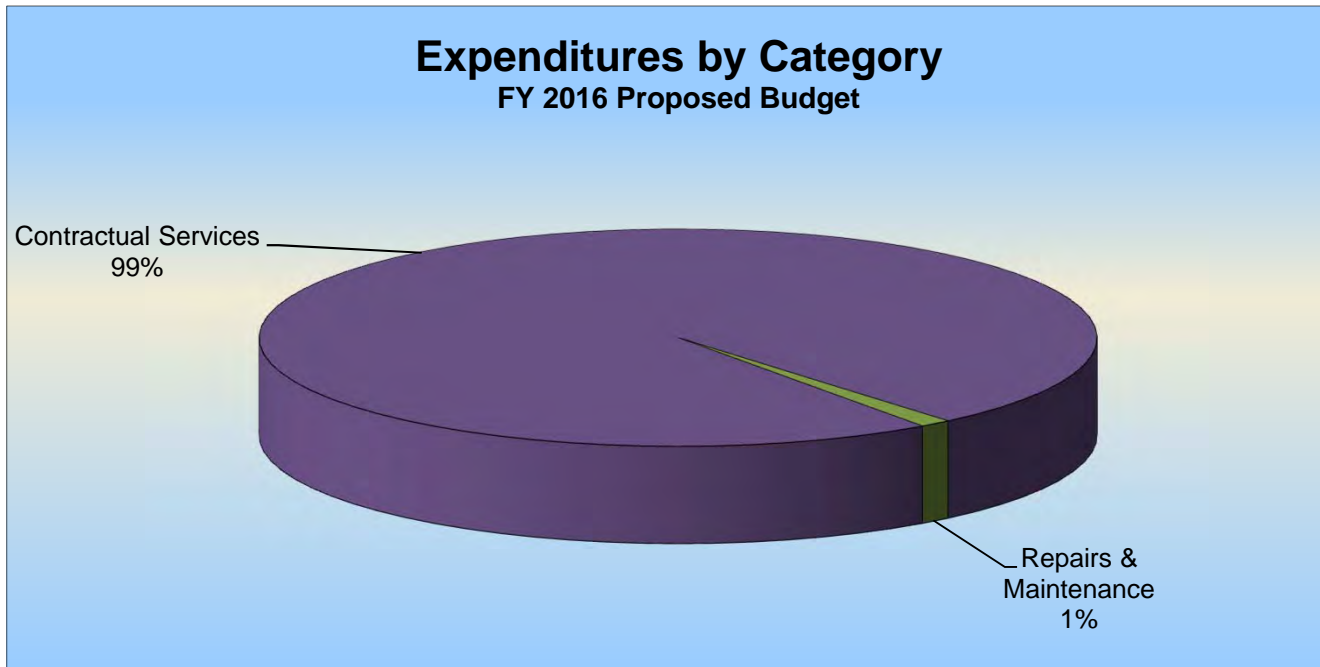
EXPENDITURE SUMMARY

COMPOSTING	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	-	-	-	-
Supplies & Materials	-	-	-	-
Repairs & Maintenance	597	1,115	1,115	1,200
Contractual Services	71,540	88,790	88,790	96,500
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	72,137	89,905	89,905	97,700

HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Contractual Services: Composting services.



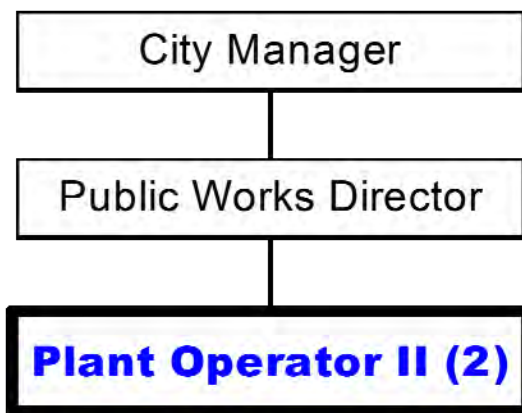
COMPOSTING**02-8401**

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
Finished Compost (cubic yards)	1,400	900	1,198	1,400
Brush Chipped (cubic yards)	3,800	2,500	3,790	3,500
Compost Used in City (cubic yards)	1,100	400	533	900
Compost Sold (cubic yards)	262	500	665	500
EFFECTIVENESS				
% of Finished Compost Sold	18.7%	55.6%	55.5%	35.7%
% of Compost Used by the City	78.6%	44.4%	44.5%	64.3%

WASTEWATER SOUTH PLANT



Left to Right: Mark Summerlin (Plant Operator II); Chad Cullar (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.

2 Full Time Employees

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 2015

- Ensured all employees' certificates are up to date.
- One employee obtained their "C" Wastewater Operator's License.
- One employee testing for their "B" Wastewater Operator's License.
- Reduced overall budget costs for department.
- Replaced lift station rotating assembly for pump #3.
- Replaced last of three RAS pump rotating assembly.
- Returned to normal plant operations by bringing online the Right Clarifier.

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 2016

- Replace skimmer pipe in both clarifiers.
- Replace lift station pump #1 rotating assembly and motor.
- Maintain zero permit violations.
- Update Storm Water Pollution Prevention Plan and worksheets for compliance within TCEQ regulations.
- Repair concrete cracks, currently engineering involved and construction quotes being obtained.

WASTEWATER - SOUTH PLANT

Fund 02
Dept# 8402

EXPENDITURE SUMMARY

WASTEWATER - SOUTH PLANT	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	149,443	98,693	98,693	90,065
Supplies & Materials	10,644	11,505	12,740	13,937
Repairs & Maintenance	11,031	49,192	47,573	31,090
Contractual Services	85,362	80,946	80,946	84,853
Designated Expenses	17,656	21,362	20,579	21,275
Capital Outlay & Improvements	-	-	-	-
Total	274,136	261,698	260,531	241,220

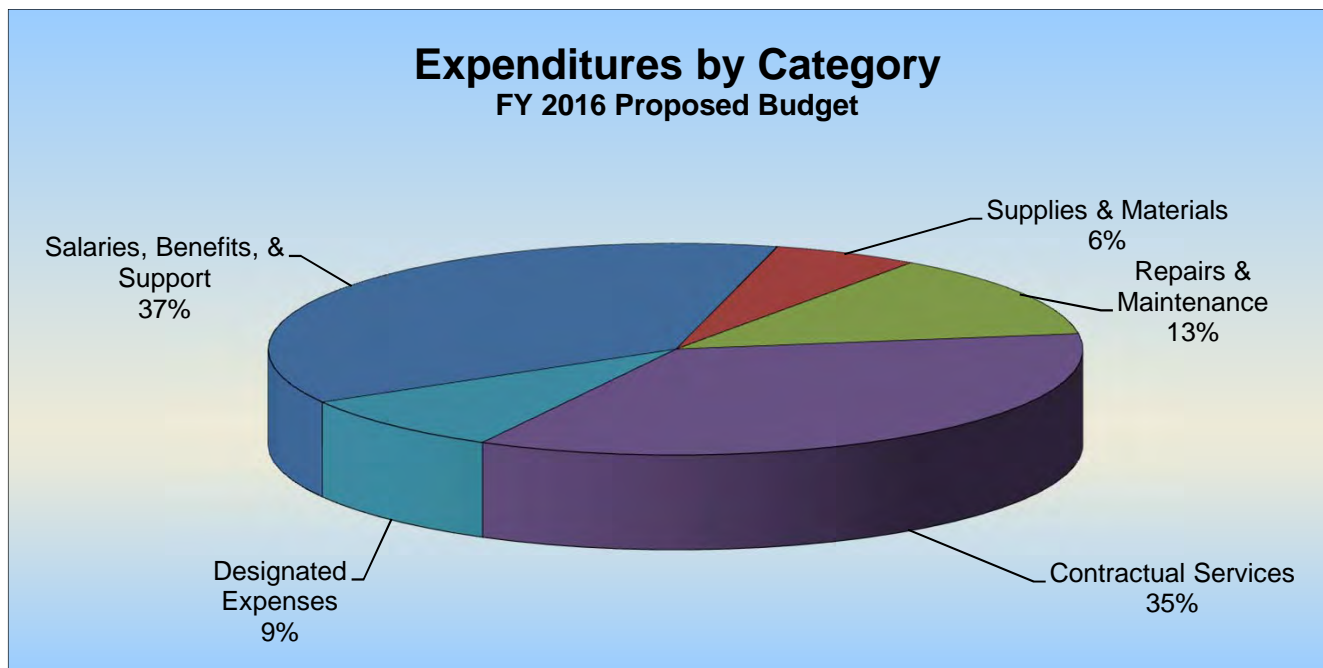
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Supplies & Materials: Chemical cost increase.
- Contractual Services: Utilities cost increase.
- Designated Expenses: Regulatory cost increase.

Decreases:

- Salaries & Benefits: Decrease due to decreased healthcare costs and attrition.
- Repairs & Maintenance: Reduced equipment maintenance.



WASTEWATER - SOUTH PLANT

02-8402

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Chief Plant Operator	1	0	0	0
Plant Operator II	2	2	2	2
DEPARTMENT TOTAL	3	2	2	2

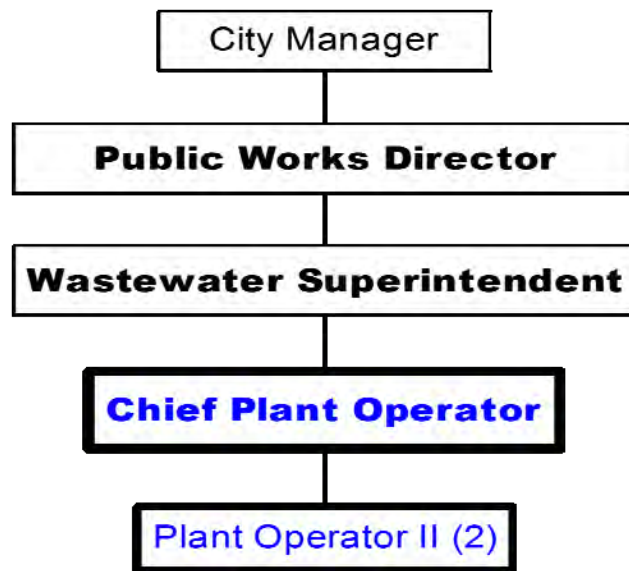
PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
Gallons of Actual Wastewater Treated per Day (million)	N/A*	0.500	0.570	0.550
Gallons of Actual Wastewater Treated Annually (million)	N/A*	183	208	201
EFFICIENCIES				
Operating Cost per Million Gallons of Actual Wastewater Treated	N/A*	\$1,434	\$1,252.25	\$1,201.59
EFFECTIVENESS				
In Full Compliance with all State and Federal Regulations (# of Minor Excursions)	5	Yes	1	Yes

* New Performance Measure - Data not available.

WASTEWATER NORTHEAST PLANT



James Malone (Chief Plant Operator); Barbell Gilliard (Plant Operator II)



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

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 2015

- Maintained TCEQ Municipal Separate Storm Sewer System (MS4) permit requirements, and collected storm water samples as rainfall permitted.
- Replaced the Wash press and Control Panel and all related parts with new equipment..
- Replaced the PLC in the SBR control panel and had it and a secondary one programmed as a back-up.
- Replaced the ruptured hose and lubricant in #2 Hose Pump.
- Replaced the in-line Polymer mixer and upper belt on the Belt Press.
- Had all non-working outside lighting in the plant repaired.
- Supplied the Golf Course with 58 MG of Effluent Reuse Water for course irrigation.
- 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 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 2016

- 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.

WASTEWATER - NORTHEAST PLANT

Fund 02
Dept# 8403

EXPENDITURE SUMMARY

WASTEWATER - NORTHEAST PLANT	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	142,593	125,763	125,687	142,425
Supplies & Materials	14,694	16,117	16,367	13,522
Repairs & Maintenance	28,598	54,253	53,763	44,665
Contractual Services	145,190	149,055	149,538	145,371
Designated Expenses	18,346	20,137	19,970	20,978
Capital Outlay & Improvements	-	-	-	-
Total	349,421	365,325	365,325	366,961

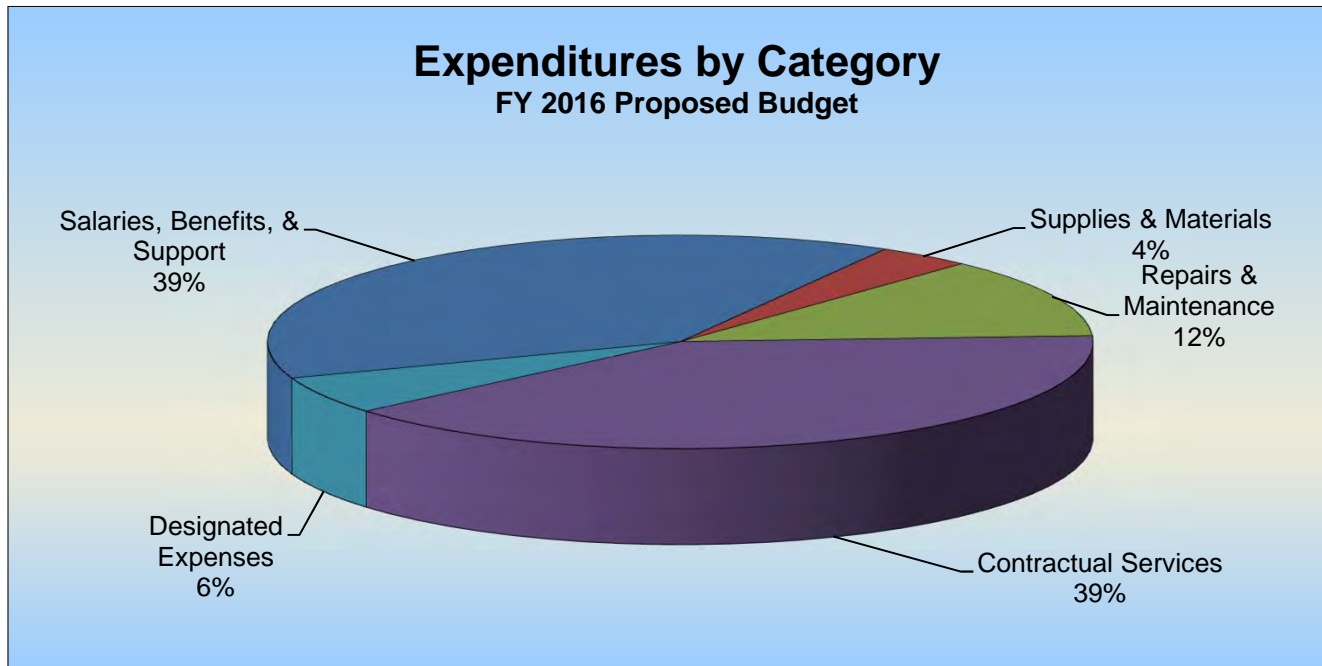
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Salaries & Benefits: Salary savings from vacancies in FY 2015.
- Designated Expenses: Regulatory cost increase.

Decreases:

- Supplies & Materials: Chemical cost reduction.
- Repairs & Maintenance: Reduced equipment maintenance.
- Contractual Services: Reduced utilities cost.



WASTEWATER - NORTHEAST PLANT

02-8403

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Chief Plant Operator	1	1	1	1
Plant Operator II	2	2	2	2
DEPARTMENT TOTAL	3	3	3	3

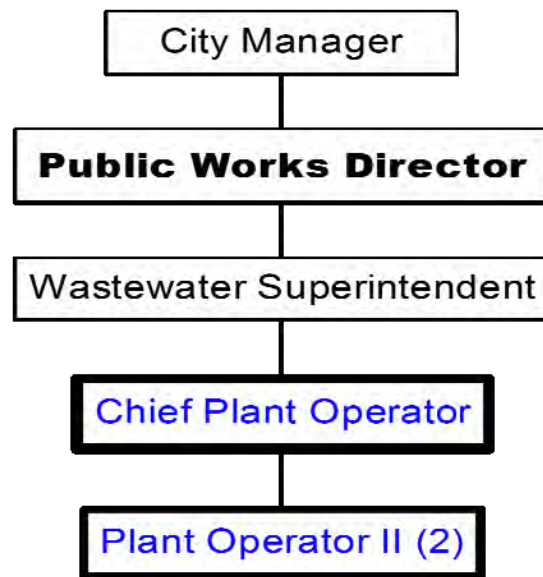
PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
Gallons of Actual Wastewater Treated per Day (million)	N/A*	0.80	0.97	0.93
Gallons of Actual Wastewater Treated Annually (million)	N/A*	292	354	339
EFFICIENCIES				
Operating Cost per Million Gallons of Actual Wastewater Treated	N/A*	\$1,251	\$1,032	\$1,081
EFFECTIVENESS				
In Full Compliance with all State and Federal Regulations (# of Minor Excursions)	5	Yes	2	Yes

* New Performance Measure - Data not available.

WASTEWATER NORTHWEST PLANT



Left to Right: Thomas Brooks (Plant Operator II); Jason Tuley (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

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 2015

- Conducted consistent laboratory testing well beyond TCEQ permit requirements.
- Ensured all employees' certifications were up to date.
- Continued cross-training operators for E. Coli lab testing.
- Passed all 48 hour bio-monitoring toxicity tests.
- Repaired influent fine screen and press.

CONTINUING OBJECTIVES

- Reduce operational costs through effective and efficient operational techniques.
- Thoroughly maintain existing facilities and equipment.
- Continue operator training to maintain State requirements and employee professionalism.
- Control/eliminate algae at the plants, thereby increasing efficiency.
- Continue operations to meet all permit requirements contained within EPA and TCEQ operational permits.
- Continue the reduction of testing requirements through superior test results.
- Continue training all operators within the department.

GOALS FOR FISCAL YEAR 2016

- Update alarm backup system: part of phase 2 of Northwest Plant Upgrade.
- Completion of Northwest Plant Upgrades Phase 1 and 2.
- Finish Ultraviolet Module Rehabilitation.
- 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. .
- 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

Fund 02
Dept# 8404

EXPENDITURE SUMMARY

WASTEWATER - NORTHWEST PLANT	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	141,476	141,024	141,024	149,935
Supplies & Materials	13,938	16,516	16,516	15,699
Repairs & Maintenance	42,996	46,251	42,251	38,060
Contractual Services	258,366	276,694	281,694	281,779
Designated Expenses	28,536	27,734	27,623	28,493
Capital Outlay & Improvements	-	-	-	-
Total	485,312	508,219	509,108	513,966

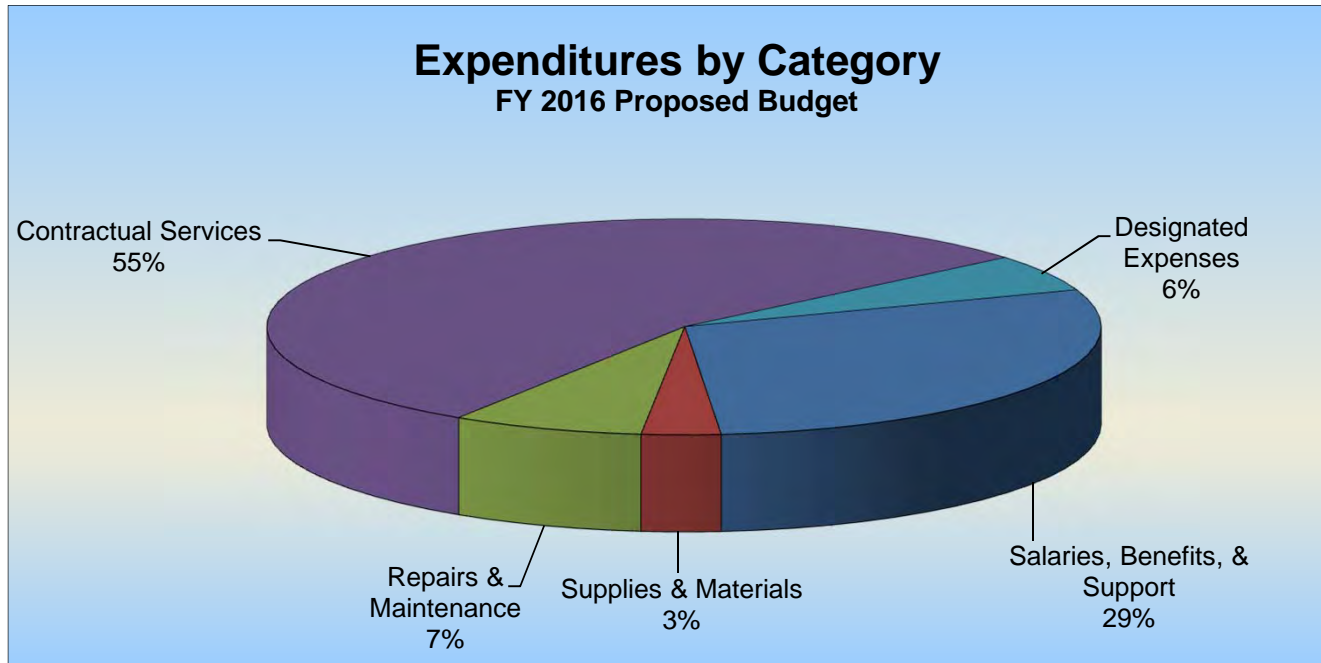
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Salaries & Benefits: Salary savings from vacancies in FY 2015.
- Designated Expenses: Regulatory cost increase.

Decreases:

- Supplies & Materials: Fuel cost reduction.
- Repairs & Maintenance: Reduced vehicle and equipment maintenance.



WASTEWATER - NORTHWEST PLANT

02-8404

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Chief Plant Operator	1	1	1	1
Plant Operator II	2	2	2	2
DEPARTMENT TOTAL	3	3	3	3

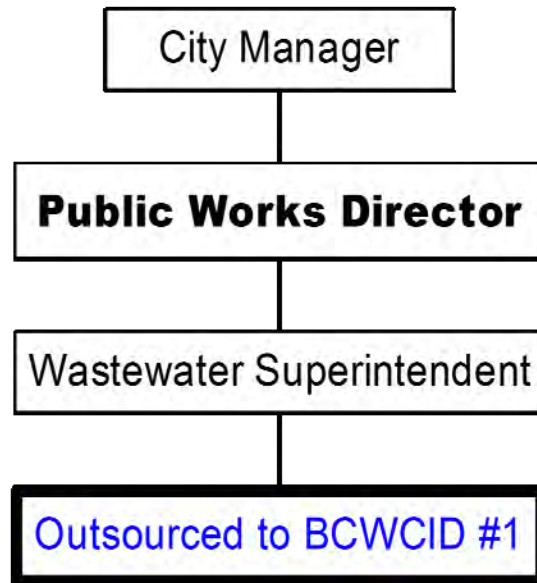
PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
Gallons of Actual Wastewater Treated per Day (million)	N/A*	1.2	1.6	1.5
Gallons of Actual Wastewater Treated Annually (million)	N/A*	438	569	548
EFFICIENCIES				
Operating Cost per Million Gallons of Actual Wastewater Treated	N/A*	\$1,160	\$894	\$939
EFFECTIVENESS				
In Full Compliance with all State and Federal Regulations (# of Minor Excursions)	Yes	Yes	2	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

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 2015

- 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.
- 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 2016

- 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.
- Return to Idexx E. Coli Testing to simply procedure and increase accuracy.

WASTEWATER - LAB

Fund 02
Dept# 8405

EXPENDITURE SUMMARY

WASTEWATER - LAB	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	-	-	-	-
Supplies & Materials	7,410	10,292	10,292	8,647
Repairs & Maintenance	-	1,000	-	500
Contractual Services	28,478	29,900	29,900	31,900
Designated Expenses	1,359	680	680	500
Capital Outlay & Improvements	-	-	-	-
Total	37,247	41,872	40,872	41,547

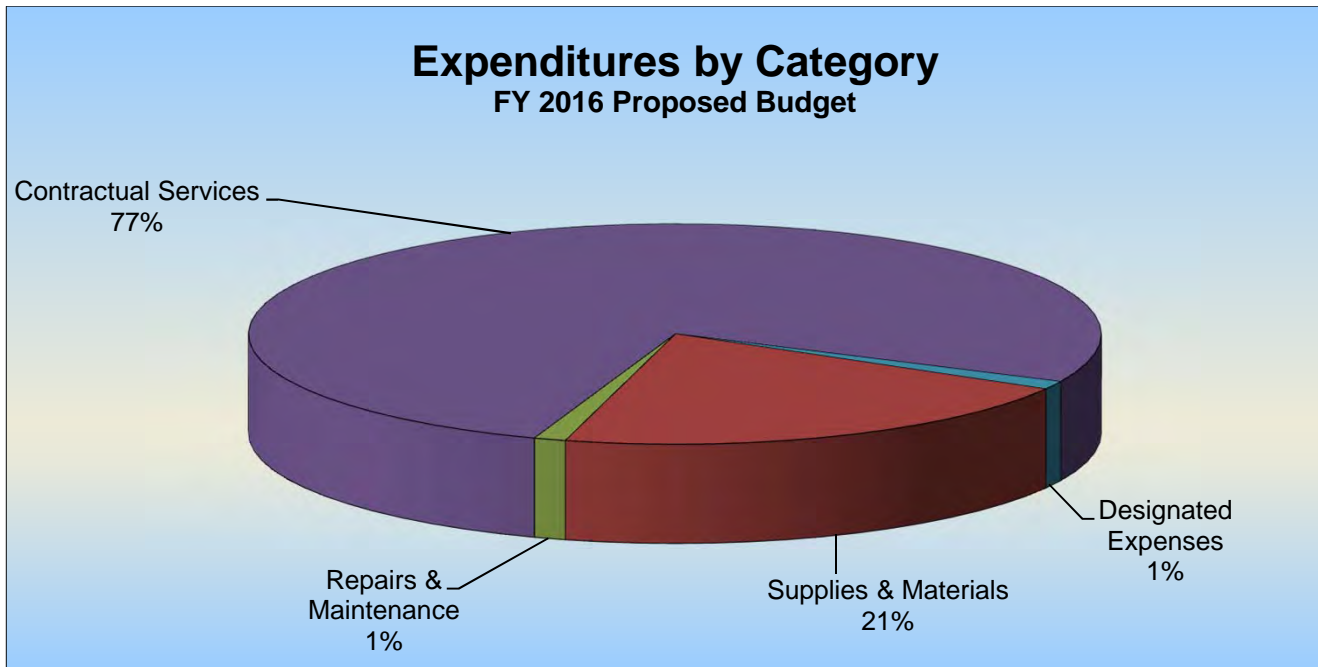
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

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

Decreases:

- Supplies & Materials: Reduced supplies needed for lab testing.



WASTEWATER - LAB

02-8405

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 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 2015 with Debt to be Paid from the Water and Sewer Fund



F-150 Ford Truck



Insta Valve



Backhoe

NON - DEPARTMENTAL

Fund 02
Dept# 8500

EXPENDITURE SUMMARY

NON-DEPARTMENTAL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	2,262	-	-	-
Supplies & Materials	35	268	268	-
Repairs & Maintenance	7,353	7,722	7,722	8,238
Contractual Services	119,764	120,316	120,316	149,104
Designated Expenses	140,931	978,761	978,761	82,600
Capital Outlay & Improvements	6,554	4,652	4,652	-
Water Purchases	1,910,816	2,247,240	2,247,240	2,374,082
Debt Service	3,308,638	3,530,562	3,530,562	3,952,977
Transfers Out & Contingency	795,000	835,000	835,000	852,000
Total	6,291,353	7,724,521	7,724,521	7,419,001

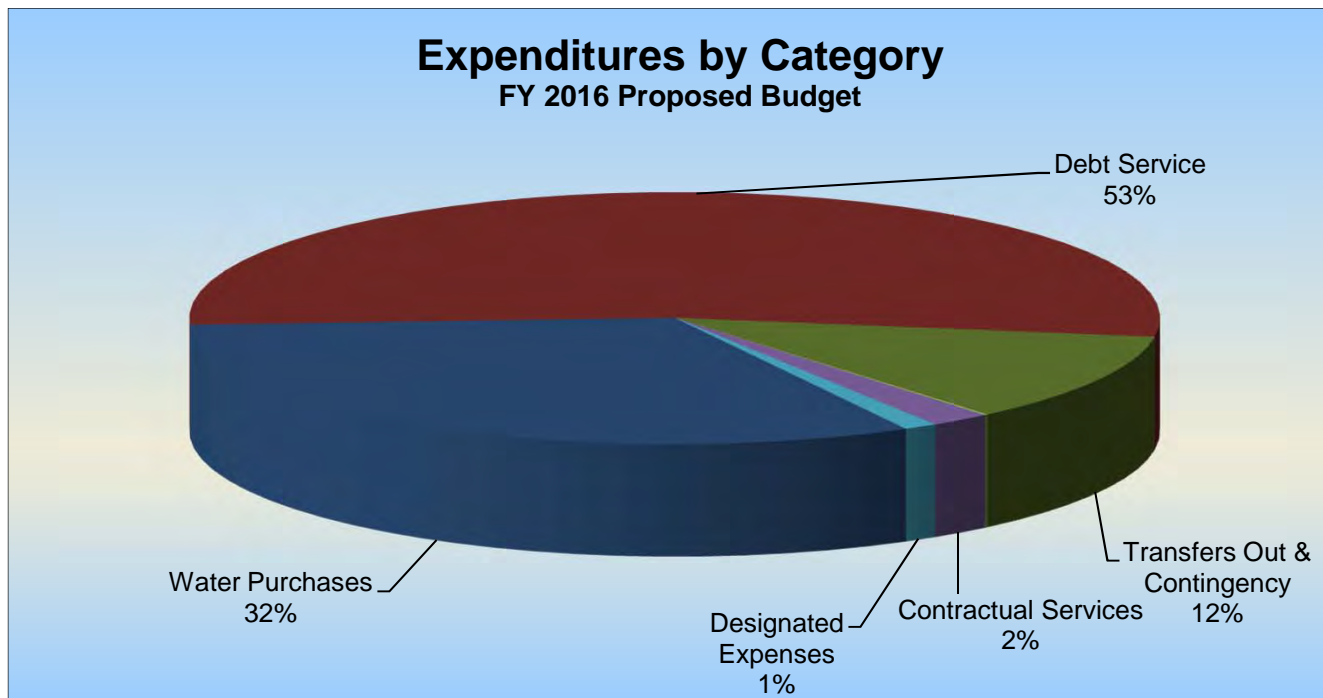
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Contractual Services: Utility rate study to be conducted in FY 2016.
- Water Purchases: Costs include decreased infrastructure costs, but a 1 cent rate increase.
- Debt Service: Planned refunding/refinancing of existing debt is anticipated to lower annual payments.
- Transfers Out: Increase corresponding to services provided by the General Fund.

Decreases:

- Designated Expenses: Large CCN purchase and filing planned in FY 2015.
- Capital Outlay & Improvements: Capital project completed in FY 2015.



SOLID WASTE FUND



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 2016 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 82% 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 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted
Garbage Collection Fees	2,367,917	2,801,871	3,118,268	3,124,016	3,184,723
Sanitary Landfill Fees	293,912	422,224	438,690	405,828	405,840
Charges for Services	107,687	200,193	162,133	151,960	154,716
Late Payment Charges	139,585	147,437	152,873	144,489	145,200
Other Income	3,458	41,939	7,041	17,338	3,338
TOTAL	2,912,559	3,613,664	3,879,005	3,843,631	3,893,817
EXPENSES					
Salaries & Benefits	871,802	962,730	831,088	1,027,854	1,062,929
Supplies & Materials	248,148	304,456	324,472	534,244	396,230
Repairs & Maintenance	153,117	148,141	95,907	142,767	118,572
Contractual Services	63,683	139,765	63,009	69,577	84,123
Designated Expenses	1,014,443	1,277,893	1,401,366	1,417,466	1,810,624
Capital Outlay	224,051	-	-	-	-
Transfers/Other	778,108	483,000	483,000	477,000	487,000
TOTAL	3,353,352	3,315,985	3,198,842	3,668,908	3,959,478
Revenues Over/(Under) Expenses	(440,793)	297,679	680,163	174,723	(65,661)
TOTAL	2,912,559	3,613,664	3,879,005	3,843,631	3,893,817

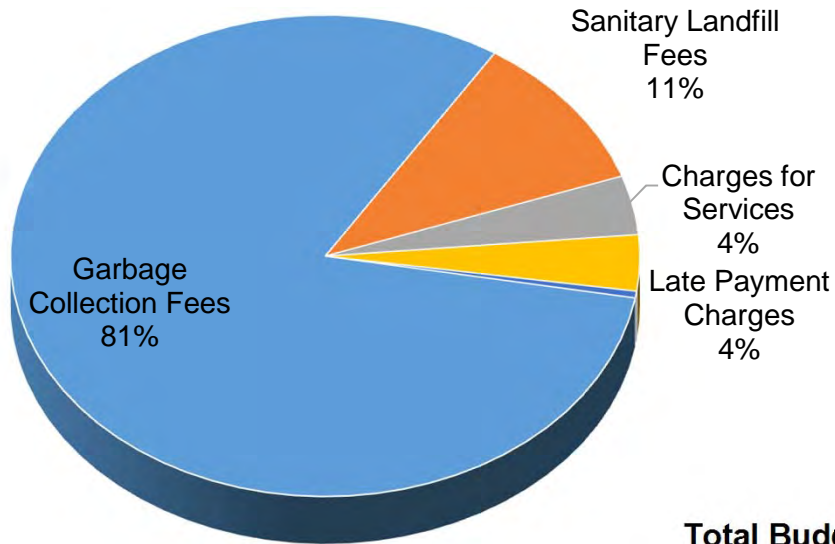
CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2015-16 ADOPTED BUDGET
SOLID WASTE FUND
SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE

Description	Actual FY 2013-14	Adopted Budget* FY 2014-15	Projected FY 2014-15	Proposed Base Budget FY 2015-16	New Requests FY 2015-16	Adopted FY 2015-16
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 913,480	\$ 1,593,641	\$ 1,593,641	\$ 1,768,364	\$ 1,715,195	\$ 1,768,364
Prior Yr Enc Voided in Current Yr	-	-	-	-	-	-
Prior Period Adjustment	-	-	-	-	-	-
TOTAL BEGINNING FUND BALANCE	\$ 913,480	\$ 1,593,641	\$ 1,593,641	\$ 1,768,364	\$ 1,715,195	\$ 1,768,364
REVENUES:						
Refuse Collection Fees	\$ 3,155,716	\$ 2,958,972	\$ 3,181,043	\$ 3,242,323	\$ -	\$ 3,242,323
Senior Discount	(37,448)	(52,000)	(57,027)	(57,600)	-	(57,600)
Sanitary Landfill Fees	438,690	390,000	405,828	405,840	-	405,840
Recycling Proceeds	11,273	10,800	6,925	7,200	-	7,200
Sale of Scrap Metal	6,087	4,620	4,234	4,800	-	4,800
Sale of Kraft Bags	6,133	6,000	6,841	7,560	-	7,560
Return Service/Overload/Excess	72,074	20,500	69,894	69,900	-	69,900
Auto-Lid Locks	1,064	960	1,194	1,200	-	1,200
Rear Load Dumpster Rental	4,355	3,600	1,487	1,500	-	1,500
Roll-Off Rental Income	50,600	60,000	48,055	49,200	-	49,200
Customer Roll-Off Fee	158	240	177	180	-	180
Bulky/White Goods Collection	5,401	1,200	12,883	12,900	-	12,900
Container Removal from Curb	4,988	5,000	270	276	-	276
Subtotal	<u>\$ 3,719,091</u>	<u>\$ 3,409,892</u>	<u>\$ 3,681,804</u>	<u>\$ 3,745,279</u>	<u>\$ -</u>	<u>\$ 3,745,279</u>
Interest Revenue	\$ 2,141	\$ 2,000	\$ 1,990	\$ 2,004	-	\$ 2,004
Late Charge For Billing	152,873	155,000	144,489	145,200	-	145,200
Auction Proceeds	-	-	14,640	-	-	-
Miscellaneous Revenues	4,900	2,500	708	1,334	-	1,334
Subtotal	<u>\$ 159,914</u>	<u>\$ 159,500</u>	<u>\$ 161,827</u>	<u>\$ 148,538</u>	<u>\$ -</u>	<u>\$ 148,538</u>
TOTAL REVENUES	\$ 3,879,005	\$ 3,569,392	\$ 3,843,631	\$ 3,893,817	\$ -	\$ 3,893,817
TOTAL FUNDS AVAILABLE	\$ 4,792,485	\$ 5,163,033	\$ 5,437,272	\$ 5,662,181	\$ 1,715,195	\$ 5,662,181
OPERATING EXPENSES:						
Solid Waste Administration (90)	\$ 250,500	\$ 276,661	\$ 275,673	\$ 271,298	\$ -	\$ 271,298
Solid Waste Collection - Residential (91-01)	279,543	366,321	339,311	355,364	-	355,364
Solid Waste Collection - Recycling (91-02)	229,179	486,397	465,370	342,878	-	342,878
Solid Waste Collection - Brush (91-03)	139,894	197,637	197,264	184,537	-	184,537
Solid Waste Collection - Commercial (91-04)	145,233	204,451	206,989	206,750	-	206,750
Solid Waste Collection - KCCB (91-05)	19,888	23,808	23,348	23,270	-	23,270
Solid Waste Composting (91-06) ¹	(577)	-	-	-	-	-
Solid Waste Disposal (92)	1,279,106	1,334,987	1,354,964	1,336,372	-	1,336,372
Non-Departmental (95)	560,645	555,120	560,148	573,343	12,492	585,835
TOTAL OPERATING EXPENSES	\$ 2,903,411	\$ 3,445,382	\$ 3,423,067	\$ 3,293,812	\$ 12,492	\$ 3,306,304
OTHER EXPENSES:						
Capital Improvement Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Principal & Int Debt Pymts	295,433	247,827	245,841	653,174	-	653,174
TOTAL OTHER EXPENSES	\$ 295,433	\$ 247,827	\$ 245,841	\$ 653,174	\$ -	\$ 653,174
TOTAL EXPENSES	\$ 3,198,844	\$ 3,693,209	\$ 3,668,908	\$ 3,946,986	\$ 12,492	\$ 3,959,478
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 1,593,641	\$ 1,469,824	\$ 1,768,364	\$ 1,715,195	\$ 1,702,703	\$ 1,702,703
Capital Improvement Reserve	-	-	-	-	-	-
Unreserved, Designated	-	-	-	-	-	-
TOTAL ENDING FUND BALANCE	\$ 1,593,641	\$ 1,469,824	\$ 1,768,364	\$ 1,715,195	\$ 1,702,703	\$ 1,702,703
IDEAL FUND BALANCE	\$ 725,853	\$ 861,346	\$ 855,767	\$ 823,453	\$ 826,576	\$ 826,576
OVER (UNDER) IDEAL FUND BALANCE	\$ 867,788	\$ 608,479	\$ 912,597	\$ 891,742	\$ 876,127	\$ 876,127

* Includes budget amendments that were approved by City Council on 1/20/15, 4/7/15, 5/19/15, and 6/2/15.

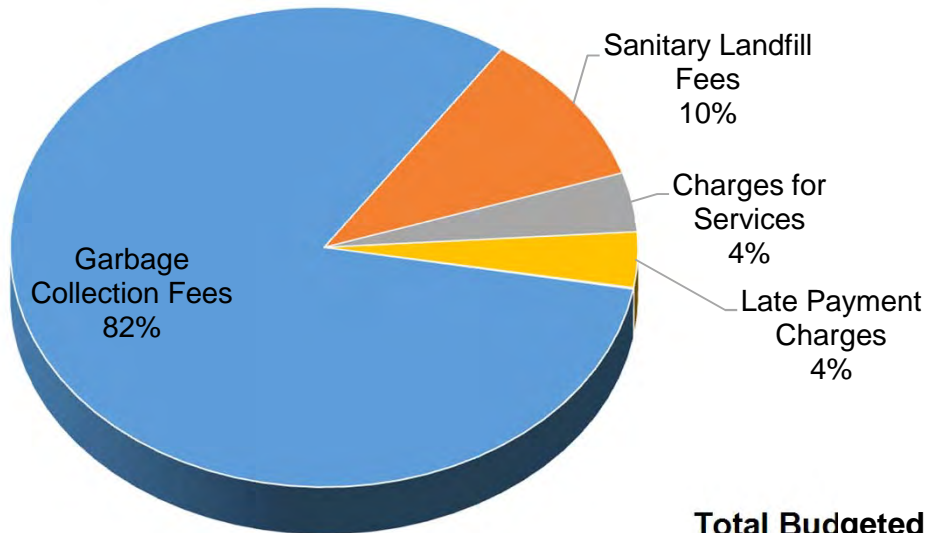
**City of Copperas Cove, Texas
FY 2016 Adopted Budget
Solid Waste Fund
Budgeted Revenues by Source Comparison**

Fiscal Year 2014-2015 Budgeted Revenue



**Total Budgeted Revenues
\$3,843,631**

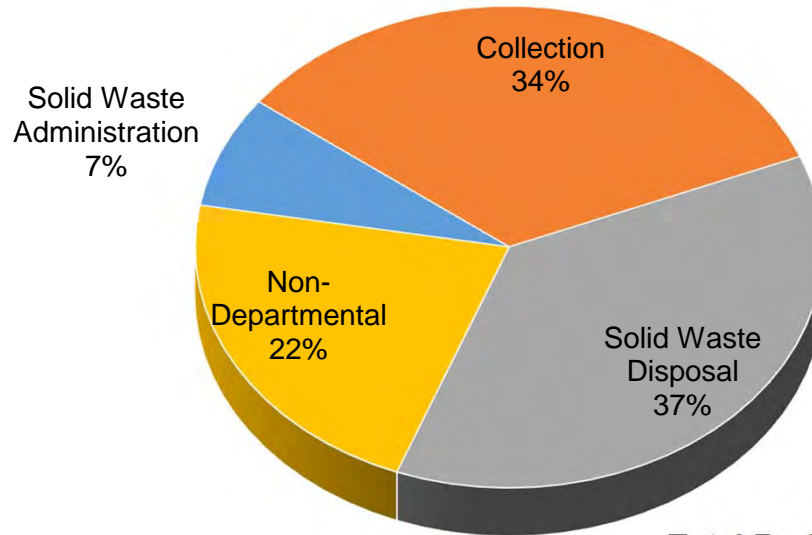
Fiscal Year 2015-2016 Budgeted Revenue



**Total Budgeted Revenues
\$3,893,817**

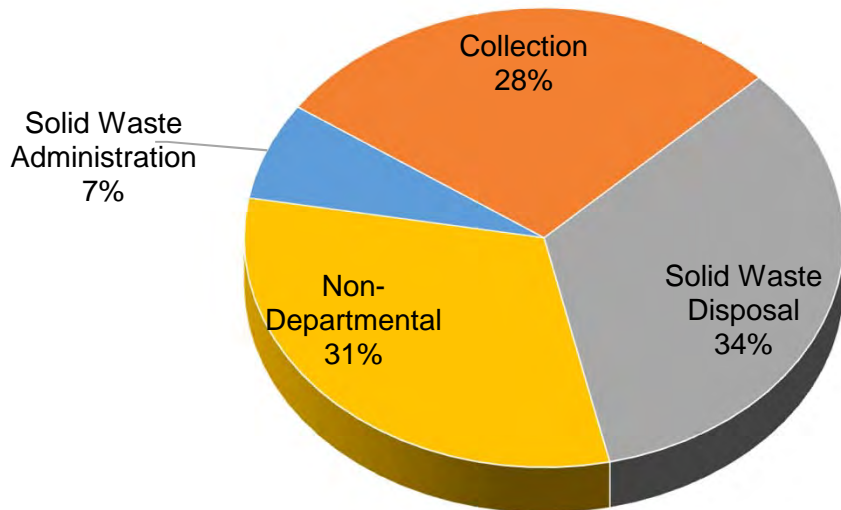
**City of Copperas Cove, Texas
FY 2016 Adopted Budget
Solid Waste Fund
Budgeted Expenditures by Function Comparison**

Fiscal Year 2014-2015 Budgeted Expenditures



**Total Budgeted Expenditures
\$3,668,908**

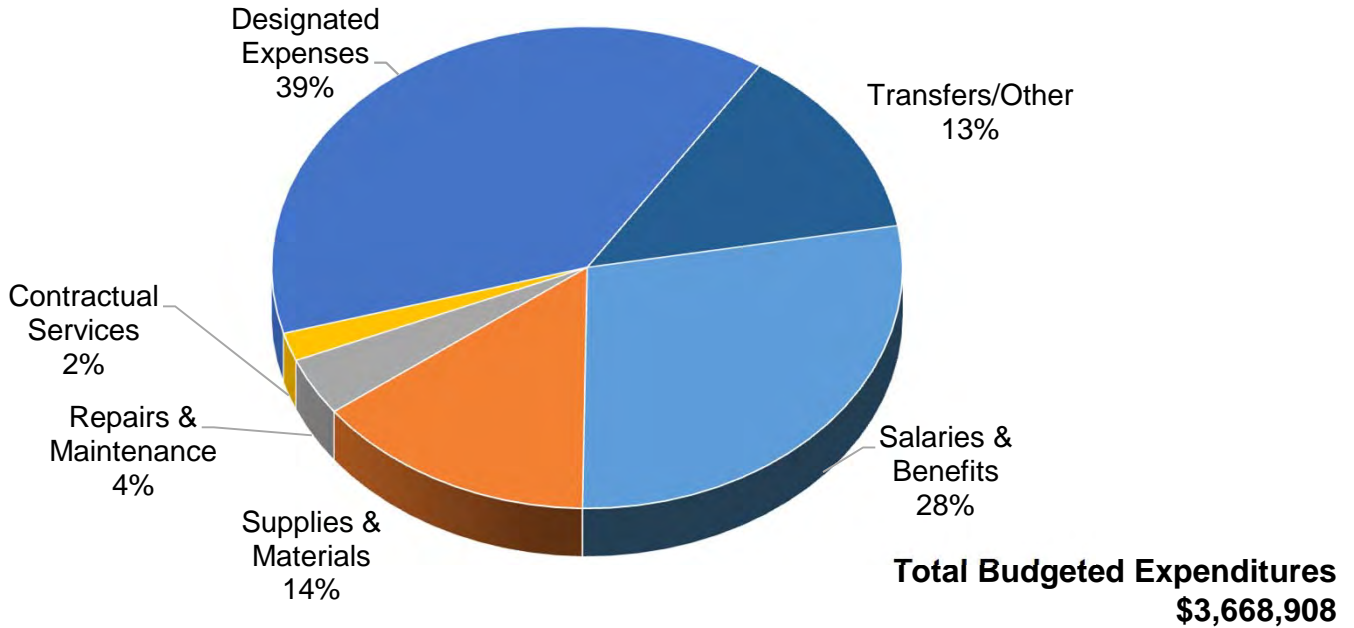
Fiscal Year 2015-2016 Budgeted Expenditures



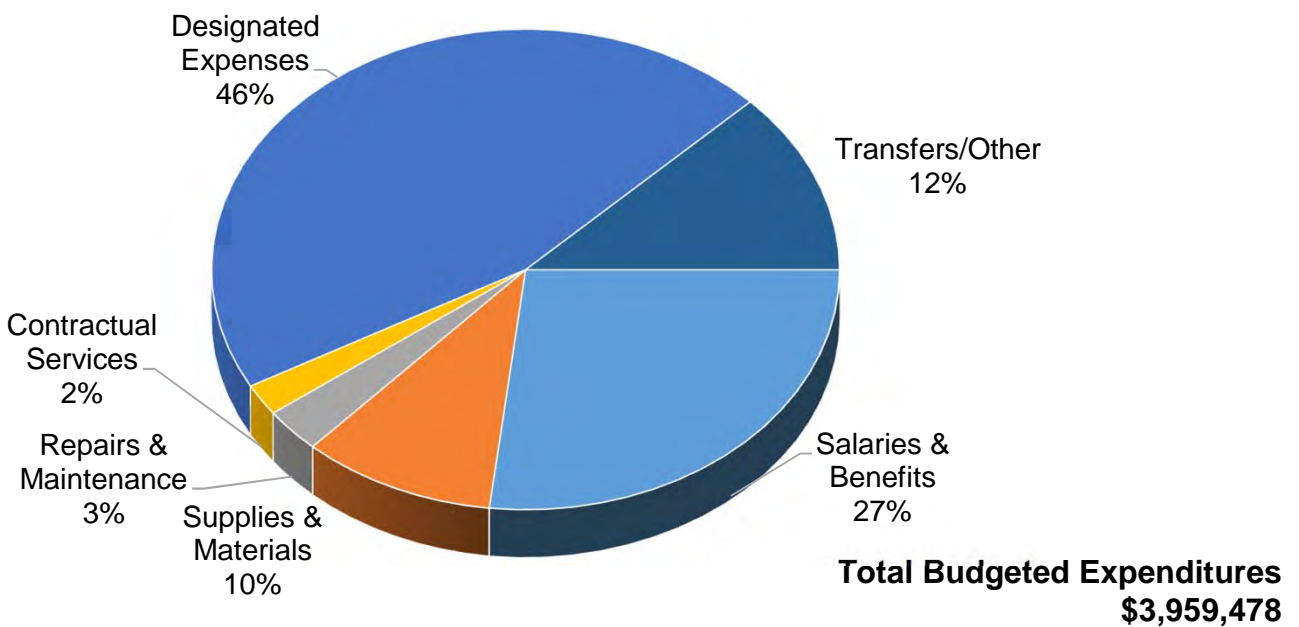
**Total Budgeted Expenditures
\$3,959,478**

**City of Copperas Cove, Texas
FY 2016 Adopted Budget
Solid Waste Fund
Budgeted Expenditures by Object Comparison**

Fiscal Year 2014-2015 Budgeted Expenditures



Fiscal Year 2015-2016 Budgeted Expenditures

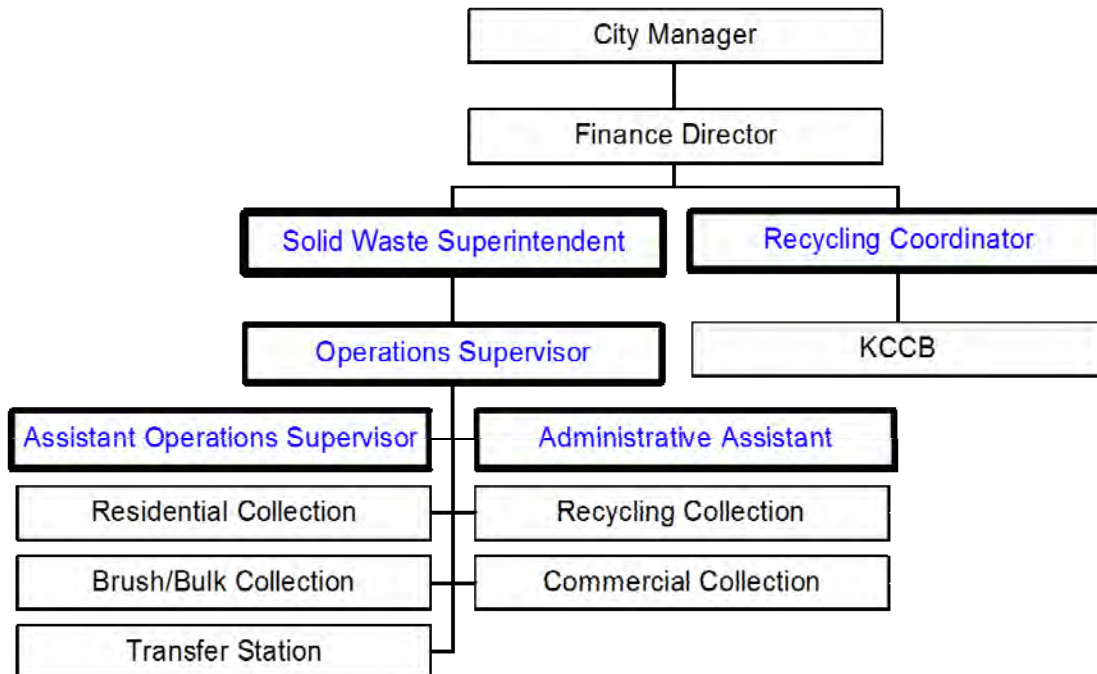




SOLID WASTE ADMINISTRATION



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



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

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 2015

- 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.
- Opened the transfer station 5 Saturdays this year.
- Sent another employee to school to obtain their class B MSW licence.

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 2016

- Cut down on the employee turn-over rate.
- Sponsor and support as many clean up events and as many community events as possible.
- Explore alternatives to reduce disposal and transportation costs.
- Improve the department's safety program.

SOLID WASTE ADMINISTRATION

Fund 03
Dept# 9000

EXPENDITURE SUMMARY

SOLID WASTE ADMINISTRATION	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	229,245	253,257	252,638	250,556
Supplies & Materials	4,277	6,017	6,657	4,724
Repairs & Maintenance	7,674	6,751	6,442	3,898
Contractual Services	9,304	14,418	9,936	12,120
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	250,500	280,443	275,673	271,298

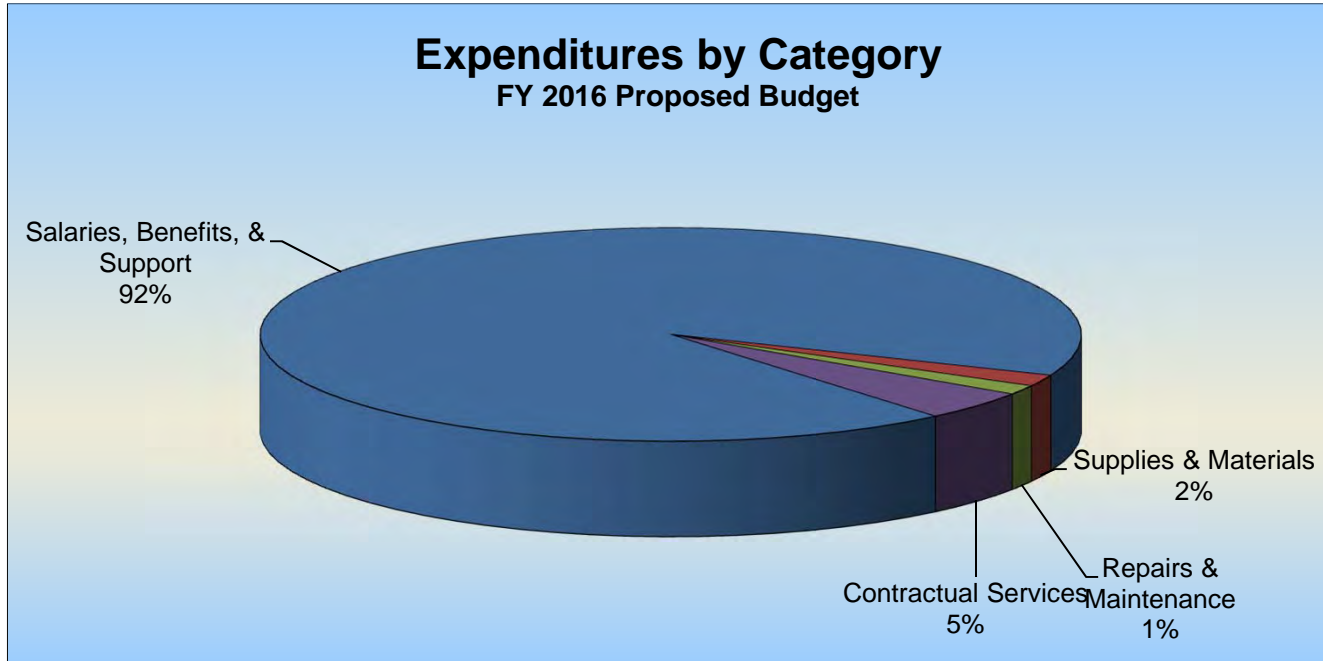
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Contractual Services: Increased professional development of senior staff and increased utility costs.

Decreases:

- Salaries & Benefits: Decrease due to decreased healthcare costs.
- Supplies & Materials: Reduced fuel costs.
- Repairs & Maintenance: Reduced facility maintenance.



SOLID WASTE ADMINISTRATION

03-9000

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Administrative Assistant	1	1	1	1
Solid Waste Superintendent	1	1	1	1
SW Supervisor/Operations	1	1	1	1
Recycling Coordinator	1	1	1	1
Assistant Supervisor/Operations	1	1	1	1
DIVISION TOTAL	5	5	5	5

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
Total Tons Collected	20,200	21,000	24,000	25,000
Total # of Complaints	320	300	250	225
EFFICIENCIES				
Operating Cost to Collect One Ton of Garbage	\$12.40	\$13.35	\$11.49	\$10.85
EFFECTIVENESS				
% of Customer Service Complaints Resolved in 24 Hours or Less	90.0%	93.0%	95.0%	96.0%

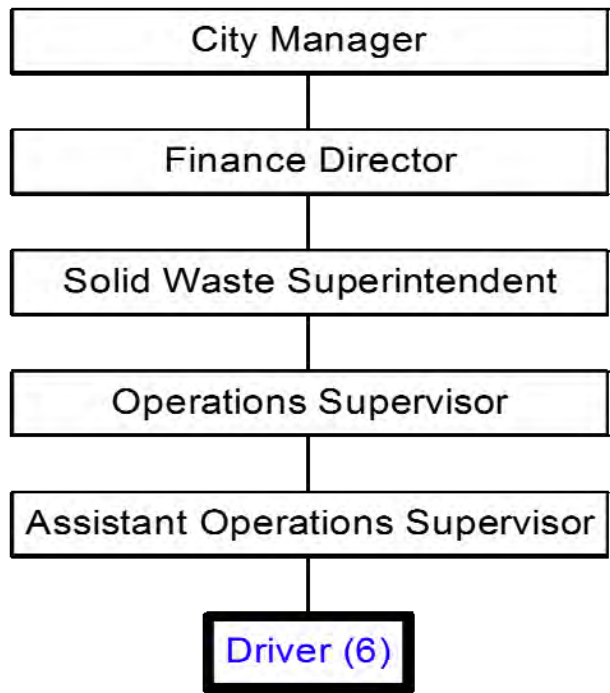
SOLID WASTE - RESIDENTIAL



City of Copperas Cove



Left to Right: Robert Lentz (Driver); Robert Mitchell (Driver); Lisa Millenbach (Driver); Jay Alexander (Driver); Robin Smith (Driver); Bobbie Stevens (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

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 6:1, 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 2015

- 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.

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 2016

- Improve vehicle maintenance to extend vehicle life and reduce operating costs.
- Continue to work on our safety and drivers training program to reduce the amount of accidents and insurance costs.
- Cut down on the number of missed containers.
- Maintain the level of customers service that the Solid Waste Dept. is known for.

SOLID WASTE COLLECTIONS - RESIDENTIAL

Fund 03
Dept# 9101

EXPENDITURE SUMMARY

SW COLLECTIONS - RESIDENTIAL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	167,648	215,594	212,574	235,409
Supplies & Materials	71,775	74,723	74,737	82,953
Repairs & Maintenance	35,355	37,000	45,000	30,002
Contractual Services	4,763	7,164	7,000	7,000
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	279,541	334,481	339,311	355,364

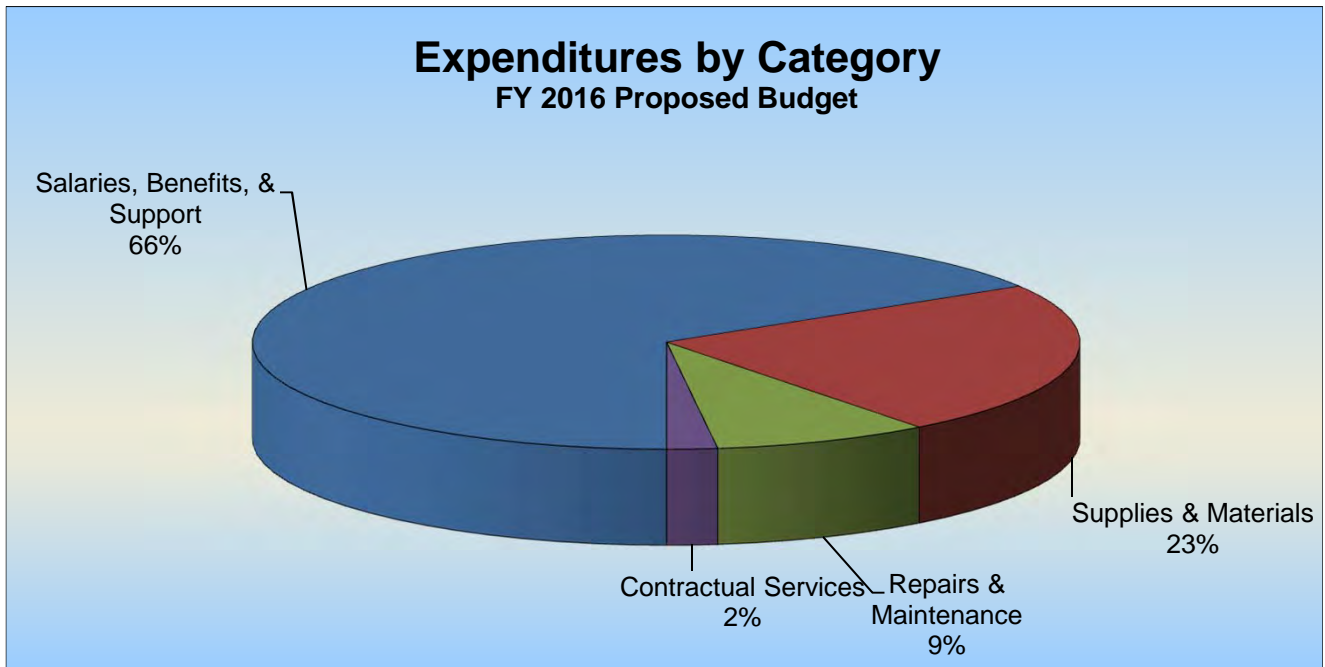
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Salaries & Benefits: Salary savings from vacancies in FY 2015.
- Supplies & Materials: Increased fuel costs.

Decreases:

- Repairs & Maintenance: Reduced vehicle maintenance.



SOLID WASTE COLLECTIONS - RESIDENTIAL

03-9101

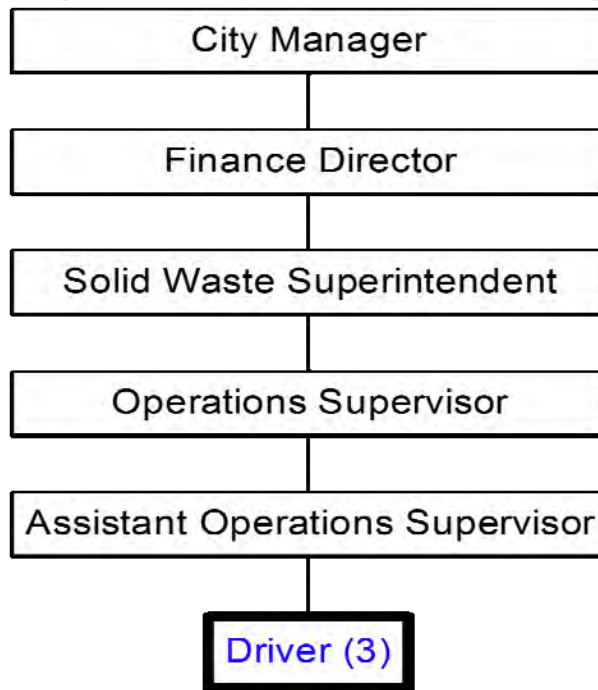
STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Driver	6	6	6	6
DEPARTMENT TOTAL	6	6	6	6

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
Tons Collected by Residential Collection Vehicles	10,500	11,500	10,500	11,000
EFFICIENCIES				
Cost to Collect One Ton of Residential Garbage	\$26.62	\$29.09	\$32.32	\$32.31
EFFECTIVENESS				
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%

SOLID WASTE - RECYCLING



Samuel Hendricks (Driver); Kyle Brunner (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

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 2015

- 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 tipper 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 2016

- 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.
- Work towards an all automated single stream program.
- Continue to educate the public on the importance of recycling.

SOLID WASTE COLLECTIONS - RECYCLING

Fund 03
Dept# 9102

EXPENDITURE SUMMARY

SW COLLECTIONS - RECYCLING	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	56,025	93,813	93,813	111,980
Supplies & Materials	161,811	342,534	351,820	210,610
Repairs & Maintenance	8,804	15,588	15,588	16,300
Contractual Services	2,541	4,193	4,149	3,988
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	229,181	456,128	465,370	342,878

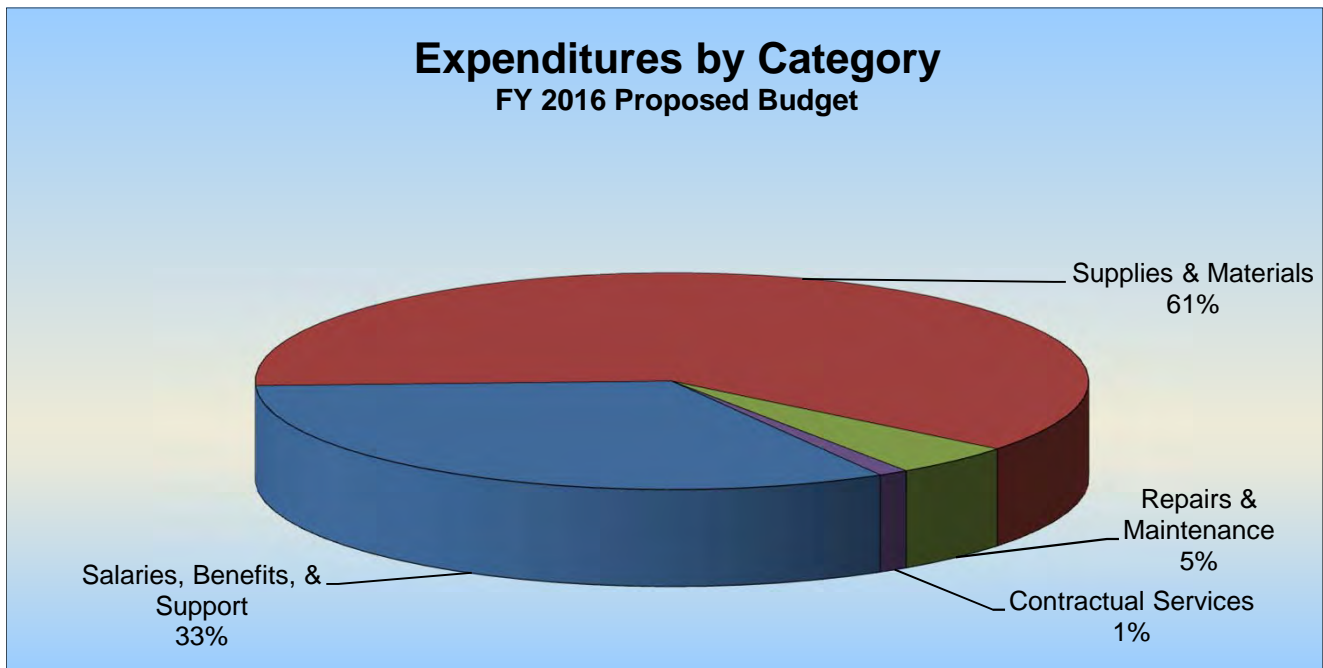
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Salaries & Benefits: Salary savings from vacancies in FY 2015.
- Repairs & Maintenance: Increased vehicle maintenance.

Decreases:

- Supplies & Materials: Reduced purchases of recycling bins.



SOLID WASTE COLLECTIONS - RECYCLING

03-9102

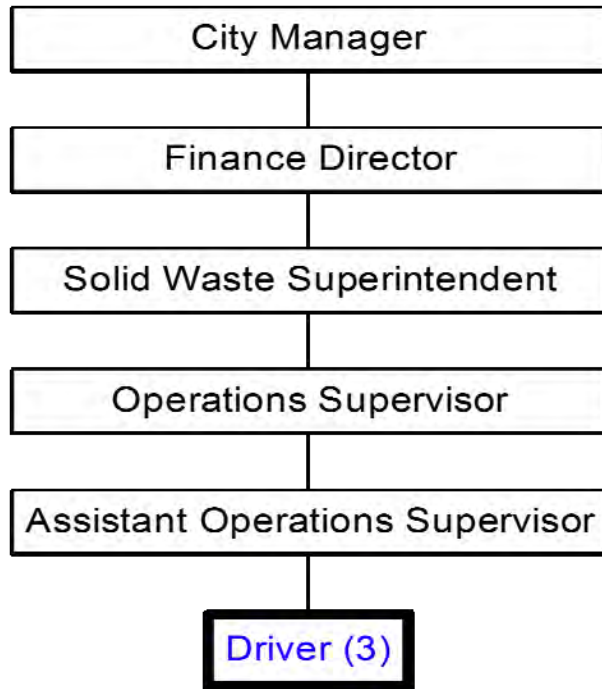
STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Driver	2	3	3	3
DEPARTMENT TOTAL	2	3	3	3

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
Tons of Recyclables Collected (excluding scrap metal)	450	500	550	700
Tons of Scrap Metal Collected	50	75	40	40
EFFICIENCIES				
Operating Cost per Ton to Process Recycled Materials	\$458.36	\$793.27	\$788.76	\$463.35
EFFECTIVENESS				
Solid Waste Diverted from the Landfill in Tons (Includes Recycled Brush)	1,750	2,000	1,700	2,200
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%

SOLID WASTE BRUSH AND BULK



Left to Right: Victor Williams (Driver); Mike Swygant (Driver); Robert Butler (Driver)



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

3 Full Time Employees

SOLID WASTE COLLECTIONS – BRUSH AND BULK

PROGRAM DESCRIPTION

The Brush and Bulk Division provides a once monthly collection of brush up to eight (8) cubic yards and a twice monthly collection of yard waste. The bulky waste/white goods are collected 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 2015

- 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.
- Got the blessing from the City Council to start enforcing the address side only policy.

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 2016

- 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.
- Continue enforcing the address side policy with brush pickup
- Continue to educate the public on the policies and procedures of brush and bulk collection.

SOLID WASTE COLLECTIONS - BRUSH AND BULK

Fund 03
Dept# 9103

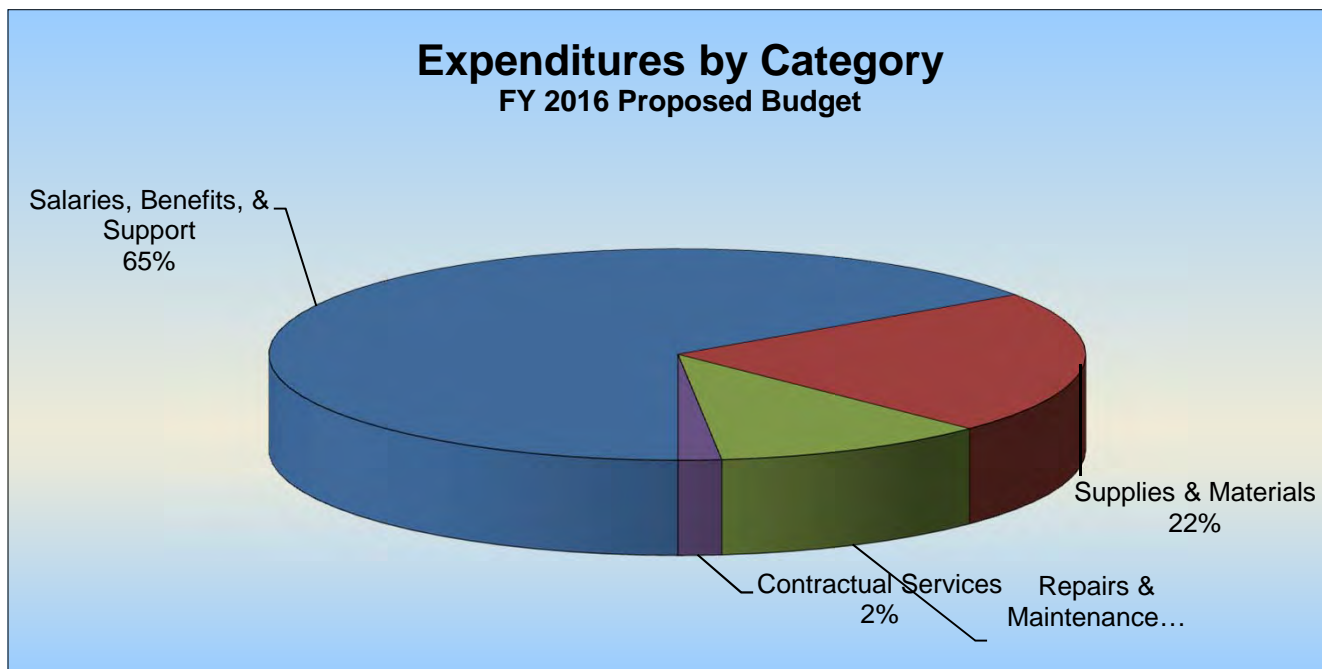
EXPENDITURE SUMMARY

SW COLLECTIONS - BRUSH AND BULK	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	89,162	125,641	125,624	120,772
Supplies & Materials	34,115	43,433	43,993	40,505
Repairs & Maintenance	14,294	24,999	24,499	20,112
Contractual Services	2,322	3,050	3,148	3,148
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	139,893	197,123	197,264	184,537

HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Decreases:

- Salaries & Benefits: Decrease due to decreased healthcare costs and attrition.
- Supplies & Materials: Reduced kraft bag purchases.
- Repairs & Maintenance: Reduced vehicle maintenance.



SOLID WASTE COLLECTIONS - BRUSH AND BULK

03-9103

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Driver	3	3	3	3
DEPARTMENT TOTAL	3	3	3	3

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
Tons of Brush Collected	1,200	1,350	1,146	1,400
Tons of Bulk Items Collected	750	800	800	825
EFFICIENCIES				
Cost per Ton to Collect Brush and Bulk	\$71.74	\$91.69	\$101.37	\$82.94
EFFECTIVENESS				
Tons of Brush Diverted from the Landfill				
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%

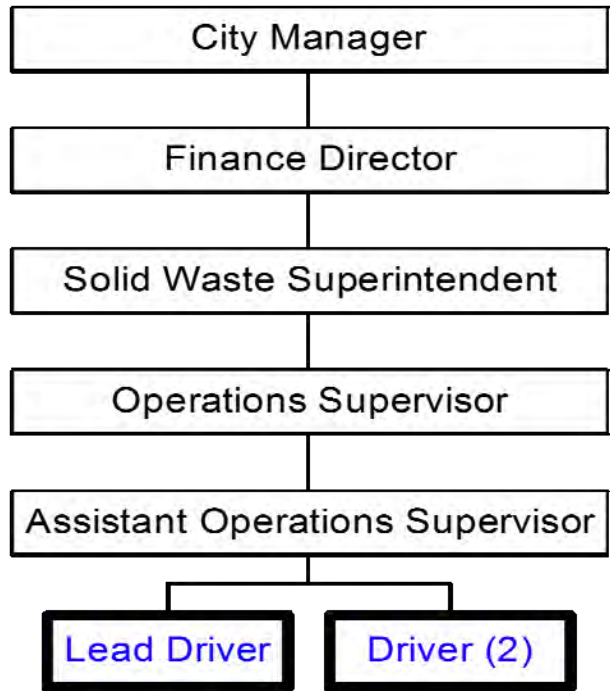
SOLID WASTE - COMMERCIAL



City of Copperas Cove



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



The mission of the Solid Waste Residential Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for 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

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 2015

- Increased revenue from expanding the roll off services.
- Increased customer satisfaction by increasing dumpster inventory.
- Added one more front loader to the commercial division.

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 2016

- 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.
- Start a refurbishing program with our current inventory of dumpsters.
- Continue to work on over-head safety procedures.

SOLID WASTE COLLECTIONS - COMMERCIAL

Fund 03
Dept# 9104

EXPENDITURE SUMMARY

SW COLLECTIONS - COMMERCIAL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	88,982	122,303	122,303	124,049
Supplies & Materials	29,502	35,524	35,736	35,831
Repairs & Maintenance	15,430	21,478	32,528	30,320
Contractual Services	3,344	4,622	4,622	4,550
Designated Expenses	7,974	13,541	11,800	12,000
Capital Outlay & Improvements	-	-	-	-
Total	145,232	197,468	206,989	206,750

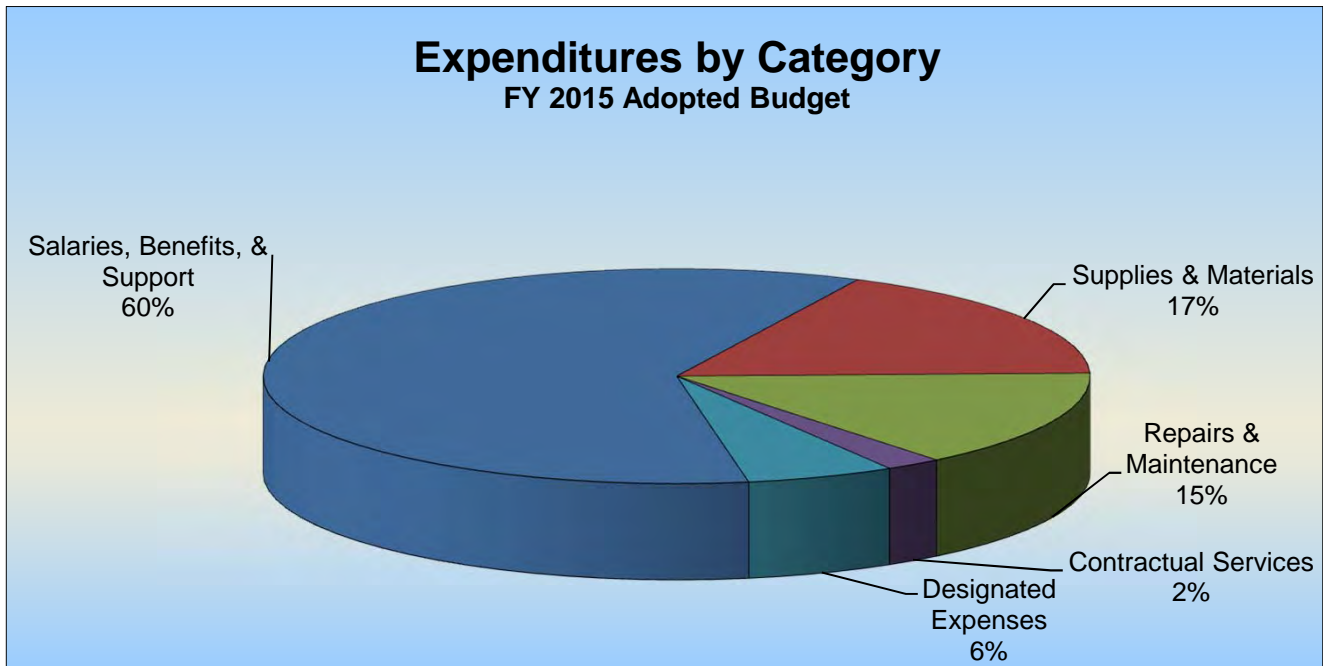
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Salaries & Benefits: Include 1% COLA increase.

Decreases:

- Repairs & Maintenance: Reduced vehicle maintenance.



SOLID WASTE COLLECTIONS - COMMERCIAL

03-9104

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Lead Driver	1	1	1	1
Driver	2	2	2	2
DEPARTMENT TOTAL	3	3	3	3

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
Tons Collected by Commercial Collection Vehicles	5,500	5,600	5,800	6,200
EFFICIENCIES				
Operating Cost to Collect One Ton of Commercial Garbage	\$26.41	\$35.26	\$35.69	\$33.35
EFFECTIVENESS				
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%

KEEP COPPERAS COVE BEAUTIFUL (KCCB)



Don't Mess with Texas Trash-off Event April 2015

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 2015

- Won the Governors Community Achievement Sustained Excellence Award for the 8th year in a row.
- Sponsored and took part in two (2) major cleanup events including a waterway cleanup event, and the Don't Mess with Texas Trash-off.
- Built two raised garden beds at the Senior Center as a beautification project.
- Awarded two \$500 scholarships and one \$250 scholarship.
- Hosted two compost classes and a "Fall Recycle Fair" event.
- Participated with the Meet the City event hosting a booth and doing an interactive recycle education presentation.
- Planned, organized, and hosted the fifth annual Eco Harvest where 500 fourth grade students and 325 others were educated about everything sustainable. The public event saw a 300% increase over last year in attendance.
- Hosted a "Thank You" reception for all Eco Harvest volunteers.
- To assist with drought conditions and water conservation, changed the Yard of the Month program to a Water Wise Yard award and recognized 3 residents for having water wise yards.
- Recognized 1st, 2nd, 3rd place in the first annual Halloween Decorating contest.
- Recognized 1st, 2nd, 3rd place in the annual Christmas Decorating contest.
- Was selected as an affiliate representative on the Keep Texas Beautiful Board.
- Partnered with CCISD, Chamber of Commerce and City of Copperas Cove on various projects.
- Increased Board membership.
- 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.
- Increase KCCB's Facebook usage.
- Continue relationship with local government, Chamber of Commerce, EDC, CCISD, civic groups, private entities, media, and Solid Waste partners.
- 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 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 2016

- Sponsor two tire box trucks to curtail illegal dumping of tires.
- Update KCCB's Website.
- Apply for at least one grant.
- Enhance the two day Eco Harvest to include more presenters and students.
- Award two \$500 scholarships to high school seniors and one \$250 scholarship in honor of Adam Luciano.
- Complete one beautification.

KEEP COPPERAS COVE BEAUTIFUL (KCCB)

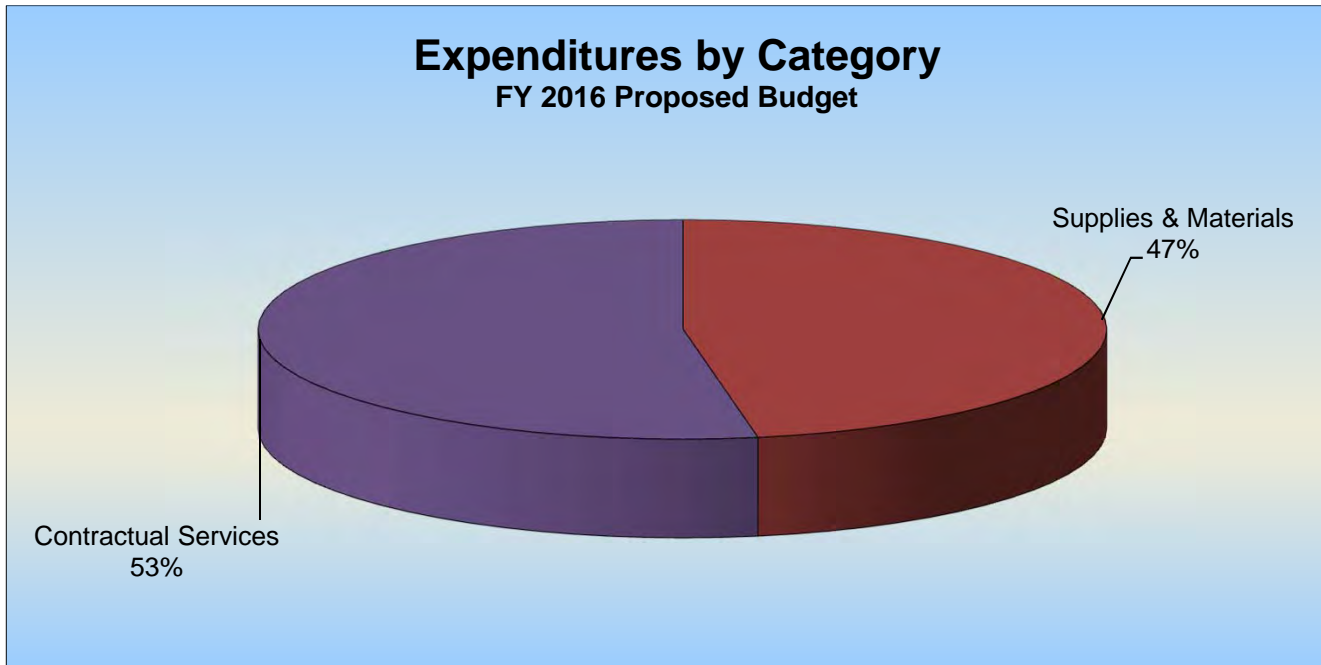
Fund 03
Dept# 9105

EXPENDITURE SUMMARY

KEEP COPPERAS COVE BEAUTIFUL (KCCB)	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	-	-	-	-
Supplies & Materials	10,705	11,734	10,980	10,980
Repairs & Maintenance	-	-	-	-
Contractual Services	9,183	11,618	12,368	12,290
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	19,888	23,352	23,348	23,270

HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

None.



KEEP COPPERAS COVE BEAUTIFUL (KCCB)

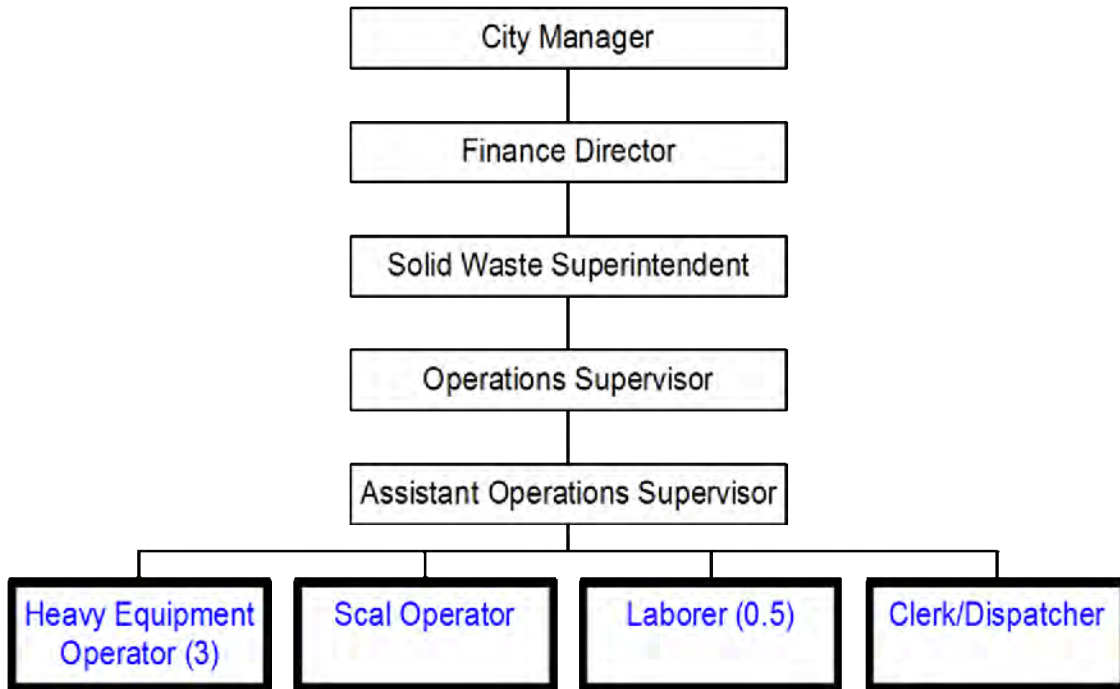
03-9105

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
<i>OUTPUTS</i>				
# of Clean-Up / Beautification Projects	18	20	13	16
# of Public Education Hours	73	80	91	90
<i>EFFICIENCIES</i>				
Funding Available per Project	\$1,105	\$1,168	\$1,796	\$1,454
<i>EFFECTIVENESS</i>				
% Increase in Memberships	20.0%	5.0%	40.0%	0.5%
% Increase in Projects	10.0%	5.0%	0.0%	19.0%
% Increase in Fund Raising	0.0%	5.0%	0.0%	5.0%

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

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 2015

- 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 2016

- To have the most efficient transfer station in Texas
- To provide the very best customer service possible to the customers and citizens.
- Have a new tipping scale installed.
- Continue to work with SCS Engineering on getting the tipping floor replaced.

SOLID WASTE - DISPOSAL

Fund 03
Dept# 9200

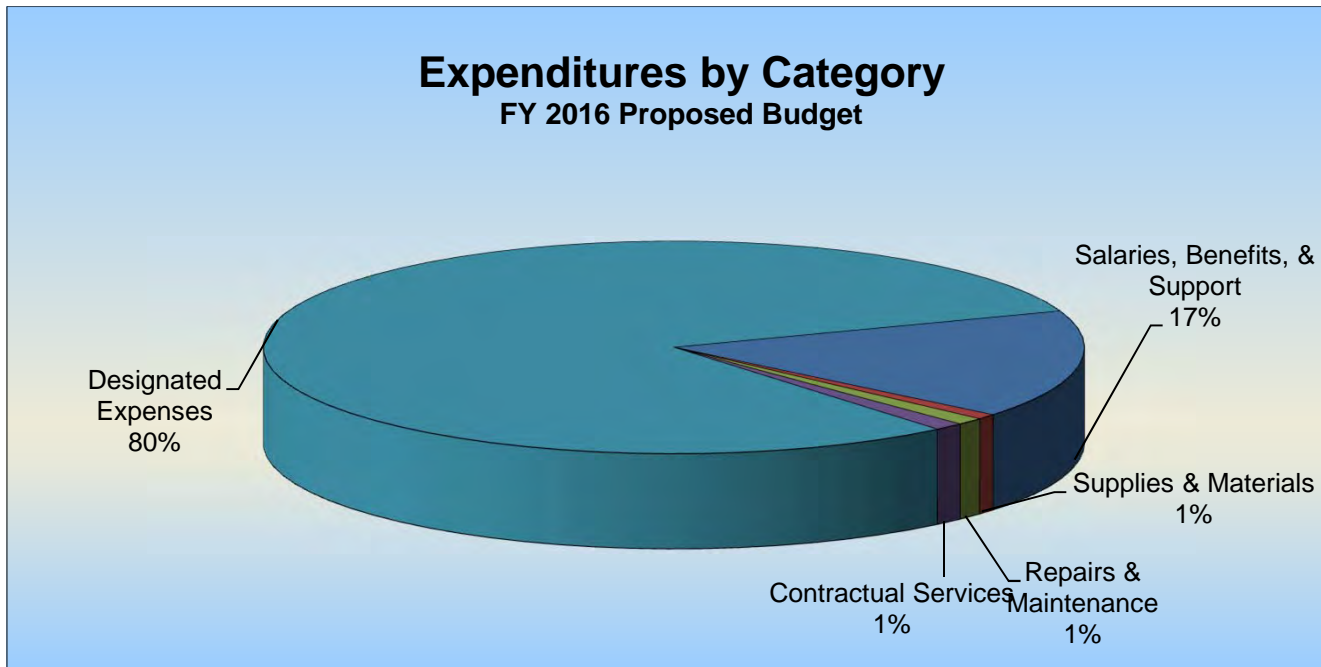
EXPENDITURE SUMMARY

SOLID WASTE - DISPOSAL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	199,359	220,902	220,902	220,163
Supplies & Materials	12,045	10,960	10,321	10,627
Repairs & Maintenance	10,352	11,060	15,626	14,522
Contractual Services	17,912	17,614	15,635	15,660
Designated Expenses	1,039,442	1,113,780	1,092,480	1,075,400
Capital Outlay & Improvements	-	-	-	-
Total	1,279,110	1,374,316	1,354,964	1,336,372

HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Decreases:

- Repairs & Maintenance: Reduced vehicle maintenance.
- Designated Expenses: Reduced regulatory costs.



SOLID WASTE - DISPOSAL

03-9200

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Clerk/Dispatcher	1	1	1	1
Scale Operator	1	1	1	1
Heavy Equipment Operator	3	3	3	3
Laborer	0.5	0.5	0.5	0.5
DEPARTMENT TOTAL	5.5	5.5	5.5	5.5

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 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	\$52.42	\$58.48	\$56.46	\$51.40
EFFECTIVENESS				
Number of Complaints from Neighbors Adjacent to the Facility	0	0	0	0

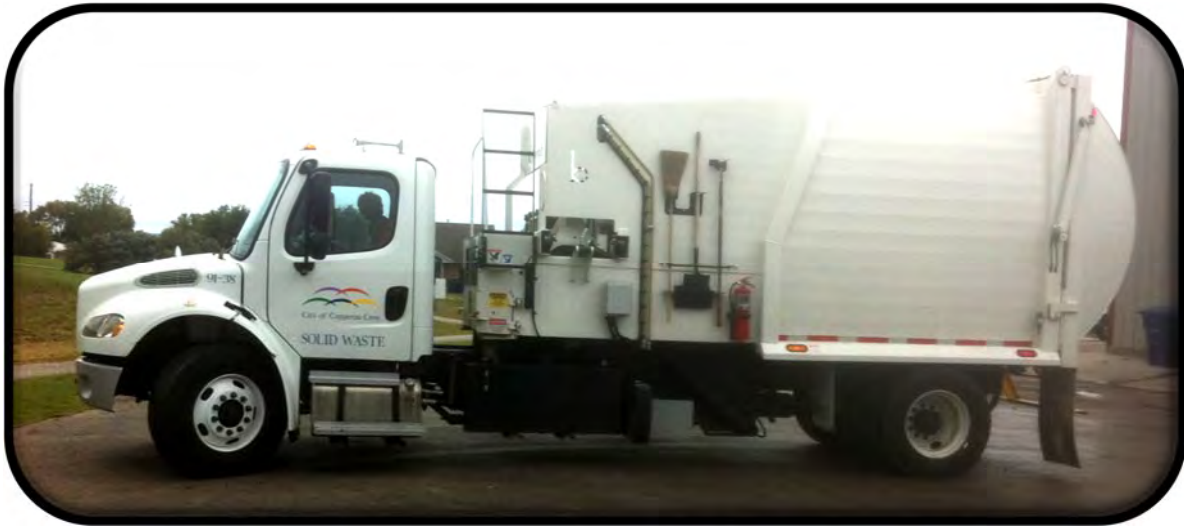
SOLID WASTE NON-DEPARTMENTAL



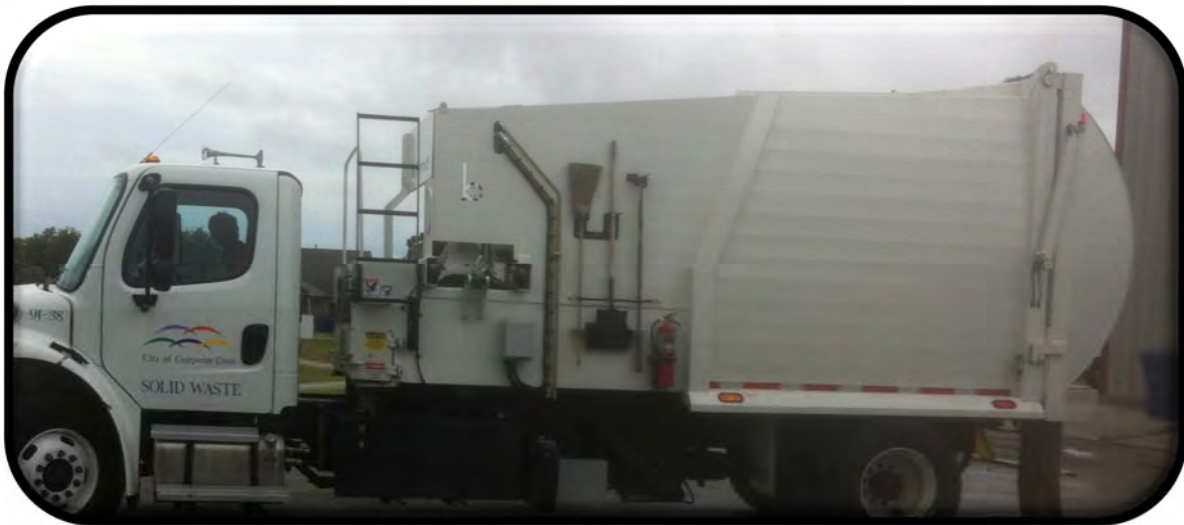
PROGRAM DESCRIPTION

Historically, this non-personnel department has been used to account for fund-wide expenses including employee merit increases, property and liability insurance coverage, bond principal & interest payments, and a transfer to the General Fund for administering oversight and street maintenance costs due to wear and tear of the heavy equipment on the City streets. Since this department does not have personnel, achievements and goals are not provided.

Vehicles purchased with debt to be paid off by the Solid Waste Fund



Sideloader Truck



Sideloader Truck

NON - DEPARTMENTAL

Fund 03
Dept# 9500

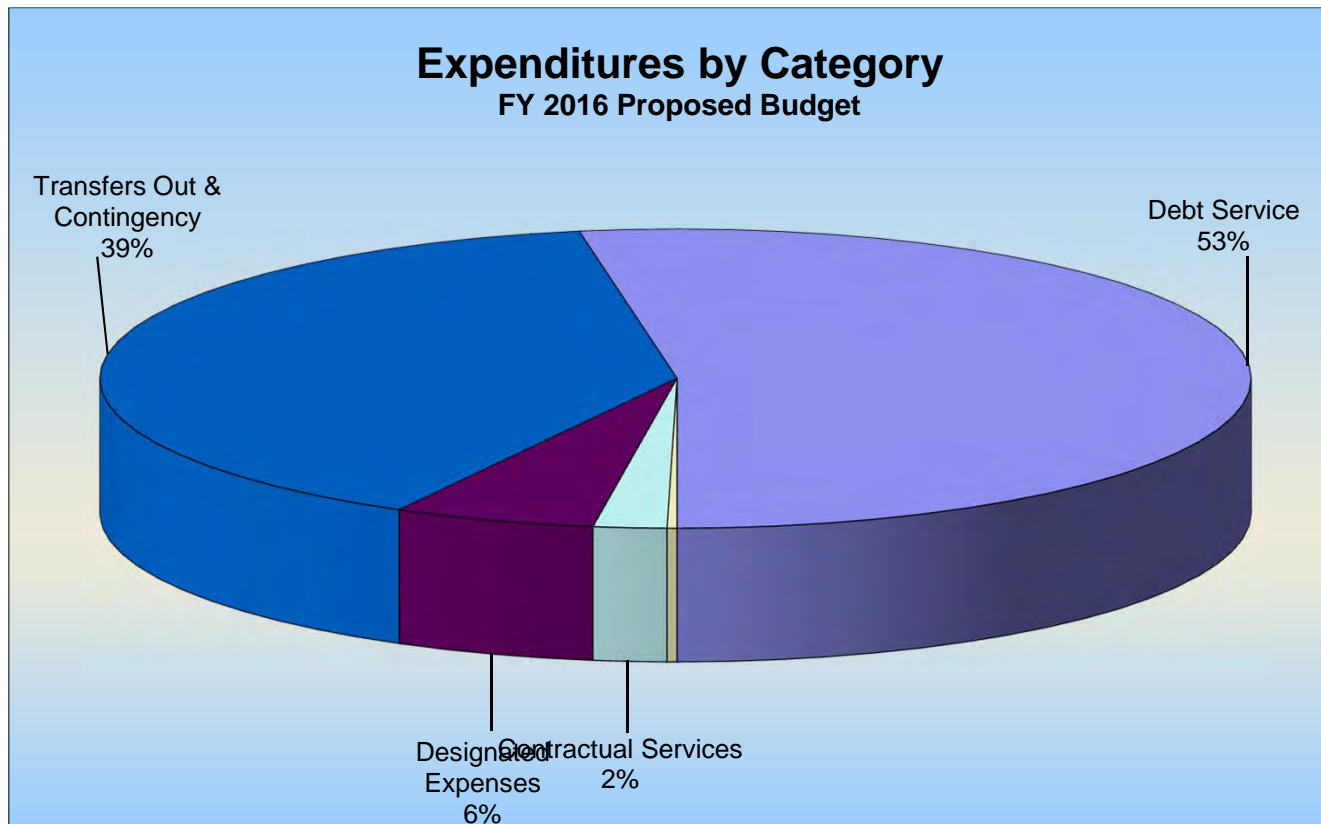
EXPENDITURE SUMMARY

NON-DEPARTMENTAL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	1,244	-	-	-
Supplies & Materials	244	-	-	-
Repairs & Maintenance	3,999	3,084	3,084	3,418
Contractual Services	13,641	12,307	12,719	25,367
Designated Expenses	58,519	65,379	67,345	70,050
Capital Outlay & Improvements	-	-	-	-
Transfers Out & Contingency	483,000	477,000	477,000	487,000
Debt Service	295,433	247,827	245,841	653,174
Total	856,080	805,597	805,989	1,239,009

HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Decreases:

- Contractual Services: Utility rate study to be conducted in FY 2016.
- Designated Expenses: Increase in insurance premiums.
- Transfers Out: Increase corresponding to services provided by the General Fund.
- Debt Service: Planned refunding/refinancing of existing debt is anticipated to lower annual payments.



GOLF COURSE FUND



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, Texas
FY 2016 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 45% 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 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted
Green Fees	94,959	68,814	75,929	99,995	101,000
Cart Rental Fees	91,443	69,641	68,592	86,506	88,000
Membership Dues	59,766	60,170	62,588	75,800	77,000
Cart Storage Fees	37,663	38,563	39,000	43,675	43,675
Pro Shop Sales	53,642	42,337	34,053	50,000	52,000
Other Operating Income	84,438	91,403	67,273	59,058	55,576
Transfers In	-	-	-	-	-
TOTAL	421,911	370,928	347,435	415,034	417,251
EXPENSES					
Salaries & Benefits	252,731	266,112	268,328	258,113	260,198
Supplies & Materials	51,496	54,197	60,476	65,641	70,561
Repairs & Maintenance	38,979	102,906	46,751	53,916	86,007
Contractual Services	77,299	73,164	72,120	83,582	87,581
Designated Expenses	77,558	61,375	42,503	54,917	54,561
Capital Lease Payments & Ca	26,473	-	1,405	-	-
Transfers / Other	92,353	-	-	-	-
TOTAL	616,888	557,754	491,583	516,169	558,908
Revenues Over/(Under)					
Expenses	(194,977)	(186,826)	(144,148)	(101,135)	(141,657)
TOTAL	421,911	370,928	347,435	415,034	417,251

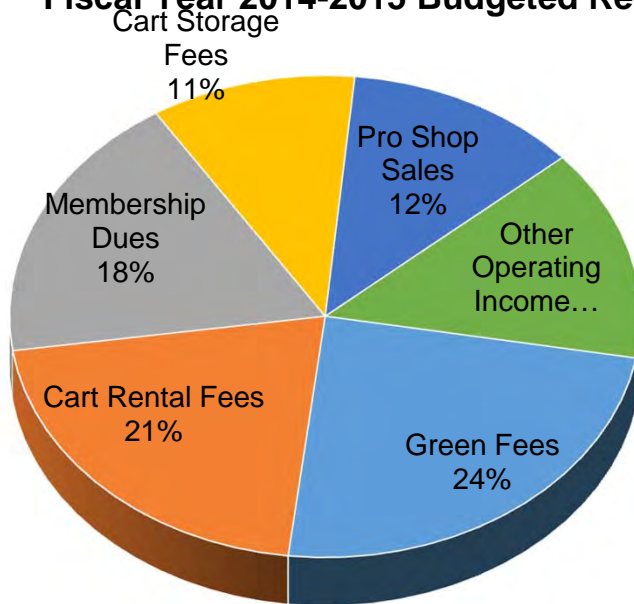
**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2015-16 ADOPTED BUDGET
GOLF COURSE FUND
SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2013-14	Adopted Budget* FY 2014-15	Projected FY 2014-15	Proposed Base Budget FY 2015-16	New Requests FY 2015-16	Adopted FY 2015-16
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ (895,807)	\$ (1,039,955)	\$ (1,039,955)	\$ (1,141,090)	\$ (1,242,692)	\$ (1,141,090)
TOTAL BEGINNING FUND BALANCE	<u>\$ (895,807)</u>	<u>\$ (1,039,955)</u>	<u>\$ (1,039,955)</u>	<u>\$ (1,141,090)</u>	<u>\$ (1,242,692)</u>	<u>\$ (1,141,090)</u>
REVENUES						
Swimming Pool Receipts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Green Fees	75,929	90,772	99,995	101,000		101,000
Cart Rental Fees	68,592	86,500	86,506	88,000		88,000
Equipment Rental Fees	-	-	-	-		-
Membership Dues	62,588	75,821	75,800	77,000		77,000
Tournament-Green Fees	4,926	12,815	10,000	11,000		11,000
Cart Storage Fees	39,000	46,080	43,675	43,675		43,675
Handicap Fees	-	-	-	-		-
Trail Fees	9,898	13,135	11,340	11,340		11,340
Pro Shop Sales	34,053	50,000	50,000	52,000		52,000
Facility Rental Income	-	7,200	-	-		-
Driving Range Fees	12,269	16,019	15,996	16,236		16,236
Snack Bar Revenue-Food & Beverage	5,774	-	4,800	-		-
Food & Beverage (Non-Tax)	-	-	-	-		-
Snack Bar Revenue-Alcohol Sale	13,361	14,500	14,500	15,000		15,000
Miscellaneous Revenue	451	-	-	-		-
Insurance Proceeds ¹	16,229	-	-	-		-
Transfer from General Fund	-	-	-	-		-
Special Green Fees	4,165	10,145	422	-		-
Golf Lesson Revenue	200	2,136	2,000	2,000		2,000
TOTAL REVENUES	<u>\$ 347,435</u>	<u>\$ 425,123</u>	<u>\$ 415,034</u>	<u>\$ 417,251</u>	<u>\$ -</u>	<u>\$ 417,251</u>
TOTAL FUNDS AVAILABLE	<u>\$ (548,372)</u>	<u>\$ (614,832)</u>	<u>\$ (624,921)</u>	<u>\$ (723,839)</u>	<u>\$ (1,242,692)</u>	<u>\$ (723,839)</u>
OPERATING EXPENSES						
Golf Course - Operations	\$ 193,574	\$ 184,920	\$ 187,948	\$ 184,470	\$ 25,000	\$ 209,470
Golf Course - Maintenance	287,146	316,579	306,196	312,714	15,055	327,769
Golf Course - Non-Departmental	-	-	155	150	-	150
TOTAL OPERATING EXPENSES	<u>\$ 480,720</u>	<u>\$ 501,499</u>	<u>\$ 494,299</u>	<u>\$ 497,334</u>	<u>\$ 40,055</u>	<u>\$ 537,389</u>
OTHER EXPENSES:						
Capital Lease Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Principal & Int Debt Pymts	10,863	21,869	21,870	21,519	-	21,519
Transfer Out	-	-	-	-	-	-
TOTAL OTHER EXPENSES	<u>\$ 10,863</u>	<u>\$ 21,869</u>	<u>\$ 21,870</u>	<u>\$ 21,519</u>	<u>\$ -</u>	<u>\$ 21,519</u>
TOTAL EXPENSES	<u>\$ 491,583</u>	<u>\$ 523,368</u>	<u>\$ 516,169</u>	<u>\$ 518,853</u>	<u>\$ 40,055</u>	<u>\$ 558,908</u>
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ (1,039,955)	\$ (1,138,200)	\$ (1,141,090)	\$ (1,242,692)	\$ (1,282,747)	\$ (1,282,747)
TOTAL ENDING FUND BALANCE	<u>\$ (1,039,955)</u>	<u>\$ (1,138,200)</u>	<u>\$ (1,141,090)</u>	<u>\$ (1,242,692)</u>	<u>\$ (1,282,747)</u>	<u>\$ (1,282,747)</u>
IDEAL FUND BALANCE	\$ 120,180	\$ 125,375	\$ 123,575	\$ 124,334	\$ 134,347	\$ 134,347
OVER (UNDER) IDEAL FUND BALANCE	\$ (1,160,135)	\$ (1,263,575)	\$ (1,264,665)	\$ (1,367,026)	\$ (1,417,094)	\$ (1,417,094)

* Includes budget amendments that were approved by City Council on 1/20/15, 4/7/15, 5/19/15, and 6/2/15.

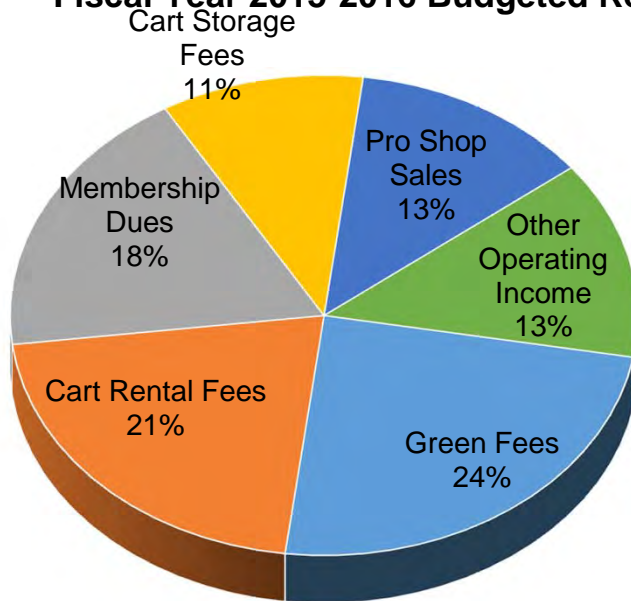
**City of Copperas Cove, Texas
 FY 2016 Adopted Budget
 Golf Course Fund
 Budgeted Revenues by Source Comparison**

Fiscal Year 2014-2015 Budgeted Revenue



**Total Budgeted Revenues
 \$415,034**

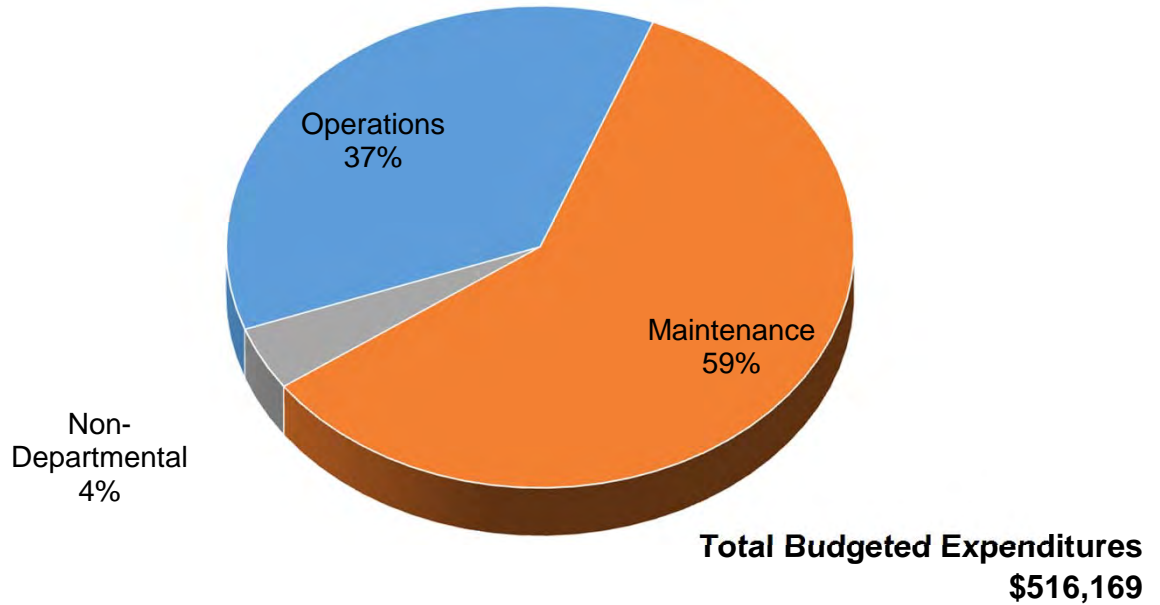
Fiscal Year 2015-2016 Budgeted Revenue



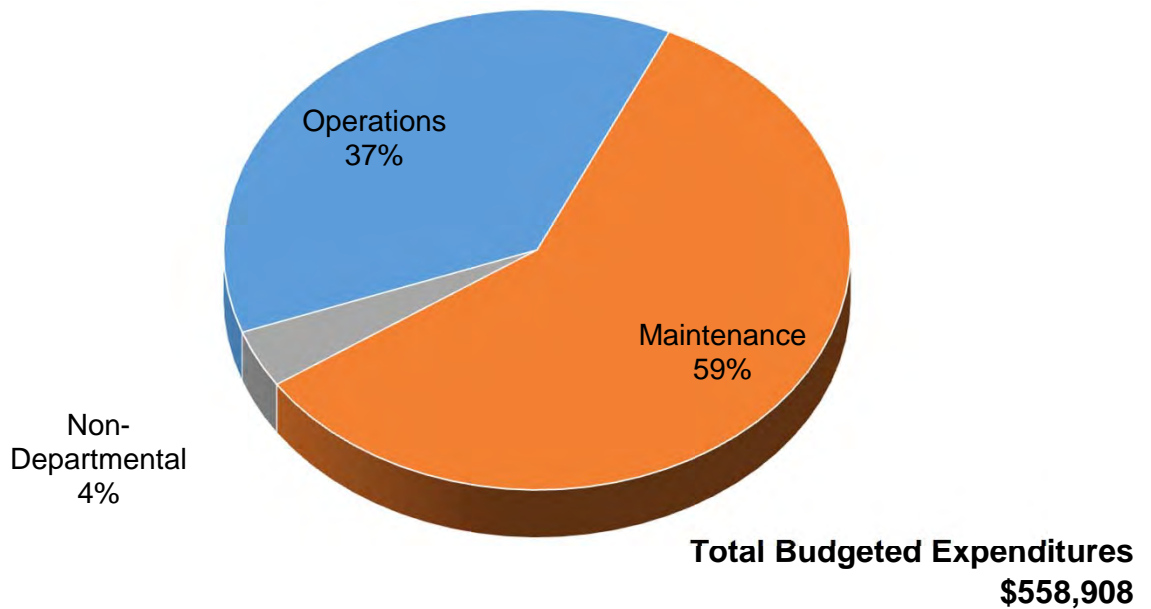
**Total Budgeted Revenues
 \$417,251**

**City of Copperas Cove, Texas
FY 2016 Adopted Budget
Golf Course Fund
Budgeted Expenditures by Function Comparison**

Fiscal Year 2014-2015 Budgeted Expenditures

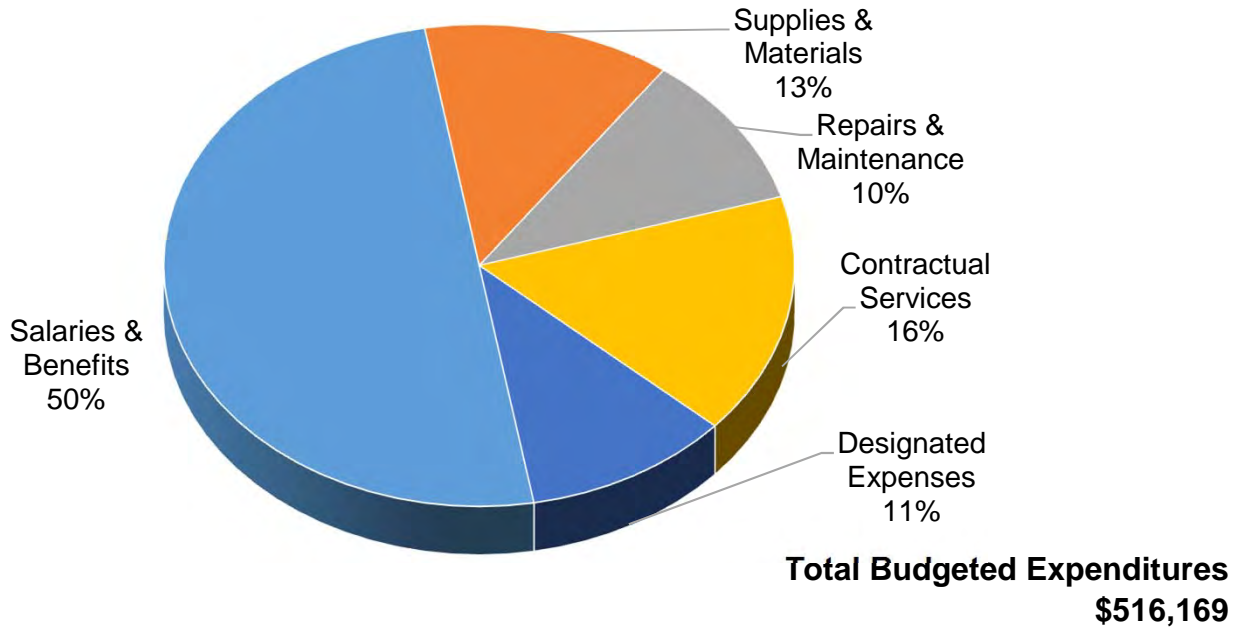


Fiscal Year 2015-2016 Budgeted Expenditures

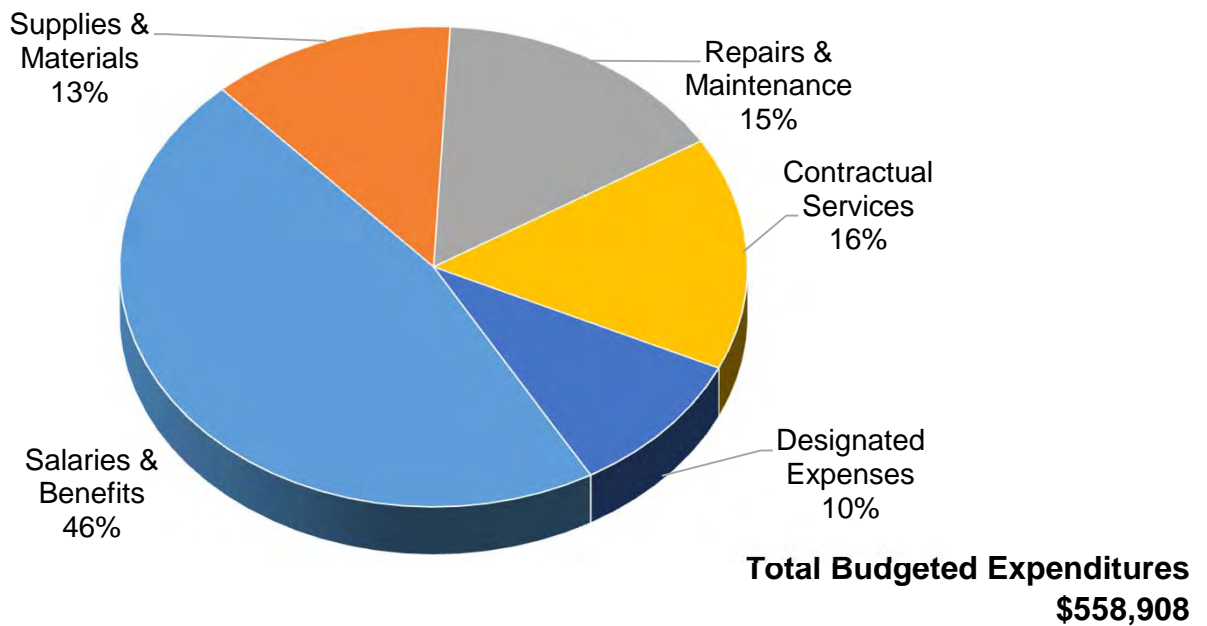


**City of Copperas Cove, Texas
FY 2016 Adopted Budget
Golf Course Fund
Budgeted Expenditures by Object Comparison**

Fiscal Year 2014-2015 Budgeted Expenditures



Fiscal Year 2015-2016 Budgeted Expenditures





GOLF COURSE OPERATIONS



Davis Dewald (Head Golf Professional)



Our mission is to offer the highest level of service to the citizens, members and golfing public to ensure the most enjoyable golf experience possible, along with operating under the guidelines set for by the City Manager and City Council.

1.5 Full Time Employees

GOLF COURSE OPERATIONS

PROGRAM DESCRIPTION

The Golf Course Operations' staff is responsible for the daily operation and administration of the Hills of Cove Golf Course and Pro Shop. Staff develops programs for existing members and to attract new or beginning golfers. Staff is actively involved in tournament administration, fund raising, junior golf programming and customer service programs that will ensure maximum utilization of golf course facilities. Staff works cooperatively with other agencies (i.e. schools, clubs & charities) to promote and increase golf course utilization.

MAJOR DEPARTMENT 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 2015

- 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 2016

- 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

Fund 09
Dept# 7400

EXPENDITURE SUMMARY

GOLF COURSE OPERATIONS	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	80,051	66,388	65,388	60,226
Supplies & Materials	6,971	7,899	7,899	7,819
Repairs & Maintenance	6,446	7,354	7,054	30,283
Contractual Services	67,060	73,715	74,715	78,250
Designated Expenses	31,639	32,592	32,892	32,892
Capital Outlay & Improvements	1,405	-	-	-
Total	193,572	187,948	187,948	209,470

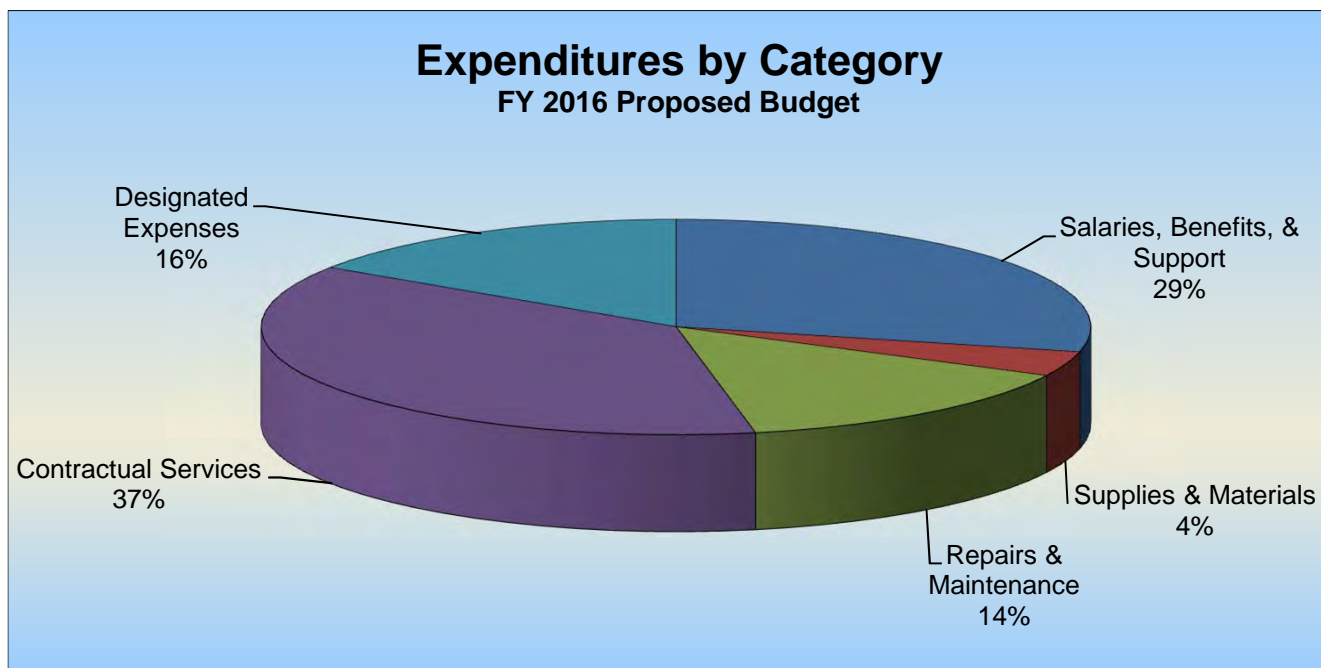
HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Repairs & Maintenance: Necessary improvements to the Pro Shop; security/ surveillance cameras.
- Contractual Services: Increased advertising.

Decreases:

- Salaries & Benefits: Decrease due to decreased healthcare costs; reduced part-time staff hours.



GOLF COURSE OPERATIONS

09-7400

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Head Golf Professional	1	1	1	1
Clerk/Golf Shop Assistant	1	0.5	0.5	0.5
DEPARTMENT TOTAL	2	1.5	1.5	1.5

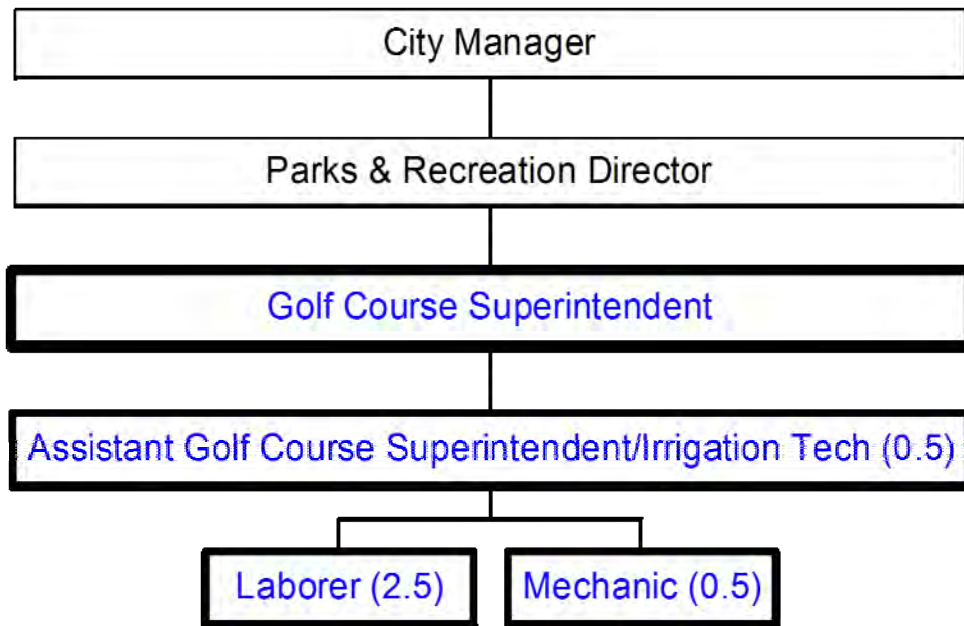
Note: The Administrative Assistant in Parks and Recreation serves as Clerk/Golf Shop Assistant when needed.

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
Rounds of Golf Played (annually)	19,000	20,000	19,000	18,000
# of Tournament Rounds per Year	575	750	575	500
# of Annual Dues (Memberships)	235	230	235	250
EFFICIENCIES				
Average Revenue per Round of Golf Played	\$18.29	\$21.26	\$24.75	\$23.18
Pro Shop Profit Margin	34.8%	56.5%	56.5%	58.2%
EFFECTIVENESS				
% Increase in Annual Dues	2.0%	4.0%	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




Left to Right: Dan Woolard (Laborer); Bryan Wilson (Laborer); Mike Chandler (Golf Course Superintendent); Ramiro Esquivel Jr. (Asst Superintendent/Irrigation); David Barr (Laborer)



The mission of the Golf Maintenance Department is to improve our golf course in order that the everyday golfer may enjoy our facility.

4.5 Full Time Employees

GOLF COURSE MAINTENANCE

PROGRAM DESCRIPTION

The Golf Course Maintenance's staff is responsible for the daily maintenance of the Hills of Cove Golf Course.

MAJOR DEPARTMENT 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 2015

- 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 2016

- 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

Fund 09
Dept# 7402

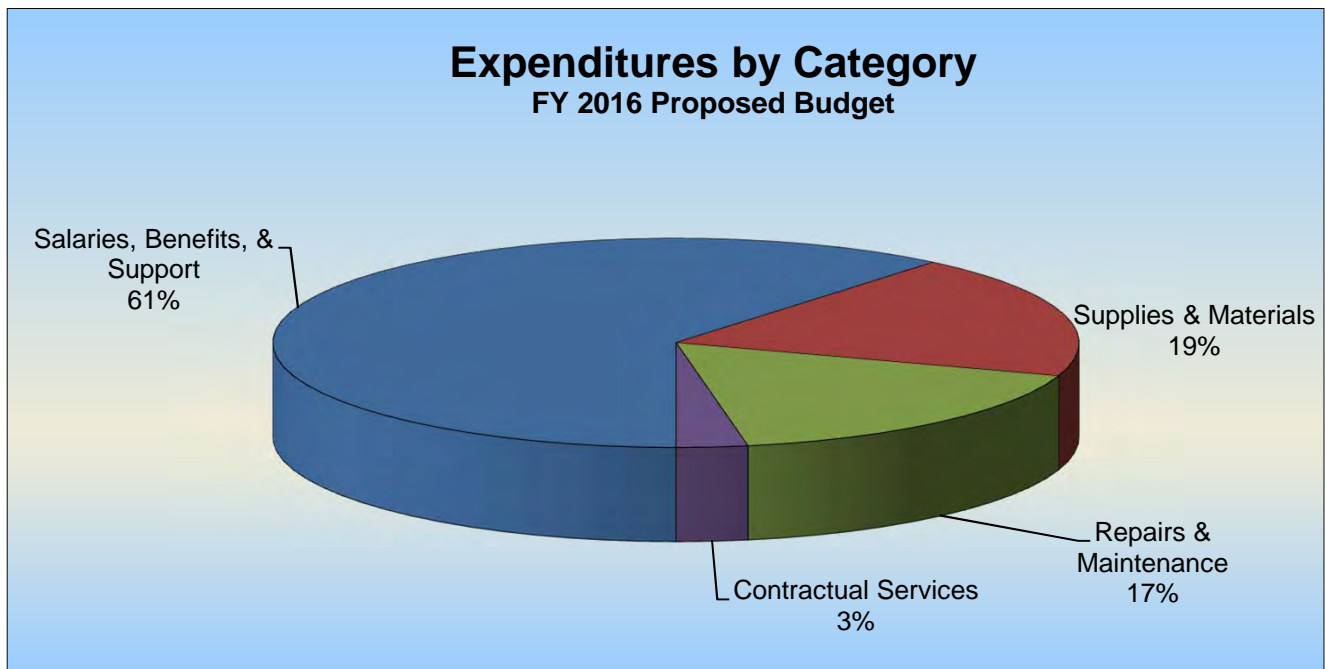
EXPENDITURE SUMMARY

GOLF COURSE MAINTENANCE	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	188,277	192,725	192,725	199,972
Supplies & Materials	55,481	57,742	57,742	62,742
Repairs & Maintenance	40,304	46,862	46,862	55,724
Contractual Services	5,059	8,867	8,867	9,331
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	289,121	306,196	306,196	327,769

HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Salaries & Benefits: Salary savings from vacancies in FY 2015.
- Supplies & Materials: Foot Golf start-up costs.
- Repairs & Maintenance: Golf cart path repairs.
- Contractual Services: Increase in dues and memberships.



GOLF COURSE MAINTENANCE

09-7402

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Laborer	2.5	2.5	2.5	2.5
Golf Course Mechanic	0.5	0.5	0.5	0.5
Golf Course Superintendent	1	1	1	1
Assistant Superintendent/Irrigation Tech*	0.5	0.5	0.5	0.5
DEPARTMENT TOTAL	4.5	4.5	4.5	4.5

Note: For FY 2016, the Laborer position consists of two (2) full-time positions and one (1) part-time position.

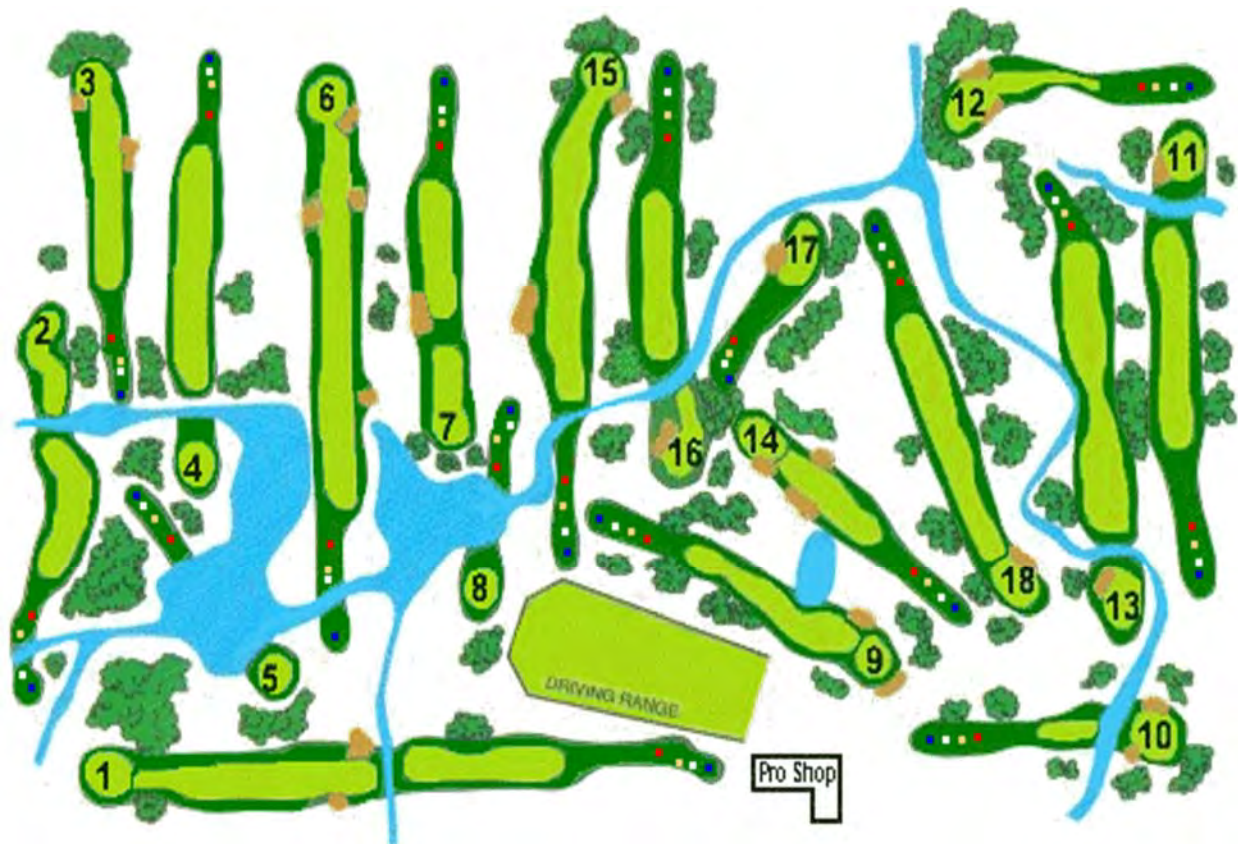
PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
# of Acres Mowed and Maintained	122	122	122	122
# of Greens Over Seeded	110	0	110	26
# of Weed (Pest) Control Applications	4	5	4	5
EFFICIENCIES				
Operating Cost per Acre to Maintain	\$2,369.84	\$2,509.80	\$2,509.80	\$2,686.63
EFFECTIVENESS				
% of Golfers Rating the Course Overall as Good to Excellent	95.0%	99.0%	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

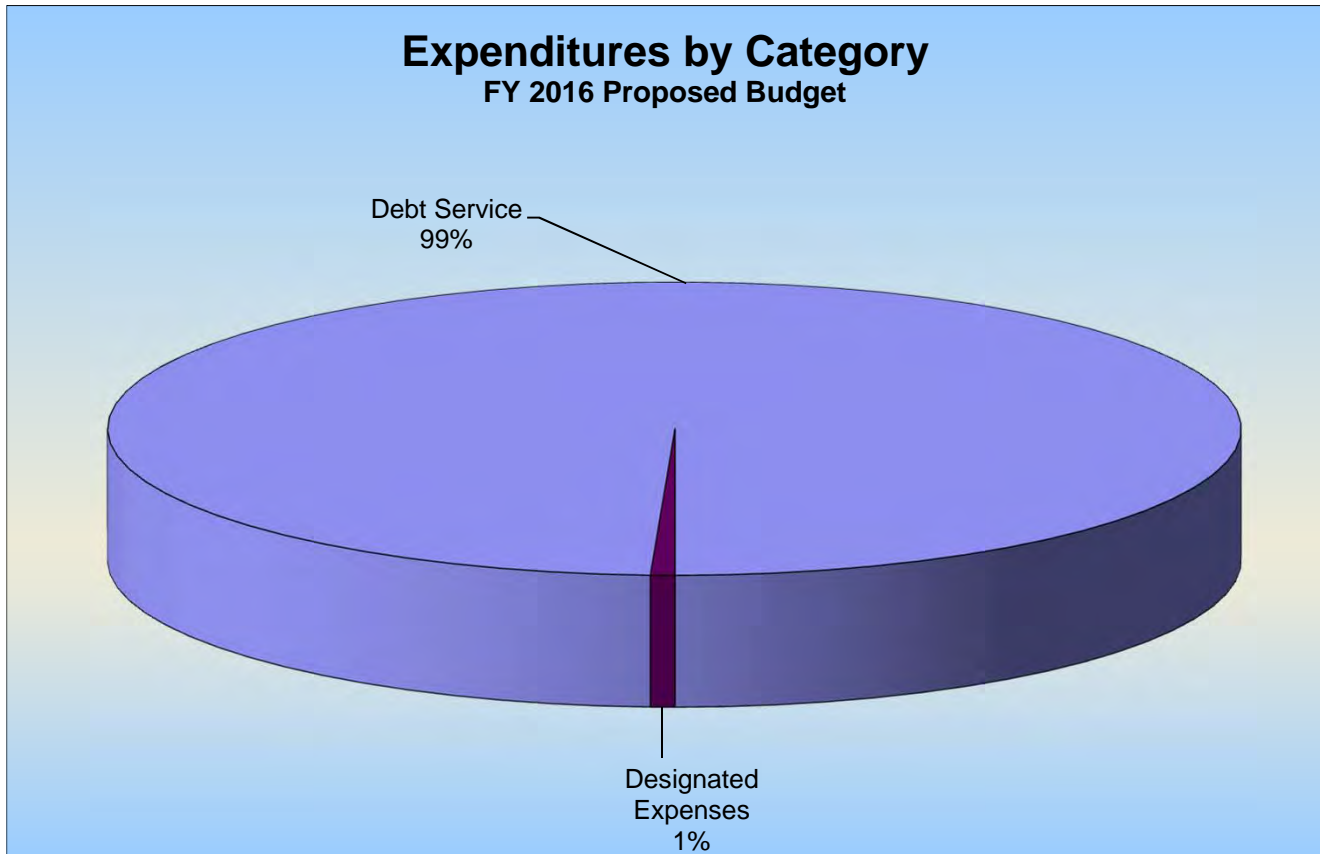
*Fund 09
Dept# 7500*

EXPENDITURE SUMMARY

NON-DEPARTMENTAL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	-	-	-	-
Supplies & Materials	-	-	-	-
Repairs & Maintenance	-	-	-	-
Contractual Services	-	-	-	-
Designated Expenses	-	156	155	150
Capital Outlay & Improvements	-	-	-	-
Debt Service	10,863	21,869	21,870	21,519
Transfers Out & Contingency	-	-	-	-
Total	10,863	22,025	22,025	21,669

HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

None



OTHER FUNDS



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 2015-16 ADOPTED BUDGET
DRAINAGE UTILITY FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

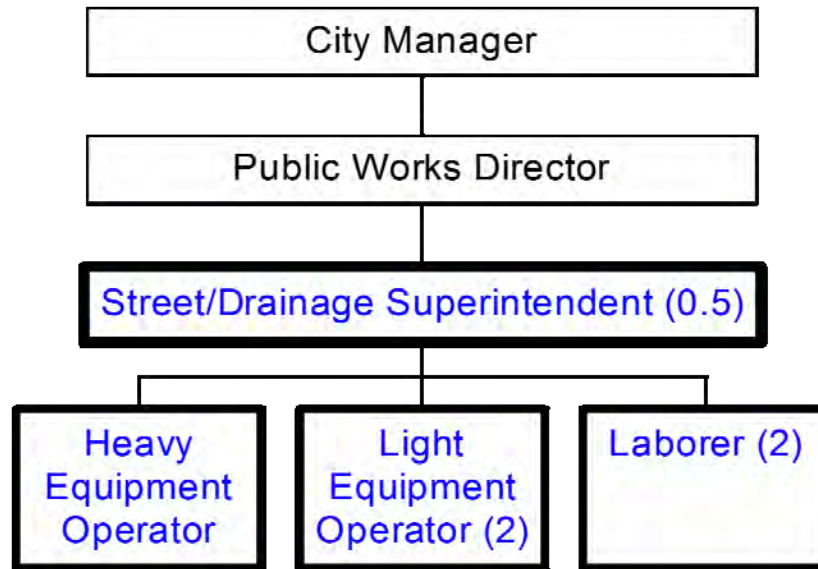
Description	Actual FY 2013-14	Adopted Budget* FY 2014-15	Projected FY 2014-15	Proposed Base Budget FY 2015-16	New Requests FY 2015-16	Adopted FY 2015-16
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 1,115,954	\$ 1,283,456	\$ 1,283,456	\$ 415,975	\$ 662,683	\$ 415,975
	-	-	-	-	-	-
TOTAL BEGINNING FUND BALANCE	<u>\$ 1,115,954</u>	<u>\$ 1,283,456</u>	<u>\$ 1,283,456</u>	<u>\$ 415,975</u>	<u>\$ 662,683</u>	<u>\$ 415,975</u>
REVENUES						
Drainage Utility Fee	\$ 930,769	\$ 900,000	\$ 930,000	\$ 935,000	\$ -	\$ 935,000
Subtotal	<u>\$ 930,769</u>	<u>\$ 900,000</u>	<u>\$ 930,000</u>	<u>\$ 935,000</u>	<u>\$ -</u>	<u>\$ 935,000</u>
Other Revenue						
Grant Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenues	-	-	-	-	-	-
Interest Revenue	2,130	2,040	2,157	2,160	-	2,160
Insurance Proceeds	-	-	-	-	-	-
Auction Proceeds	19,350	-	953	1,000	-	1,000
Subtotal	<u>\$ 21,480</u>	<u>\$ 2,040</u>	<u>\$ 3,110</u>	<u>\$ 3,160</u>	<u>\$ -</u>	<u>\$ 3,160</u>
TOTAL REVENUES	<u>\$ 952,249</u>	<u>\$ 902,040</u>	<u>\$ 933,110</u>	<u>\$ 938,160</u>	<u>\$ -</u>	<u>\$ 938,160</u>
TOTAL FUNDS AVAILABLE	<u>\$ 2,068,203</u>	<u>\$ 2,185,496</u>	<u>\$ 2,216,566</u>	<u>\$ 1,354,135</u>	<u>\$ 662,683</u>	<u>\$ 1,354,135</u>
OPERATING EXPENDITURES						
Drainage	\$ 297,246	\$ 600,864	\$ 617,984	\$ 336,270	\$ 69	\$ 336,339
Non-Departmental	111,841	125,173	124,237	124,619	3,360	127,979
TOTAL OPERATING EXPENDITURES	<u>\$ 409,087</u>	<u>\$ 726,037</u>	<u>\$ 742,221</u>	<u>\$ 460,889</u>	<u>\$ 3,429</u>	<u>\$ 464,318</u>
OTHER EXPENDITURES						
Capital Improvement Projects	\$ 100,022	\$ 912,083	\$ 912,083	\$ -	\$ -	\$ -
Capital Outlay	155,545	59,800	30,790	65,000	-	65,000
Capital Lease Payments	-	-	-	-	-	-
Principal & Int Debt Pymts	120,093	115,497	115,497	165,563	-	165,563
Principal & Int Pymts in Bond Funds	-	-	-	-	-	-
TOTAL OTHER EXPENDITURES	<u>\$ 375,660</u>	<u>\$ 1,087,380</u>	<u>\$ 1,058,370</u>	<u>\$ 230,563</u>	<u>\$ -</u>	<u>\$ 230,563</u>
TOTAL EXPENDITURES	<u>\$ 784,747</u>	<u>\$ 1,813,417</u>	<u>\$ 1,800,591</u>	<u>\$ 691,452</u>	<u>\$ 3,429</u>	<u>\$ 694,881</u>
ENDING FUND BALANCE						
Unreserved, Undesignated	\$ 1,283,456	\$ 372,079	\$ 415,975	\$ 662,683	\$ 659,254	\$ 659,254
TOTAL ENDING FUND BALANCE	<u>\$ 1,283,456</u>	<u>\$ 372,079</u>	<u>\$ 415,975</u>	<u>\$ 662,683</u>	<u>\$ 659,254</u>	<u>\$ 659,254</u>

* Includes budget amendments that were approved by City Council on 1/20/15, 4/7/15, 5/19/15, and 6/2/15.

DRAINAGE UTILITY



Left to Right: Frank Haase (Laborer); Bud Morris (Light Equipment Operator) Ruben Alanis (Light Equipment Operator); James Mullen (Superintendent); Danny Hamilton (Heavy Equipment Operator); Jeffrey Edwards (Laborer)



The mission of the Drainage Department is to ensure quality and timely maintenance of the City's drainage system.

5.5 Full Time Employees

DRAINAGE UTILITY

PROGRAM DESCRIPTION

The Drainage Department is responsible for the maintenance of the municipal storm water sewer system, which consists of cleaning 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 is an annual program of mowing vegetation along the rights-of-way of major thoroughfares and the 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 and remove debris in drainage inlets throughout the City.
- Add or repair damaged MS4 markers on the drainage inlets.
- Keep inventory updated and make sure all outflows are flowing without any obstructions.

ACHIEVEMENTS FOR FISCAL YEAR 2015

- Started the Hughes Gardens Drainage Improvement Project.
- Begun updating the Drainage Master Plan.
- Repaired dam at Golf Course by adding gabion baskets, rip-rap and installation of new concrete section of dam.
- Removed silt and reshaped earthen flume on January Street.
- Repaired eroded area by inlet box on Phyllis Dr by adding concrete and topsoil.
- Reshaped bank and silt removal in the Georgetown Rd ditch.
- Installed rip-rap in two areas in the Texas St flume.
- Helped Street Department with storm clean up and placement of sand during icy road conditions.

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 and new jetter to clean out inlet boxes.

GOALS FOR FISCAL YEAR 2016

- Improve drainage ways by expanding their capacity through silt removal and reshaping of the banks.
- Keep an updated inventory of all the outflows.
- Complete Hughes Garden drainage improvements.
- Complete Drainage Master Plan.
- Continue to improve the South Park Trail drainage issue.

DRAINAGE UTILITY

Fund 05
Dept# 7600

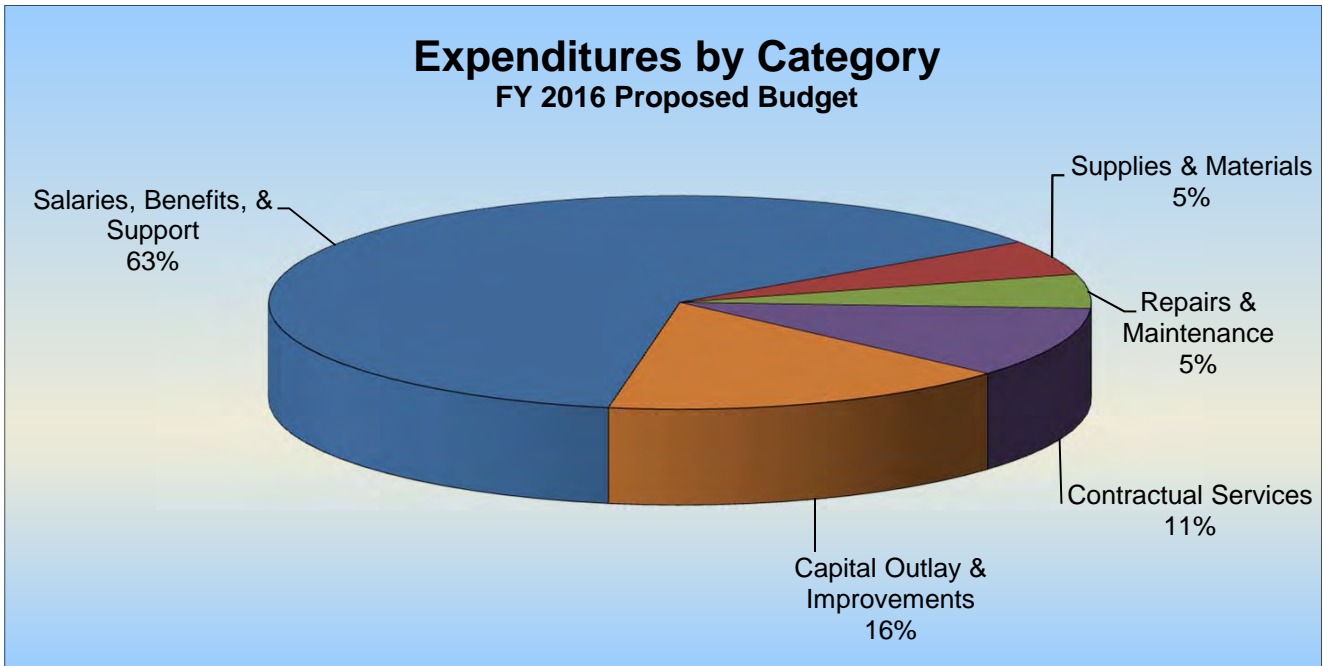
EXPENDITURE SUMMARY

DRAINAGE UTILITY	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	219,395	250,796	250,796	251,520
Supplies & Materials	25,140	21,152	21,152	21,263
Repairs & Maintenance	13,000	20,292	20,292	20,714
Contractual Services	39,710	325,744	325,744	42,842
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	255,567	942,873	942,873	65,000
TOTAL	552,812	1,560,857	1,560,857	401,339

HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Decreases:

- Contractual Services: Drainage Master Plan was originally budgeted in FY 2015.
- Capital Outlay & Improvements: Reduction resulting from the Walker Place Capital Improvement project original budget in FY 2015.



DRAINAGE UTILITY

05-7600

STAFFING LEVEL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Adopted Budget
Laborer	2	2	2	2
Heavy Equipment Operator	1	1	1	1
Street/Drainage Superintendent*	0.5	0.5	0.5	0.5
Light Equipment Operator	2	2	2	2
DEPARTMENT TOTAL	5.5	5.5	5.5	5.5

Note: The Drainage Superintendent is funded 50/50 between Street and Drainage Utility departments in FY 2016.

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Projection	FY 2016 Target
OUTPUTS				
Mowing Cycles per Year	4	5	4	5
Drainage Miles Maintained per Year*	100	130	104	130
Average Drainage Miles Mowed per Month**	10	13	10	13
# of Drainage Inlets Inspected, Cleaned, and Marked	458	580	580	580
# of Drainage outflows Inspected & Cleaned	0	206	206	215
EFFICIENCIES				
Drainage Miles Maintained per Drainage Employee	20.0	25.9	20.7	25.9
EFFECTIVENESS				
Average % of Drainage Miles Mowed per Month	38.6%	50.0%	40.0%	50.0%

*There are 25.92 miles of drainage/R.O.W. maintained.

**Average number of months of mowing per year is ten (10).

Note: There are currently 488 inlet boxes, 69 earthen/concrete flumes and 23 grates maintained. As of 2015, there are 206 outflows maintained.

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

Fund 05
Dept# 8000

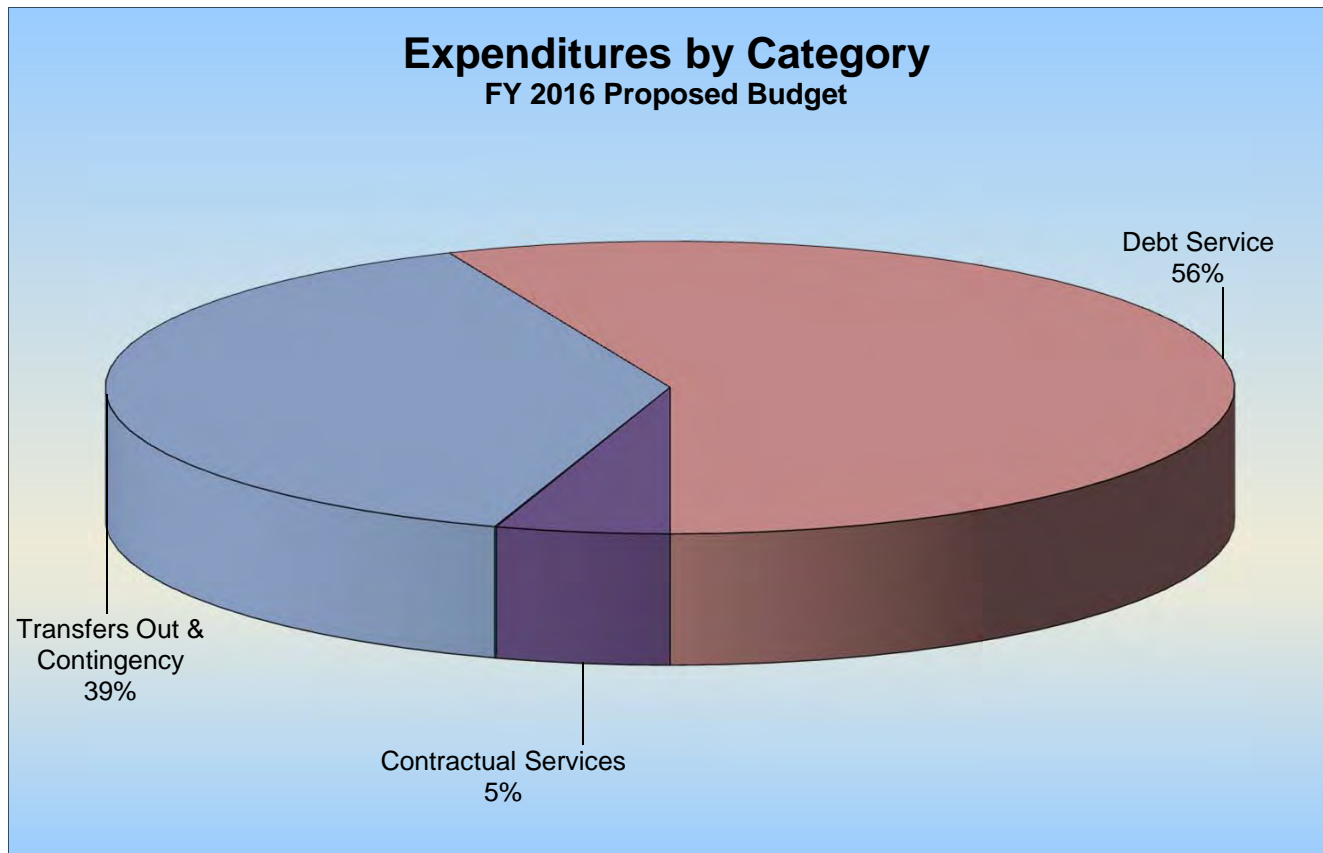
EXPENDITURE SUMMARY

NON-DEPARTMENTAL	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 Year End Projection	FY 2016 Proposed Budget
Salaries, Benefits, & Support	-	-	-	-
Supplies & Materials	-	-	-	-
Repairs & Maintenance	-	-	-	-
Contractual Services	11,841	12,082	12,082	14,579
Designated Expenses	1	155	155	150
Capital Outlay & Improvements	-	-	-	-
Transfers Out & Contingency	100,000	112,000	112,000	113,250
Debt Service	120,093	115,497	115,497	165,563
TOTAL	231,935	239,734	239,734	293,542

HIGHLIGHTS (FY 2016 Adopted Over/Under FY 2015 Projected) **

Increases:

- Contractual Services: Utility rate study to be conducted in FY 2016.
- Transfers Out: Increase corresponding to services provided by the General Fund.
- Debt Service: Planned refunding/refinancing of existing debt is anticipated to lower annual payments.



**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2015-16 ADOPTED BUDGET
HOTEL OCCUPANCY TAX FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2013-14	Adopted Budget* FY 2014-15	Projected FY 2014-15	Proposed Base Budget FY 2015-16	New Requests FY 2015-16	Adopted FY 2015-16
BEGINNING FUND BALANCE						
Unreserved, Undesignated	\$ 104,967	\$ 26,766	\$ 122,352	\$ 97,557	\$ 36,304	\$ 97,557
TOTAL BEGINNING FUND BALANCE	<u>\$ 104,967</u>	<u>\$ 26,766</u>	<u>\$ 122,352</u>	<u>\$ 97,557</u>	<u>\$ 36,304</u>	<u>\$ 97,557</u>
REVENUES						
Hotel Occupancy Tax - Best Western	\$ 37,296	\$ 33,500	\$ 33,732	\$ 33,800	\$ -	\$ 33,800
Hotel Occupancy Tax - Luxury Inn	5,268	8,700	4,033	4,100		4,100
Hotel Occupancy Tax - Cactus Lodge	7,864	11,200	8,823	8,900		8,900
Hotel Occupancy Tax - Motel 8	23,661	26,700	18,135	18,200		18,200
Hotel Occupancy Tax - Relax Inn	9,419	7,300	6,259	6,300		6,300
Hotel Occupancy Tax - Comfort Suites	56,836	45,500	53,164	53,200		53,200
Hotel Occupancy Tax - Days Inn	37,717	35,000	29,562	29,600		29,600
Interest Revenue	55	50	40	40		40
TOTAL REVENUES	<u>\$ 178,116</u>	<u>\$ 167,950</u>	<u>\$ 153,748</u>	<u>\$ 154,140</u>	<u>\$ -</u>	<u>\$ 154,140</u>
TOTAL FUNDS AVAILABLE	<u>\$ 283,083</u>	<u>\$ 194,716</u>	<u>\$ 276,100</u>	<u>\$ 251,697</u>	<u>\$ 36,304</u>	<u>\$ 251,697</u>
EXPENDITURES						
Promo of Tourism - Chamber of Commerce	\$ 99,577	\$ 151,526	\$ 124,853	\$ 117,014	\$ -	\$ 117,014
Promo Tourism - Boys & Girls	-	3,125	3,125	5,000		5,000
Texas Lodging Advertising	1,764	2,300	1,765	2,300		2,300
C.H.A.M.P.S.	27,000	17,000	17,000	-		-
Civic Center Operations	-	-	-	20,000		20,000
Principal - 2009 Tax Notes	30,000	30,000	30,000	35,000		35,000
Interest - 2009 Tax Notes	2,390	1,800	1,800	1,050		1,050
Contingencies	-	36,281	-	35,029		35,029
TOTAL EXPENDITURES	<u>\$ 160,731</u>	<u>\$ 242,032</u>	<u>\$ 178,543</u>	<u>\$ 215,393</u>	<u>\$ -</u>	<u>\$ 215,393</u>
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 122,352	\$ (47,316)	\$ 97,557	\$ 36,304	\$ 36,304	\$ 36,304
TOTAL ENDING FUND BALANCE	<u>\$ 122,352</u>	<u>\$ (47,316)</u>	<u>\$ 97,557</u>	<u>\$ 36,304</u>	<u>\$ 36,304</u>	<u>\$ 36,304</u>

* Includes budget amendments that were approved by City Council on 1/20/15, 4/7/15, 5/19/15, and 6/2/15.

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2015-16 ADOPTED BUDGET
ANIMAL SHELTER FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2013-14	Adopted Budget* FY 2014-15	Projected FY 2014-15	Adopted FY 2015-16
BEGINNING FUND BALANCE				
Unreserved, Undesignated	\$ 17,615	\$ 17,626	\$ 17,626	\$ 9,845
TOTAL BEGINNING FUND BALANCE	<u>\$ 17,615</u>	<u>\$ 17,626</u>	<u>\$ 17,626</u>	<u>\$ 9,845</u>
REVENUES				
Interest Revenue	\$ 11	\$ -	\$ -	\$ -
Shelter Donation	-	-	-	2,000
TOTAL REVENUES	<u>\$ 11</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,000</u>
TOTAL FUNDS AVAILABLE	<u>\$ 17,626</u>	<u>\$ 17,626</u>	<u>\$ 17,626</u>	<u>\$ 11,845</u>
EXPENDITURES				
Operating Costs	\$ -	\$ 15,615	\$ 5,781	\$ 11,845
Designated Expenses	-	2,000	2,000	-
TOTAL EXPENDITURES	<u>\$ -</u>	<u>\$ 17,615</u>	<u>\$ 7,781</u>	<u>\$ 11,845</u>
ENDING FUND BALANCE:				
Unreserved, Undesignated	\$ 17,626	\$ 11	\$ 9,845	\$ -
TOTAL ENDING FUND BALANCE	<u><u>\$ 17,626</u></u>	<u><u>\$ 11</u></u>	<u><u>\$ 9,845</u></u>	<u><u>\$ -</u></u>

* Includes budget amendments that were approved by City Council on 1/20/15, 4/7/15, 5/19/15, and 6/2/15.

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2015-16 ADOPTED BUDGET
PEG FEES FUND**

SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Description	Actual FY 2013-14	Adopted Budget* FY 2014-15	Projected FY 2014-15	Adopted FY 2015-16
BEGINNING FUND BALANCE				
Unreserved, Undesignated	\$ 87,513	\$ 87,547	\$ 101,797	\$ 96,548
TOTAL BEGINNING FUND BALANCE	<u>\$ 87,513</u>	<u>\$ 87,547</u>	<u>\$ 101,797</u>	<u>\$ 96,548</u>
REVENUES				
Interest Revenue	\$ 55	\$ -	\$ 45	\$ 40
Peg Fee Revenue	56,368	55,000	59,452	57,000
TOTAL REVENUES	<u>\$ 56,423</u>	<u>\$ 55,000</u>	<u>\$ 59,497</u>	<u>\$ 57,040</u>
TOTAL FUNDS AVAILABLE	<u>\$ 143,936</u>	<u>\$ 142,547</u>	<u>\$ 161,294</u>	<u>\$ 153,588</u>
EXPENDITURES				
Designated Expenses	\$ 21,458	\$ 9,746	\$ 9,746	\$ 57,040
Capital Outlay & Improvements	20,681	55,000	55,000	-
TOTAL EXPENDITURES	<u>\$ 42,139</u>	<u>\$ 64,746</u>	<u>\$ 64,746</u>	<u>\$ 57,040</u>
ENDING FUND BALANCE:				
Unreserved, Undesignated	\$ 101,797	\$ 77,801	\$ 96,548	\$ 96,548
TOTAL ENDING FUND BALANCE	<u><u>\$ 101,797</u></u>	<u><u>\$ 77,801</u></u>	<u><u>\$ 96,548</u></u>	<u><u>\$ 96,548</u></u>

* Includes budget amendments that were approved by City Council on 1/20/15, 4/7/15, 5/19/15, and 6/2/15.

CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2015-16 ADOPTED BUDGET
COURT EFFICIENCY FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Description	Actual FY 2013-14	Adopted Budget* FY 2014-15	Projected FY 2014-15	Proposed Base Budget FY 2015-16	New Requests FY 2015-16	Adopted FY 2015-16
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 15,648	\$ 14,165	\$ 15,112	\$ 13,071	\$ 10,964	\$ 13,071
TOTAL BEGINNING FUND BALANCE	<u>\$ 15,648</u>	<u>\$ 14,165</u>	<u>\$ 15,112</u>	<u>\$ 13,071</u>	<u>\$ 10,964</u>	<u>\$ 13,071</u>
REVENUES						
Court Efficiency Revenue	\$ 3,223	\$ 2,590	\$ 2,400	\$ 2,424	\$ -	\$ 2,424
Interest Revenue	5	5	6	6		6
TOTAL REVENUES	<u>\$ 3,228</u>	<u>\$ 2,595</u>	<u>\$ 2,406</u>	<u>\$ 2,430</u>	<u>\$ -</u>	<u>\$ 2,430</u>
TOTAL FUNDS AVAILABLE	<u>\$ 18,876</u>	<u>\$ 16,760</u>	<u>\$ 17,518</u>	<u>\$ 15,501</u>	<u>\$ 10,964</u>	<u>\$ 15,501</u>
TOTAL EXPENDITURES	<u>\$ 3,764</u>	<u>\$ 4,654</u>	<u>\$ 4,447</u>	<u>\$ 4,537</u>	<u>\$ -</u>	<u>\$ 4,537</u>
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 15,112	\$ 12,106	\$ 13,071	\$ 10,964	\$ 10,964	\$ 10,964
TOTAL ENDING FUND BALANCE	<u>\$ 15,112</u>	<u>\$ 12,106</u>	<u>\$ 13,071</u>	<u>\$ 10,964</u>	<u>\$ 10,964</u>	<u>\$ 10,964</u>

* Includes budget amendments that were approved by City Council on 1/20/15, 4/7/15, 5/19/15, and 6/2/15.

CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2015-16 ADOPTED BUDGET
COURT TECHNOLOGY FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Description	Actual FY 2013-14	Adopted Budget* FY 2014-15	Projected FY 2014-15	Proposed Base Budget FY 2015-16	New Requests FY 2015-16	Adopted FY 2015-16
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 42,568	\$ 29,117	\$ 28,450	\$ 18,787	\$ 11,444	\$ 18,787
TOTAL BEGINNING FUND BALANCE	\$ 42,568	\$ 29,117	\$ 28,450	\$ 18,787	\$ 11,444	\$ 18,787
REVENUES						
Court Technology Revenue	\$ 16,921	\$ 16,180	\$ 18,000	\$ 18,180	\$ -	\$ 18,180
Interest Revenue	12	12	10	10		10
TOTAL REVENUES	\$ 16,933	\$ 16,192	\$ 18,010	\$ 18,190	\$ -	\$ 18,190
TOTAL FUNDS AVAILABLE	\$ 59,501	\$ 45,309	\$ 46,460	\$ 36,977	\$ 11,444	\$ 36,977
TOTAL EXPENDITURES	\$ 31,051	\$ 24,903	\$ 27,673	\$ 25,533	\$ -	\$ 25,533
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 28,450	\$ 20,406	\$ 18,787	\$ 11,444	\$ 11,444	\$ 11,444
TOTAL ENDING FUND BALANCE	\$ 28,450	\$ 20,406	\$ 18,787	\$ 11,444	\$ 11,444	\$ 11,444

* Includes budget amendments that were approved by City Council on 1/20/15, 4/7/15, 5/19/15, and 6/2/15.

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2015-16 ADOPTED BUDGET
COURT SECURITY FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2013-14	Adopted Budget* FY 2014-15	Projected FY 2014-15	Proposed Base Budget FY 2015-16	New Requests FY 2015-16	Adopted FY 2015-16
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 37,733	\$ 49,754	\$ 49,093	\$ 32,860	\$ 16,508	\$ 32,860
TOTAL BEGINNING FUND BALANCE	\$ 37,733	\$ 49,754	\$ 49,093	\$ 32,860	\$ 16,508	\$ 32,860
REVENUES						
Court Security Revenue	\$ 12,713	\$ 12,169	\$ 12,700	\$ 13,670	\$ -	\$ 13,670
Interest Revenue	28	18	16	19		19
TOTAL REVENUES	\$ 12,741	\$ 12,187	\$ 12,716	\$ 13,689	\$ -	\$ 13,689
TOTAL FUNDS AVAILABLE	\$ 50,474	\$ 61,941	\$ 61,809	\$ 46,549	\$ 16,508	\$ 46,549
TOTAL EXPENDITURES	\$ 1,381	\$ 35,630	\$ 28,949	\$ 30,041	\$ -	\$ 30,041
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 49,093	\$ 26,311	\$ 32,860	\$ 16,508	\$ 16,508	\$ 16,508
TOTAL ENDING FUND BALANCE	\$ 49,093	\$ 26,311	\$ 32,860	\$ 16,508	\$ 16,508	\$ 16,508

* Includes budget amendments that were approved by City Council on 1/20/15, 4/7/15, 5/19/15, and 6/2/15.

FULL-TIME EQUIVALENT (FTE) PERSONNEL SCHEDULE :

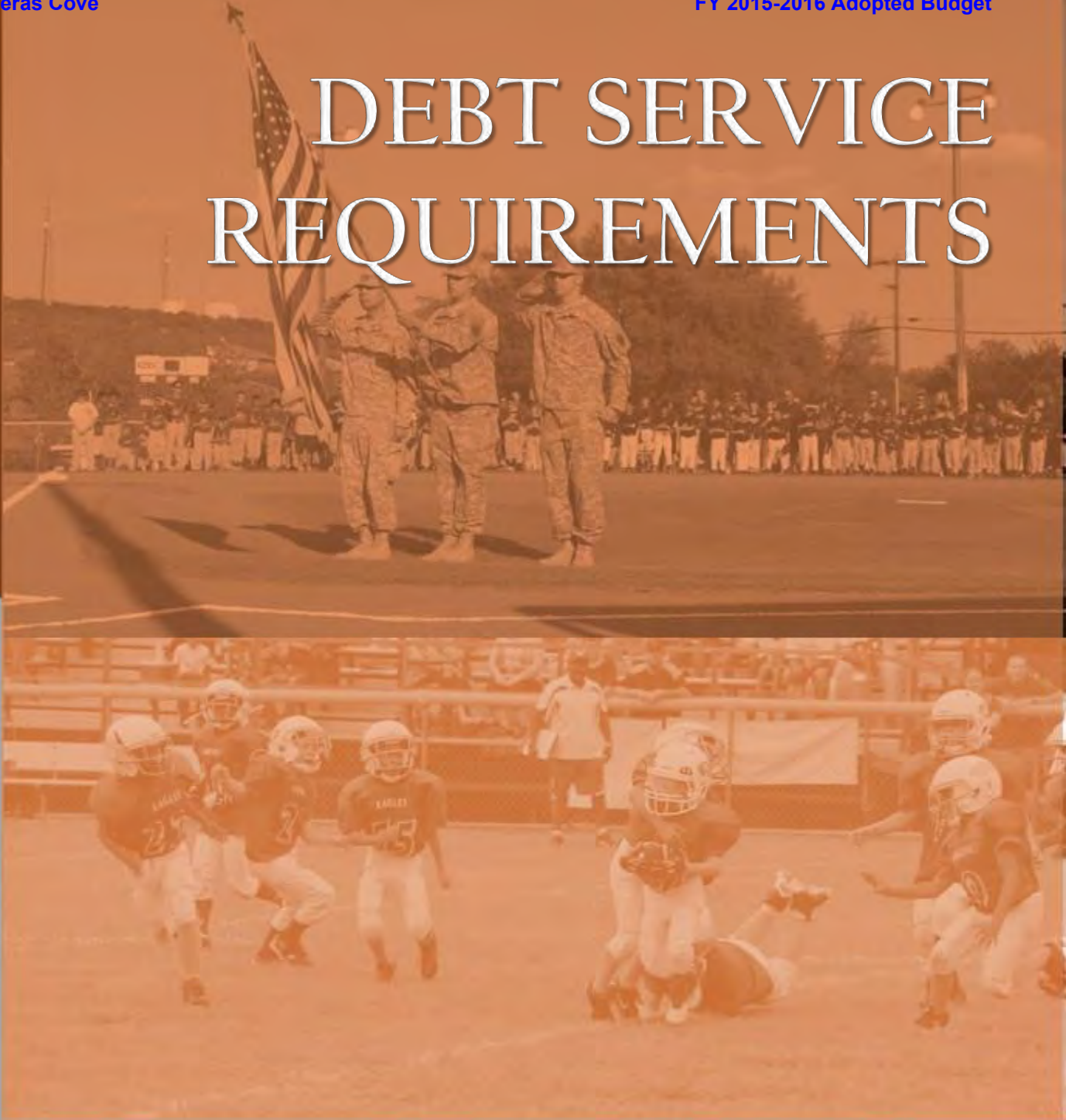
Position Title	Number of Positions				
	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Bailiff*	-	-	-	0.5	0.5
Total	-	-	-	0.5	0.5

*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 2015-16 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	\$ 104,303	\$ 19,575	\$ -	\$ 123,878
City-Wide Donation Fund	13,592	13,736	27,328	-
City-Wide Grants	-	102,650	102,650	-
FEMA Grant Fund	3,903	-	3,903	-
Police State Seizure Fund	14,319	-	14,319	-
Police Federal Seizure Fund	2,104	-	2,104	-
Law Enforcement Explorer Fund	2,965	-	2,965	-
Law Enforcement Block Grant Fund	-	-	-	-
Tobacco Grant Fund	-	2,625	2,625	-
TOTAL OTHER FUNDS	\$ 141,186	\$ 138,586	\$ 155,894	\$ 123,878

DEBT SERVICE REQUIREMENTS



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.

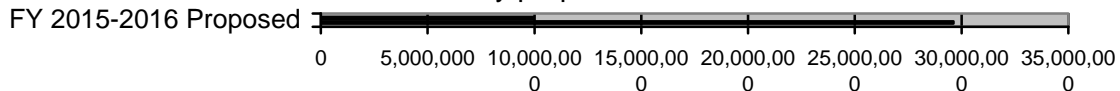
The most recent debt issues of the City of Copperas Cove have earned ratings from Standard & Poor's and Moody's.

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.



- Current tax rate of \$0.797908/\$100 valuation
- Maximum tax rate of \$2.50/\$100 valuation

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, 2015 Certified Tax Roll	\$1,155,050,460
Limit on amount designated for debt service	x 1.5 / 100
Legal limit	\$ 17,325,757
Actual amount to be expended from ad valorem taxes for general obligation debt service during the Year Ending September 30, 2016	\$ 2,013,670

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2015-16 ADOPTED BUDGET
TAX INTEREST AND SINKING FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2013-14	Adopted Budget* FY 2014-15	Projected FY 2014-15	Proposed Base Budget FY 2015-16	New Requests FY 2015-16	Adopted FY 2015-16
BEGINNING FUND BALANCE:	\$ 30,002,867	\$ 13,223,038	\$ 13,223,038	\$ 303,872	\$ 331,670	\$ 303,872
TOTAL BEGINNING FUND BALANCE	<u>\$ 30,002,867</u>	<u>\$ 13,223,038</u>	<u>\$ 13,223,038</u>	<u>\$ 303,872</u>	<u>\$ 331,670</u>	<u>\$ 303,872</u>
REVENUES						
07-310-1001	\$ 3,049,493	\$ 3,524,750	\$ 3,524,750	\$ 3,943,762	\$ -	\$ 3,943,762
07-310-1002	15,942	15,000	12,675	15,000		15,000
07-310-1003	14,894	13,000	11,869	14,000		14,000
07-370-6001	25,143	15,000	900	5,249		5,249
07-370-6002	-	-	-	-		-
07-390-6005	1,383	12,695,400	-	-		-
07-390-6008	14,083	133,350	-	-		-
07-390-6036	131,850	-	133,350	129,675		129,675
TOTAL REVENUES	<u>\$ 3,252,788</u>	<u>\$ 16,396,500</u>	<u>\$ 3,683,544</u>	<u>\$ 4,107,686</u>	<u>\$ -</u>	<u>\$ 4,107,686</u>
TOTAL FUNDS AVAILABLE	<u>\$ 33,255,655</u>	<u>\$ 29,619,538</u>	<u>\$ 16,906,582</u>	<u>\$ 4,411,558</u>	<u>\$ 331,670</u>	<u>\$ 4,411,558</u>
EXPENDITURES						
Principal '05 Refunding C/O	\$ 284,509	\$ 84,267	\$ 84,267	\$ 89,304		\$ 89,304
Principal '06 Tax Notes	97,000	100,000	100,000	103,000		103,000
Principal '07 C/O	240,000	255,000	255,000	305,000		305,000
Principal '07 C/O Refunding	6,000	6,000	6,000	7,500		7,500
Principal '08 Tax Notes	229,177	-	-	-		-
Principal '08A Tax Notes	75,361	168,494	168,494	-		-
Principal '09 GO	50,000	100,000	100,000	200,000		200,000
Principal '09 Tax Notes	65,000	195,000	195,000	200,000		200,000
Principal '10 GO	35,000	40,000	40,000	40,000		40,000
Principal '10 Tax Notes	115,000	120,000	120,000	125,000		125,000
Principal '10 Refunding	225,850	285,120	285,120	281,880		281,880
Principal '10A Tax Notes	160,000	185,000	185,000	335,000		335,000
Principal '11 Rev & Tax Bond	15,515,000	12,290,000	12,290,000	85,000		85,000
Principal '12 Tax Notes	50,000	210,000	210,000	210,000		210,000
Principal '12 GO Refunding	45,000	88,500	88,500	88,500		88,500
Principal '13 GO Refunding	-	205,000	205,000	185,000		185,000
Principal '13 Tax Notes	275,000	300,000	300,000	150,000		150,000
Principal '13 GO	85,000	180,000	180,000	300,000		300,000
Principal '13 PPF CO	50,000	45,000	45,000	50,000		50,000
Principal '14 CO	-	130,000	130,000	165,000		165,000
Principal '15 CO	-	-	-	-		-
Principal '15 GO Refunding	-	-	-	5,000		5,000
Interest '06 Refunding C/O	33,188	29,522	29,522	-		-
Interest '05 Refunding C/O	20,337	9,642	9,642	6,565		6,565
Interest '06 Tax Notes	-	-	-	25,742		25,742
Interest '07 C/O Bond	199,364	189,908	189,908	179,861		179,861
Interest '07 C/O Refund	53,367	53,131	53,131	52,895		52,895
Interest '08 Tax Notes	1,039	-	-	-		-
Interest '08A Tax Notes	23,104	18,772	6,498	-		-
Interest '09 GO	201,877	200,575	200,575	110,288		110,288
Interest '09 Tax Notes	12,419	10,875	10,875	6,000		6,000
Interest '10 GO	53,862	52,813	52,813	51,613		51,613
Interest '10 Tax Notes	10,019	6,569	6,569	2,969		2,969
Interest '10 Refunding	32,165	26,333	26,333	20,630		20,630
Interest '10A Tax Notes	25,528	23,368	23,368	19,205		19,205
Interest '11 Rev & Tax Bond	1,279,425	503,675	503,675	12,075		12,075
Interest '11 GO Bonds	262,050	262,050	262,050	262,050		262,050
Interest '12 Tax Notes	17,934	16,954	16,954	12,838		12,838
Interest '12 GO Refunding	20,880	19,080	19,080	17,310		17,310
Interest '13 GO Refunding	15,500	15,500	15,500	11,400		11,400
Interest '13 Tax Notes	31,044	18,644	18,644	8,170		8,170
Interest '13 GO	93,791	93,494	93,494	91,694		91,694
Interest '13 PPF CO	10,589	14,442	14,442	13,322		13,322
Interest '14 CO	22,202	51,900	51,900	60,388		60,388
Interest '15 CO	-	-	-	122,889		122,889
Interest '15 GO Refunding	-	-	-	63,300		63,300
Bond Paying Agent Fees	2,400	3,000	3,000	3,500		3,500

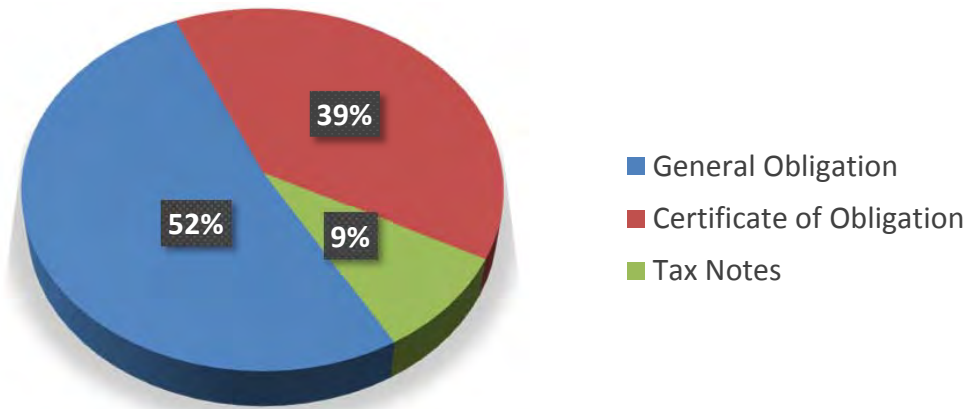
CITY OF COPPERAS COVE, TEXAS
 FISCAL YEAR 2015-16 ADOPTED BUDGET
 TAX INTEREST AND SINKING FUND
 SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Description	Actual FY 2013-14	Adopted Budget* FY 2014-15	Projected FY 2014-15	Proposed Base Budget FY 2015-16	New Requests FY 2015-16	Adopted FY 2015-16
Arbitrage Rebate Service	6,756	-	6,756	-	-	-
Arbitrage Rebate	-	-	-	-	-	-
Bond Issuance Cost	380	-	100	-	-	-
Bond Agent Fees	500	500	500	-	-	-
TOTAL EXPENDITURES	<u>\$ 20,032,617</u>	<u>\$ 16,608,128</u>	<u>\$ 16,602,710</u>	<u>\$ 4,079,888</u>	<u>\$ -</u>	<u>\$ 4,079,888</u>
TOTAL ENDING FUND BALANCE	<u>\$ 13,223,038</u>	<u>\$ 13,011,410</u>	<u>\$ 303,872</u>	<u>\$ 331,670</u>	<u>\$ 331,670</u>	<u>\$ 331,670</u>

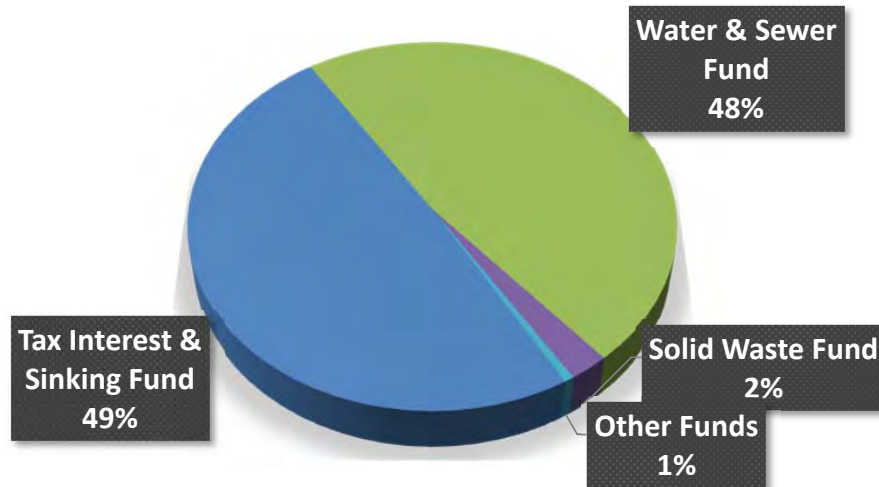
* Includes budget amendments that were approved by City Council on 1/20/15, 4/7/15, 5/19/15, and 6/2/15.

**City of Copperas Cove
Outstanding Debt
Fiscal Year 2015-2016**

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	\$ 26,911,123	\$ 14,806,707	\$ 2,642,925	\$ 44,360,755
General Fund	-	-	-	-
Water & Sewer Fund	19,327,707	19,479,920	4,178,578	42,986,205
Solid Waste Fund	62,400	864,996	1,248,766	2,176,162
Drainage Utility Fund	382,571	-	-	382,571
Golf Course Fund	5,100	64,200	20,569	89,869
Court Technology Fund	-	-	26,078	26,078
Hotel Occupancy Tax Fund	-	-	36,050	36,050
Total All Funds	\$ 46,688,900	\$ 35,215,823	\$ 8,152,966	\$ 90,057,690

**CITY OF COPPERAS COVE, TEXAS
FUTURE INDEBTEDNESS SCHEDULE
FY 2015-2016**

Year	General Obligation	Certificates of Obligation	Tax Notes	Total Debt Service
2015 - 2016	4,556,194	1,832,461	5,289,010	11,677,665
2016 - 2017	4,139,670	2,267,494	1,575,455	7,982,619
2017 - 2018	4,337,115	2,012,005	787,313	7,136,433
2018 - 2019	3,940,210	2,018,937	501,188	6,460,334
2019 - 2020	3,665,021	2,024,596	-	5,689,617
2020 - 2021	3,714,267	2,023,499	-	5,737,765
2021 - 2022	2,928,648	1,826,285	-	4,754,933
2022 - 2023	2,927,592	1,800,806	-	4,728,398
2023 - 2024	1,684,656	1,800,910	-	3,485,566
2024 - 2025	1,684,106	1,810,448	-	3,494,554
2025 - 2026	2,121,556	1,524,489	-	3,646,045
2026 - 2027	2,119,644	1,525,809	-	3,645,452
2027 - 2028	1,882,144	1,044,138	-	2,926,281
2028 - 2029	1,098,631	1,044,838	-	2,143,469
2029 - 2030	1,101,944	1,054,613	-	2,156,556
2030 - 2031	1,108,404	1,048,088	-	2,156,491
2031 - 2032	1,108,331	1,055,813	-	2,164,144
2032 - 2033	1,110,444	744,238	-	1,854,681
2033 - 2034	785,325	1,057,713	-	1,843,038
2034 - 2035	447,000	1,065,850	-	1,512,850
2035 - 2036	113,600	1,026,400	-	1,140,000
2036 - 2037	114,400	1,032,000	-	1,146,400
2037 - 2038	-	1,031,000	-	1,031,000
2038 - 2039	-	1,028,600	-	1,028,600
2039 - 2040	-	514,800	-	514,800
	46,688,900	35,215,823	8,152,966	90,057,690
Less Interest	10,883,900	10,765,823	232,966	21,882,690
TOTAL DEBT	35,805,000	24,450,000	7,920,000	68,175,000

**CITY OF COPPERAS COVE, TEXAS
FUTURE INDEBTEDNESS SCHEDULE
FY 2015-2016**

Series Name

Series 2005 Combination Tax & Revenue Certificates of Obligation	1,855,000
Series 2005 General Obligation Refunding	1,570,000
Series 2006 General Obligation Refunding	3,405,000
Series 2007 General Obligation Refunding	4,475,000
Series 2007 Combination Tax & Revenue Certificates of Obligation	4,565,000
Series 2009 General Obligation	4,395,000
Series 2009 Tax Notes	680,000
Series 2010 General Obligation	4,255,000
Series 2010 General Obligation Refunding	2,790,000
Series 2010 Tax Notes	3,150,000
Series 2010A Tax Notes	1,370,000
Series 2011 General Obligation	5,490,000
Series 2011 Contract Revenue & Limited Tax Notes	345,000
Series 2012 Tax Notes	860,000
Series 2012 General Obligation Refunding	4,015,000
Series 2013 Tax Notes	1,860,000
Series 2013 General Obligation	4,420,000
Series 2013 General Obligation Refunding	990,000
Series 2013 Public Property Financing Contract Obligation	535,000
Series 2014 Certificates of Obligation	8,995,000
Series 2015 Certificates of Obligation	8,155,000
TOTAL	<u><u>68,175,000</u></u>

**CITY OF COPPERAS COVE, TEXAS
FUTURE INDEBTEDNESS SCHEDULE
FY 2015-2016**

TOTAL DEBT GENERAL OBLIGATION BONDS				TOTAL DEBT COMBINATION TAX & REVENUE CERTIFICATES OF OBLIGATION			
Year	Principal	Interest	Total	Year	Principal	Interest	Total
2015 - 2016	3,270,000	1,286,194	4,556,194	2015 - 2016	960,000	872,461	1,832,461
2016 - 2017	2,940,000	1,199,670	4,139,670	2016 - 2017	1,415,000	852,494	2,267,494
2017 - 2018	3,220,000	1,117,115	4,337,115	2017 - 2018	1,205,000	807,005	2,012,005
2018 - 2019	2,920,000	1,020,210	3,940,210	2018 - 2019	1,250,000	768,937	2,018,937
2019 - 2020	2,745,000	920,021	3,665,021	2019 - 2020	1,295,000	729,596	2,024,596
2020 - 2021	2,890,000	824,267	3,714,267	2020 - 2021	1,335,000	688,499	2,023,499
2021 - 2022	2,210,000	718,648	2,928,648	2021 - 2022	1,180,000	646,285	1,826,285
2022 - 2023	2,290,000	637,592	2,927,592	2022 - 2023	1,195,000	605,806	1,800,806
2023 - 2024	1,135,000	549,656	1,684,656	2023 - 2024	1,240,000	560,910	1,800,910
2024 - 2025	1,180,000	504,106	1,684,106	2024 - 2025	1,290,000	520,448	1,810,448
2025 - 2026	1,665,000	456,556	2,121,556	2025 - 2026	1,050,000	474,489	1,524,489
2026 - 2027	1,735,000	384,644	2,119,644	2026 - 2027	1,090,000	435,809	1,525,809
2027 - 2028	1,575,000	307,144	1,882,144	2027 - 2028	650,000	394,138	1,044,138
2028 - 2029	860,000	238,631	1,098,631	2028 - 2029	675,000	369,838	1,044,838
2029 - 2030	895,000	206,944	1,101,944	2029 - 2030	710,000	344,613	1,054,613
2030 - 2031	935,000	173,404	1,108,404	2030 - 2031	730,000	318,088	1,048,088
2031 - 2032	970,000	138,331	1,108,331	2031 - 2032	765,000	290,813	1,055,813
2032 - 2033	1,010,000	100,444	1,110,444	2032 - 2033	565,000	179,238	744,238
2033 - 2034	725,000	60,325	785,325	2033 - 2034	825,000	232,713	1,057,713
2034 - 2035	420,000	27,000	447,000	2034 - 2035	865,000	200,850	1,065,850
2035 - 2036	105,000	8,600	113,600	2035 - 2036	860,000	166,400	1,026,400
2036 - 2037	110,000	4,400	114,400	2036 - 2037	900,000	132,000	1,032,000
TOTAL	35,805,000	10,883,900	46,688,900	TOTAL	24,450,000	10,765,823	35,215,823

TOTAL DEBT TAX NOTES			
Year	Principal	Interest	Total
2015 - 2016	5,125,000	164,010	5,289,010
2016 - 2017	1,530,000	45,455	1,575,455
2017 - 2018	770,000	17,313	787,313
2018 - 2019	495,000	6,188	501,188
TOTAL	7,920,000	232,966	8,152,966

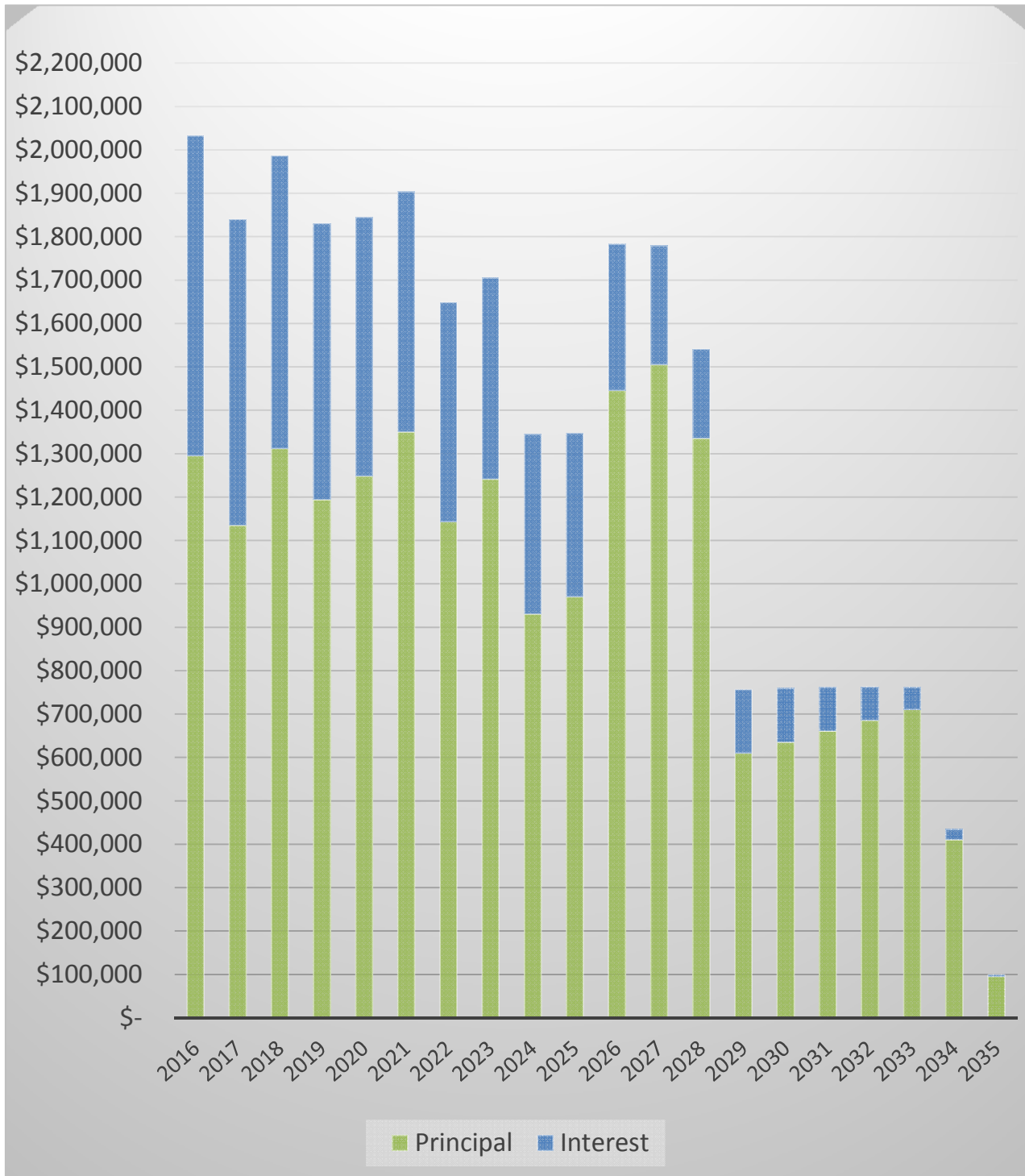
Series Name	Principal Amount
Series 2005 Combination Tax & Revenue Certificates of Obligation	1,855,000
Series 2005 General Obligation Refunding	1,570,000
Series 2006 General Obligation Refunding	3,405,000
Series 2007 General Obligation Refunding	4,475,000
Series 2007 Combination Tax & Revenue Certificates of Obligation	4,565,000
Series 2009 General Obligation	4,395,000
Series 2009 Tax Notes	680,000
Series 2010 General Obligation	4,255,000
Series 2010 General Obligation Refunding	2,790,000
Series 2010 Tax Notes	3,150,000
Series 2010A Tax Notes	1,370,000
Series 2011 General Obligation	5,490,000
Series 2011 Contract Revenue & Limited Tax Notes	345,000
Series 2012 Tax Notes	860,000
Series 2012 General Obligation Refunding	4,015,000
Series 2013 Tax Notes	1,860,000
Series 2013 General Obligation	4,420,000
Series 2013 General Obligation Refunding	990,000
Series 2013 Public Property Financing Contract Obligation	535,000
Series 2014 Certificates of Obligation	8,995,000
Series 2015 Certificates of Obligation	8,155,000
TOTAL	68,175,000

**CITY OF COPPERAS COVE, TEXAS
TAX SUPPORTED FUTURE INDEBTEDNESS SCHEDULE
FY 2015-2016**

GENERAL OBLIGATION DEBT			
	Principal	Interest	Total
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	205,181	1,540,181
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	19,906,086	7,005,037	26,911,123

Series Name	Principal Amount
Series 2005 General Obligation Refunding	183,626
Series 2006 General Obligation Refunding	681,000
Series 2007 General Obligation Refunding	1,342,500
Series 2009 General Obligation	4,345,000
Series 2010 General Obligation	1,280,000
Series 2010 General Obligation Refunding	903,960
Series 2011 General Obligation	5,490,000
Series 2012 General Obligation Refunding	690,000
Series 2013 General Obligation	4,420,000
Series 2013 General Obligation Refunding	570,000
TOTAL	19,906,086

CITY OF COPPERAS COVE, TEXAS GENERAL OBLIGATION TAX DEBT TO MATURITY FY 2015-2016

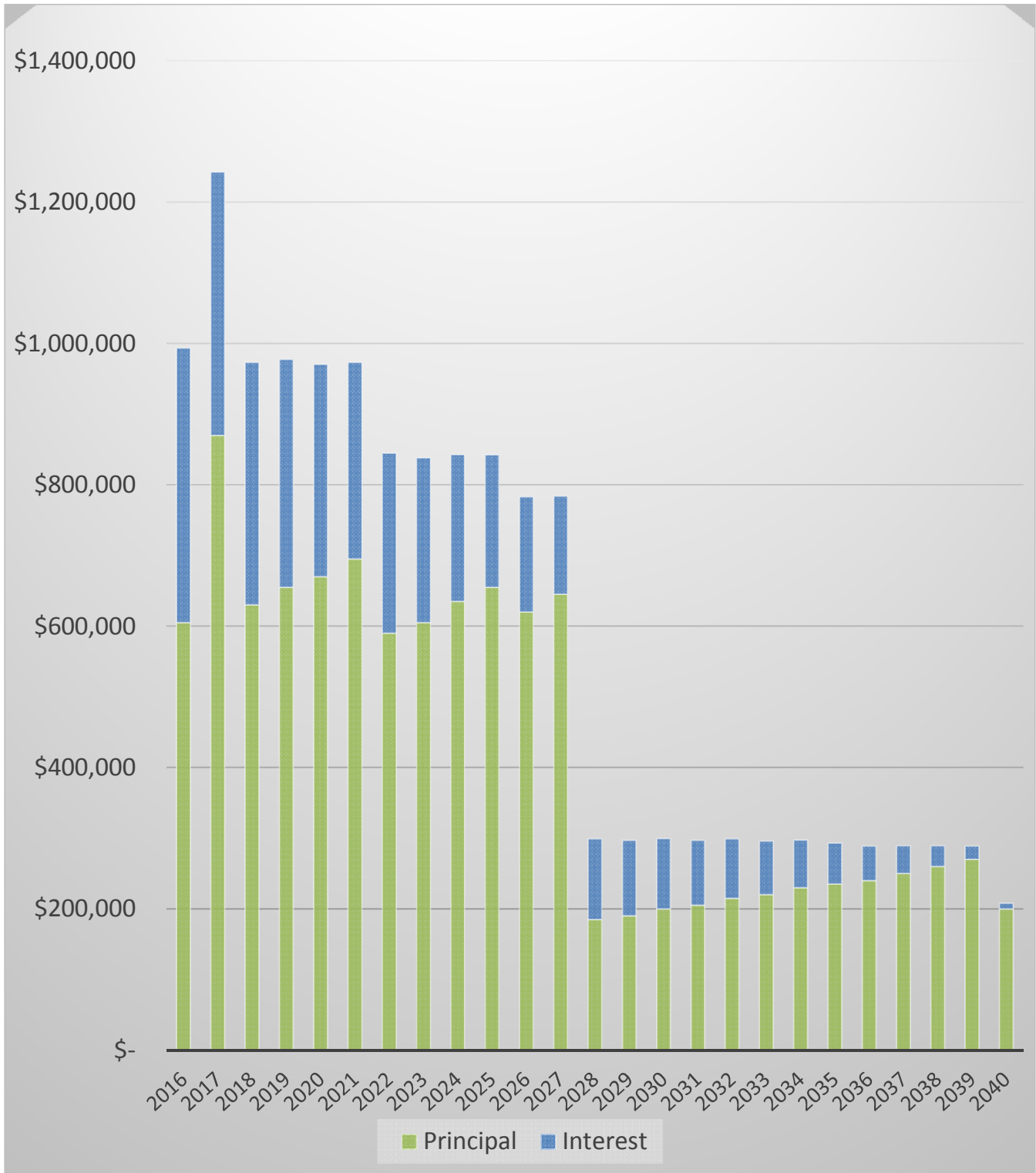


**CITY OF COPPERAS COVE, TEXAS
TAX SUPPORTED FUTURE INDEBTEDNESS SCHEDULE
FY 2015-2016**

CERTIFICATES OF OBLIGATION DEBT			
	Principal	Interest	Total
2015 - 2016	605,000	388,535	993,535
2016 - 2017	870,000	372,509	1,242,509
2017 - 2018	630,000	343,253	973,253
2018 - 2019	655,000	322,306	977,306
2019 - 2020	670,000	300,468	970,468
2020 - 2021	695,000	278,136	973,136
2021 - 2022	590,000	254,888	844,888
2022 - 2023	605,000	233,225	838,225
2023 - 2024	635,000	207,845	842,845
2024 - 2025	655,000	187,425	842,425
2025 - 2026	620,000	163,076	783,076
2026 - 2027	645,000	139,096	784,096
2027 - 2028	185,000	113,875	298,875
2028 - 2029	190,000	106,775	296,775
2029 - 2030	200,000	99,475	299,475
2030 - 2031	205,000	91,800	296,800
2031 - 2032	215,000	83,925	298,925
2032 - 2033	220,000	75,675	295,675
2033 - 2034	230,000	67,225	297,225
2034 - 2035	235,000	58,200	293,200
2035 - 2036	240,000	48,800	288,800
2036 - 2037	250,000	39,200	289,200
2037 - 2038	260,000	29,200	289,200
2038 - 2039	270,000	18,800	288,800
2039 - 2040	200,000	8,000	208,000
TOTAL	10,775,000	4,031,707	14,806,707

Series Name	Principal Amount
Series 2007 Combination Tax & Revenue	4,565,000
Series 2011 Contract Revenue & Limited Tax Notes	345,000
Series 2013 Public Property Financing Contract Obligation	535,000
Series 2014 Certificates of Obligation	2,170,000
Series 2015 Certificates of Obligation	3,160,000
TOTAL	10,775,000

CITY OF COPPERAS COVE, TEXAS CERTIFICATES OF OBLIGATION TAX DEBT TO MATURITY FY 2015-2016

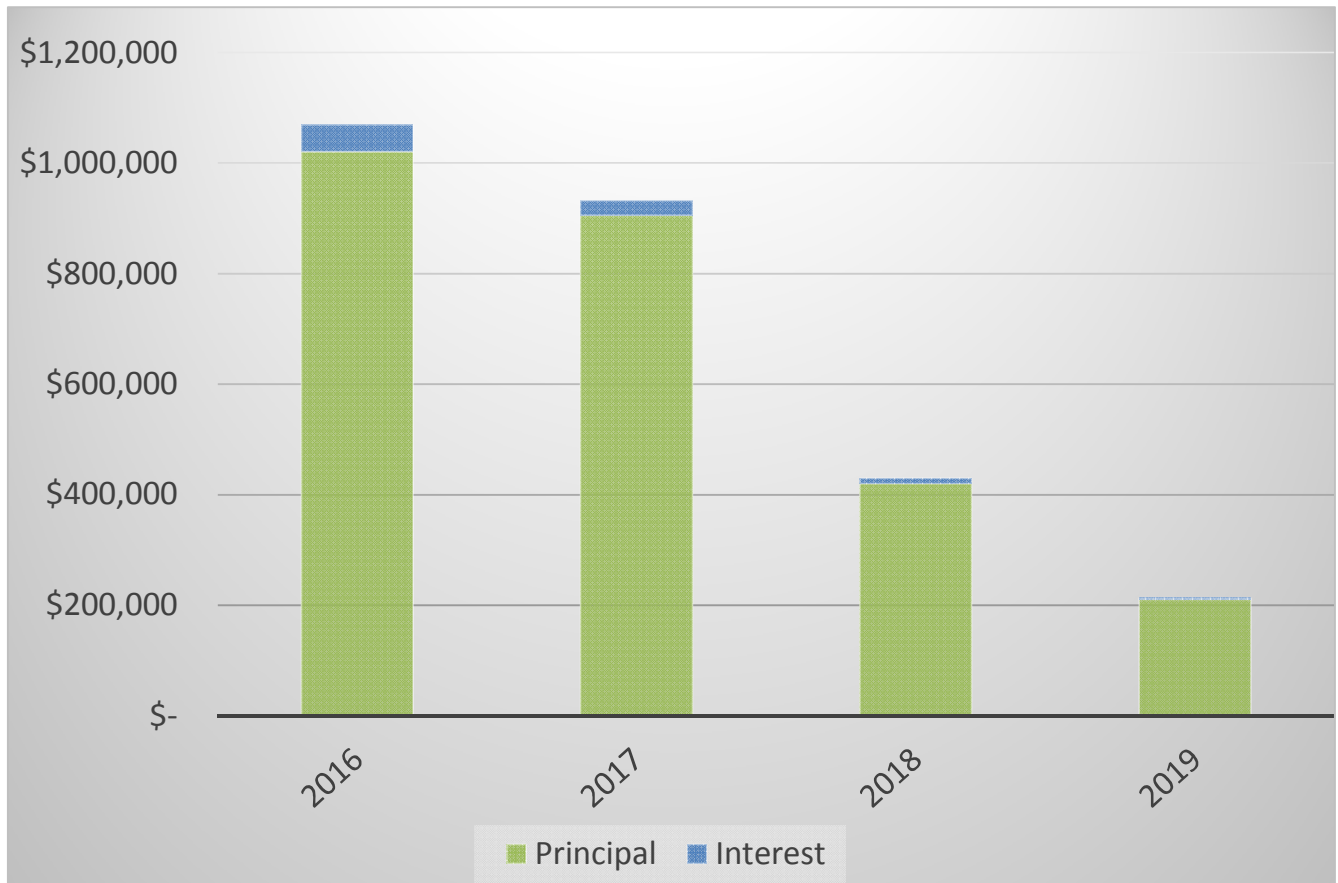


**CITY OF COPPERAS COVE, TEXAS
TAX SUPPORTED FUTURE INDEBTEDNESS SCHEDULE
FY 2015-2016**

TAX NOTES DEBT			
	Principal	Interest	Total
2015 - 2016	1,020,000	49,181	1,069,181
2016 - 2017	905,000	26,891	931,891
2017 - 2018	420,000	9,229	429,229
2018 - 2019	210,000	2,625	212,625
TOTAL	2,555,000	87,925	2,642,925

Series Name	Principal Amount
Series 2009 Tax Notes	200,000
Series 2010 Tax Notes	125,000
Series 2010A Tax Notes	835,000
Series 2012 Tax Notes	655,000
Series 2013 Tax Notes	740,000
TOTAL	2,555,000

CITY OF COPPERAS COVE, TEXAS TAX NOTES TAX DEBT TO MATURITY FY 2015-2016



**CITY OF COPPERAS COVE, TEXAS
FUTURE INDEBTEDNESS SCHEDULE
FY 2015-2016**

**WATER & SEWER FUND DEBT
GENERAL OBLIGATION BONDS**

Year	Principal	Interest	Total
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	135,112	340,112
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	15,468,394	3,859,313	19,327,707

**WATER & SEWER FUND DEBT
CERTIFICATES OF OBLIGATION**

Year	Principal	Interest	Total
2015 - 2016	300,000	463,656	763,656
2016 - 2017	475,000	460,435	935,435
2017 - 2018	500,000	445,827	945,827
2018 - 2019	520,000	430,431	950,431
2019 - 2020	550,000	414,654	964,654
2020 - 2021	565,000	397,613	962,613
2021 - 2022	570,000	380,373	950,373
2022 - 2023	570,000	362,257	932,257
2023 - 2024	585,000	343,440	928,440
2024 - 2025	615,000	324,099	939,099
2025 - 2026	410,000	303,188	713,188
2026 - 2027	425,000	289,188	714,188
2027 - 2028	445,000	273,438	718,438
2028 - 2029	465,000	256,938	721,938
2029 - 2030	485,000	239,713	724,713
2030 - 2031	500,000	221,738	721,738
2031 - 2032	525,000	203,213	728,213
2032 - 2033	320,000	100,763	420,763
2033 - 2034	570,000	163,563	733,563
2034 - 2035	600,000	141,600	741,600
2035 - 2036	620,000	117,600	737,600
2036 - 2037	650,000	92,800	742,800
2037 - 2038	675,000	66,800	741,800
2038 - 2039	700,000	39,800	739,800
2039 - 2040	295,000	11,800	306,800
TOTAL	12,935,000	6,544,920	19,479,920

**WATER & SEWER FUND DEBT
TAX NOTES**

Year	Principal	Interest	Total
2015 - 2016	3,515,000	90,168	3,605,168
2016 - 2017	220,000	7,177	227,177
2017 - 2018	180,000	4,234	184,234
2018 - 2019	160,000	2,000	162,000
TOTAL	4,075,000	103,578	4,178,578

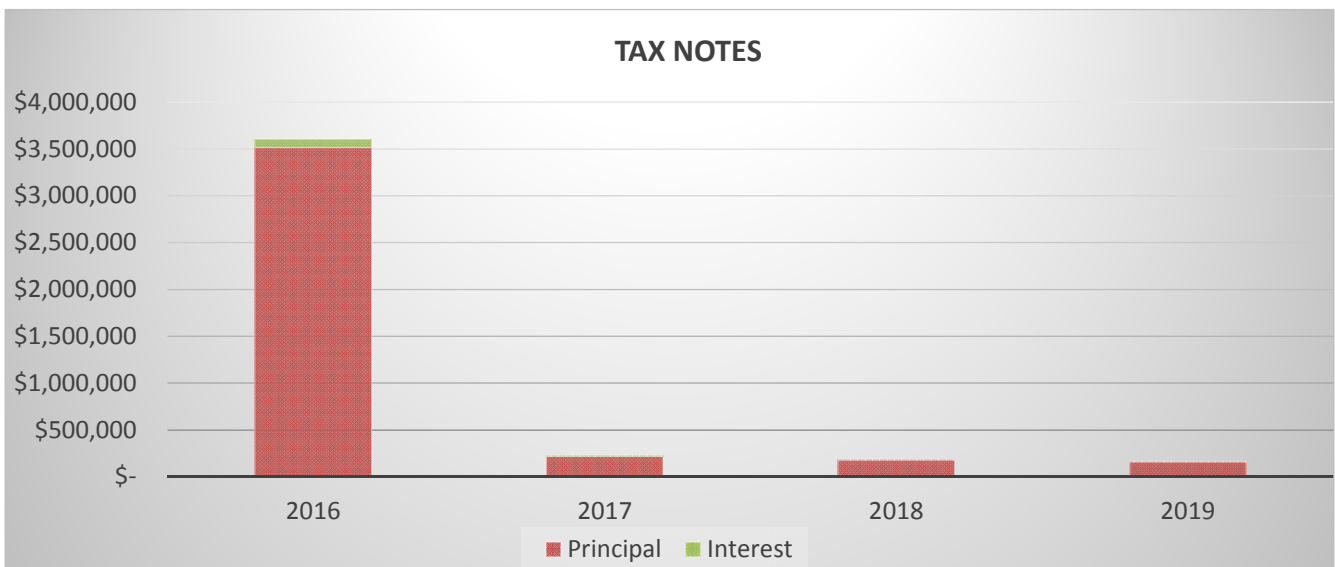
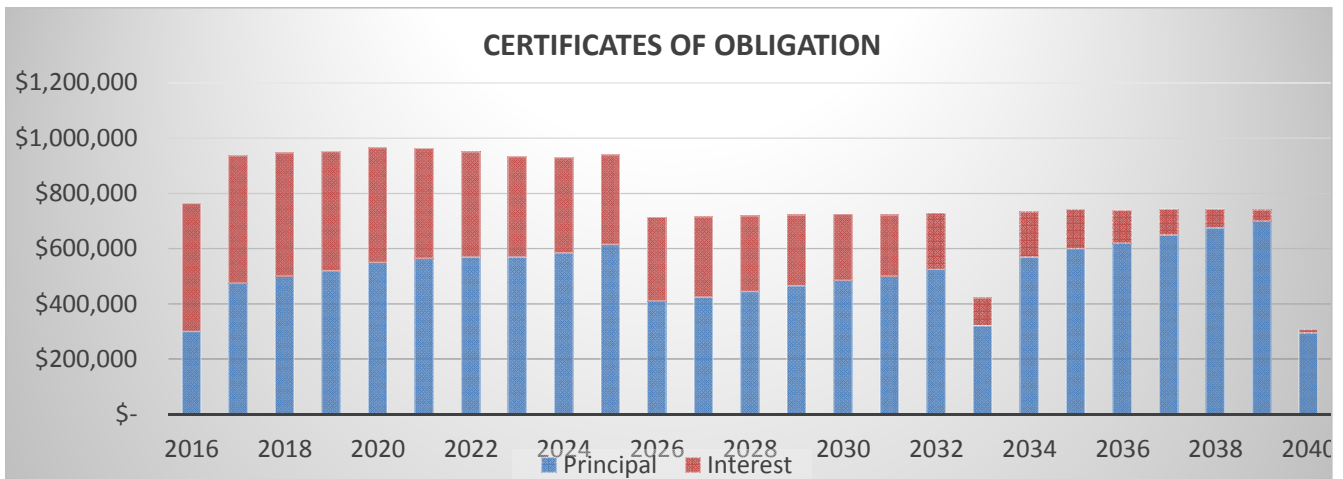
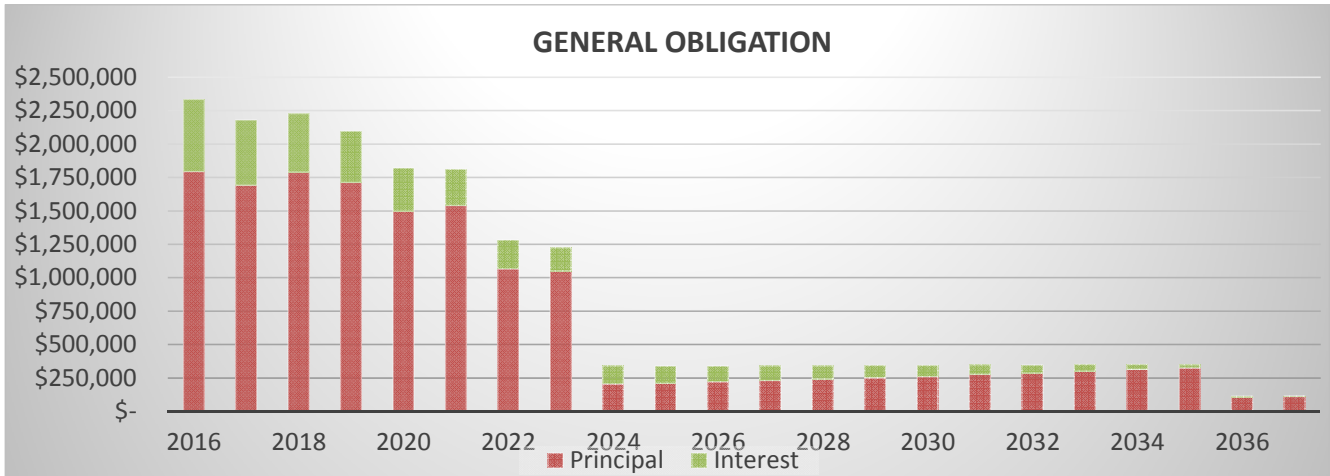
The City anticipates refunding the 2010 Limited Tax Notes in 2016 to extend the maturity of the principal.

Series Name

Principal Amount

Series 2005 Combination Tax & Revenue Certificates of Obligation	1,855,000
Series 2005 General Obligation Refunding	1,386,374
Series 2006 General Obligation Refunding	2,724,000
Series 2007 General Obligation Refunding	3,132,500
Series 2009 Tax Note	280,000
Series 2010 General Obligation	2,975,000
Series 2010 General Obligation Refunding	1,640,520
Series 2010 Tax Note	3,025,000
Series 2010A Tax Note	70,000
Series 2012 Tax Note	75,000
Series 2012 General Obligation Refunding	3,325,000
Series 2013 Tax Notes	625,000
Series 2013 General Obligation Refunding	285,000
Series 2014 Certificates of Obligation	6,475,000
Series 2015 Certificates of Obligation	4,605,000
TOTAL	32,478,394

**CITY OF COPPERAS COVE, TEXAS
WATER & SEWER FUND DEBT TO MATURITY
FY 2015-2016**



**CITY OF COPPERAS COVE, TEXAS
FUTURE INDEBTEDNESS SCHEDULE
FY 2015-2016**

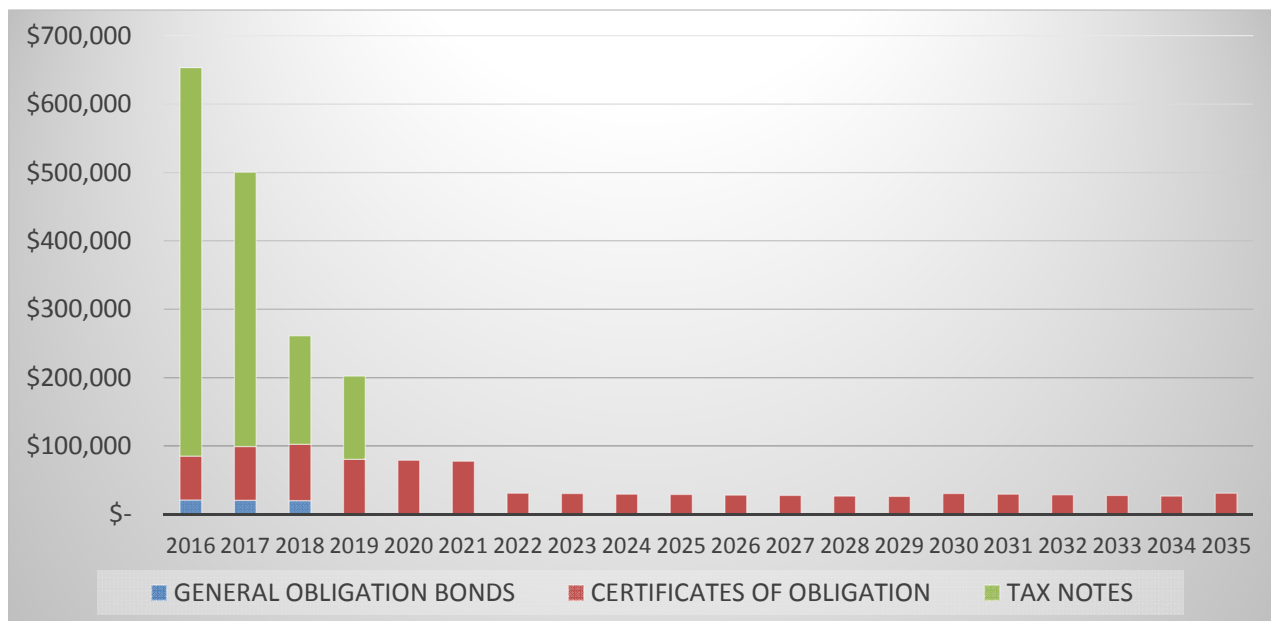
SOLID WASTE DEBT

GENERAL OBLIGATION BONDS			
Year	Principal	Interest	Total
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	2,400	62,400

TAX NOTES			
Year	Principal	Interest	Total
2015 - 2016	545,000	22,903	567,903
2016 - 2017	390,000	10,827	400,827
2017 - 2018	155,000	3,536	158,536
2018 - 2019	120,000	1,500	121,500
TOTAL	1,210,000	38,766	1,248,766

CERTIFICATES OF OBLIGATION			
Year	Principal	Interest	Total
2015 - 2016	45,000	19,071	64,071
2016 - 2017	60,000	18,550	78,550
2017 - 2018	65,000	17,125	82,125
2018 - 2019	65,000	15,600	80,600
2019 - 2020	65,000	14,075	79,075
2020 - 2021	65,000	12,550	77,550
2021 - 2022	20,000	11,025	31,025
2022 - 2023	20,000	10,325	30,325
2023 - 2024	20,000	9,625	29,625
2024 - 2025	20,000	8,925	28,925
2025 - 2026	20,000	8,225	28,225
2026 - 2027	20,000	7,525	27,525
2027 - 2028	20,000	6,825	26,825
2028 - 2029	20,000	6,125	26,125
2029 - 2030	25,000	5,425	30,425
2030 - 2031	25,000	4,550	29,550
2031 - 2032	25,000	3,675	28,675
2032 - 2033	25,000	2,800	27,800
2033 - 2034	25,000	1,925	26,925
2034 - 2035	30,000	1,050	31,050
TOTAL	680,000	184,996	864,996

Series Name	Principal Amount
Series 2009 Tax Notes	165,000
Series 2010A Tax Notes	465,000
Series 2012 Tax Notes	105,000
Series 2013 Tax Notes	475,000
Series 2013 General Obligation Refunding	60,000
Series 2014 Certificates of Obligation	290,000
Series 2015 Certificates of Obligation	390,000
TOTAL	1,950,000



**CITY OF COPPERAS COVE, TEXAS
FUTURE INDEBTEDNESS SCHEDULE
FY 2015-2016**

GOLF COURSE DEBT

GENERAL OBLIGATION BONDS

Year	Principal	Interest	Total
2015 - 2016	5,000	100	5,100
TOTAL	5,000	100	5,100

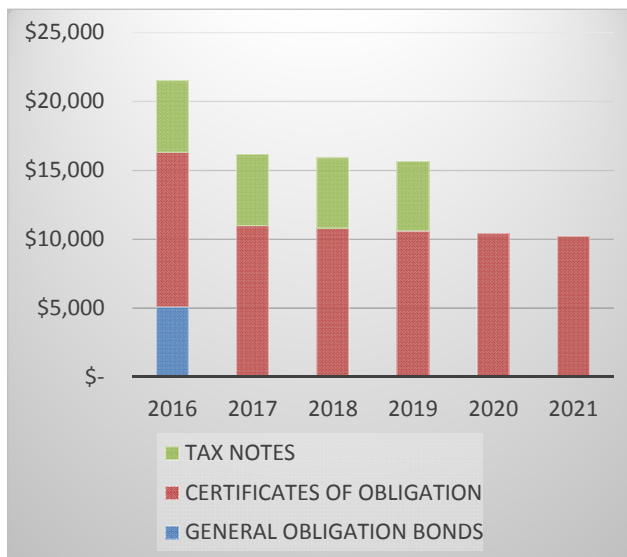
CERTIFICATES OF OBLIGATION

Year	Principal	Interest	Total
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	60,000	4,200	64,200

TAX NOTES

Year	Principal	Interest	Total
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	20,000	569	20,569

Series Name	Principal Amount
Series 2013 Tax Notes	20,000
Series 2013 General Obligation Refunding	5,000
Series 2014 Certificates of Obligation	60,000
TOTAL	85,000



DRAINAGE FUND DEBT

GENERAL OBLIGATION BONDS

Year	Principal	Interest	Total
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	365,520	17,051	382,571

Series Name	Principal Amount
Series 2009 General Obligation	50,000
Series 2010 General Obligation Refunding	245,520
Series 2013 General Obligation Refunding	70,000
TOTAL	365,520

HOTEL OCCUPANCY TAX FUND DEBT

TAX NOTES

Year	Principal	Interest	Total
2015 - 2016	35,000	1,050	36,050
TOTAL	35,000	1,054	36,054

Series Name	Principal Amount
Series 2009 Tax Notes	35,000

COURT TECHNOLOGY FUND DEBT

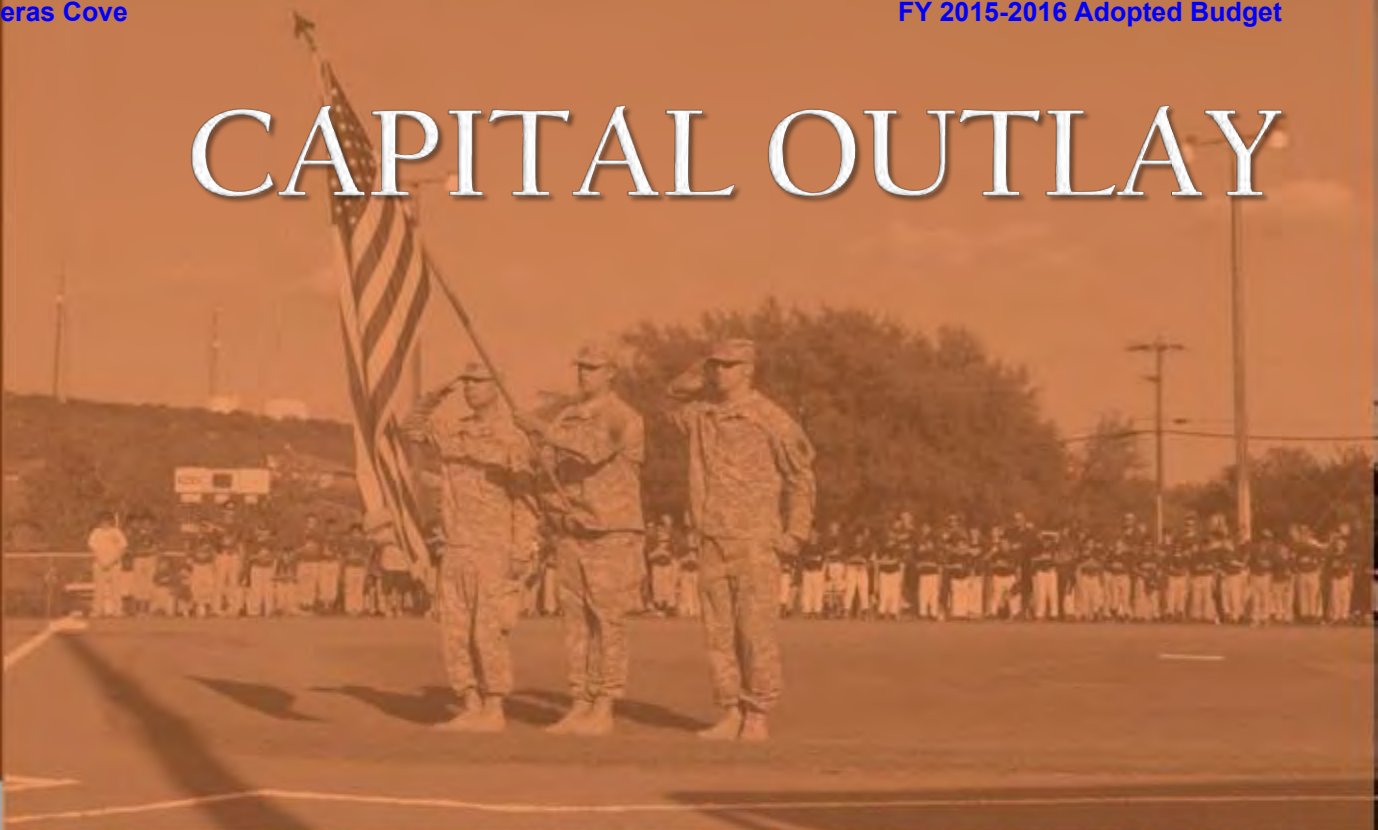
TAX NOTES

Year	Principal	Interest	Total
2015 - 2016	5,000	490	5,490
2016 - 2017	10,000	392	10,392
2017 - 2018	10,000	196	10,196
TOTAL	25,000	1,078	26,078

Series Name	Principal Amount
Series 2012 Tax Notes	25,000



CAPITAL OUTLAY



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 2015-2016 Adopted Operating Budget and Plan of Municipal Services for capital outlay is \$1,367,471. Of that amount, \$127,750 is included in the operating funds. This represents a decrease of \$180,304 below the amount of capital outlay that was budgeted in operating funds in fiscal year 2014-2015. Funding of the Capital Outlay Plan continues in FY 2015-2016 after removing funding in FY 2014-2015 due to funding restrictions. 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 2015-2016**

Five-Year Capital Outlay Plan Summary

Fund	FY 2014-15	Operating Budget	FY 2015-16 Future Debt Issue	Total	Increase/ (Decrease)
General Fund	\$ -	\$ -	\$ 459,800	459,800	\$ 459,800
Water & Sewer Fund	142,631	-	152,631	152,631	\$ 10,000
Solid Waste	-	-	507,000	507,000	\$ 507,000
Drainage Utility Fund	58,000	65,000	-	65,000	\$ 7,000
Golf Course Fund	-	-	84,000	84,000	\$ 84,000
Court Technology Fund	-	-	36,540	36,540	\$ 36,540
Total	\$ 200,631	\$ 65,000	\$ 1,239,971	\$ 1,304,971	\$ 1,104,340

Other Capital Outlay included in Operating Funds

Fund	FY 2014-15	FY 2015-16	Increase/ (Decrease)
General Fund	\$ 127,459	\$ 27,500	\$ (99,959)
Water & Sewer Fund	67,345	35,000	(32,345)
Drainage Utility Fund	-	-	-
PEG Fee Fund	55,000	-	(55,000)
Total	\$ 249,804	\$ 62,500	\$ (187,304)

City of Copperas Cove, Texas
Capital Outlay Detail - Operating Budget
Fiscal Year 2015-2016

Account	Description	Amount	Operating Impact
GENERAL FUND			
Information Systems Department			
01-4140-3500-8402	Servers	22,800	300
	Total	\$ 22,800	\$ 300
Library Department			
01-4320-7100-8501	Adult & Young Adult Books	\$ 2,500	\$ 25
01-4320-7100-8502	Children's Books	1,200	12
01-4320-7100-8503	Reference Books	500	5
01-4320-7100-8504	Audiovisual Items	500	5
	Total	\$ 4,700	\$ 47
TOTAL GENERAL FUND		\$ 27,500	\$ 347
WATER & SEWER FUND			
Water Distribution Department			
02-4425-8500-8500	Killeen 20" Pump Rehabilitation	35,000	2,500
	Total	\$ 35,000	\$ 2,500
TOTAL DRAINAGE FUND		\$ 35,000	\$ 2,500
DRAINAGE FUND			
Drainage Utility Department			
05-4410-7600-8400	Light Equipment and Trailer	65,000	2,000
	Total	\$ 65,000	\$ 2,000
TOTAL DRAINAGE FUND		\$ 65,000	\$ 2,000
TOTAL ALL FUNDS		\$ 127,500	\$ 4,847

**City of Copperas Cove, Texas
Capital Outlay Detail - Capital Outlay Plan
Fiscal Year 2015-2016**

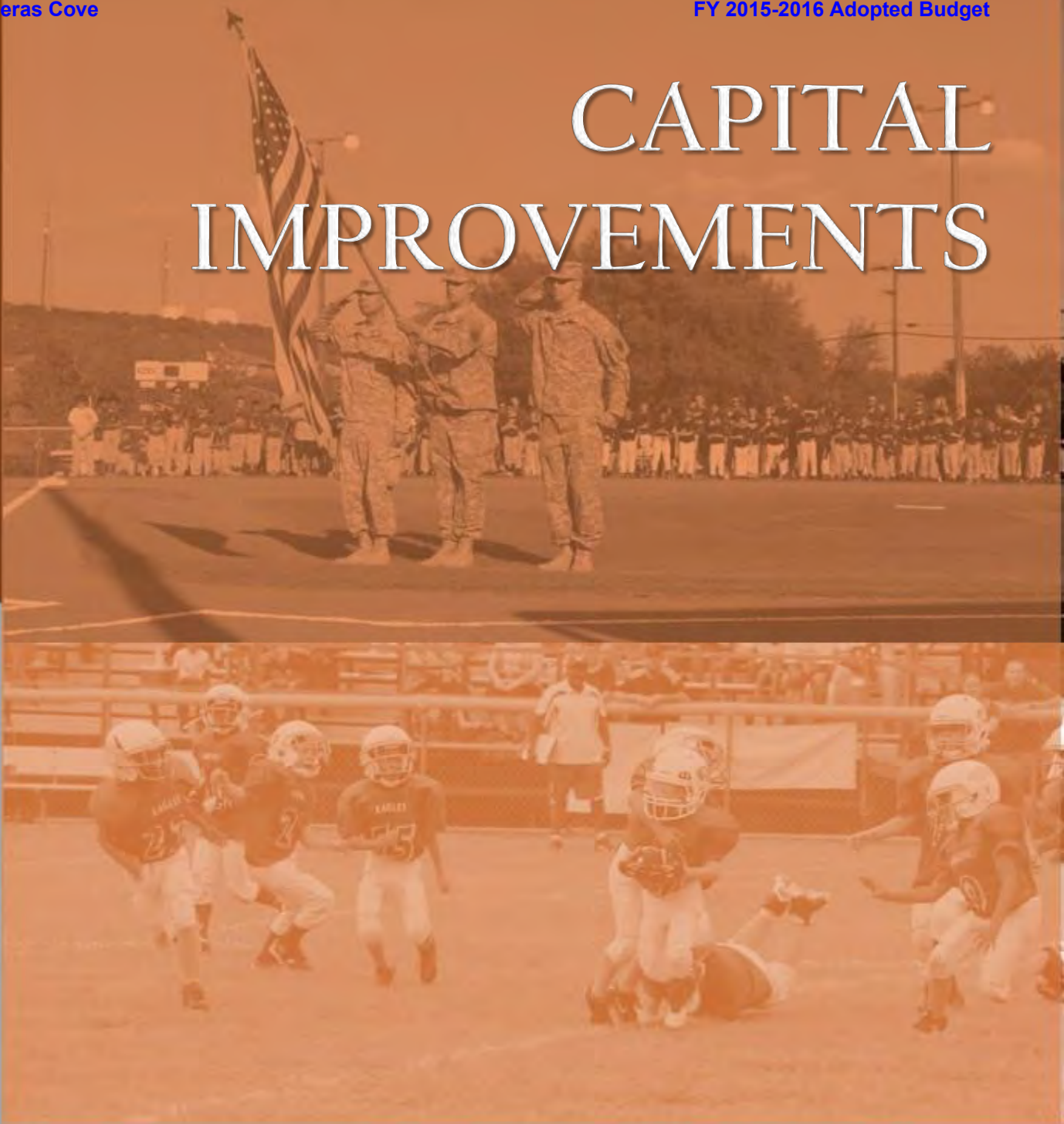
DEPARTMENT	CITY#	CURRENT			REPLACEMENT	CURRENT		LIFE EXPECTANCY		REPLACEMENT	REPLACEMENT	PRIORITIZED YEAR TO REPLACE	FUNDING SOURCE	NOTES
		YEAR	MAKE	MODEL	TYPE	MILES	YEARS	MILES	YEARS	COST	YEAR			
GENERAL FUND														
FIRE		2007	PPE	PPE	PERSONAL PROTECTIVE CLOTHING	N/A	8	N/A	7	31,800	2014	2016	CO	20% OF GEAR
POLICE	4233	2006	FORD	CROWN VIC	PATROL CAR	134,104	9	100,000	7	41,000	2013	2016	CO	
POLICE	4231	2006	FORD	CROWN VIC	PATROL CAR	119,767	9	100,000	7	41,000	2013	2016	CO	
POLICE	4239	2007	FORD	CROWN VIC	PATROL CAR	140,001	8	100,000	7	41,000	2014	2016	CO	
BUILDING	5202	2000	FORD	F150	LIGHT DUTY TRUCK	88,587	15	100,000	10	20,000	2010	2016	CO	
STREET	53-18	1994	NEAL	ASPHALT PAVER	EQUIPMENT - HEAVY	N/A	21	N/A	10	175,000	2004	2016	CO	HYDRAULIC SYSTEM DRY ROTTED RESERVE - STATION #1
FIRE	44-10	2005	FORD	F350 AMB	AMBULANCE	133,557	10	N/A	7	110,000	2012	2016	CO	
WATER & SEWER FUND														
UTILITY ADMIN	8105	2000	GMC	SIERRA SL	LIGHT DUTY TRUCK	133,801	15	100,000	10	22,631	2010	2016	CO	
WATER DISTRIBUTION	802-3	2006	CHEV	K3500	LIGHT DUTY TRUCK	120,722	9	100,000	10	40,000	2016	2016	CO	
WATER DISTRIBUTION	802-25	2006	FORD	F250	LIGHT DUTY TRUCK	90,549	9	100,000	10	35,000	2016	2016	CO	
WASTEWATER	8401-6	2001	CHEV	1500	LIGHT DUTY TRUCK	124,000	14	100,000	10	25,000	2011	2016	CO	
PUBLIC WORKS	NEW	N/A	SEDAN	SEDAN	PASSENGER CAR	N/A		100,000	10	18,000	N/A	2016	CO	
WATER DISTRIBUTION	802-4	1984	CASE	L100 TRENCHER	EQUIPMENT - LIGHT	N/A	31	N/A	7	12,000	1991	2016	CO	
SOLID WASTE FUND														
TRANSFER STATION	902-00	1998	CHEV	2500	LIGHT DUTY TRUCK	130,069	17	100,000	10	30,000	2008	2016	CO	
BRUSH	901-21	2005	INT'L	4400 BRUSH TRUCK	MEDIUM DUTY TRUCK	83,926	10	100,000	10	130,000	2015	2016	CO	
RESIDENTIAL	901-34	2005	PETERBILT	3200 GARBAGE TRUCK	GARBAGE TRUCK	88,278	10	60,000	7	207,000	2012	2016	CO	
BRUSH	901-25	2006	INT'L	4300 BOOM TRUCK	MEDIUM DUTY TRUCK	73,590	9	100,000	10	140,000	2016	2016	CO	
DRAINAGE FUND														
DRAINAGE	706-16	1988	FMC	600	EQUIPMENT - LIGHT	N/A	27	N/A	7	45,000	1995	2016	DR OPER	NOT RUNNING; PUMP SEIZED
DRAINAGE	706-10	2000	KAYLN	LOW PLATFORM TRAIL	TRAILER	N/A	15	N/A	15	20,000	2015	2016	DR OPER	
GOLF COURSE FUND														
MAINTENANCE	96663	2005	JD	GREENS MOWER-TRIP	SMALL ENGINE EQUIPMENT	N/A	10	N/A	7	32,000	2012	2016	CO	
MAINTENANCE		2006	JD	FAIRWAY MOWER-5 GA	SMALL ENGINE EQUIPMENT	N/A	9	N/A	7	52,000	2013	2016	CO	

**City of Copperas Cove, Texas
Capital Outlay Detail - Capital Outlay Plan
Fiscal Year 2015-2016**

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			
COURT TECHNOLOGY FUND														
COURT TECHNOLOGY	N/A	N/A	MOTOROLA	MC75A TICKET WRITER	OTHER ELECTRONICS	N/A	N/A	N/A	7	26,540	N/A	2016	CO	7 ADDITIONA
COURT TECHNOLOGY	N/A	2009	DELL	DESKTOP COMPUTERS	DESKTOP COMPUTER	N/A	N/A	N/A	5	10,000	2014	2016	CO	

Total General Fund	459,800
Total Water & Sewer Fund	152,631
Total Solid Waste Fund	507,000
Total Drainage Fund	65,000
Total Golf Course Fund	84,000
Total Court Technology Fund	36,540
Total Capital Outlay Plan - FY 2015-2-16	1,304,971

CAPITAL IMPROVEMENTS



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 2016-2020 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 2016-2020 Capital Improvement Plan was developed and adopted in FY 2014-2015 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 2016-2020 was presented to City Council in summary and discussed projects with the greatest financial impact and citizen concern. The FY 2016-2020 CIP is the most comprehensive plan presented to City Council since its inception. City Council adopted the FY 2016-2020 Capital Improvement Plan on August 18, 2015.

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 2016 for parks 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 2015-2016 are those included in the Adopted Capital Improvement Plan for FY 2016-2020.

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 2015-2016. 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 2015-2016 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 2015-2016 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
	2010 Limited Tax Notes				
Mountaintop Water Line & Storage Tank – Phase 2			557,114		32,000
	2011 Contract Revenue & Limited Tax Bonds				
Southeast Bypass			31,814		-
	2012 Limited Tax Notes				
Southeast Bypass			55,893		-
Fire Station #2 Reconstruction			2,965		-

Fund/Project	Operating Funds	General Obligation Bonds	Limited Tax Notes	Certificates of Obligation	Annual Operating Impact in Future Years
	2012 General Obligation				
Northeast Water Line		1,112,782			4,100
	2013 Limited Tax Notes				
Police Awning Project			26,304		500
Fire Station #2 Reconstruction			35,764		-
Library Building Improvements			44,332		-
Southwest Water Improvements – Phase 1			347,679		2,500
Transfer Station Scale			53,127		-
	2013 General Obligation				
Fire Station #2 Reconstruction		791,462			7,000
	2014 Certificates of Obligation				
Fire Station #2 Reconstruction				293,396	-
Southeast Bypass				932,515	-
West Monument Sign				51,444	-
Courtney Lane Improvements				9,376	-
Southwest Water Improvements – Phase 1 & 2				2,057,932	88,000
Northwest Wastewater Treatment Plant Improvements				3,076,516	-
	2015 Certificates of Obligation				
Information Systems Building				1,500,000	14,000
Animal Kennel Building				12,000	2,500
Fire Station #2 Reconstruction				458,000	-
Southeast Bypass				600,000	-
Ave D Sidewalk				48,110	-
South FM 116 Sidewalk				80,922	-

Fund/Project	Operating Funds	General Obligation Bonds	Limited Tax Notes	Certificates of Obligation	Annual Operating Impact in Future Years
2015 Certificates of Obligation					
Parks Maintenance Building				84,000	-
Southwest Water Improvements – Phase 2				2,052,000	21,000
City Park Sewer Line				240,897	-
South Plant Skimmer Pipe Rehab				172,500	-
FM 116 Utilities Relocation				1,140,884	-
Tipping Floor Repair/Improvements				312,750	-
FY 2015-2016 Project Funding Requirements					
New Animal Kennel				75,000	2,500
Library Interior Renovation				150,000	(5,000)
Oak Hill Drive Water Improvement				165,000	-
Killeen 20" Pump/Storage Facility Improvement				180,000	-
City Park Sewer Line				533,260	-
Northeast Plan UV Disinfection System				100,000	(6,000)
Northeast Plant Concrete Drive and Retaining Wall				40,000	-
Pecan Cove Drive Drainage Improvements	404,648 (Drainage Fund)				-
Golf Course Improvements				103,500	-

(See 2016-2020 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:

- **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.
- **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.
- **2015 Certificates of Obligation** – The purchase of vehicles and equipment for Water and Sewer and equipment for Solid Waste. Other projects include construction of buildings for Information Systems and Parks and Recreation Maintenance, land purchase for a new kennel, Fire Station #2 reconstruction, Southeast Bypass project, Business U.S. Highway 190 Redesign project, Ave D and South FM 116 Sidewalk Improvements, Southwest Water improvements, City Park Sewer Line project, South Wastewater Treatment Plan Skimmer Pipe Rehabilitation, FM 116 Utilities Relocation, and Solid Waste Tipping Floor Repair/Improvements. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund, Water & Sewer Fund, and Solid Waste Fund. The issue was for \$8,100,000.



City of Copperas Cove, Texas
2010 Limited Tax Note
Water & Sewer
FY 2015-2016

Account	Description	Total Project Budget	As of FY 2014-15	FY 2015-2016 Budget
Beginning Fund Balance				
88-300-0001	Fund Balance	\$ -	\$ -	\$ 384,642
	Prior Period Adjustment			-
Total Beginning Fund Balance		\$ -	\$ -	\$ 384,642
Revenues				
88-390-1001	Bond Proceeds	3,885,000	3,885,000	-
88-370-6001	Interest Revenue	6,699	13,331	-
Total Revenues		\$ 3,891,699	\$ 3,898,331	\$ -
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	778,081	-
88-4616-8500-9040	Mountaintop Water- Phase I	106,305	106,305	-
88-4616-8500-9041	Mountaintop Water- Phase II	1,823,345	1,445,336	378,009
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	101,500	-
88-4615-8500-9500	Bond Issuance Costs	96,234	96,234	-
Total Expenditures		\$ 3,891,699	\$ 3,513,690	\$ 378,009
Ending Fund Balance				
88-300-0001	Fund Balance	\$ -	\$ 384,641	\$ 6,632

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** Prior year expenditures have been reconciled to the fund cash balance.

City of Copperas Cove, Texas
2010A Limited Tax Note
Tax Supported
FY 2015-2016

Account	Description	Total Project Budget	As of FY 2014-15	FY 2015-2016 Budget
Beginning Fund Balance				
60-300-0001	Fund Balance	\$ -	\$ -	\$ 13,524
Revenues				
60-390-1001	Bond Proceeds	1,430,699	1,430,699	-
60-370-6001	Interest Revenue	986	1,734	-
Total Revenues		<u>\$ 1,431,685</u>	<u>\$ 1,432,433</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	49,975	-
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>\$ 1,418,909</u>	<u>\$ 12,776</u>
Ending Fund Balance				
60-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 13,524</u>	<u>\$ 748</u>

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** Prior year expenditures have been reconciled to the fund cash balance.

**City of Copperas Cove, Texas
2011 Revenue & Limited Tax Notes
Tax Supported
FY 2015-2016**

Account	Description	Total Project Budget	As of FY 2014-15	FY 2015-2016 Budget
Beginning Fund Balance				
94-300-0001	Fund Balance	\$ -	\$ -	\$ 42,883
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	1,476	-
94-390-6005	Miscellaneous Revenue	-	10,880	-
Total Revenues		\$ 39,290,928	\$ 39,301,997	\$ -
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	\$ -	\$ 42,883	\$ 11,069

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**City of Copperas Cove, Texas
2012 Limited Tax Notes
Tax Supported
FY 2015-2016**

Account	Description	Total Project Budget	As of FY 2014-15	FY 2015-2016 Budget
Beginning Fund Balance				
96-300-0001	Fund Balance	\$ -	\$ -	\$ 65,199
Revenues				
96-390-1001	Bond Proceeds	1,055,540	1,055,540	-
96-370-6001	Interest Revenue	-	1,259	-
96-390-6005	Miscellaneous Revenues	-	4,760	-
Total Revenues		<u>\$ 1,055,540</u>	<u>\$ 1,061,559</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	3,025	60	2,965
96-4190-4400-8400	Equipment -General	133,515	133,515	-
96-4190-5200-8300	Vehicles	19,184	19,184	-
96-4190-5200-8404	Equipment-Software	300	300	-
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>\$ 996,360</u>	<u>\$ 58,858</u>
Ending Fund Balance				
96-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 65,199</u>	<u>\$ 6,341</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
Solid Waste
FY 2015-2016**

Account	Description	Total Project Budget	As of FY 2014-15	FY 2015-2016 Budget
Beginning Fund Balance				
98-300-0001	Fund Balance	\$ -	\$ -	\$ 4,187
Revenues				
98-390-1001	Bond Proceeds	22,541	22,541	-
98-370-6001	Interest Revenue	-	246	-
Total Revenues		<u>\$ 22,541</u>	<u>\$ 22,787</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>\$ 4,187</u>	<u>\$ 246</u>

**City of Copperas Cove, Texas
2012 Limited Tax Notes
Municipal Court
FY 2015-2016**

Account	Description	Total Project Budget	As of FY 2014-15	FY 2015-2016 Budget
Beginning Fund Balance				
99-300-0001	Fund Balance	\$ -	\$ -	\$ 1,077
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	2,088	1,047
99-4220-4102-8600	Bond Issuance Cost	1,098	1,098	-
Total Expenditures		<u>\$ 30,000</u>	<u>\$ 28,953</u>	<u>\$ 1,047</u>
Ending Fund Balance				
99-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 1,077</u>	<u>\$ 30</u>

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** Prior year expenditures have been reconciled to the fund cash balance.

**City of Copperas Cove, Texas
2012 GO Bonds
Water & Sewer
FY 2015-2016**

Account	Description	Total Project Budget	As of FY 2014-15	FY 2015-2016 Budget
Beginning Fund Balance				
93-300-0001	Fund Balance	\$ -	\$ -	\$ 1,134,934
Revenues				
93-390-1001	Bond Proceeds	1,865,000	1,865,000	-
93-370-6001	Interest Revenue	-	22,152	-
Total Revenues		<u>\$ 1,865,000</u>	<u>\$ 1,887,152</u>	<u>\$ -</u>
Expenditures				
93-4616-8500-9187	Northeast Water Line (Eastside Infrastruct	1,865,000	752,218	1,112,782
93-4616-8500-9500	Bond Issuance Costs	-	-	-
Total Expenditures		<u>\$ 1,865,000</u>	<u>\$ 752,218</u>	<u>\$ 1,112,782</u>
Ending Fund Balance				
93-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 1,134,934</u>	<u>\$ 22,152</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 2015-2016**

Account	Description	Total Project Budget	As of FY 2014-15	FY 2015-2016 Budget
Beginning Fund Balance				
84-300-0001	Fund Balance	\$ -	\$ -	\$ 107,128
Revenues				
84-390-1001	Bond Proceeds	1,142,989	1,142,989	-
84-370-6001	Interest Revenue	-	728	-
Total Revenues		<u>\$ 1,142,989</u>	<u>\$ 1,143,717</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	15,668	44,332
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>\$ 1,036,589</u>	<u>\$ 106,400</u>
Ending Fund Balance				
84-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 107,128</u>	<u>\$ 728</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 2015-2016**

Account	Description	Total Project Budget	As of FY 2014-15	FY 2015-2016 Budget
Beginning Fund Balance				
85-300-0001	Fund Balance	\$ -	\$ -	\$ 351,238
Revenues				
85-390-1001	Bond Proceeds	830,591	830,591	-
85-370-6001	Interest Revenue	-	394	-
Total Revenues		<u>\$ 830,591</u>	<u>\$ 830,985</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	50,000	-
85-4425-8200-9058	Insta-Valves	39,835	39,835	-
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	63,357	347,679
85-4425-8500-9030	NE Sewer Line Project	50,699	50,699	-
85-4425-8500-9500	Bond Issuance Cost	10,365	10,365	-
85-4425-8500-9920	Contingency	3,165	-	3,165
85-4425-8500-9970	Grant Match	60,288	60,288	-
Total Expenditures		<u>\$ 830,591</u>	<u>\$ 479,747</u>	<u>\$ 350,844</u>
Ending Fund Balance				
85-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 351,238</u>	<u>\$ 394</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 2015-2016**

Account	Description	Total Project Budget	As of FY 2014-15	FY 2015-2016 Budget
Beginning Fund Balance				
57-300-0001	Fund Balance	\$ -	\$ -	\$ 53,298
Revenues				
57-390-1001	Bond Proceeds	626,418	626,418	-
57-370-6001	Interest Revenue	-	171	-
Total Revenues		<u>\$ 626,418</u>	<u>\$ 626,589</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>\$ 53,298</u>	<u>\$ 171</u>

**City of Copperas Cove, Texas
2013 GO Bonds
Tax Supported
FY 2015-2016**

Account	Description	Total Project Budget	As of FY 2014-15	FY 2015-2016 Budget
Beginning Fund Balance				
59-300-0001	Fund Balance	\$ -	\$ -	\$ 827,008
Revenues				
59-390-1001	Bond Proceeds	4,685,000	4,685,000	-
59-390-1002	Bond Premium	61,415	61,415	-
59-370-6001	Interest Revenue	-	35,546	-
Total Revenues		<u>\$ 4,746,415</u>	<u>\$ 4,781,961</u>	<u>\$ -</u>
Expenditures				
59-4190-4400-8100	Building & Fixtures	3,285,997	2,494,535	791,462
59-4190-4400-8300	Vehicles	1,373,470	1,373,470	-
59-4190-4400-8402	Equipment - Electronic	24,243	24,243	-
59-4190-7500-9500	Bond Issuance Costs	62,705	62,705	-
Total Expenditures		<u>\$ 4,746,415</u>	<u>\$ 3,954,953</u>	<u>\$ 791,462</u>
Ending Fund Balance				
59-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 827,008</u>	<u>\$ 35,546</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 2015-2016

Account	Description	Total Project Budget	As of FY 2014-15	FY 2015-2016 Budget
Beginning Fund Balance				
36-300-0001	Fund Balance	\$ -	\$ -	\$ 11,825
Revenues				
36-390-1001	Bond Proceeds	630,000	630,000	-
36-370-6001	Interest Revenue	-	316	-
Total Revenues		<u>\$ 630,000</u>	<u>\$ 630,316</u>	<u>\$ -</u>
Expenditures				
36-4190-4400-8300	Vehicles	507,353	503,990	3,363
36-4190-4400-8400	Equipment - General	78,617	78,617	-
36-4190-4400-8402	Equipment - Electronic	9,296	9,296	-
36-4190-7500-9500	Bond Issuance Costs	34,734	26,588	8,146
Total Expenditures		<u>\$ 630,000</u>	<u>\$ 618,491</u>	<u>\$ 11,509</u>
Ending Fund Balance				
59-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 11,825</u>	<u>\$ 316</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 2015-2016**

Account	Description	Total Project Budget	As of FY 2014-15	FY 2015-2016 Budget
Beginning Fund Balance				
31-300-0001	Fund Balance	\$ -	\$ -	\$ 1,029,726
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	-	2,298	-
Total Revenues		<u>\$ 2,358,881</u>	<u>\$ 2,361,179</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	26,697	26,697	-
31-4190-4100-8100	Bldg & Fixtures-Municipal Court	21,113	10,700	10,413
31-4190-4100-8402	Equipment - Electronic	10,342	10,342	-
31-4190-4200-8300	Vehicles	246,134	206,272	39,862
31-4190-4200-8400	Equipment - General	16,255	16,255	-
31-4190-4200-8402	Equipment - Electronic	103,617	103,617	-
31-4190-4200-8404	Equipment-Software	75,800	75,800	-
31-4190-4300-8300	Vehicles	44,347	44,347	-
31-4190-4400-8100	Bldg & Fixtures-FD	293,971	33,206	260,765
31-4190-4400-8300	Vehicles-FD	49,024	49,024	-
31-4190-4400-8400	Equipment-General-Fire	28,389	28,389	-
31-4190-5300-8300	Vehicles-Street	126,842	126,842	-
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	3,557	51,444
31-4190-5410-8400	Equipment-General-Parks	8,889	8,889	-
31-4190-5500-8300	Vehicles-Fleet	47,569	47,569	-
31-4190-7200-8300	Vehicles-Code Compliance	16,871	16,871	-
31-4190-7500-8402	Equipment - Electronic	6,253	6,253	-
31-4190-7500-9043	Document Imaging	6,069	6,069	-
31-4190-7500-9049	Courtney Ln Improvements	201,017	191,641	9,376
31-4190-7500-9920	Contingency	17,362	-	17,362
31-4190-7500-9500	Bond Issuance Cost	44,745	44,745	-
Total Expenditures		<u>\$ 2,358,881</u>	<u>\$ 1,331,453</u>	<u>\$ 1,027,428</u>
Ending Fund Balance				
31-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 1,029,726</u>	<u>\$ 2,298</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
2014 Certificates of Obligation
Water and Sewer
FY 2015-2016**

Account	Description	Total Project Budget	As of FY 2014-15	FY 2015-2016 Budget
Beginning Fund Balance				
32-300-0001	Fund Balance	\$ -	\$ -	\$ 5,646,135
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	-	22,755	-
Total Revenues		\$ 6,860,238	\$ 6,882,993	\$ -
Expenditures				
32-4425-8100-8300	Vehicles	16,871	16,871	-
32-4425-8200-8300	Vehicles	43,177	43,177	-
32-4425-8200-8400	Equipment - General	3,158	3,158	-
32-4425-8200-9033	SE Bypass Project	294,309	-	294,309
32-4425-8200-9057	Taylor Mountain Tank Rehab	262,632	262,632	-
32-4425-8200-9058	Insta-Valves	37,900	37,900	-
32-4425-8200-9063	SW Water Improvements	2,200,964	143,032	2,057,932
32-4425-8300-8300	Vehicles	43,204	43,204	-
32-4425-8400-9015	NW WWTP Improvements	3,615,000	538,484	3,076,516
32-4425-8500-9500	Bond Issuance Cost	148,400	148,400	-
32-4425-8500-9920	Contingency	194,623	-	194,623
Total Expenditures		\$ 6,860,238	\$ 1,236,858	\$ 5,623,380
Ending Fund Balance				
32-300-0001	Fund Balance	\$ -	\$ 5,646,135	\$ 22,755

**City of Copperas Cove, Texas
2014 Certificates of Obligation
Solid Waste
FY 2015-2016**

Account	Description	Total Project Budget	As of FY 2014-15	FY 2015-2016 Budget
Beginning Fund Balance				
33-300-0001	Fund Balance	\$ -	\$ -	\$ 2,800
Revenues				
33-390-1001	Bond Proceeds	385,000	385,000	-
33-390-1004	Bond premium	7,628	7,628	-
33-370-6001	Interest Revenue	-	258	-
Total Revenues		\$ 392,628	\$ 392,886	\$ -
Expenditures				
33-4430-9102-8300	Vehicles	166,637	166,637	-
33-4430-9104-8300	Vehicles	215,820	215,820	-
33-4430-9500-9500	Bond Issuance Cost	7,629	7,629	-
33-4430-9500-9920	Contingency	2,542	-	2,542
Total Expenditures		\$ 392,628	\$ 390,086	\$ 2,542
Ending Fund Balance				
33-300-0001	Fund Balance	\$ -	\$ 2,800	\$ 258

* 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
2015 Certificates of Obligation
Tax Supported
FY 2015-2016**

Account	Description	Total Project Budget	As of FY 2014-15	FY 2015-2016 Budget
Beginning Fund Balance				
37-300-0001	Fund Balance	\$ -	\$ -	\$ 3,083,291
Revenues				
37-390-1001	Bond Proceeds	3,055,000	3,055,000	-
37-390-1004	Bond Premium	98,217	98,217	-
37-370-6001	Interest Revenue	-	259	-
Total Revenues		\$ 3,153,217	\$ 3,153,476	\$ -
Expenditures				
37-4190-3500-8100	Building - Info Systems	1,500,000	-	1,500,000
37-4190-4300-8600	Land - Animal Kennel	12,000	-	12,000
37-4190-4400-8100	Building - Fire Station #2	458,000	-	458,000
37-4190-5300-9033	SE Bypass Project	600,000	-	600,000
37-4190-5300-9067	Business US 190 Redesign	300,000	-	300,000
37-4190-5320-9066	Ave D Sidewalk Improvements	84,000	35,890	48,110
37-4190-5320-9068	South FM 116 Sidewalk Improvements	80,922	-	80,922
37-4190-5410-8100	Building - Parks Maintenance	84,000	-	84,000
37-4190-7500-9500	Bond Issuance Cost	34,295	34,295	-
Total Expenditures		\$ 3,153,217	\$ 70,185	\$ 3,083,032
Ending Fund Balance				
37-300-0001	Fund Balance	\$ -	\$ 3,083,291	\$ 259

* 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
2015 Certificates of Obligation
Water and Sewer
FY 2015-2016**

Account	Description	Total Project Budget	As of FY 2014-15	FY 2015-2016 Budget
Beginning Fund Balance				
38-300-0001	Fund Balance	\$ -	\$ -	\$ 3,749,239
Revenues				
38-390-1001	Bond Proceeds	4,665,000	4,665,000	-
38-390-1004	Bond Premium	149,980	149,980	-
38-370-6001	Interest Revenue	-	327	-
Total Revenues		\$ 4,814,980	\$ 4,815,307	\$ -
Expenditures				
38-4425-8100-8300	Vehicles	22,631	-	22,631
38-4425-8200-8300	Vehicles	100,000	-	100,000
38-4425-8200-8400	Equipment - General	20,000	-	20,000
38-4425-8200-9063	SW Water Improvements	2,052,000	-	2,052,000
38-4425-8300-9069	City Park Sewer Line	240,897	-	240,897
38-4425-8402-9070	South Plant - Skimmer Pipe Rehab	172,500	-	172,500
38-4425-8500-9064	FM 116 Utilities Relocation	2,160,302	1,019,418	1,140,884
38-4190-7500-9500	Bond Issuance Costs	46,650	46,650	-
Total Expenditures		\$ 4,814,980	\$ 1,066,068	\$ 3,748,912
Ending Fund Balance				
38-300-0001	Fund Balance	\$ -	\$ 3,749,239	\$ 327

**City of Copperas Cove, Texas
2015 Certificates of Obligation
Solid Waste
FY 2015-2016**

Account	Description	Total Project Budget	As of FY 2014-15	FY 2015-2016 Budget
Beginning Fund Balance				
39-300-0001	Fund Balance	\$ -	\$ -	\$ 367,458
Revenues				
39-390-1001	Bond Proceeds	380,000	380,000	-
39-390-1004	Bond premium	12,276	12,276	-
39-370-6001	Interest Revenue	-	32	-
Total Revenues		\$ 392,276	\$ 392,308	\$ -
Expenditures				
39-4430-9200-8400	Equipment - General	54,676	-	54,676
39-4430-9200-9067	Tipping Floor Repair/Improvements	330,000	17,250	312,750
39-4190-7500-9500	Bond Issuance Cost	7,600	7,600	-
Total Expenditures		\$ 392,276	\$ 24,850	\$ 367,426
Ending Fund Balance				
33-300-0001	Fund Balance	\$ -	\$ 367,458	\$ 32

* 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.

APPENDIX



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 2016-2020 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 2015-2016 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.



City of Copperas Cove

The City Built for Family Living

APPENDIX A

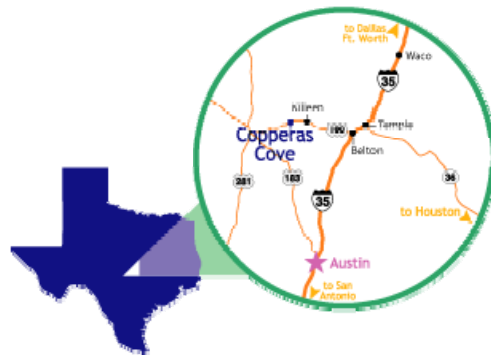
Copperas Cove at a Glance





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

2015 Total Population	33,225
Males	48%
Females	52%

Population by Age Distribution

Age	Total	Percent
0-4	2,891	8.7%
5-9	2,957	8.9%
10-14	2,226	6.7%
15-19	2,326	7.0%
20-24	2,525	7.6%
25-34	5,848	17.6%
35-44	4,850	14.6%
45-54	4,186	12.6%
55-59	1,528	4.6%
59-64	1,163	3.5%
65-74	1,861	5.6%
75-84	731	2.2%
85+	133	0.4%
Total	33,225	100.0%

Race/Ethnic Characteristics

Race	Percent
White Alone	69%
Black Alone	18%
Some other races	13%
Total	100%
Hispanic Ethnicity	15%

Crime Rates:

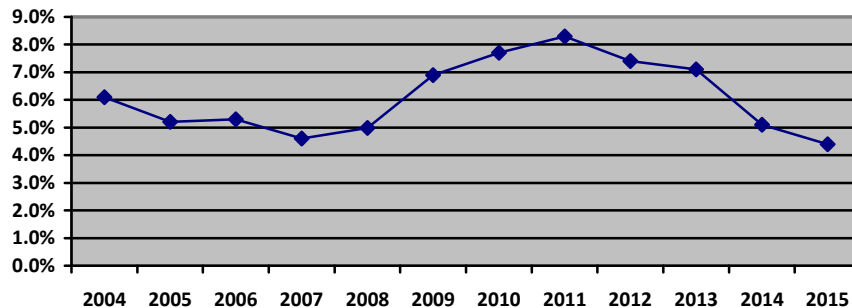
Calendar Year 2014 Crime Rate per 100,000:

Copperas Cove: 3,204 Killeen: 3,986 Temple: 3,654 State: 3,425

Labor Force

	Copperas Cove	Coryell County	Killeen-Temple MSA	Texas
Total Labor Force	12,864	24,721	166,417	13,045,364
Total Employment	12,294	23,525	158,671	12,477,604
Unemployment Rate	4.4%	4.8%	4.7%	4.4%

Unemployment Rate



Employers

Employer	Product	Employees
Fort Hood	Military Soldiers	39,427
	Civilian (Federal & Contract)	18,918
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	279
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:	-
Number of paid firefighters:	48
Fire officers per 1,000 population:	1.44

Police Protection

Use or Nature: Public Safety

Stations	1
Number of reserve police officers:	-
Number of sworn officers:	55
Officers per 1,000 population:	1.66

Libraries

Use or Nature: Community Services

Number of public libraries:	1
Circulated items (physical and digital):	85,000
Circulated items per capita:	2.56

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:	156.5 miles
Unpaved streets:	0 miles

Utilities

Water System

Use or Nature: Public Works

Miles of water mains:	226
Daily average consumption:	4.6 MGD
Maximum daily capacity:	8.5 MGD
Number of service connections:	13,705
Source of water:	Belton Lake

Sewage System

Use or Nature: Public Works

Miles of sanitary sewers:	420
Number of lift stations:	14
Daily average treatment:	3.0 MGD
Maximum capacity of treatment plants:	9.0 MGD
Number of service connections:	11,091

Source: Various Departments, City of Copperas Cove

Educational Facilities

School District:



Copperas Cove Independent School District has a reputation for excellence, offering a strong core curriculum enriched by the creative instruction of talented and skilled teachers. Our education program, "CHARACTER COUNTS!" is integrated throughout our schools, businesses, and government. The six pillars are trustworthiness, respect, responsibility, fairness, caring and citizenship. Copperas Cove ISD serves over 8,200 students. CCISD serves the students of

Copperas Cove and many transfer students from the Central Texas area. Currently, there are 11 campuses in the district. The Copperas Cove Independent School District includes seven elementary schools, two junior high schools, and two high schools, one being an alternative school of choice. A high percentage of Cove's graduates go on to college or other forms of post-secondary education. For more information, visit: www.ccisd.com.

College:

Central Texas College is a two-year institution offering associate degrees in academic and pre-professional subject areas. Educational programs are offered to accommodate the needs of full-time, as well as part-time students. Short courses and continuing educational programs for adults are among the many programs offered by Central Texas College. The college also provides vocational-technical training to prepare students for the work force. For more information, visit: <http://www.ctcd.edu>.



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. State Highway 9, the widening of FM 2657, and U.S. Highway 190 bypass have assisted with the decrease of traffic congestion in Copperas Cove and created additional opportunities for businesses along Business U.S. Highway 190. The future designation of U.S. Highway 190 to Interstate 14 will open up even greater opportunities in the future.

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 52 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 30, 2016. The event will take place at the City Park Pool. All participants that register and dare to take the plunge will receive a 2016 “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 20, 2016 at the Duck Pond in the City Park. This event is free for all registrants. Although this event is open for all ages to participate, prizes will only be awarded to children 12 years old and under.

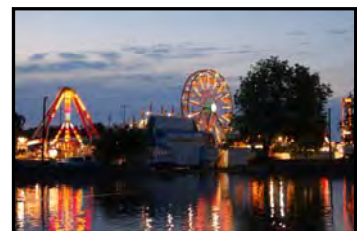
Easter Egg Round-Up – The annual Easter Egg Hunt and Picnic will be held on Saturday, March 26, 2016. The Easter Egg Hunt has been a wonderful family tradition enjoyed by generations of family and friends. The event is free to the public and will be held at the City Park.



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 16, 2016. 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 19th – 22nd) at the Copperas Cove City Park. On May 19th, 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 7, 2016 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 2, 2016. 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.

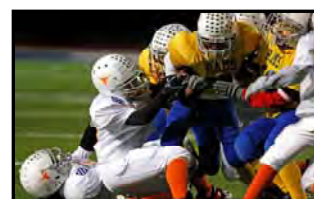


Christmas Parade – City of Copperas Cove Christmas Parade is usually on the first Saturday in December. The usual route begins at the back parking lot of the High School and ends in the Cove Terrace Shopping Center parking lot. All local schools, marching groups, performers, civic organizations and businesses 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 in City Park. The City Parks and Recreation Department sets up a beautiful Christmas Tree and light display. 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

2016-2020 Personnel Improvement Plan - Adopted

Employee Position & Salary Ranges

Schedule of Incentives



City of Copperas Cove

The City Built for Family Living

**City of Copperas Cove
Personnel Improvement Plan
Fiscal Years 2016-2020**

**Summary of Total Positions
by Department**

	FY 2013-14 ACTUAL FUNDED	FY 2014-15 CURRENT FUNDED	FY 2015-16 PROJECTED		FY 2016-17	FUTURE NEEDS		
			FUNDED	UNFUNDED*		FY 2017-18	FY 2018-19	FY 2019-20
GENERAL FUND								
City Manager Department	2	2	2	3	5	5	5	5
City Secretary Department	2	2	2	1	3	3	3	3
Public Information Department	0	1	1	0	1	1	1	1
Finance Department	5	4	4	3	7	7	7	7
Budget Department	2	1	2	1	3	3	3	3
Human Resources Department	2.5	2	3	0.5	4	4	4	4
Information Systems Department	4	3	3	2	5	5	5	5
Municipal Court Department	6	6	6	2.5	8.5	8.5	8.5	8.5
Police-Admin Department	5	5	5	0	5	5	5	5
Police-Services Department	69	69	69	5	78	82	86	90
Animal Control Department	5	5.5	5.5	2.5	8	8	8	8
Fire Department - Administration	3.5	3	3	1.5	4	4	4	4
Fire Department - Operations	46	45	45	9	54	54	84	84
Fire Department - Training	1	0	0	1	1	2	2	2
Fire Department - Prevention	1	1	1	1	2	2	3	3
Building and Development Department	4	4	5	0	5	5	5	5
Street Department	5.5	5.5	5.5	2	8.5	9.5	10.5	11.5
Parks and Recreation - Admin Department	2	2	2	0	2	2	3	3
Parks and Recreation - Maintenance Department	10.5	10.5	10.5	1	12.5	13	14	15
Athletics Department	4.5	4	4.5	0	4.5	4.5	4.5	4.5
Aquatics Department	1	1	1	0	1	1	1	1
Fleet Services Department	5.5	5.5	5.5	0.5	6	6	6	6
Planning Department	2	1	2	1	4	4	4	4
Library Department	7	7	7	1	8.5	9	10	11
Code and Health Compliance	3.5	3.5	3.5	0.5	5	5	6	6
SUBTOTAL GENERAL FUND	199.5	193.5	198.0	39.0	245.5	252.5	292.5	299.5

* Unfunded is equal to unauthorized positions.

**City of Copperas Cove
Personnel Improvement Plan
Fiscal Years 2016-2020**

**Summary of Total Positions
by Department**

	FY 2013-14 ACTUAL FUNDED	FY 2014-15 CURRENT FUNDED	FY 2015-16 PROJECTED		FY 2016-17	FUTURE NEEDS		
			FUNDED	UNFUNDED*		FY 2017-18	FY 2018-19	FY 2019-20
<u>WATER AND SEWER FUND</u>								
Public Works Administration	2	3	3	2	5	5	5	5
Utility Administration Department	11	11	11	1	12	12	12	12
Water Distribution Department	11	11	11	1	12	13	13	13
Sewer Collection Department	8	8	8	1	9	9	9	9
Wastewater Treatment Department	1	2	2	2	4	4	4	4
Wastewater Treatment Department - South	2	2	2	0	2	2	2	2
Wastewater Treatment Department - Northeast	3	3	3	0	3	3	3	3
Wastewater Treatment Department - Northwest	3	3	3	0	3	3	3	3
SUBTOTAL WATER AND SEWER FUND	41.0	43.0	43.0	7.0	50.0	51.0	51.0	51.0
<u>SOLID WASTE FUND</u>								
Solid Waste Administration	5	5	5	0	5	5	5	5
Collection-Residential	6	6	6	0	6	6	6	6
Collection-Recycling	2	3	3	0	3	3	3	3
Collection-Brush & Bulk	3	3	3	0	3	3	3	3
Solid Waste Collection-Commercial	3	3	3	1	4	4	4	4
Solid Waste Disposal	5.5	5.5	5.5	0	5.5	5.5	5.5	5.5
SUBTOTAL SOLID WASTE FUND	24.5	25.5	25.5	1	26.5	26.5	26.5	26.5
<u>GOLF COURSE FUND</u>								
Golf Course Operations	2	1.5	1.5	0.5	2.5	3	3.5	4.5
Golf Course Maintenance	4.5	4.5	4.5	0.5	5.5	6	7	7.5
SUBTOTAL GOLF COURSE FUND	6.5	6	6	1	8	9	10.5	12
<u>DRAINAGE FUND</u>								
Drainage Utilities	5.5	5.5	5.5	1	6.5	6.5	6.5	6.5
SUBTOTAL DRAINAGE FUND	5.5	5.5	5.5	1	6.5	6.5	6.5	6.5
<u>MUNICIPAL COURT SECURITY FUND</u>								
Municipal Court Security	0	0.5	0.5	0	0	0	0	0
SUBTOTAL MUNICIPAL COURT FUND	0	0.5	0.5	0	0	0	0	0
TOTAL EMPLOYEES ALL FUNDS	277.0	274.0	278.5	49.0	336.5	345.5	387.0	395.5

* Unfunded is equal to unauthorized positions.

Funded Positions

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2016-2020

Funded Positions

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2013-14 ACTUAL	FY 2014-15 CURRENT		FY 2015-16 PROJECTED
			FUNDED	REQUESTED CHANGE	
<u>GENERAL FUND</u>					
City Manager Department					
1 City Manager	E	1	1		1
2 Special Assistant to the City Manager	NE	1	1		1
Subtotal Department		2	2	0	2
City Secretary Department					
1 City Secretary	E	1	1		1
2 Records Clerk	NE	1	1		1
Subtotal Department		2	2	0	2
Public Information Department					
1 Public Information Officer	E	0	1		1
Subtotal Department		0	1	0	1
Finance Department					
1 Director of Financial Services	E	1	1		1
2 Project Accountant	E	1	0		0
3 Purchasing Officer	E	1	0		0
4 Accounting Technician	NE	2	0		0
5 Staff Accountant II	E	0	1		1
6 Staff Accountant III	E	0	2		2
Subtotal Department		5	4	0	4

Justification - **Staff Accountant II and III** positions provide a greater level of professionalism and accuracy.

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2016-2020

Funded Positions

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2013-14 ACTUAL	FY 2014-15 CURRENT		FY 2015-16 PROJECTED
			FUNDED	REQUESTED CHANGE	
Budget Department					
1 Budget Analyst	E	1	0		1
2 Budget Director/Assistant to the City Manager	E	1	1		1
Subtotal Department		2	1	0	2

Justification - **Budget Analyst** supports the development and monitoring of the operating and capital budgets. This position will allow greater concentration of current and future long-range plans and support of legislative monitoring and actions.

Human Resources Department

1 Human Resources Coordinator	NE	1	1		1
2 Director of Human Resources	E	1	1		1
3 PT Benefits Clerk	NE	0.5	0		0
4 Risk / Human Resource Generalist	NE	0	0		1
Subtotal Department		2.5	2	0	3

Justification - **Risk / Human Resource Generalist** - Responsible for coordinating and maintaining Workers Compensation claims, Insurance reviews, Records Retention (HIPAA and OPF), Paperless Record transition, and Accident Reduction. The Affordable Care Act places considerable reporting requirements on human resources to our employees and requires tracking of benefits by employee and compared to full time equivalents. Current staffing is inadequate to meet the these requirements and efficiently manage the Human Resource Function for the City of Copperas Cove.

Information Systems Department

1 Director of Information Systems	E	1	1		1
2 Information Systems Supervisor	E	1	1		1
3 Information Systems Specialist II	NE	1	1		1
4 Information Systems Specialist I	NE	1	0		0
Subtotal Department		4	3	0	3

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2016-2020

Funded Positions

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2013-14 ACTUAL	FY 2014-15 CURRENT		FY 2015-16 PROJECTED
			FUNDED	REQUESTED CHANGE	
Municipal Court Department					
1 Deputy Court Clerk I	NE	4	4		4
2 Deputy Court Clerk II	NE	1	1		1
3 Court Clerk	E	1	1		1
Subtotal Department		6	6	0	6
Police-Admin Department					
1 Custodian	NE	1	1		1
2 Executive Secretary	NE	1	1		1
3 Police Deputy Chief	E	2	2		2
4 Chief of Police/Assistant City Manager	E	1	1		1
Subtotal Department		5	5	0	5
Police-Services Department					
1 Senior Records Clerk	NE	2	2		2
2 Administrative Assistant	NE	1	1		1
3 Administrative Assistant Training and Evidence	NE	1	1		1
4 Police Communications/Operator	NE	12	12		12
5 Patrol Officer - Certified	NE	34	34		34
6 Police Corporal	NE	7	7		7
7 Police Sergeant	NE	9	9		9
8 Police Lieutenant	NE	2	2		2
9 Communications Supervisor	NE	1	1		1
Subtotal Department		69	69	0	69

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2016-2020

Funded Positions

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2013-14 ACTUAL	FY 2014-15 CURRENT		FY 2015-16 PROJECTED
			FUNDED	REQUESTED CHANGE	
Animal Control Department					
1 Animal Control Officer I	NE	2	2		2
2 Animal Control Officer II	NE	2	2		2
3 Senior Animal Control Officer	NE	1	1		1
4 Kennel Assistant	NE	0	0.5		0.5
Subtotal Department		5	5.5	0	5.5
Fire Department - Administration					
1 Administrative Assistant - Fire and EMS	NE	0.5	0		0
2 Administrative Assistant - Support Services/Emerg Mgt	NE	1	1		1
3 Fire Chief	E	1	1		1
4 Deputy Fire Chief	E	1	1		1
Subtotal Department		3.5	3	0	3
Fire Department - Operations					
1 Firefighter I (2904 hour work year)	NE	21	21		21
2 Firefighter II (2904 hour work year)	NE	15	15		15
3 Fire Lieutenant (2904 hour work year)	NE	6	6		6
4 Fire Captain (2904 hour work year)	NE	3	3		3
5 Deputy Fire Chief	E	1	0		0
Subtotal Department		46	45	0	45
Fire Department - Training					
1 Training Captain	NE	1	0		0
Subtotal Department		1	0	0	0

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2016-2020

Funded Positions

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2013-14 ACTUAL	FY 2014-15 CURRENT		FY 2015-16 PROJECTED
			FUNDED	REQUESTED CHANGE	
Fire Department - Prevention					
1 Deputy Chief - Fire Marshal	NE	1	1		1
Subtotal Department		1	1	0	1

Building and Development Department

1 Administrative Assistant	NE	1	1		1
2 Senior Inspector	NE	1	1		1
3 Chief Building Official	E	1	1		1
4 Public Improvements Inspector	NE	1	1		1
5 Building Inspector/Development Review Specialist	NE	0	0		1
Subtotal Department		4	4	0	5

Justification - The city has seen greater than anticipated growth over the past two years, the increase in commercial development has place a strain on the department trying to keep up. Filling the inspector position will greatly enhance the departments the ability to continue supporting the development, and allow the development community better access to an inspector when thoughts last minute questions arise, which in turn will strengthen the relationship between the development community and the City.

Street Department

1 Light Equipment Operator	NE	2	2		2
2 Heavy Equipment Operator	NE	2	2		2
3 Traffic Control Technician	NE	1	1		1
4 Superintendent Street/Drainage	NE	0.5	0.5		0.5
Subtotal Department		5.5	5.5	0	5.5

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2016-2020

Funded Positions

DEPARTMENT/POSITION	FLSA STATUS	FY 2013-14 ACTUAL	FY 2014-15 CURRENT		FY 2015-16 PROJECTED
			FUNDED	REQUESTED CHANGE	
Parks and Recreation - Admin Department					
1 Recreation Specialist/Administrative Assistant	NE	1	1		1
2 Director of Parks & Recreation	E	1	1		1
Subtotal Department		2	2	0	2
Parks and Recreation - Maintenance Department					
1 Laborer	NE	5	5		5
2 Light Equipment Operator	NE	3	3		3
3 Light Equipment Operator/HVAC Technician	NE	1	1		1
4 Supervisor - Parks	NE	1	1		1
5 Assistant Supt./Irrigation Tech	NE	0.5	0.5		0.5
Subtotal Department		10.5	10.5	0	10.5
Athletics Department					
1 Recreation Aide	NE	2.5	2		2.5
2 Recreation Specialist	NE	1	1		1
3 Recreation Supervisor	NE	1	0		0
4 Recreation Superintendent	E	0	1		1
Subtotal Department		4.5	4	0	4.5
Justification - Part-time Recreation Aide - To help cover sports and office assignments.					
Aquatics Department					
1 Recreation Specialist	NE	1	1		1
Subtotal Department		1	1	0	1

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2016-2020

Funded Positions

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2013-14 ACTUAL	FY 2014-15 CURRENT		FY 2015-16 PROJECTED
			FUNDED	REQUESTED CHANGE	
Fleet Services Department					
1 Parts Technician	NE	0.5	0.5		0.5
2 Mechanic	NE	3	3		3
3 Lead Mechanic	NE	1	1		1
4 Supervisor - Fleet Services	NE	1	1		1
Subtotal Department		5.5	5.5	0	5.5

Planning Department

1 GIS Technician	NE	1	1		1
2 Planner	E	0	0		1
3 Development Services Secretary	NE	1	0		0
Subtotal Department		2	1	0	2

Justification - **Planner** - The position will coordinate between City staff and developers to ensure zoning applications, plat applications and variance requests comply with the City's Land Use Plan, Comprehensive Plan, zoning ordinance and subdivision ordinance. The City Council include the hiring of a City Planner and/or Assistant City Manager should the necessary funding be available. The City Manager has served as the City Planner since September 2014 and the addition of a City Planner will allow sufficient time to focus on other areas of the City. Additionally, the City anticipates increased platting and zoning requests as the result of several planned residential and commercial developments are moving forward.

Library Department

1 Director Library	E	1	1		1
2 Library Supervisor	NE	1	1		1
3 Library Assistant	NE	2	2		2
4 Community Outreach Specialist	NE	1	1		1
5 Library Clerk	NE	1	1		1
6 Technology Services Assistant	NE	1	1		1
Subtotal Department		7	7	0	7

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2016-2020

Funded Positions

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2013-14 ACTUAL	FY 2014-15 CURRENT		FY 2015-16 PROJECTED
			FUNDED	REQUESTED CHANGE	
Code and Health Compliance					
1 Administrative Assistant	NE	0.5	0.5		0.5
2 Code Compliance Officer	NE	2	2		2
3 Senior Code Compliance Officer	NE	1	1		1
Subtotal Department		3.5	3.5	0	3.5
SUBTOTAL GENERAL FUND		199.5	193.5	0.0	198.0
<u>WATER AND SEWER FUND</u>					
Public Works Administration					
1 Administrative Assistant	NE	1	0		0
2 Director of Public Works	E	1	1		1
3 Accounting Technician	NE	0	1		1
4 Receptionist	NE	0	1		1
Subtotal Department		2	3	0	3
Utility Administration Department					
1 Customer Service Representative	NE	4	4		4
2 Meter Reader/Service Technician	NE	4	4		4
3 Senior Customer Service Representative	NE	1	1		1
4 Billing Technician	NE	1	1		1
5 Supervisor - Utilities	E	1	1		1
Subtotal Department		11	11	0	11

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2016-2020

Funded Positions

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2013-14 ACTUAL	FY 2014-15 CURRENT		FY 2015-16 PROJECTED
			FUNDED	REQUESTED CHANGE	
Water Distribution Department					
1 Operator II / Heavy Equipment Operator	NE	1	1		1
2 Operator II Water Distribution	NE	7	7		7
3 Supervisor Installation	NE	1	1		1
4 Supervisor Pump Maintenance	NE	1	1		1
5 Superintendent Water Distribution	NE	1	1		1
Subtotal Department		11	11	0	11
Sewer Collection Department					
1 Operator II Sewer Collection	NE	6	6		6
2 Assistant Supervisor/Operator III Sewer Collection	NE	1	1		1
3 Superintendent - Sewer Collection	NE	1	1		1
Subtotal Department		8	8	0	8
Wastewater Treatment Department					
1 Electrical Maintenance Technician	NE	1	1		1
2 Wastewater Superintendent	NE	0	1		1
Subtotal Department		1	2	0	2
<div style="border: 1px solid black; padding: 5px;"> Justification - 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. </div>					
Wastewater Treatment Department - South					
1 Operator II	NE	2	2		2
Subtotal Department		2	2	0	2

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2016-2020

Funded Positions

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2013-14 ACTUAL	FY 2014-15 CURRENT		FY 2015-16 PROJECTED
			FUNDED	REQUESTED CHANGE	
Wastewater Treatment Department - Northeast					
1 Operator II	NE	2	2		2
2 Chief Plant Operator Wastewater	NE	1	1		1
Subtotal Department		3	3	0	3
Wastewater Treatment Department - Northwest					
1 Operator II	NE	2	2		2
2 Chief Plant Operator Wastewater	NE	1	1		1
Subtotal Department		3	3	0	3
SUBTOTAL WATER AND SEWER FUND		41.0	43.0	0.0	43.0
<u>SOLID WASTE FUND</u>					
Solid Waste Administration					
1 Administrative Assistant	NE	1	1		1
2 Supervisor Solid Waste - Operations	NE	1	1		1
3 Solid Waste Superintendent	E	1	1		1
4 Recycling Coordinator	E	1	1		1
5 Assistant Supervisor Operations	NE	1	1		1
Subtotal Department		5	5	0	5
Collection-Residential					
1 Driver	NE	6	6		6
Subtotal Department		6	6	0	6

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2016-2020

Funded Positions

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2013-14 ACTUAL	FY 2014-15 CURRENT		FY 2015-16 PROJECTED
			FUNDED	REQUESTED CHANGE	
Collection-Recycling					
1 Driver	NE	2	3		3
Subtotal Department		2	3	0	3
Solid Waste Collection-Brush & Bulk					
1 Driver	NE	3	3		3
Subtotal Department		3	3	0	3
Solid Waste Collection-Commercial					
1 Driver	NE	2	2		2
2 Lead Driver	NE	1	1		1
Subtotal Department		3	3	0	3
Solid Waste Disposal					
1 Clerk/Dispatcher	NE	1	1		1
2 Scale Operator	NE	1	1		1
3 Heavy Equipment Operator	NE	3	3		3
4 Laborer	NE	0.5	0.5		0.5
Subtotal Department		5.5	5.5	0	5.5
SUBTOTAL SOLID WASTE FUND		24.5	25.5	0	25.5

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2016-2020

Funded Positions

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2013-14 ACTUAL	FY 2014-15 CURRENT		FY 2015-16 PROJECTED
			FUNDED	REQUESTED CHANGE	
<u>GOLF COURSE FUND</u>					
Golf Course Operations					
1 Clerk/Golf Shop Assistant	NE	1	0.5		0.5
2 Head Golf Professional	NE	1	1		1
Subtotal Department		2	1.5	0	1.5
Golf Course Maintenance					
1 Laborer	NE	2.5	2.5		2.5
2 Golf Course Mechanic	NE	0.5	0.5		0.5
3 Golf Course Superintendent	NE	1	1		1
4 Assistant Supt./Irrigation Tech	NE	0.5	0.5		0.5
Subtotal Department		4.5	4.5	0	4.5
SUBTOTAL GOLF COURSE FUND		6.5	6	0	6
<u>DRAINAGE FUND</u>					
Drainage Utilities					
1 Laborer (Maintenance & Roadways)	NE	2	2		2
2 Heavy Equipment Operator	NE	1	1		1
3 Superintendent Street/Drainage	NE	0.5	0.5		0.5
4 Light Equipment Operator	NE	2	2		2
Subtotal Department		5.5	5.5	0	5.5
SUBTOTAL DRAINAGE FUND		5.5	5.5	0	5.5

**City of Copperas Cove
Personnel Improvement Plan
Fiscal Years 2016-2020**

Funded Positions

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2013-14 ACTUAL	FY 2014-15 CURRENT		FY 2015-16 PROJECTED
			FUNDED	REQUESTED CHANGE	
<u>MUNICIPAL COURT SECURITY FUND</u>					
Municipal Court Security					
1 Bailiff	NE	0	0.5		0.5
Subtotal Department		0	0.5	0	0.5
SUBTOTAL MUNICIPAL COURT FUND		0	0.5	0	0.5
TOTAL EMPLOYEES ALL FUNDS		277.0	274.0	0.0	278.5

Unfunded/Unmet Needs and Future Needs

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2016-2020

Unfunded/Unmet Needs and Future Needs

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	UNFUNDED & UNMENT NEEDS	FUTURE NEEDS			
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20

GENERAL FUND

City Manager Department

1 Secretary to the City Manager	NE	1	1	1	1	1
2 Assistant City Manager	NE	1	1	1	1	1
3 Administrative Assistant	NE	1	1	1	1	1

Subtotal Department		3	3	3	3	3
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Justification -

City Secretary Department

1 Deputy City Secretary	NE	1	1	1	1	1
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Subtotal Department		1	1	1	1	1
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Justification - **Deputy City Secretary** - Would allow for a succession plan for the City Secretary Department as well as allow that individual to fill in at a Regular City Council Meeting in the absence of the City Secretary.

Finance Department

1 Senior Accountant	NE	1	1	1	1	1
2 Purchasing Officer	E	1	1	1	1	1
3 Buyer	NE	1	1	1	1	1

Subtotal Department		3	3	3	3	3
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Justification -

* Unfunded is equal to unauthorized positions.

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2016-2020

Unfunded/Unmet Needs and Future Needs

DEPARTMENT/POSITION	FLSA STATUS	UNFUNDED & UNMENT NEEDS	FUTURE NEEDS			
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Budget Department						
1 Financial Plans Specialist	E	1	1	1	1	1
Subtotal Department		1	1	1	1	1

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 and will develop and maintain new plans such as the Facilities Plan, Street Maintenance Plan, and other long-range plans.

Human Resources Department

1 PT Benefits Clerk	NE	0.5	0	0	0	0
2 HR Coordinator Benefits	NE	0	1	1	1	1
Subtotal Department		0.5	1	1	1	1

Justification -

Information Systems Department

1 Information Systems Specialist I	NE	1	1	1	1	1
2 IS Specialist/GIS Tech	NE	1	1	1	1	1
Subtotal Department		2	2	2	2	2

Justification - GIS responsibilities will be moved into the I.S. Department.

* Unfunded is equal to unauthorized positions.

**City of Copperas Cove
Personnel Improvement Plan
Fiscal Years 2016-2020**

Unfunded/Unmet Needs and Future Needs

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	UNFUNDED & UNMENT NEEDS	FUTURE NEEDS			
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Municipal Court Department						
1 Deputy Court Clerk I	NE	1	1	1	1	1
2 Part-Time Deputy Court Clerk I	NE	0.5	0.5	0.5	0.5	0.5
3 Warrant Officer	NE	1	1	1	1	1
Subtotal Department		2.5	2.5	2.5	2.5	2.5

Justification -

Police-Services Department

1 Patrol Officer - Certified	NE	3	6	9	12	16
2 Police Communications/Operator	NE	1	2	3	4	4
3 Senior Records Clerk	NE	1	1	1	1	1
Subtotal Department		5	9	13	17	21

Justification - **Police Officers** - Positions needed due to increase in population, coverage area and demands for service. Annexation of the two bypasses and new subdivisions can not be adequately covered with current staffing levels. **Communications Operator** - 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. An ever increasing demand for dispatching Police, Fire and EMS services creates a need for additional communications operators. **Senior Records Clerk** - Positions needed to serve a dual role as a records clerk and 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, of which open records requests are increasing. Records has not received any additional personnel in that area in over 30 years but the duties and responsibilities have grown.

* Unfunded is equal to unauthorized positions.

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2016-2020

Unfunded/Unmet Needs and Future Needs

DEPARTMENT/POSITION	FLSA STATUS	UNFUNDED & UNMENT NEEDS	FUTURE NEEDS			
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Animal Control Department						
1 Animal Control Officer I	NE	1	1	1	1	1
2 Full-Time Clerk	NE	1	1	1	1	1
3 Kennel Assistant (convert to full-time)	NE	0.5	0.5	0.5	0.5	0.5
Subtotal Department		2.5	2.5	2.5	2.5	2.5

Justification - **Animal Control Officers** - 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 is to care for all animals housed at the animal shelter. This includes cleaning the kennels and feeding all animals. This position will greatly assist in freeing up all Animal Control Officers from routine duties so they can respond and handle calls for service in the community. The Kennel Assistant will also assist with office duties such as returning animals to their owners, adopting animals, and receiving animals into the shelter that are surrendered.

Fire Department - Administration

1 Administrative Assistant - Fire and EMS	NE	1.5	1	1	1	1
Subtotal Department		1.5	1	1	1	1

Justification - **Administrative Assistant - Fire and EMS** - This position will be responsible for monitoring department budget and purchasing, assist in grant writing, monitor EMS billing and reimbursements. There are often times when the workload of one Administrative Assistant is greater than the capacity of the staffing. A second Administrative Assistant will allow continuity of operations should one person be sick or on vacation.

* Unfunded is equal to unauthorized positions.

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2016-2020

Unfunded/Unmet Needs and Future Needs

DEPARTMENT/POSITION	FLSA STATUS	UNFUNDED & UNMENT NEEDS	FUTURE NEEDS			
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Fire Department - Operations						
1 Firefighter I (2904 hour work year)	NE	2	2	2	2	2
2 Firefighter II (2904 hour work year)	NE	3	3	3	30	30
3 Fire Lieutenant (2904 hour work year)	NE	3	3	3	6	6
4 Deputy Fire Chief	E	1	1	1	1	1
Subtotal Department		9	9	9	39	39

Justification - **Firefighter II**- Fire Station 4 is planned to be in operation by FY 2019-2020. Station 4 will operate 1 Fire Engine (staffed with Lieutenant and 2 FF's), 1 Ambulance (staffed with 2 FF's) and 1 Rescue Truck (staffed with 4 FF's). This equates to 27 additional Firefighter II positions (adding 1 additional vacation position), and 3 Lieutenant positions. **Lieutenant**- FY 2016/17 additional Lieutenant is needed at Station 3 which currently has no Fire Officer. **Deputy Fire Chief Operations**- This position is needed immediately to manage fire operations, equipment, and personnel. This position will be second in command to the Fire Chief and assist in city administration responsibilities.

Fire Department - Training

1 Training Captain	NE	1	1	1	1	1
2 EMS Captain	NE	0	0	1	1	1
Subtotal Department		1	1	2	2	2

Justification - **Training Captain** - This position would take over the training responsibilities currently being conducted by the Deputy Fire Chief (DC)-Administration allowing the DC to focus on Emergency Management and other responsibilities. The position will primarily focus on ensuring recurring State requirements for Fire, EMS, and Law Enforcement continuing education are met for all department personnel.

Fire Department - Prevention

1 Fire Inspector	NE	1	1	1	2	2
Subtotal Department		1	1	1	2	2

Justification - **Fire Inspector**- One position is needed immediately for increased commercial growth, plans review, and investigation responsibilities. Additional Inspector position anticipated in subsequent years.

* Unfunded is equal to unauthorized positions.

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2016-2020

Unfunded/Unmet Needs and Future Needs

DEPARTMENT/POSITION	FLSA STATUS	UNFUNDED & UNMENT NEEDS	FUTURE NEEDS			
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Street Department						
1 Light Equipment Operator	NE	1	1	1	1	1
2 Lt. Equip. Opr Crack Sealer/Herbicide	NE	0	0	1	2	3
3 Traffic Control Tech II	NE	0	1	1	1	1
4 Supervisor - Street	NE	1	1	1	1	1
Subtotal Department		2	3	4	5	6

Justification - **Supervisor - Street:** Due to increased workload and future succession plan, it is recommended that this position be added.

Parks and Recreation - Admin Department						
1 Event Specialist/Marketing Coordinator	NE	0	0	0	1	1
Subtotal Department		0	0	0	1	1

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	0	1	1	2	3
2 Recreation Supt./Facility Manager	E	1	1	1	1	1
3 Part-Time Laborer		0		0.5	0.5	0.5
Subtotal Department		1	2	2.5	3.5	4.5

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.

* Unfunded is equal to unauthorized positions.

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2016-2020

Unfunded/Unmet Needs and Future Needs

DEPARTMENT/POSITION	FLSA STATUS	UNFUNDED & UNMENT NEEDS	FUTURE NEEDS			
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Fleet Services Department						
1 Parts Technician	NE	0.5	0.5	0.5	0.5	0.5
Subtotal Department		0.5	0.5	0.5	0.5	0.5

Justification -

Planning Department

1 Planner	E	0	1	1	1	1
1 Development Services Secretary	NE	1	1	1	1	1
Subtotal Department		1	2	2	2	2

Justification -

Library Department

1 Reference/Adult Programs Librarian	NE	1	1	1	1	1
2 Library Clerk	NE	0	0.5	1	1	1
3 Library Assistant	NE	0	0	0	1	2
Subtotal Department		1	1.5	2	3	4

Justification - The **Reference/Adult Programs Librarian** position is intended to improve quality of reference service, handle increased workloads anticipated from program plans, perform outreach/marketing efforts, and support technology initiatives as detailed in the Library Strategic Plan, Technology Plan and required of us under the City Strategic Plan. Since we currently have no Reference staff, other staff have taken time away from Technical Services and Circulation duties, resulting in work backlogs in these areas. In future years we hope to restore funding for an additional library clerk position so that we can support more hours of operation, specifically on Fridays and Saturdays.

* Unfunded is equal to unauthorized positions.

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2016-2020

Unfunded/Unmet Needs and Future Needs

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	UNFUNDED & UNMENT NEEDS	FUTURE NEEDS			
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Code and Health Compliance						
1 Administrative Assistant	NE	0.5	0.5	0.5	0.5	0.5
2 Code Compliance Officer	NE	0	1	1	2	2
Subtotal Department		0.5	1.5	1.5	2.5	2.5

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. Additional responsibilities include taking incoming phone calls, dispatching officers, collecting 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. The Department recently moved to an independant facility away from the Building Department and must remain open during normal business hours. Officers are being used to cover during the absence of an Assistant.

SUBTOTAL GENERAL FUND	39.0	47.5	54.5	94.5	101.5
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WATER AND SEWER FUND

Public Works Administration

1 Administrative Assistant	NE	1	1	1	1	1
2 City Engineer	E	1	1	1	1	1
Subtotal Department		2	2	2	2	2

Justification - Request to replace two (2) part-time Receptionist positions with one (1) full-time Administrative Assistant position. An Administrative Assistant is necessary to perform detailed clerical duties to include, preparing memos, letters, reports, etc., taking meeting minutes, maintaining the Public Works Director's electronic calendar, and serving as backup in preparing invoices and processing packets and purchase orders. A full-time position will better serve the Public Works Department by providing continuity of tasks in order to achieve timely completion of work assignments, often in the same day.

* Unfunded is equal to unauthorized positions.

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2016-2020

Unfunded/Unmet Needs and Future Needs

DEPARTMENT/POSITION	FLSA STATUS	UNFUNDED & UNMENT NEEDS	FUTURE NEEDS			
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Utility Administration Department						
1 Assistant Supervisor	NE	1	1	1	1	1
Subtotal Department		1	1	1	1	1

Justification -

Water Distribution Department						
1 Operator II Water Distribution	NE	1	1	2	2	2
Subtotal Department		1	1	2	2	2

Justification - **Water Distribution Operator II** - Responsible for maintaining and repairing the city's water distribution system under the guidelines of TCEQ and city's rules and regulations. With the recent and projected growth of the city, the water distribution system is ever expanding to meet the water needs of this growth. With the added expansion of the water distribution system there comes the need for added personnel to maintain it.

Sewer Collection Department						
1 Operator II Sewer Collection	NE	1	1	1	1	1
Subtotal Department		1	1	1	1	1

Justification -

* Unfunded is equal to unauthorized positions.

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2016-2020

Unfunded/Unmet Needs and Future Needs

DEPARTMENT/POSITION	FLSA STATUS	UNFUNDED & UNMENT NEEDS	FUTURE NEEDS			
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Wastewater Treatment Department						
1 Laboratory Technician Wastewater	NE	1	1	1	1	1
2 Laboratory Technician - Senior Wastewater	NE	1	1	1	1	1
Subtotal Department		2	2	2	2	2

Justification - Beginning in FY 2013 laboratory services are outsourced to BCWCID #1.

SUBTOTAL WATER AND SEWER FUND		7.0	7.0	8.0	8.0	8.0
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SOLID WASTE FUND

Solid Waste Collection-Commercial

1 Driver	NE	1	1	1	1	1
Subtotal Department		1	1	1	1	1

Justification -

SUBTOTAL SOLID WASTE FUND		1.0	1.0	1.0	1.0	1.0
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GOLF COURSE FUND

Golf Course Operations

1 Clerk/Golf Shop Assistant	NE	0.5	1	1.5	2	3
Subtotal Department		0.5	1	1.5	2	3

Justification -

* Unfunded is equal to unauthorized positions.

**City of Copperas Cove
Personnel Improvement Plan
Fiscal Years 2016-2020**

Unfunded/Unmet Needs and Future Needs

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	UNFUNDED & UNMENT NEEDS	FUTURE NEEDS			
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Golf Course Maintenance						
1 Laborer	NE	0.5	0.5	1	2	2.5
2 Heavy Equipment Operator	NE	0	0.5	0.5	0.5	0.5
Subtotal Department		0.5	1	1.5	2.5	3

Justification -

SUBTOTAL GOLF COURSE FUND	1.0	2.0	3.0	4.5	6.0
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DRAINAGE FUND

Drainage Utilities

1 Supervisor - Drainage	NE	1	1	1	1	1
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Subtotal Department		1	1	1	1	1
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Justification - **Supervisor - Drainage:** Due to increased workload and future succession plan, it is recommended that this position be added.

SUBTOTAL DRAINAGE FUND	1	1	1	1	1
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TOTAL EMPLOYEES ALL FUNDS	49.0	58.5	67.5	109.0	117.5
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* Unfunded is equal to unauthorized positions.

City of Copperas Cove FY 2015-2016
Position Listing and Salary Ranges by Department
October 1, 2015

Fund #	Dept #	Funded	DEPARTMENT/POSITION	Hourly Salary Minimum	Hourly Salary Maximum
01	22	1	Special Assistant to the City Manager	\$ 13.77	\$ 20.28
01	22	1	City Manager	Unclassified	
01	23	1	Records Clerk	\$ 9.64	\$ 14.19
01	23	1	City Secretary	Unclassified	
01	25	1	Public Information Officer	\$ 26.26	\$ 38.68
01	31	2	Staff Accountant III	\$ 22.81	\$ 33.59
01	31	1	Staff Accountant II	\$ 17.17	\$ 25.29
01	31	1	Director of Financial Services	Unclassified	
01	32	1	Budget Analyst	\$ 25.69	\$ 37.85
01	32	1	Budget Director/Assistant to the City Manager	Unclassified	
01	34	1	Human Resources Coordinator	\$ 13.37	\$ 19.70
01	34	1	Risk/Human Resources Generalist	\$ 22.22	\$ 32.73
01	34	1	Director of Human Resources	Unclassified	
01	35	1	Information Systems Supervisor	\$ 24.16	\$ 35.59
01	35	1	Information Systems Specialist II	\$ 22.11	\$ 32.57
01	35	1	Information Systems Director	Unclassified	
01	41	4	Deputy Court Clerk I	\$ 10.95	\$ 16.13
01	41	1	Deputy Court Clerk II	\$ 13.64	\$ 20.08
01	41	1	Court Clerk	\$ 20.92	\$ 30.81
01	4200	1	Custodian	\$ 9.70	\$ 14.28
01	4200	1	Executive Secretary	\$ 13.77	\$ 20.28
01	4200	2	Police Deputy Chief	\$ 32.75	\$ 48.25
01	4200	1	Chief of Police/Assistant City Manager	Unclassified	
01	4210	2	Senior Records Clerk	\$ 10.95	\$ 16.13
01	4210	1	Administrative Assistant	\$ 12.01	\$ 17.69
01	4210	1	Administrative Assistant Training and Evidence	\$ 12.01	\$ 17.69
01	4210	12	Police Communications/Operator	\$ 13.00	\$ 19.15
01	4210		Patrol Officer - Non Certified in Academy	\$ 14.05	\$ 20.69
01	4210		Patrol Officer - Certified In Field Training Program	\$ 15.57	\$ 22.94
01	4210	1	Communications Supervisor	\$ 16.50	\$ 24.31
01	4210	34	Patrol Officer - Certified	\$ 18.92	\$ 27.87
01	4210	7	Police Corporal	\$ 23.01	\$ 33.89
01	4210	9	Police Sergeant	\$ 24.82	\$ 36.55
01	4210	2	Police Lieutenant	\$ 28.01	\$ 41.25
01	43	0.5	Kennel Assistant	\$ 9.70	\$ 14.28
01	43	2	Animal Control Officer I	\$ 11.18	\$ 16.47
01	43	2	Animal Control Officer II	\$ 11.69	\$ 17.21
01	43	1	Senior Animal Control Officer	\$ 14.35	\$ 21.14
01	4400	1	Administrative Assistant - Support Services/Emerg Mgt	\$ 12.01	\$ 17.69
01	4400	1	Fire Chief	Unclassified	
01	4400	1	Deputy Fire Chief	\$ 28.74	\$ 42.34
01	4417	21	Firefighter I (2904 hour work year)	\$ 12.44	\$ 18.33
01	4417	15	Firefighter II (2904 hour work year)	\$ 12.95	\$ 19.07
01	4417	6	Fire Lieutenant (2904 hour work year)	\$ 14.74	\$ 21.71
01	4417	3	Fire Captain (2904 hour work year)	\$ 18.37	\$ 27.06
01	4419	1	Deputy Chief - Fire Marshal	\$ 28.74	\$ 42.34
01	52	1	Administrative Assistant	\$ 12.01	\$ 17.69
01	52	1	Building Inspector/Development Review Specialist	\$ 17.17	\$ 25.29
01	52	1	Senior Inspector	\$ 18.85	\$ 27.76
01	52	1	Public Improvements Inspector	\$ 20.50	\$ 30.20
01	52	1	Chief Building Official	\$ 29.92	\$ 44.07
01	53	2	Light Equipment Operator	\$ 11.17	\$ 16.45
01	53	1	Traffic Control Technician	\$ 12.12	\$ 17.85
01	53	2	Heavy Equipment Operator	\$ 12.12	\$ 17.85
01	53	0.5	Superintendent Street/Drainage	\$ 19.62	\$ 28.91
01	5400	1	Recreation Specialist/Administrative Assistant	\$ 12.42	\$ 18.30
01	5400	1	Director of Parks & Recreation	\$ 29.57	\$ 43.56
01	5410	5	Laborer	\$ 9.70	\$ 14.28

City of Copperas Cove FY 2015-2016
Position Listing and Salary Ranges by Department
October 1, 2015

Fund #	Dept #	Funded	DEPARTMENT/POSITION	Hourly Salary Minimum	Hourly Salary Maximum
01	5410	1	Light Equipment Operator/HVAC Technician	\$ 10.47	\$ 15.43
01	5410	3	Light Equipment Operator	\$ 10.47	\$ 15.43
01	5410	0.5	Assistant Superintendent/Irrigation Tech.	\$ 15.15	\$ 22.32
01	5410	1	Supervisor - Parks	\$ 15.69	\$ 23.10
01	5420	2.5	Recreation Aide	\$ 8.20	\$ 12.08
01	5420	1	Recreation Specialist	\$ 12.42	\$ 18.30
01	5420	1	Recreation Superintendent	\$ 19.39	\$ 28.56
01	5430	1	Recreation Specialist	\$ 12.42	\$ 18.30
01	55	0.5	Parts Technician	\$ 9.70	\$ 14.28
01	55	3	Mechanic	\$ 13.78	\$ 20.29
01	55	1	Lead Mechanic	\$ 15.78	\$ 23.24
01	55	1	Supervisor - Fleet Services	\$ 21.30	\$ 31.38
01	61	1	GIS Technician	\$ 19.34	\$ 28.49
01	61	1	Planner	Unclassified	
01	71	1	Community Outreach Specialist	\$ 10.03	\$ 14.77
01	71	1	Library Clerk	\$ 10.03	\$ 14.77
01	71	1	Technical Services Assistant	\$ 10.35	\$ 15.25
01	71	2	Library Assistant	\$ 11.72	\$ 17.26
01	71	1	Library Supervisor	\$ 15.53	\$ 22.88
01	71	1	Director Library	\$ 30.75	\$ 45.30
01	72	0.5	Administrative Assistant	\$ 12.01	\$ 17.69
01	72	2	Code Compliance Officer	\$ 14.65	\$ 21.57
01	72	1	Senior Code Compliance Officer	\$ 15.15	\$ 22.32
02	80	1	Accounting Technician	\$ 13.20	\$ 19.44
02	80	1	Director of Public Works	Unclassified	
02	80	1	Receptionist	\$ 9.64	\$ 14.19
02	81	4	Customer Service Representative	\$ 10.23	\$ 15.07
02	81	4	Meter Reader/Service Technician	\$ 10.23	\$ 15.07
02	81	1	Senior Customer Service Representative	\$ 11.28	\$ 16.62
02	81	1	Billing Technician	\$ 12.33	\$ 18.17
02	81	1	Supervisor - Utilities	\$ 20.49	\$ 30.19
02	82	1	Operator II / Heavy Equipment Operator	\$ 12.40	\$ 18.27
02	82	7	Operator II	\$ 12.40	\$ 18.27
02	82	1	Supervisor Pump Maintenance	\$ 18.92	\$ 27.87
02	82	1	Supervisor Installation	\$ 18.92	\$ 27.87
02	82	1	Superintendent Water Distribution	\$ 22.22	\$ 32.73
02	83	6	Operator II Sewer Collection	\$ 12.40	\$ 18.27
02	83	1	Assistant Supervisor/Operator III Sewer Collection	\$ 15.69	\$ 23.10
02	83	1	Superintendent - Sewer Collection	\$ 22.22	\$ 32.73
02	8400	1	Electrical Maintenance Technician	\$ 13.13	\$ 19.34
02	8400	1	Wastewater Superintendent	\$ 24.17	\$ 35.60
02	8402	2	Operator II	\$ 12.40	\$ 18.27
02	8403	2	Operator II	\$ 12.40	\$ 18.27
02	8403	1	Chief Plant Operator Wastewater	\$ 21.38	\$ 31.50
02	8404	2	Operator II	\$ 12.40	\$ 18.27
02	8404	1	Chief Plant Operator Wastewater	\$ 21.38	\$ 31.50
03	90	1	Administrative Assistant	\$ 12.01	\$ 17.69
03	90	1	Recycling Coordinator	\$ 15.69	\$ 23.10
03	90	1	Assistant Supervisor Operations	\$ 15.69	\$ 23.10
03	90	1	Supervisor Solid Waste - Operations	\$ 15.69	\$ 23.10
03	90	1	Solid Waste Superintendent	\$ 21.86	\$ 32.19
03	9101	6	Driver	\$ 12.03	\$ 17.72
03	9102	3	Driver	\$ 12.03	\$ 17.72
03	9103	3	Driver	\$ 12.03	\$ 17.72
03	9104	2	Driver	\$ 12.03	\$ 17.72
03	9104	1	Lead Driver	\$ 12.91	\$ 19.01
03	92	0.5	Laborer	\$ 9.70	\$ 14.28
03	92	1	Scale Operator	\$ 9.70	\$ 14.28

**City of Copperas Cove FY 2015-2016
Position Listing and Salary Ranges by Department
October 1, 2015**

Fund #	Dept #	Funded	DEPARTMENT/POSITION	Hourly Salary Minimum	Hourly Salary Maximum
03	92	1	Clerk/Dispatcher	\$ 10.58	\$ 15.59
03	92	3	Heavy Equipment Operator	\$ 12.03	\$ 17.72
05	76	2	Laborer (Maintenance & Roadways)	\$ 10.57	\$ 15.58
05	76	2	Light Equipment Operator (Maintenance & Roadways)	\$ 11.17	\$ 16.45
05	76	1	Heavy Equipment Operator	\$ 12.12	\$ 17.85
05	76	0.5	Superintendent Street/Drainage	\$ 15.38	\$ 22.66
09	7400	0.5	Clerk/Golf Shop Assistant	\$ 9.70	\$ 14.28
09	7400	1	Head Golf Professional	\$ 15.45	\$ 22.76
09	7402	2.5	Laborer	\$ 9.70	\$ 14.28
09	7402	0.5	Golf Course Mechanic	\$ 12.03	\$ 17.72
09	7402	0.5	Assistant Superintendent/Irrigation Tech.	\$ 15.15	\$ 22.32
09	7402	1	Golf Course Superintendent	\$ 28.10	\$ 41.39
55	41	0.5	Bailiff	\$ 17.95	\$ 26.44

Total 278.5

**CITY OF COPPERAS COVE, TEXAS
INCENTIVE/REIMBURSEMENT PAY
FY 2015-2016**

<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
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2015**

Ordinance
2015-32
(Exhibit 1)

POLICE DEPARTMENT

Wrecker Surcharge Fee - Per Call (Charged only if Notification Letter Sent by City)	\$10.00
Disposition of Abandoned Vehicle	\$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
Certification of Accident Report	\$2.00
Escort Fees for movers	\$25.00

ANIMAL CONTROL

Surrender Fees:	
- Resident	\$25.00
- Non-Resident	\$35.00
Adoption Fees:	
- Dogs	\$20.00
- Cats	\$15.00
<i>(Adoption fees for life threatening illness/injury, medical/physical disability or neonatal (mother & litter) may be waived by designated staff with approval of Assistant City Manager or City Manager)</i>	
City Licenses:	
- Dogs	\$3.00
- Cats	\$3.00
Impound Fees:	
- Reclaimed First Day	\$20.00
- Additional Days (per day)	\$5.00
- If the animal was tranquilized (adding to the impound fee)	\$10.00
- Daily Boarding Fee (after owner notification)	\$5.00
- Quarantine Fee (per day)	\$10.00
Shipping for Disease Testing	\$25.00
Exotic Wildlife Permit	\$25.00
Animal Vendor Fee	\$70.00
Vicious/Dangerous Animal Registration (annual)	\$50.00
Dangerous Animal Sign	\$25.00
Euthanasia (includes surrender and tranquilizer fee):	
- Resident	\$40.00
- Non-Resident	\$50.00
Duplicate License Tag	\$2.00
Disposal of Farm Animals (varies depending on weight and use of heavy equipment):	
Animal Control Standard Fee	\$25.00
Plus (if necessary) utilizing a front loader	\$75.00/hr
Plus disposal fee	\$0.0235/pound
Microchip Fee (Cats & Dogs)	\$20.00
Deer Feeding Violation (Ord 2007-03) - 1st Offense	\$50.00

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2015**

Ordinance
2015-32
(Exhibit 1)

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	\$3,000.00
<i>(Above fee may be waived by the Fire Chief with approval of the City Manager according to the City's internal policy.)</i>	
Non-Emergency Service Call (per half hour)	\$50.00
Witness Fees (per half hour)	\$50.00
Stand-by-Time (per half hour)	\$50.00
Ambulance Transport Rates:	
- Base BLS Inside City Limits	\$650.00 + mileage
- Base ALS 1 Inside City Limits	\$750.00 + mileage
- Base ALS 2 Inside City Limits	\$850.00 + mileage
- Outside City Limits	\$850.00 + mileage
<i>(does not apply if covered by separate contract)</i>	
- Mileage Charge from Station to Delivery Point (per mile rounded to whole miles)	\$15.00
- "No Transport Fee" - City (if requested by patient or family)	\$200.00 + \$15/mile
- "No Transport Fee" - County (if requested by patient or family)	\$250.00 + \$15/mile
<i>(does not apply if County is covered by separate contract)</i>	
<i>(Above "No Transport Fee" may be waived by the Fire Chief with approval of the City Manager according to the City's internal policy.)</i>	

FIRE

Used for Hazardous Materials Incidents, criminal/administrative restitution, and disaster reimbursement

Engine with up to 3 personnel (per hour)	\$500.00
Ladder with up to 3 personnel (per hour)	\$600.00
Brush truck with up to 2 personnel (per hour)	\$400.00
Command / Support Vehicle (per hour)	\$200.00
Each additional personnel (per half hour)	\$50.00
Investigator (per half hour)	\$50.00
Extrication tools (per hour)	\$50.00
Disposable supplies, damaged or contaminated equipment, fire hose, nozzles, etc.	Replacement Cost including Shipping plus 15% Admin Fee

FIRE INSPECTIONS**Fixed Piping Systems Permit**

-Above Ground Fixed Piping System Permit	\$125.00
-Below Ground Fixed Piping System Permit	\$125.00
-Re-inspection Fee (charged when both the initial and one re-inspection have failed)	\$125.00
Permit covers plans review, necessary meetings, witnessing tests, final inspection/approval	

Fire Alarm Systems Permit

-Re-inspection Fee (charged when both the initial and one re-inspection have failed)	\$125.00
Permit covers plans review, necessary meetings, witnessing tests, final inspection/approval	
(Note: permit fee covers up to 200 devices.)	

Fire Protection Systems Permit

-Re-inspection Fee (charged when both the initial and one re-inspection have failed)	\$125.00
Permit covers plans review, necessary meetings, witnessing tests: k	

**CITY OF COPPERAS COVE
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Above & Below Ground Fuel Storage Tank Installation and Removal	\$125.00
Permit covers plans review, necessary meetings, witnessing tests, final inspection/approval	
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	\$40.00
-Clinic, Therapy, Regulated Business	\$60.00
-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)	\$100.00
-Private Schools, Day Care, Nursing Home, Assisted Living Centers (50 or more occupants)	\$200.00
-Foster Home, Adoptive Home	\$80.00
-Re-inspection Fee (charged when both the initial and one re-inspection have failed)	\$200.00
Burn Permit Fee (per permit, per day) (one permit per property location)	\$100.00
<u>CENTRAL FIRE STATION MEETING ROOM RENTAL</u>	
(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:

- Square Feet	<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
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2015**

Ordinance
2015-32
(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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Ordinance
2015-32
(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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(Exhibit 1)

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
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EFFECTIVE OCTOBER 1, 2015**

Ordinance
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(Exhibit 1)

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
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EFFECTIVE OCTOBER 1, 2015**

Ordinance
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(Exhibit 1)

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 (Under 2 years) No Charge
- Individual (2-49 years) - Resident \$3.00
- Individual (2-49 years) - Non-Resident \$5.00
- Senior Citizens (50-64) \$2.00
- Senior Citizens (65+) No Charge

Summer Swim Pass:

- Individual - Resident \$40.00
- Individual - Non-Resident \$60.00
- Family of 4 - Resident \$75.00
- Additional Family Member - Resident (each additional person) \$10.00
- Family of 4 - Non-Resident \$125.00
- Additional Family Member - Non-Resident (each additional person) \$15.00
- Senior Citizens (50-64) \$30.00
- Senior Citizens (65+) No Charge
- Replacement Swim Pass \$5.00

Water and Land Aerobics (per class) \$3.00
 Water and Land Aerobics (~~per month~~) (10 class punch card) \$27.00
 Swim Lessons \$60.00
 Life Guard Certification Class \$185.00

Buildings:

Civic Center: (minimum 4 hour rental)

- Deposit \$400.00
- Fee \$400.00
- Fee Each Additional Hour \$50.00
- All Day Rental (7 a.m. - Midnight) \$800.00
- Stage Rental / Set-up \$100.00
- Event Set Up Fee \$100.00

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2015**

	Ordinance 2015-32 (Exhibit 1)
- Kitchen Rental	\$100.00
- Sound System Rental	\$100.00
 Community/Civic Meetings per Hour	 \$15.00
 Ogletree Pavilion: (minimum 4 hour rental)	
- Deposit	\$200.00
- Fee	\$100.00
- Fee each additional hour	\$25.00
- All Day Rental (7 a.m. - Midnight)	\$300.00
 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 (minimum 2 hour rental):	
- Deposit	\$75.00
- Fee (up to 50 people) *	\$100.00
- Fee for each additional 25 people.	\$50.00
- Fee each additional hour	\$50.00
* Fee does not include \$15 per hour per lifeguard. Minimum of two (2) lifeguards per party with one (1) additional lifeguard for each additional 25 people. Lifeguards are paid directly in cash at the event.	
 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
- Football	\$30.00

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2015**

	Ordinance 2015-32 (Exhibit 1)
- 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 rental fee rate. Applicant must show proof of non-profit status at time of rental / booking of facilities and must be recognized as a 501.c3 non-profit entity. Non-profits are responsible for following all established rental guidelines including setup, teardown, and cleanup of facility.</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
- Cheerleading	\$60.00

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2015**

	Ordinance 2015-32 (Exhibit 1)
- Non Resident (Soccer, Basketball, Flag Football, Volleyball)	\$70.00
- Basketball Team Fee (Division I Teams Only)	\$525.00
- Appeal/Protest Fee	\$50.00
 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	
 Registration/Administration fees:	
- Sports Camps (per week per person)	\$10.00
- Sports/recreation events operated by non-City entities (per person)	\$10.00

CEMETERY

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
(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
Rezoning Application Fee	\$200.00
Variance Application Fee	\$200.00
Land Disturbance Permit	\$35.00

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2015**

	Ordinance 2015-32 (Exhibit 1)
Floodplain Development Permit	\$35.00
CLOMR Alternative Fee	\$6,750.00
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

Fines:

- Overdue Books (per day)	\$0.25
- Overdue Maximum Fine	Cost of Item
- Overdue Interlibrary-loan (per day)	\$1.00

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2015**

	Ordinance 2015-32 (Exhibit 1)
- 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
3D Printing (per gram)	\$0.05
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

CODE & HEALTH

Permits:	
Garage Sale Permits	\$10.00
One Day Car Wash Permits:	
- In City Resident/Organization	\$15.00
- Non-Resident/Organization	\$100.00

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2015**

Ordinance
2015-32
(Exhibit 1)

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

10 Round Punch Card (weekend)	\$190.00
10 Round Punch Card (weekdays)	\$140.00
AGF Tournament	\$20.00

Annual Green Fees (AGF):

Single (annual payment)	\$625.00
Single (semi annual payment)	\$375.00
1st Dependent (annual payment)	\$225.00

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2015**

	Ordinance 2015-32 (Exhibit 1)
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	80% of 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
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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
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ADMINISTRATIVE FEES-NON DEPARTMENTAL	
Tax Abatement Application Fee	\$1,500.00
Returned Checks Fee	\$30.00
NSF Electronic Draft Fee	\$30.00
Online Credit Card Processing Fee "Convenience Fee"	\$2.00

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2015**

	Ordinance 2015-32 (Exhibit 1)
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
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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
<i>When meter is turned on or off by anyone other than water department personnel.</i>	
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.	\$250.00

CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2015

Ordinance
2015-32
(Exhibit 1)

New Water Tap 1" and larger srv. Connection for an existing water service.	3/4" tap fee + add'l time and materials
Backflow Test Fee (per backflow device)	\$10.00

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	\$4.05
Commercial	\$4.96
Sprinkler	\$4.15
Bulk Water	\$7.26
Contractor	\$6.05

Minimum Fees for the meter size (outside city limits):

Non-residential water services requires contract with Approval by Governing Body

3/4" meter	\$16.00
1" meter	\$22.00
1-1/2" meter	\$34.00
2" meter	\$50.00
3" meter	\$120.00
4" meter	\$200.00
6" meter	\$350.00

Rate per 1,000 Gallons of Water (outside city limits):

Non-residential water services requires contract with Approval by Governing Body

Residential	\$5.26
Commercial	\$6.17

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2015**

	Ordinance 2015-32 (Exhibit 1)
Sprinkler	\$5.36
Bulk Water	\$8.47
Contractor	\$7.26
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
<i>***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.</i>	
Drainage (non-residential) - minimum ***	\$6.00
<i>***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.</i>	
Sewer	
Sewer minimum rate (all customers)	\$11.00
Rate per 1,000 Gallons of Water (all customers)	\$5.67
<i>(Residential customers only: Winter average - 8,000 gallon floor)</i>	
6" Sewer Tap **	\$750.00
Sewer Tap larger than 6"	6" tap fee + additional time and materials
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
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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

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2015**

	Ordinance 2015-32 (Exhibit 1)
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	\$73.67
4 cubic yard for 1 day Pickup	\$98.21
6 cubic yard for 1 day Pickup	\$122.80
8 cubic yard for 1 day Pickup	\$151.89
10 cubic yard for 1 day Pickup	\$194.20
3 cubic yard for 2 day Pickup	\$139.39
4 cubic yard for 2 day Pickup	\$169.98
6 cubic yard for 2 day Pickup	\$218.68
8 cubic yard for 2 day Pickup	\$270.44
10 cubic yard for 2 day Pickup	\$341.41
3 cubic yard for 3 day Pickup	\$189.02
4 cubic yard for 3 day Pickup	\$231.52
6 cubic yard for 3 day Pickup	\$300.43
8 cubic yard for 3 day Pickup	\$384.60
10 cubic yard for 3 day Pickup	\$488.02
3 cubic yard for 4 day Pickup	\$246.44
4 cubic yard for 4 day Pickup	\$302.78
6 cubic yard for 4 day Pickup	\$393.62
8 cubic yard for 4 day Pickup	\$505.27
10 cubic yard for 4 day Pickup	\$635.88
3 cubic yard for 5 day Pickup	\$302.28
4 cubic yard for 5 day Pickup	\$374.03
6 cubic yard for 5 day Pickup	\$483.71
8 cubic yard for 5 day Pickup	\$621.74
10 cubic yard for 5 day Pickup	\$783.75

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2015**

Ordinance
2015-32
(Exhibit 1)

Commercial Collection Compactor Rates:

3 cubic yard for 1 day Pickup	\$221.76
4 cubic yard for 1 day Pickup	\$295.82
6 cubic yard for 1 day Pickup	\$424.57
3 cubic yard for 2 day Pickup	\$443.52
4 cubic yard for 2 day Pickup	\$591.63
6 cubic yard for 2 day Pickup	\$849.15
3 cubic yard for 3 day Pickup	\$665.28
4 cubic yard for 3 day Pickup	\$887.45
6 cubic yard for 3 day Pickup	\$1,273.73
3 cubic yard for 4 day Pickup	\$887.04
4 cubic yard for 4 day Pickup	\$1,183.27
6 cubic yard for 4 day Pickup	\$1,698.31
3 cubic yard for 5 day Pickup	\$1,108.80
4 cubic yard for 5 day Pickup	\$1,479.09
6 cubic yard for 5 day Pickup	\$2,122.89
20 cubic yard or larger compactor	\$144.37 + 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) - Resident	\$8.50
- Bulk (per cubic yard) - Non-Resident	\$17.00
- Container (up to 30 gallons)	\$2.25
- Delivery (per delivery within City limits only)	\$15.00
Kraft Bags	\$.34 + sales tax

Tire Disposal:

- Passenger/light truck tire, less than 17.5 " rim diameter	\$3.00
- Truck Tire, greater than or equal to 17.5 " rim diameter	\$7.00
Used Oil Filters	\$1.00
Surcharge for uncovered load	\$12.00
Pull Offs/Transfer Station	\$5.00
Roll Offs (includes the following 5 items):	
- Delivery/Service/Pull fee	\$145.69
- Customer Fee	\$2.31
- Disposal (per ton)	\$65.00
- Deposit	\$250.00

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2015**

Ordinance
2015-32
(Exhibit 1)

Auto-Lid Locks	\$25.00 installation fee, plus \$2.50 monthly rental
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Excess Garbage or Overloaded Containers:*Container Reload Fees while on site*

3 yard container	\$13.96
4 yard container	\$17.52
6 yard container	\$23.31
8 yard container	\$28.62
10 yard container	\$33.60

Return Service

3 yard container	\$28.53
4 yard container	\$32.09
6 yard container	\$37.88
8 yard container	\$43.19
10 yard container	\$48.17

Deposit for recurring use of the Transfer Station	\$750.00
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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

EDC – Economic Development Corporation

BUDGET ACRONYMS

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

HOT – Heart of Texas

BUDGET ACRONYMS

HR – Human Resources

HRIS - Human Resource Information System

HVAC – Heating Venting & Air Conditioning

ILL – Inter Library Loan

ISO – Insurance Services Office

JAG – Justice Assistance Grant

KCCB – Keep Copperas Cove Beautiful

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

PD – Police Department

BUDGET ACRONYMS

- PFIA** – 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
- TAACO** - Texas Academy of Animal Control Officers

BUDGET ACRONYMS

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.

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.

Personnel Improvement Plan (PIP) – A management tool used to assist in the scheduling, planning and funding of personnel over a period of time. The PIP should be updated annually. It sets forth the estimated expenditures by year and justifications for new and unfunded positions.

Policy – A policy is a plan, course of action or guiding principle designed to set parameters for decisions and actions.

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.

BUDGET GLOSSARY

Source of Revenue – Revenues are classified according to their source or point of origin.

Special Revenue Funds – Special revenue funds are used to account for resources allocated to specific purposes. A special revenue fund continues in existence as long as governmental resources are allocated to its specific purpose.

Strategy – A strategy is a specific, measurable and observable result of an organization's activity which advances the organization toward its goal.

Tax Levy – The total amount to be raised by general property taxes for operating and debt service purposes specified in the annual tax ordinance.

Tax Rate – The amount of tax levied for each \$100 of assessed valuation.

Transfers – Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

Trust Fund – The trust fund was established to account for all assets received by the city that are in the nature of a trust and not accounted for in other funds. The trust fund is accounted for as an expendable trust fund.

Unencumbered Balance – The amount of an appropriation that is not expended or encumbered. It is essentially the amount of money still available for future purchases.

Working Capital – The equivalent number to the fund balance of a governmental fund in the proprietary fund is working capital. The working capital is calculated to be current assets less current liabilities.



City of Copperas Cove