

FISCAL YEAR

2017-2018

ADOPTED BUDGET & PLAN OF MUNICIPAL SERVICES



**City of Copperas Cove
Texas**

City of Copperas Cove
 FY 2017-2018 Adopted Budget
 And Plan of Municipal Services
 Declarations required by the State of Texas

Required by Section 102.007, Local Government Code

This budget will raise more revenue from property taxes than last year's budget by an amount of \$206,636, which is a 2.04 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$201,574.

The Copperas Cove City Council adopted the budget with the following voting record:

City Council Place 1	David Morris	<u>Aye</u>
City Council Place 2	James Pierce, Jr.	<u>Aye</u>
City Council Place 3	Dan Yancey	<u>Aye</u>
City Council Place 4	Jay Manning	<u>Aye</u>
City Council Place 5	Kirby Lack	<u>Aye</u>
City Council Place 6	George Duncan	<u>Aye</u>
/Mayor Pro Tem		
City Council Place 7	Matthew Russell	<u>Aye</u>

Information regarding the City's property tax rates follows:

Fiscal Year 2015-2016 (preceding)	\$0.797908/\$100 valuation
Fiscal Year 2016-2017 (current)	\$0.797908/\$100 valuation
Fiscal Year 2017-2018	
Adopted Rate	\$0.797908/\$100 valuation
Effective Tax Rate	\$0.785421/\$100 valuation
Effective Maintenance and Operations Tax Rate	\$0.541050/\$100 valuation
Rollback Tax Rate	\$0.875972/\$100 valuation
Debt Tax Rate	\$0.291638/\$100 valuation

Total amount of municipal debt obligations \$74,430,000 (outstanding principal)



City Of Copperas Cove, Texas Annual Budget and Plan of Municipal Services Fiscal Year 2016-2017

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Preface



CITY OF COPPERAS COVE, TEXAS

VISION STATEMENT

The Vision of the City of Copperas Cove is to be the premiere family oriented community in the Fort Hood/Central Texas region.

MISSION STATEMENT

The City of Copperas Cove strives to be a community valuing opportunity and partnerships, promoting family values, a healthy environment, and enhancing the quality of life in a fiscally responsible manner.

Adopted by the City Council on March 21, 2017



The City Built for Family Living

City of Copperas Cove, Texas

List of Principal Officials

City Council

Frank Seffrood - Mayor
George Duncan - Mayor Pro Tem

David Morris - Council Member
James Pierce Jr – Council Member
Dan Yancey - Council Member

Jay Manning - Council Member
Kirby Lack - 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
F.W. "Bill" Price, City Judge
Lisa Kubala, Associate Municipal Judge

Reporting to the City Manager

Joe Brown, Parks & Recreation Director/Deputy City Manager
Ryan D. Haverlah, Budget Director/Deputy City Manager
Eddie Wilson, Police Chief
Michael Neujahr, Fire Chief
Velia Key, Director of Financial Services
Jeff Davis, Human Resources Director
Kevin Keller, Public Information Officer
Mike Morton, Building Official
Greg Mitchell, Information Systems Director
Charlotte Hitchman, Director of Planning



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Copperas Cove
Texas**

For the Fiscal Year Beginning

October 1, 2016

A handwritten signature in black ink, which appears to read "Jeffrey R. Emer". The signature is written in a cursive style.

Executive Director



City of Copperas Cove
ACKNOWLEDGEMENTS

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

City Manager
Andrea Gardner

City Secretary
Lucy Aldrich

Public Information
Kevin Keller

Finance Department
Velia Key
Stephanie Potvin
Silvia Perez

Budget Department
Ryan Haverlah
Ariana Beckman

Human Resources
Roy Jeff Davis
Linda Hernandez
Alwin Collado

Information Systems
Greg Mitchell
Adam Wolf
Robert Browning

Municipal Court
Jennifer Henry

Police Department
Eddie Wilson
Cheryl Forester
Brian Wyers
Jeff Stoddard

Animal Control
David Wellington

Fire Department
Michael Neujahr
Michael Fleming
Gary Young
Brandi Cornelius

Street/Drainage
James Mullen

Fleet Services
Mike King

Planning
Charlotte Hitchman
Benjamin Smith

Building Development
Mike Morton
Kathy Weber

Code & Health Compliance
George Sinner

Parks & Recreation
Joe Brown
Ashley Borchers
Gene Williams
Nic Cantrell

Library
Kevin Marsh
Valerie Reynolds
Anita Schultz

Public Works
Michael Cleghorn
Cynthia Taylor
Tracy Molnes

Water & Sewer
Daniel Hawbecker
Dennis Courtney
Christopher Altott

Solid Waste
Noel Watson
Silvia Rhoads

Golf Course
Davis Dewald

Tourism

Budget Format

This budget document is divided into twelve 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 staffing levels. 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.

The **Capital Improvements** section 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 Personnel Improvement Plan, 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





“The City Built for Family Living”

September 5, 2017

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

Presented together with this budget message is the City Manager’s adopted budget and plan of municipal services for fiscal year October 1, 2017 through September 30, 2018. 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 adopted operating budget is **\$33,726,828**. This total includes \$16,691,599 for the General Fund, \$12,629,680 for the Water & Sewer Fund, \$4,073,774 for the Solid Waste Fund and \$331,775 for the Golf Course Fund.

The municipal services plan totaling **\$5,279,894** are provided for the Other Funds of the City to include the Special Revenue Funds with expenditures as follows: \$4,129,400 for the Interest and Sinking Fund, \$684,280 for the Drainage Fund, \$195,587 for the Hotel Occupancy Tax Fund, \$4,490 for the Court Efficiency Fund, \$14,396 for the Court Technology Fund, \$2,860 for the Court Security Fund, and \$58,723 for the PEG Fee Fund with the remaining funds totaling \$190,158 for the Miscellaneous Other Funds.

The City continued multi-year budgeting with the FY 2018 budget development. City staff prepared the FY 2018 Proposed Budget and the FY 2019 and FY 2020 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 April, the same month as the 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 2018-2020 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 2017-2018. 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, updated and adopted by City Council on March 21, 2017, is as follows:

The Vision of the City of Copperas Cove is to be the premiere family oriented community in the Fort Hood/Central Texas region.

City Council Goals

As with the Vision Statement, during the annual Council/Staff Retreat held in March 2017, the Council reviewed the Goals of the City. On March 21, 2017, 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.
- To maintain, improve and expand City infrastructure in support of development, facilities and programs to include parks and recreation.
- 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.

The City's Strategic Plan was adopted on January 3, 2012 and is reviewed and updated annually with the latest update planned to be adopted in the next several months. The strategic plan includes a series of strategic initiatives that correlate to the expenses adopted 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 2017-2018 was established with most of Council's direction during the Planning Sessions held with the Body in April of this year. Specific feedback included:

- Keeping the City's tax rate at the same rate as the current year's tax rate of 0.797908 per \$100 of assessed valuation;
- Providing a 1% cost of living adjustment for all eligible employees;
- Including a market stabilization increase for public safety employees;
- Funding a job market/classification study; and
- Funding capital outlay needs for the major operating funds.

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 adopted budget and plan of municipal services. A mix of positive and negative budget impacts such as increased new property valuations, increasing debt service payments, growing 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.

The General Fund's dependency on property tax revenue coupled with an increase in tax-supported debt service payments provided the need to maintain spending levels for non-personnel costs. The City also budgeted to include \$410,000 in revenue from the State as previously authorized by House Bill 7 (HB7) in 2015 and funding included in the State budget in 2017 for future years 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 property tax revenue reductions.

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. During fiscal year 2017-18 budget process, however, staff recommended funding of a supervisor for Utility Administration, maintaining funding of a part-time bailiff position for Municipal Court, and reorganize the Development Services departments, to include converting a part-time clerk to a full-time liaison position. Furthermore, to assist with the long term personnel planning, City staff presented proposed updates to the Personnel Improvement Plan in April 2017. 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. The Personnel Improvement Plan was adopted September 5, 2017 and will continue to be reviewed each spring.

Sales tax revenue estimates remains mostly conservative with a 5% increase, which includes estimated receipts from economic developments within the 5 Hills Shopping Center and HomeBase. Over the past twelve months, sales tax revenues have mostly increased each month when compared to the same month in the prior year. The City's Chapter 380 Agreements for the 5 Hills Shopping Center and HomeBase include both property tax and sales tax rebates, which are also included in the budget.

Budget Development Process

Development of the City Manager's adopted 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 process. The process 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 maintained its enhanced involvement in the budget planning process as evidenced by their interactive participation in the Budget, CIP, COP and PIP Planning Sessions held April 6, 2017. The planning session included an interactive survey portion to determine what Council would set as their priorities and goals for FY 2018. Though the planning session was beneficial, the Texas 85th Legislative Session included a number of harmful bills, with the greatest threat focused around a number of revenue cap bills that would impede the ability of the City to fund services in the General Fund, particularly in Public Safety. Therefore, City Council was informed that the actions of the Legislature would impact the City budget preparation. 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 2018 and future years. 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. The use of available fund balance in the Interest and Sinking Fund and changes in positions throughout the City contributed to balancing the budget.

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, social media, and through the local newspaper.

The budget was formally adopted by the City Council on September 5, 2017 at a regularly scheduled Council Meeting. Once adopted, the budget goes into effect on October 1.

Significant Dates for Budget Adoption Process

April	Budget, CIP, COP and PIP Planning Sessions
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 bill that amended the Texas Property Tax Code to provide a homestead exemption to disabled veterans and the surviving spouses of disabled veterans equaling one hundred percent. The impact of this action is tremendous and resulted in the creation of unfunded positions and reductions in various service related expenditures. In 2011, the City Council passed a Texas Municipal League (TML) resolution seeking the introduction of legislation that helps offset the losses incurred by cities as a result of H.B. 3613 adopted by the 81st Texas Legislature. The 2015 (84th) Legislature passed House Bill 7 with an amendment providing a relief payment to cities adversely affected by the 100% disabled veteran's exemption. In 2017, the 85th Legislature included funding for the relief payment in the State's budget. The relief payment, estimated to be \$410,000 will again benefit the City in 2018.

Contrary to the City's successful efforts, legislation has continually been introduced to restrict revenue collection and expand assistance to veterans, especially disabled veterans since 2009, negatively impacting cities. Though the large majority of these legislative bills have not passed, as City Manager, I feel it is necessary to continue 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 have remained fairly stable through 2016. Increases reflected in 2017 include a shift of property tax revenue from debt service to the General Fund and the relief payment from the State of Texas for the 100% disabled veteran's property tax exemption. The decrease reflected in 2018 is due to an increase in debt service payments. The relatively flat revenue trend since 2009 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 2009 to 2018. Water and sewer revenues are dependent on the weather, such as the adverse impacts from the 2007 flooding and positive impacts from 2016 with mild heat and rain. From 2013 to 2016, the governing body adopted modest increases for water and sewer rates in accordance with the 2011 Utility Rate Study. The FY 2018 adopted budget did not include water and sewer rate increases; however, the governing body will consider rate changes for future implementation. Adopting water and sewer rates in the past based on a utility rate study helped the Water and Sewer Fund to successfully meet the ideal fund balance policy and provide the needed resources for infrastructure projects. The Solid Waste Fund revenues have remained relatively steady since 2009 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, such as the single-stream recycling implementation. There is no rate increase anticipated for the Solid Waste Fund.

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 second phase of the 5 Hills Shopping Center are anticipated to increase sales tax revenues beginning in 2018. The City anticipates increases in sales and property taxes in the next two years.

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 permanent 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, the impact on City operations is tremendous and the City requests all states and cities in the nation participate in providing the deserved benefits to those serving and those that have served our country. The impact on the City's property tax revenue is estimated to be \$831,579 for the exemption being provided to Copperas Cove residents. Much needed relief from this exemption was received for the first year in 2016 with the passage of HB7 (84th), providing a payment from the State for city disproportionately impacted by the exemption. City estimates the payment in 2018 will be approximately \$410,000.

Expenditure Trends

The expenditures in the major operating funds are being closely monitored on a monthly basis. Expenses for FY 2018 decreased 6.1% from FY 2017 projected expenditures; however, the FY 2017 expenditures include an expense for the public loan provided to Endeavor Real Estate as an amendment to the 380 Agreement, which will be repaid. By removing the \$3 million loan, the expenses for FY 2018 actually increase 2.4% from FY 2017 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 for three of the four major operating funds and a portion of the first and third goals were accomplished for three of the four major operating funds.

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 seven years, unnecessary functions have been eliminated, efficiencies developed and implemented, and consolidation of duties applied. However, a supervisor and a meter reader/service technician for Utility Administration, a part time bailiff position for Municipal Court, and a change from part time to full time position in the planning department is included in the adopted budget. The need for a part time bailiff position is a result of passage of the SB 42, which requires certification of the police officers to serve as court security, while the other positions are included due to the workload in those departments. If necessary, City Administration will employ this strategy and hold vacant positions from being filled in the future. Without this type of planning, the City could face the need for reductions in force.

Funding an appropriate number of purchases in the Capital Outlay Plan (COP) in FY 2018 is essential to maintain the financial strength of each fund and ensure the appropriate capital assets are acquired to provide effective and efficient services. Capital purchases in the COP total \$2,078,495. It is common practice utilized by state and local governments across the nation to reduce capital spending when resources are not available.

According to the U.S. Energy Information Administration (EIA), regular gasoline retail prices, which averaged \$2.15 per gallon in 2016, are forecasted to be \$2.36 per gallon in 2017 (U.S. Energy Information Administration Short-Term Energy Outlook, March 2017). Due to the monthly revised forecasts by the EIA, the City's spending plan for fiscal year 2017-2018 includes \$2.42 per gallon for regular unleaded gasoline and \$2.80 per gallon for diesel gasoline based on the March 2017 Outlook. Both rates reflect a 25% increase in fuel costs from FY 2017. 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 approximately 2% for FY 2018.

Economic Outlook and Revenue Projections for Fiscal Year 2017-2018

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 September 2017, Fort Hood's assigned strength was 35,433 soldiers and airman and 5,534 civilian employees and contractors. There are 50,620 family members supported by the soldiers, of which 74.6% live off-post in the neighboring communities such as Copperas Cove. According to data provided by Fort Hood to Texas Military Preparedness Commission (TMPC), there are approximately 286,790 retirees, survivors and family members residing in the Central Texas region. The TMPC released a report called the "2015-2016 TMPC Biennial Report" detailing the impact of military installations in 2015-2016. Fort Hood boosts state and local economy by \$35.4 billion, which is 26% of the \$136.6 billion total from all 15 military installations in Texas. The central Texas post is the state's largest single-site employer and provides about \$12 billion in personal income, which is 36.66% of the local community total employment income.

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. Since October 2016, Fort Hood has experienced a reduction of 1,729 military personnel and 5,316 civilian employees and contractors. The greatest impact to Copperas Cove will be the potential loss of \$24 million in Impact Aide to the Copperas Cove Independent School District over the next three years. The City and the school district watch and plan for potential impacts to the community. 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 and other military officials support a 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 3.7 months of inventory, meaning it would take 3.7 months for all the current available homes on the market to be sold. The inventory for Copperas Cove increased to 3.7 months from 3.6 months in the prior quarter, further away from to a balanced market. This increase is indicative of the gradual increase in listings. The City is experiencing several housing developments under construction and anticipates the construction will continue for more than a decade. Heartwood Park Phase I, a development of 222 lots, has sold a large number of homes and continues construction on remaining lots. The Reserves at Skyline Mountain, a development of 57 lots, finished installing infrastructure and is currently constructing and selling homes. There are also three additional housing developments adopted 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 benefited from a small portion on the property tax rolls in 2017, but the greatest impact will begin with 2018 and several years beyond then.

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 will moderately increase 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.

Sales tax revenues show increases from FY 2011 to FY 2017 with a slight decrease in FY 2016. Consumer confidence appears to be building as reflected in the sales tax revenues. Though, a portion of the sales tax revenue increases are a result of the 5 Hills Shopping Center and HomeBase. Therefore, with phase II of the 5 Hills Shopping Center opening soon, sales tax revenues are projected with a 5% increase from 2016-2017 projected revenue.

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 20% of the general fund revenue, compared to property taxes being 42% of general fund revenue. This increases sales tax revenue by one percentage points from FY 2017. 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 such an uncertain economic environment.

Property tax revenues for maintenance and operations are projected to decrease in FY 2018 mainly due to increased debt service payments and must still bear the lost property tax revenue

from the over 65 tax freeze and the disabled veteran's 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 2.6% in the current year and according to the preliminary estimated assessed values, the valuations for tax year 2017 are anticipated to increase 1.4%.

The decline in net taxable value from 2009 to 2010 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. Increased values through 2014 are related to new construction and increased valuations of existing structures. An unusual number of foreclosures devalued a large number of properties in 2015, but increased construction and fewer foreclosures helped increase the estimated values for 2016 and 2017. The spending controls in place remain essential to the current and future budgets for the City to remain in excellent financial standing.

In November 2011, Council reduced 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 \$122,835 in 2012 to \$53,639 in 2017. However, the eligible tax freeze increased from \$66,446 to \$162,446 for 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 42% of the total projected General Fund revenues in FY 2018 and 44% in FY 2017, property tax is the major revenue source for funding General Fund operations. The total estimated value of all taxable property, as rendered by the Coryell Central Appraisal District and the Lampasas Central Appraisal District, is shown in the Net Taxable Value chart on the preceding page. The tax values will be certified by both appraisal districts on or before July 25, 2017. Until such time as the tax rolls are certified, the spending plans are based only on the estimated values. Once the certified values are provided, staff will conduct a discussion with the Council on property tax. During the discussion, Council will have the opportunity to provide direction on changes to the spending plan dependent upon the changes in property tax revenues. 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 has been the tax rate since FY 2016.

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 Coryell 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 2016-2017. This amount does not include the ½ cent in sales and use tax for economic development and street maintenance. The one cent retained by the City is utilized for General Fund operations and capital projects. This figure is 0.3% below the prior year actual collections. For 2017-2018, the budget is \$3.1 million in sales tax revenue for General Fund operations, a 5% increase from the FY 2016-2017 expectations. With the average annual increase in sales tax revenue being 3.11% over the past five years, the increase is representative of the growing consumer confidence and anticipated economic growth.

Franchise fee revenue represents 8% of the general fund revenue. This revenue is generated from major public utilities operating within the City and reimburses the City for use of public streets and rights of way. The fee is applicable to Oncor Electric, ATMOS energy, Time Warner Cable, telecommunications companies and other cable providers. The fee is generally computed as a percentage of gross receipts.

Licenses, permits and fees are intended to cover the costs of general government services such as building inspections, plat recording, subdivision review, site plan fees and fire inspection fees. Building permit fees are not anticipated to increase until developers for both residential and commercial properties begin submitting plans for construction. The City anticipates an uptick in activity in 2017 with a slowdown of construction activity in 2018.

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, fine and fee revenues have remained relatively flat over the past four years. FY 2017-2018 projections include a 0.4% increase compared to the FY 2016-2017 revised 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 2017-2018 represent an increase of 13% from the FY 2016-2017 original budget. Revenues adopted for the athletic programs have been revised to reflect only modest increases. Increases in fees are not included in the FY 2017-2018 revenues. Ambulance revenues, which account for 71% of charges for services, are anticipated to increase 18% from the adopted FY 2016-2017 budget resulting from more accurate reporting and more aggressive collections.

The transfer from the Water & Sewer Fund, Solid Waste Fund and Drainage Fund to the General Fund is \$925,654, \$504,000 and \$93,437, respectively and is designed to reimburse the General Fund for services that fund provides to include financial services, administrative services, engineering services, planning and plat review services, information technology and other various services and benefits.

As a general rule, 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 for the June 2017 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 June 2017 debt issue.

The General Fund budget in fiscal year 2017-2018 includes revenues of \$15,771,523, which is \$105,317 or 1% more than the amount adopted in the 2016-2017 budget. General Fund expenditures are adopted to reach \$16,691,599, which is \$590,188 or 4% more than the amount appropriated at adoption of the 2016-2017 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. Beginning with FY 2015-2016, adherence to the policy is based on use of the undesignated fund balance portion only. City Council once again 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 2017-2018 budget. Beginning undesignated fund balance projected for FY 2017-2018 in the General Fund is \$5,443,016, which after adjusting for projected revenues and adopted appropriations for each operating department, leaves an estimated ending fund balance of \$4,522,940. This amount is \$454,783 over the ideal fund balance needed to comply with the mandate of the fund balance policy, and continues 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 nineteen (19) years. City Council and staff continue efforts of maintaining ideal fund balance within the General Fund.

The adopted budget includes a total of 202 authorized and funded full-time equivalents for fiscal year 2017-2018 in the General Fund budget. The adopted budget does not reflect an increase in the overall number of positions, however it does include an addition of a part-time bailiff position at Municipal Courts, due to certification needed to serve as court security required by the new legislation (SB42), and the conversion of a part-time Clerk in the Code Compliance Planning Department, which will allow greater effectiveness of services and provide additional clerical assistance to the Planning Department.

The Police Department operating budget comprises 33% of the total General Fund expenditures as adopted for fiscal year 2017-2018. This department's spending plan includes increases in expenditures for pay increases and minor increases in other expenditure accounts for necessary supplies and services. Adopted funding levels are such that services will be maintained at current levels. The Fire Department operating budget consumes 25% of the adopted General Fund appropriations. Like the Police Department, the Fire Department's spending plan includes increases in expenditures for pay increases and minimal increases in other operating expenditure accounts. Market stabilization increases of \$2,500 for all certified and licenses public safety employees and modifications to the incentive schedule is included in FY 2017-2018. The Police Department will be able to replace five patrol cars, four CID vehicles, protective gear, and electronic equipment. The Fire Department will be able to replace one ambulance and 20% of the personal protective gear. The remaining expense budget includes those items essential to the daily operations of the General Fund operating departments. Any reductions in the adopted spending plan could result in the recommended reduction of services or additional increases in user fees.

Community Services account for 11% of the fiscal year 2017-2018 General Fund adopted expenditures. Community Services is comprised of Parks and Recreation Administration, Maintenance, Athletics, Aquatics, Special Events, and Library Departments. The adopted budget increased \$16,093 or 1% from the projected FY 2016-2017 budget. The increases in expenditures include the 1% cost of living adjustment while all other operating expenditure accounts remained consistent to the FY 2016-2017 levels.

Water & Sewer Fund

The Water & Sewer Fund is one of three enterprise funds that the City of Copperas Cove utilizes in accounting for services provided to its citizens. This fund provides for costs associated with

providing clean, safe and reliable drinking water that protect the public health, aid in protecting the environment, provide fire protection and ensure an adequate water supply exists to support the growing population and commercial customers. Sewer collection and wastewater treatment facilities prevent pollutants from reaching our rivers and lakes. Because adequate water and sewer supply is often a major determining factor for economic development opportunities, it is important to continue improvements to the City's existing water and sewer infrastructure and expansion of the system. The City of Copperas Cove has made great strides in developing sufficient resources to comply with increasingly stringent federal and state unfunded mandated regulations. Non-compliance with the mandated regulations only results in stiff fines from the regulating agencies.

Revenues and expenses within the Water & Sewer Fund are also estimated conservatively and are continually monitored by City Administration for necessary adjustments to ensure that revenues always cover the cost of services being provided to utility customers. The Water & Sewer Fund generates revenues primarily from the sale of water and the collection and treatment of wastewater. Revenues are projected at \$11,803,797 for fiscal year 2017-2018, which is \$69,017 less than the amount of revenues adopted for fiscal year 2016-2017. The decrease is attributed to an anticipated decrease in late charges and a demonstrated increase in the utilization of the senior discount. Revisions to the water and sewer rates are not included in the adopted budget. An updated utility rate study was presented to City Council in July 2017, and as a result of the findings the governing body, after the budget was adopted, directed city staff to adjust utility rates for modest increases to meet the needs of providing water and sewer services. By holding the revenues steady for many years prior to 2012 and not following the recommended rates per prior rate studies, the fund was unable to meet ideal fund balance for many years prior to the fiscal year 2014 budget. As explained below, the Water & Sewer Fund will not meet the ideal fund balance in FY 2017-2018.

Both the water and sewer revenues for the current year are projected to end almost in-line with the amount included in the adopted budget as a result of normal water usage. Water purchases through August 2017 revealed an 11% increase with revenue confirming the increased usage by customers. 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 2016-2017. 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 utility rate study will provide the City with the tools to adjust rates during such severe weather conditions.

Total expenses are estimated at \$12,629,680, which is \$878,244 or 7.5% more than the amount adopted for the fiscal year 2016-2017. The Water & Sewer Fund realized an increase in debt service requirements in fiscal year 2017-2018 as anticipated by the debt service schedule and anticipated a 4% increase in the cost for water purchases. 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 2017-2018 is \$881,255. The ideal fund balance for the Water & Sewer Fund is calculated at \$2,013,786 for fiscal year 2017-2018, which means the budgeted fund balance is below the ideal fund balance. The primary drivers causing the fund to not meet the ideal fund balance include an 82% increase in the use of the senior discount, a loss of \$300,000

in late charges due to the utility billing transition, increased water purchases, and increased debt service payments. The commitment by City Council and staff will continue to support the needs of the Water & Sewer Fund and strive to meet the ideal fund balance policy in future budgets. City Council will have firm utility rate recommendations to consider in future years with the completion of the utility rate study.

The fiscal year 2017-2018 Adopted Budget includes 36 full-time equivalent positions in the Water & Sewer Fund. A net total of 1 position will be added in the Adopted Budget stemming from the need to reestablish a supervisor position for the billing and customer service function. Favorable interest rates lend to a recommendation to include capital projects and capital outlay items for the Water & Sewer Fund in an issuance scheduled for the 2018 summer. The COP includes three light duty trucks, one equipment van, a tractor and electronic equipment to be included in the 2018 financing. The budget for 2017-2018 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. Single-stream recycling was funded in 2013 to begin phasing in all residents with the last year of funding included in 2016 with the cost included in the residential rate. In the 2012-2013 budget, City Council began using a utility rate study completed in 2011 to adjust user rates, and only authorized modest rate increases. There are no rate adjustments included in the Adopted Budget.

Revenues are projected at \$4,170,930, which is \$58,645 or a 1.4% increase in total revenues included in the 2016-2017 Adopted Budget. Customer usage of services is expected to increase, but the increasing utilization of the senior discount and decreasing late charges keeps overall revenues flat. Total expenses are estimated at \$4,073,774, which is \$380,858 or 10% more than the amount adopted for fiscal year 2016-2017. Increases in debt service payments, the cost for garbage disposal and the replacement of residential trash bins are the key drivers of the escalation in expenses.

There are a total of 27.5 full-time equivalent funded positions included in the Solid Waste Fund budget for fiscal year 2017-2018. The spending plan includes no capital outlay purchases funded through the Solid Waste Fund in 2018. Two garbage trucks and two light duty trucks will be included in the 2018 summer financing package. The budget for 2017-2018 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. For the first time since 2006, the Golf Course Fund plans to operate without an annual deficit in fiscal year 2016-2017 by moving all maintenance positions into the General Fund to create efficiencies in the work accomplished by the Parks Maintenance and Golf Course crews.

Revenues for the 2017-2018 fiscal year are projected at \$325,052, which is \$30,894 lower than the amount adopted for fiscal year 2016-2017. The proposed budget revenue projections are the most realistic and achievable revenues presented since 2007. More realistic projections provide staff greater incentive to achieve the revenues throughout the year.

Expenses at the golf course are projected at \$331,775, which is \$1,420 or less than 1% above the amount adopted in fiscal year 2016-2017. After several years of reductions and prioritization, Council and staff have included additional funding in the long-range debt schedule for course improvements necessary to boost the golf course revenue stream. The Golf Advisory Committee will present projects to City Council for authorization to use the planned funds.

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 has taken a decade, and recovering from the substantially large negative fund balance will take some time. Ideal fund balance for this fund is \$74,216 and the projected ending fund balance is (\$1,445,547), which is (\$1,519,763), 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 can improve the financial performance. 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 2015-2017 Budget Plan and expanded the planning to three years with the 2017-2020 Budget Plan. Multi-year budgeting has further streamlined the budgeting process for future budgets. By preparing three fiscal years at a time, the second and third year budgets need only to be updated the following year for current revenue trends and expenditure needs. The FY 2017-2020 Budget Plan is a separate document to the FY 2017-2018 Adopted Budget.

During the 2016-2017 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 2017-2021 Capital Improvement Plan, 2017-2021 Capital Outlay Plan, 2017-2021 Personnel Improvement Plan, Strategic Plan Update, Records Management Program Revisions, Comprehensive Plan Revisions, Future Land Use Plan Amendments, Building Code Revisions, Zoning Ordinances, and Personnel Policies. The Street Maintenance Master Plan and subdivision and zoning ordinances, will be presented to City Council before the end of the calendar year. The Drainage Master Plan and the Wastewater Master Plan is nearing completion and will be presented to the Council prior to fiscal year end.

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.

2018-2022 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.

The following projects are currently included in FY 2018 for appropriation in the draft 2018-2022 CIP, and final approval by the governing body is planned for September 2017.

Transportation Program

Business HWY 190 Median and Sidewalk Improvements: Construction of a raised median and conversion of one travel lane in each direction to a sidewalk/bicycle lane. The project scope for FY 2018 is \$11,065,212.

South FM 116 Sidewalk: Complete sidewalk installation/repair on South FM 116 from Randa St to FM 3046. The project scope for FY 2018 is \$206,050.

Narrows Sidewalk: Install pedestrian and bicycle facilities, as well as HOP stops. The project scope for FY 2018 is \$416,838.

Local Street & Sidewalk

South FM 1113 Sidewalk – Phase II: Construct a sidewalk on South FM 1113 to connect to existing neighborhood sidewalks. The project scope for FY 2018 is \$61,855.

Street Equipment Pole Barn - Erect a pole barn to cover equipment and materials to protect them from the rain, sun and ice. The project scope for FY 2018 is \$32,000.

Parks and Recreation Program

Park Improvements 2017-2021: Add paved parking lots and curbs, monuments signs, construction signs capturing phases, paved walking trails to identified parks, and restroom/concession renovations. The project scope for FY 2018 is \$378,029.

Library Interior Renovation: Replace carpeting, circulation desk, reference desk, signage, shelving unit end-caps, furniture in the adult side of the library, and bathroom fixtures; re-position shelving and public access computers; add electrical outlets; repair water damage and re-paint all interior walls; and remodel entryway. The project scope for FY 2018 is \$90,250.

Water and Sewer Program

Killeen/Cove 20" Transmission Line Relocation: Relocation of existing 20" transmission line from Clear Creek Road to Turkey Run Pump/Storage Facility. The project scope for FY 2018 includes \$2,800,000.

Rattlesnake Pressure Plane Elevated Storage Tank: Construction of a 412,000 gallon elevated storage tank. The project scope for FY 2018 includes \$1,920,000.

Northeast Wastewater Treatment Plant UV Disinfection System: Install a second U.V. channel to run alongside the current effluent channel. Installation of new U.V. system in new channel. Installation of gates in existing and new channels for access and cleaning. Installation of weir gates at same height to allow for flow equalization between both channels. The project scope for FY 2018 includes \$771,100.

Northeast Wastewater Treatment Plant Concrete Drive and Retaining Wall: Cut a hole in the concrete wall at the north end of the sequential batch reactor (SBR); reroute electrical lines and

disconnect; cut back the dirt embankment; pour concrete, retaining wall, and approach; and install a 12' wide by 10' tall rollup door so services and repairs can be made to pumps and motors. The project scope for FY 2018 includes \$40,000.

Golf Course Program

Golf Course Improvements: Reconstruct and redevelop cart path starting at hole 1 through the front 9 holes. The cart path will largely be an asphalt surface with concrete ribbon curbs; both flat and erected curbs in identified areas to dictate play and water flow. The project scope for FY 2018 includes \$178,250.

City Employees

Personnel

The 2017-2018 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 2017-2018 budget includes a 1% cost of living adjustment for all eligible employees, market stabilization pay increases for public safety employees, revisions to the incentive pay schedule, and funding to conduct a market study. The market stabilization pay is \$2,500 for licensed and certified public safety employees. The individuals who work for the City are its greatest assets.

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 \$1,481,405 in this spending plan for funding of future retirement benefits for employees. In 2017-2018, 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 \$1,600 for the 2017-2018 fiscal year.

Healthcare Benefits

The City provides healthcare, dental and vision benefits to all of its full-time employees through the Scott & White Health Plan and Met Life Dental. The City has planned for a 2% decrease in premium rates for FY 2017-2018. Along with employee contributions payroll deducted, the City has allocated approximately \$1,317,945 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 2017-2018 marks the sixth 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 2017-2018, the City will continue

to contribute up to \$250 into an employee's flexible spending account or health savings account, provide employees a wellness day off, and/or a wellness shirt 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 \$28,161 for the 2017-2018 fiscal year.

This budget communicates a tremendous amount of financial data and information. As in the past, this budget is a program budget that clearly addresses the various programs of the City and their effectiveness. On behalf of the City staff and administration, we believe this budget provides the traditional level of quality service to the citizens of Copperas Cove. With the practical spending strategies implemented and the planned economic development, the City can expect to achieve the revenue diversification required to sustain the City operations. The continued support of the City Council and development of short-term and long-term goals is critical to the future success of this community. Over the next fiscal year, City staff looks forward to continuing its efforts in working with the City Council, the Copperas Cove Economic Development Corporation, the Copperas Cove Chamber of Commerce, the Copperas Cove Independent School District, Coryell, Bell and Lampasas counties and the citizens of this community to make decisions and develop plans that will have a positive long-lasting impact on our community.

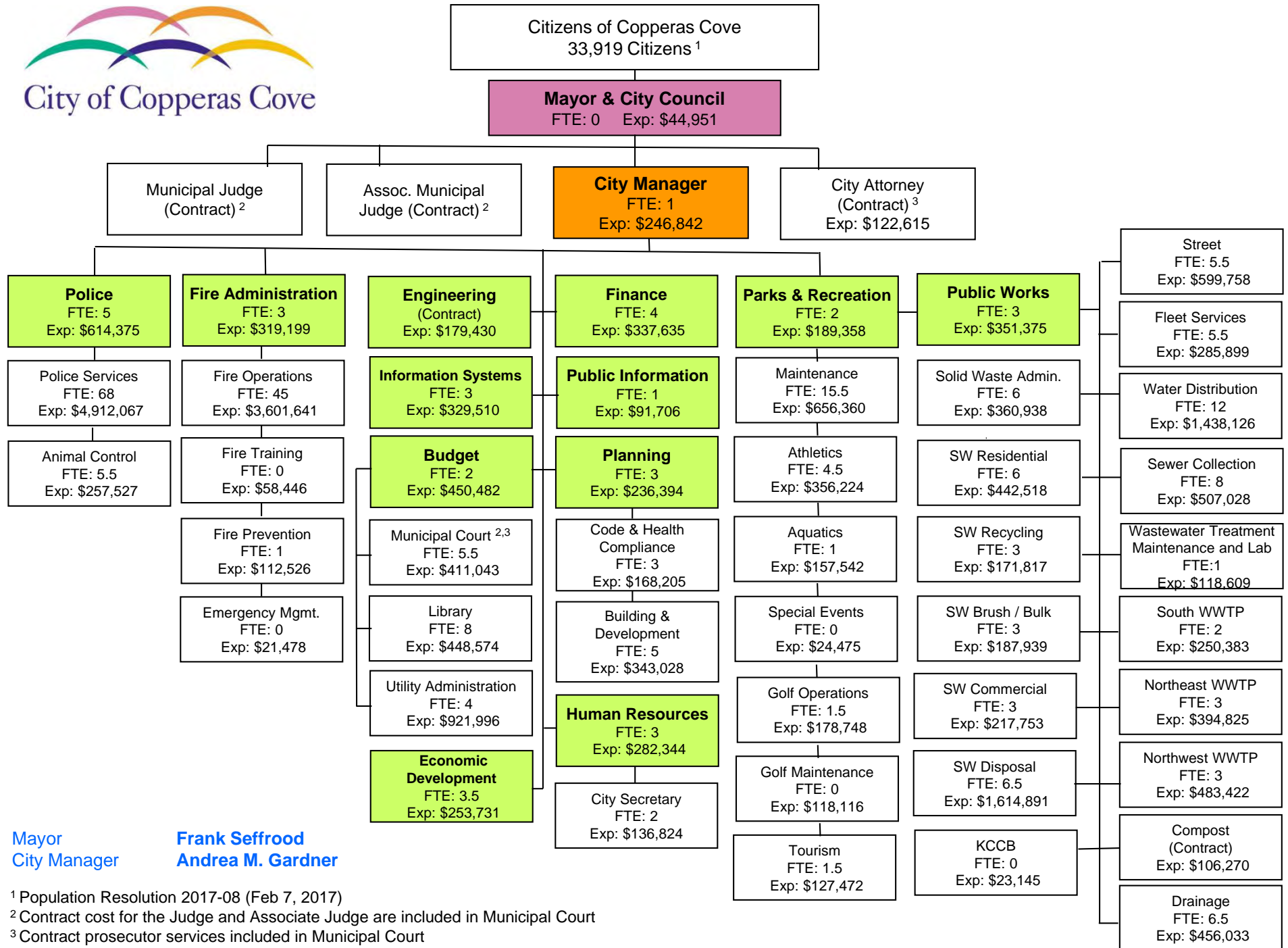
Sincerely,

Andrea M. Gardner
City Manager



Budget Summary





Mayor
City Manager

Frank Seffrood
Andrea M. Gardner

¹ Population Resolution 2017-08 (Feb 7, 2017)

² Contract cost for the Judge and Associate Judge are included in Municipal Court

³ Contract prosecutor services included in Municipal Court

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

BUDGET OVERVIEW



Copperas Cove Elected Officials

Frank Seffrood
Mayor

George Duncan
Mayor Pro Tem

David Morris
Council Member

Jay Manning
Council Member

James Pierce Jr
Council Member

Kirby Lack
Council Member

Dan Yancey
Council Member

Matthew Russell
Council Member

Copperas Cove Appointed Officials

Andrea M. Gardner
City Manager

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

William "Bill" Price
Municipal Judge

Lisa Kubala
Assc. Municipal Judge

Vision Statement

The Vision of the City of Copperas Cove is to be the premiere family oriented community in the Fort Hood/Central Texas region.

Mission Statement

The City of Copperas Cove strives to be a community valuing opportunity and partnerships, promoting family values, a healthy environment, and enhancing the quality of life in a fiscally responsible manner.

Top Goals

- Conduct long range planning.
- Continue sustainability initiatives.
- Develop and maintain partnerships with local, regional, state and federal entities.
- To maintain, improve and expand City infrastructure in support of development, facilities and programs to include parks and recreation.
- 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.

FY 2018 Budget Schedule

- April 6, 2017
City Council Budget/ Planning Session.
- April 11, 2017
Budget Kickoff Meeting with City Departments.
- April 24, 2017
Revenue forecasts due.
- April 26-28, 2017
First Round Department Meetings with City Manager.
- May 12, 2017
Proposed Budgets for FY 2018 – FY 2020 due to Budget Department.
- May 16, 2017
Department New Expense Requests due to Budget Department.
- May 23-26, 2017
Second Round Department Meetings with City Manager.
- July 6, 2017
City Manager presents Proposed Budget to City Council.
- July 11, 13 & 18, 2017
City Council Workshops to discuss Proposed Budget.
- July 25, 2017
Chief Appraisers certify approved appraisal roll.
- July 27 & August 1, 2017
City Council Workshops to discuss Proposed Budget and Public Hearing on City Manager's Proposed Budget and recommended changes to the Proposed Budget.
- August 15, 2017
Approval of Fiscal Year 2018-2022 Capital Outlay Plan, Personnel Improvement Plan and Capital Outlay Plan
- September 5, 2017
Approval of Budget, City's Fee Schedule, and Tax Rate for Fiscal Year 2018
- October 1, 2017
Fiscal Year 2018 begins.

FY 2018 Budget Approved by Copperas Cove Elected Officials

On September 5, 2017 the members of the Copperas Cove City Council voted to approve the Annual Budget and Plan of Municipal Services for fiscal year 2017-2018. 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 \$118,943.



The City's total operating budget equals \$33,726,828. The General Fund is the main operating fund of the City and was adopted with revenues totaling \$15,771,523. Taxes, which include both property taxes and sales taxes, comprise 72% or \$11,290,538 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 \$16,691,599. Thirty-three percent (33%) of total expenses is utilized for Police protection, 25% for Fire and EMS services, and 8% for Parks & Recreation activities.

For FY 2018, in spite of modest increases in sales tax receipts, the General Fund will receive \$172,638 or 2% less in taxes when compared to the original budget for FY 2017. Property taxes decreased \$412,051 or 6% less compared to property taxes originally budgeted in FY 2017. This decrease in property taxes is due to increased payments required in the Interest and Sinking Fund. Sales tax revenue in the General fund is budgeted \$197,202 or 7% more from the original FY 2017 budget. The increase in sales tax is due to estimated receipts from economic developments within the 5 Hills Shopping Center and HomeBase.

City Council included salary increases for all employees in the FY 2018 budget. The salary increases will be a cost of living adjustment of 1% for all eligible employees and a \$2,500 market stabilization pay increase for all certified and licensed public safety employees. An increase of \$362,190 is included in the General Fund for market adjustments for Police and Fire Departments.



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 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.

Fiscal year 2017-2018 adopted budget includes both, a water and sewer rate increase as recommended by the Utility Rate Study presented to City Council during the budget workshop in July 2017. The Water & Sewer Fund budget totaled \$12,629,680 with revenues budgeted at \$11,803,797. The Water and Sewer Fund adopted a budget that does not meet the ideal fund balance. City staff will continue to monitor the

status of the fund to ensure that it does not fall further below the ideal fund



balance and will work with the City Council to achieve an ideal fund balance in the next two years.

The Solid Waste Fund total budget is \$4,073,774 for fiscal year 2017-2018. Revenues total \$4,170,930, with Garbage Collection Fees comprising 79% of the total revenues. Projected ending fund balance exceeds the 25% reserve ideal fund balance requirement.



The revenues in the Golf Course Fund are budgeted at \$325,052, which is \$30,894, or 9% less than the adopted revenues in FY 2017. Expenses are budgeted at \$331,775, which is \$1,420 or less than 1% above the adopted expenses in FY 2017. The Golf Course continues to receive scrutiny over its negative fund balance and deficit-building financial performance. 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; however, improvements to the course are necessary to begin turning around the financial deficit. Expenses for fiscal year 2016-2017 were drastically revised for the maintenance costs of the golf course. In order to improve employee efficiency, the golf course maintenance staff and the



parcs maintenance staff were reorganized into the grounds maintenance staff. This change allowed all golf course maintenance staff to be moved into the General Fund to provide greater level of service and capitalize on the skills of staff for all parks, facilities, and the golf course. Staff anticipates increased play at the course as a result of the renovation of greens and greater maintenance efforts. City Council acknowledges the Golf Course Fund will not be self-sufficient immediately, but these changes are a step in the positive direction.

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 Miscellaneous Other Funds. 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 2017-2018 is \$952,800. 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 \$684,280. The budget does not include capital improvement projects. 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 in 2017. Progress to improve the City's



drainage has been successful to help prevent storm water 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.

The Hotel Occupancy Tax Fund is used to account for hotel occupancy taxes collected from each hotel within the City limits. The revenue resources of this

fund, including interest earnings, must be utilized for specific purposes according to State Law. State Law requires every expenditure to directly enhance and promote tourism and the convention and hotel industry, and every expenditure must clearly fit into one of six statutorily provided categories. The six categories include: (1) funding the establishment, improvement, or maintenance of a convention center or visitor information center, (2) paying the administrative expenses for facilitating convention registration, (3) paying for advertising, solicitations, and promotions that attract tourists and convention delegates to the city or its vicinity, (4) expenses that promote the arts, (5) funding historical restoration or preservation programs, and (6) funding costs in certain counties to hold sporting events that substantially increase hotel activity. Chapter 351 of the Tax Code provides greater details regarding the authorized use of hotel occupancy tax. Fiscal year 2017-2018 includes funding allocated by City Council to Boys and Girls Club to inspire and enable young people through Race for the Kids/Kids day in the Gap event, Five Hills Art Guild to educate, support, and encourage visual arts through the Five Hills Art Festival, Cove House Classic bike tour to raise funds for homeless shelter, the C.H.A.M.P.S. Heart of Texas Bowl sporting event, and several tourism programs and activities such as the Fall Festival, Tree Lighting Ceremony, Polar Bear Swim, Food Truck Festival, Farmers Market, and several advertising plans through the City's Tourism staff.

Funding in the FY 2017-2018 Budget for the projects listed below are 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 2018-2022 Capital Improvement Plan.

- The 2010 Limited Tax Notes were issued in May 2010 to fund the Mountaintop water tank.
- The 2011 Revenue & Limited Tax Notes and 2011 General Obligation 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 is for the Southeast Bypass project.
- The 2012 General Obligation Bonds were issued in May 2012 to fund the Northeast Water Line. After completion of the project, the remaining funds will be used to finish the Mountaintop water tank.
- The 2013 Limited Tax Notes were issued in February 2013. The debt includes funding for building improvements for the Police station, Animal Shelter 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 2013 Public Property Finance Contract Obligations were issued in November 2013 to fund the purchase of Fire vehicles and equipment.
- The 2014 Certificates of Obligation were issued in February 2014. The debt includes funding for building improvements of Fire Station #2, completion of the Southeast Bypass, and sidewalk improvements on Avenue D. Projects for the Water & Sewer fund include improvements to the Southwest water, 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, completion of the Southeast Bypass, redesign of Business U.S. 190, and Avenue D sidewalk improvements. The Water & Sewer fund includes improvements to the Southwest water, City Park sewer line, and Waste water treatment facility, West Business 190 waterline extension and FM 116 utilities relocation.
- The 2016 Certificates of Obligation were issued in June 2016. The debt includes tax-supported funding for vehicles and equipment for numerous departments and building improvements for the Library. The Water & Sewer fund includes implementation of advanced metering infrastructure, improvements to the Oak Hill Dr. water, Liberty Star water, City Park sewer line, rehabilitation of the Killeen 500,000 gallon tank, installation of four MGD submersible UV disinfection

system with all controls at the NE waste water plant and an update to the Water Model. Projects for the Solid Waste fund include garbage and recycling truck purchases. The Golf Course fund projects includes improvements to the golf course.

- The 2017 Certificates of Obligation were issued in July 2017. The debt includes tax-supported funding for vehicles, electronics and equipment for numerous departments and building improvements for the Library. The Water & Sewer fund includes vehicles, City Park sewer line improvements, Phase III of the Southwest water improvements, Killeen/Cove 20" transmission line relocation, and NE waste water treatment plant UV disinfection system. Projects for the Solid Waste fund include garbage truck purchase for Residential and Commercial departments, and a duty truck purchase for Brush. The Golf Course fund projects includes equipment and improvements to the cart paths.



“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 33,919.

Copperas Cove is approximately 17.3 square miles, with 13.9 square miles located in Coryell County. Copperas Cove’s crime rate of 2,243 per 100,000 is among the lowest in the Central Texas area and is below the state crime rate of 3,183. The 2015 estimated median household income is \$51,972 and the average home market value is \$101,700. The major employers in the area are Fort Hood (military soldiers) with 35,433 employees, Fort Hood Civilian (federal and contract) with 12,168 employees, Copperas Cove ISD with 1,300 employees, GC Services (credit collection agency) with 1,250 employees, H.E.B Grocery Store with 306 employees, Wal-Mart Supercenter with 279 employees, City of Copperas Cove with 278.5 employees, Hill Country Rehabilitation Center with 95 employees, Windcrest Nursing Center with 87 employees, and McAlister’s Deli with 55 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. Six 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.



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

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).

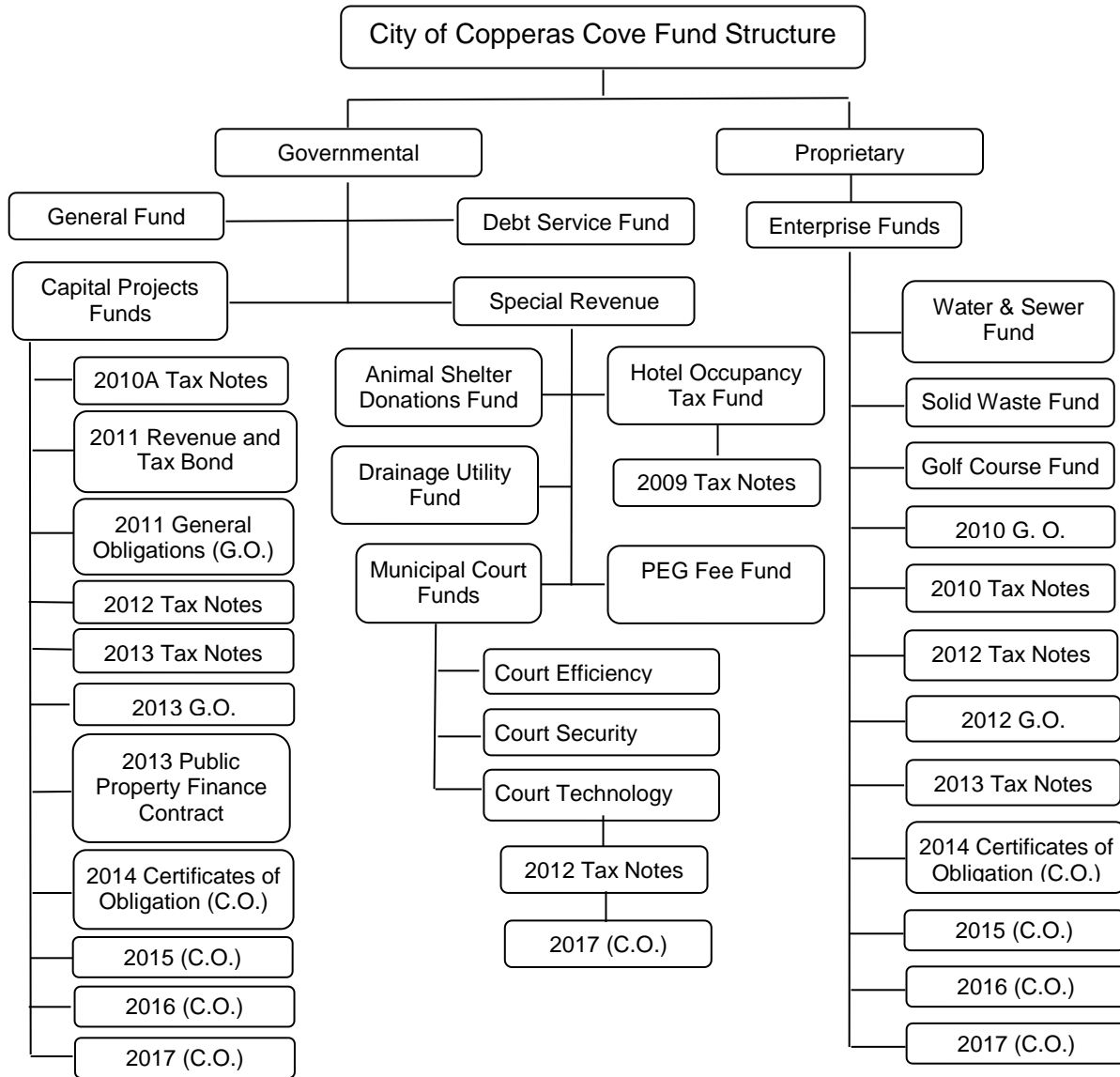
FUND ACCOUNTING

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

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 2017-2018 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 2017-2018 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 11, 2017	April 24, 2017	May 12, 2017	July 6, 2017	September 5, 2017





FY 2017-2018 WORKING BUDGET AND FINANCIAL PLANNING CALENDAR



DATE	Council Meeting	Required Activity	Legal Requirement Reference
January 9, 2017		Request Capital Outlay Plan updates from departments	
January 9, 2017		Request Personnel Improvement Plan updates from departments	
January 12, 2017		Request Capital Improvement Plan updates from departments	
January 13, 2017		Begin budget process with schedule emailed to Departments	
January 25, 2017		COP updates due from departments	
February 3, 2017		PIP updates due from departments	
February 7, 2017		COP Committee meeting	
February 13, 2017		COP Review Committee meeting	
February 27, 2017		PIP Committee meeting	
February 28, 2017	Council Retreat (9:00am)	City Council Retreat	
March 15, 2017		Request estimated 2017 Appraisal Roll	
March 24, 2017		PIP Review Committee meeting	
April 3, 2017		Budget documents emailed to City Departments	
April 6, 2017	Council Planning Session (9:00am)	City Council Budget Planning Session	
April 11, 2017		Budget Kickoff Meeting for City Departments	
April 11-12, 2017		Training for the Departments - budget input, budget forms, etc.	
April 13, 2017		Budget documents emailed to Non-City Organizations	
April 17, 2017		Budget Department will provide salary schedules to Human Resources for review prior to Department review	
April 19, 2017		Budget Department to provide salary schedules to Departments for review	
April 24, 2017		FY 2017 Revenue and Expenditure projections due to Budget Department	Local Government Code (LGC) Sec 102.004



FY 2017-2018 WORKING BUDGET AND FINANCIAL PLANNING CALENDAR



DATE	Council Meeting	Required Activity	Legal Requirement Reference
April 24, 2017		Revenue forecasts for FY 2018, 2019, & 2020 due to Budget Department	LGC Sec 102.004
April 24, 2017		Training for Non-City Organizations - budget forms, presentations, agreements etc.	
April 25, 2017		Departments approval of salary schedules is due to Budget Department	
April 26-28, 2017		Department Budget Meetings with City Manager to review revenue forecasts and expenditure projections	LGC Sec 102.004
May 3, 2017		Budget Department will finalize all Department salary budgets	
May 12, 2017		FY 2018, 2019, & 2020 Proposed budgets due to Budget Department	*LGC Sec 102.004
May 15, 2017		Budget requests from Non-City Organizations due to Budget Department	LGC Sec 102.004
May 15-19, 2017		Budget Department will complete initial review of proposed and second year budget submissions to make sure information is complete	
May 16, 2017		Department New Requests due to Budget Department	*LGC Sec 102.004
May 23-26, 2017		Budget Meetings with City Manager to discuss budget submissions including New Program Requests	*LGC Sec 102.004
May 29-31, 2017		City Manager and Budget Department work with Departments to balance the budget	
May 30-31, 2017		Budget Meetings with City Manager and Non-City Organizations (AM)	*LGC Sec 102.004
June 1-20, 2017		City Manager and Budget Department work with Departments to balance the budget	
June 23, 2017		Proposed Budget due to City Manager from Budget Department	
July 6, 2017		FY 2018 Proposed Budget filed with City Secretary	*City Charter Article VI, Sec 6.02 *LGC Sec 102.005
July 6, 2017	Council Workshop (5:00pm)	Presentation of FY 2018 Proposed Budget by City Manager	*City Charter Article VI, Sec 6.02 *LGC Sec 102.002-003
July 6, 2017	Council Meeting (6:00pm)	Set Public Hearing on Proposed Budget for August 8, 2017	*LGC Sec 102.006
July 6, 2017	Council Meeting (6:00pm)	EDC presentation of FY 2018 Proposed Budget	
July 11, 2017	Special Council Workshop (5:00pm)	Budget Workshop (Departmental Presentations) - Major Operating Funds (FY 2018 & FY 2019)	



FY 2017-2018 WORKING BUDGET AND FINANCIAL PLANNING CALENDAR



DATE	Council Meeting	Required Activity	Legal Requirement Reference
July 13, 2017	Special Council Workshop (5:00pm)	Budget Workshop (Departmental Presentations) - Major Operating Funds (FY 2018 & FY 2019) - If needed	
July 14, 2017		Publish Notice of Public Hearing on Proposed Budget (Information due to paper by 7/11/2017) (Include on Channel 10 and website)	*LGC Sec 102.0065
July 18, 2017	Council Workshop (5:00pm)	Budget Workshop (Departmental Presentations) - Major Operating Funds and Other Funds (FY 2018 & FY 2019); EDC Budget Workshop	
July 25, 2017		Chief Appraiser Certifies Approved Appraisal Roll	*Texas Tax Code Sec 26.01
July 27, 2017	Special Council Workshop (5:00pm)	Budget Workshop (Discuss Tax Rate); EDC Budget Workshop	*Texas Tax Code Sec 26.05
August 1, 2017	Special Council Meeting (5:00pm)	Take a record vote on tax rate and set date and location to adopt the tax rate on September 5, 2017 at the City Council Chambers	*Texas Tax Code Sec 26.05
August 1, 2017	Special Council Meeting (5:05pm)	Set Public Hearings on the Tax Increase for August 15, 2017 and August 22, 2017	*Texas Tax Code Sec 26.06
August 1, 2017	Special Council Meeting (5:10pm)	Public Hearing on Proposed Budget	*LGC Sec 102.006
August 1, 2017	Special Council Workshop (5:15pm)	Budget Workshop (Fee Schedule Changes)	
August 3, 2017	Special Council Workshop (5:00pm)	Budget Workshop (Outside Organization Presentations)	
August 4, 2017		Publication of "Notice of 2017 Tax Year Proposed Property Tax Rate" (Due to paper by 8/01/2017) (Include on Channel 10 and website)	*LGC Sec 140.010
August 15, 2017	Special Council Meeting (5:00pm)	First Public Hearing on Tax Increase	*Texas Tax Code Sec 26.06
August 15, 2017	Special Council Workshop (5:05pm)	Review City Council Recommended Changes to the Proposed Budget; EDC Budget Workshop (Last day for City Council to make changes.)	*LGC Sec 102.007
August 15, 2017	Council Meeting (6:00pm)	Adoption of 2018-2022 CIP, COP, PIP	
August 22, 2017	Special Council Meeting (6:00pm)	Second Public Hearing on Tax Increase	*Texas Tax Code Sec 26.06
September 5, 2017	Council Meeting (6:00pm)	Adoption of FY 2018 Proposed Budget - Record Vote Required	*LGC Sec 102.007



**FY 2017-2018 WORKING BUDGET AND
FINANCIAL PLANNING CALENDAR**



DATE	Council Meeting	Required Activity	Legal Requirement Reference
September 5, 2017	Council Meeting	Action on Amending the City's "Fee Schedule" Ordinance	
September 5, 2017	Council Meeting	Adoption of 2017-18 Tax Rate - Record Vote Required	*Texas Tax Code Sec 26.05
September 5, 2017	Council Meeting	Ratify the Vote Approving and Adopting the Budget and the Vote to Adopt the Tax Rate	*LGC Sec 102.007
September 5, 2017	Council Meeting	Adoption of EDC FY 2018 Proposed Budget	
September 5, 2017	Council Meeting	Approval of FY 2018-2020 Budget Plan	
		FY 2018 Approved Budget filed with City Secretary, Posting on Internet.	*LGC Sec 102.008

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	The budget must contain a complete financial statement of the municipality that shows: <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." 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.
102.006	Public Hearing on Proposed Budget	<ol style="list-style-type: none"> 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. 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. 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

Local Government Code Section	Title	Statute
		statement required to be included in the proposed budget under Section 102.005(b).
102.0065	Special Notice by Publication for Budget Hearing	<ul style="list-style-type: none"> 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. 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. c. Notice under this section shall be published not earlier than the 30th or later than the 10th day before the date of the hearing. d. Notice under this section must include, in type of a size at least equal to the type used for other items in the notice, any statement required to be included in the proposed budget under Section 102.005(b).
102.007	Adoption of Budget	<ul style="list-style-type: none"> a. At the conclusion of the public hearing, the governing body of the municipality shall take action on the proposed budget. A vote to adopt the budget must be a record vote. b. The governing body may make any changes in the budget that it considers warranted by the law or by the best interest of the municipal taxpayers. c. Adoption of a budget that will require raising more revenue from property taxes than in the previous year requires a separate vote of the governing body to ratify the property tax increase reflected in the budget. A vote under the subsection is in addition to and separate from the vote to adopt the budget or a vote to set the tax rate required by Chapter 26, Tax Code, or other law. d. An adopted budget must contain a cover page that includes: (1) one of the following statements in 18-point or larger type that accurately describes the adopted budget: (A) "This budget will raise more revenue from property taxes than last year's budget by an amount of (insert total dollar amount of increase), which is a (insert percentage increase) percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is (insert amount computed by multiplying the proposed tax rate by the value of new property added to the roll)."; (B) "This budget will raise less revenue from property taxes than last year's budget by an amount of (insert total dollar amount of decrease), which is a (insert percentage decrease) percent decrease from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is (insert amount computed by multiplying the proposed tax rate by the value of new property added to the roll)."; or (C) "This budget will raise the same amount of revenue from property taxes as last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is (insert amount computed by multiplying the proposed tax rate by the value of new property added to the roll).";(2) the record vote of each member of the governing body by name voting on the adoption of the budget; 3) the municipal property tax rates for the preceding fiscal year, and each municipal property tax rate that has been adopted or calculated for the current fiscal year, including: (A) the property tax rate; (B) the effective tax rate; (C) the effective maintenance and operations tax rate; (D) the rollback tax rate; and (E) the debt rate; and (4) the total amount of municipal debt obligations.

Local Government Code Section	Title	Statute
		<p>e. In this section, "debt obligation" means an issued public security as defined by Section 1201.002, Government Code, secured by property taxes.</p>
102.008	<p>Approved Budget Filed with Municipal Clerk: Posting on Internet.</p>	<p>a. On final approval of the budget by the governing body of the municipality, the governing body shall: 1. file the budget with municipal clerk; and 2. if the municipality maintains an Internet website, take action to ensure that: a. a copy of the budget, including the cover page, is posted on the website; and b. the record vote described by Section 102.007(d)(2) is posted on the website at least until the first anniversary of the date the budget is adopted.</p> <p>b. The governing body shall take action to ensure that the cover page of the budget is amended to include the property tax rates required by Section 102.007(d)(3) for the current fiscal year if the rates are not included on the cover page when the budget is filed with the municipal clerk. The governing body shall file an amended cover page with the municipal clerk and take action to ensure that the amended cover page is posted on the municipality's website.</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. *Fund*. A separate fiscal and accounting entity used by governments to segregate resources related to specific activities.
 - b. *Fund balance*. The difference between fund assets and fund liabilities in a governmental or trust fund.
 - c. *Fund type*. One (1) of seven (7) categories into which all individual funds must be classified.
 - d. *Liquidity*. The ability to meet demands for payment on a timely basis.
 - e. *Net Assets*. *Difference between total assets and total liabilities. Used by FASB and GASB to describe equity accounts.*
 - f. *Net assets invested in capital assets, net of related debt*. *The portion of net assets of a governmental unit representing capital assets less accumulated depreciation less debt associated with the capital assets.*
 - g. *Restricted net assets*. *Assets of an enterprise fund that may not be used for normal operating purposes because of the requirements of regulatory authorities, provisions in bond indentures, or other legal agreements but that need not be accounted for in a separate fund.*
 - h. *Net assets unrestricted*. *Portion of the excess of total assets over total liabilities that may be utilized at the discretion of the governing body.*
 - i. *Non-spendable fund balance*. *Includes amounts that are not in a spendable form or are required to be maintained intact. Examples are inventory or permanent funds.*
 - j. *Restricted fund balance*. *Includes amounts that can be spent only for the specific purposes stipulated by external resource providers either constitutionally or through enabling legislation. Examples include grants and child safety fees.*
 - k. *Committed fund balance*. *Includes amounts that can be used only for the specific purposes determined by a formal action of the government's highest level of decision-making authority. Committed may be changed or lifted only by the government taking the same formal action that imposed the constraint originally.*
 - l. *Assigned fund balance*. *Comprises amounts intended to be by the government for specific purposes. Intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority. In governmental funds other than the general fund, assigned fund balance represents the amount that is not restricted or committed. This indicates that resources in other governmental funds are, at a minimum, intended to be used for the purpose of that fund.*
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m. Unassigned fund balance. The residual classification of the general fund and includes all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose.

(Ord. No. 2011-50, § 1(Exh. A), 9-20-11)

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. 2011-50, § 1(Exh. A), 9-20-11)

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. 2011-50, § 1(Exh. A), 9-20-11)

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. 2011-50, § 1(Exh. A), 9-20-11)

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. 2011-50, § 1(Exh. A), 9-20-11)

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.

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- **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.
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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.

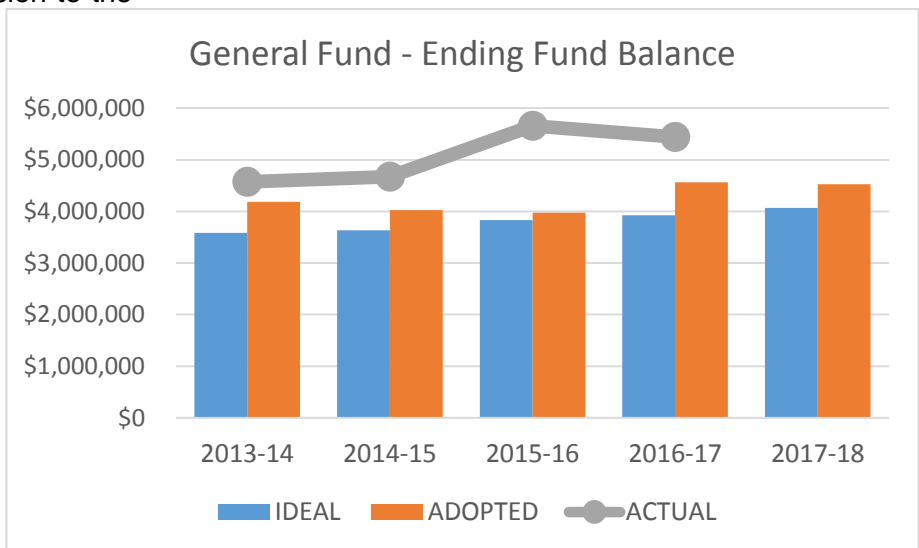
General Fund

Over the past eleven 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 11 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 2016-17 is a projection. The ideal fund balance represented above is calculated on actual expenditures if available.

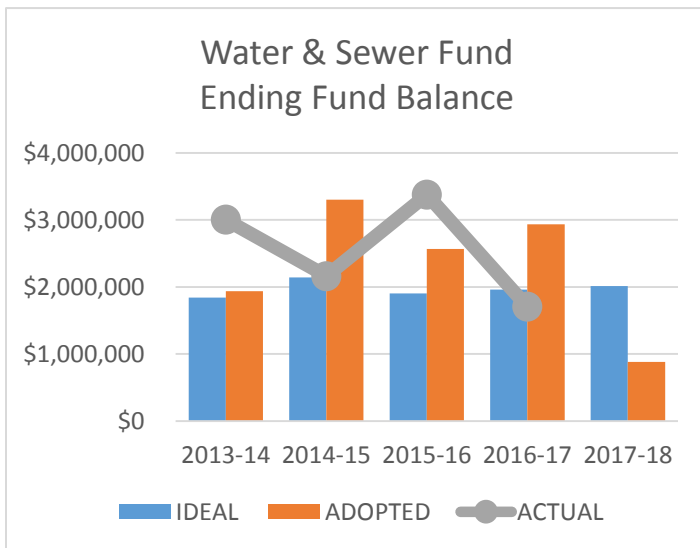
Since enterprise funds report retained earnings rather than fund balance, the following graphs for the three enterprise funds depict the working capital of each fund over a five year period.

Water & Sewer Fund

The fund balance in the Water and Sewer Fund, as presented in the graph below, has been changing constantly due to various factors and circumstances. The drop in 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. FY 2016-17 and 2017-18 ending fund balance, again, is not projected to meet ideal fund balance under current circumstances. Though the Utility Rate Study was presented to City Council in July 2017, the adopted budget does not include any rate adjustments. City Council provided direction after adoption of the budget to modestly increase water and sewer rates effective January 2018, which will help the fund achieve ideal fund balance in the next two years. The FY 2017-18 adopted fund balance is under the ideal fund balance by \$1,132,531. Revenues are budgeted based on normal yearly customer usage. City staff will continue working with the City Council to achieve an ideal fund balance through critical expenditure reviews.

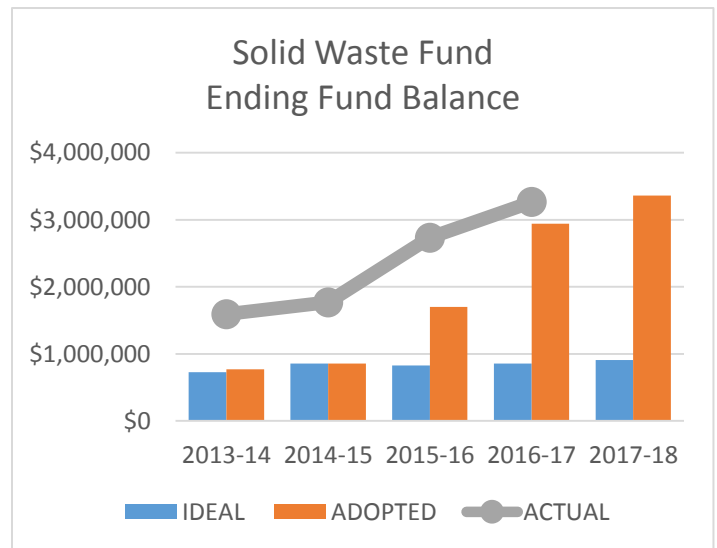
The single most expensive expenditure for the Solid Waste Fund is the hauling and disposal costs. With an increasing population and increasingly more disposable products, the hauling and disposal costs have increased correspondingly, going from \$769,843 in fiscal year 2006-2007 to \$1,260,030 for fiscal year 2017-2018 which is a 64% 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 fully implemented by September 30, 2017. Ideal fund balance will continue to be achieved in future years.



Note: The actual amount provided for fiscal year 2016-17 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 ten years and is expected to help the fund remain stable in future years as the City fully transitions to single-stream recycling. The Solid Waste Fund is budgeted to exceed the ideal fund balance in fiscal year 2017-2018 by \$2,454,096. 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.

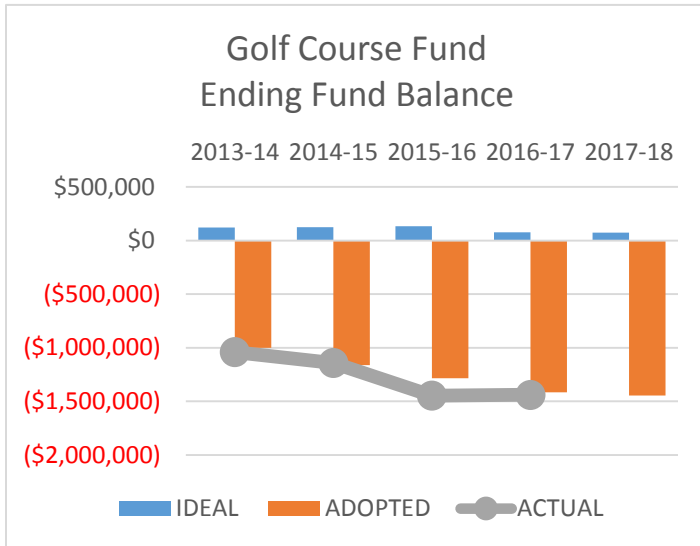


Note: The actual amount provided for fiscal year 2016-17 is a projection. The ideal fund balance represented above is calculated on actual expenses if available.

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 some of the maintenance is being funded by the golf course. To help further improve the financial position of this fund, the Golf Course Maintenance personnel has been moved to the Parks and Recreation Maintenance Department in the General Fund during FY 2016-17. Staff is continuously introducing new programs, in order to meet current demands and more importantly achieve ideal fund balance. The adopted budget includes fee additions to the current fee schedule for new programs and leagues.



Note: The actual amount provided for fiscal year 2016-17 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 having 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. However, a slowing recovering economy, improvements to greens, fairways, and cart paths, and a relatively young concession vendor are helping improve the golf course reputation and revenue health.

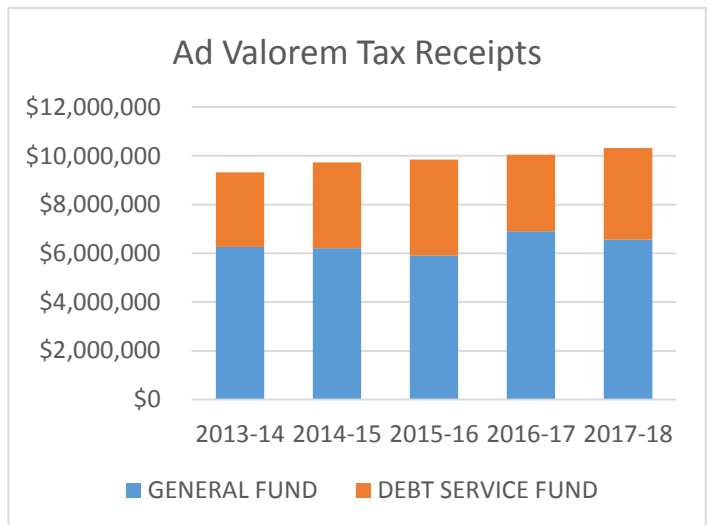
SIGNIFICANT REVENUES

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

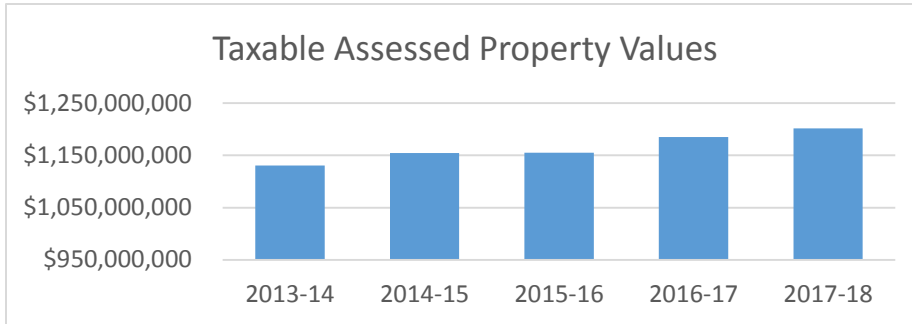
Ad Valorem Taxes are levied, at a tax rate determined annually by the City Council, on the assessed value of all real business and personal property within the city limits. Assessed valuation of real business and personal property is determined by the Coryell Central Appraisal District and Lampasas Central 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 \$10,320,732 which represents an increase of \$276,407 or 3%. A significant portion of the General Fund’s revenue is derived from this source in the amount of \$6,563,821 or 42%, and represents a 5% decrease in General Fund revenue. The decrease in the General Fund revenue is tied to the corresponding increase in the debt service requirement for FY 2017-2018.



Note: Actual revenues are provided for FY 2013-14 to FY 2015-16, projected revenues are provided for FY 2016-17 and budgeted revenues are provided for FY 2017-18.

The 2017-2018 tax rate approved by the City Council remained unchanged from the 2016-2017 tax rate of 79.7908 cents per \$100 of assessed valuation. The tax rate has two components: 29.1638 cents or 37% going to the Debt Service Fund and 50.6270 cents or 63% to the General Fund. The adopted tax rate is higher than the effective tax rate of 78.5421 cents and lower than the rollback tax rate of 87.5972 cents per \$100 of taxable assessed valuation. Since the debt service requirements were higher than the previous year, the rollback rate was higher than the effective rate.

Legislation providing a property tax exemption for disabled veterans and their surviving spouses enacted within the last eight 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 are provided.



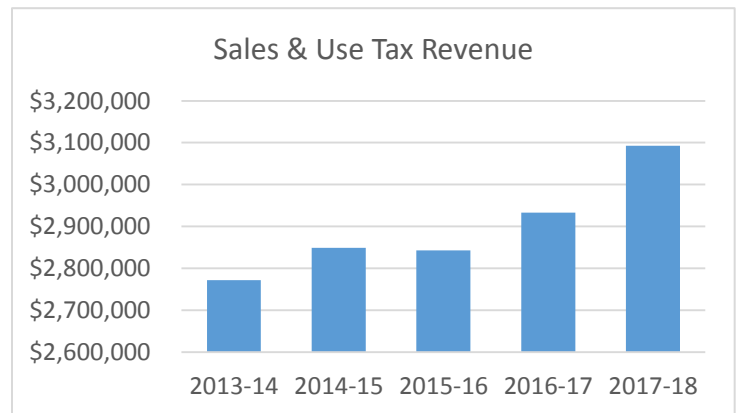
Note: Actual values are provided for FY 2013-14 to FY 2015-16, projected revenues are provided for FY 2016-17 and budgeted revenues are provided for FY 2017-18.

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, 0.125% to the Street Improvement Fund, and 0.375%, 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 \$3,093,092 in sales and use taxes for fiscal year 2017-2018, which is \$160,464 more than the amount projected to be collected in fiscal year 2016-2017. Sales and use taxes

represent 20% of the General Fund's total revenues, making it one of the primary sources of revenue. Budgeting a 5% increase over the 2016-2017 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 2% between fiscal year 2013-2014 and 2015-2016 and can be attributed to the relatively healthy economy that has been enjoyed by Texas over the past two decades.

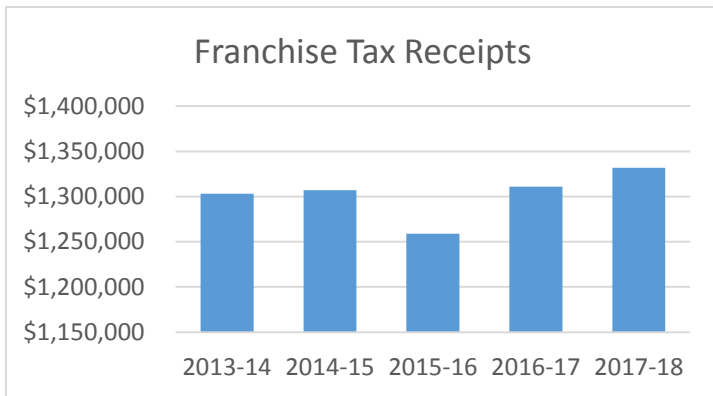
Taxpayer Name	Market & Taxable Value
Wal-Mart Real Estate	\$13,471,170
Oncor Electric Delivery	13,045,230
Wal-Mart Properties Stores East	6,533,610
HEB Grocery Company	6,164,340
Colonial Plaza Partnership	6,062,490
Cove Terrace Associates I LTD	5,890,340
Cinergy Cinemas LP	5,216,620
Yerby Five Fills I LLC ETAL	4,974,010
Town Square Copperas Cove LLC	4,655,515
Naman Hospital INC	3,750,000



Note: Actual revenues are provided for FY 2013-14 to FY 2015-16, projected revenues are provided for FY 2016-17 and budgeted revenues are provided for FY 2017-18.

Franchise Taxes

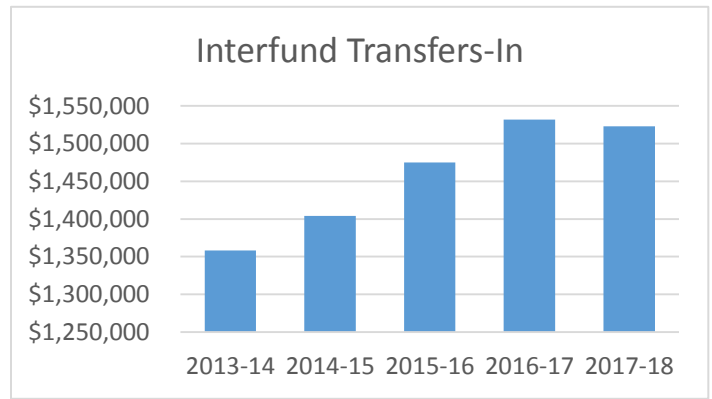
Franchise taxes represent a major source of revenue for the general fund making up approximately 8% of the total General Fund revenue. The City taxes the gross receipts of utility providers throughout the City for the privilege of operating in the City of Copperas Cove as well as for the use of the City’s “right-of-way.” The City is budgeting \$1,331,875 in franchise tax receipts for fiscal year 2017-2018 which is 2% over fiscal year 2016-2017 projected collections. The City will monitor the revenue base for franchise tax revenue over the next year as a result of the moderate decrease in FY 2015-2016.



Note: Actual revenues are provided for FY 2013-14 to FY 2015-16, projected revenues are provided for FY 2016-17 and budgeted revenues are provided for FY 2017-18.

Interfund Transfers-In

Interfund transfers-in represent a significant source of revenue for the General Fund amounting to \$1,523,091 or 10% of total General Fund receipts budgeted in fiscal year 2017-2018. 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 Interfund 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 decrease of \$8,729 in fiscal year 2017-2018 results from minor adjustments in the transfer from each operating fund for the decrease in costs providing services to 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 2013-14 to FY 2015-16, projected revenues are provided for FY 2016-17 and budgeted revenues are provided for FY 2017-18.

Charges for Services

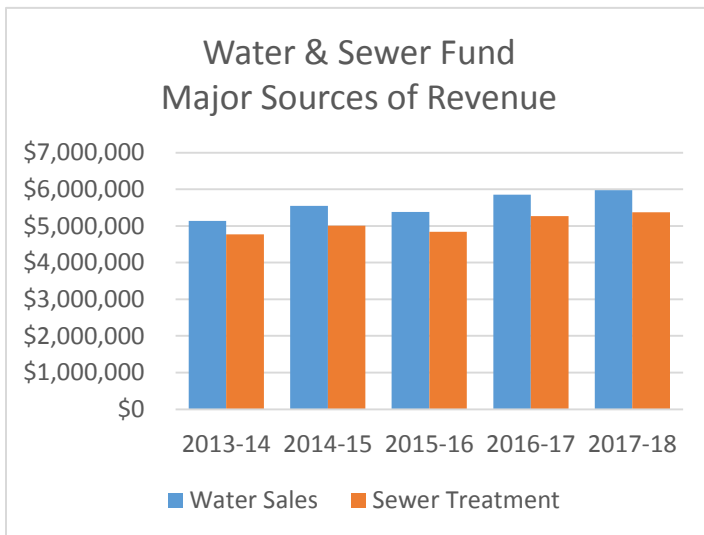
Charges for Services represent a significant source of revenue for the General Fund beginning with fiscal year 2011-2012 when all parks and recreation activities were moved into the General Fund. Most of the parks and recreation activities occurred in a separate fund prior to FY 2011-2012. A total of \$1,417,763 or 9% 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 decrease by \$18,782 or 2% from the fiscal year 2016-2017 projected collections. Charges for services decreased by \$8,761 or 1% from FY 2016-2017 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 \$5,974,912 or 51% (net of the 20% senior citizen discount) of the total revenue budgeted by the Water & Sewer Fund for the 2017-2018 fiscal year. This amount is \$121,116 or 2% higher than the amount projected to be collected in fiscal year 2016-2017. Charges for the collection of sewer make up \$5,374,052 or 46% (net of the 20% senior citizen discount) of the total revenues to be collected by the Water & Sewer Fund for the 2017-2018 fiscal year. This amount is \$108,939 or 2% higher than the amount projected to

be collected in fiscal year 2016-2017. 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). FY 2017-18 adopted budget includes a modest increase in water and sewer rates following the results of the Utility Rate Study presented to City Council in July 2017. The intent of this study is to perform a comprehensive water and waste water cost of service and rate design study. The increase in rates will help the City to meet both, cash flow needs and debt service requirements for the water and wastewater utilities.



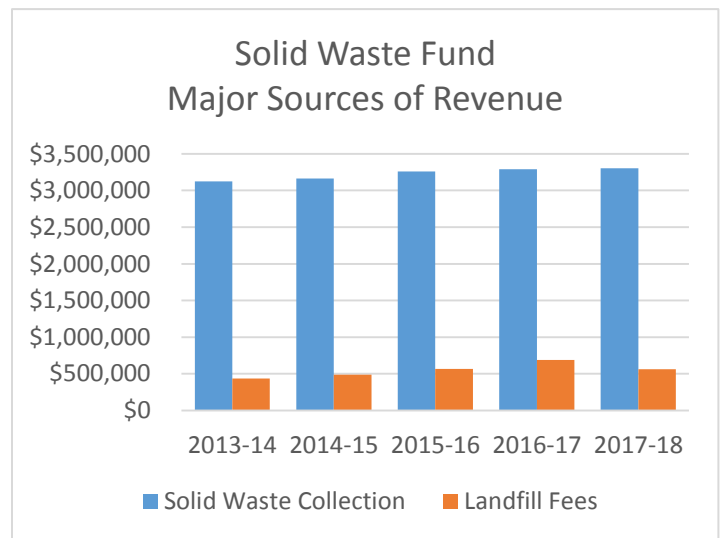
Note: Actual revenues are provided for FY 2013-14 to FY 2015-16, projected revenues are provided for FY 2016-17 and budgeted revenues are provided for FY 2017-18.

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 for 2017-2018 are expected to be \$3,303,662 or 79% (net of the 20% discount given to senior citizens age 65 or older), which is \$14,712 or 0.4% higher than the amount projected to be collected in fiscal year 2016-2017.

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 \$560,338 or 13% of the total revenues for the 2017-2018 fiscal year which is \$127,770 or 19% lower than the amount projected to be collected in fiscal year 2016-2017. The decrease is attributed to a demonstrated increase in the utilization of the senior discount. Due to the availability of transfer stations and landfills throughout the area, City Council did not increase disposal fees in fiscal year 2017-2018 in order to remain competitive with other organizations.



Note: Actual revenues are provided for FY 2013-14 to FY 2015-16, projected revenues are provided for FY 2016-17 and budgeted revenues are provided for FY 2017-18.

Golf Course Fund

Green Fees, Cart Rental Fees and Membership Dues

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, with the exception of the maintenance personnel which, starting in fiscal year 2016-2017, was reorganized with the Parks and Recreation Maintenance Department in the General Fund. The three major sources of revenue for the Golf Course are derived from green fees, cart rental fees and membership dues. During fiscal year 2017-2018 it is expected that the Golf Course will generate \$82,505 in green fee revenue and \$56,240 in membership dues. Green fees account for 25% of the total Golf Course revenue while membership dues make up 17% of this total. Cart rental fees are generated

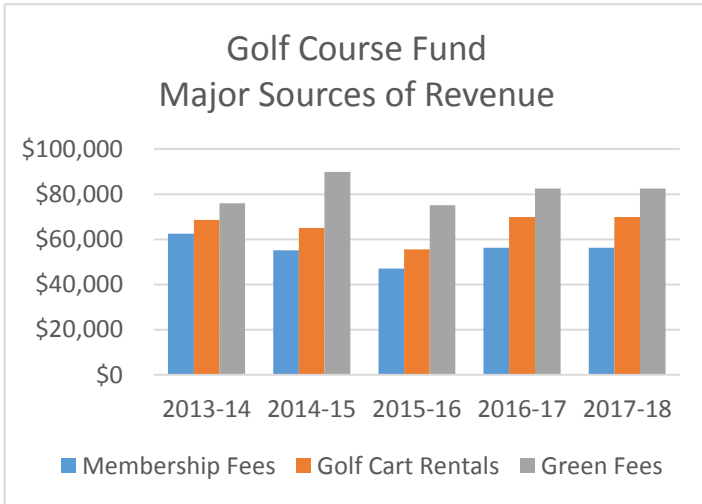
when golfers rent carts from the City and make up \$69,825 or 21% of total Golf Course receipts for fiscal year 2017-2018. Revenue projections for fiscal year 2017-2018 are consistent with actual historical receipts and will remain flat from the fiscal year 2016-17 projected revenue. Revenues are beginning to recover. Projections for fiscal year 2017-2018 are very conservative based on the volatility of game play in the past.

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 2016-2017 and fiscal year 2017-18.

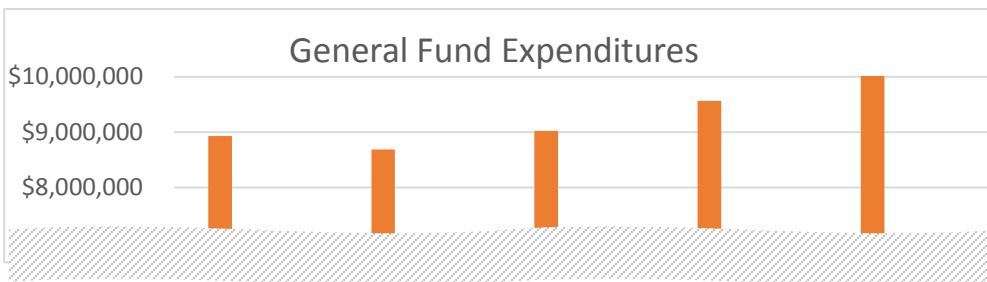
General Fund

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. The grouping of departments into functions is presented to the right. Note that the functions do not represent organizational structure of the municipality.



Note: Actual revenues are provided for FY 2013-14 to FY 2015-16, projected revenues are provided for FY 2016-17 and budgeted revenues are provided for FY 2017-18.

- City Administration**
 City Council
 City Manager
 City Secretary
 City Attorney
 Public Information
 Finance
 Budget
 Human Resources
 Information Systems
- Public Safety**
 Municipal Court
 Police Administration
 Police Services
 Animal Control
 Fire/EMS Administration
 Fire/EMS Operations
 Fire/EMS Training
 Fire/EMS Prevention
- Parks & Rec. Services**
 Parks & Rec. Admin
 Parks Maintenance
 Athletics
 Aquatics
 Special Events
 Cemetery
 Library
- Public Works**
 Engineering
 Street
 Fleet Services
- Development Services**
 Planning
 Building & Development
 Code & Health
- Non-Departmental**



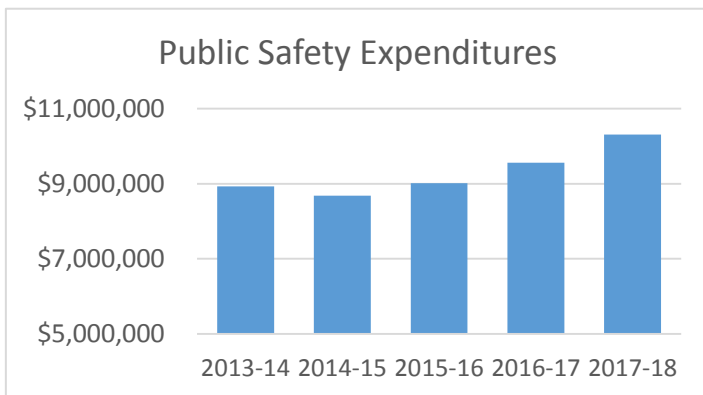
Note: Actual expenditures provided for FY 2013-14 to FY 2015-16, projected expenditures provided for FY 2016-17 and budgeted expenditures provided for FY 2017-18.

Function	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 ACTUALS	2016-17 PROJECTED	2017-18 ADOPTED	% Variance 2018 to 2017
Public Safety	\$ 8,928,351	\$ 8,687,100	\$ 9,019,812	\$ 9,565,101	\$ 10,308,302	7.8%
City Administration	2,058,491	1,895,993	1,920,359	1,961,390	2,042,909	4.2%
Public Works	1,202,843	859,354	905,684	1,082,341	949,657	-12.3%
Development Services	587,831	534,300	637,196	862,441	747,627	-13.3%
Parks & Recreation Services	1,577,634	1,473,212	1,551,033	1,842,190	1,832,533	-0.5%
Non-Departmental	456,937	590,278	599,727	711,237	810,571	14.0%
Totals	\$ 14,812,087	\$ 14,040,237	\$ 14,633,811	\$ 16,024,700	\$ 16,691,599	4.2%

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 2017-2018 and the projected expenditures for fiscal year 2016-2017. Further details 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 2013-14 to FY 2015-16, projected expenditures provided for FY 2016-17 and budgeted expenditures provided for FY 2017-18.

The Public Safety function of the City reflects an increase of 8% or \$743,201 from 2016-2017 projected expenditures. The increase in expenditures is mainly due to market stabilization pay of \$2,500 to all certified and licensed public safety employees in the aggregate amount of \$362,190. Budget savings in 2016-2017 from vacant positions in the Police Department and lower overtime costs in the Fire Department account for the balance of the increase in 2017-2018. As stated previously, City Council directed a market study be completed in fiscal year 2016-2017 to properly adjust salaries and benefits for public safety employees in order to remain competitive with other regional public safety entities. The cost to fully fund the salary and benefit changes in one year were not achievable. City Council agreed to provide another stabilization increase to develop a multi-year plan to achieve the salary and benefit changes.

City Administration

The City Administration function increased by 4% or \$81,519 compared to what was projected to be expended in fiscal year 2016-2017. This increase is attributed to savings from position vacancies in fiscal year 2016-2017.

Public Works

The Public Works function is reflecting a decrease of 12% or \$132,684. FY 2016-17, projected expense includes the cost for the Avenue D Sidewalk Project and Utility Rate Study.

Development Services

The Development Services function decreased by 13% or \$114,814 compared to the amount projected to be expended in fiscal year 2016-2017. The last phases to update the Comprehensive Plan and Thoroughfare Plan are included in fiscal year 2016-2017.

Parks and Recreation Services

The Parks and Recreation Services function includes the Parks and Recreation departments and the Library. These departments cumulatively decreased 1% or \$9,657 for 2017-2018 compared to the fiscal year 2016-2017 projections. The decrease is mainly a result of cost associated with unexpected building and facility repairs at the City Park pool and planned improvements to the Public Library during fiscal year 2016-17.

Non-Departmental

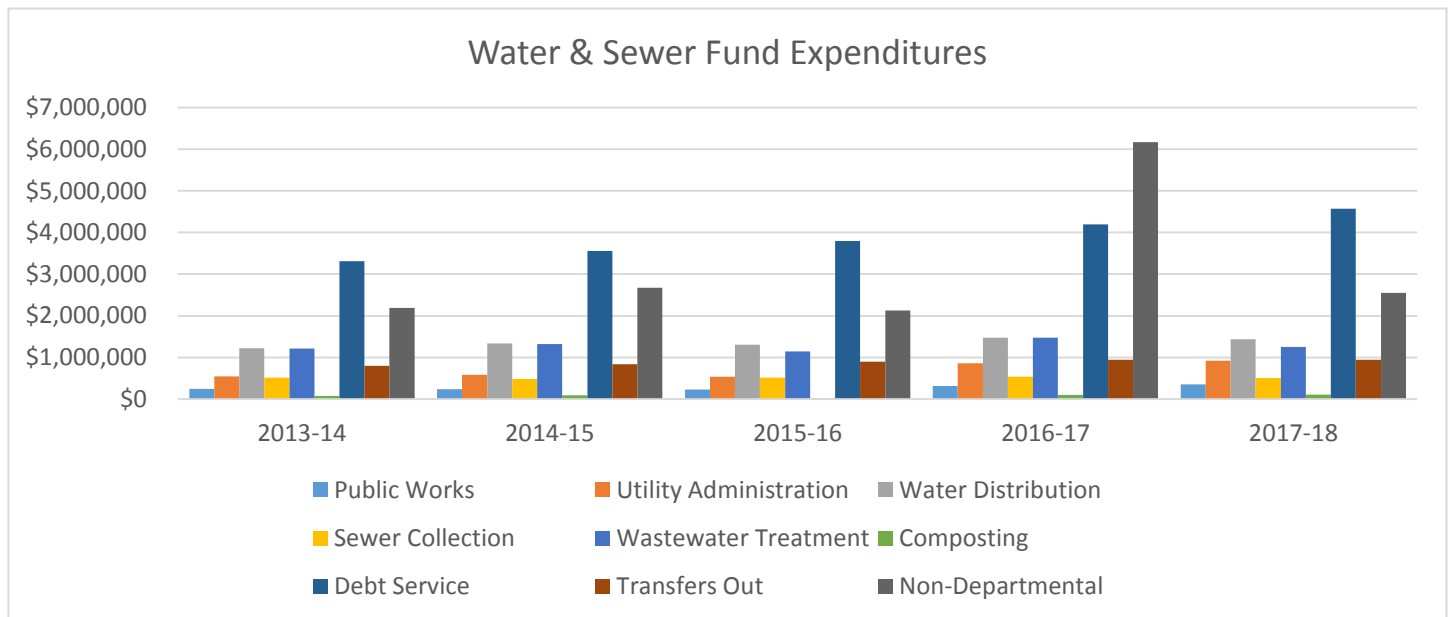
The Non-Departmental budget reflects a 14% or \$99,334 increase compared to fiscal year 2016-2017 year end projections. The economic development incentive for the 5 Hills Shopping Center and HomeBase is the primary reason for the increase. As the development grows and attracts more businesses, the incentive expenses will continue to increase.

attributed to savings from position vacancies in fiscal year 2016-2017.

Utility Administration

The fiscal year 2017-2018 budget for Utility Administration represents an 8% or \$65,381 increase over the 2016-2017 projection. During fiscal year 2015-2016, City Council approved an agreement to implement advanced metering infrastructure (AMI), or smart water meters, and contract billing, collection and customer service to the same company installing and maintaining the AMI portion. The maintenance, billing, collection and customer service contract is for a term of 15 years. Furthermore, a supervisor position had to be reestablished and is included in the FY 2017-18 adopted budgeted expenditure for the billing and customer service function.

Note: Actual expenditures provided for FY 2013-14 to FY 2015-16, projected expenditures provided for FY 2016-17 and budgeted expenditures provided for FY 2017-18.



Water & Sewer Fund

The Water & Sewer Fund’s appropriated budget reflects a 21% or \$3,421,428 decrease below projected 2016-2017 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 14% or \$42,293. This increase is

Water Distribution

The budget for Water Distribution includes a decrease of 3% or \$38,817. Phase 1A for the design of waterline improvements on Business 190 is included in fiscal year 2016-2017.

Sewer Collection

The decrease of 5% or \$24,661 in Sewer Collection is primarily attributed to emergency pump repairs at the settlement road lift station during fiscal year 2016-2017.

Function	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 ACTUALS	2016-17 PROJECTED	2017-18 ADOPTED	% Variance 2018 to 2017
Public Works	\$ 242,411	\$ 235,292	\$ 231,057	\$ 309,082	\$ 351,375	13.7%
Utility Administration	543,871	584,904	538,146	856,165	921,996	7.7%
Water Distribution	1,222,117	1,331,232	1,305,875	1,476,943	1,438,126	-2.6%
Sewer Collection	509,587	484,832	515,311	531,689	507,028	-4.6%
Wastewater Treatment (Combined)	1,215,594	1,316,641	1,144,566	1,477,183	1,247,239	-15.6%
Composting	72,136	89,073	13,963	98,297	106,270	8.1%
Debt Service	3,308,639	3,560,122	3,798,191	4,193,599	4,568,335	8.9%
Transfers Out	795,000	835,000	895,000	939,750	939,750	0.0%
Non-Departmental	2,187,714	2,671,391	2,129,766	6,168,400	2,549,561	-58.7%
Totals	\$ 10,097,069	\$ 11,108,487	\$ 10,571,875	\$ 16,051,108	\$ 12,629,680	-21.3%

Wastewater Treatment

The Wastewater Treatment budget reflects a decrease of 16% or \$229,944. The fiscal year 2016-

2017 budget includes the second and final funding phase of the Wastewater Master Plan, which is not included in the 2017-2018 budget.

Composting

The Composting budget is \$7,973 or 8% more than the projected expenditures in fiscal year 2016-2017. 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 higher cost than projected in fiscal year 2016-2017.

Debt Service and Transfers Out

Debt Service payment requirements will increase 9% or \$374,736 as anticipated by the debt service schedule. A summary of the City's debt requirements is provided in the Debt Service Requirements section. The transfer to the General Fund in fiscal year 2017-2018 will remain flat when compared to fiscal year 2016-17 projected expense.

Non-Departmental

A decrease of 59% or \$3,618,839 is reflected in the Non-Departmental budget. City Council committed substantial resources for the purchase of certificates of convenience and necessity in fiscal year 2016-2017 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 2017-2018 is not anticipated. FY 2017 expenditures also include an expense in the amount of \$3,000,000 for the public loan provided to Endeavor Real Estate as an amendment to the 380 Agreement, which will be repaid.

Solid Waste Fund

The Solid Waste Fund's budget reflects a 10% or \$380,880 increase in appropriations over the 2016-

2017 projected expenses. A significant increase in the debt service requirements in fiscal year 2017-2018 is the primary reasons for the increase in budgeted expenditures.

Solid Waste Administration

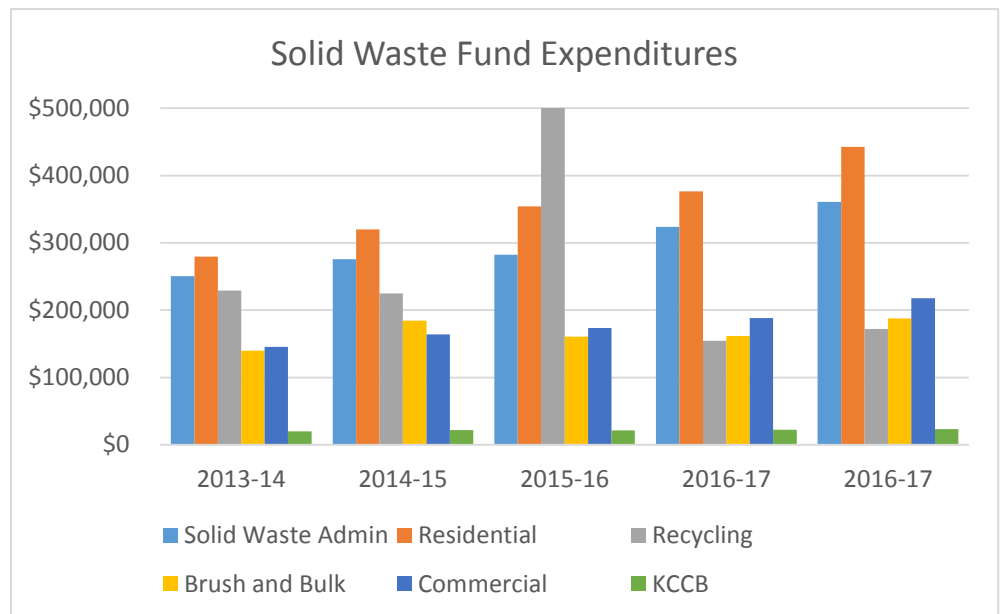
The Solid Waste Administration budget is showing an increase of 11% or \$37,102. Salary savings were realized in FY 2017 due to vacancies.

Residential Collection

In Residential, an 18% or \$65,989 increase is a result of many factors, to include position vacancies during fiscal year 2016-2017, fuel and vehicle maintenance cost increase, and purchase of additional garbage containers.

Recycling

The Recycling budget includes an 11% or \$17,312 increase. Fuel and vehicle maintenance expense is the main cause of the increase in this department.



Note: Actual expenditures provided for FY 2013-14 to FY 2015-16, projected expenditures provided for FY 2016-17 and budgeted expenditures provided for FY 2017-18.

Brush and Bulk Collection

The Brush and Bulk budget includes a 16% or \$26,548 increase related to fuel and vehicle maintenance expense.

Commercial Collection

The fiscal year 2017-2018 budget has increased by 16% or \$29,581 primarily as a result of fuel, vehicle maintenance expense and purchase & maintenance of commercial dumpsters.

Function	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 ACTUALS	2016-17 PROJECTED	2017-18 ADOPTED	% Variance 2018 to 2017
Solid Waste Administration	\$ 250,500	\$ 275,763	\$ 282,142	\$ 323,836	\$ 360,938	11.5%
Residential	279,541	319,964	354,303	376,529	442,518	17.5%
Recycling	229,181	224,638	513,438	154,505	171,817	11.2%
Brush and Bulk	139,893	184,206	160,752	161,391	187,939	16.4%
Commercial	145,232	164,176	173,655	188,172	217,753	15.7%
KCCB	19,888	21,969	21,529	22,420	23,145	3.2%
Composting	(577)	-	-	-	-	0.0%
Solid Waste Disposal	1,279,110	1,343,539	1,310,012	1,567,754	1,614,891	3.0%
Debt Service	295,434	202,362	343,070	279,474	441,327	57.9%
Transfer Out	483,000	477,000	487,000	497,210	497,210	0.0%
Non-Departmental	77,646	85,722	91,439	121,603	116,236	-4.4%
Totals	\$ 3,198,848	\$ 3,299,339	\$ 3,737,340	\$ 3,692,894	\$ 4,073,774	10.3%

Keep Copperas Cove Beautiful (KCCB)

KCCB budget for fiscal year 2017-2018 increased by 3% or \$725 compared to last year's budget.

Solid Waste Disposal

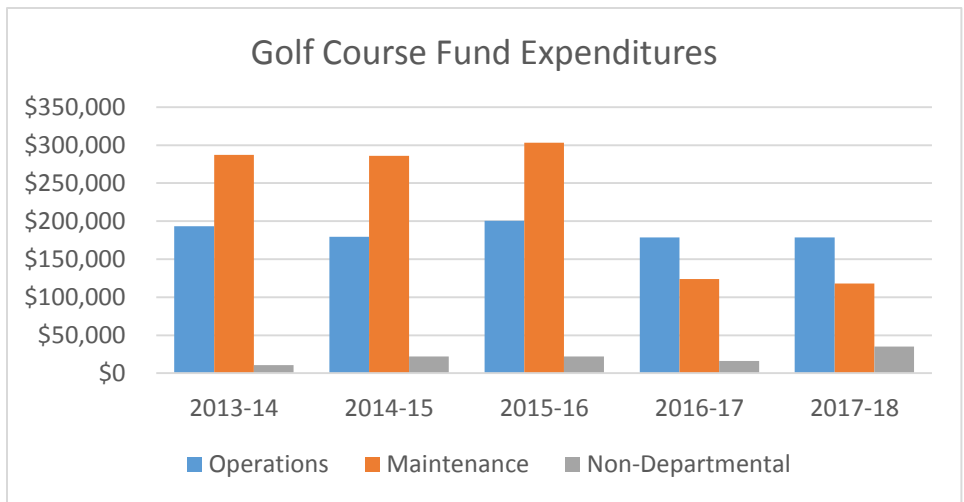
In Disposal, an increase of 3%, or \$47,137, is included in the FY 2017-2018 budget. This increase is attributed to savings from position vacancies in fiscal year 2016-2017.

Debt Service and Transfers Out

Debt service reflects an increase of 58% or \$161,853 when compared to fiscal year 2016-2017 payments as provided in the Debt Service Requirements section. The Transfer to the General Fund will remain flat to be consistent with the actual services provided by the General Fund.

Non-Departmental

The Non-Departmental budget includes a 4% or \$5,367 decrease primarily as a result of the utility rate study performed during fiscal year 2016-17.



Note: Actual expenditures provided for FY 2013-14 to FY 2015-16, projected expenditures provided for FY 2016-17 and budgeted expenditures provided for FY 2017-18.

Golf Course Fund

The Golf Course Fund's appropriated budget reflects an increase of 4% or \$12,867 from the 2016-2017 projected expense. The Debt Service payment requirements are the main cause for the increase.

Golf Course Operations

The Operations Department reflects a minor decrease due to reduced equipment maintenance cost.

Golf Course Maintenance

The Maintenance Department shows a decrease of 5% or \$5,864. Several facility repairs were completed during fiscal year 2016-17 in order to maintain a standard level of playing conditions.

Non-Departmental

The Non-Departmental budget debt service payments increased by 116% or \$18,742 due to higher payment requirements and interest costs.

Function	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 ACTUALS	2016-17 PROJECTED	2017-18 ADOPTED	% Variance 2018 to 2017
Golf Course Operations	\$ 193,572	\$ 179,472	\$ 200,692	\$ 178,759	\$ 178,748	0.0%
Golf Course Maintenance	287,146	285,959	303,292	123,980	118,116	-4.7%
Non-Departmental	10,863	22,015	22,171	16,169	34,911	115.9%
Totals	\$ 491,581	\$ 487,446	\$ 526,155	\$ 318,908	\$ 331,775	4.0%

Long Range Financial Outlook

MAJOR OPERATING FUNDS					
FUND	FISCAL YEAR				
	2017	2018	2019	2020	2021
General Fund					
Total Revenues	15,788,318	15,771,523	16,433,268	16,886,904	17,224,642
Total Expenditures	16,004,700	16,691,599	16,750,032	16,874,312	17,211,798
Water & Sewer Fund					
Total Revenues	11,338,846	11,803,797	12,036,776	12,368,222	12,615,586
Total Expenditures	16,007,591	12,629,680	12,641,310	12,374,951	12,622,450
Solid Waste Fund					
Total Revenues	4,134,938	4,170,930	4,254,349	4,316,752	4,403,087
Total Expenditures	3,602,894	4,073,774	4,066,538	3,966,830	4,046,166
Golf Fund					
Total Revenues	325,052	325,052	331,548	344,551	351,442
Total Expenditures	318,908	331,775	334,459	330,327	333,630

The long range financial outlook for the major operating funds is depicted above. Annual revenue assumptions are as follows: property values – 4% increase; sales tax – 3% 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 1% in FY 2018 and FY 2019 and 2% in FY 2020 and FY 2021.
- Apart from salaries and wages, an average increase of 2.5% growth for all other expense related items.

The City's goal to raise employee pay to remain competitive with other governmental entities will impact the expenditures in future years. The outlook does not include possible revenue increases from new commercial retail development. The City's decision to not include future revenue impact is a result of past developers not fulfilling the projected expectations. Looking out beyond 2020, there is a significant impact anticipated in FY 2021 from the redesign and expansion of Fire Station #3 and FY 2022 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 \$2.4 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 four new water storage tanks, a water pump station, and a sewer lift station will require two new staff members and increased utilities. The completion of the wastewater master plan and completed update to the water model will add new capital projects to the Capital Improvement Plan; however, one purpose of the plans is to generate cost efficiencies in the daily operation of the three wastewater treatment plants and the water distribution system.

Capital projects in the Solid Waste Fund 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 conclusions are formed from the above analysis and the information in the City Manager's budget letter. The impact of Fort Hood's 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 revenues and expenditures grow. 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 2017-2018 BUDGET

Department	New Positions	Newly Authorized	FTE ¹	Salary	Benefits	Total
<u>GENERAL FUND</u>						
Municipal Court	Bailiff	N	0.5	\$ 25,290	\$ 2,431	\$ 27,721
Total General Fund			0.5	\$ 25,290	\$ 2,431	\$ 27,721

<u>WATER & SEWER FUND</u>						
Utility Administration	Utilities Supervisor	Y	1	\$ 31,092	\$ 11,333	\$ 42,425
Total Water & Sewer Fund			1	\$ 31,092	\$ 11,333	\$ 42,425

Department	Deleted Positions	Newly Authorized	FTE ¹	Salary	Benefits	Total
<u>GENERAL FUND</u>						
Public Information Office	Receptionist/Clerk	N	-1	\$ (23,307)	\$ (9,711)	\$ (33,018)
Total General Fund			-1	\$ (23,307)	\$ (9,711)	\$ (33,018)

Department	Reclassified Positions	Newly Authorized	FTE ¹	Salary	Benefits	Total
<u>GENERAL FUND</u>						
Police - Admin	Deputy Chief	N	1	\$ 76,385	\$ 23,722	\$ 100,107
Police - Services	Patrol Officer	N	-1	\$ (42,184)	\$ (15,082)	\$ (57,266)
Code and Health Compliance	Clerk	N	-0.5	\$ (12,252)	\$ (963)	\$ (13,215)
Planning	Development Liaison	N	1	\$ 45,440	\$ 14,270	\$ 59,710
Total General Fund			0.5	\$ 67,389	\$ 21,947	\$ 89,336

<u>WATER & SEWER FUND</u>						
Public Works Admin	Administrative Assistant	N	-1	\$ (25,483)	\$ (10,164)	\$ (35,647)
Utility Administration	Meter Service Technician	N	1	\$ 28,088	\$ 12,326	\$ 40,414
Total Water & Sewer Fund			0	\$ 2,605	\$ 2,162	\$ 4,767

Department	Unfunded Positions	Newly Authorized	FTE ¹	Salary	Benefits	Total
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All unfunded positions are located in the Appendix in the 2018-2020 Personnel Improvement Plan.

TOTAL ALL FUNDS	Net Cost/(Savings)		1	\$ 103,069	\$ 28,162	\$ 131,231
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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 2017-2018

<u>FUND/DEPT-DIVISION</u>	<u>DESCRIPTION</u>	<u>COST</u>
<u>GENERAL FUND</u>		
City Secretary	Overtime for additional meeting attendance	816
	Software for records retention	371
Human Resources	Job market study	20,000
	Defensive driving training	2,500
Planning	Convert part-time position to full time	70,523
Police-Services	Market stabilization increase	217,974
	Position incentive changes	23,818
	Protective gear accessories	1,800
Fire-Admin	Laminator equipment	150
	Wifi Internet Service for Central Station	2,340
Fire-Operations	Market stabilization increase	146,355
	Position incentive changes	4,714
	Dining room chairs	1,000
	PPE gear rack covers	4,020
	PPE drying cabinet, air compressor, survivor lights	11,490
	Bay striping at Station 2	658
	Large capacity washer	8,900
Fire-Training	Citizens Fire Academy program	2,370
Fire-Prevention	Interview room equipment	2,500
Fire-Emergency Management	Amateur radio antennas	12,500
Library	Senior Center programs	2,500
	Collections service	240
Street	Emulsion pump and nozzle	1,800
	Printer	150
Fleet	Oil filter crusher	1,300
	GENERAL FUND TOTAL	<u>\$ 540,789</u>
<u>WATER AND SEWER FUND</u>		
Public Works Admin	Conference room computer and phone	\$ 3,000
	Public Works building improvements	5,000
Utility Administration	Supervisor of Utility Administration	42,425
Sewer Collection	Trash pump, weed eaters, lawn mower	3,100
	Remote wireless auto dialers for lift stations	10,000
	WATER AND SEWER FUND TOTAL	<u>\$ 63,525</u>

RECAP OF FUNDED NEW REQUESTS

FISCAL YEAR 2017-2018

<u>FUND/DEPT-DIVISION</u>	<u>DESCRIPTION</u>	<u>COST</u>
<u>SOLID WASTE FUND</u>		
Recycling	State of Texas Alliance for Recycling program	\$ 1,500
KCCB	Office storage cabinet	\$ 200
	Still camera to document events and standards	\$ 225
	SOLID WASTE FUND TOTAL	<u>\$ 1,925</u>
<u>DRAINAGE FUND</u>		
Drainage	Backhoe bucket attachment and brush cutter	\$ 7,200
	DRAINAGE FUND TOTAL	<u>\$ 7,200</u>
	TOTAL ADOPTED NEW REQUESTS IN CITY OPERATING FUNDS	<u><u>\$ 613,439</u></u>

<u>RECAP OF NEW REQUESTS IN CITY OPERATING FUNDS:</u>		
	GENERAL FUND TOTAL	\$ 540,789
	WATER AND SEWER FUND TOTAL	\$ 63,525
	SOLID WASTE FUND TOTAL	\$ 1,925
	DRAINAGE FUND TOTAL	\$ 7,200
	TOTAL ALL OPERATING FUNDS	<u><u>\$ 613,439</u></u>

RECAP OF NEW REQUESTS AND CAPITAL OUTLAY PLAN REQUESTS

FISCAL YEAR 2017-2018

FUND/DEPT-DIVISION	DESCRIPTION	COST
<u>TAX SUPPORTED</u>		
Police	Patrol car (3)	\$ 123,000
Police	Unmarked car (2)	44,000
Police	CID van	50,000
Police	Other equipment	12,000
Police	Laptops (12)	14,400
Fire	Ambulance	105,000
Fire	Radios	232,000
Fire	Personal protective equipment	35,000
Street	Light duty truck	30,000
Street	Light equipment (2)	65,500
Street	South FM 1113 Sidewalk - Phase II	61,855
Street	Pole Barn	32,000
Street	Business Hwy 190 Median & Sidewalk Improvements	1,065,212
Street	FM 116 & FM 3046 Sidewalk	206,050
Street	The Narrows Sidewalk Improvements	416,838
Library	HVAC equipment (6)	30,000
Information Systems	Email servers (3)	45,000
Municipal Court	Ticket writers	20,300
Parks	Small engine equipment (5)	50,500
Parks	Small tractor	22,000
Parks	Park improvement program (year 2 of 5)	378,029
City Council	Laptops (8)	5,600
Emergency Management	Laptops (12)	14,400
Non-Departmental	Passenger van	61,795
Planning	Passenger car	18,000
TAX SUPPORTED TOTAL		<u>\$ 3,138,479</u>
<u>WATER & SEWER FUND</u>		
Water Distribution	Light duty truck	\$ 50,000
Water Distribution	Small tractor	20,000
Water Distribution	Electronic equipment-SCADA	15,000
Water Distribution	Killeen/Cove 20" Transmission Line Relocation	2,800,000
Water Distribution	Rattlesnake Pressure Plane Elevated Storage Tank	1,920,000
Sewer	Camera van	100,000
Wastewater-Northeast	Light duty truck	20,000
Wastewater-Northeast	NE WWTP - UV Disinfection System	771,100
Wastewater-Northwest	Light duty truck	40,000
WATER & SEWER FUND TOTAL		<u>\$ 5,736,100</u>
<u>SOLID WASTE FUND</u>		
Administration	Light duty truck	\$ 25,000
Residential	Garbage truck	303,000
Commercial	Garbage truck	285,000
Recycling	Light duty truck	25,000
SOLID WASTE FUND TOTAL		<u>\$ 638,000</u>

RECAP OF NEW REQUESTS AND CAPITAL OUTLAY PLAN REQUESTS

FISCAL YEAR 2017-2018

FUND/DEPT-DIVISION	DESCRIPTION	COST
<u>GOLF COURSE FUND</u>		
Operations	Equipment - Light	\$ 5,000
Maintenance	Small engine equipment (3)	63,800
Maintenance	Other equipment	13,000
Maintenance	Golf Cart Path Improvements	178,250
	GOLF COURSE FUND TOTAL	<u>\$ 260,050</u>
<u>COURT TECHNOLOGY FUND</u>		
Municipal Court	Other electronics	\$ 15,200
	COURT TECHNOLOGY FUND TOTAL	<u>\$ 15,200</u>
	BOND ISSUE COSTS	\$ 197,758
	TOTAL ADOPTED 2018 DEBT ISSUE	<u><u>\$ 9,985,587</u></u>

RECAP OF NEW REQUESTS AND CAPITAL OUTLAY PLAN REQUESTS ADOPTED IN THE 2018 DEBT ISSUE:	
TAX SUPPORTED TOTAL	\$ 3,138,479
WATER & SEWER FUND TOTAL	\$ 5,736,100
SOLID WASTE FUND TOTAL	\$ 638,000
GOLF COURSE FUND TOTAL	\$ 260,050
COURT TECHNOLOGY FUND TOTAL	\$ 15,200
BOND ISSUE COSTS	\$ 197,758
TOTAL ADOPTED 2018 DEBT ISSUE	<u><u>\$ 9,985,587</u></u>

* Debt issue will require future governing body action planned to occur after April 2018 prior to funding of requests.

RECAP OF UNFUNDED UNMET NEEDS REQUESTED BY CITY DEPARTMENTS

FISCAL YEAR 2017-2018

FUND/DEPT-DIVISION	DESCRIPTION	COST
<u>GENERAL FUND</u>		
Police-Services	Gas Masks & Canisters	5,000
Fire-Administration	Cancer screening tests	960
Fire-Operations	Office chairs for Station 2	400
	Recliners for Central Station and Station 3	6,000
	Dining Table for Central Station	2,000
Fire-Training	MIMES Program	3,371
GENERAL FUND TOTAL		\$ 17,731
TOTAL UNFUNDED REQUESTS IN CITY OPERATING FUNDS		\$ 17,731

<u>RECAP OF UNFUNDED UNMET NEEDS IN CITY OPERATING FUNDS:</u>	
GENERAL FUND TOTAL	\$ 17,731
TOTAL ALL OPERATING FUNDS	\$ 17,731

City of Copperas Cove, Texas
Combined Schedule of Revenues, Expenditures and
Changes in Fund Balance-All Fund Types
Fiscal Year 2017-2018

(With Comparative Totals for the Years Ended September 30, 2016 and 2017)

	<u>General</u>	<u>Special Revenue</u>	<u>Debt Service</u>	<u>Water & Sewer</u>
REVENUES				
Taxes	\$ 11,290,538	\$ 163,331	\$ 3,785,911	\$ -
Permits & Licenses	236,605	-	-	-
Charges for Services	1,417,763	948,000	-	11,483,467
Fines	562,551	-	-	-
Fees	-	-	-	240,000
Miscellaneous	740,975	261,413	133,350	59,530
Total Revenues	<u>14,248,432</u>	<u>1,372,744</u>	<u>3,919,261</u>	<u>11,782,997</u>
EXPENDITURES				
Current:				
Public Safety	10,308,302	173,156	-	-
City Administration	2,042,909	-	-	-
Public Works	949,657	456,033	-	4,572,034
Parks and Recreation Services	1,832,533	207,099	-	-
Development Services	747,627	-	-	-
Non-Departmental	810,571	81,581	17,000	2,549,561
Debt service:				
Principal retirement	-	114,080	2,886,340	3,218,580
Interest and fiscal charges	-	3,185	1,226,060	1,349,755
Bond issuance Costs	-	-	-	-
Total Expenditures	<u>16,691,599</u>	<u>1,035,134</u>	<u>4,129,400</u>	<u>11,689,930</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	<u>(2,443,167)</u>	<u>337,610</u>	<u>(210,139)</u>	<u>93,067</u>
OTHER FINANCING SOURCES (USES)				
Operating transfers in	1,523,091	-	-	20,800
Operating transfers (out)	-	(115,360)	-	(939,750)
Proceeds from bond issue	-	-	-	-
Total Other Financing Sources (Uses)	<u>1,523,091</u>	<u>(115,360)</u>	<u>-</u>	<u>(918,950)</u>
EXCESS (DEFICIENCY) OF REVENUES FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	<u>(920,076)</u>	<u>222,250</u>	<u>(210,139)</u>	<u>(825,883)</u>
FUND BALANCES BEGINNING OF YEAR	<u>5,443,016</u>	<u>2,252,553</u>	<u>210,142</u>	<u>1,707,138</u>
FUND BALANCES END OF YEAR	<u>\$ 4,522,940</u>	<u>\$ 2,474,803</u>	<u>\$ 3</u>	<u>\$ 881,255</u>

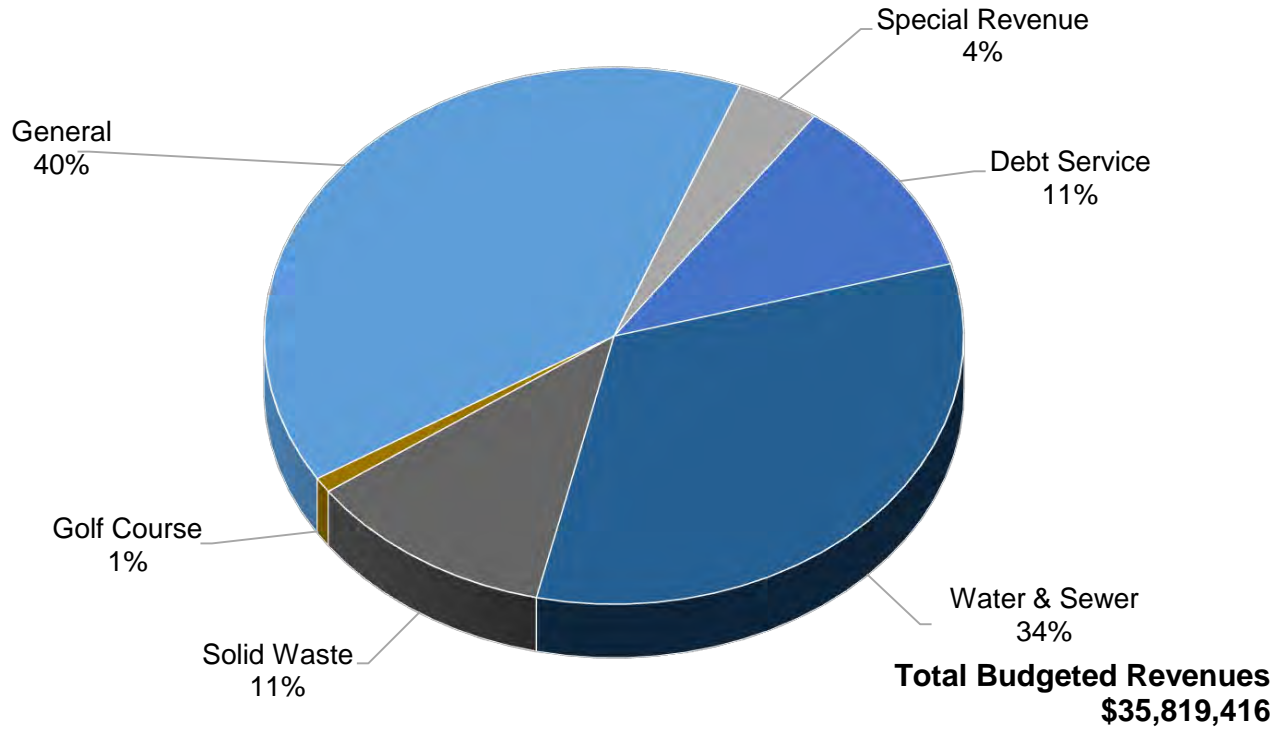
City of Copperas Cove, Texas
Combined Schedule of Revenues, Expenditures and
Changes in Fund Balance-All Fund Types
Fiscal Year 2017-2018

(With Comparative Totals for the Years Ended September 30, 2016 and 2017)

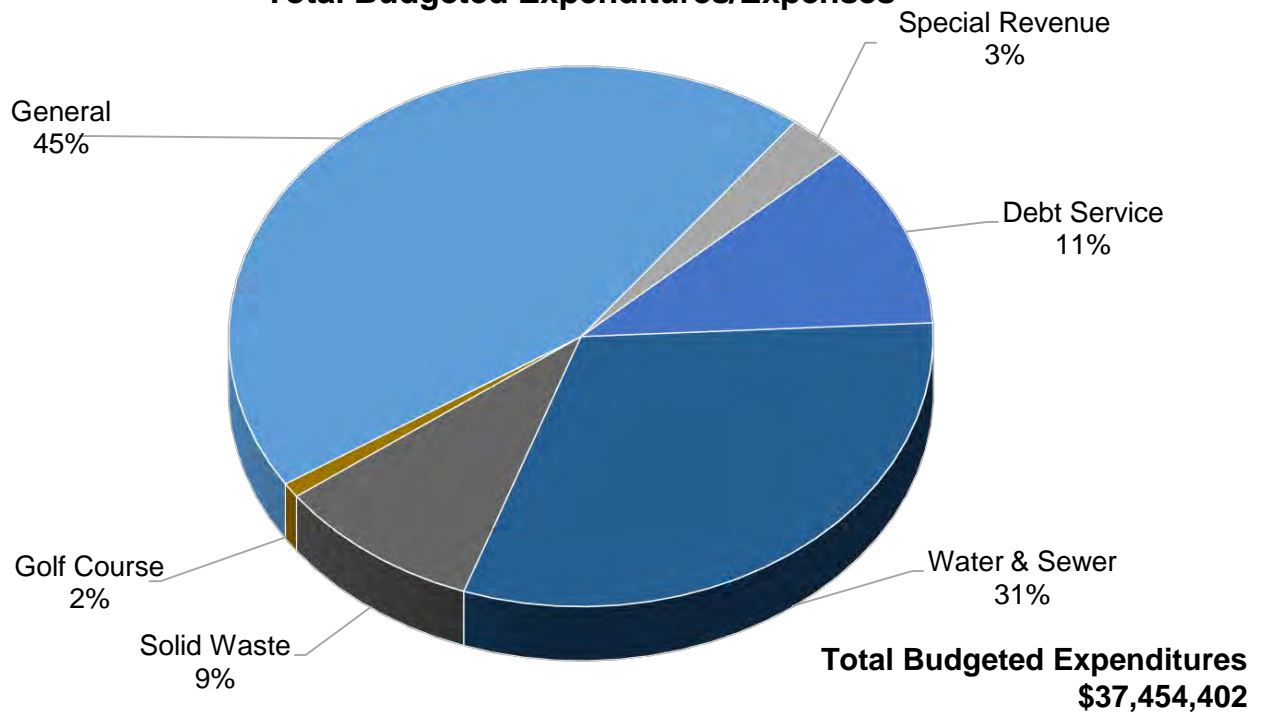
	<u>Solid Waste</u>	<u>Golf Course</u>	<u>Adopted Budget 2017-2018</u>	<u>Projected Budget 2016-2017</u>	<u>Actual 2015-2016</u>
REVENUES					
Taxes	\$ -	\$ -	\$ 15,239,780	\$ 14,781,035	\$ 14,435,650
Permits & Licenses	-	-	236,605	247,215	253,834
Charges for Services	3,985,870	325,052	18,160,152	18,072,477	16,936,876
Fines	-	-	562,551	559,279	507,682
Fees	96,000	-	336,000	46,482	501,992
Miscellaneous	89,060	-	1,284,328	1,905,696	1,342,062
Total Revenues	<u>4,170,930</u>	<u>325,052</u>	<u>35,819,416</u>	<u>35,612,184</u>	<u>33,978,096</u>
EXPENDITURES					
Current:					
Public Safety	-	-	10,481,458	9,960,861	9,269,650
City Administration	-	-	2,042,909	1,965,296	1,920,359
Public Works	3,019,001	-	8,996,725	8,164,895	6,567,623
Parks and Recreation Services	-	261,953	2,301,585	2,348,480	2,268,783
Development Services	-	-	747,627	869,796	638,977
Non-Departmental	116,236	34,911	3,609,860	8,647,342	4,363,427
Debt service:					
Principal retirement	385,000	25,000	6,629,000	5,835,755	6,015,000
Interest and fiscal charges	56,327	9,911	2,645,238	2,443,444	2,228,324
Bond issuance Costs	-	-	-	-	-
Total Expenditures	<u>3,576,564</u>	<u>331,775</u>	<u>37,454,402</u>	<u>40,235,869</u>	<u>33,272,143</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	<u>594,366</u>	<u>(6,723)</u>	<u>(1,634,986)</u>	<u>(4,623,685)</u>	<u>705,953</u>
OTHER FINANCING SOURCES (USES)					
Operating transfers in	-	-	1,543,891	\$ 1,552,320	\$ 1,495,250
Operating transfers (out)	(497,210)	-	(1,552,320)	(1,552,320)	(1,495,250)
Proceeds from bond issue	-	-	-	-	-
Total Other Financing Sources (Uses)	<u>(497,210)</u>	<u>-</u>	<u>(8,429)</u>	<u>-</u>	<u>-</u>
EXCESS (DEFICIENCY) OF REVENUES FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	<u>97,156</u>	<u>(6,723)</u>	<u>(1,643,415)</u>	<u>-</u>	<u>-</u>
FUND BALANCES BEGINNING OF YEAR	<u>3,265,052</u>	<u>(1,438,824)</u>	<u>11,439,077</u>	<u>-</u>	<u>-</u>
FUND BALANCES END OF YEAR	<u>\$ 3,362,208</u>	<u>\$ (1,445,547)</u>	<u>\$ 9,795,662</u>	<u>\$ -</u>	<u>\$ -</u>

City of Copperas Cove, Texas FY 2018 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 2017-2018**

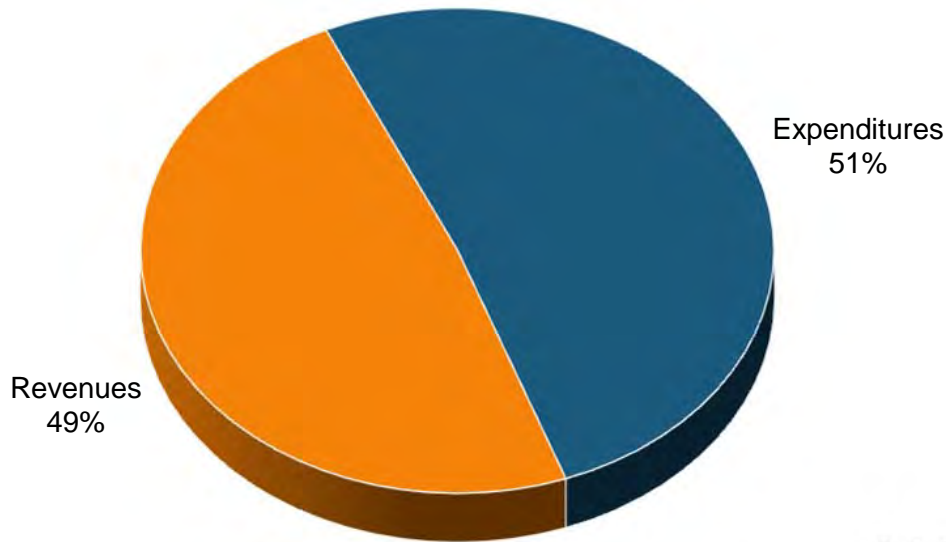
Fund	Estimated Beginning Balance	Revenues	Total Resources Available	Total Operating Expenses/ Expenditures	Total Other Expenses/ Expenditures	Estimated Ending Balance	Ideal Fund Balance	Over/(Under) Ideal Fund Balance
Operating Funds								
General Fund	\$ 5,443,016	\$ 15,771,523	\$ 21,214,539	\$ 16,272,629	\$ 418,970	\$ 4,522,940	\$ 4,068,157	\$ 454,783
Water & Sewer Fund	1,707,138	11,803,797	13,510,935	8,055,145	4,574,535	881,255	2,013,786	(1,132,531)
Solid Waste Fund	3,265,052	4,170,930	7,435,982	3,632,447	441,327	3,362,208	908,112	2,454,096
Golf Course Fund	(1,438,824)	325,052	(1,113,772)	296,864	34,911	(1,445,547)	74,216	(1,519,763)
Total Operating Funds	\$ 8,976,382	\$ 32,071,302	\$ 41,047,684	\$ 28,257,085	\$ 5,469,743	\$ 7,320,856	\$ 7,064,271	\$ 256,585
Other Funds ¹								
Drainage Utility Fund	\$ 1,912,523	\$ 952,800	\$ 2,865,323	\$ 541,411	\$ 142,869	\$ 2,181,043		
Interest & Sinking Fund	210,142	3,919,261	4,129,403	-	4,129,400	3		
Hotel Occupancy Tax Fund	38,861	163,371	202,232	195,587	-	6,645		
PEG Fee Fund	171,182	58,823	230,005	42,281	16,442	171,282		
Municipal Court Efficiency Fund	10,497	1,421	11,918	4,490	-	7,428		
Municipal Court Technology Fund	4,694	11,229	15,923	14,396	-	1,527		
Municipal Court Security Fund	(2,438)	10,150	7,712	2,860	-	4,852		
Miscellaneous Other Funds	117,236	187,770	305,006	190,158	-	114,848		
Total Other Funds	\$ 2,462,695	\$ 5,304,825	\$ 7,767,520	\$ 991,183	\$ 4,288,711	\$ 2,487,626		
Capital Projects Funds ²								
2010 Ltd. Tax Notes (All Funds)	\$ 15,118	\$ -	\$ 15,118	\$ -	\$ 6,016	\$ 9,102		
2010A Ltd. Tax Notes (All Funds)	6,634	-	6,634	-	5,806	828		
2011 Contr. Rev. & LTN (Tax Suptd)	46,233	-	46,233	-	31,814	14,419		
2011 G.O (Tax Suptd)	5,468	-	5,468	-	4,595	873		
2012 Ltd. Tax Notes (All Funds)	67,420	-	67,420	-	60,304	7,116		
2012 G.O. (W&S)	292,704	-	292,704	-	264,692	28,012		
2013 Tax Notes (All Funds)	339,250	-	339,250	-	336,766	2,484		
2013 G.O. (Tax Supported)	5,091	-	5,091	-	4,055	1,036		
2014 Cert. of Oblig. (All Funds)	1,874,497	-	1,874,497	-	1,832,802	41,695		
2015 Cert. of Oblig. (All Funds)	4,641,637	-	4,641,637	-	4,594,659	46,978		
2016 Cert. of Oblig. (All Funds)	1,650,899	-	1,650,899	-	1,627,861	23,038		
2017 Cert. of Oblig. (All Funds)	9,604,360	-	9,604,360	-	9,587,561	16,799		
Total Capital Projects Funds	\$ 18,549,311	\$ -	\$ 18,549,311	\$ -	\$ 18,356,931	\$ 192,380		
Total Funds	\$ 29,988,388	\$ 37,376,127	\$ 67,364,515	\$ 29,248,268	\$ 28,115,385	\$ 10,000,862		

¹ Ideal fund balances do not apply.

² Budgeted amounts for Capital Projects Funds are determined based on remaining funding of City Council authorized projects. Ideal fund balances do not apply.

CITY OF COPPERAS COVE, TEXAS SUMMARY FOR ALL FUNDS FISCAL YEAR 2017-18 ADOPTED BUDGET

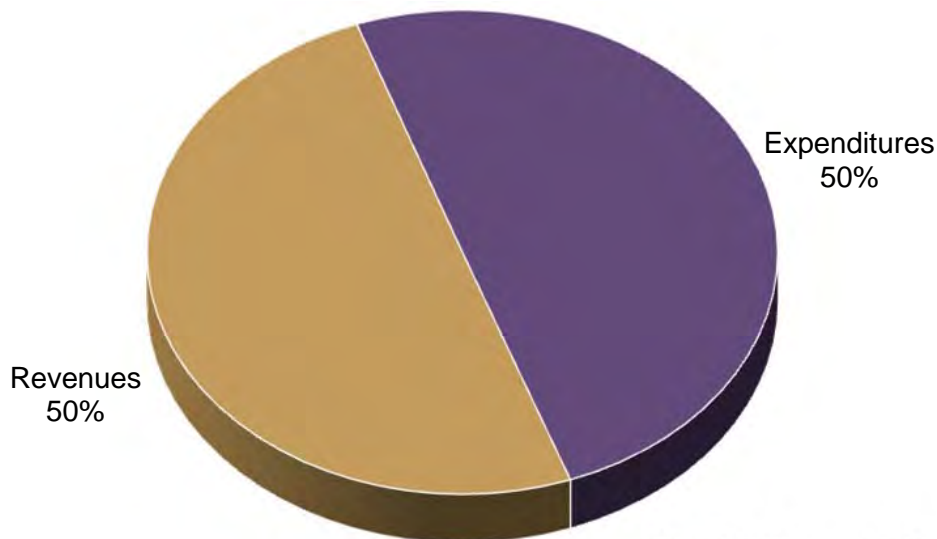
Operating Funds



Total Operating Funds:

Revenues	\$ 32,071,302
Expenditures	\$ 33,726,828

Other and Capital Project Funds



Total Other and Capital Project Funds:

Revenues	\$ 5,304,825
Expenditures	\$ 5,279,894



City of Copperas Cove, Texas
Consolidated Schedule of Receipts of all Funds by Source
Fiscal Year 2017-2018

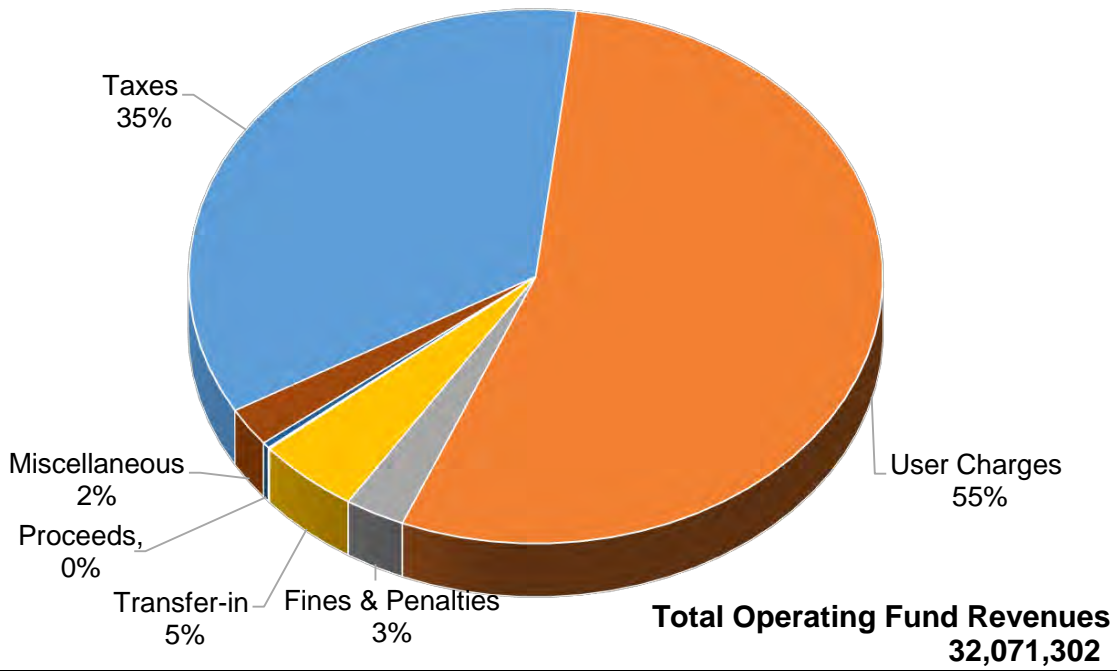
Fund	Taxes	User Charges	Fines & Penalties	Transfer-in
Operating Funds				
General Fund	\$ 11,290,538	\$ 1,654,368	\$ 562,551	\$ 1,523,091
Water & Sewer Fund	-	11,483,467	240,000	20,800
Solid Waste Fund	-	3,985,870	96,000	-
Golf Course Fund	-	325,052	-	-
Total Operating Funds	\$ 11,290,538	\$ 17,448,757	\$ 898,551	\$ 1,543,891
Other Funds				
Drainage Utility Fund	\$ -	\$ 948,000	\$ -	\$ -
Interest & Sinking Fund	3,785,911	-	-	-
Hotel Occupancy Tax Fund	163,331	-	-	-
Animal Shelter Fund	-	-	-	-
PEG Fee Fund	-	-	-	-
Municipal Court Efficiency Fund	-	-	-	-
Municipal Court Technology Fund	-	-	-	-
Municipal Court Security Fund	-	-	-	-
Miscellaneous Other Funds	-	-	-	-
Total Other Funds	\$ 3,949,242	\$ 948,000	\$ -	\$ -
Total Funds	\$ 15,239,780	\$ 18,396,757	\$ 898,551	\$ 1,543,891

City of Copperas Cove, Texas
Consolidated Schedule of Receipts of all Funds by Source
Fiscal Year 2017-2018

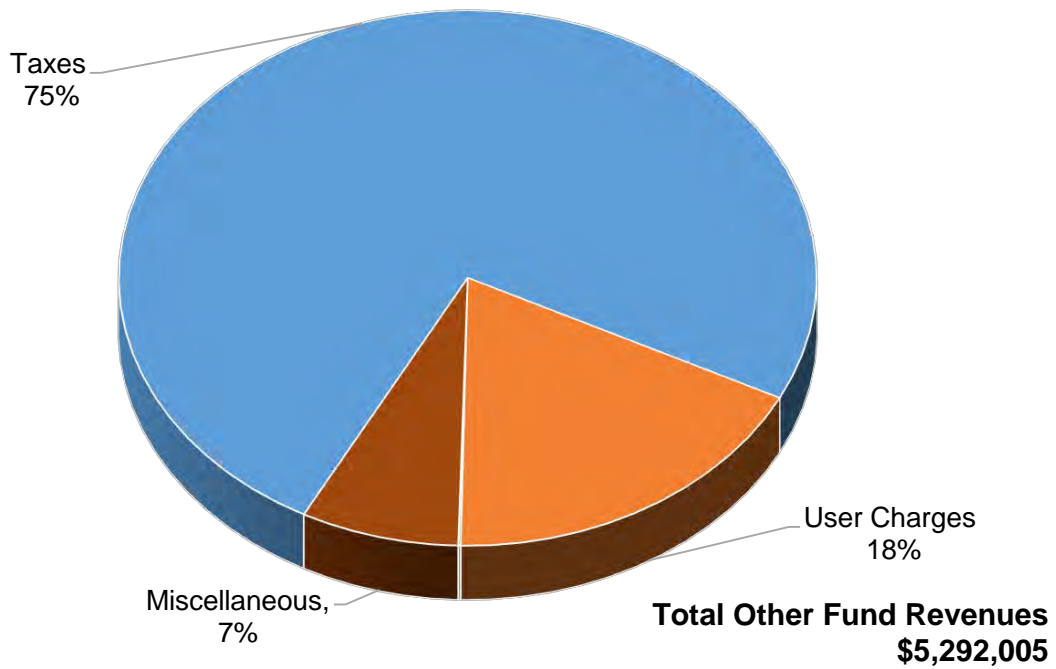
Fund	Interest Revenue	Proceeds	Miscellaneous	Total
Operating Funds				
General Fund	\$ 17,015	\$ 37,000	\$ 686,960	\$ 15,771,523
Water & Sewer Fund	7,800	30,000	21,730	11,803,797
Solid Waste Fund	3,060	46,000	40,000	4,170,930
Golf Course Fund	-	-	-	325,052
Total Operating Funds	\$ 27,875	\$ 113,000	\$ 748,690	\$ 32,071,302
Other Funds				
Drainage Utility Fund	\$ 3,800	\$ 1,000	-	\$ 952,800
Interest & Sinking Fund	1,200	-	132,150	3,919,261
Hotel Occupancy Tax Fund	40	-	-	163,371
Animal Shelter Fund	-	-	-	-
PEG Fee Fund	100	-	58,723	58,823
Municipal Court Efficiency Fund	7	-	1,414	1,421
Municipal Court Technology Fund	8	-	11,221	11,229
Municipal Court Security Fund	27	-	10,123	10,150
Miscellaneous Other Funds	-	-	174,950	174,950
Total Other Funds	\$ 5,182	\$ 1,000	\$ 388,581	\$ 5,292,005
Total Funds	\$ 33,057	\$ 114,000	\$ 1,137,271	\$ 37,363,307

City of Copperas Cove, Texas Consolidated Schedule of Receipts of all Funds by Source Fiscal Year 2017-2018

Total Operating Funds



Total Other Funds





City of Copperas Cove, Texas
Consolidated Schedule of Expenditures/
Expenses of all Funds by Object Class
Fiscal Year 2017-2018

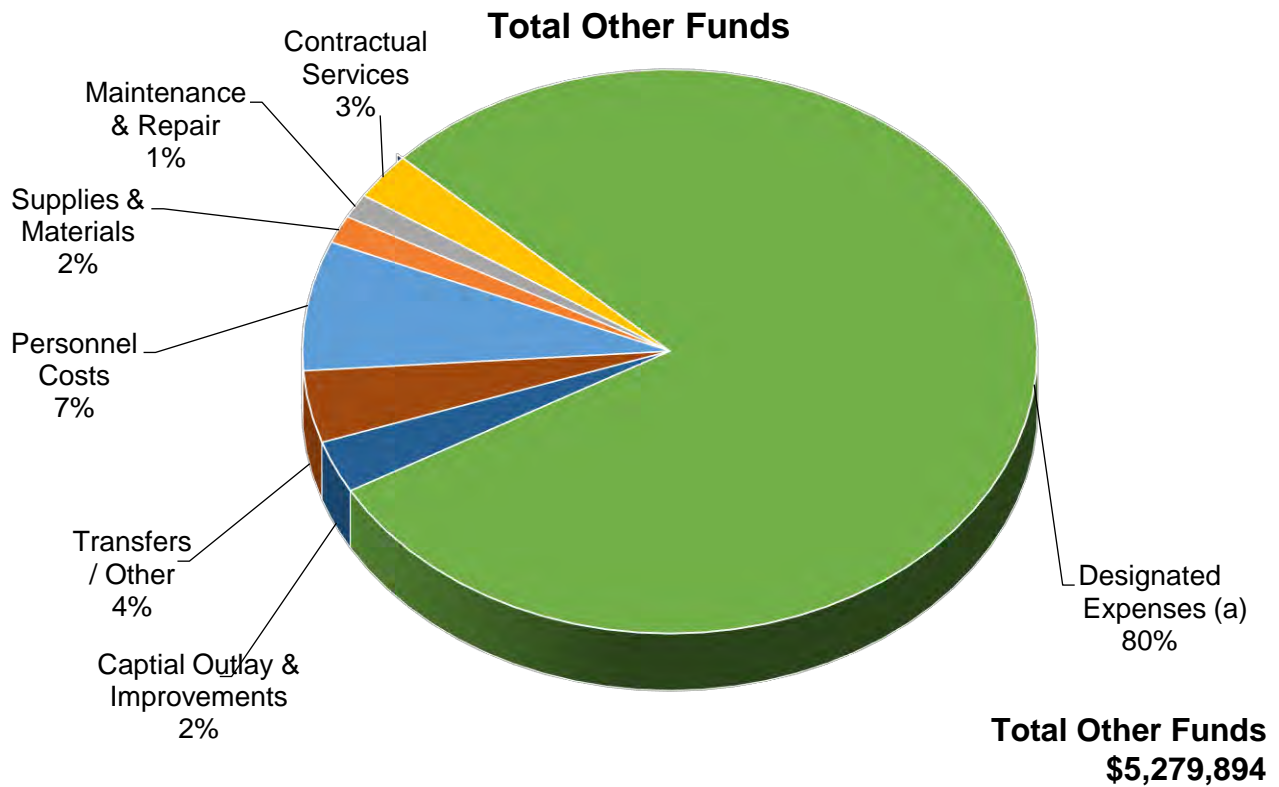
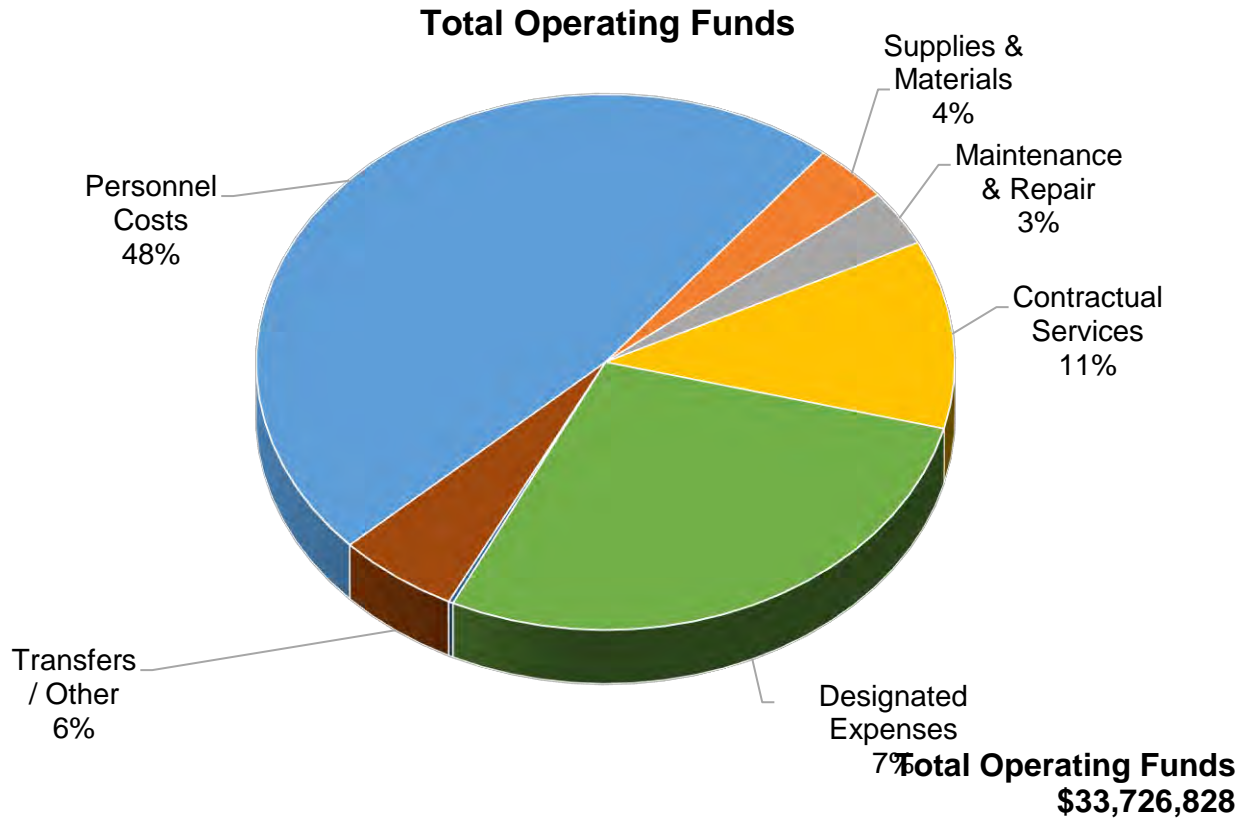
Fund	Personnel Costs	Supplies & Materials	Maintenance & Repair	Contractual Services
Operating Funds				
General Fund	\$ 13,047,019	\$ 634,464	\$ 556,179	\$ 1,581,557
Water & Sewer Fund	1,799,278	237,354	343,755	2,081,937
Solid Waste Fund	1,169,605	257,587	177,696	87,679
Golf Course Fund	60,944	62,973	61,752	79,011
Total Operating Funds	\$ 16,076,846	\$ 1,192,378	\$ 1,139,382	\$ 3,830,184
Other Funds				
Drainage Utility Fund	\$ 299,570	\$ 33,877	\$ 22,459	\$ 69,995
Interest & Sinking Fund	-	-	-	17,000
Hotel Occupancy Tax Fund	57,824	20,765	47,350	-
Animal Shelter Fund	-	-	-	-
PEG Fees Fund	-	-	-	42,281
Municipal Court Efficiency Fund	-	1,190	-	3,300
Municipal Court Technology Fund	-	-	-	-
Municipal Court Security Fund	-	-	2,860	-
Miscellaneous Other Funds	35,000	28,468	1,000	10,750
Total Other Funds	\$ 392,394	\$ 84,300	\$ 73,669	\$ 143,326
Total Funds	\$ 16,469,240	\$ 1,276,678	\$ 1,213,051	\$ 3,973,510

City of Copperas Cove, Texas
Consolidated Schedule of Expenditures/
Expenses of all Funds by Object Class
Fiscal Year 2017-2018

	Designated Expenses ^(a)	Capital Outlay & Improvements	Transfers / Other	Total
Operating Funds				
General Fund	\$ 453,410	\$ 64,970	\$ 354,000	\$ 16,691,599
Water & Sewer Fund	7,140,722	6,200	1,020,434	12,629,680
Solid Waste Fund	1,883,697	-	497,510	4,073,774
Golf Course Fund	32,184	-	34,911	331,775
Total Operating Funds	\$ 9,510,013	\$ 71,170	\$ 1,906,855	\$ 33,726,828
Other Funds				
Drainage Utility Fund	\$ 150	\$ 40,000	\$ 218,229	\$ 684,280
Interest & Sinking Fund	4,112,400	-	-	4,129,400
Hotel Occupancy Tax Fund	69,648	-	-	195,587
Animal Shelter Fund	-	-	-	-
PEG Fees Fund	-	16,442	-	58,723
Municipal Court Efficiency Fund	-	-	-	4,490
Municipal Court Technology Fund	14,396	-	-	14,396
Municipal Court Security Fund	-	-	-	2,860
Miscellaneous Other Funds	13,040	101,900	-	190,158
Total Other Funds	\$ 4,209,634	\$ 158,342	\$ 218,229	\$ 5,279,894
Total Funds	\$ 13,719,647	\$ 229,512	\$ 2,125,084	\$ 39,006,722

(a) 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 2017-2018



City of Copperas Cove, Texas
FY 2017-2018 Ad Valorem Taxes Analysis
Estimated Revenue and Proposed Distribution of Collections

Certified Property Values

Freeze Adjusted Taxable Assessec	\$1,201,444,307
Proposed Tax Rate of \$100 Valuation	<u>0.797908</u>
Non-Freeze Tax Levy	9,586,420
Freeze Tax Levy	<u>838,562</u>
Total Tax Levy	10,424,982
Estimated Percent of Collections	<u>99.0%</u>
Estimated Funds from Tax Levy	\$10,320,732

Proposed Distribution of All Tax Collections

	% of Total	Tax Rate	Collections
General Fund (Maintenance & Op)	63.45%	0.506269	6,563,821
Interest & Sinking	36.55%	0.291639	3,756,911
Total	<u>100.00%</u>	<u>0.797908</u>	<u>10,320,732</u>

Comparison of Previous Years Tax Rates

	Fiscal Years				
	2013-14	2014-15	2015-16	2016-17	2017-18
General Fund	0.522900	0.504201	0.478759	0.549218	0.506269
Interest & Sinking	0.254500	0.285799	0.319149	0.248690	0.291639
Total	<u>0.777400</u>	<u>0.790000</u>	<u>0.797908</u>	<u>0.797908</u>	<u>0.797908</u>

Property Value Analysis

Tax Year	Assessed Value	Percentage Increase	Amount Collected	Percentage Collected
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%	\$9,841,795	98.82%
2016	\$1,184,912,086	2.59%	\$10,070,044	98.57%
2017	\$1,201,444,307	1.40%	\$0	0.00%

ORDINANCE NO. 2017-42

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, 2017 AND ENDING ON SEPTEMBER 30, 2018; 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 REVENUE FROM PROPERTY TAXES THAN LAST YEAR'S BUDGET BY AN AMOUNT OF \$206,636, WHICH IS A 2.04 PERCENT INCREASE FROM LAST YEAR'S BUDGET. THE PROPERTY TAX REVENUE TO BE RAISED FROM NEW PROPERTY ADDED TO THE TAX ROLL THIS YEAR IS \$201,574.

WHEREAS, a budget for operating the municipal government of City of Copperas Cove for the fiscal year October 1, 2017, to September 30, 2018, 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, 2017, to September 30, 2018, as identified in "Exhibit A" of this ordinance, 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 2017-2018 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 5th day of September, 2017, 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.



Frank Seffrood, Mayor

ATTEST:


Lucy C. Aldrich, City Secretary



APPROVED AS TO FORM:


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

ORDINANCE NO. 2017-43

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 2017 TAX YEAR FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF COPPERAS COVE FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2017 AND ENDING ON SEPTEMBER 30, 2018; 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 Central 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 Central Appraisal District which lists property taxable by the City of Copperas Cove, Texas; and

WHEREAS, the Chief Appraiser of the Lampasas Central 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 Central 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 as required by Section 140.010 of the Texas Local Government Code, and has fulfilled all other requirements for publication as contained in Section 26.04(e) of the Texas 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 5, 2017; and

WHEREAS, the City Council has complied with all applicable requirements of the Texas Tax Code and Local Government Code prior to the setting of the tax rate for said City for 2017.

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 2017 be, and 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 2017 upon all real and personal property not exempt from taxation by the constitution and laws of this state situated within the corporate limits of said City, and there shall be collected for the use and support of the municipal government of the City of Copperas Cove, Texas, to provide sinking fund for the retirement of the bonded debt of said City and to provide for permanent improvements in said City, said tax; and said tax, so levied and collected, shall be apportioned to the specific purposes hereinafter set forth; to-wit:

- A. For the payment of current expenses and to be deposited in the general fund (for the purposes of maintenance and operations) 50.6270 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:

29.1638 cents per one hundred dollars (\$100) valuation.

SECTION 3.

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

SECTION 4.

Ordinance No. 2017-43
Page 2 of 3

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 5.

That monies collected pursuant to this Ordinance shall be expended as set forth in the City of Copperas Cove Annual Budget for FY 2017-2018.


SECTION 6.

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

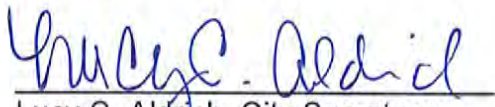
SECTION 7.

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

PASSED, APPROVED AND ADOPTED this 5th day of September 2017, 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.



Frank Seffrood, Mayor

ATTEST:


Lucy C. Aldrich, City Secretary



APPROVED AS TO FORM:


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

RESOLUTION NO. 2017-31

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF COPPERAS COVE, TEXAS, RATIFYING THE VOTES TO ADOPT THE 2017-2018 BUDGET AND PLAN OF MUNICIPAL SERVICES AND THE 2017-2018 TAX RATE.

WHEREAS, Pursuant to the Texas Local Government Code, §102.007, City Council has adopted the 2017-2018 Budget and Plan of Municipal Services; and

WHEREAS, Pursuant to the Texas Tax Code, §26.05 and §26.06, City Council has adopted the 2017-2018 Property (Ad Valorem) Tax Rate; and

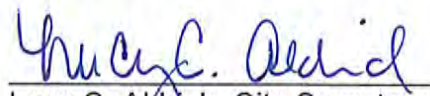
WHEREAS, The adoption of the 2017-2018 Budget and the 2017-2018 Tax Rate raises more revenue from property taxes than in the previous year; a separate vote of the governing body is required to ratify the property tax increase reflected in the budget.

NOW, THEREFORE, BE IT RESOLVED, that the City Council of the City of Copperas Cove, Texas ratify the votes approving and adopting the 2017-2018 Budget and Plan of Municipal Service and the 2017-2018 Property Tax Rate.

PASSED, APPROVED, AND ADOPTED on this 5th day of September 2017, 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.



Frank Seffrood, Mayor

ATTEST:


Lucy C. Aldrich, City Secretary



APPROVED AS TO FORM:


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

General Fund



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 2018 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.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
REVENUES	Actual	Actual	Actual	Projected	Adopted
Property Taxes	6,350,017	6,273,543	5,975,302	6,972,601	6,629,571
Sales Taxes	2,771,359	2,848,964	2,842,678	2,932,628	3,093,092
Franchise Fees	1,303,093	1,317,032	1,258,920	1,310,928	1,331,875
Other Taxes	232,801	236,376	219,309	240,247	236,000
Licenses & Permits	232,899	261,116	253,834	247,215	236,605
Charges for Services	1,189,806	1,194,826	1,429,824	1,426,524	1,417,763
Fines & Forfeitures	567,553	545,032	507,682	559,279	562,551
Transfers	1,358,000	1,404,000	1,475,000	1,531,820	1,523,091
Other	378,165	444,291	777,018	567,076	740,975
TOTAL	14,383,693	14,525,180	14,739,567	15,788,318	15,771,523
EXPENDITURES					
Salaries & Benefits	11,231,074	11,079,721	11,505,027	12,130,174	13,047,019
Supplies & Materials	660,676	514,265	525,577	645,379	634,464
Maintenance & Repair	422,155	417,833	446,960	592,898	556,179
Contractual Services	1,575,987	1,377,730	1,451,331	1,788,881	1,581,557
Designated Expenses	733,033	372,653	384,065	408,851	453,410
Capital Outlay	90,637	90,670	118,691	102,399	64,970
Economic Development Incentives	93,625	182,965	201,792	203,164	354,000
Miscellaneous	4,900	4,400	368	132,954	-
TOTAL	14,812,087	14,040,237	14,633,811	16,004,700	16,691,599
Revenues Over/(Under)					
Expenditures	(428,394)	484,943	105,756	(216,382)	(920,076)
TOTAL	14,383,693	14,525,180	14,739,567	15,788,318	15,771,523

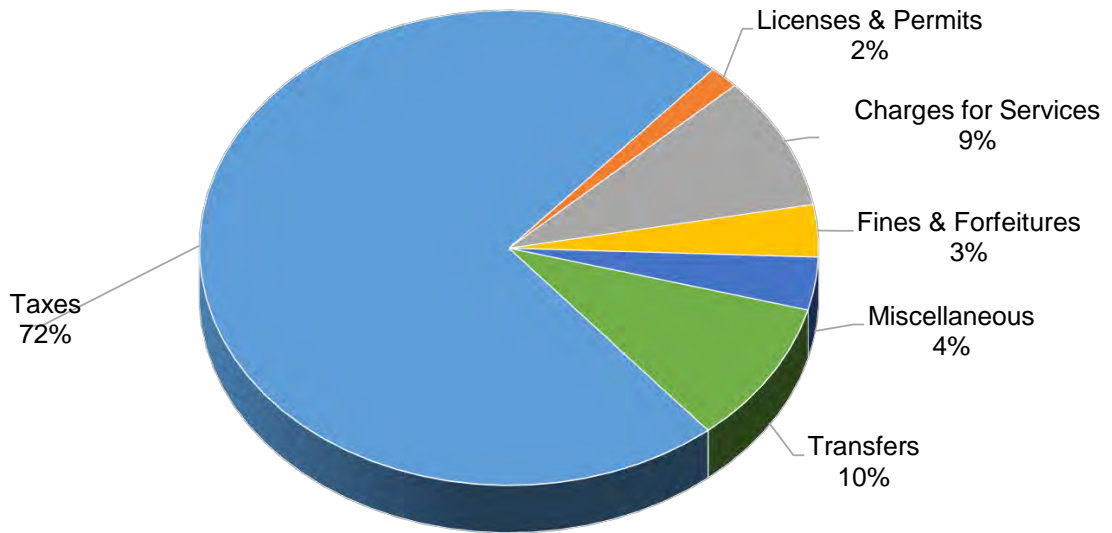
**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2017-18 ADOPTED BUDGET
GENERAL FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2015-16	Current Budget FY 2016-17	Projected FY 2016-17	Adopted Base Budget FY 2017-18	New Requests FY 2017-18	Adopted FY 2017-18
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 5,553,642	\$ 5,659,398	\$ 5,659,398	\$ 5,443,016	\$ -	\$ 5,443,016
Unreserved, Designated	500,000	500,000	500,000	500,000	-	500,000
TOTAL BEGINNING FUND BALANCE	\$ 6,053,642	\$ 6,159,398	\$ 6,159,398	\$ 5,943,016	\$ -	\$ 5,943,016
REVENUES:						
Taxes	\$ 10,296,209	\$ 11,463,176	\$ 11,456,404	\$ 11,290,538	\$ -	\$ 11,290,538
Permits & Licenses	253,834	223,030	247,215	236,605	-	236,605
Charges for Services	1,429,824	1,250,070	1,426,524	1,417,763	-	1,417,763
Fines	507,682	570,536	559,279	562,551	-	562,551
Administrative Reimbursements	1,475,000	1,531,820	1,531,820	1,523,091	-	1,523,091
Miscellaneous Revenue	777,018	627,574	567,076	740,975	-	740,975
TOTAL REVENUES	\$ 14,739,567	\$ 15,666,206	\$ 15,788,318	\$ 15,771,523	\$ -	\$ 15,771,523
TOTAL FUNDS AVAILABLE	\$ 20,793,209	\$ 21,825,604	\$ 21,447,716	\$ 21,214,539	\$ -	\$ 21,214,539
EXPENDITURES:						
City Council (21)	\$ 25,010	\$ 44,425	\$ 30,060	\$ 44,951	\$ -	\$ 44,951
City Manager (22)	290,368	254,727	252,405	246,842	-	246,842
City Secretary (23)	133,514	136,637	120,600	135,637	1,187	136,824
City Attorney (24)	127,558	132,677	120,115	122,615	-	122,615
Public Information Office (25)	86,895	115,315	116,100	91,706	-	91,706
Finance (31)	331,912	341,508	295,792	337,635	-	337,635
Budget (32)	373,854	429,222	423,326	450,482	-	450,482
Human Resources (34)	220,344	275,368	257,820	259,844	22,500	282,344
Information Systems (35)	311,441	312,018	322,372	315,640	-	315,640
Municipal Court (41)	331,793	399,711	368,594	411,043	-	411,043
Police-Admin (42)	623,065	545,827	425,685	614,375	-	614,375
Police-Services (4210)	4,265,938	4,593,904	4,597,719	4,668,475	243,592	4,912,067
Animal Control (43)	212,609	255,917	234,829	257,527	-	257,527
Fire/EMS-Admin (44)	282,527	310,889	302,820	316,709	2,490	319,199
Fire/EMS-Operations (4417)	3,154,083	3,433,906	3,438,490	3,424,504	168,237	3,592,741
Fire/EMS-Training (4418)	31,799	52,643	52,392	56,076	2,370	58,446
Fire/EMS-Prevention (4419)	101,520	111,281	110,927	110,026	2,500	112,526
Emergency Management (4420)	1,795	3,374	2,879	8,978	-	8,978
Engineering (51)	51,001	56,285	74,285	64,000	-	64,000
Street (53)	577,781	626,113	604,597	597,808	1,950	599,758
Fleet Services (55)	271,034	290,830	285,505	284,599	1,300	285,899
Planning (61)	181,656	370,911	359,885	165,871	70,523	236,394
Building Development (52)	295,215	349,119	335,940	343,028	-	343,028
Code & Health Compliance (72)	160,325	186,007	166,495	168,205	-	168,205
Parks and Leisure - Admin (54)	173,188	179,393	179,951	189,358	-	189,358
Parks and Leisure - Maintenance (5410)	488,429	674,654	655,925	656,360	-	656,360
Parks and Leisure - Athletics (5420)	303,472	362,427	358,165	356,224	-	356,224
Parks and Leisure - Aquatics (5430)	157,725	157,614	152,510	157,542	-	157,542
Parks and Leisure - Special Events (5440)	24,097	34,300	21,984	24,475	-	24,475
Library (71)	369,788	432,910	413,505	416,134	2,740	418,874
Non-Departmental (75)	353,224	383,363	484,511	456,571	-	456,571
OPERATING EXPENDITURES	\$ 14,312,960	\$ 15,853,275	\$ 15,566,183	\$ 15,753,240	\$ 519,389	\$ 16,272,629
OTHER EXPENDITURES:						
Capital Outlay	\$ 118,691	\$ 138,920	\$ 102,399	43,570	\$ 21,400	\$ 64,970
Grant Match	-	15,000	15,000	-	-	-
Street/Sidewalk Maintenance	368	117,954	117,954	-	-	-
Economic Development Incentives	201,792	290,000	203,164	354,000	-	354,000
TOTAL OTHER EXPENDITURES	\$ 320,851	\$ 561,874	\$ 438,517	\$ 397,570	\$ 21,400	\$ 418,970
TOTAL EXPENDITURES	\$ 14,633,811	\$ 16,415,149	\$ 16,004,700	\$ 16,150,810	\$ 540,789	\$ 16,691,599
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 5,659,398	\$ 4,910,455	\$ 5,443,016	\$ 5,063,729	\$ (540,789)	\$ 4,522,940
Unreserved, Designated	500,000	500,000	500,000	500,000	-	500,000
TOTAL ENDING FUND BALANCE	\$ 6,159,398	\$ 5,410,455	\$ 5,943,016	\$ 5,563,729	\$ (540,789)	\$ 5,022,940
IDEAL FUND BALANCE	\$ 3,578,240	\$ 3,963,319	\$ 3,891,546	\$ 3,938,310		\$ 4,068,157
OVER (UNDER) IDEAL FUND BALANCE	\$ 2,081,158	\$ 947,136	\$ 1,551,470	\$ 1,125,419		454,783

* The Current Budget Includes budget amendments approved by City Council throughout the fiscal year.

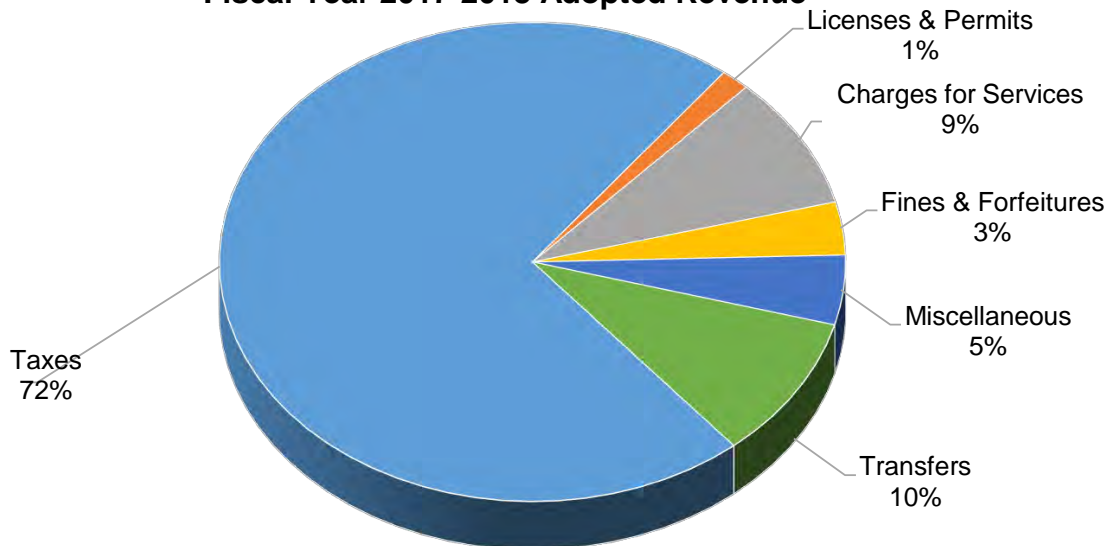
**City of Copperas Cove, Texas
FY 2018 Adopted Budget
General Fund
Budgeted Revenues by Source Comparison**

Fiscal Year 2016-2017 Projected Revenue



**Total Projected Revenues
\$15,788,318**

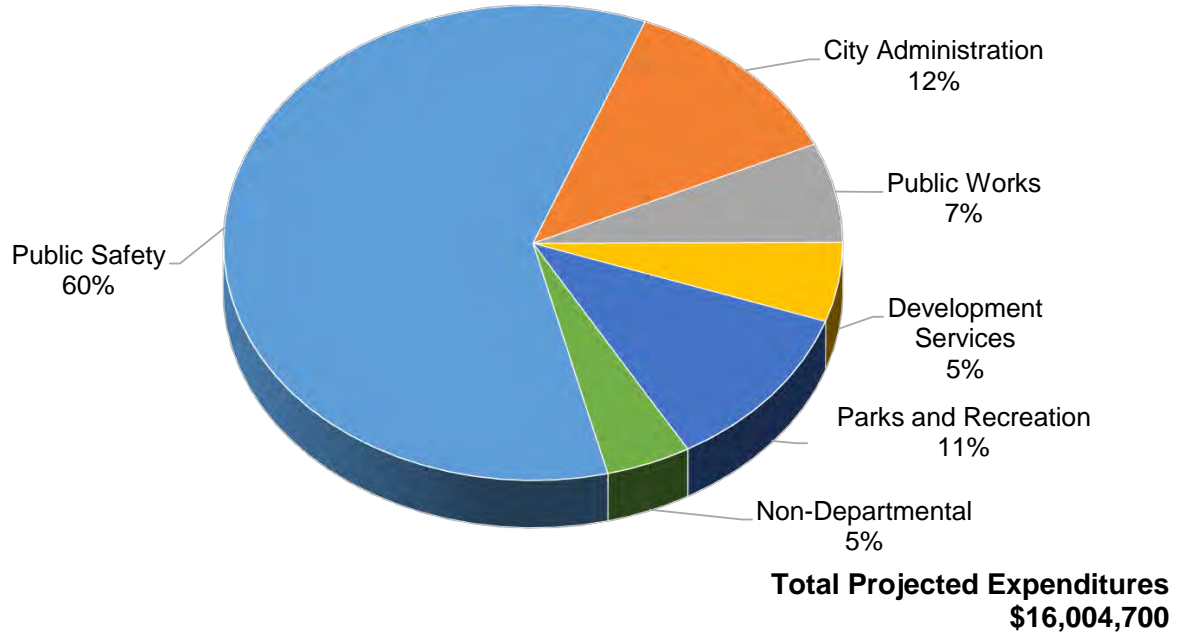
Fiscal Year 2017-2018 Adopted Revenue



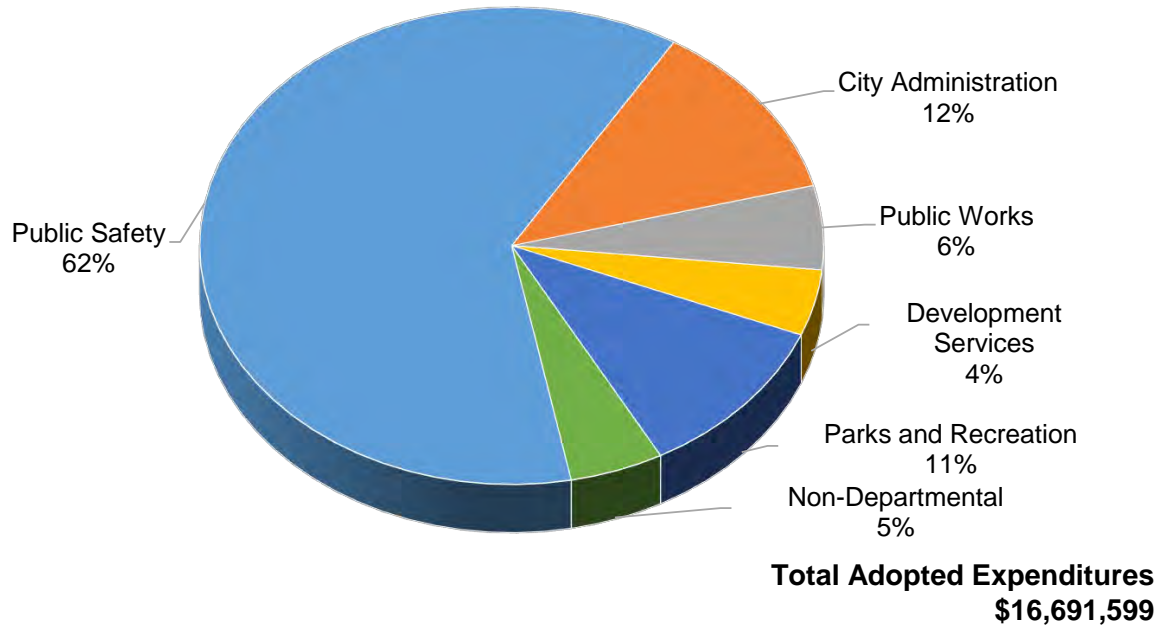
**Total Adopted Revenues
\$15,771,523**

**City of Copperas Cove, Texas
FY 2018 Adopted Budget
General Fund
Budgeted Expenditures by Function Comparison**

Fiscal Year 2016-2017 Projected Expenditures

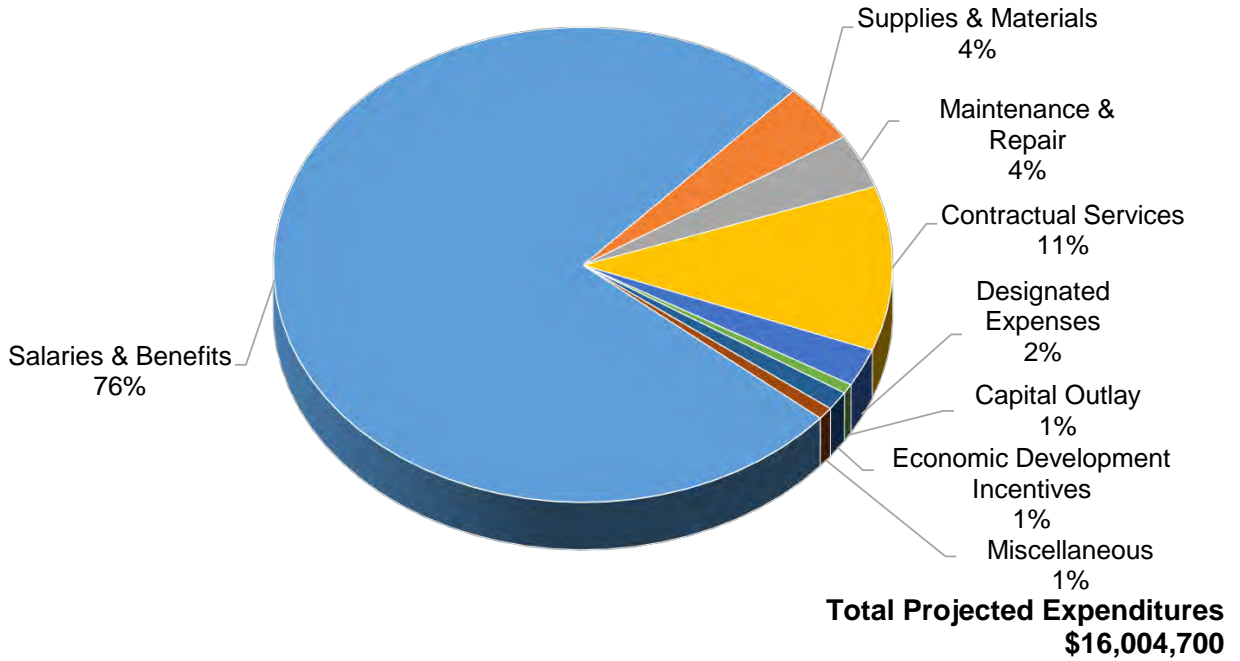


Fiscal Year 2017-2018 Adopted Expenditures

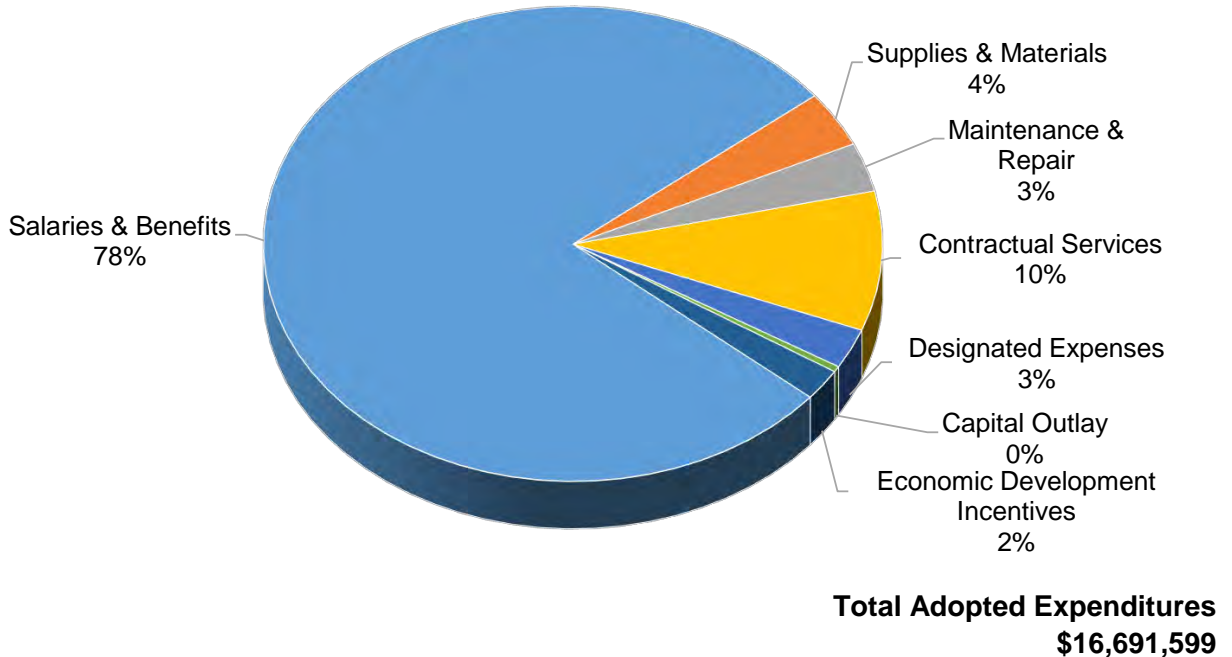


**City of Copperas Cove, Texas
FY 2018 Adopted Budget
General Fund
Budgeted Expenditures by Object Comparison**

Fiscal Year 2016-2017 Projected Expenditures



Fiscal Year 2017-2018 Adopted Expenditures



General Fund Revenues

Account	Description	Actual 2015-16	Budget* 2016-17	Projected 2016-17	Adopted 2017-18
01-310-1001	Current Ad Valorem Taxes	\$ 5,906,195	\$ 6,977,122	\$ 6,907,351	\$ 6,563,821
01-310-1002	Delinquent Ad Val. Taxes	32,357	31,000	31,250	31,500
01-310-1003	Penalty & Interest	36,750	33,500	34,000	34,250
01-310-1004	Sales Tax	2,842,678	2,895,890	2,932,628	3,093,092
01-310-1005.1	Franchise Tax-Telephone	52,724	53,200	52,500	53,000
01-310-1005.2	Franchise Tax-Cable	292,350	295,000	297,880	300,500
01-310-1005.3	Franchise Tax-Electric	813,068	857,364	857,364	870,225
01-310-1005.4	Franchise Tax-Gas	100,778	107,100	103,184	108,150
01-310-1007	Mixed Drink Tax	18,445	18,000	18,047	18,000
01-310-1008	Bingo Tax	200,864	195,000	222,200	218,000
01-310-1012	Used Oil-H&H Waste Oil	-	-	-	-
Subtotal Taxes		\$ 10,296,209	\$ 11,463,176	\$ 11,456,404	\$ 11,290,538
01-320-2002	License-Bicycle	\$ 12	\$ 10	\$ 10	\$ 10
01-320-2003	License-Contractors	34,240	31,000	31,000	31,000
01-320-2004	License-Animal	6,731	6,000	6,000	6,000
01-320-2006	Permits-Building	88,379	75,000	90,000	85,000
01-320-2008	Permits-Street Cuts	4,628	8,000	8,000	8,000
01-320-2009	Permits-Electrical	23,207	22,400	25,000	22,400
01-320-2010	Permits-Solicitors	1,670	2,000	2,000	2,000
01-320-2011	Permits-Natural Gas Lines	1,525	1,500	4,000	2,000
01-320-2012	Permits-Garage Sales	6,620	8,000	8,000	8,000
01-320-2013	Permits-Plumbing	50,654	35,000	35,000	35,000
01-320-2014	Permits-Mechanical	18,208	18,000	18,000	18,000
01-320-2015	License-Taxicabs	300	300	300	300
01-320-2017	License-Dangerous Animal	450	300	300	300
01-320-2018	Sign-Dangerous Animal	100	-	25	-
01-320-2021	Permits-Car Washes	210	500	500	500
01-320-2022	Permits-Signs	1,350	1,500	2,000	1,500
01-320-2023	Permits-Swimming Pools	560	400	500	400
01-320-2025	Permit-Ambulance License	-	-	3,000	3,000
01-320-2026	License-Wrecker	680	595	680	595
01-320-2027	Permit-Certificate of Occpy	3,720	2,400	2,600	2,400
01-320-2030	Permits-Alarms	5,520	4,500	4,500	4,500
01-320-2031	False Alarm Penalties	850	425	600	500
01-320-2032	Permits-Alcohol License	3,490	3,500	3,500	3,500
01-320-2034	Permits-Burn Permits	600	1,500	1,500	1,500
01-320-2049	Permits-Micellaneous	130	200	200	200
Subtotal Permits and Licenses		\$ 253,834	\$ 223,030	\$ 247,215	\$ 236,605
01-340-1001	Cemetery Plot Sales	\$ 17,362	\$ 15,000	\$ 15,000	\$ 15,000
01-340-1002	Football Revenue	18,015	26,460	18,640	18,752
01-340-1004	Basketball Revenue	27,765	27,500	26,612	27,410
01-340-1005	Volleyball Entry Fees	5,730	8,040	6,965	7,006
01-340-1006	Youth Baseball Fees	45,628	27,625	32,159	32,867
01-340-1007	Adult Softball Fees	-	13,312	13,515	13,617
01-340-1008	Soccer Registration Fees	51,330	50,875	43,847	44,176
01-340-1012	Special Events Revenue	2,889	3,000	39,659	40,849
01-340-1015	Concession Sales	4,739	12,000	9,182	9,457

* Includes Budget Amendments approved in FY 2016-2017

General Fund Revenues

Account	Description	Actual 2015-16	Budget* 2016-17	Projected 2016-17	Adopted 2017-18
01-340-1016	Flag Football Fees	9,060	15,687	9,954	10,161
01-340-1019	Adult Dodgeball Fees	-	-	450	900
01-340-1030	Recreational Classes	2,989	7,500	785	2,500
01-340-1050	Kickball Revenue	225	-	150	1,500
01-340-1400	Swimming Lessons	8,645	16,700	9,582	9,869
01-340-3001	Swimming Pool Receipts	48,714	40,821	43,937	45,255
01-340-3002	Community Building Rental	23,657	26,500	26,500	28,090
01-340-3004	Misc. Library Receipts	14,556	14,000	14,000	14,000
01-340-3005	Animal Shelter Fees	27,775	25,000	26,000	25,000
01-340-3006	Ambulance Fee Revenue	1,036,051	850,000	1,018,782	1,000,000
01-340-3007	Notary Fee Revenue	331	350	350	350
01-340-3008	Copy Machine	352	500	350	350
01-340-3009	Mowing/Mowing Liens Rev	3,519	15,000	15,000	15,000
01-340-3010	Sale of City Maps	38	-	-	-
01-340-3012	Srvc Charge-NSF Checks	120	-	-	-
01-340-3013	Plat Filing Fee Revenue	7,450	5,500	5,500	5,000
01-340-3014	Permits-Land Disturbance	135	100	100	105
01-340-3015	RV Park Fees	5,020	-	-	-
01-340-3019	Police Overtime Reimb.	3,665	1,000	1,500	1,500
01-340-3020	Police Restitution Revenue	2,668	500	500	500
01-340-3021	Festival Reimbursements	30,775	10,000	10,000	10,000
01-340-3022	Special Events Seniors	2,851	4,000	4,000	4,000
01-340-3023	Library Room Rental	7,468	10,000	5,500	5,500
01-340-3024	Open Records Revenue	262	400	400	400
01-340-3027	Pool Rental Revenue	2,525	5,500	5,825	5,999
01-340-3030	Micro Chip of Animals Rev	4,200	3,500	4,200	6,000
01-340-3031	Re-Inspection Fees	5,700	8,000	10,000	8,000
01-340-3033	Animal Tranquilization Fee	20	50	60	50
01-340-3035	Fire Inspection Fees	2,605	1,750	1,750	4,800
01-340-3036	Fire Testing Fees	2,590	700	2,570	-
01-340-4105	Rezone Request Fees	1,200	1,400	1,400	1,800
01-340-4110	Variance Request Fees	1,200	1,800	1,800	2,000
Subtotal Fees		\$ 1,429,824	\$ 1,250,070	\$ 1,426,524	\$ 1,417,763
01-350-4001	Municipal Court Fines	\$ 190,047	\$ 221,100	\$ 220,000	\$ 221,100
01-350-4002	Traffic Violation Fines	86,267	108,000	91,000	91,000
01-350-4003	Library Fines	10,022	17,000	10,000	10,000
01-350-4004	Arrest Warrant Fees	34,168	32,000	32,000	31,000
01-350-4005	Child Safety Funds	6,251	6,200	6,300	6,000
01-350-4006	City's % of Court Fees	27,770	33,000	29,000	30,500
01-350-4007	HB 70 Fees	6,703	7,000	7,100	7,000
01-350-4010	Arresting Officer Fees	15,686	15,500	17,000	17,626
01-350-4011	Civil Justice Fee	21	21	21	22
01-350-4042	CCISD Liaison Funding	122,687	122,687	138,808	140,196
01-350-4101	Admin Fee-Teen Court	270	360	250	363
01-350-4102	Admin Fee-Defensive Drvg	7,790	7,668	7,800	7,744
Subtotal Fines		\$ 507,682	\$ 570,536	\$ 559,279	\$ 562,551


* Includes Budget Amendments approved in FY 2016-2017

General Fund Revenues

Account	Description	Actual 2015-16	Budget* 2016-17	Projected 2016-17	Adopted 2017-18
01-360-5001	Admin. Reimb.-W/S Fund	\$ 895,000	\$ 939,750	\$ 939,750	\$ 925,654
01-360-5002	Admin. Reimb-Solid Waste	487,000	497,210	497,210	504,000
01-360-5004	Admin. Reimb. Drainage	93,000	94,860	94,860	93,437
Subtotal Intergovernmental		\$ 1,475,000	\$ 1,531,820	\$ 1,531,820	\$ 1,523,091
01-370-6001	Interest Revenue	\$ 20,725	\$ 16,000	\$ 16,000	\$ 17,000
01-370-6001.1	Interest Rev-PD Confid	16	15	15	15
01-390-6001	Admin Fees	575	200	900	560
01-390-6002	Rental Income	27,135	26,480	26,480	26,700
01-390-6005	Miscellaneous Revenues	71,000	52,680	31,000	60,000
01-390-6006	Insurance Proceeds	21,916	17,000	21,000	17,000
01-390-6007	Cash Over/(Short)	(22)	-	-	-
01-390-6009	Food Workers' Registration	10,238	8,000	6,000	4,200
01-390-6010	Food Establishment Licenses	12,558	10,000	11,475	12,500
01-390-6011	Contributions	5,600	-	-	-
01-390-6012	Police Misc. Revenues	7,864	9,000	5,000	5,000
01-390-6015	Misc. Grant Revenue	680	-	-	-
01-390-6016	Street Sign revenue	209	700	700	700
01-390-6031	Community Agency Lease	7,200	7,200	7,200	7,200
01-390-6032	County Mutual Aid Rev	42,845	55,000	54,742	55,000
01-390-6033	Bell County Fire Runs Rev	3,784	3,500	4,437	3,600
01-390-6034	County EMS Revenue	85,000	100,000	100,000	100,000
01-390-6060	Reimbursements	142,642	1,500	12,680	1,500
01-390-6061	Tax Exemption Relief Revenue	310,299	310,299	259,447	410,000
01-392-1001	Auction Proceeds	6,754	10,000	10,000	20,000
Subtotal Miscellaneous Revenue		\$ 777,018	\$ 627,574	\$ 567,076	\$ 740,975
Total General Fund Revenues		\$ 14,739,567	\$ 15,666,206	\$ 15,788,318	\$ 15,771,523

* Includes Budget Amendments approved in FY 2016-2017

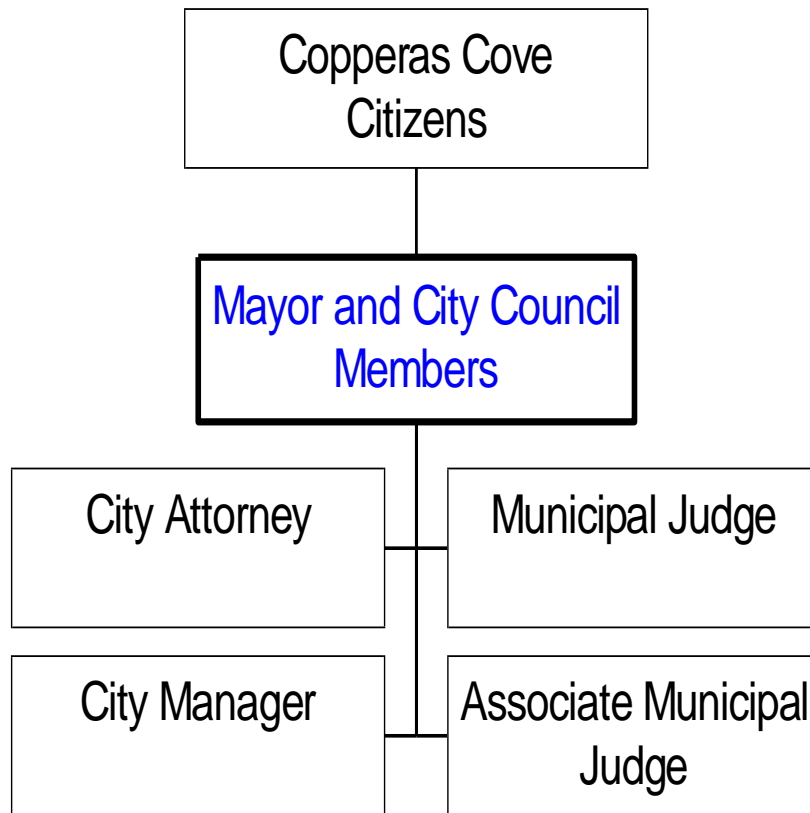
CITY COUNCIL




Left to Right:

Sitting: Frank Seffrood (Mayor); George Duncan (Mayor Pro Tem/City Council Place 6); Jay Manning (City Council Place 4); David Morris (City Council Place 1).

Standing: James Pierce Jr (City Council Place 2); Dan Yancey (City Council Place 3); Matthew Russell (City Council Place 7); Kirby Lack (City Council Place 5).



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

CITY COUNCIL

PROGRAM DESCRIPTION

The City of Copperas Cove operates under the Council-Manager form of government. The governing body consists of a Mayor and seven (7) Council Members, all elected at-large by the citizens. The terms of all offices are three (3) years and each member is limited to two (2) consecutive terms. The Mayor presides at all meetings of the City Council and shall be recognized as head of the City government for all ceremonial purposes, but shall have no regular administrative duties. The Mayor Pro Tem is a member of the Council, and elected by the Council each year. The Mayor Pro Tem shall act as Mayor during his or her absence or disability.

MAJOR DEPARTMENT GOALS

- Monitor the progress toward achieving the City's goals and make decisions to facilitate this 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 2017

- Adopted Fiscal Year 2017-2018 Budget, which 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 Fiscal Year 2018-22.
- Adopted Fiscal Year 2017-2018 ad valorem tax rate.
- Successfully transitioned Economic Development Corporation employees to City department employees.
- Participated in the annual Council/Staff retreat and Budget Planning Session to provide direction for the City.

CONTINUING OBJECTIVES

- Strive to represent the 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 2018

- Pursue priorities established for the current fiscal year.
- Review and adopt the Fiscal Year 2018-2019 Budget and Plan of Municipal Services.
- Review and adopt the Fiscal Year 2019-2023 Capital Improvement Plan.
- Review and adopt the Fiscal Year 2019-2023 Personnel Improvement Plan.
- Review and adopt the Fiscal Year 2019-2023 Capital Outlay Plan.
- Participate in the annual Council/Staff Retreat.

EXPENDITURE SUMMARY

CITY COUNCIL

CATEGORY	Fund 01		Dept# 2100	
	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ 1,904	\$ 1,515	\$ 1,515	\$ 3,035
Supplies & Materials	3,243	1,893	1,893	3,510
Maintenance & Repair	-	-	-	-
Contractual Services	19,863	26,652	26,652	38,406
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 25,010	\$ 30,060	\$ 30,060	\$ 44,951

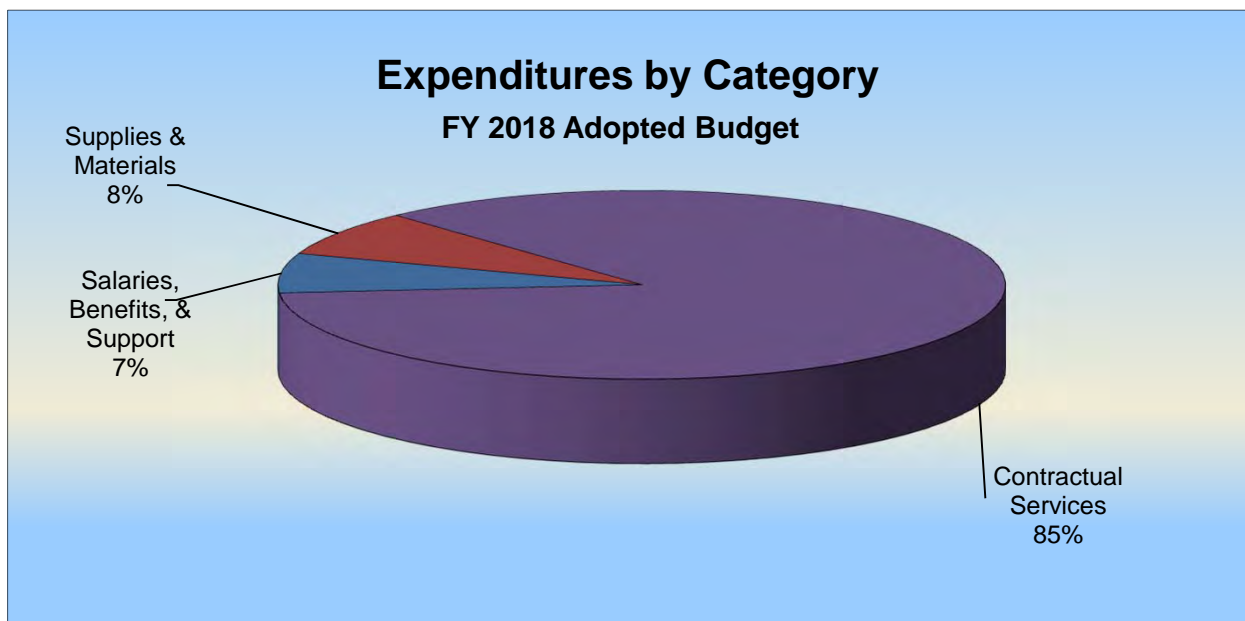
HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

Salaries & Benefits: Increase in Public Relation costs.

Supplies & Materials: Increase in Program/Project Supplies and Other Operating Cost (Council Member/Meeting expen:

Contractual Services: Increase in Professional Development expense.




CITY COUNCIL**01-2100**

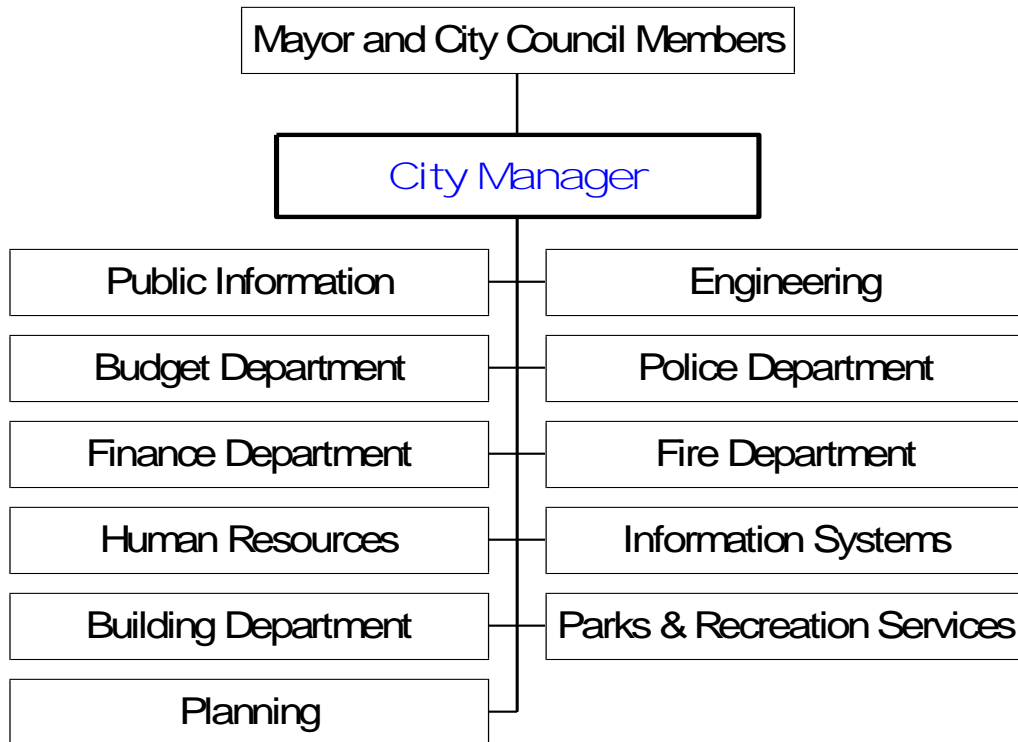
STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Mayor	1	1	1	1
Council Member Position No. 1	1	1	1	1
Council Member Position No. 2	1	1	1	1
Council Member Position No. 3	1	1	1	1
Council Member Position No. 4	1	1	1	1
Council Member Position No. 5	1	1	1	1
Council Member Position No. 6	1	1	1	1
Council Member Position No. 7	1	1	1	1
DEPARTMENT TOTAL	8	8	8	8

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
<i>OUTPUTS</i>				
# of Regular City Council Meetings	23	23	23	23
# of Ordinances / Resolutions Passed	135	109	112	110
# of Special Meetings	10	13	14	12
<i>EFFICIENCIES</i>				
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
<i>EFFECTIVENESS</i>				
Citizens Overall Satisfaction (Good to Excellent)	Good	Excellent	Good	Excellent

CITY MANAGER




Andrea Gardner (City Manager)



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

1 Full Time Employee

CITY MANAGER

PROGRAM DESCRIPTION

The City Manager's office is directly responsible for thirteen (13) departments and various operations. As the Chief Executive Officer, reporting to the City Council, the City Manager provides leadership and direction for implementation of 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 2017

- Conducted the 2017 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 and II.
- Facilitated the completion of the Fire Station 2 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 completion of the Mountain Top Water project.
- Facilitated the construction of the FM 116 Utility Relocates project.
- Facilitated the submission of the City's Category 7 and 9 (Transportation Alternative Program) Funding applications to Killeen-Temple Metropolitan Planning Organization (KTMPPO).
- Conducted regular meetings with the Transportation Work Group.
- Conducted regular meetings with the Citizen Focus Group.
- Represented the City in Washington, DC during Texas Water Day and other dedicated meetings.
- Represented the City by serving on TML Utilities Committee.

CONTINUING OBJECTIVES

- Develop annual Budget and Plan of Municipal Services.
- Conduct/participate in quarterly "Summit Meetings and host annual Developer Luncheons."
- 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 2018

- Facilitate the Drainage Master Plan Update.
- Facilitate the Comprehensive Plan Update.
- Facilitate the Thoroughfare Master Plan.
- Facilitate the sale of City owned properties.
- Facilitate the completion of the City's Street Maintenance Plan.
- Facilitate the submission of the City's MTP 2040 projects to KTMPPO.
- Facilitate a review and update to the City's Sign Ordinance.
- Facilitate the development of an Annexation Plan.
- Facilitate the development of a Transportation User Fee Ordinance.
- Assume responsibility for the management of the CCEDC staff through a transition plan.

EXPENDITURE SUMMARY

CITY MANAGER

CATEGORY			<i>Fund</i>	<i>01</i>
	FY 2016	FY 2017	FY 2017	FY 2018
	Actual	Current	Year End	Adopted
		Budget	Projection	Budget
Salaries, Benefits, & Support	\$ 276,852	\$ 238,695	\$ 238,695	\$ 232,680
Supplies & Materials	291	250	250	800
Maintenance & Repair	116	120	120	657
Contractual Services	13,109	13,340	13,340	12,705
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 290,368	\$ 252,405	\$ 252,405	\$ 246,842

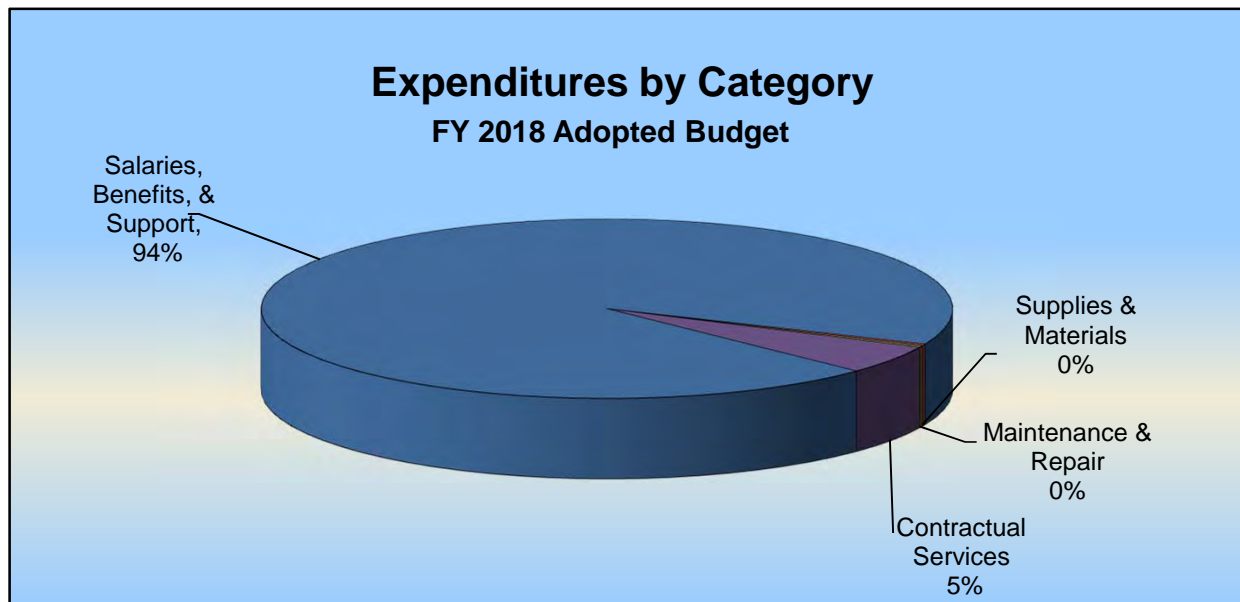
HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

- Supplies & Materials: Increase in Office Supplies and Postage.
- Maintenance & Repair: Increase due to Incode Content Manager.

Decreases:

- Salaries & Benefits: Decrease due to buy back of leave time from the inability to use leave in FY 2017.
- Contractual Services: Decrease in Professional Development expense.



CITY MANAGER**01-2200**

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
City Manager	1	1	1	1
Clerk/Receptionist	1	-	-	-
DEPARTMENT TOTAL	2	1	1	1

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
Developer Meetings Hosted	-	2	3	4
Council Meetings/Workshops Attended	50	57	58	55
Public Meetings Hosted	1	1	3	3
EFFICIENCIES				
Operating Budget (General Fund) \$ per Capita	\$450.01	\$470.49	\$466.85	\$464.98
Full-Time Employees per 1,000 Population	8.41	8.34	8.28	8.21
EFFECTIVENESS				
# of Responses to Citizen Survey	~	~	~	427
Citizens Overall Satisfaction*	~	~	~	90
# of Responses to Employee Survey	197	~	~	~
Employee Overall Satisfaction*	67	~	~	~

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

Citizens Survey: In 2015, the survey received 427 responses and the ACSI score was 56.

~ Citizen Survey rotates every third year.

Employee Survey: In 2016, the survey received 197 responses and the ACSI score was 67.

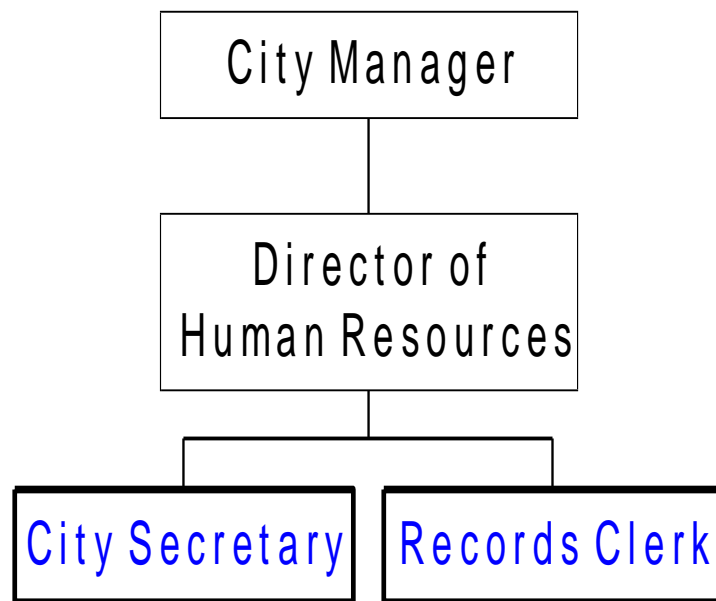
~ Employee Survey rotates every third year.

CITY SECRETARY



Left to Right:

Lucy Aldrich (City Secretary); Gabriella Hannah (Records Clerk).



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 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 department, with the help of other City staff, prepares the agendas, council packets, and other documents for City Council consideration and it also 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 2017

- Continued assistance to City staff with Agenda Quick software program.
- Successfully conducted jointly with Coryell and Lampasas Counties one General Election, and one Special Election, in accordance with Texas Election Law statutes.
- Successfully indexed records in the Records Room and legally disposed of many older records incorrectly marked as permanent, making more space available for storage.
- Ensured compliance of operating budgets for City Secretary and City Council Departments.
- Coordinated three supplements for the City of Copperas Cove Code of Ordinances.

CONTINUING OBJECTIVES

- Maintain the integrity of City records and complete scheduled destruction of municipal records in accordance with State law.
- Process and maintain all ordinances, resolutions, minutes, contracts, and other official documents in an efficient manner.
- Administer City elections jointly with Coryell and Lampasas Counties in accordance with State law.
- Prepare and file privileged liens against real properties to collect code enforcement violation expenses paid by the City.
- Monitor all expenditures of the City Secretary and City Council budgets.
- Attend seminars and conferences to enhance knowledge of municipal laws, procedural changes, and for certification through the Texas Registered Municipal Clerks Association.
- Represent the City at various social and professional events.

GOALS FOR FISCAL YEAR 2018

- Successfully conduct general elections jointly with Coryell and Lampasas Counties, in accordance with Texas Election Law statutes; conduct runoff elections, 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 for Open Records Training.

EXPENDITURE SUMMARY

CITY SECRETARY

CATEGORY			<i>Fund</i>	<i>01</i>
	FY 2016	FY 2017	FY 2017	FY 2018
	Actual	Current	Year End	Adopted
		Budget	Projection	Budget
Salaries, Benefits, & Support	\$ 104,112	\$ 90,326	\$ 90,326	\$ 99,896
Supplies & Materials	2,084	1,564	1,564	1,481
Maintenance & Repair	174	715	715	719
Contractual Services	4,616	5,870	5,870	7,738
Designated Expenses	22,528	22,125	22,125	26,990
Capital Outlay & Improvements	-	-	-	-
Total	\$ 133,514	\$ 120,600	\$ 120,600	\$ 136,824

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

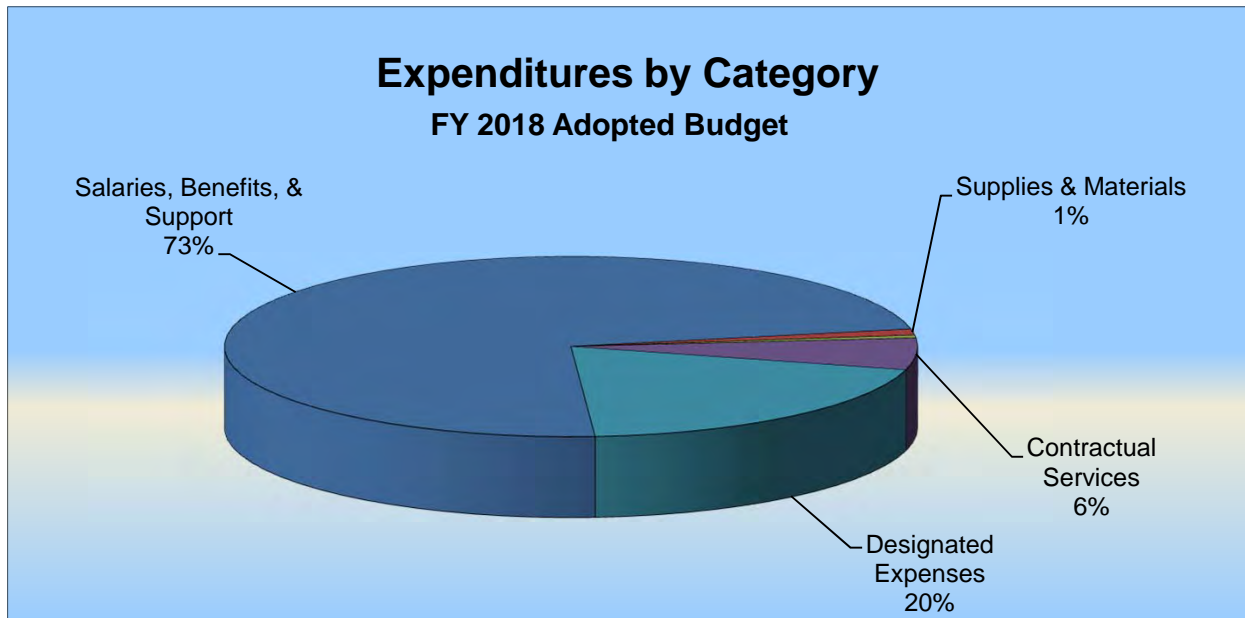
Salaries & Benefits: Salary savings were realized in FY 2017 due to vacancies; It also includes a 1% COLA increase.

Contractual Services: Increase in Professional Development expense, due to seminars/training required for the department.

Designated Expenses: Higher projected cost for Code of Ordinance Supplements and Election expense as a result of increased number of supplements to be published and run-off elections.

Decreases:

Supplies & Materials: FY 17 YE Projection expense includes furniture costs for the records room.



CITY SECRETARY**01-2300**

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
City Secretary	1	1	1	1
Records Clerk	1	1	1	1
DEPARTMENT TOTAL	2	2	2	2

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
<i>OUTPUTS</i>				
Council Meetings Organized / Records Maintained	23	23	23	25
Workshops Organized / Records Maintained	27	34	35	30
Special Meetings Organized / Records Maintained	10	13	14	12
Elections Conducted	3	3	3	2
<i>EFFICIENCIES</i>				
Average Cost per Council Meeting / Workshop for Records Management	\$2,670.28	\$2,115.79	\$2,079.31	\$2,487.71
<i>EFFECTIVENESS</i>				
% of Time Council Minutes are Completed for Approval at the next Regular Council Meeting	92.9%	100.0%	100.0%	100.0%
% of Time Adopted Ordinance Titles are Published within 15 Days of Passage	100.0%	100.0%	100.0%	100.0%
Supplements to the City's Code of Ordinances Coordinated Annually	100.0%	100.0%	100.0%	100.0%

CITY ATTORNEY



Charles Zech

Habib Erkan Jr.

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

Mayor and City Council

City Attorney

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

1 Contract Position

CITY ATTORNEY

PROGRAM DESCRIPTION

The City Attorney is responsible for the delivery of legal services to 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 2017

- Provided Council and Staff with legal opinions and interpretations.
- Reviewed proposed ordinance changes.
- Reviewed letter of agreements for various city departments.
- Provided legal assistance on State Legislative Action.
- Assisted with updating the Subdivision 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 2018

- Provide legal assistance to elected officials and city staff.
- Assist with the development of an annexation plan.
- Assist with updating the City's sign ordinance.

EXPENDITURE SUMMARY

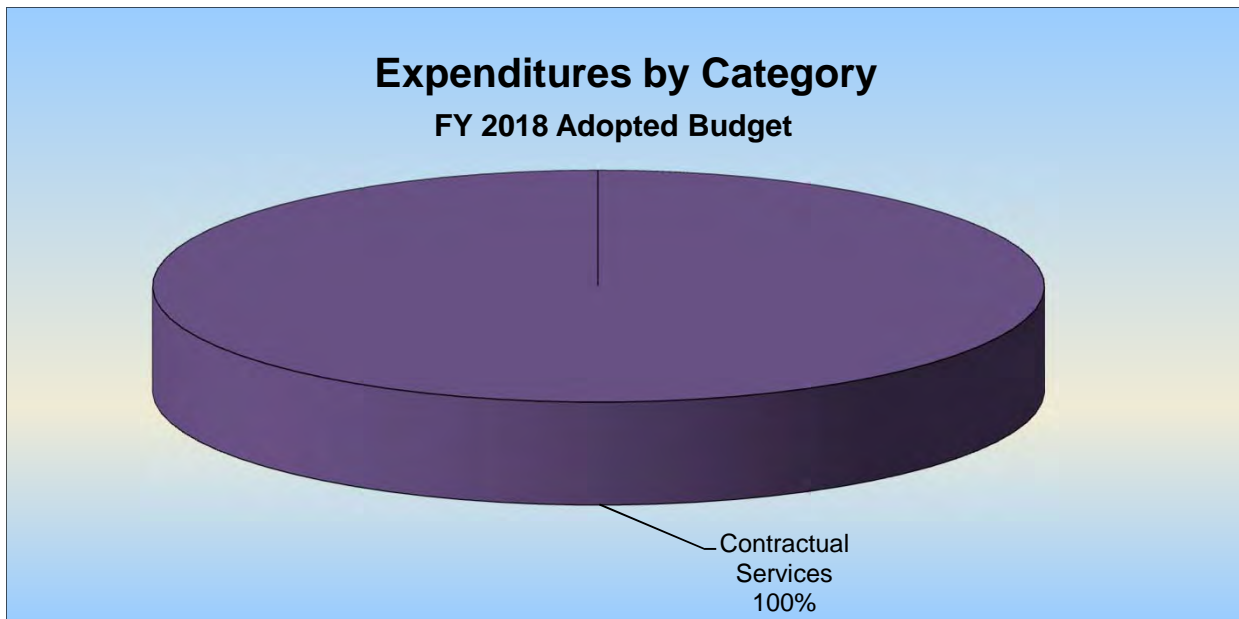
CITY ATTORNEY

CATEGORY	Fund		01	
	Dept#		2400	
	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ -	\$ -	\$ -	\$ -
Supplies & Materials	1	-	-	-
Maintenance & Repair	-	-	-	-
Contractual Services	127,557	120,115	120,115	122,615
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 127,558	\$ 120,115	\$ 120,115	\$ 122,615

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

Contractual Services: Increase of legal fees for City Attorney services.



CITY ATTORNEY**01-2400**

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
City Attorney (Contract)	1	1	1	1
DEPARTMENT TOTAL	1	1	1	1

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
Disposition Prior to Trial - Fined	2,700	2,550	2,600	2,575
Disposition Prior to Trial Dismissed	2,150	2,350	2,300	2,400
Disposition at Trial by Judge - Guilty	740	575	700	675
Disposition at Trial by Judge - Not Guilty	3	5	4	4
Trial by Jury - Guilty	4	1	1	1
Trial by Jury - Not Guilty	1	1	1	1
# of Regular Council Meetings/Attended	23/23	23/23	23/23	23/23
Open Records Requests Received	426	454	485	460
Attorney General Opinions Sought	21	36	51	40
EFFICIENCIES				
% of Open Records Requests where Attorney General Ruling/Opinion was Sought	4.9%	7.9%	10.5%	8.7%
EFFECTIVENESS				
% of Public Information Requests Completed within 10 Business Days	95.0%	99.0%	96.0%	98.0%

PUBLIC INFORMATION



Kevin Keller (Public Information Officer).

City Manager

Public Information
Officer

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

1 Full Time Employee

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.
- Support the City Manager by managing day to day office tasks and schedule.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- Published quarterly community/employee newsletters.
- Assisted with the coordination of State of the City and Meet the City events.
- Photographed City and community events to document progress and achievements.
- Recorded Public Service Announcements for several departments.
- Coordinated and attended regular Citizen Focus Group meetings.
- Prepared postings and advertised for City Council Appointed Advisory Bodies.
- Assisted with various welcome and farewell receptions for City staff and elected officials.
- Prepared Employee Service Award presentations for City Council meetings.
- Assisted with planning the Technology Center grand opening.
- Served as the Employee Recognition Committee Chairman.
- Assisted with the promotion of Lemonade Day 2017 and hosted a Lemonade Day University event.
- Improved quality/quantity of Government Access Channel and Facebook community announcements.

CONTINUING OBJECTIVES

- Publish quarterly community/employee newsletters.
- Remain available for community events and document with photographs.
- Keep the Citizen Focus Group interesting and progressive.
- Assist in planning various welcome and farewell receptions for City staff and elected officials.
- Continue to chair the Employee Recognition Committee to show employee support.
- Ensure Government Access Channel and Facebook postings are 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 2018

- Prepare and manage a budget for the Public Information Department.
- Prepare the FY 2016-17 Annual Report.
- Assist with planning the 2018 State of the City and Meet the City events.
- Assist with planning the 2018 Volunteers Reception.
- Coordinate and administer the 2018 Citizens Survey.

EXPENDITURE SUMMARY

PUBLIC INFORMATION OFFICE

CATEGORY	Fund 01 Dept# 2500			
	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ 80,954	\$ 113,251	\$ 113,251	\$ 77,756
Supplies & Materials	178	400	400	350
Maintenance & Repair	58	118	118	120
Contractual Services	5,705	2,331	2,331	13,480
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 86,895	\$ 116,100	\$ 116,100	\$ 91,706

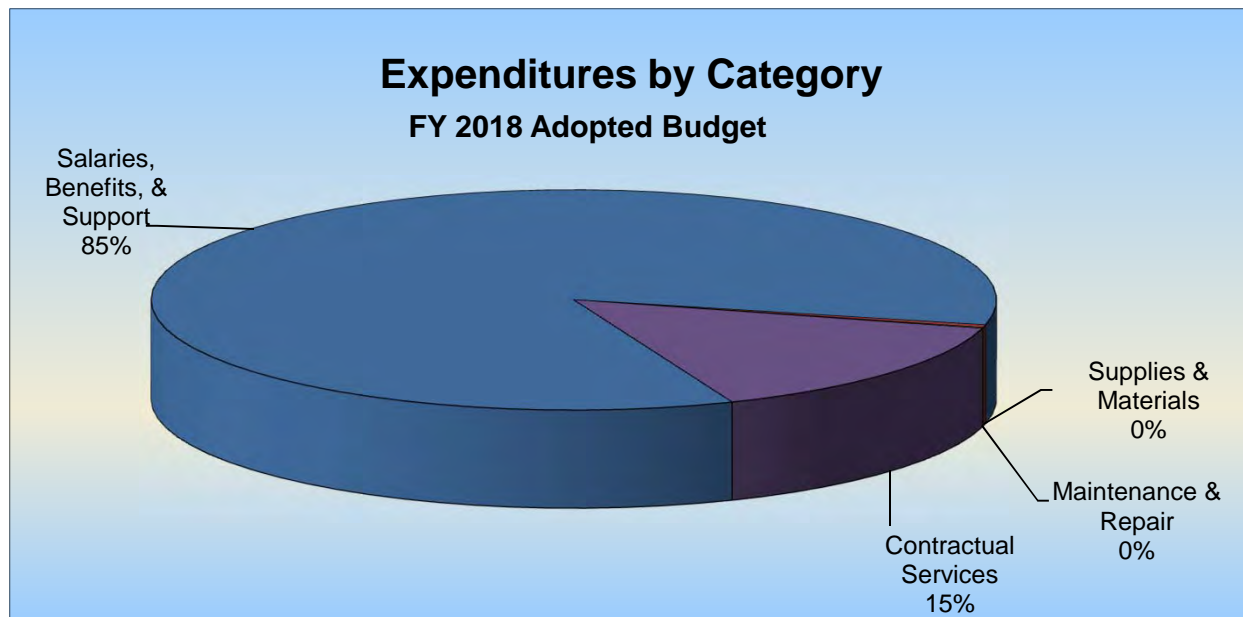
HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

Contractual Services: Citizen Survey will be conducted during FY 2018, it occurs every third year.

Decreases:

Salaries & Benefits: Salary savings due to a position in the department not being filled.



PUBLIC INFORMATION OFFICE**01-2500**

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Public Information Officer	1	1	1	1
Receptionist/Clerk	-	1	1	-
DEPARTMENT TOTAL	1	2	2	1

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
Media Releases Issued	119	130	142	130
City Newsletters Produced	4	4	4	4
City Council Meetings/Workshops Attended	61	54	66	60
Citizen Focus Group Meetings Conducted	6	10	6	10
EFFICIENCIES				
% Urgent Media Releases Issued Within 4 Hours	100%	100%	100%	100%
% City Newsletter Opens/Reads	40%	40%	38%	40%
EFFECTIVENESS				
% Attendance at Citizen Focus Group Meetings	74%	70%	61%	70%
Citizen Survey Responses	~	~	~	427
Employee Survey Responses	197	~	~	~

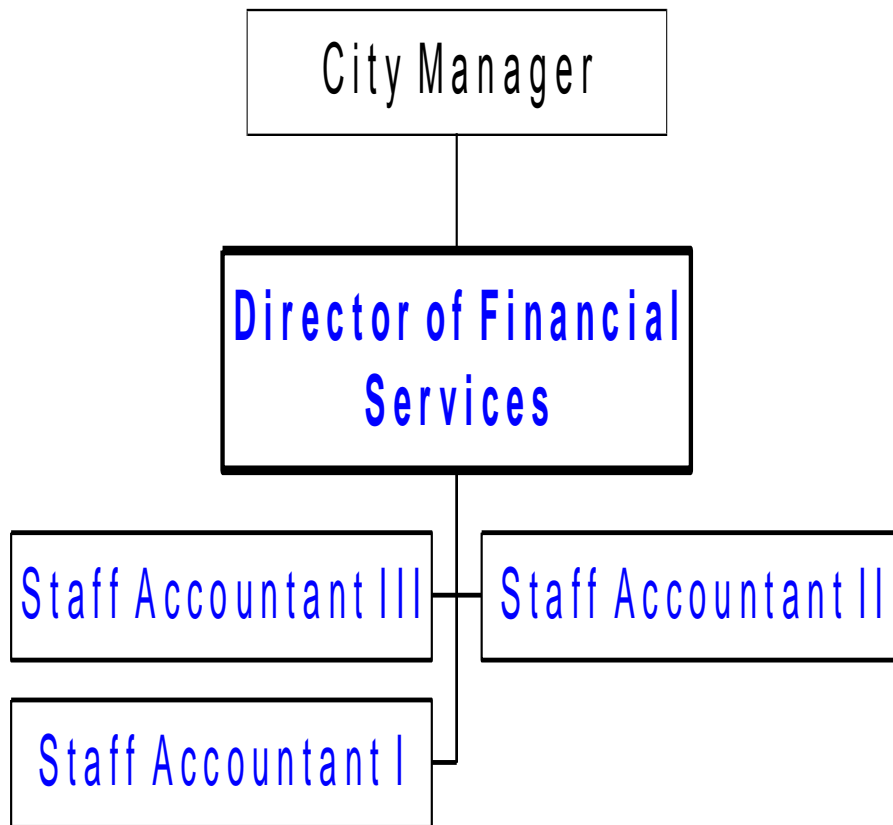
- ~ Citizen Survey rotates every third year.
- ~ Employee Survey rotates every third year.

FINANCE



Left to Right:

Stephanie Potvin (Staff Accountant III); Velia Key (Director of Financial Services); Justin Tolbert (Staff Accountant I); Silvia Perez (Staff Accountant II).



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.

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.

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 2017

- Completed the Comprehensive Annual Financial Report for FY 2016 and received the Certificate of Achievement for Excellence in Financial Reporting from Government Finance Officer Association (GFOA).
- Provided accurate and timely financial reporting to the City Council.
- Provided Quarterly Investment Reports to the City Council.
- Implemented a paperless environment in the department.
- Maintained AA Bond Rating.
- Implemented Credit Card method of payment acceptance in the Solid Waste Department.

CONTINUING OBJECTIVES

- Continue to maintain the high standard and level of financial reporting in obtaining GFOA's "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 Capital Improvement Project expenditures.
- Continued to expand the paperless environment to other audit areas.

GOALS FOR FISCAL YEAR 2018

- Develop and conduct cross training schedule to improve staff knowledge and efficiency in the department.
- Upgrade and implement all features of the Time Clock plus Payroll Module.
- Develop a formal plan for staff training.
- Streamline financial processes city-wide.

EXPENDITURE SUMMARY

FINANCE

CATEGORY			<i>Fund</i>	<i>01</i>
	FY 2016	FY 2017	FY 2017	FY 2018
	Actual	Current	Year End	Adopted
		Budget	Projection	Budget
Salaries, Benefits, & Support	\$ 286,161	\$ 255,144	\$ 255,144	\$ 289,954
Supplies & Materials	6,903	6,228	6,228	5,749
Maintenance & Repair	934	1,150	1,150	986
Contractual Services	37,914	33,270	33,270	40,946
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 331,912	\$ 295,792	\$ 295,792	\$ 337,635

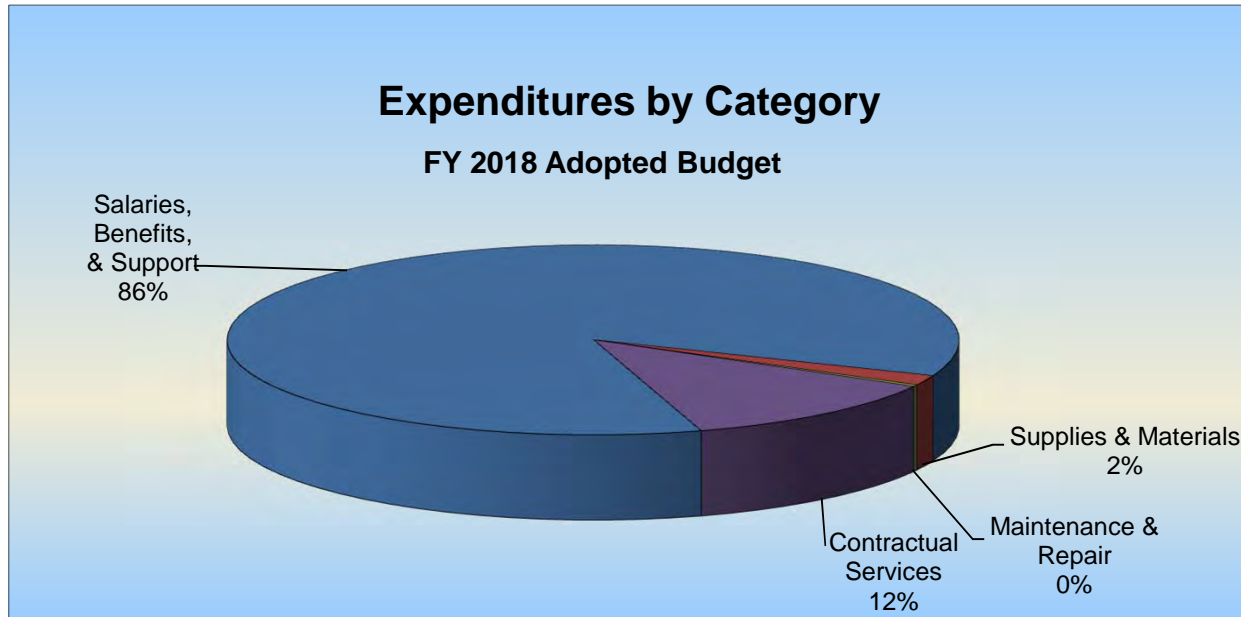
HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

Salaries & Benefits: Salary savings were realized in FY 2017 due to vacancies; Includes 1% COLA increase.
 Contractual Services: Increase in Professional Development (GFOAT Conference) and Professional Services (Audit Fee increase).

Decreases:

Supplies & Materials: Decrease in Minor Equipment, a credit card machine was purchase in FY 2017.
 Maintenance & Repair: Phone Maintenance cost decrease due to department cost reallocation.



FINANCE**01-3100**

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Director of Financial Services	1	1	1	1
Staff Accountant III	1	1	1	1
Staff Accountant II	1	1	1	1
Staff Accountant I	1	1	1	1
DEPARTMENT TOTAL	4	4	4	4

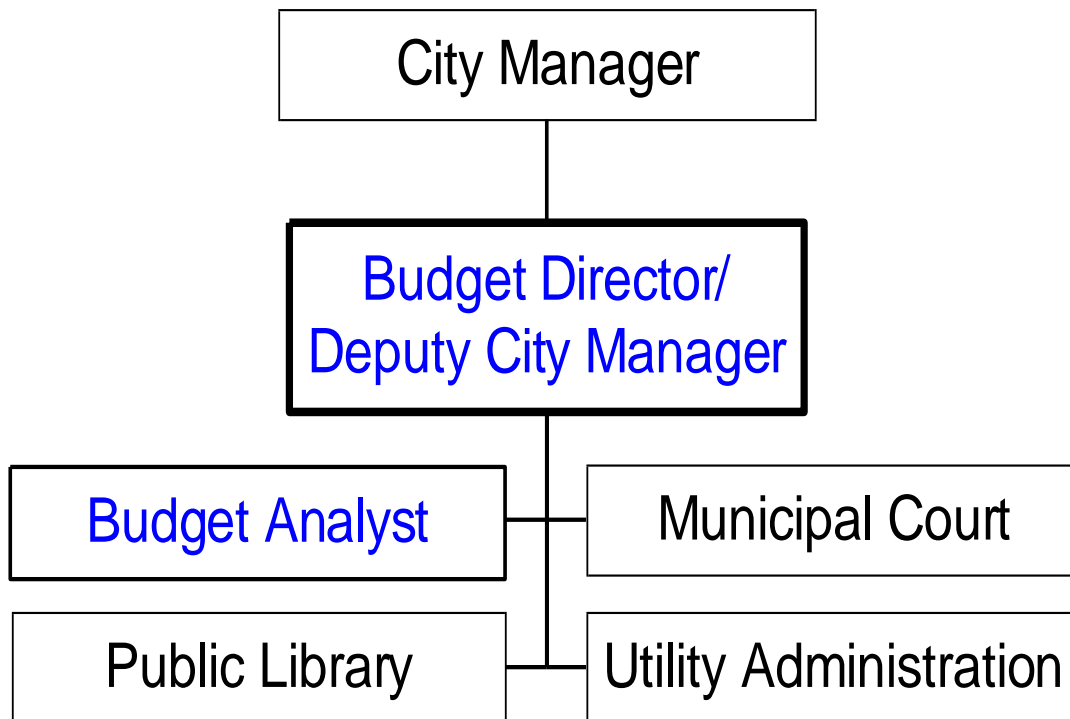
PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
# of Internal Audits Performed	15	15	15	15
# of Accounts Receivables Invoiced	784	826	826	900
Accounts Payable Checks Processed	3,097	2,873	3,100	3,100
Accounts Payable Invoices Processed	8,697	8,168	8,700	8,700
EFFICIENCIES				
% of Accounts Payable Customers Setup with Automatic Draft Payment	21.0%	21.0%	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	39.5%	31.0%	35.0%	27.8%
Water and Sewer Fund	50.2%	28.8%	19.6%	10.9%
Solid Waste Fund	80.5%	83.6%	98.2%	92.6%
Golf Course Fund*	-286.7%	-460.8%	-475.3%	-486.9%

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

BUDGET



Left to Right:
Ryan Haverlah
(Budget Director/
Deputy City Manager);
Ariana Beckman
(Budget Analyst).



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

BUDGET DEPARTMENT

PROGRAM DESCRIPTION

The Budget Department is responsible for providing 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 financials and budget comparison reporting for operating and capital funds, the quarterly investment reports, and budget and project progress are some other functions of the budget staff. The Budget Department is also 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, Utility Administration and the Copperas Cove Public Library. This 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 and maintaining a balanced two year budget through examination of operations and costs and identification of alternative funding sources.
- Prepare and present the annual operating budget to City Council for approval.
- Prepare, update, and present long-range plans, the Capital Improvement Plan, Personnel Improvement Plan and the Capital Outlay Plan to City Council for approval.
- Monitor 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 2017

- Completed the Fiscal Year 2017 budget book and received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA).
- Worked with each department through the budget process to continue balance the City services and capital needs with available revenues without raising taxes.
- Prepared for adoption the 2017 Property Tax Rate and Fiscal Year 2018 Budget in accordance with the City Charter and Texas State Law.
- Prepared for adoption the 2018-2022 long-range plans, the Capital Improvement Plan, Personnel Improvement Plan, and Capital Outlay Plan.
- Assisted in the issuance of the 2017 Certificates of Obligation.
- Prepared multiple legislative agendas for federal officials.

CONTINUING OBJECTIVES

- Continue a fiscally sound approach to City's finances to ensure expenditures do not exceed available revenues thus maintaining a balanced budget.
- Continue to maintain the high standard and level of budget preparation in obtaining the GFOA's Distinguished Budget Presentation Award.
- Recommend improvements in City processes for efficiency.
- Strengthen City's financial stability by focusing on cost reduction and program efficiency.
- Continue to promote fiscal responsibility among departments.
- 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 2018

- Continue focus on long-term financial planning, which includes preparation of the multiyear budget process.
- Develop a five year street maintenance plan in coordination with all pertinent departments.
- Prepare federal and state legislative items for consideration.
- Prepare educational media for the residents of Copperas Cove in order to keep them informed on the city's financial position.

EXPENDITURE SUMMARY

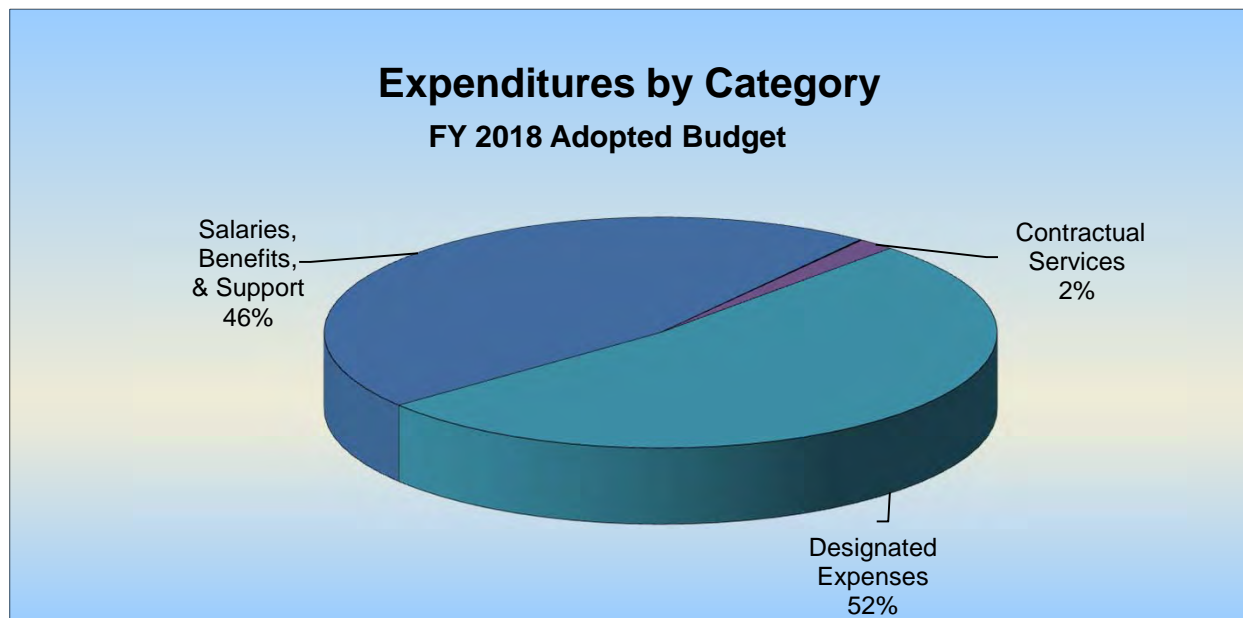
BUDGET

CATEGORY	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	Fund 01 Dept# 3200 FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ 158,856	\$ 189,680	\$ 189,680	\$ 207,024
Supplies & Materials	267	183	183	230
Maintenance & Repair	174	175	175	178
Contractual Services	7,330	7,938	7,938	7,938
Designated Expenses	207,227	225,350	225,350	235,112
Capital Outlay & Improvements	-	-	-	-
Total	\$ 373,854	\$ 423,326	\$ 423,326	\$ 450,482

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

Salaries & Benefits: Salary savings were realized in FY 2017 due to vacancies; It also includes a 1% COLA increase.
 Designated Expenses: Appraisal cost increases.



BUDGET

01-3200

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Budget Director/Deputy City Manager	-	1	1	1
Budget Director/Assistant to the City Manager	1	-	-	-
Budget Analyst	1	1	1	1
DEPARTMENT TOTAL	2	2	2	2

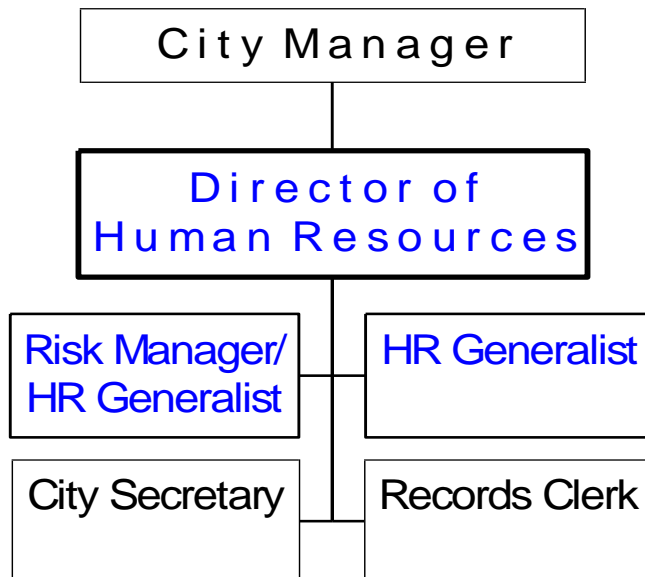
PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
# of Budget Amendments/Transfers Processed	166	145	147	145
# of Capital Improvement Amendments Processed	-	2	2	-
# of Personnel Improvement Plan Amend. Processed	4	6	6	-
EFFICIENCIES				
Actual General Fund Revenue as a Percentage of Original Budget	98.6%	100.0%	100.8%	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 (Director of Human Resources); Linda Hernandez (HR Generalist); Alwin Collado (Risk Manager/HR Generalist).



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 2017

- Reduced Health Insurance Costs to employees for third consecutive year.
- Completed Federal PPACA compliance tracking and reporting to IRS.
- Maintained the online Employee Benefits Platform to allow employee's access to their benefits at all times.
- Coordinated GO-365 Wellness program through Humana Insurance to reduce cost and reward employees.
- Assisted in coordination of 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 94 new full time, part time and temporary employees.
- Received and reviewed 3,869 job applications.
- Coordinated the "United Way" drive for all City employees.
- Moved Worker Compensation files into Incode.
- Established and installed the position control process within Incode for each Department.

CONTINUING OBJECTIVES

- Continue to fill all personnel vacancies within target.
- Continue to facilitate wellness and risk management initiatives for City employees.
- Continue to use of Content Manager for improved effectiveness in Human Resources Department.
- Continue to review employee benefit and salary plans to determine market competitiveness.
- Continue to provide supervisory and employee personnel training opportunities.
- Continue to mentor individual Directors and Supervisors as opportunities present themselves.

GOALS FOR FISCAL YEAR 2018

- Enhance on-line enrollment system for new hires and annual open enrollment selections.
- Update Strategic and Succession plan for Human Resources.
- Update Incode position control with and budget functions.
- Conduct Salary and Classification study for implementation in 2018/2019.

EXPENDITURE SUMMARY

HUMAN RESOURCES

CATEGORY			<i>Fund</i>	<i>01</i>
	FY 2016	FY 2017	FY 2017	FY 2018
	Actual	Current	Year End	Adopted
		Budget	Projection	Budget
Salaries, Benefits, & Support	\$ 205,614	\$ 235,913	\$ 235,913	\$ 244,350
Supplies & Materials	2,700	1,573	1,573	2,911
Maintenance & Repair	3,455	4,823	4,823	5,871
Contractual Services	6,507	15,274	15,274	26,372
Designated Expenses	2,068	237	237	2,840
Capital Outlay & Improvements	-	-	-	-
Total	\$ 220,344	\$ 257,820	\$ 257,820	\$ 282,344

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

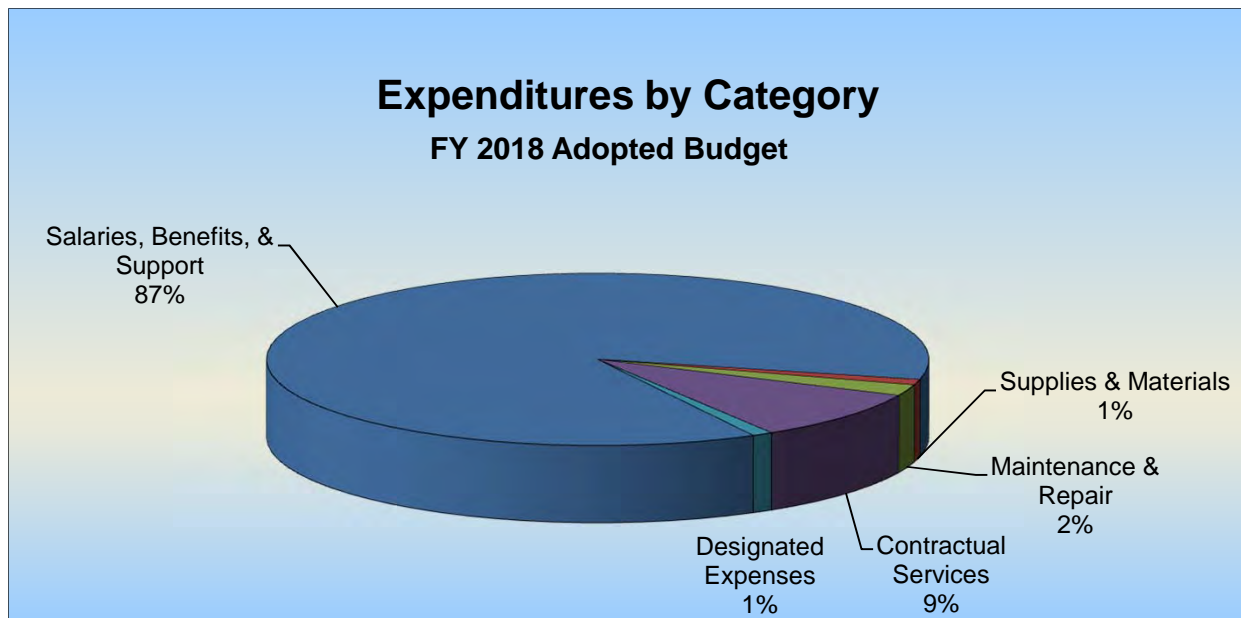
Salaries & Benefits: Salary savings were realized in FY 2017 due to vacancies (Risk/Human Resources Generalist position was funded beginning April 1, 2016); It also includes a 1% COLA increase.

Supplies & Materials: Due to printing costs of Open Enrollment Booklets.

Maintenance & Repair: Incode Content Manager cost.

Contractual Services: Consulting Fees (Salary and Compensation Study for Admin Positions).

Designated Expenses: Includes Defensive Driving Training.



HUMAN RESOURCES**01-3400**

	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
STAFFING LEVEL				
Director of Human Resources	1	1	1	1
Human Resources Coordinator	1	-	-	-
Human Resources Generalist	-	1	1	1
Risk/Human Resources Generalist	1	1	1	1
DEPARTMENT TOTAL	3	3	3	3

Note: For FY 2017, the Risk/Human Resources Generalist is funded to begin April 1, 2016.

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
# of Full-Time Positions Filled	54	45	57	55
# of Workers Compensation Claims Processed	21	33	33	36
# of Employee Grievances	0	0	0	0
# of Personnel Training Programs Offered/Attended*	276	250	197	225
# of Employees Experiencing Lost Time From Work Per Workers Compensation Claim Filed	8.0	11.0	10.0	11.0
EFFICIENCIES				
% of Employees Participating in Health Care Plan	77.0%	76.0%	78.0%	79.0%
% of Employees Participating in 125 Cafeteria Plan	23.0%	24.0%	22.0%	21.0%
EFFECTIVENESS				
City Employee Turnover Rate (Full Time)	22.8%	18.2%	23.0%	21.7%

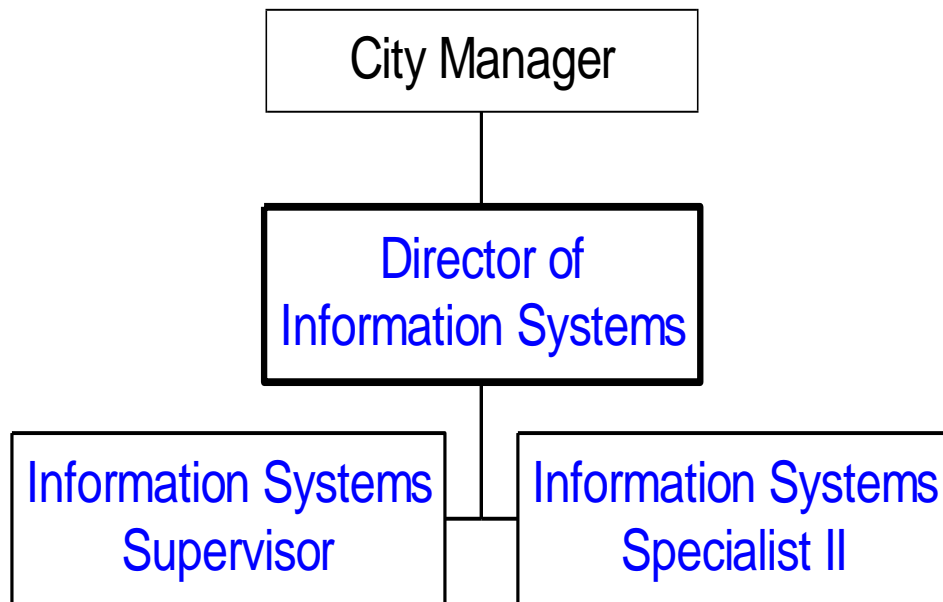
* Includes on-line learning opportunities.

INFORMATION SYSTEMS



Left to Right:

Greg Mitchell (Director of Information Systems); Robert Browning (Information Systems Specialist II); Adam Wolf (Information Systems Supervisor).



The mission of the Information Systems Department is to facilitate the technological advancement of the City of Copperas Cove through planning, acquiring, implementing and maintaining sound technology in an efficient and cost effective manner.

INFORMATION SYSTEMS

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT GOALS

- Provide technical service to enhance the efficiency and effectiveness of the City staff, maximizing their productivity.
- Research, recommend and provide consultation to other city departments on upgrading, replacing, installing and improving technology systems utilized by the City.
- 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 2017

- Configured and installed a new server as a virtual host.
- Replaced two physical servers at the PD with virtual servers on the new virtual host server.
- Upgraded one domain controller and file server.
- Installed new network switch at the PD.
- Managed construction of new Technology Center building.
- Coordinated and managed installation of network cabling in the new building.
- Coordinated and managed installation of AV hardware in the new building.
- Coordinated and managed moving of broadcasting/recording hardware to the new building.
- Coordinated and managed installation of security system in the new building.
- Coordinated and managed the installation of an emergency generator in the new building.
- Installed and setup security cameras and DVR system in the new building.
- Installed fiber connection between old City Hall and the Technology Center.
- Moved servers and network hardware from old City Hall to the Technology Center.
- Worked with vendor to install new phone system hardware at the PD.
- Assisted with the Fathom project as needed with data extractions.
- Moved EDC websites and content to a City web server.
- Completed several projects related to the EDC transition to the city.
- Installed network cable and network in the Civic center for Parks Dept.
- Moved computer hardware to the Civic Center for the Parks Dept.
- Installed new firewalls on City internet connections.
- Refurbished and changed out the network server at Public Works.
- Moved and setup computer hardware for several departments at City Hall.
- Installed new security cameras and DVR system at the Library.
- Assisted FD with setup and configuration of new security camera system for the FD stations.
- Removed remaining AV hardware left at the EDC.

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 2018

- Complete the move of City network fiber optic connections to the new building.
- Install 75 new computers for various departments.
- Refurbish and replace 75 old computers.
- Work with vendor to replace the City phone system.

EXPENDITURE SUMMARY

INFORMATION SYSTEMS

CATEGORY			<i>Fund</i>	<i>01</i>
	FY 2016	FY 2017	FY 2017	FY 2018
	Actual	Current	Year End	Adopted
		Budget	Projection	Budget
Salaries, Benefits, & Support	\$ 271,339	\$ 275,696	\$ 275,696	\$ 272,896
Supplies & Materials	10,330	8,859	8,859	5,740
Maintenance & Repair	26,365	24,968	24,968	32,270
Contractual Services	3,407	12,849	12,849	4,734
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	19,463	22,800	22,800	13,870
Total	\$ 330,904	\$ 345,172	\$ 345,172	\$ 329,510

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

Maintenance & Repair: Due to increase cost in Maintenance & Repair (Software); various software renewals.

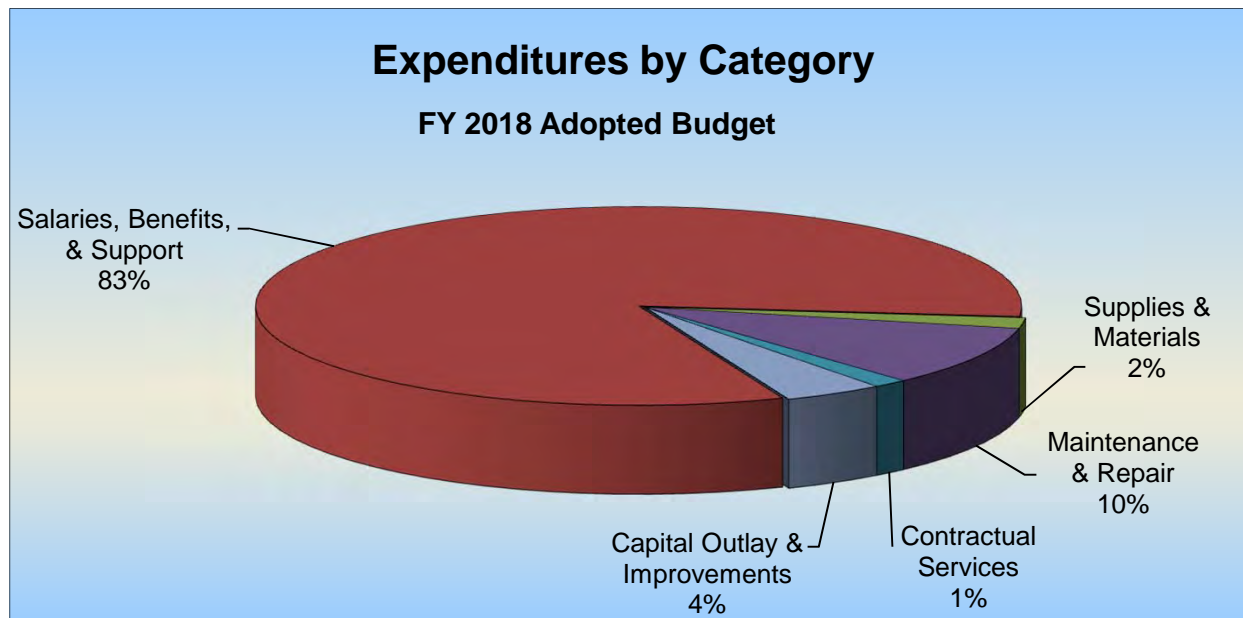
Decreases:

Salaries & Benefits: Decrease due to decreased healthcare costs.

Supplies & Materials: Expense decrease in Minor Equipment (Software); FY 2017 includes server license, server and agenda quick upgrades.

Contractual Services: The new technology building utilities cost has been included in YE projection.

Capital Outlay & Improvements: A firewall replacement and a server virtualization has been completed during FY 2017.




INFORMATION SYSTEMS**01-3500**

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 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
DEPARTMENT TOTAL	3	3	3	3

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
# of Personal Computers and Laptops Supported	318	326	331	332
# of Network/Email/Web/File/Application Servers Administered and Supported	23	26	27	27
# of Tech Support/Service Requests	4,247	3,500	4,403	3,500
# of Additions/Changes to the City Website	1,359	1,250	1,307	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	1,415	1,166	1,467	1,200
EFFECTIVENESS				
% of Desktop/Tech/User Support Calls Resolved within 24 Hours	97.0%	95.0%	96.4%	90.0%
% of Network System Availability (Network Hardware and Servers)	99.8%	99.8%	99.38%	99.5%



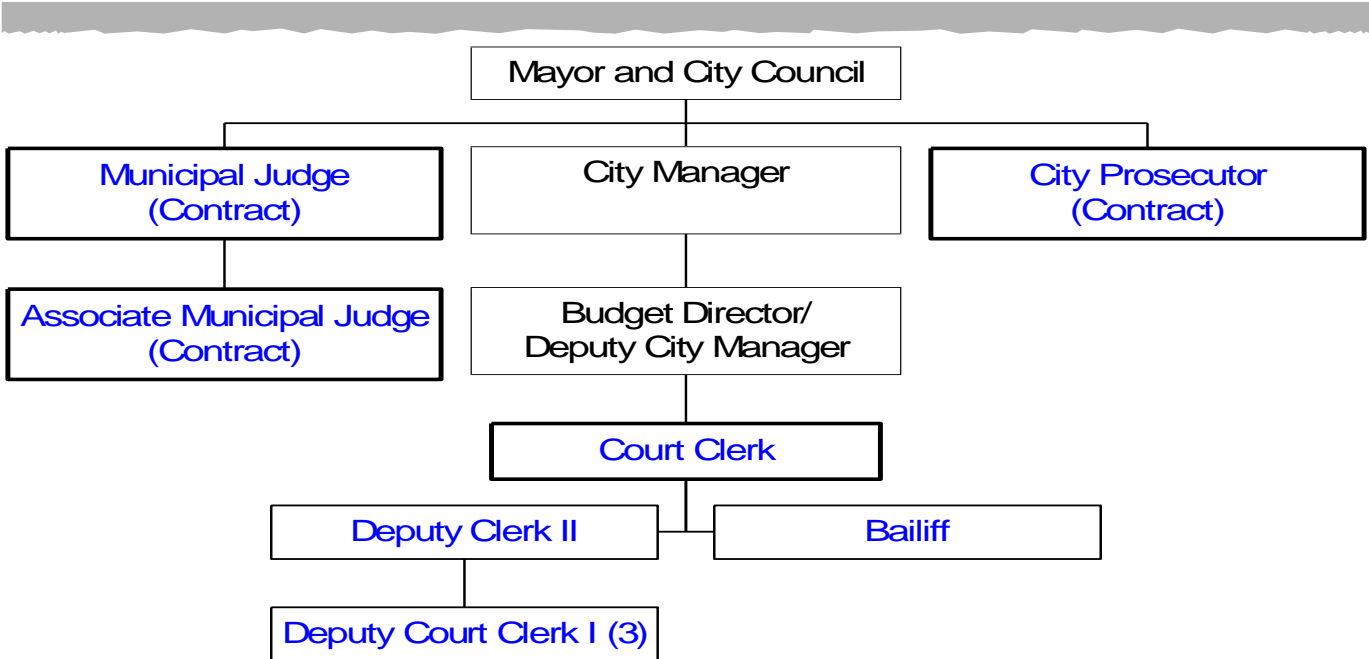
MUNICIPAL COURT




Left to Right:

Standing: Juanita Epperson (Deputy Court Clerk I); Theresa Davis (Deputy Court Clerk I); Mariela Altott (Deputy Court Clerk I), Jennifer Henry (Court Clerk); Lisa Kubala (Associate Municipal Judge); Tiffany Gutierrez-Truque (Deputy Court Clerk II); Alfredo Chavez (Part-time Bailiff).

Sitting: F. W. Price (Municipal Judge)



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

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

MUNICIPAL COURT

PROGRAM DESCRIPTION

The Municipal Court is responsible for adjudicating those charged with fine-only offenses and their right to due process of law that includes a fair and impartial judge.

MAJOR DEPARTMENT GOALS

- Ensure accurate recordkeeping of court proceedings are properly managed.
- Work cooperatively with judges, attorneys, police, and clients in providing assistance throughout the course of the court case.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- Maintained excellent productivity levels despite an upsurge in case filings and periods of staff shortage.
- Contracted with The Payment Group (TPG) to offer payment processing methods to defendants at no cost to the City.
- Provided courtesy calls to defendants as a reminder of their pending trial date which significantly cuts down on the time and expense involved in rescheduling bench and jury trials due to the defendant's failure to appear.
- Implemented a monthly warrant roundup service as of March 2017 in the local area to increase compliance.
- Collected \$18,000 in receipts from the City's monthly warrant roundup and cleared a total of 134 capias pro fine and arrest warrants.
- Filed an estimated 7,200 complaints and issued approximately 1,300 warrants.

CONTINUING OBJECTIVES

- Dialogue with the police department on a quarterly basis on matters related to the court.
- Maintain high level of operation to ensure defendants are fully informed of their rights in criminal offenses.
- Adhere to the Clerk's Canons in performing duties.
- Keep standards of professionalism at the forefront.
- Value each member's contribution to the organization.
- Work on dismissing dated un-adjudicated cases per the prosecutor's guidelines.

GOALS FOR FISCAL YEAR 2018

- Develop strategies consistent with the department's mission.
- Establish short and long terms goals for improving court efficiencies.
- Build positive relationship within the community.
- Participate in Juror Appreciation Day and Municipal Court Week.
- Collaborate with the staff to ensure goals and objectives are met.
- Pursue opportunities for professional development.

EXPENDITURE SUMMARY

MUNICIPAL COURT

CATEGORY			<i>Fund</i>	<i>01</i>
	FY 2016	FY 2017	FY 2017	FY 2018
	Actual	Current	Year End	Adopted
		Budget	Projection	Budget
Salaries, Benefits, & Support	\$ 194,283	\$ 190,173	\$ 190,173	\$ 241,211
Supplies & Materials	3,864	5,735	5,735	5,994
Maintenance & Repair	1,753	29,532	29,532	23,203
Contractual Services	131,893	137,404	137,404	140,635
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 331,793	\$ 362,844	\$ 362,844	\$ 411,043

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

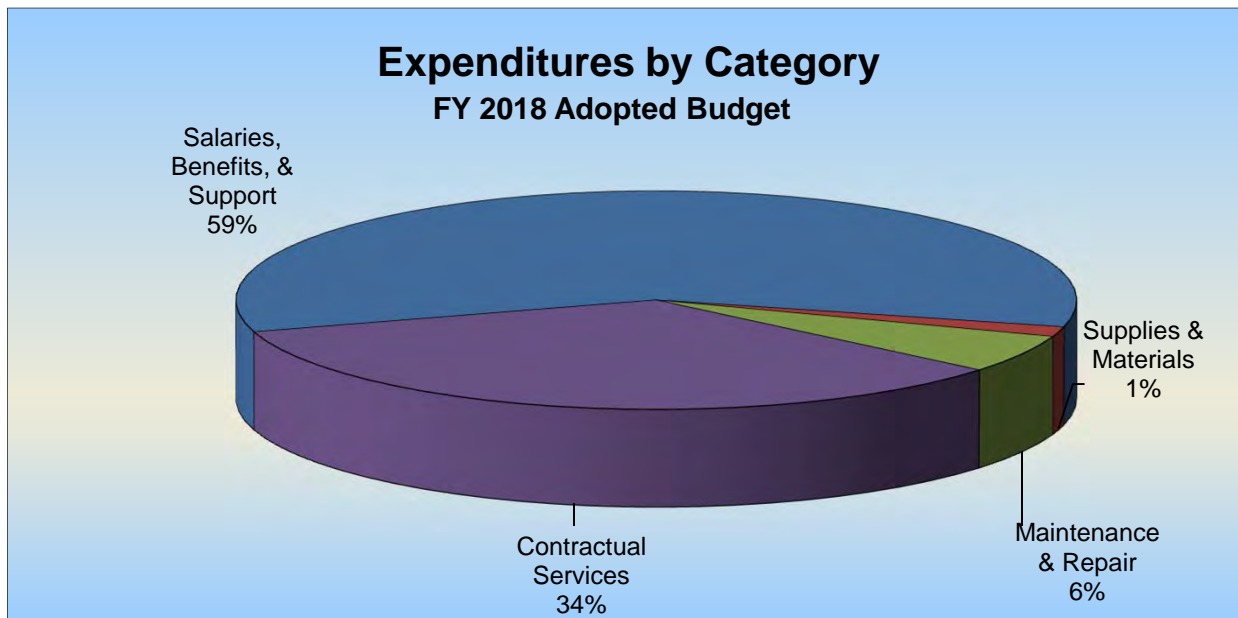
Salaries & Benefits: Positions were vacant for a portion of FY 2017; also includes 1% COLA increase for FY 2018.

Supplies & Materials: Increase in office supply cost and printer ink.

Contractual Services: Increase of legal fees for City Attorney services.

Decreases:

Maintenance & Repair: YE projection includes the cost for the emergency A/C replacement.



MUNICIPAL COURT

01-4100

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 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	3	3	3
Bailiff	-	-	-	0.5
DEPARTMENT TOTAL	9	8	8	8.5

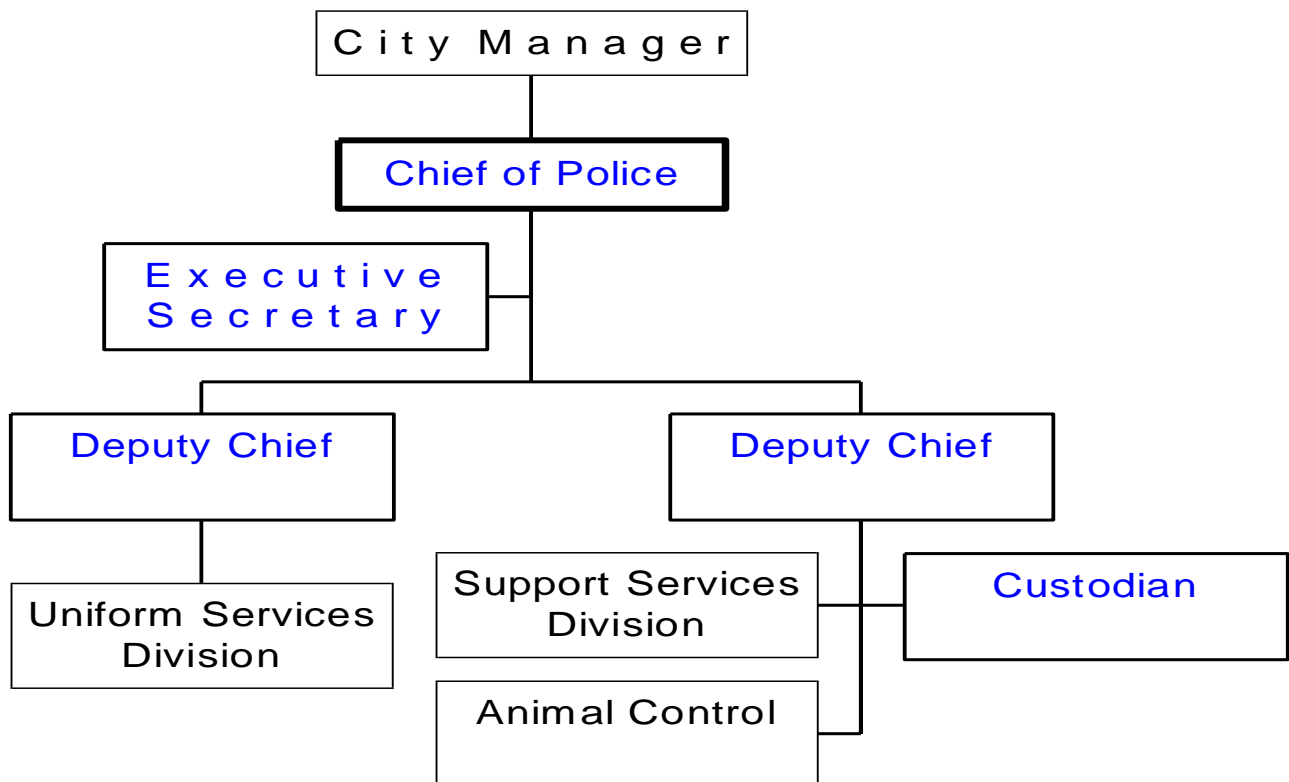
PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
# of Warrants Issued	1,300	1,600	1,200	1,350
# of Warrants Cleared	3,300	3,400	3,600	3,400
# of Violations/Complaints Processed	7,000	5,400	6,200	6,400
EFFICIENCIES				
Average Collections per Clerk	3,250	2,700	3,000	3,125
Online Payments	1,200	950	1,100	1,250
EFFECTIVENESS				
% of Total Warrants Cleared	29.0%	15.0%	32.0%	30.0%

POLICE DEPARTMENT ADMINISTRATION



Left to Right:

Cheryl Forester (Executive Secretary); Eddie Wilson (Chief of Police).



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 and maintain staffing for effective delivery of police services.
- Maintain a progressive partnership with the community through various programs and services.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- Conducted a National Night Out Event and a National Night Out Kick Off Party.
- Increased police presence 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, and distribution of safety materials.
- Participated with Special Olympics and the Torch Run.
- Graduated Class #6 of the Law Enforcement Explorer Academy and hosted the 3rd Annual Central Texas Explorers Association Competition.
- 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.
- Recruitment of 7 new Police Officers and 7 new Communications Operators.
- Promoted 5 Patrol Officers to mid-level supervisor positions.
- Transitioned into a new policing model by introducing Geographic Policing.
- Created and implemented the RU Ok? Program, Cove Watch Program, and Video Surveillance Partner Program.
- Increased social media outlets.
- Developed and accomplished the 1st Annual Chief Tim Molnes Scholarship Golf Tournament.

CONTINUING OBJECTIVES

- Maintain adequate staffing levels.
- Seek alternative funding like grants.
- Continue public relations, community services and crime prevention projects and distribute safety materials.
- Conduct a National Night Out Event and a National Night Out Kick Off Party.
- Increased police presence during numerous community events.
- Continue the Crime Stoppers Program, Kiddo Card Program, Neighborhood Watch Program, Gunlock Program, Highway Cleanup, and Copperas Cove Citizens Police Academy Program, RU Ok? Program, Cove Watch Program, Video Surveillance Partner Program, and distribution of safety materials.
- Continue the Law Enforcement Explorer Program and Law Enforcement Explorer Academy.
- 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 2018

- Seek and obtain additional grant funding.
- Introduce police physical abilities standards and testing.
- Improve efficiency and productivity for support services with the Criminal Investigations Division move to 10-hour shifts.
- Continue higher than State averages for crime clearance rates.
- Improve recruitment efforts to maintain adequate staffing levels and provide quality police services to the citizens of Copperas Cove.
- Seek Recognition through the Texas Police Chiefs Association's State Recognition Program.

EXPENDITURE SUMMARY

POLICE ADMINISTRATION

CATEGORY	<i>Fund 01</i>			
	<i>Dept# 4200</i>			
	FY 2016	FY 2017	FY 2017	FY 2018
	Actual	Current	Year End	Adopted
		Budget	Projection	Budget
Salaries, Benefits, & Support	\$ 462,046	\$ 253,093	\$ 253,093	\$ 434,114
Supplies & Materials	14,372	15,662	15,662	12,913
Maintenance & Repair	48,300	63,898	63,898	64,075
Contractual Services	98,347	93,154	93,154	103,273
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	15,836	15,836	-
Total	\$ 623,065	\$ 441,643	\$ 441,643	\$ 614,375

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

Salaries & Benefits: Salary savings were realized in FY 2017 due to Chief of Police position being vacant; A new position (Deputy Chief) is included in FY 2018 Adopted Budget; Adopted Budget also includes 1% COLA increase.

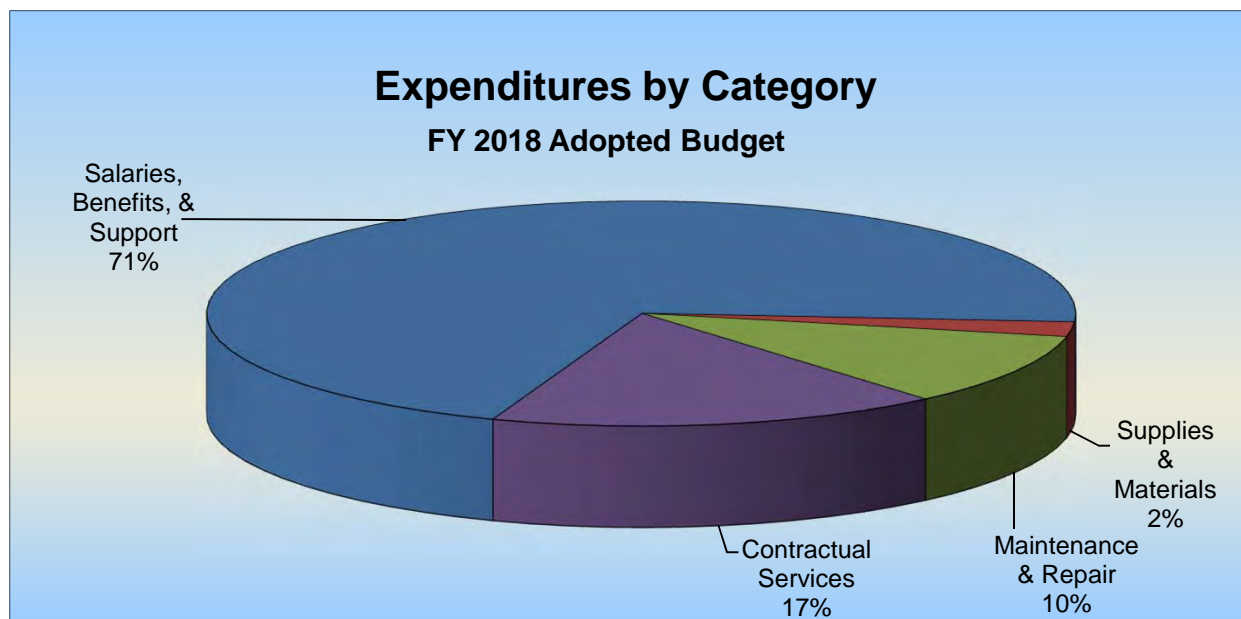
Maintenance & Repair: Increased building & equipment maintenance.

Contractual Services: Increase in Professional Development cost, due to training required; uniform rental cost increase; energy consumption increase.

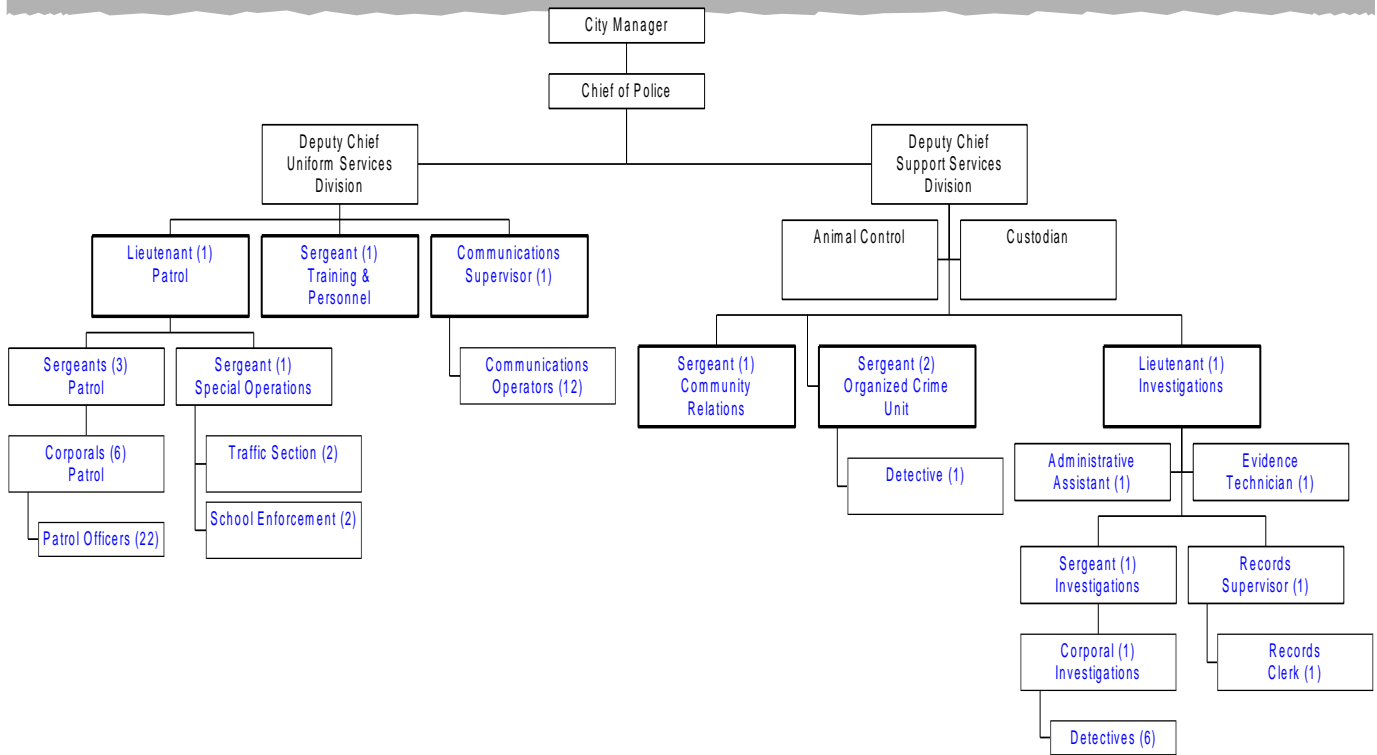
Decreases:

Supplies & Materials: Lower anticipated Recruiting expenses.

Capital Outlay & Improvements: FY 2017 includes replacement routers for the PD telephone system.



POLICE DEPARTMENT SERVICES



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.

EXPENDITURE SUMMARY

POLICE SERVICES

CATEGORY			<i>Fund</i>	<i>01</i>
			<i>Dept#</i>	<i>4210</i>
	FY 2016	FY 2017	FY 2017	FY 2018
	Actual	Current	Year End	Adopted
		Budget	Projection	Budget
Salaries, Benefits, & Support	\$ 3,990,048	\$ 4,256,544	\$ 4,256,544	\$ 4,583,226
Supplies & Materials	94,061	99,086	99,086	102,641
Maintenance & Repair	82,262	104,314	104,314	103,974
Contractual Services	99,567	137,653	137,653	122,226
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 4,265,938	\$ 4,597,597	\$ 4,597,597	\$ 4,912,067

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

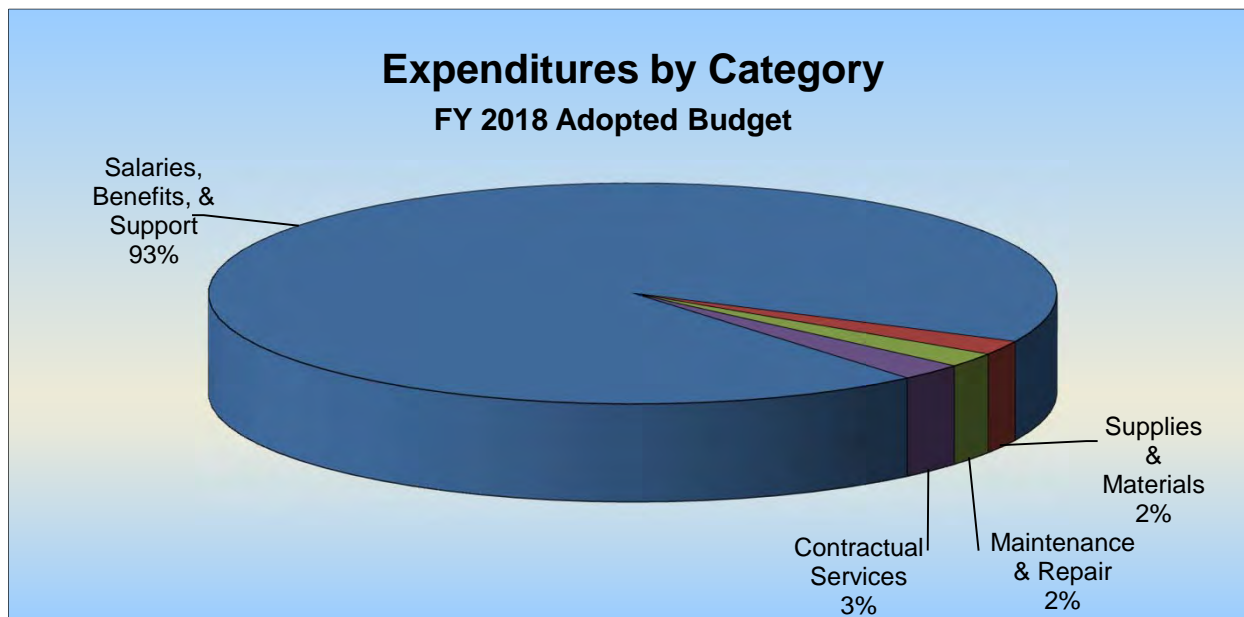
Salaries & Benefits: Includes rate stabilization and a 1% COLA increase.

Supplies & Materials: Class expenses and Fuel need increase.

Decreases:

Maintenance & Repair: Lower cost on annual tires and vehicle repairs.

Contractual Services: Lower cost on Uniforms and duty gear.



POLICE DEPARTMENT**01-4200**

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
<u>Police Administration (01-4200)</u>				
Chief of Police	1	1	1	1
Police Deputy Chief	2	1	1	2
Executive Secretary	1	1	1	1
Custodian	1	1	1	1
Total Police Administration	5	4	4	5
<u>Police Services (01-4210)</u>				
Police Lieutenant	2	2	2	2
Police Sergeant	9	9	9	9
Police Corporal	7	7	7	7
Patrol Officer Certified	34	34	34	33
Senior Records Clerk	1	1	1	1
Records Supervisor	1	1	1	1
Administrative Assistant	1	1	1	1
Administrative Assistant Training and Evidence	1	1	1	1
Communications Supervisor	1	1	1	1
Police Communications/Operator	12	12	12	12
Total Police Services	69	69	69	68
DIVISION TOTAL	74	73	73	73

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
<u>OUTPUTS</u>				
# of Calls for Service	18,186	19,000	21,000	22,000
	1,921	1,000	1,100	1,300
<u>EFFICIENCIES</u>				
Part I Crime* Clearance Rate:				
Copperas Cove's Rate	59.0%	43.0%	46.0%	46.0%
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	62.0%	70.0%	70.0%	70.0%
<u>EFFECTIVENESS</u>				
Customer Satisfaction Survey (% Satisfied / Very Satisfied)	90.0%	90.0%	90.0%	90.0%

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

** Part II Crimes that are less serious in nature include crimes such as: Criminal Mischief, Drug Violations, DWI, Disorderly Conduct, Forgery, Embezzlement, Weapons Violations, and City Ordinance Violations.

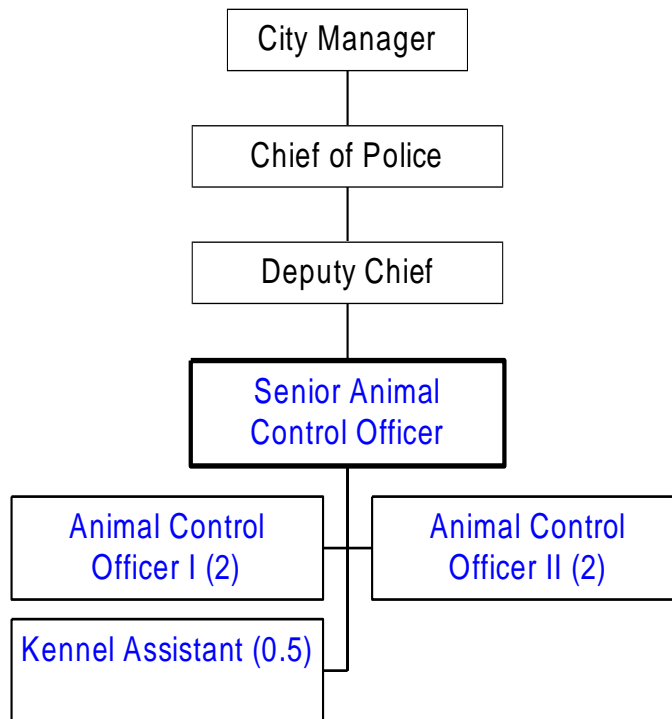


ANIMAL CONTROL



Left to Right:

Howard Dixon (Animal Control Officer II); Caitlin Sharbeno (Animal Control Officer I); Tamara Hall (Animal Control Officer I); David Wellington (Senior Animal Control Officer); Mary Burnet (Kennel Assistant); Keith Downes (Animal Control Officer I).



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.

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. Animal Control must track and report animal cruelty, investigate animal bites, quarantine or send suspected rabies specimens to the Texas Department of Health for testing, notify bite victims of test results, and track adopted animals to ensure rabies vaccinations, sterilizations and micro-chip/tattooing are completed as required by Texas State Law. Animal Control issues citations for failure to comply with the adoption agreement, animal at large, 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 educates the public by conducting classes and tours for the schools, meeting with civic organizations, releasing pertinent information to the media, and making one-on-one contact with citizens 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.
- Increase the amount of space at the shelter to house animals.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- Held 11 free two-day adoption events adopting out 160 animals.
- Coordinated 3 low cost shot clinics totaling 1,010 animals that received vaccinations.
- Conducted five animal control related classes for career day at local elementary schools.
- Improved the dog playground area.
- Continuation of the Spay/Neuter Program in conjunction with the Army Veterinarians.
- Completed the cat playground area.
- Revised Chapter 3 of the City Ordinances improving upon dangerous animals and microchipping.

CONTINUING OBJECTIVES

- Decrease the number of abandoned/stray animals through aggressive street patrolling.
- Aggressively prosecute abandonment and cruelty cases in conjunction with the Copperas Cove Police Department.
- 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..
- Improve the overall shelter facility.
- Decrease overtime budget.
- Continue to work with local groomers for assistance with grooming and adoption.

GOALS FOR FISCAL YEAR 2018

- Acquire two new trucks with animal transport carriers.
- Obtain additional training courses/seminars for Animal Control Officers.
- Hold more animal adoption events.
- Certify one Animal Control Officer through the Advanced ACO Certification Course.
- Host more low cost shot clinics.
- Work to address storage and housing needs for the shelter.
- Hire a full time clerk.
- Continue the Spay/Neuter Program in conjunction with the Army Veterinarians.
- Continue to work on decreasing the euthanasia rate.
- Expand upon public education programs.

EXPENDITURE SUMMARY

ANIMAL CONTROL

CATEGORY			<i>Fund</i>	<i>01</i>
	FY 2016	FY 2017	FY 2017	FY 2018
	Actual	Current	Year End	Adopted
		Budget	Projection	Budget
Salaries, Benefits, & Support	\$ 186,380	\$ 195,426	\$ 195,426	\$ 209,439
Supplies & Materials	8,036	19,148	19,148	23,999
Maintenance & Repair	3,318	4,457	4,457	4,950
Contractual Services	14,586	15,498	15,498	17,139
Designated Expenses	289	300	300	2,000
Capital Outlay & Improvements	-	-	-	-
Total	\$ 212,609	\$ 234,829	\$ 234,829	\$ 257,527

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

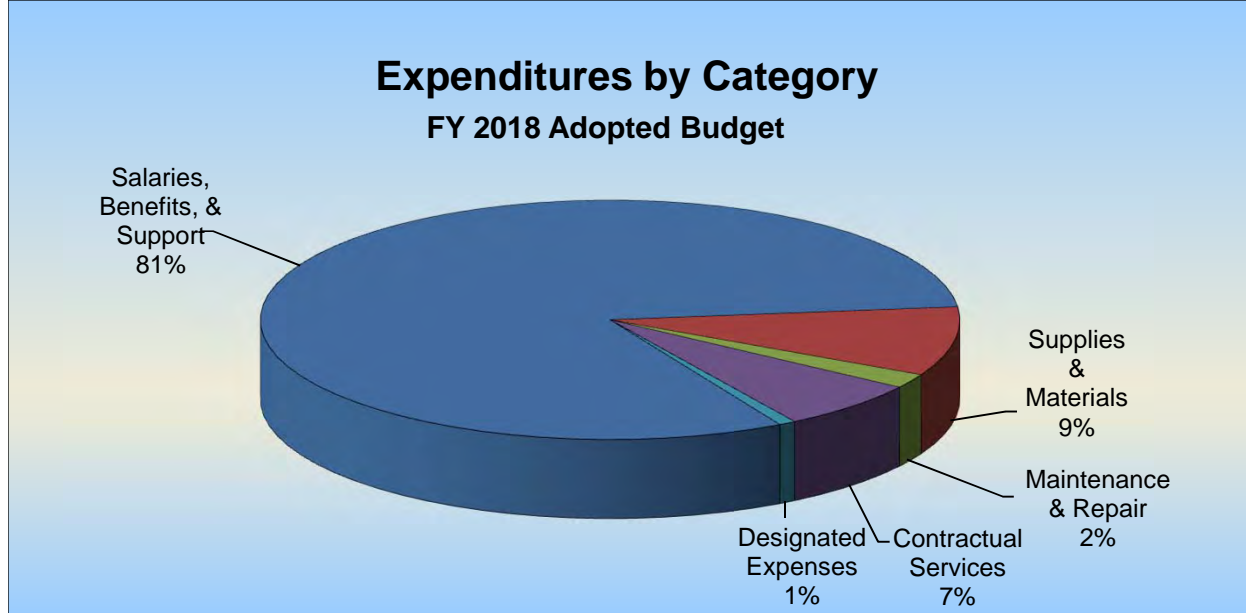
Salaries & Benefits: Salary savings were realized in FY 2017 due to vacancies (Animal Control Officer I position was funded beginning May 1, 2016) and it also includes a 1% COLA increase.

Supplies & Materials: Increase of Microchip fees (per new ordinance) and Fuel need increase.

Maintenance & Repair: Vehicle maintenance costs increase.

Contractual Services: Increase in Professional Development cost, due to training required for the animal control officers; uniform cost increase.

Capital Outlay & Improvements: Emergency veterinarian service need increase.



ANIMAL CONTROL**01-4300**

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Senior Animal Control Officer	1	1	1	1
Animal Control Officer II	2	2	2	2
Animal Control Officer I	2	2	2	2
Kennel Assistant	0.5	0.5	0.5	0.5
DEPARTMENT TOTAL	5.5	5.5	5.5	5.5

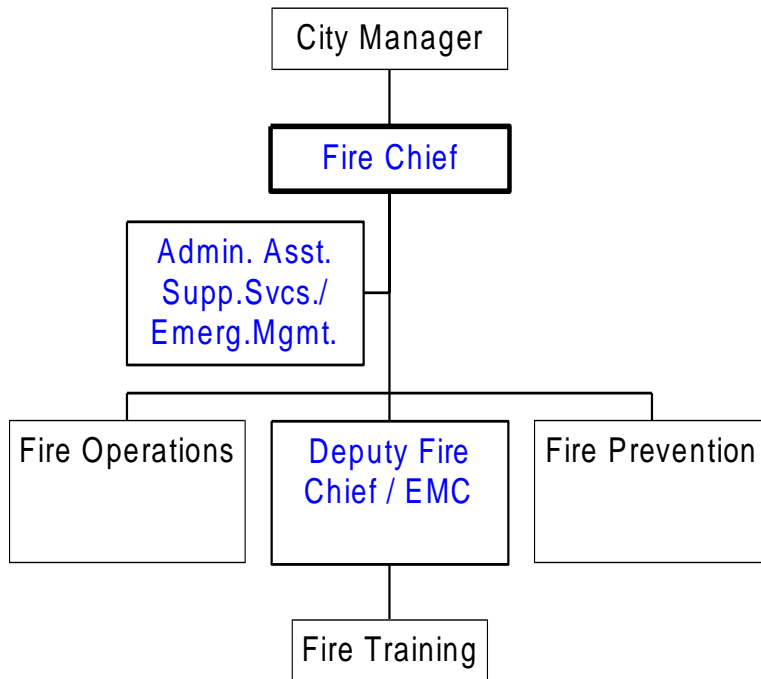
PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
# of Animals Impounded	1,842	1,882	1,786	1,800
# of Animals Euthanized	406	172	343	250
# of Animals Owner Surrender Euthanized	133	70	137	135
# of Animals Adopted	602	273	683	690
# of Animals Re-Claimed	427	391	455	450
# of Animals Released to Rescues	289	150	122	200
EFFICIENCIES				
Average Cost to Impound an Animal	\$115.42	\$124.78	\$131.48	\$143.07
Average Response Time per Call (in minutes)	18	23	8	7
EFFECTIVENESS				
% of Eligible Animals Adopted	83.6%	51.3%	78.9%	76.7%

FIRE/EMS ADMINISTRATION



Left to Right:

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



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.

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. It houses support staff that coordinates, monitors and controls all operating expenses, all personnel related functions and daily administrative operations in the Department. Additionally, 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 anticipate the future needs of the City and Fire Department.

MAJOR DEPARTMENT GOALS

- Ensure the quality of customer service and the readiness of Fire Department members to respond to emergency incidents through training and education.
- 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 two (2).
- Ensure the effective and efficient use of Fire Department human and physical resources.
- Identify measures to enhance the occupational safety and health of Fire Department members.
- Continue to stay active in the Fire Service community outside the Department, and project a positive image for the City.
- Recruit and retain staff assigned to the Operations Division.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- Received and managed a Homeland Security Program Grant used to fund the purchase of Interoperability Compliant portable radios.
- Reviewed, updated, and implemented department policies, procedures and guidelines.
- Updated department fixed assets.
- Adopted 2015 edition of International Fire Code.
- Updated a Succession Plan.
- Enrolled into the Texas Fire Chief's Association Best Practices program.
- Increased EMS revenue.
- Earned American Heart Association Mission Lifeline Gold Award.

CONTINUING OBJECTIVES

- Meet all local, state and federally-mandated training requirements related to fire protection and emergency medical response.
- Monitor and update the projected fire apparatus replacement program and initiate apparatus purchases in accordance with the plan.
- 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.
- 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 2018

- Expand Life and Fire Safety Community Education Outreach Programs.
- Earn recognition from the Texas Fire Chief's Association Best Practices program.
- Begin planning process for Fire Station #3 expansion.
- Continue to maintain full staffing.
- Re-fund key administration positions.
- Purchase and implement a Mobile Data Terminal system for fire and EMS apparatus.

EXPENDITURE SUMMARY

FIRE/EMS ADMINISTRATION

CATEGORY	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	Fund 01 Dept# 4400 FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ 221,405	\$ 226,169	\$ 226,169	\$ 236,762
Supplies & Materials	5,090	5,440	5,440	5,430
Maintenance & Repair	4,739	5,050	5,050	4,831
Contractual Services	51,293	66,161	66,161	72,176
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 282,527	\$ 302,820	\$ 302,820	\$ 319,199

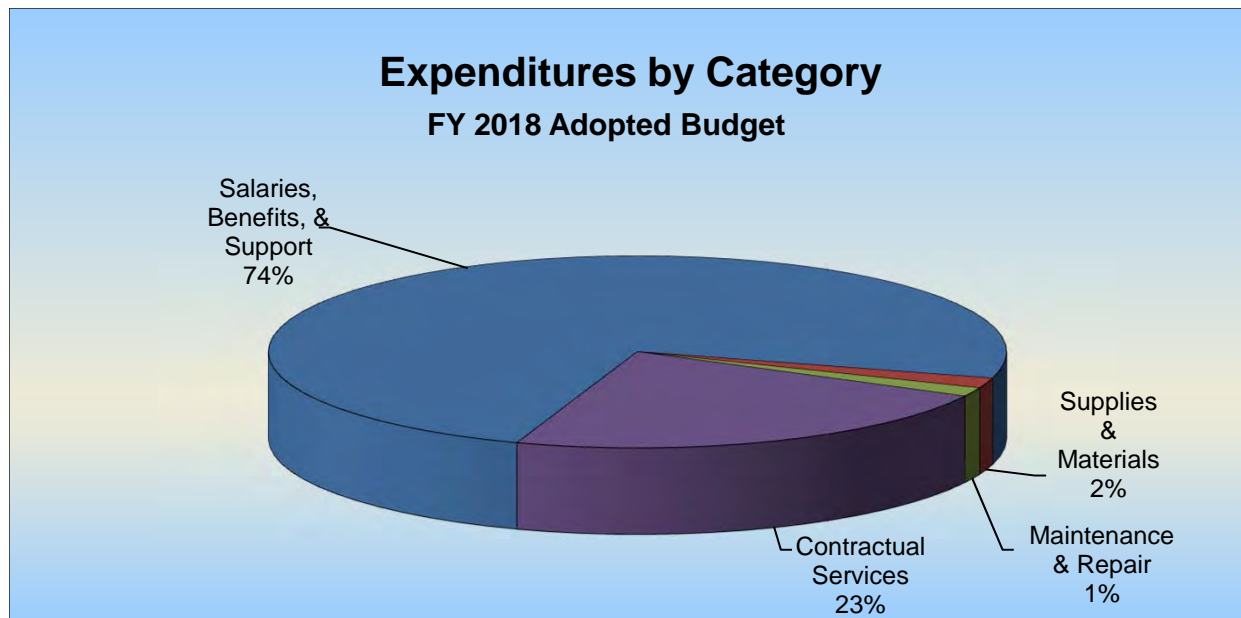
HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

- Salaries & Benefits: Includes rate stabilization and a 1% COLA increase.
- Contractual Services: Increase of Consulting Fees (annual medical director fees) and Natural gas needs.

Decreases:

- Supplies & Materials: Lower cleaning supply needs.
- Maintenance & Repair: Reduced cost on phone and radio maintenance.



FIRE/EMS ADMINISTRATION**01-4400**

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 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
DEPARTMENT TOTAL	3	3	3	3

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
# of Command Staff Planning Sessions Conducted	12	12	12	12
# of Medical Director Update Meetings Conducted	13	12	12	12
# of Citizens Fire Academy's Conducted	-	-	-	1
# of Apparatus/Vehicle Purchases Initiated	-	-	3	-
# of New or Renovated Facilities Projects Initiated	1	1	-	1
EFFICIENCIES				
Per Capita Cost for Fire/Emergency Services	\$107.94	\$117.06	\$117.06	\$121.27
# of Sworn Firefighters per 1,000 Population	1.44	1.43	1.43	1.42
# of Citizens Attending Citizen Fire Academy	-	-	-	20
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 of fire, rescue, medical emergencies, and disasters.

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

- Provide professional and effective emergency response services.
- Reduce fire loss through annual inspections and improved response times.
- Plan for increases in emergency services response requests.
- Provide expedient emergency responses to all calls for service.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- Purchased three new Ambulance chassis for a remount of the current patient compartments.
- Finalized the color scheme change to red which will bring the Ambulances in line with rest of the fleet.
- Purchased ten (10) sets of firefighting coats and pants.
- Instituted the Texas Kid Safe Child Passenger Car Seat Program.
- Streamlined EMS capabilities on all Ambulances and Engines by purchasing and moving to a one bag system.
- Purchased hydrant tags to label and identify fire hydrants.
- 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 and enhance Advance Life Support (ALS) Paramedic Engines first response.
- Continue to improve EMS billing revenue.
- Continue systematically moving programs toward paperless filing and recordkeeping.
- Continue sending personnel to Leadership and Professional Development Training and Seminars.
- Maintain fiscal responsibility with professional services and equipment and supplies contracts.
- Maintain fleet readiness.

GOALS FOR FISCAL YEAR 2018

- 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.
- Cooperate with Coryell County on the purchase of a new county response Engine.
- Begin sending personnel to the National Fire Academy for Leadership and Professional Development Training.

EXPENDITURE SUMMARY

FIRE/EMS OPERATIONS

CATEGORY	Fund 01 Dept# 4417			
	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ 2,885,148	\$ 3,022,799	\$ 3,022,799	\$ 3,232,968
Supplies & Materials	116,601	184,311	184,311	156,294
Maintenance & Repair	64,422	139,556	139,556	90,110
Contractual Services	87,912	91,824	91,824	113,369
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	14,683	20,680	20,680	8,900
Total	\$ 3,168,766	\$ 3,459,170	\$ 3,459,170	\$ 3,601,641

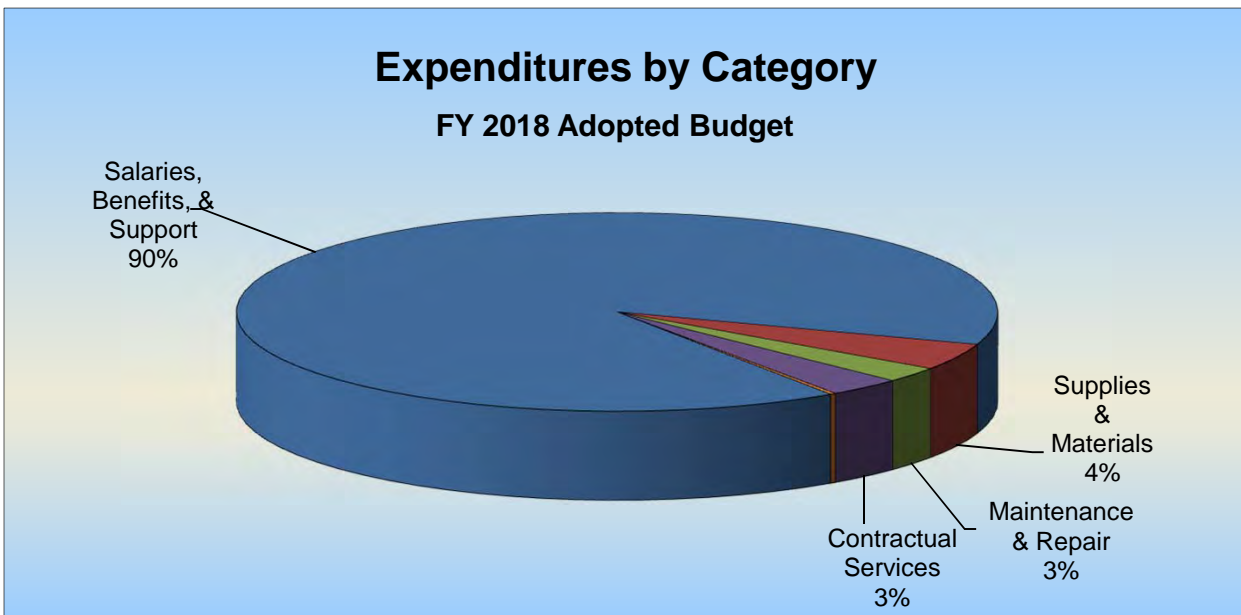
HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

- Salaries & Benefits: Includes rate stabilization and a 1% COLA increase.
- Contractual Services: Expense increase in Professional Services for EMS billing services.

Decreases:

- Supplies & Materials: FY 2017 includes a purchase of a Zoll charging station, Thermal Imager Units, and EMS tablets.
- Maintenance & Repair: Vehicle and equipment maintenance decrease.
- Capital Outlay & Improvements: FY 2017 includes PPE replacement.



FIRE/EMS OPERATIONS**01-4417**

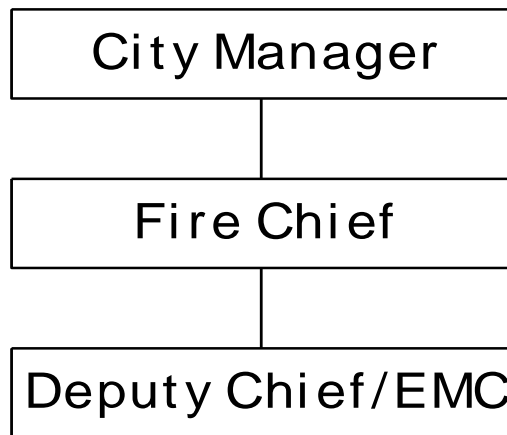
STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Fire Captain	3	3	3	3
Fire Lieutenant	6	6	6	6
Firefighter II	31	31	31	31
Firefighter I	5	5	5	5
DEPARTMENT TOTAL	45	45	45	45

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
# of Total Calls	4,200	4,188	4,300	4,400
# of Total Fire Calls *	1,606	1,594	1,650	1,700
# of Total Patient Encounters/Reports	3,671	3,659	3,700	3,800
EFFICIENCIES				
Average Fire Response Time in Minutes **	5.3	5.5	5.4	5.3
Average EMS Response Time in Minutes-City	5.2	5.4	5.3	5.2
EFFECTIVENESS				
% of EMS Responses Within 5.0 Minutes *	74.8%	71.3%	72.0%	75.0%
% of EMS Responses Within 5.0 Minutes	67.0%	62.6%	63.0%	65.0%

* 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

Training Division provides training and material support to all other Fire Department Divisions. It 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 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

- Operate in an efficient and effective manner.
- Continue to improve the level of care provided to our patients.
- Provide quality training to personnel in all disciplines.
- Provide outstanding professional development education to personnel for state certifications as needed.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- Completed multiple training and certification courses for employee career development.
- Graduated new paramedics from CTC Paramedic Program.
- Developed and implemented an SCBA Consumption Test to evaluate cardiovascular fitness.
- First-level and Mid-level managers participated in leadership training.
- Conducted invaluable live-fire training with all shifts on Fort Hood.
- Staff attended an education class at the National Fire Academy

CONTINUING OBJECTIVES

- Evaluate required skills for EMT-B and EMT-P each year, thus enhancing the individual EMS provider's abilities and confidence.
- Review the EMS reports generated for Completion of Data.
- Review a minimum of approximately 3,000 EMS reports generated for Quality Assurance and Protocol Adherence (250/month).
- Provide the annual required Fire continuing education training for certified firefighters to exceed mandated training requirements.
- Provide the annual required EMS continuing education training for each certified EMS provider within the department, in order to meet all local, state and federally mandated training requirements.
- Meet all local, state and federally-mandated training requirements related to fire protection and emergency medical response.

GOALS FOR FISCAL YEAR 2018

- Have 25 percent of the member's firefighter certification levels increased to the next available benchmark.
- Graduate 6 new paramedics.
- Send two (2) employees to the Texas Fire Chief's Academy.
- Send three (3) employees to the TEEEX Leadership Symposium.
- Send seven (7) employees to the Texas EMS Conference.
- Send nine (9) employees to the National Fire Academy

EXPENDITURE SUMMARY

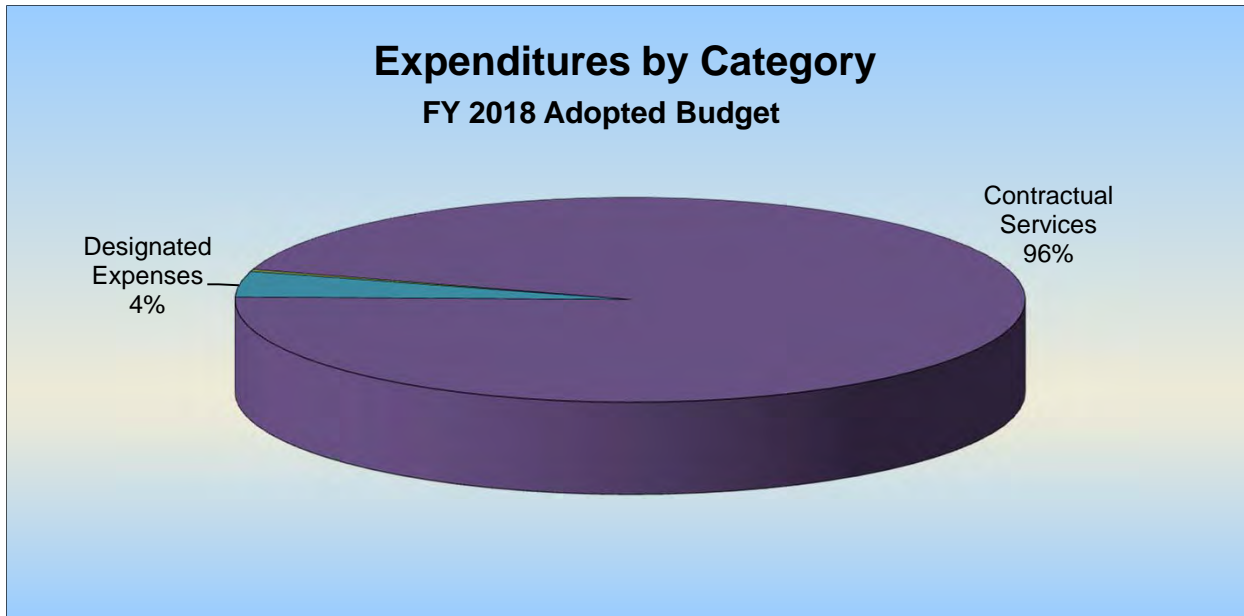
FIRE/EMS TRAINING

CATEGORY	<i>Fund</i>		<i>01</i>	
	<i>Dept#</i>		<i>4418</i>	
	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ -	\$ -	\$ -	\$ -
Supplies & Materials	-	-	-	-
Maintenance & Repair	171	189	189	193
Contractual Services	31,628	52,203	52,203	55,883
Designated Expenses	-	-	-	2,370
Capital Outlay & Improvements	-	-	-	-
Total	\$ 31,799	\$ 52,392	\$ 52,392	\$ 58,446

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

- Contractual Services: Increase in Professional Development cost, due to training required for the department.
- Designated Expenses: Citizen Fire Academy Program expense.



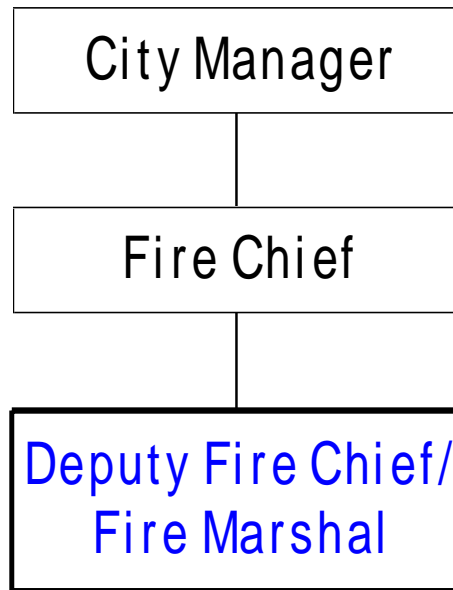
FIRE/EMS TRAINING**01-4418**

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
<i>OUTPUTS</i>				
# of EMS Reports Reviewed by Quality Management Team	1,055	1,750	3,871	3,800
# of EMS Training Man Hours Provided	2,848	1,500	2,637	2,000
# of Fire Training Man Hours Provided	7,456	4,500	8,134	7,000
# of EMS Training Class Hours Provided	262	250	138	200
# of Fire Training Class Hours Provided	1,546	1,275	1,658	1,500
<i>EFFICIENCIES</i>				
% of EMS Reports Reviewed by Quality Management Team	33.0%	100.0%	100.0%	100.0%
% of Required EMS CE Training Provided	100.0%	100.0%	100.0%	100.0%
% of Required Fire CE Training Provided	100.0%	100.0%	100.0%	100.0%
<i>EFFECTIVENESS</i>				
% of Paramedics Recertified	25.0%	25.0%	25.0%	25.0%
% of EMT's Recertified	25.0%	25.0%	25.0%	25.0%
% of Firefighters Recertified	100.0%	100.0%	100.0%	100.0%

FIRE/EMS PREVENTION



Michael Fleming (Deputy Fire Chief / Fire Marshall).



The mission of the Copperas Cove Fire/EMS Department is to protect and enhance the quality of life in the City Built for Family Living through a comprehensive program of services delivered by an excellent team directed towards providing education, prevention, and control in the areas of fire, rescue, medical emergencies, and disasters.

1 Full Time Employee

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

- Provide Fire & Life Safety education training for the City of Copperas Cove through the school district, businesses, daycares, and citizen groups.
- Increase code compliance and awareness through guidance and Fire Code analysis on all new and proposed developments through general plans review and inspections.
- Reduce fire probability and loss through inspections and code enforcement.
- Provide timely Fire Origin and Cause investigations and pursue criminal charges for offenses against Local, State, and Federal law.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- Identified and corrected life and fire safety hazards during inspections.
- Participated in and “Witnessed” fire alarm evacuation drills for schools and assisted living facilities.
- Implemented International Fire Code, 2015 edition.
- 3 Firefighter/Paramedics completed and successfully obtained their State Peace Officer Licenses.
- Completed a Texas Fire Commission Fire Investigator course for the 3 new peace officers and 3 additional fire department personnel.
- Purchased body armor for Peace Officer Certified personnel.
- Replaced aged firearms for Peace Officer Certified personnel.
- Purchased respiratory protection.
- Conducted fire investigations to determine cause and origin.

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 to systematically move programs toward paperless filing and recordkeeping.
- Continue progressing forward on Company Inspection Program.
- Maintain continuing education for Texas Commission on Law Enforcement and Texas Commission on Fire Protection Arson Investigator Certification.

GOALS FOR FISCAL YEAR 2018

- Expand Life and Fire Safety Community Education Outreach Programs.
- Re-fund an Inspector position.
- Facilitate and assist the 3 new fire department peace officers through their field training program.

EXPENDITURE SUMMARY

FIRE/EMS PREVENTION

CATEGORY			<i>Fund</i>	<i>01</i>
	FY 2016	FY 2017	FY 2017	FY 2018
	Actual	Current	Year End	Adopted
		Budget	Projection	Budget
Salaries, Benefits, & Support	\$ 99,164	\$ 101,135	\$ 101,135	\$ 101,063
Supplies & Materials	284	5,192	5,192	7,580
Maintenance & Repair	171	170	170	193
Contractual Services	1,108	3,707	3,707	2,620
Designated Expenses	793	723	723	1,070
Capital Outlay & Improvements	-	-	-	-
Total	\$ 101,520	\$ 110,927	\$ 110,927	\$ 112,526

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

Supplies & Materials: FY 2018 includes a purchase of video/audio recording equipment to use during fire investigations.

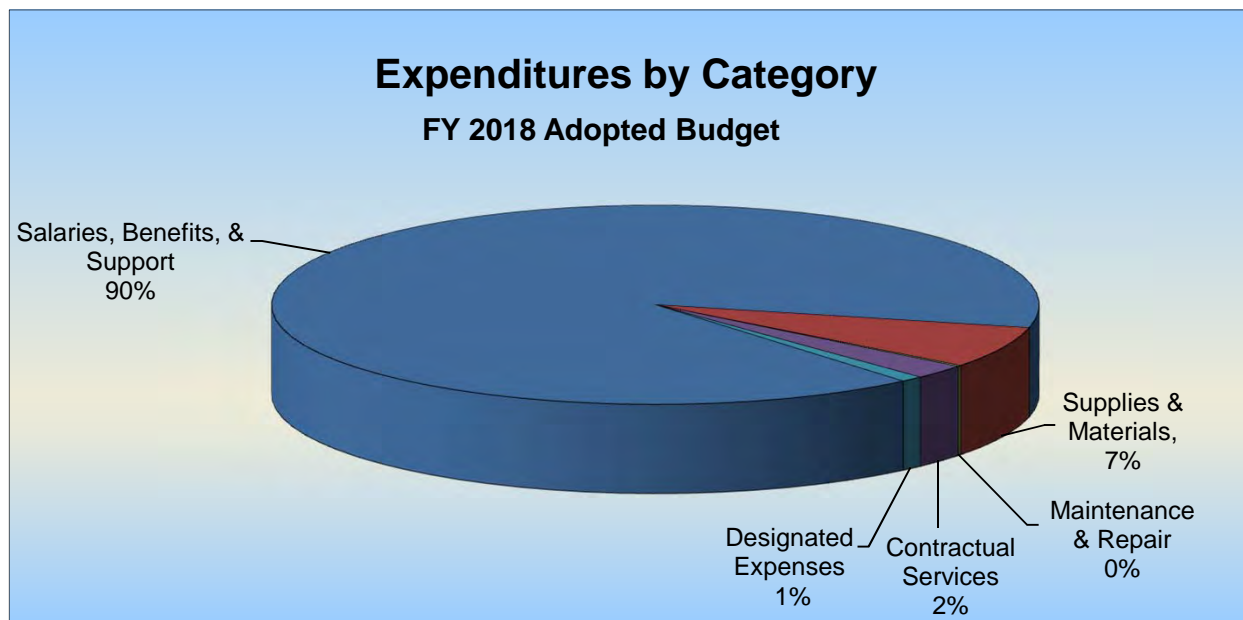
Maintenance & Repair: Equipment maintenance increase.

Designated Expenses: Investigation supply need increase.

Decreases:

Salaries & Benefits: Decrease due to decreased healthcare costs.

Contractual Services: FY 2017 includes purchase of body armors for two Peace Officers.



FIRE/EMS PREVENTION**01-4419**

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Deputy Fire Chief/Fire Marshal	1	1	1	1
DEPARTMENT TOTAL	1	1	1	1

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
# of Fire Safety Education Programs	131	48	85	90
# of Fire Inspections	440	346	450	600
# of False Fire Alarms	43	38	60	55
# of Fires	120	96	120	110
EFFICIENCIES				
# of Identified Fire Safety Hazards Corrected	769	651	800	950
# of Fire Investigations Cleared	108	94	116	110
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	44.0%	34.6%	45.0%	60.0%

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

- Provide a quality Emergency Management Program for the City.
- Participate in local and regional Emergency Management and Homeland Security programs and training.
- Continue to improve the City's ability to respond to disasters in our community.
- Provide quality Emergency Preparedness education to the citizens in our community.
- 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 grants.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- Participated in discussion, table top and full scale 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.
- Updated user defined contact lists in the Code Red System.
- Conducted public awareness of the registration database for the Code Red System.
- Reviewed and updated Emergency Management Plan and Annexes.
- Received and managed a Homeland Security Program Grant used to fund the purchase of Interoperability Compliant portable radios.

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 2018

- Conduct community awareness and preparedness training.
- Conduct a Workshop, Table Top and a Functional exercise to evaluate the EOP.
- Conduct public awareness of the registration database for the new emergency notification system.
- Prepare and submit a Hazard Mitigation Action Plan for the City.

EXPENDITURE SUMMARY

EMERGENCY MANAGEMENT

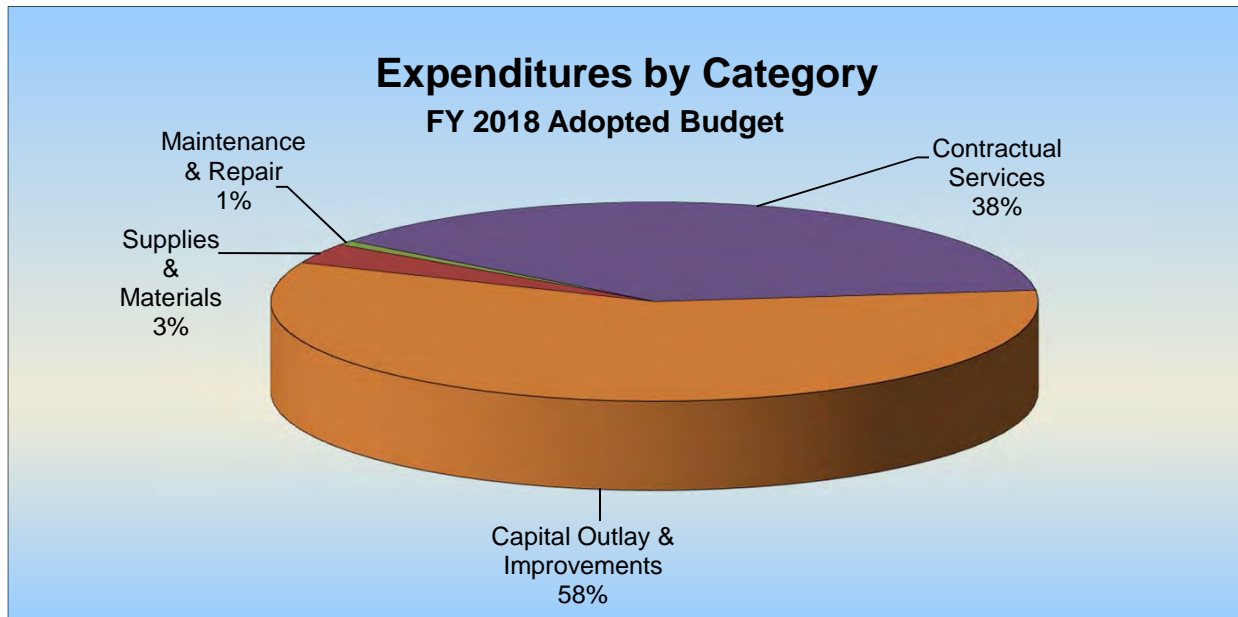
CATEGORY	Fund 01 Dept# 4420			
	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ -	\$ -	\$ -	\$ -
Supplies & Materials	388	698	698	712
Maintenance & Repair	143	151	151	157
Contractual Services	1,264	2,030	2,030	8,109
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	12,500
Total	\$ 1,795	\$ 2,879	\$ 2,879	\$ 21,478

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 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

- Supplies & Materials: Increase for dedicated costs of emergency management.
- Maintenance & Repair: Phone and radio maintenance expense increase.
- Contractual Services: Professional development requirements of the emergency management coordinator.
- Capital Outlay & Improvements: Installation of amateur radio antennas at the city radio tower site.



EMERGENCY MANAGEMENT**01-4420**

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
<i>OUTPUTS</i>				
Emergency Management Training Hours Provided	30	30	30	30
Preparedness Exercises Conducted	3	3	5	4
Severe Weather Hours Worked	6	6	12	6
Emergency Management Exercises Completed by Department Directors	1	1	-	1
EOP Annexes Revised	-	22	22	-
Amount Received from Emergency Management Performance Grant	\$36,093	\$35,000	\$35,000	\$35,000
Citizens in Attendance in Disaster Preparedness Programs	100	100	250	100
Emergency Management Training Hours Attended	40	40	40	40
Hours EMC Spent Conducting Emergency Management Activities	1,744	1,800	1,745	1,800
<i>EFFICIENCIES</i>				
% of Citizens that received/participated in Emergency Preparedness contacts, education and activities.	0.0%	0.0%	0.0%	2.0%
% of City Employees Who Participated or Engaged in National Incident Management Training	0.0%	25.0%	25.0%	25.0%
<i>EFFECTIVENESS</i>				
% Change in Citizens Participation in Disaster Preparedness Programs	100.0%	0.0%	150.0%	100.0%
% Change in City Employees who participated or Engaged in National Incident Management Training	0.0%	0.0%	0.0%	10.0%



ENGINEERING



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

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 Citizens of Copperas Cove.

1 Contract Position

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. The department, in partnership with the Public Works Department, is also responsible for the City's capital improvement projects for water, sewer, wastewater, streets and drainage. Upon completion of subdivision construction, the department gives final acceptance and tracks the project through the warranty period. Other responsibilities include reviews of construction plans for infrastructure construction for city, county, and state projects and provides assistance where needed.

MAJOR DEPARTMENT / DIVISION GOALS

- Ensure conformance with established standards so the City maintains consistency.
- Review the City of Copperas Cove Construction Standards and Details.
- Work with Public Works staff to maintain and upgrade water, sewer, wastewater, streets, and drainage systems.
- Interface with other City departments, as needed, to review development and provide requested engineering support.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- 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 and City Planner on the various plat and plan reviews.
- Coordinated with City Staff to create alternate method of plan review.
- Completed Phase 1 & 2 of NW WWTP Upgrade to meet or exceed TCEQ/EPA permit requirements.
- Completed FM 116 Utility Relocation construction.
- Completed Mountain Top North Water Improvements (Elevated Tank).
- Completed Killeen 500K gallon Tank Rehabilitation.
- Completed Business 190 Water Line Looping.

CONTINUING OBJECTIVES

- Review subdivision and development plats and plans submitted to the City for compliance with the City's Standards.
- Review 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 2018

- 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 Phases 2 and 3 of the Southwest Water Improvements Project.
- Complete drainage improvements on Avenue D.
- Complete the design and construction of the City Park Sewer Line Project.
- Complete the 2nd Phase of the Wastewater Master, including the amendment for the Reuse Plan.
- Complete Oak Hill Drive Water Improvements.
- Implement updated Standards & Details.
- Complete the South WWTP Skimmer Pipe Replacement Project.
- Complete Transportation Master Plan.
- Complete Wastewater Treatment Plant 5-Year Permits.
- Complete the engineering for the UV Disinfection Upgrade Project.

EXPENDITURE SUMMARY

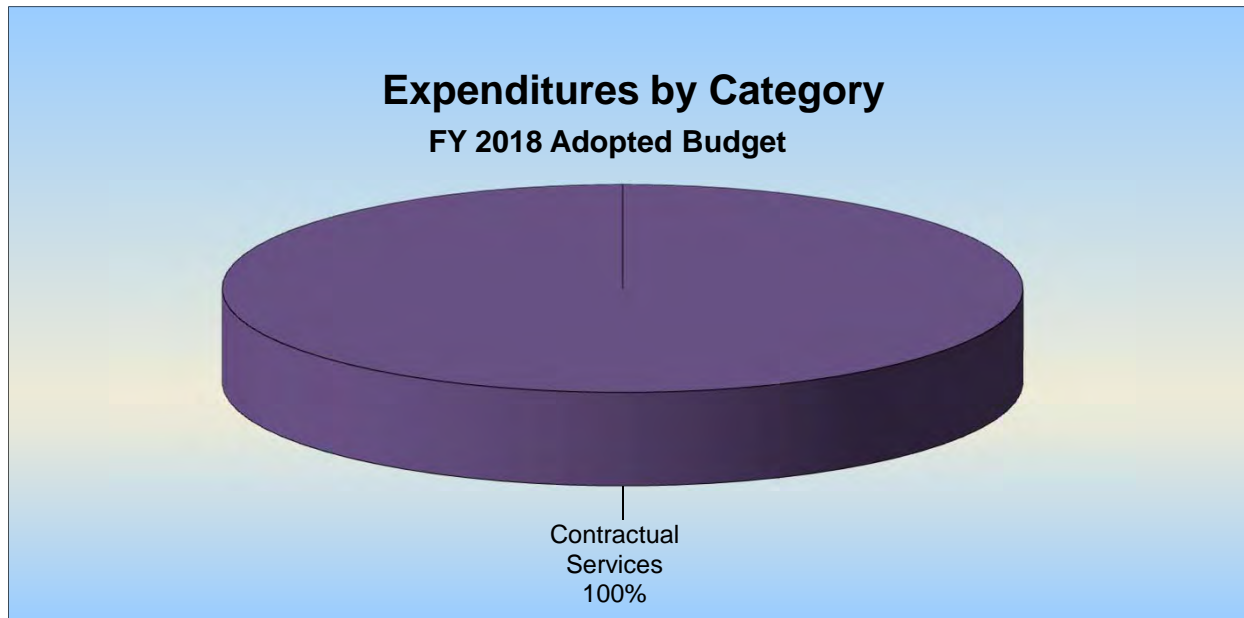
ENGINEERING

CATEGORY	Fund 01		Dept# 5100	
	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ -	\$ -	\$ -	\$ -
Supplies & Materials	-	-	-	-
Maintenance & Repair	-	-	-	-
Contractual Services	51,001	74,285	74,285	64,000
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 51,001	\$ 74,285	\$ 74,285	\$ 64,000

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Decreases:

Contractual Services: General Engineering Services need decrease.



ENGINEERING

01-5100

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 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 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
# of Storm Water Public Educational Outreaches*	8	8	8	8
# of Completed City Projects	2	11	6	5
EFFICIENCIES				
Operating Cost per Hour of Storm water Education Outreach	\$2,125	\$3,095	\$3,095	\$2,667
EFFECTIVENESS				
Reviewed and Updated Water Model	No	No	No	Yes

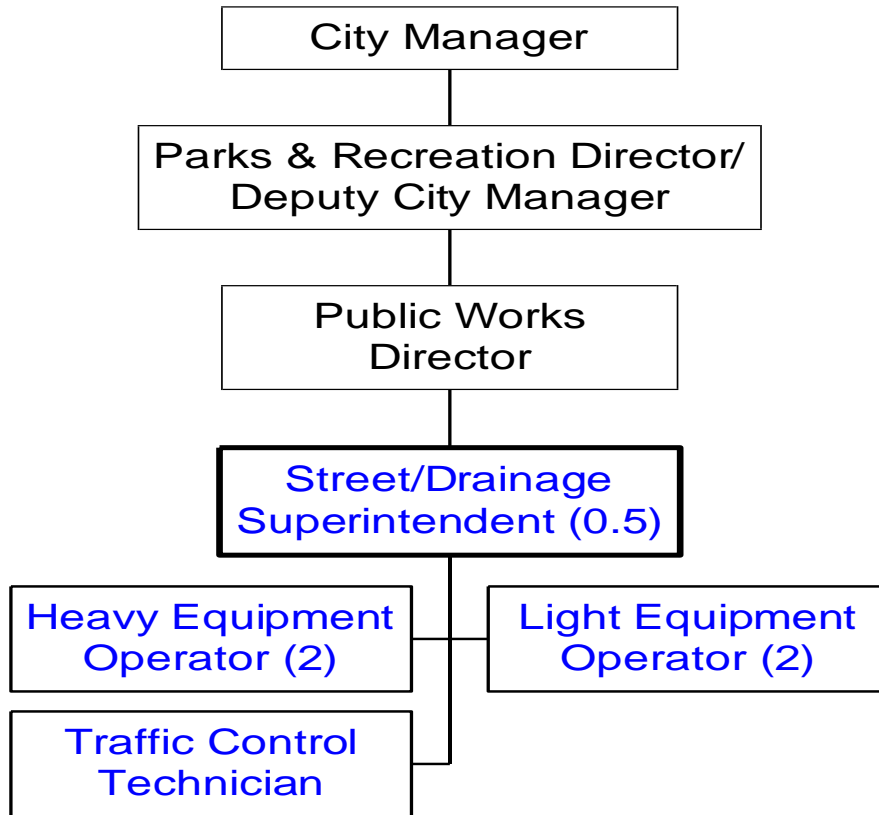
*Avenues of Outreach: Annual proclamation by City Council in April; Utility Bill (once a year); and placed on City Facebook page numerous times a year.

STREET



Left to Right:

Lee Pettit (Heavy Equipment Operator); Willis Nason Jr. (Light Equipment Operator); Michael Paradise (Heavy Equipment Operator); James Mullen (Superintendent).



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 lights, school zone flashers, street signs and pavement markings, to enhance the safe and efficient movement of traffic along public streets is in place. 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 pavement maintenance services by performing preventive maintenance repairs to various streets 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 enhance the safety of motorists.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- Compacted, applied emulsion, and asphalted an average of 4 utility cuts per month.
- Averaged 93 miles per month on the street sweeper.
- Provided support for Rabbit Fest, Kris Kindl Mart, Downtown Party, Tough Cookie Decathlon, Cove Classic Bike Tour, Haunted Hay Ride, and Central Texas Bike Run events.
- Completed shoulder work on Big Divide Rd., Freedom Ln, Winchester Dr, Garden Ave, W Bus Hwy 190, and Summers Rd.
- Repaired sections of the Golf Course Rd and parking lot by laying down new asphalt. Added 2 each 30" culvert pipes, rip-rap rock and poured concrete slurry over roadway across creek by hole# 4.
- Repaired bad section of roadways by removing old cracked asphalt, repairing substructure and laid down new asphalt on S 17th St, Curry Ave, Tiffany Dr, N Main St, Sunset Ln, Holly St, Turner St, Randa St, Juniper Cr, Bowen Ave, Cathie Cr, Industrial Dr, Creek St and Washington Ave.
- Supported career day at Martin Walker, William-Ledger and Clements-Parson Elementary schools.
- Repaired damaged guard rails on Plateau St / Big Divide Rd.
- Installed 4 culvert pipes and laid down 101 tons concrete stabilization base on Compost Rd.
- Crack-sealed portions of Constitution Dr.
- Installed generator pad and overlaid 1" asphalt in the parking lot at the new Technology Center Building.
- Milled and overlaid 1" asphalt areas on S. 2nd St and Ave B.
- Removed bad section of asphalt and installed new concrete flume across Matt Dr.
- Installed and/or repaired an average of 42 traffic control signs per month, conducted traffic counts on 101 streets, tested for retro-reflectivity on 457 signs.
- Installed 2,192 linear feet of heat tape for school crosswalks on Courtney Ln, Fairbanks St, Sycamore Dr, MLK Jr Dr, Cummings Ave, Creek St, Judy Ln, Joe Morse Dr, Risen Star Ln, Jonathan Ln and Nathan Ln.
- Painted 62,400 linear feet of parking lots at Animal Control, Public Works, Fleet Maintenance, Civic Center and Technology Center Building.

CONTINUING OBJECTIVES

- Manage a street repair program to resolve the sunken street cuts, substructure failure and sliding of asphalt issues throughout the City.
- Work with the Transportation Committee to help establish priorities for the Street Maintenance Plan.

GOALS FOR FISCAL YEAR 2018

- Review the Capital Improvement Projects to establish priorities that meet the need of the City and are within the budgetary limits tied in with the new Transportation Master Plan.
- Update the road classification of the streets to set the priority for street maintenance of street milling/overlay program and new fog/slurry seal program within the City.

EXPENDITURE SUMMARY

STREET DEPARTMENT

CATEGORY			<i>Fund</i>	<i>01</i>
	FY 2016	FY 2017	FY 2017	FY 2018
	Actual	Current Budget	Year End Projection	Adopted Budget
Salaries, Benefits, & Support	\$ 205,061	\$ 206,741	\$ 206,741	\$ 214,792
Supplies & Materials	24,749	27,641	27,641	26,252
Maintenance & Repair	79,516	79,951	79,951	79,894
Contractual Services	268,455	289,964	289,964	278,820
Designated Expenses	-	300	300	-
Capital Outlay & Improvements	-	-	-	-
Ave D Sidewalk Improvements	368	117,954	117,954	-
Total	\$ 578,149	\$ 722,551	\$ 722,551	\$ 599,758

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

Salaries & Benefits: Salary savings were realized in FY 2017 due to vacancies; It also includes a 1% COLA increase.

Decreases:

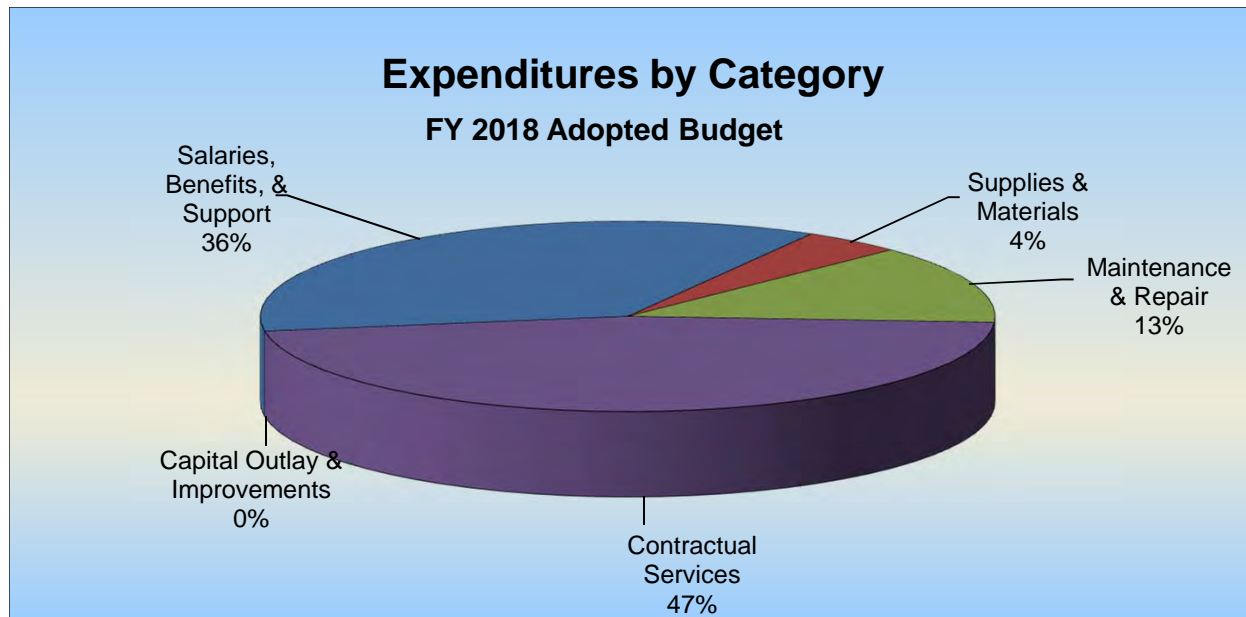
Supplies & Materials: FY 2017 includes a purchase of a fuel transfer tank and other equipment.

Maintenance & Repair: Reduced facility and vehicle maintenance costs.

Contractual Services: FY 2017 includes the cost for the Utility rate study.

Designated Expenses: Street maintenance related costs (i.e. curb repair, sidewalk repair).

Ave D Sidewalk Improvements: Phase II completed in FY 2017.



STREET DEPARTMENT**01-5300**

	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
STAFFING LEVEL				
Street/Drainage Superintendent	0.5	0.5	0.5	0.5
Light Equipment Operator	2	2	2	2
Heavy Equipment Operator	2	2	2	2
Traffic Control Technician	1	1	1	1
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 2017.

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
Seal Coat Resurfacing (lane miles)	0.0	0.0	0.0	0.0
Asphalt Overlay (lane miles)	0.0	0.0	0.0	0.0
# of Utility Excavation Repairs	42	80	80	80
Street Sweeping (curb miles)	1,116	1,200	1,200	1,250
# of City Lane Miles*	147.0	157.4	154.7	161.7
EFFICIENCIES				
Operating Cost Budgeted per City Lane Mile	\$3,933	\$4,591	\$4,671	\$3,709
EFFECTIVENESS				
% of Pothole and Utility Cut Requests Repaired within 48 Hours	94.0%	95.0%	95.0%	95.0%

New Streets FY 2017


- Extended William St & Risen Star Ln
- Added Republic Cr, Liberty Ln, Declaration Dr, Hobby Rd, Ross Rd & Stockdale Rd

*FY 2018 Target is increased by additional city mileage in projected new subdivisions.

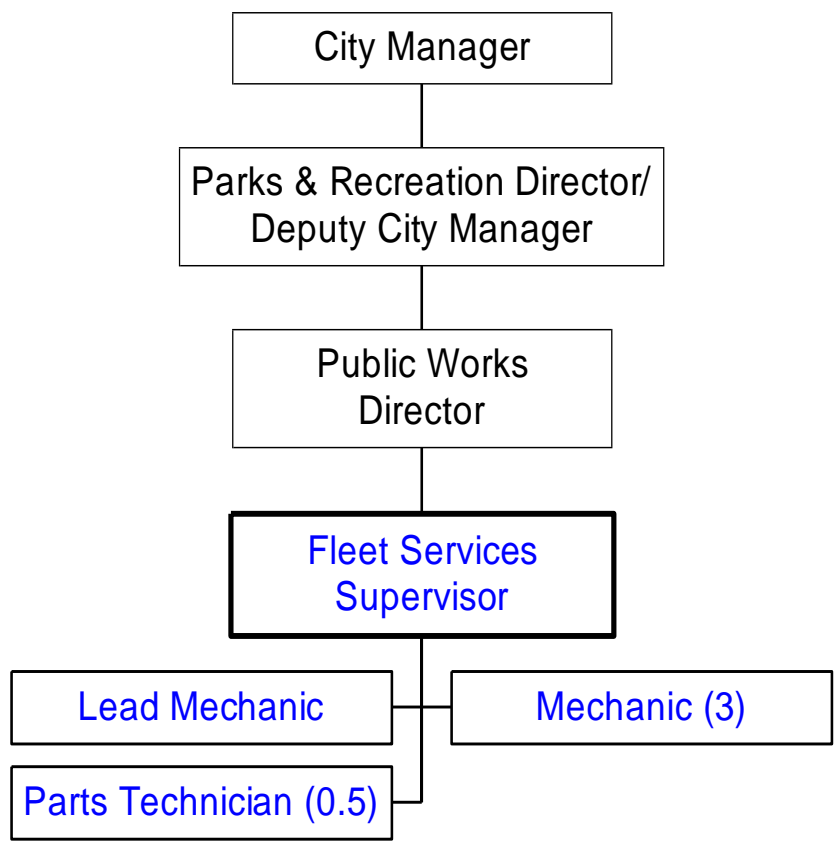
- Mashburn Place: 6 miles



FLEET SERVICES




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



The mission of the Fleet Services Department is to provide maintenance, repair, and allied trades support to the City's vehicle, mobile and equipment fleets.

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 2017

- Performed 411 preventive maintenance services.
- Performed 157 State Vehicle Inspections.
- Performed 231 Winterization Services.
- Completed 1,782 Work Orders internally, with shop sales of \$124,184.04.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2018

- Ensure all active City Vehicles maintain valid state inspections.
- Provide preventive maintenance services on schedule.
- Establish a planned inspection program for the fleet to enhance City employee safety.

EXPENDITURE SUMMARY

FLEET SERVICES

CATEGORY			<i>Fund</i>	<i>01</i>
	FY 2016	FY 2017	FY 2017	FY 2018
	Actual	Current	Year End	Adopted
		Budget	Projection	Budget
Salaries, Benefits, & Support	\$ 252,228	\$ 256,743	\$ 256,743	\$ 260,036
Supplies & Materials	6,340	6,751	6,751	8,431
Maintenance & Repair	2,805	4,687	4,687	4,691
Contractual Services	9,426	16,929	16,929	12,441
Designated Expenses	235	395	395	300
Capital Outlay & Improvements	5,500	-	-	-
Total	\$ 276,534	\$ 285,505	\$ 285,505	\$ 285,899

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

Salaries & Benefits: Includes a 1% COLA increase.

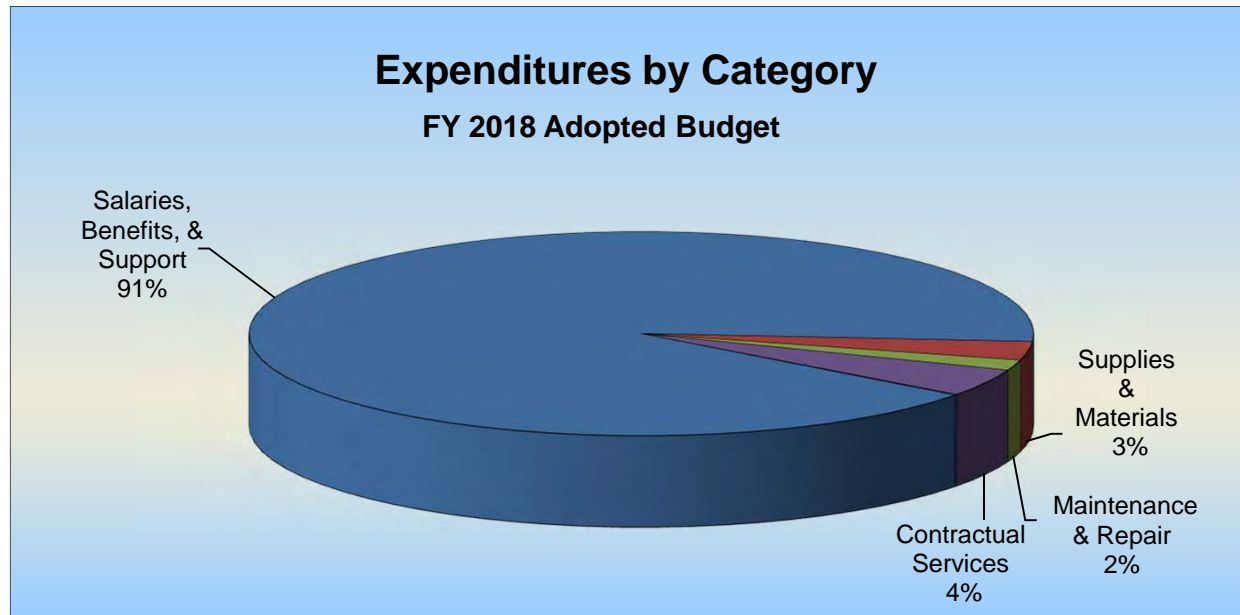
Supplies & Materials: Increased fuel needs and it includes a purchase of a Oil filter crusher.

Maintenance & Repair: Maintenance costs increase.

Decreases:

Contractual Services: FY 2017 includes the cost for spill prevention, control, and countermeasure plan update.

Designated Expenses: Waste Oil pick up cost decrease.



FLEET SERVICES

01-5500

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Fleet Services Supervisor	1	1	1	1
Lead Mechanic	1	1	1	1
Mechanic	3	3	3	3
Parts Technician	0.5	0.5	0.5	0.5
DEPARTMENT TOTAL	5.5	5.5	5.5	5.5

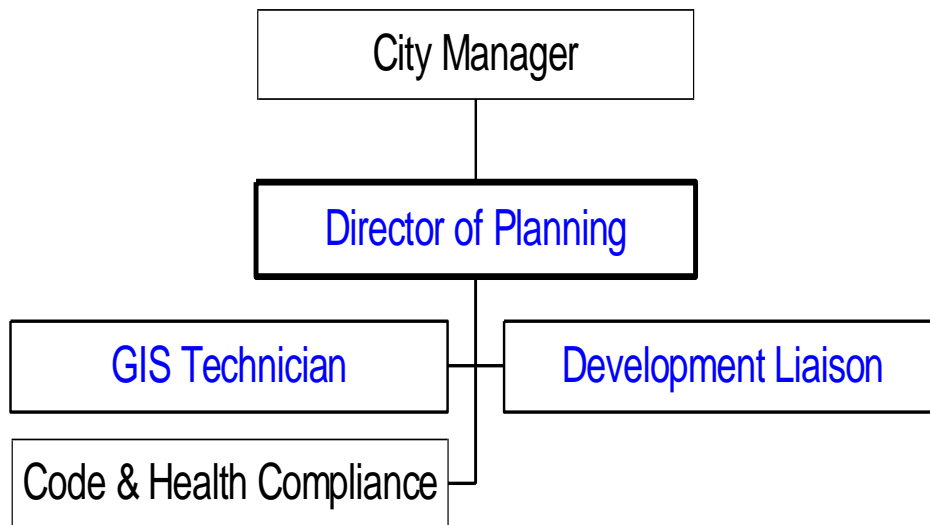
PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
# of Work Orders Completed	1,737	2,000	1,776	1,800
EFFICIENCIES				
Average Operating Cost per Work Order	\$159	\$143	\$161	\$159
EFFECTIVENESS				
Percentage Work Orders on Preventive Maintenance	99.0%	99.0%	99.0%	99.0%

PLANNING



Left to Right:

Charlotte Hitchman (Director of Planning); Benjamin Smith III (GIS Technician).



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

3 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 2017

- Updated the city zoning, city limit, and address maps as needed.
- Development of the Business 190 Master Plan and overlay zoning district.
- Completed city initiated process to rezone certain properties not in compliance with the zoning ordinance.
- Coordinated and held committee meetings for the sign ordinance update and completed necessary update process.
- Continued coordinating efforts for the Comprehensive Plan and Thoroughfare Master Plan Update.

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 2018

- Complete adoption and implementation of the Business 190 Master Plan efforts.
- Complete adoption and begin implementation of the updated Comprehensive Plan and Thoroughfare Plan.
- Assist with the ongoing implementation of the City's Storm Water Management Plan.
- Complete and implement developers guide for the Copperas Cove
- Complete adoption and implementation of a Pay Day Loan Ordinance.
- Complete adoption and implementation of ordinance addressing Cellular Nodes.

EXPENDITURE SUMMARY

PLANNING

CATEGORY	Fund 01 Dept# 6100			
	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ 80,630	\$ 155,271	\$ 155,271	\$ 225,128
Supplies & Materials	1,885	1,250	1,250	3,882
Maintenance & Repair	1,266	1,468	1,468	2,240
Contractual Services	97,875	201,796	201,796	4,994
Designated Expenses	-	100	100	150
Capital Outlay & Improvements	-	-	-	-
Total	\$ 181,656	\$ 359,885	\$ 359,885	\$ 236,394

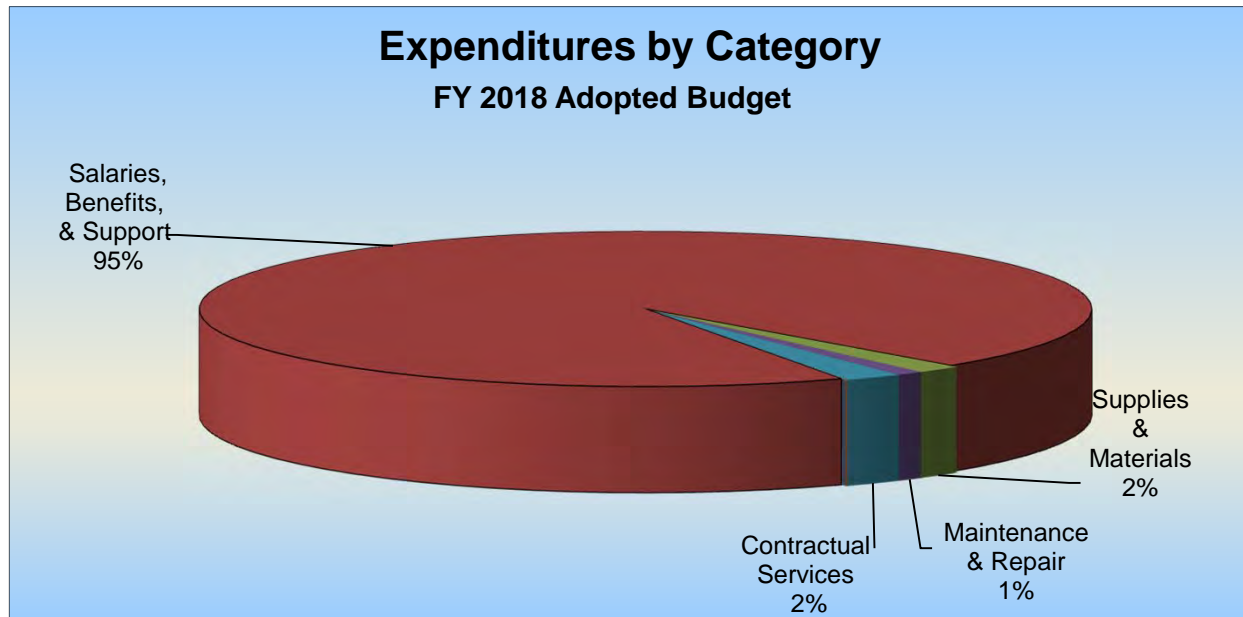
HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

- Salaries & Benefits: Development Liaison position is funded beginning October 1, 2017.
- Supplies & Materials: Includes the cost for printer ink and vehicle expenses.
- Maintenance & Repair: Increased cost for ARC GIS and AUTO CAD.
- Capital Outlay & Improvements: Plat Filing fee increase.

Decreases:

- Contractual Services: Update to Thoroughfare Plan and the Comprehensive Plan completed in FY 2017



PLANNING

01-6100

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Director of Planning	-	-	-	1
Planner	1	1	1	-
GIS Technician	1	1	1	1
Development Liaison	-	-	-	1
DEPARTMENT TOTAL	2	2	2	3

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
# of Plats Processed	29	20	25	20
# of Zoning Changes Processed	14	10	17	10
# of Variance Requests Processed	6	5	11	5
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

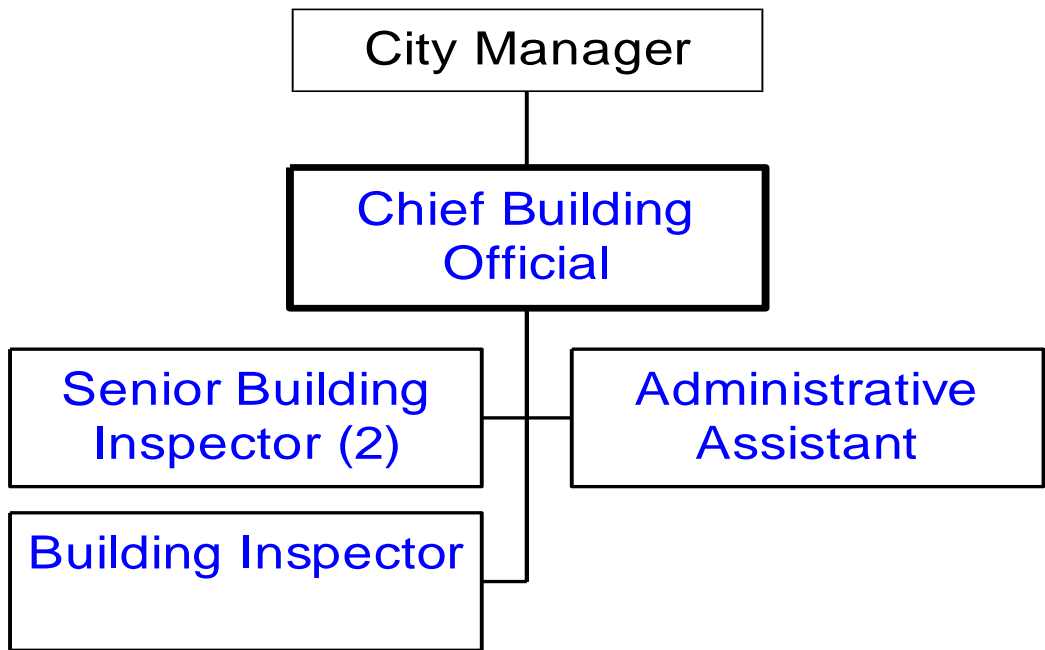


City of Copperas Cove



Left to Right:

Abel Turner (Senior Building Inspector); Christopher Tucker (Senior Building Inspector); Kathy Weber (Administrative Assistant); Mike Morton (Chief Building Official).



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

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

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

ACHIEVEMENTS FOR FISCAL YEAR 2017

- Permits issued through 8/8/2017:
 - 107 new Single Family Houses having a total valuation of \$15,427,249.00
 - 18 Residential remodels for a total valuation of \$232,781.00
 - 9 Duplex Residential Houses having a total valuation of \$1,366,100.00
 - 10 new Commercial Buildings having a total valuation of \$14,522,736.00.
 - 25 Commercial remodels for a total valuation of \$4,555,700.00.
 - 3462 miscellaneous permits, including permits for sheds, fences, re-roofs, sign, lawn irrigation, electrical, plumbing, and mechanical for a total valuation of \$7,007,818.00
- Completed 6,844 inspections as of 8/31/2017.

CONTINUING OBJECTIVES

- Issue permits for all new construction, remodeling, alterations, additions within the city limits.
- Provide inspection services to the citizens of Copperas Cove and construction communities.
- Provide professional and timely customer service to the citizens of Copperas Cove and the construction communities by providing a safe, durably built environment through the enforcement of the codes and standards adopted by the community.
- 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.
- Continue to apply for CAT 7 and CAT 9 funding.

GOALS FOR FISCAL YEAR 2018

- Complete Phase I thru Phase III of the Avenue D Sidewalk Reconstruction Project.
- Develop a stronger working relationship between builders and the staff.
- Increase a positive work environment between department personnel.

EXPENDITURE SUMMARY

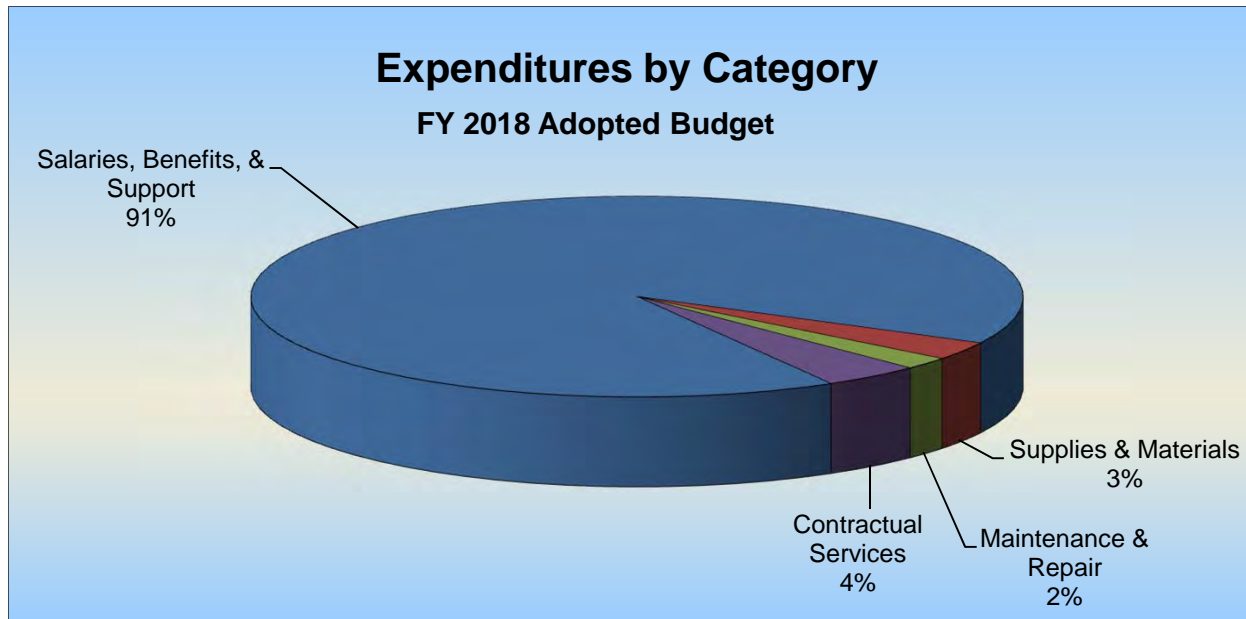
BUILDING AND DEVELOPMENT

CATEGORY	<i>Fund 01</i>			
	<i>Dept# 5200</i>			
	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ 276,062	\$ 309,552	\$ 309,552	\$ 312,034
Supplies & Materials	3,348	7,799	7,799	10,119
Maintenance & Repair	8,166	5,708	5,708	6,799
Contractual Services	7,639	12,881	12,881	14,076
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	121	121	-
Total	\$ 295,215	\$ 336,061	\$ 336,061	\$ 343,028

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

- Salaries & Benefits: Includes 1% COLA increase.
- Supplies & Materials: Inspection tag inventory and fuel need increase.
- Maintenance & Repair: Increased cost on tires and unforeseen repairs.
- Contractual Services: Increase in Professional Development cost, due to training required for the inspectors.



BUILDING AND DEVELOPMENT

01-5200

	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
STAFFING LEVEL				
Chief Building Official	1	1	1	1
Administrative Assistant	1	1	1	1
Senior Inspector	1	2	2	2
Public Improvements Inspector	1	-	-	-
Building Inspector	1	1	1	1
DEPARTMENT TOTAL	5	5	5	5

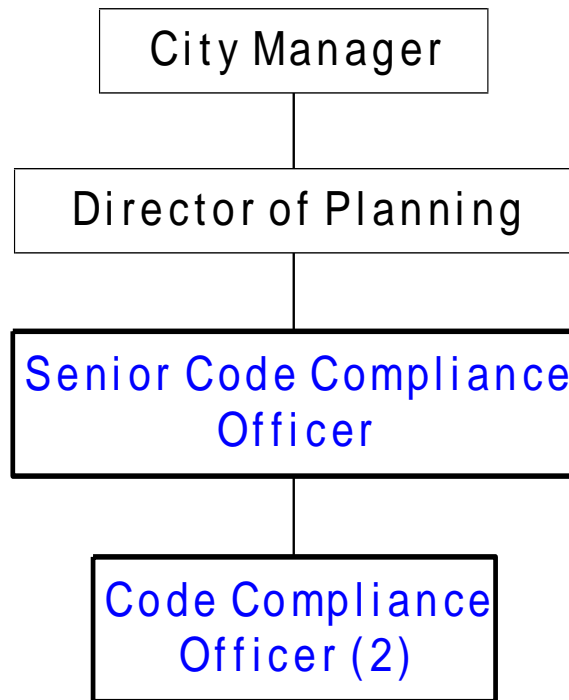
PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
# of Permits Issued	4,327	4,000	3,700	4,000
# of Inspections Performed	6,656	6,200	7,400	7,500
EFFICIENCIES				
Average Time to Process a Permit Application (minutes)	15	15	15	15
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:

Missy Alber (Code Enforcement Officer); George Sinner (Senior Code Enforcement Officer); Autumn Downing (Code Enforcement Officer).



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

3 Full Time Employees

CODE AND HEALTH COMPLIANCE

PROGRAM DESCRIPTION

The Code and Health Compliance Department is under the management of the City Planning Department and is responsible for training and issuance of Texas Department of State Health Services Accredited 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, trash, 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.
- Continue to provide and expand the Accredited Food Handler Training program for all food service workers as required by the Texas Food Establishment Rules.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- Obtained Instructor Certification for both ServSafe and Prometric Certified Food Manager Programs and developed a Certified Food Manager Training Program to start in Fiscal Year 2018.
- Successfully completed the Basic Texas Code Enforcement Officer course (newly hired Code Compliance Officer).
- Attended the Texas Environmental Health Conference in San Marcos.
- Certified 464 food handlers and 518 volunteer food handlers through in-class training and three food managers through online courses.
- Completed 340 Food Establishment Health Inspections, 51 Temporary Food Establishment Health Inspections, 9 Certificates of Occupancy Inspections and 20 Foster Inspections.
- Provided food service inspections, permits, and food handler training for vendors at community events, including Rabbit Fest, Krist Kindl Markt, City-wide garage sale, and others.
- Conducted 11 on-site food handler courses training of a total 207 participants.
- Participated in community events including Meet the City and Eco Harvest annual events.

CONTINUING OBJECTIVES

- Continue to maintain the highest standard of compliance on safety and health complaints.
- Provide for continuing education and certification opportunities for Code Compliance Officers.
- Ensure 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 2018

- Obtain Code Enforcement State Registration for new officer.
- Continue to offer in-house food handler classes for the convenience of local food service employees and volunteers at an affordable rate.
- Begin in-house ServSafe Certified Food Manager training program for the convenience of local food service managers.
- 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.

EXPENDITURE SUMMARY

CODE AND HEALTH COMPLIANCE

CATEGORY			Fund Dept#	01 7200
	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ 140,528	\$ 137,695	\$ 137,695	\$ 137,508
Supplies & Materials	5,138	8,558	8,558	7,737
Maintenance & Repair	3,861	6,738	6,738	6,492
Contractual Services	10,798	13,504	13,504	16,468
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 160,325	\$ 166,495	\$ 166,495	\$ 168,205

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

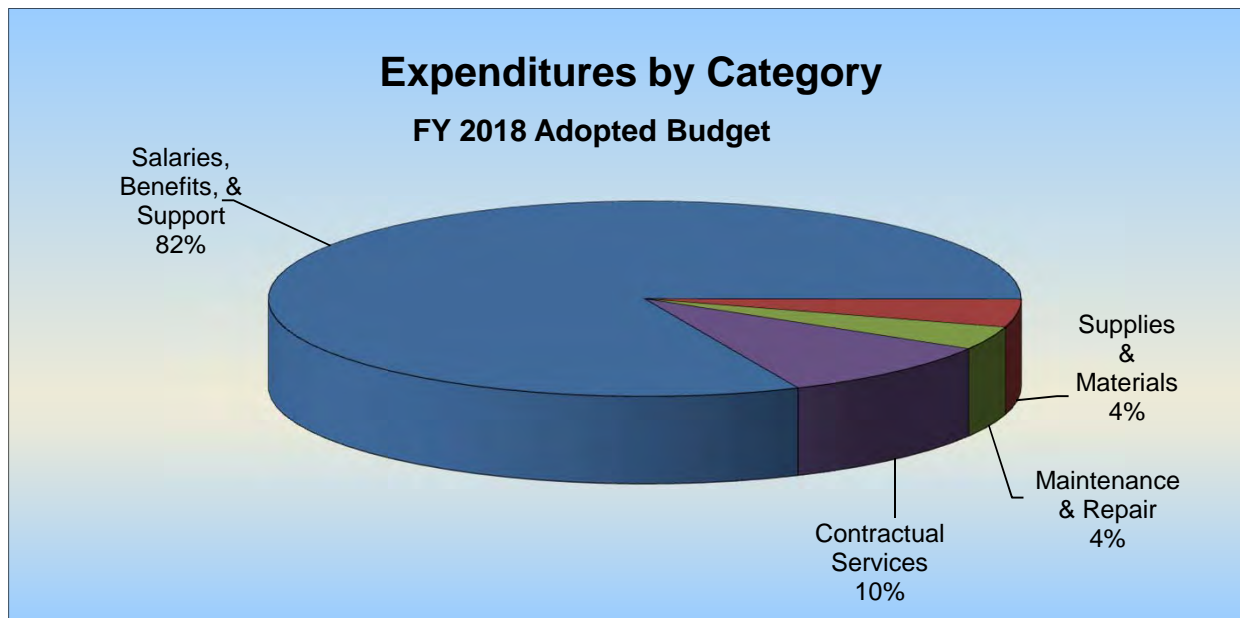
Contractual Services: Increase in Professional Development cost, due to training required for the officers.

Decreases:

Salaries & Benefits: Decrease due to decreased healthcare costs.

Supplies & Materials: TXDSHS Accredited Food Handler Training associated expenses (i.e. purchase of a laptop computer & case, printer, instructor book, ServSafe DVD's)

Maintenance & Repair: Lower cost on annual tires and vehicle repairs.



CODE AND HEALTH COMPLIANCE

01-7200

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 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	-
DEPARTMENT TOTAL	3.5	3.5	3.5	3

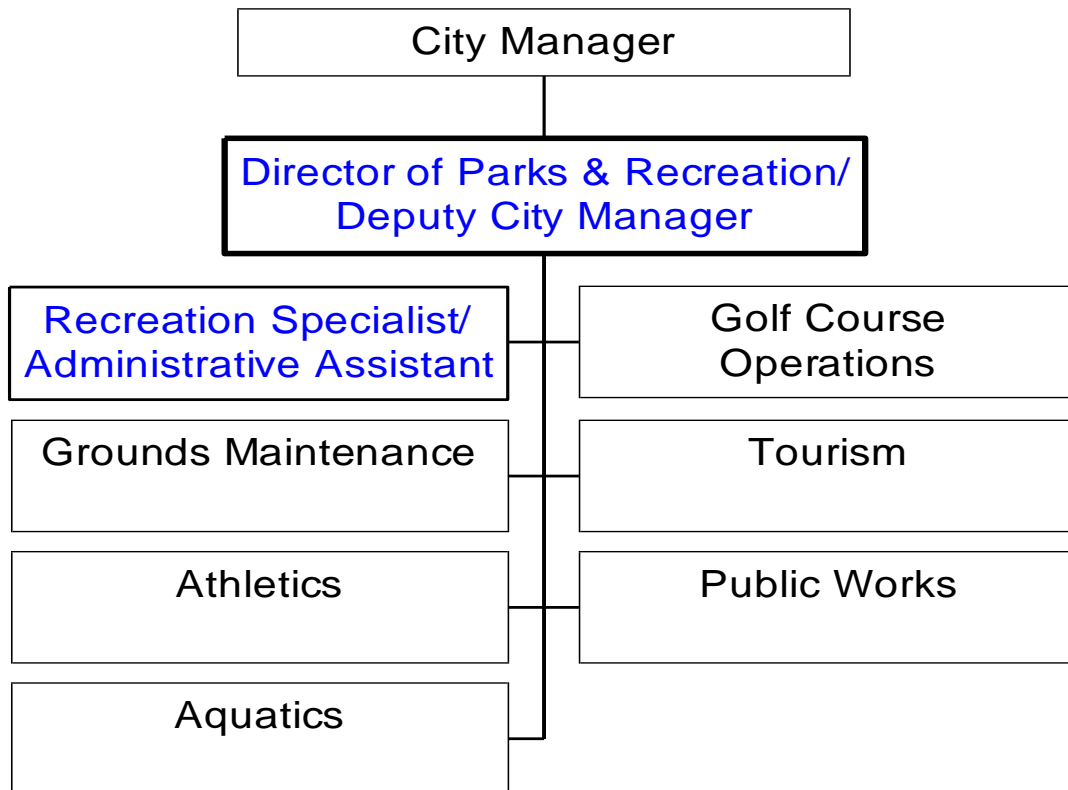
PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
# of Complaints Received and Investigated	4,168	4,200	4,350	4,500
EFFICIENCIES				
Complaints per Code Enforcement Officer/Health Inspector	1,389	1,400	1,450	1,500
EFFECTIVENESS				
% of Complaints Resulting in Voluntary Compliance	95.0%	95.0%	95.0%	95.0%

PARKS & RECREATION ADMINISTRATION



Left to Right:

Ashley Borchers (Recreation Specialist/
Administrative Assistant); Joe Brown (Director
of Parks & Recreation/Deputy City Manager).



The mission of Parks and Recreation Administration is to enhance the quality of life of citizens through the promotion of activities and programs; maintenance of facilities, park lands and cemeteries; and the conservation and management of recreational, cultural and natural resources

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, Various Sport Associations, Boys and Girls Club, various service providers 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 park land 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/parks to improve user satisfaction through the Capital Improvement Plan.
- 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 through various ways i.e. Service provider agreement, Facebook/Communication.
- Develop City Park into 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.
- Continue to leverage our departmental Core Values with our dedicated staff to better serve our community; Exceed Expectations, Embrace change, Customer satisfaction, Diverse opportunities, Health and wellness, Build relationships, Integrity, Create fun, Value people, and Educate.
- Continue to leverage best practices and staff member's efforts to increase our youth leagues in regards to participation numbers.
- Create and establish programs and areas of focus that align with our department core values and mission statement

ACHIEVEMENTS FOR FISCAL YEAR 2017

- Ensured volunteer youth sports coaches completed certification and background checks.
- Created and leveraged community support through the Cove Buzz, a quarterly news brief on parks and recreation, Facebook, Town Hall Meetings, Parent Meetings, Recreation Guide, Aquatic Guide, and school flyers.
- Held our first town hall meeting, in order to discuss large areas of change within our department.
- Created our departmental Facebook page, which is used for advertising and updates on parks and recreation.
- Developed and are currently using the Service provider Agreement to create and offer more programs to our community i.e. Karate, Gym Kix, Aquatic classes to name a few.
- Created and advertised a request for qualifications to attract and secure a qualified engineer and architectural firm to assist the City in the development of park projects for the next five (5) years.
- Certified all Parks and Recreation employees in CPR, First Aid, and AED.
- Developed the parks and recreation City Manager Reports, which are sent each month and cover all areas of parks and recreation, from fiscally to the day to day operations.
- Created and established the "Restoration Fees" in order to fight deferred maintenance throughout our parks.
- Re-structured the grounds crew organizational chart to better serve our parks and facilities
- Created/established the CVB and successfully implemented (5) major tourism branded events within our city.

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.
- Utilize and leverage the restoration funds to fight deferred maintenance.

GOALS FOR FISCAL YEAR 2018

- Strengthen partnerships with outside organizations.
- Implement and support city wide special events.
- Improve advertising for sports and special events in the Central Texas Area.
- Continue to increase our overall participation from service providers to recreation programming.
- Solidify cemetery maintenance with/through Adopt a Cemetery Program.
- Work within the Parks and Facility Capital Improvement Project.
- Look into identifying and securing grants to uplift/repair our CIP program.
- Continue to stand up our Fall Baseball League.

EXPENDITURE SUMMARY

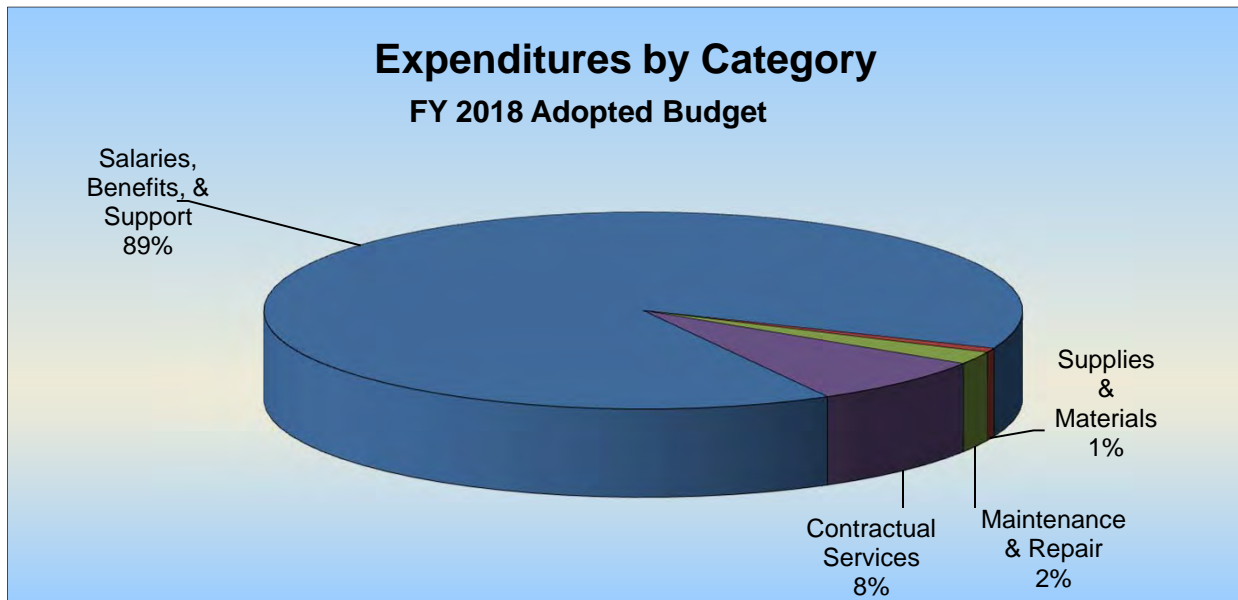
PARKS AND RECREATION ADMINISTRATION

CATEGORY			<i>Fund</i>	<i>01</i>
	FY 2016	FY 2017	FY 2017	FY 2018
	Actual	Current	Year End	Adopted
		Budget	Projection	Budget
Salaries, Benefits, & Support	\$ 156,230	\$ 162,980	\$ 162,980	\$ 169,147
Supplies & Materials	806	1,254	1,254	1,300
Maintenance & Repair	934	2,488	2,488	3,963
Contractual Services	13,240	13,229	13,229	14,948
Designated Expenses	1,978	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 173,188	\$ 179,951	\$ 179,951	\$ 189,358

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

- Salaries & Benefits: Additional responsibilities assigned to the department director; also includes a 1% COLA increase.
- Supplies & Materials: Printer toner/ink need increase.
- Maintenance & Repair: Increased facilities & equipment maintenance.
- Contractual Services: Internet service for department tablets; Staff Professional development requirements.



PARKS AND RECREATION ADMINISTRATION

01-5400

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Director of Parks and Recreation/Deputy City Manager	-	1	1	1
Director of Parks and Recreation	1	-	-	-
Recreation Specialist/Administrative Assistant	1	1	1	1
DEPARTMENT TOTAL	2	2	2	2

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
<i>OUTPUTS</i>				
# of Athletic Games Scheduled	1,218	1,200	1,177	1,325
<i>EFFICIENCIES</i>				
Parks and Recreation Operating Cost per Capita	\$34.52	\$41.55	\$41.55	\$40.80
<i>EFFECTIVENESS¹</i>				
Parks and Recreation Overall Customer Satisfaction	0.0	4.5	4.5	4.5

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



PARKS & RECREATION AND GOLF COURSE MAINTENANCE



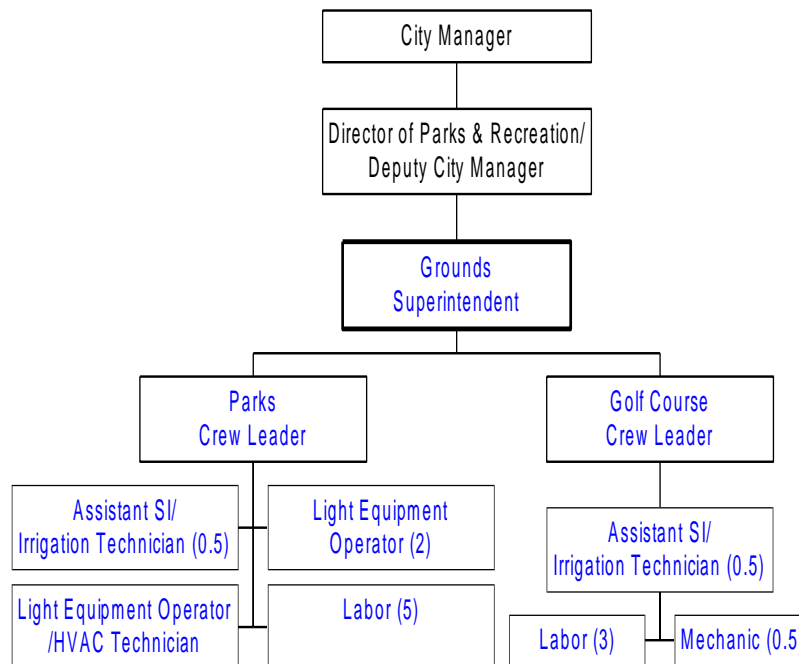
Left to Right:

Front Row:

Dan Woolard (Laborer); Anibal Figueroa (Laborer); Ben Hough (Asst Spv/Irrigation Tech); Robertson Monegro (Laborer); Tyler Rohr (Laborer); Trudy Chapman (Laborer); Ramiro Esquivel (Crew Leader).

Back Row:

Gene Williams (Grounds Superintendent); Christopher Albus (Laborer); Jerry Stanley (Crew Leader); Joseph Ngiraklang (Laborer); Clarence Carson (Light Equipment Operator); Kevin Bell (Light Equipment Operator); Demarius Keys (HVAC Technician/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.

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. It also provides the maintenance of 389 acres of parkland and the administration and maintenance of the municipal cemetery and the golf course.

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 equipment in neighborhood/community parks in order to ensure public safety.
- Improve field surfaces and enhance participant satisfaction.
- Promote safe working environment to protect employees and minimize costs due to injuries and equipment downtime.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- Provided support for special events to include private parties, City sponsored, and military functions by maintaining the Civic Center i.e. waxing floors, cleaning restrooms, and maintaining the outside of the facility.
- Maintained wooden engineering fiber in four playscapes (City Park, South Park, and Kate Street Park).
- Continued to amend the infields of fields 1, 2,3,4,5, and 6 by adding over 80 more tons of engineered dirt material to these playing surfaces. This process was completed after soil samples from pre-existing material were executed to identify what exactly fields needed in order to be most efficient.
- Replaced backstops for fields 1-6.
- Repaired and re-set irrigation heads throughout our sport specific fields.
- Aeration was completed on all sport specific turf to include herbicide applications added quarterly.
- Worked well under the re-structure of the department to include golf and tourism maintenance into general park maintenance division.

CONTINUING OBJECTIVES

- Maintain safe working environment to protect employees and minimize costs due to injuries and equipment downtime.
- Improve field surfaces through executing our turf plan.
- Improve quality of park facilities through preventive and annual maintenance.
- Conduct landscaping, facility maintenance, and HVAC of Municipal buildings.
- Maintain City Cemetery.
- Increase maintenance and turf quality at the golf course.
- Create and establish an internal SOP for equipment checks.

GOALS FOR FISCAL YEAR 2018

- Assist in the park improvements.
- Upgrade/maintain equipment in neighborhood/community parks.
- Improve our sport specific surfaces across the board through staying close to our established turf plan.
- Continue to develop our turf maintenance plan for the parks and the golf course.
- Leverage and utilize grounds maintenance equipment that will both serve the parks, and the golf course turf to include staff.

EXPENDITURE SUMMARY

PARKS AND RECREATION MAINTENANCE

CATEGORY	Fund 01 Dept# 5410			
	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ 387,753	\$ 554,248	\$ 554,248	\$ 563,808
Supplies & Materials	27,983	35,406	35,406	34,888
Maintenance & Repair	39,204	40,595	40,595	32,219
Contractual Services	33,489	24,676	24,676	25,445
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 488,429	\$ 654,925	\$ 654,925	\$ 656,360

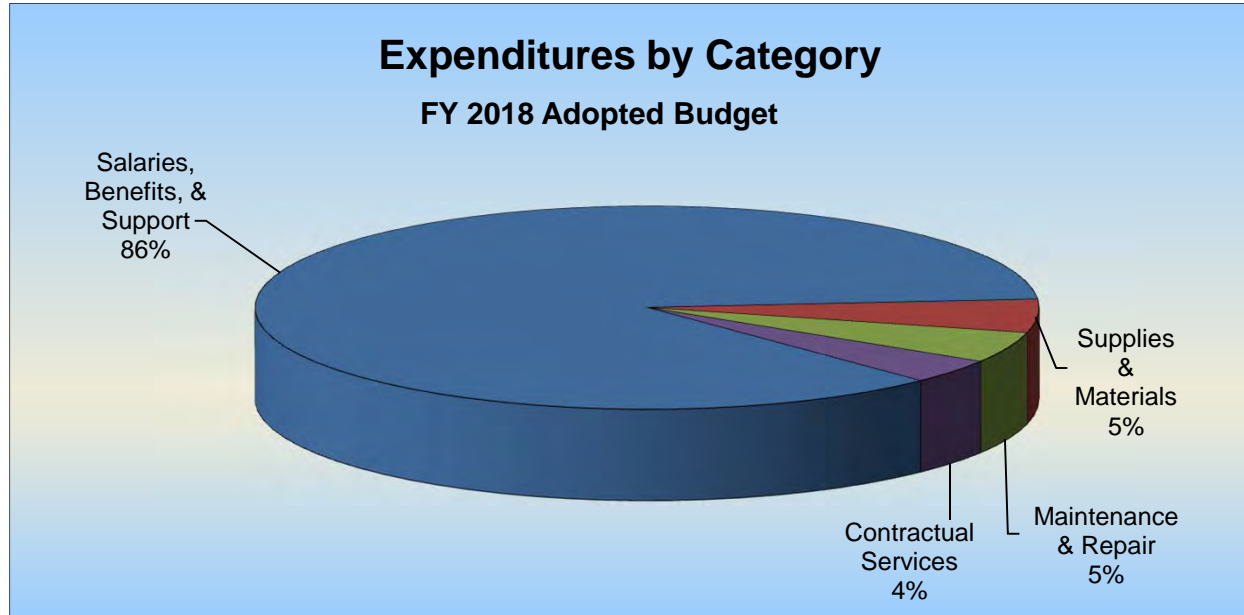
HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

- Salaries & Benefits: Maintenance crew moved from the Golf Course and department was restructured; It also includes a 1% COLA increase.
- Contractual Services: Trencher and Lift rental; energy consumption increase.

Decreases:

- Supplies & Materials: Decrease in needed field/shop supplies.
- Maintenance & Repair: Lower vehicle and equipment maintenance and repair costs anticipated in FY 2018.



PARKS AND RECREATION MAINTENANCE**01-5410**

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Grounds Superintendent	-	1	1	1
Parks Supervisor	1	-	-	-
Crew Leader	-	2	2	2
Assistant Superintendent/Irrigation Tech	0.5	1	1	1
Light Equipment Operator	3	2	2	2
Light Equipment Operator/HVAC Tech	1	1	1	1
Mechanic	-	0.5	0.5	0.5
Laborer	5	8	8	8
DEPARTMENT TOTAL	10.5	15.5	15.5	15.5

Note: FY 2017 Adopted Budget reflects the move of the Golf Course Maintenance staff to this department. The Assistant Superintendent/Irrigation Tech is funded 50/50 between Parks Maintenance and Golf Maintenance departments in FY 2017.

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
# of Acres Maintained	389	389	489	489
# of Fields Maintained	9	9	9	9
Cemeteries Maintained	1	1	1	1
EFFICIENCIES				
Parks Maintenance Operating Cost per Capita	\$14.70	\$19.52	\$19.52	\$19.35
EFFECTIVENESS¹				
Park Maintenance Customer Satisfaction*	0.0	0.0	0.0	4.5

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

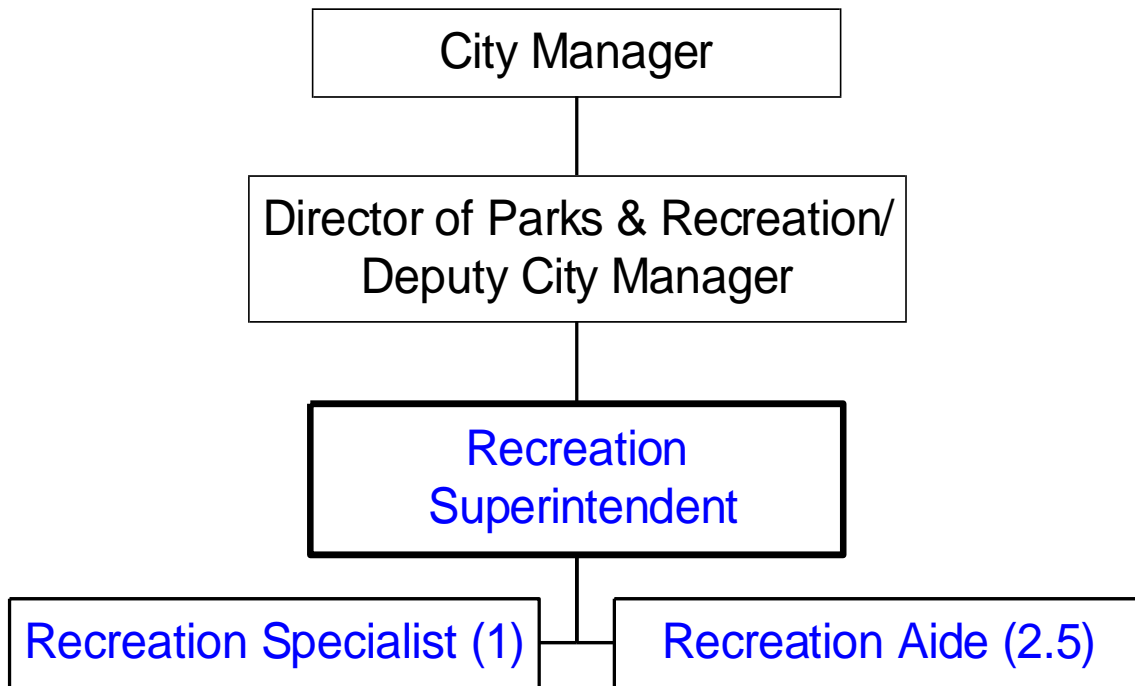
*We have no survey but are working to develop one so that we can start to collect this data in FY 2017/18

PARKS & RECREATION ATHLETICS



Left to Right:

Brandon Nielson (Recreation Aide); Joe Dyer (Recreation Aide); Nicolas Cantrell (Recreation Superintendent); Lynn Ledford (Aquatics Recreation Specialist); 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 Copperas Cove Parks and Recreation Athletics Department is responsible for planning and programming youth and adult sports within the community. Our department's mission is to enhance the quality of life for citizens through the promotion of activities and programs that promote health and wellness. The Athletics department currently develops and administers Youth Tackle Football, Youth Flag Football, Youth Baseball and Softball, T-Ball, Youth Kickball, Youth Soccer, Youth Basketball, Youth Volleyball, and Adult Dodgeball, and various Adult Sports Tournaments. All programs are developed within the city to allow participants to develop both motor and cognitive skills, learn the basics of teamwork and sportsmanship, as well as becoming 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 donations that will enhance youth programming opportunities.
- Engage in obtaining quality youth coaches through training and annual certification.
- Utilize existing operating facilities.
- Improve, expand, and diversify department activities and offerings.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- Entered into a contract with 5 different service providers to offer recreational classes to the community.
- Administered our Parks and Recreation/Golf Course Facebook Page, which YTD has 2,238 likes with a post reach of 7,296 people. Our page has posted events that have reached over 30,000 people.
- Continued to improve our program operations and have largely re-focused these processes: Game format, By-Laws, Practice facilities, Coaches meetings, Team formation, Communication with patrons, Uniforms, Player Ability Assessments.
- Created a Professional Services agreement to contract out Food Trucks to run concessions during athletic games and special events.
- Conducted Youth Basketball program with 470 participants.
 - Offered free camp/clinics to league participants
- Conducted Youth Soccer program (two sessions) with 738 participants.
 - Hosted Challenger Sports - British Soccer Camp.
 - Offered free camp/clinics to league registrants
- Conducted Youth Baseball/Softball programs with 752 participants
 - Hosted MLB Pitch, Hit and Run Local Competition.
 - Hosted the 10U Tight Base Texas Teenage State Tournament (14 Teams) creating a regional impact.
- Coordinated Annual Rabbit Festival Adult Kickball Tournament with 9 teams.
- Conducted Youth Tackle Football program with 146 participants.
 - Mandatory "NFL Heads Up" Youth Coaching Certifications were earned by volunteer coaches.
- Conducted Youth Flag Football program with 119 participants.
- Conducted Start Smart Program (basketball, flag-football, soccer, kickball).
- Obtained donations from Chick- Fil- A for one (1) new scoreboards on Field #4.
- Contracted an officials association (CCOA) to administer officiating / umpiring for all city sporting events. City staff added new contract stipulations regarding officials training.
- Created our Adaptive Sports Program and offered Basketball and Soccer programs with 9 kids participating in both sports.
- Created/Administered Adult Dodgeball League with 4 teams participating.
- Implemented volunteer coaches shirts to identify individuals who passed their criminal background checks.

- Instituted program surveys to track quantify satisfaction rate of community.
- Executed scholarships for community members in need.
- Participated in Combined Recreational activities with Killeen Parks and Recreation, Gatesville Parks & Recreation, FC Belton, and Fort Hood Youth Sports Association.

CONTINUING OBJECTIVES

- Ensure all coaches receive proper certification, education and background checks.
 - Build in coaches training prior to each athletic offering.
- Track and maintain acceptable ratings with organizational performance measures.
- Be creative in marketing efforts to attract more participants.
- Maintain program 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.
- Add value to all youth sports through coach's trainings, skill development camps.

GOALS FOR FISCAL YEAR 2018

- Seek Scoreboard Donations for City Park remaining fields 5, 6, 7, 8, and 9.
- Seek outside funding and sponsorship program to promote improvements to department.
- Bid for tournaments to establish Copperas Cove into a regional hub for athletics.
- Partner w/ a sustainable Travel Team to benefit our youth soccer participants.
- Continue to format and improve our leagues to be of high value.
- Implement more adult sporting leagues.
- Develop more Volunteer Coaches training programs to better serve the youth of our community.
- Meet projected revenue goals for all athletic programs.

EXPENDITURE SUMMARY

PARKS AND RECREATION ATHLETICS

CATEGORY			<i>Fund</i>	<i>01</i>
	FY 2016	FY 2017	FY 2017	FY 2018
	Actual	Current Budget	Year End Projection	Adopted Budget
Salaries, Benefits, & Support	\$ 126,390	\$ 151,306	\$ 151,306	\$ 151,732
Supplies & Materials	135,696	142,657	142,657	143,735
Maintenance & Repair	3,875	20,807	20,807	19,057
Contractual Services	37,511	41,395	41,395	41,700
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 303,472	\$ 356,165	\$ 356,165	\$ 356,224

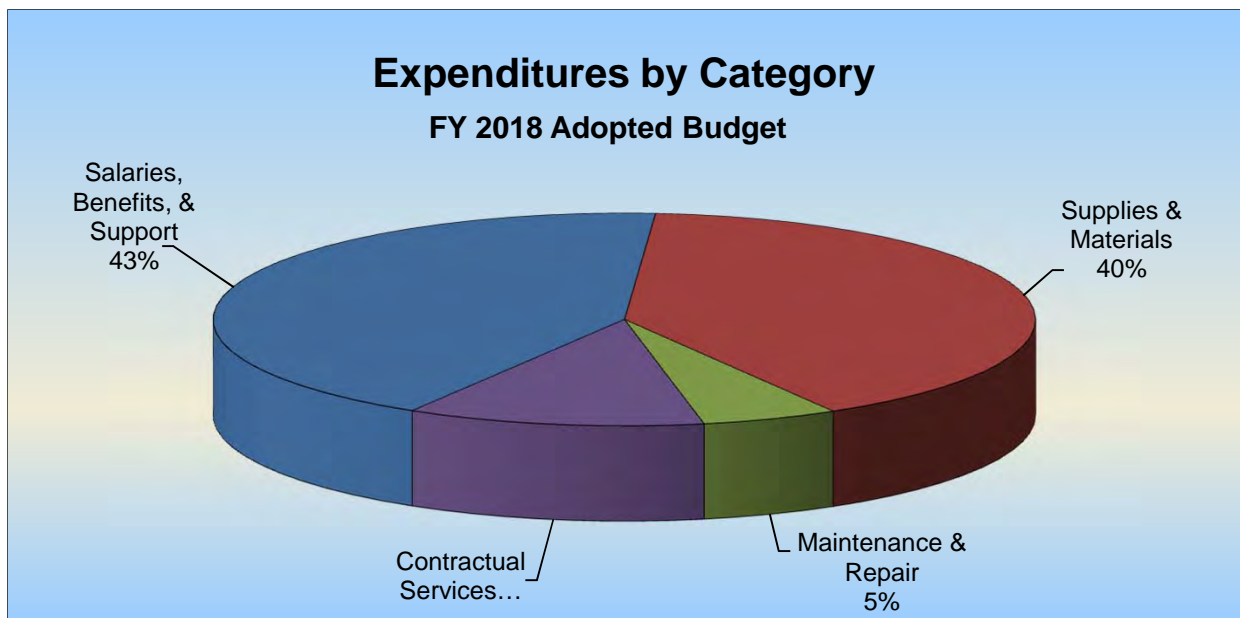
HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

- Salaries & Benefits: Includes a 1% COLA increase.
- Supplies & Materials: Increased program costs due to higher participation.
- Contractual Services: TAAF annual rate increase; Energy consumption increase.

Decreases:

- Maintenance & Repair: Lower vehicle maintenance and repair costs anticipated in FY 2018.



PARKS AND RECREATION ATHLETICS**01-5420**

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Recreation Superintendent	1	1	1	1
Recreation Specialist	1	1	1	1
Recreation Aide	2.5	2.5	2.5	2.5
DEPARTMENT TOTAL	4.5	4.5	4.5	4.5

Note: Recreation Aide positions consists of five (5) part-time positions in FY 2017.

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
# of Tackle Football Participants	154	180	161	200
# of Youth Basketball Participants	424	450	470	475
# of Youth Baseball and Softball Participants	644	720	754	715
# of Soccer Participants	842	825	736	850
# of Volleyball Participants	100	125	82	141
# of Flag Football Participants	161	215	119	220
# of Coaches Certified	430	430	456	450
EFFICIENCIES				
Athletics Department Operating Cost per Capita	\$9.13	\$10.61	\$10.61	\$10.50
Athletics Department Operating Cost per Participant	\$130.53	\$141.62	\$153.39	\$136.96
% of Coaches Certified	100.0%	100.0%	100.0%	100.0%
EFFECTIVENESS¹				
Athletics Customer Satisfaction*	N/A	8.5	8.5	9.0

¹ On a scale from 1 to 10 (10 being the highest).

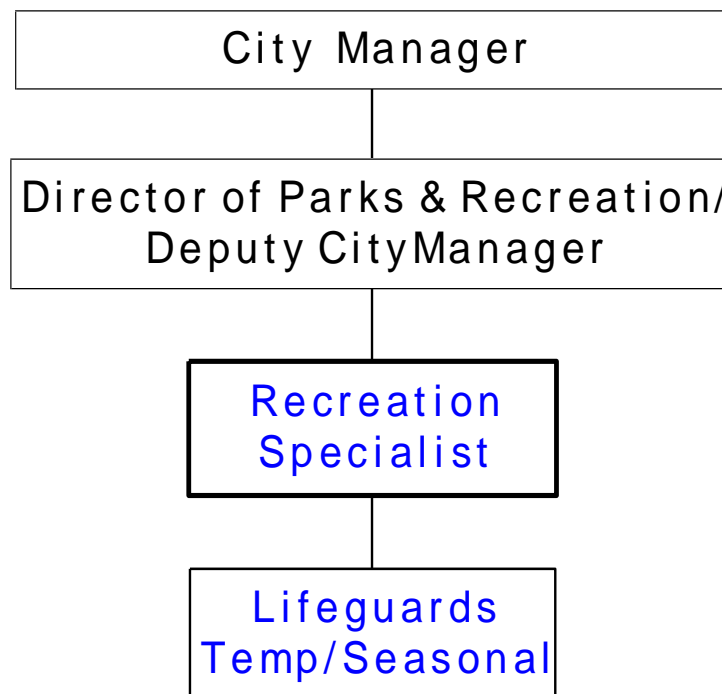
*Program Surveys have been instituted to track quantifiable information



PARKS & RECREATION AQUATICS



Lynn Ledford (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, lap swim, Open Swim, Pool Parties, and a variety of Pool Programming during the season.

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/pool managers/pool cashiers through training and annual certification.
- Train Aquatics Staff to be self-sufficient in Pool Maintenance efforts.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- Conducted swimming lessons for 5 levels of ability, with 288 participant's registered. Registration went from 151 in FY16 to 288 in FY17. Staff offered evening swim lessons which helped increase.
- Planned and administered two dive-in movies during pool season.
- Entered into a Pool Chemical Agreement with local company J&J Pools.
- Conducted water aerobics classes with different levels of difficulty (747 participants).
- Rented Pool facilities thirty eight (33) times.
- Conducted better organized/more effective monthly in-service training for lifeguards.
- Staffed all Pool Reservations for appropriate safety.
- Met required ADA Standards at both City Park and South Park facilities.
- Published Policy and Rules Manual.
- Created a parental handbook on "everything" aquatics.
- Developed a handbook for Lifeguards and Pool Managers.
- Implemented pool punch cards for Aqua Zumba, Water Aerobics, and Lap Swim.
- Effectively advertised aquatic offerings via school flyers, and our Facebook page.
- 19,611 people visited City Pool Facilities.
- Conducted Tuesday / Thursday Night Family Swim, in which 1,267 community members attended.
- Maintained proper coverage of pools throughout Pool Season by keeping an open application process for Lifeguards throughout the Spring and Summer.
- Added Windscreens to City Park Pool.
- Created Aquatics Survey to track customer satisfaction.
- Updated Pool signage i.e. chemical/warning signs, no trespassing signs

CONTINUING OBJECTIVES

- Ensure all lifeguards receive proper certification, training (in-service).
 - Identify, schedule and track in-service objectives and hours.
- Train pool managers and lifeguards on customer service skills.
- Stay under budget for seasonal salaries by keeping pool staffed in the most efficient manner.
- Improve quality of pool facilities through preventive and annual maintenance.
- Attract and retain lifeguards for future pool seasons.
- Increase LTS program participation.

GOALS FOR FISCAL YEAR 2018

- Increase swim lesson participation by offering individual lessons.
- Implement better marketing strategy to increase number of pool rentals.
- Meet all projected revenue goals.
- Increase total number of visitors through City Pool Facilities by adding more/diverse programming and family-fun events.
- Allocate restoration monies to enhance beautification of pool facilities.
- Add windscreens to South Park Pool for protection and safety.

EXPENDITURE SUMMARY

PARKS AND RECREATION AQUATICS

CATEGORY			<i>Fund</i>	<i>01</i>
	FY 2016	FY 2017	FY 2017	FY 2018
	Actual	Current	Year End	Adopted
		Budget	Projection	Budget
Salaries, Benefits, & Support	\$ 120,960	\$ 106,957	\$ 106,957	\$ 112,311
Supplies & Materials	29,556	35,312	35,312	35,905
Maintenance & Repair	4,062	24,191	24,191	5,026
Contractual Services	3,147	4,300	4,300	4,300
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 157,725	\$ 170,760	\$ 170,760	\$ 157,542

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

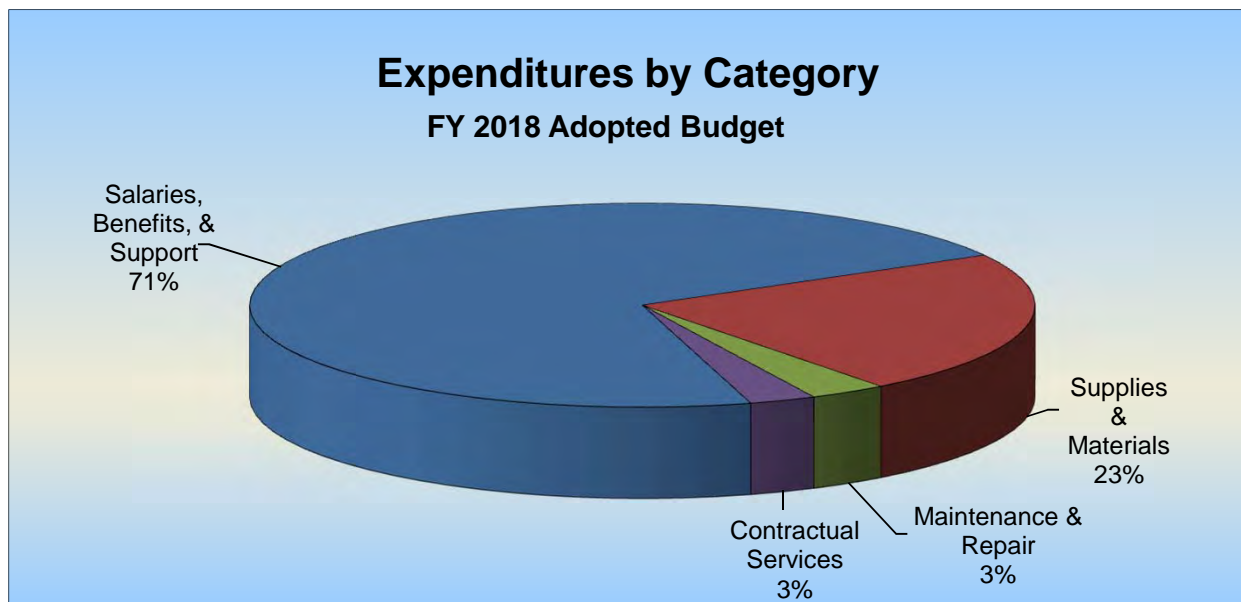
Increases:

Salaries & Benefits: Salary savings were realized in FY 2017 due to vacancies; It also includes a 1% COLA increase.

Supplies & Materials: Increased program costs due to higher participation.

Decreases:

Maintenance & Repair: City park pool leak repair during FY 2017.



PARKS AND RECREATION AQUATICS**01-5430**

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Recreation Specialist	1	1	1	1
DEPARTMENT TOTAL	1	1	1	1

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
<i>OUTPUTS</i>				
# of Patrons through the Gate for Public Swim	16,238	13,607	18,333	17,286
# of Students in Swim Lessons	144	278	268	260
# of Pools Maintained	2	2	2	2
# of Private Parties	30	58	33	30
# of Patrons in Water Fitness Classes	500	1,000	747	750
<i>EFFICIENCIES</i>				
Aquatics Department Operating Cost per Capita	\$4.75	\$5.09	\$5.09	\$4.64
Aquatics Department Operating Cost per Patron	\$9.33	\$11.43	\$8.81	\$8.60
<i>EFFECTIVENESS</i> ¹				
Public Swim Customer Satisfaction*	0.0	0.0	0.0	4.5
Swim Lessons Customer Satisfaction*	0.0	0.0	0.0	4.5

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

*Survey results will be quantified in October 2017



PARKS & RECREATION SPECIAL EVENTS



The Special Events Division of Parks & 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 Round-Up



Fall-O-Ween Festival



Cove Tree Lighting

EXPENDITURE SUMMARY

PARKS AND RECREATION SPECIAL EVENTS

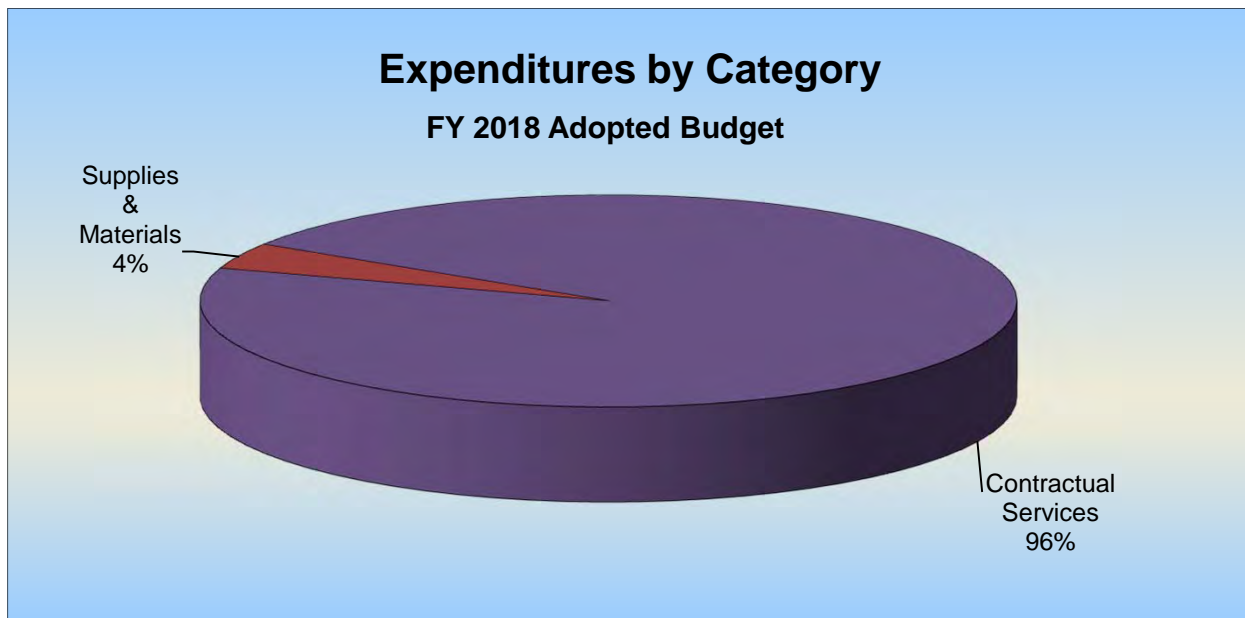
CATEGORY	Fund 01		Dept# 5440	
	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ -	\$ -	\$ -	\$ -
Supplies & Materials	650	950	950	975
Maintenance & Repair	-	-	-	-
Contractual Services	23,447	31,534	31,534	23,500
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 24,097	\$ 32,484	\$ 32,484	\$ 24,475

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

Supplies & Materials: Increase of printing cost for school flyers.

Contractual Services: Current year expense includes the cost of a custom built float for the Rabbit Fest Pageant.



PARKS AND RECREATION SPECIAL EVENTS**01-5440**

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
<i>OUTPUTS</i>				
# of Easter Egg Hunt Participants	300	300	600	700
# of Fishing in the Park Participants	250	250	300	300
<i>EFFICIENCIES</i>				
Operating Cost per Capita for Special Events	\$0.73	\$0.97	\$0.97	\$0.72
<i>EFFECTIVENESS</i>¹				
Special Events Customer Satisfaction **	4.5	4.5	4.5	4.5

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



LIBRARY



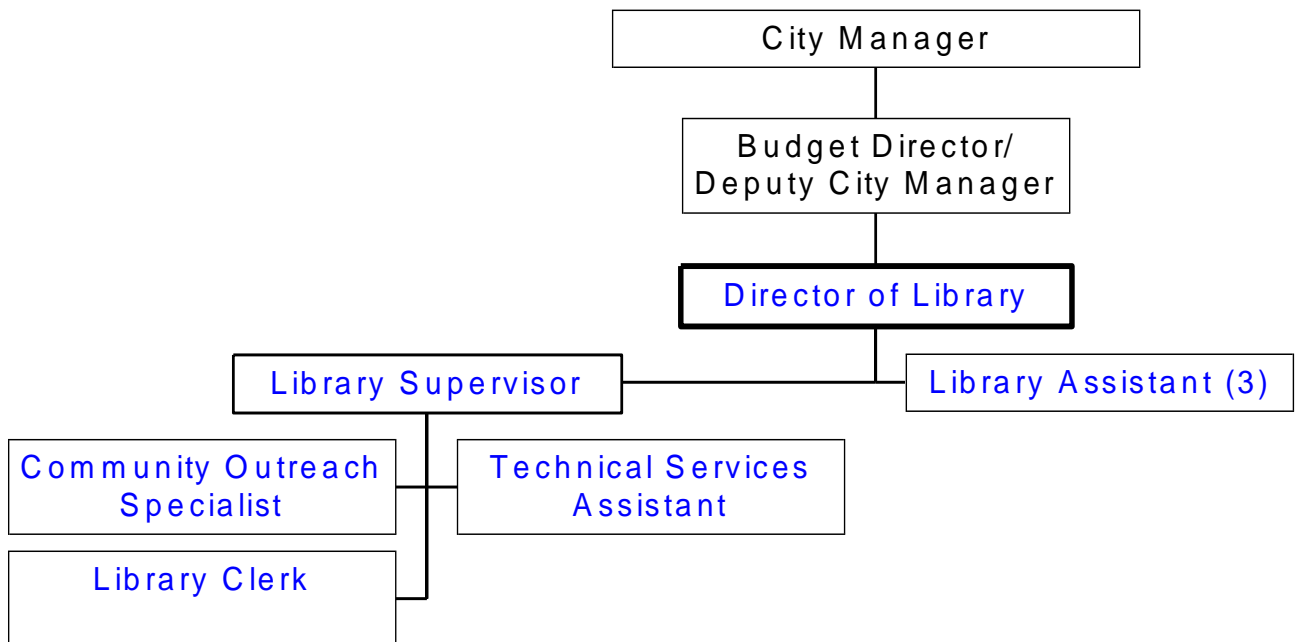
Left to Right:

Front Row (Sitting):

Anita Schultz (Library Assistant);
Valerie Reynolds (Library Supervisor);
Michele Adkins (Library Assistant).

Back Row (Standing):

Suzanne Hutcherson (Technical Services Assistant); Jeri Wood (Community Outreach Specialist); Kevin Marsh (Director of Library); Martha Dye (Library Assistant).



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.

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. Other services include 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 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 2017

- Maintained accreditation by the Texas State Library & Archives Commission.
- Provided access to e-books and downloadable e-materials.
- Provided informative programs on diverse topics for individuals and families.
- Expanded Summer Reading participation with evening programs.
- Replaced older under-used materials with current materials so that less than 25% of the entire collection is over 20 years old and less than 50% of the collection is over 5 years old.
- Completed revisions and updates to library policies and procedures.
- Worked with an architect to complete planning for library renovations.

CONTINUING OBJECTIVES

- Continue to select and circulate high-demand information resources in book, audiobook, DVD, e-book and other formats.
- Continue to remove under-used older materials to maintain a current collection.
- 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 2018

- Work with the architect and contractors to complete funded library renovations.
- Expand Adult programs, outreach and reference services.
- Expand after-school and Christmas break programs for school-age children.
- Upgrade bandwidth and printing access for public and Wi-Fi users.
- Give presentations at multiple community organizations to support fundraising for the renovation project.

EXPENDITURE SUMMARY

LIBRARY

CATEGORY			<i>Fund</i>	<i>01</i>
	FY 2016	FY 2017	FY 2017	FY 2018
	Actual	Current	Year End	Adopted
		Budget	Projection	Budget
Salaries, Benefits, & Support	\$ 284,128	\$ 290,592	\$ 290,592	\$ 326,134
Supplies & Materials	15,694	19,805	19,805	20,021
Maintenance & Repair	20,444	45,883	45,883	17,367
Contractual Services	49,146	54,469	54,469	54,502
Designated Expenses	376	850	850	850
Capital Outlay & Improvements	34,334	36,306	36,306	29,700
Total	\$ 404,122	\$ 447,905	\$ 447,905	\$ 448,574

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

Salaries & Benefits: Salary savings were realized in FY 2017 due to vacancies & assisting at the Utility Admin Department; It also includes a 1% COLA increase.

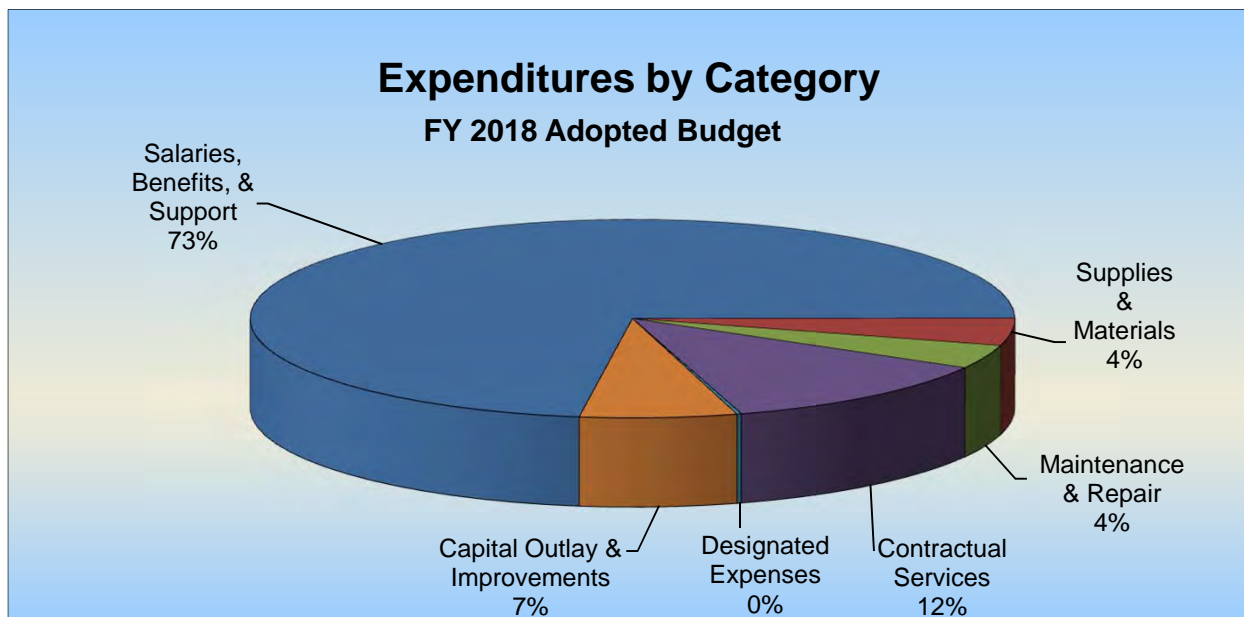
Supplies & Materials: Increased need for supplies and materials due to various programs/activities.

Contractual Services: Increased cost on dues and subscription.

Decreases:

Maintenance & Repair: Year End Projection includes door replacements and other building repair/maintenance costs.

Capital Outlay & Improvements: Reduced book collection costs.



LIBRARY**01-7100**

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Library Director	1	1	1	1
Library Supervisor	1	1	1	1
Library Assistant	2	3	3	3
Community Outreach Specialist	1	1	1	1
Library Clerk	1	1	1	1
Technology Services Assistant	1	1	1	1
DEPARTMENT TOTAL	7	8	8	8

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

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
Program Attendance	9,995	10,000	9,250	10,000
Annual Visits	84,969	90,000	83,250	90,000
Circulated Items (physical and digital)	86,372	85,000	91,000	93,000
Questions Answered	30,775	30,000	35,000	35,000
EFFICIENCIES				
Program Attendance per FTE Library Employee	1,428	1,250	1,156	1,250
# of Library Visits per FTE Library Employee	12,138	11,250	10,406	11,250
Operating Costs per Library Visit	\$4.76	\$4.98	\$5.38	\$4.98
EFFECTIVENESS				
% Increase in Program Attendance		0%	-7%	8%
% Increase in Annual Visits		6%	-2%	8%
% Increase in Circulated Items		-2%	5%	2%

GENERAL FUND NON-DEPARTMENTAL



PROGRAM DESCRIPTION

Historically, this department has been used to account for fund-wide expenses, including property and liability insurance coverage, unemployment compensation, City's local match to Hill Country Transit District (HOP), 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 tenth Annual State of the City Address and the ninth Annual Meet the City event in the Spring of 2018. 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.



EXPENDITURE SUMMARY

NON-DEPARTMENTAL

CATEGORY			<i>Fund</i>	<i>01</i>
	FY 2016	FY 2017	FY 2017	FY 2018
	Actual	Current	Year End	Adopted
		Budget	Projection	Budget
				7500
Salaries, Benefits, & Support	\$ 50,791	\$ 99,250	\$ 99,250	\$ 108,015
Supplies & Materials	5,039	3,878	3,878	4,885
Maintenance & Repair	46,272	43,772	43,772	45,944
Contractual Services	102,551	179,040	179,040	115,999
Designated Expenses	148,571	158,571	158,571	181,728
Capital Outlay & Improvements	44,711	8,562	8,562	-
Economic Development Incentives	201,792	203,164	203,164	354,000
Grant Matches	-	15,000	15,000	-
Total	\$ 599,727	\$ 711,237	\$ 711,237	\$ 810,571

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

Salaries & Benefits: Increased funding for Outside Agencies as directed by City Council.

Supplies & Materials: Current FY does not include any paper supply orders.

Maintenance & Repair: Increase due to Incode Content Manager.

Designated Expenses: Increased insurance premiums (TML); Savings were realized in the current year employee activities account.

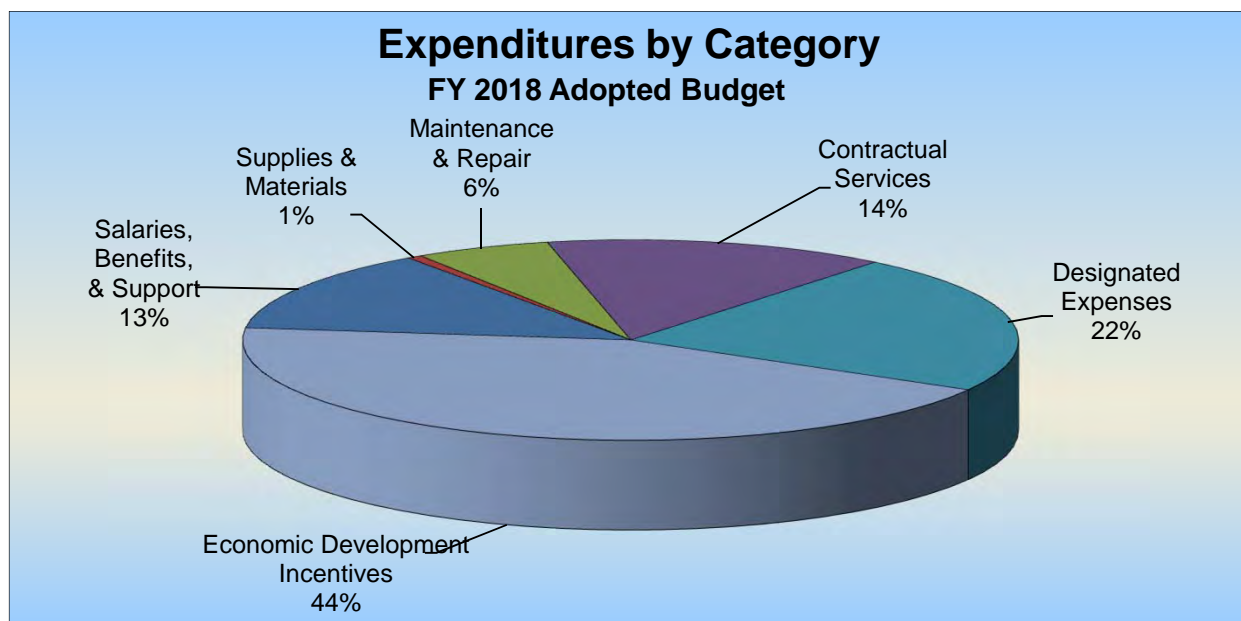
Economic Development Incentives: Incentive (property and sales taxes) for economic development at Shops at Five Hills and Home Base.

Decreases:

Contractual Services: State Legislative Services cost was included in FY 2017.

Capital Outlay & Improvements: The West Gateway Monument Sign project completed in FY 2017.

Grant Matches: FY 2017 includes a grant match for Prevention & Safety.



Water & Sewer Fund



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 2018 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 13,750 residential and commercial customers through the Water & Sewer Fund. The proposed 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 2014	FY 2015	FY 2016	FY 2017	FY 2018
REVENUES	Actual	Actual	Actual	Projected	Adopted
Sale of Water	5,136,963	5,551,053	5,384,951	5,853,796	5,974,912
Sewer Revenues	4,773,232	5,005,057	4,844,736	5,265,113	5,374,052
Service Charges	127,970	171,027	137,218	132,097	134,503
Late Payment Charges	306,640	306,615	334,366	35,000	240,000
Other Income	116,804	192,261	121,924	85,090	80,330
TOTAL	10,461,609	11,226,013	10,823,195	11,371,096	11,803,797
EXPENSES					
Salaries & Benefits	1,817,118	1,884,137	1,858,243	1,815,644	1,799,278
Supplies & Materials	263,287	272,060	244,801	247,753	237,354
Repairs & Maintenance	317,782	341,053	334,114	458,476	343,755
Contractual Services	1,427,014	1,541,327	1,288,816	2,029,628	2,081,937
Designated Expenses	5,393,426	5,819,923	5,622,192	6,631,028	7,140,722
Capital Outlay	7,831	41,651	48,134	104,359	6,200
Transfers	795,000	835,000	895,000	939,750	939,750
Transfer Out	-	330,000	-	3,000,000	-
Miscellaneous	75,611	43,336	280,575	780,953	80,684
TOTAL	10,097,069	11,108,487	10,571,875	16,007,591	12,629,680
Revenues Over/(Under)					
Expenses	364,540	117,526	251,320	(4,636,495)	(825,883)
TOTAL	10,461,609	11,226,013	10,823,195	11,371,096	11,803,797

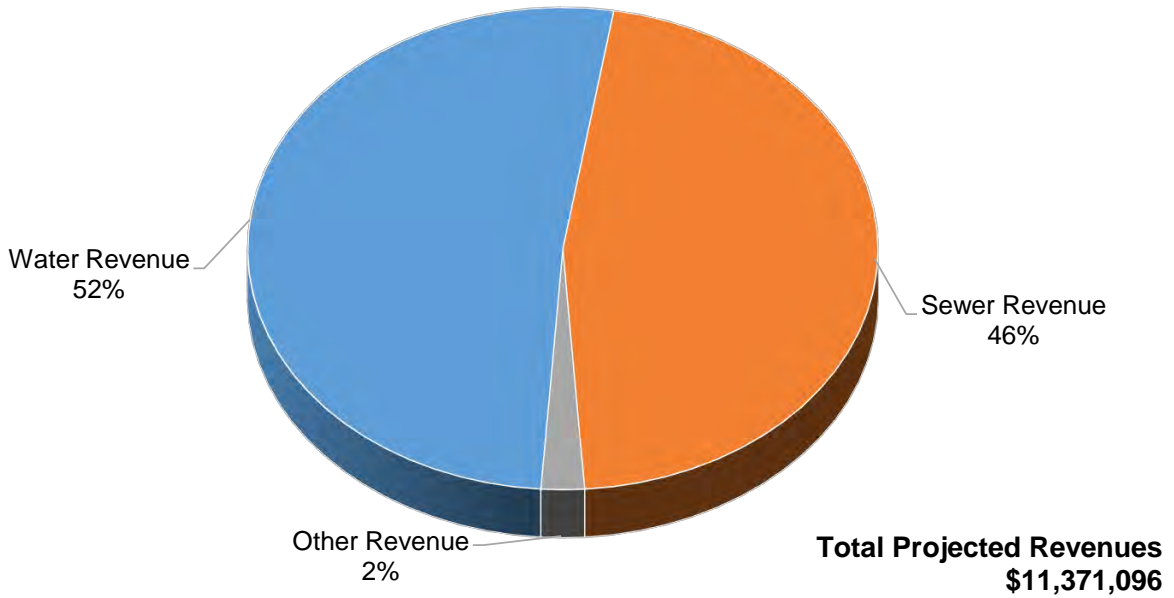
CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2017-18 ADOPTED BUDGET
WATER & SEWER FUND
SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE

Description	Actual FY 2015-16	Current Budget FY 2016-17	Projected FY 2016-17	Adopted Base Budget FY 2017-18	New Requests FY 2017-18	Adopted FY 2017-18
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 3,124,563	\$ 3,375,883	\$ 3,375,883	\$ 1,707,138	\$ -	\$ 1,707,138
TOTAL BEGINNING FUND BALANCE	\$ 3,124,563	\$ 3,375,883	\$ 3,375,883	\$ 1,707,138	\$ -	\$ 1,707,138
REVENUES:						
Water Revenue	\$ 5,480,854	\$ 6,049,764	\$ 6,049,764	\$ 6,170,760	\$ -	\$ 6,170,760
Sewer Revenue	4,931,019	5,472,000	5,441,373	5,550,204	-	5,550,204
Senior Citizen Discount	(182,186)	(204,000)	(372,228)	(372,000)	-	(372,000)
Water Tap Fees	39,873	33,600	41,533	42,360	-	42,360
Sewer Tap Fees	11,870	12,000	12,810	13,200	-	13,200
Connect/Disconnect Fee	73,644	74,004	70,927	71,640	-	71,640
Composting Sales Revenue	3,623	4,420	2,789	3,655	-	3,655
Service Charge-NSF check	4,830	4,200	2,540	3,048	-	3,048
Subtotal	\$ 10,363,527	\$ 11,445,988	\$ 11,249,508	\$ 11,482,867	\$ -	\$ 11,482,867
Admin Reimb-Drainage	\$ 20,250	\$ 20,500	\$ 20,500	\$ 20,800	\$ -	\$ 20,800
Interest Revenue	15,723	7,800	7,800	7,800	-	7,800
Admin Fees	124	122	122	130	-	130
Late Charge For Billing	334,366	327,000	35,000	240,000	-	240,000
Miscellaneous Revenues	53,874	62,004	21,418	21,600	-	21,600
Insurance Proceeds	1,900	-	-	-	-	-
Cash Over (Short)	53	-	-	-	-	-
Credit Card Convenience Fee	3,378	2,400	1,498	600	-	600
Auction Proceeds	30,000	7,000	3,000	30,000	-	30,000
Subtotal	\$ 459,668	\$ 426,826	\$ 89,338	\$ 320,930	\$ -	\$ 320,930
TOTAL REVENUE	\$ 10,823,195	\$ 11,872,814	\$ 11,338,846	\$ 11,803,797	\$ -	\$ 11,803,797
TOTAL FUNDS AVAILABLE	\$ 13,947,758	\$ 15,248,697	\$ 14,714,729	\$ 13,510,935	\$ -	\$ 13,510,935
EXPENDITURES:						
Public Works Administration (80)	\$ 231,057	\$ 391,058	\$ 309,082	\$ 343,375	\$ 8,000	\$ 351,375
Utility Administration (81)	538,146	853,126	821,165	879,571	42,425	921,996
Water Distribution (82)	1,272,716	1,406,193	1,378,784	1,438,126	-	1,438,126
Sewer Collection (83)	515,311	539,939	523,172	493,928	13,100	507,028
Wastewater Treatment (84)	74,056	246,131	246,908	75,484	-	75,484
Composting (84-01)	13,963	100,040	92,097	100,070	-	100,070
Wastewater - South Plant (84-02)	222,828	266,810	289,830	250,383	-	250,383
Wastewater - NE Plant (84-03)	336,698	413,996	414,174	394,825	-	394,825
Wastewater - NW Plant (84-04)	458,456	495,385	486,910	483,422	-	483,422
Wastewater - Lab (84-05)	37,553	41,810	39,361	43,125	-	43,125
Non-Departmental (85)	3,024,766	4,005,071	4,108,150	3,489,311	-	3,489,311
OPERATING EXPENDITURES	\$ 6,725,550	\$ 8,759,559	\$ 8,709,633	\$ 7,991,620	\$ 63,525	\$ 8,055,145
OTHER EXPENDITURES:						
Capital Outlay	\$ 48,134	\$ 98,159	\$ 104,359	\$ 6,200	\$ -	\$ 6,200
Public Loan-380 Agreement	-	3,000,000	3,000,000	-	-	-
Principal & Int Debt Pymts	3,798,191	3,871,554	4,193,599	4,568,335	-	4,568,335
TOTAL OTHER EXPENDITURES	\$ 3,846,325	\$ 6,969,713	\$ 7,297,958	\$ 4,574,535	\$ -	\$ 4,574,535
TOTAL EXPENDITURES	\$ 10,571,875	\$ 15,729,272	\$ 16,007,591	\$ 12,566,155	\$ 63,525	\$ 12,629,680
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 3,375,883	\$ (480,575)	\$ (1,292,862)	\$ 944,780	\$ (63,525)	\$ 881,255
TOTAL ENDING FUND BALANCE	\$ 3,375,883	\$ (480,575)	\$ (1,292,862)	\$ 944,780	\$ (63,525)	\$ 881,255
ADJUSTMENT-ECONOMIC DEV LOAN						
1st Amendment to 5 Hills 380 Agmt	\$ -	\$ 3,000,000	\$ 3,000,000	\$ -	\$ -	\$ -
TOTAL ENDING FUND BALANCE	\$ 3,375,883	\$ 2,519,425	\$ 1,707,138	\$ 944,780	\$ (63,525)	\$ 881,255
IDEAL FUND BALANCE	\$ 1,681,388	\$ 2,189,890	\$ 2,177,408	\$ 1,997,905		\$ 2,013,786
OVER (UNDER) IDEAL FUND BALANCE	\$ 1,694,495	\$ 329,535	\$ (470,270)	\$ (1,053,125)	\$ (63,525)	\$ (1,132,531)

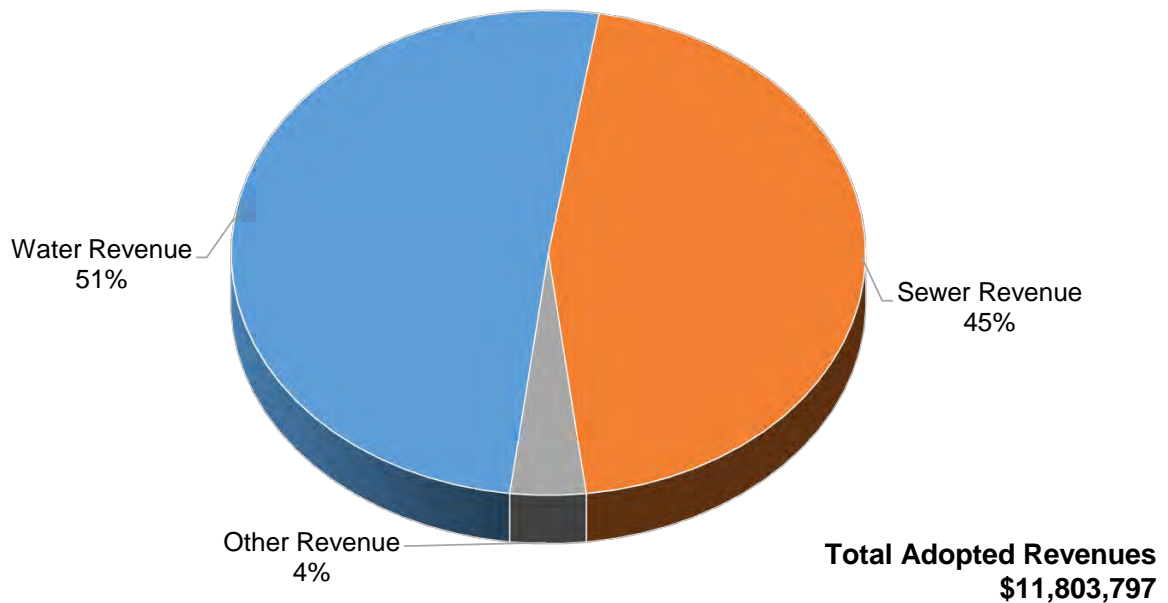
* The Current Budget Includes budget amendments approved by City Council throughout the fiscal year.

**City of Copperas Cove, Texas
FY 2018 Adopted Budget
Water and Sewer Fund
Budgeted Revenues by Source Comparison**

Fiscal Year 2016-2017 Projected Revenue

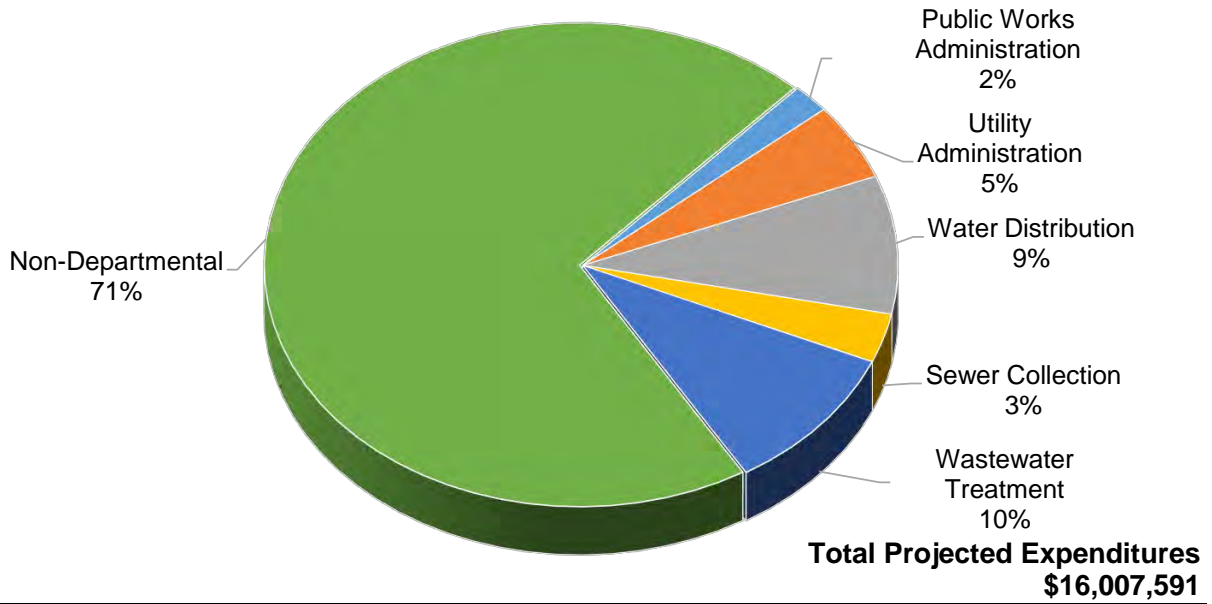


Fiscal Year 2017-2018 Adopted Revenue

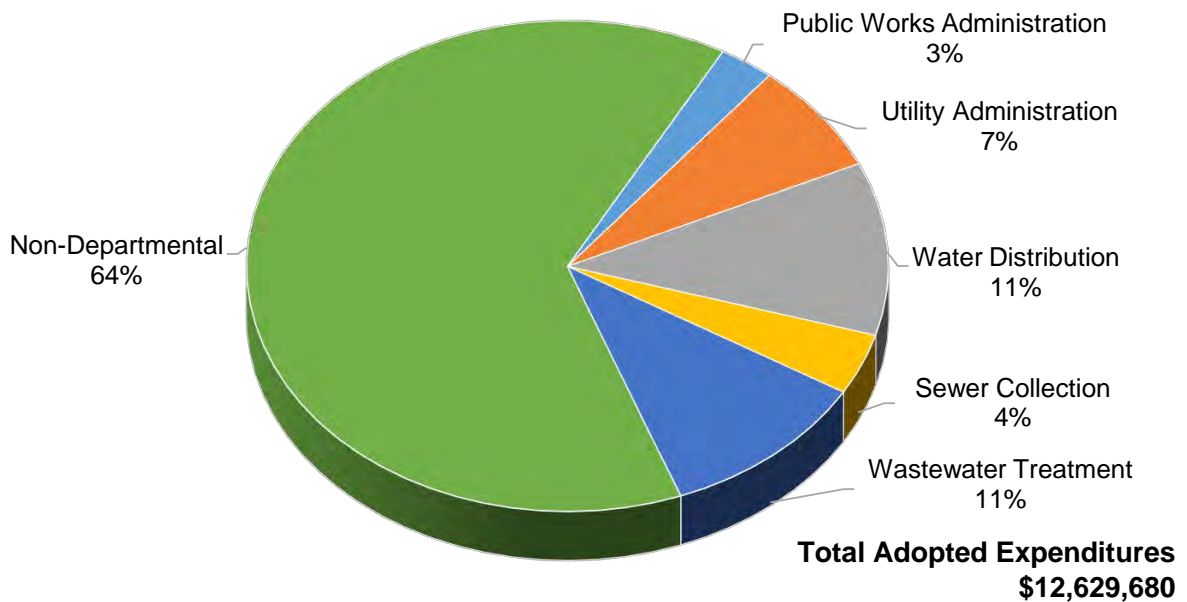


**City of Copperas Cove, Texas
 FY 2018 Adopted Budget
 Water and Sewer Fund
 Budgeted Expenditures by Function Comparison**

Fiscal Year 2016-2017 Projected Expenditures

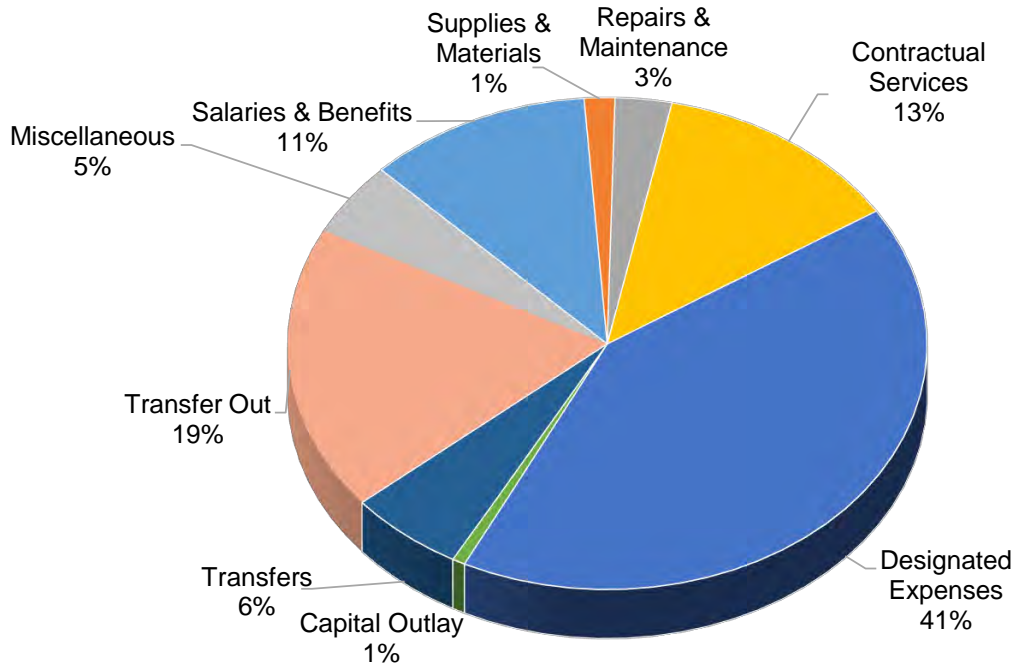


Fiscal Year 2017-2018 Adopted Expenditures



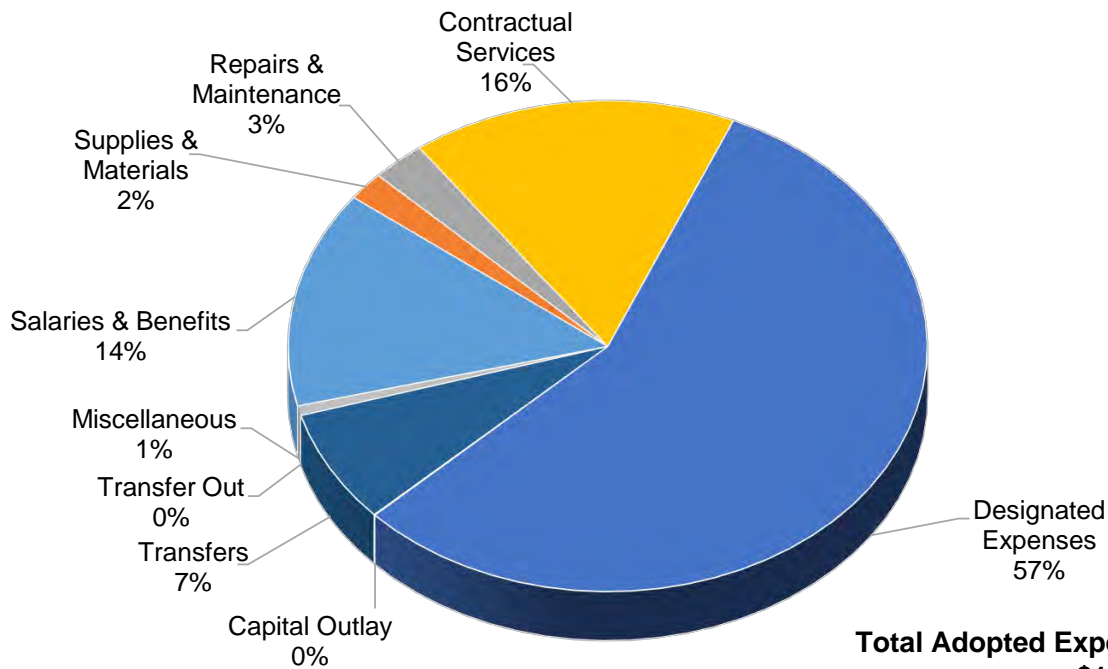
**City of Copperas Cove, Texas
FY 2018 Adopted Budget
Water and Sewer Fund
Budgeted Expenditures by Object Comparison**

Fiscal Year 2016-2017 Projected Expenditures



**Total Projected Expenditures
\$16,007,591**

Fiscal Year 2017-2018 Adopted Expenditures



**Total Adopted Expenditures
\$12,629,680**

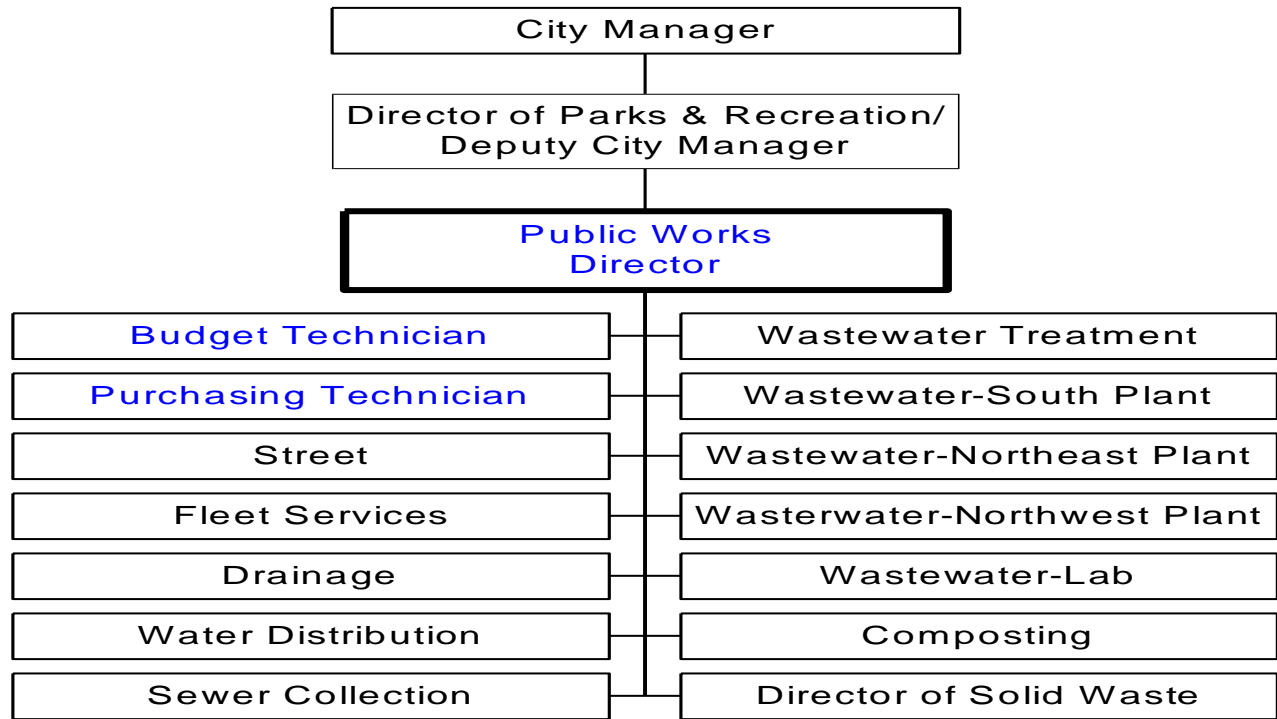


PUBLIC WORKS ADMINISTRATION



Left to Right:

Tracy Molnes (Purchasing Technician); Michael Cleghorn (Director of Public Works); Cynthia Taylor (Budget Technician).



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

PUBLIC WORKS ADMINISTRATION

PROGRAM DESCRIPTION

Public Works Administration office main mission is to administer the City's Wastewater Treatment, Water Distribution, Sewer Collection, Fleet Services, Street, Drainage, Composting, and Solid Waste 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 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 include other tasks and responsibilities of this department.

MAJOR DEPARTMENT GOALS

- Ensure operation of Public Works departments meet or exceed Federal, State, and local requirements.
- Plan for the future needs of the City using Master Planning documents and the Water Model as guides.
- Strive for more efficient operations in all departments and foster a work environment focused on teamwork.
- Complete succession plans for all departments.
- Research and implement a Public Works, work order tracking system for all departments with the exception of Solid Waste (i.e., City Works).
- Research and implement a service verification and GPS tracking system for Solid Waste (i.e., Routeware).
- Realign Solid Waste organizational structure to a more functional versus the vertical structure used now.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- 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.
- Educated citizens on all Public Works Operations via Focus Groups, PIO, and Website.
- Worked with Water Distribution Department to improve the Backflow/Cross Connection Program process.
- Worked with LAN on Hughes Garden Drainage Project.
- Completed NW WWTP Phase 1/2 Rehab.
- Worked with LAN & TxDOT to complete Utility relocation on FM 116.
- Installed 300,000-gallon elevated storage tank at Mountain North Top.
- Purchased pickup truck for Public Works Administration.
- Completed Mountain Top North Water Improvements.
- Completed the Killeen 500K Gallon Tank Rehab project.
- Completed phase1 of the Southwest Water Improvements/Business 190 Water Line Looping project.
- Redesigned new PW website
- Created PW Mission, Vision, and Mission statements.
- Purchased replacement vehicles for SW residential collections.
- Hired Solid Waste Director.

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 2018

- 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, including an amendment for the Reuse Plan.
- Work with LAN Engineering to complete a Drainage Master Plan.
- Review wastewater master plan when complete for 5 year CIP for wastewater.
- Work with the City engineer to implement/updated Standards & Details.
- Update the Water Conservation and Contingency Plan to include stage 1 voluntary restrictions.
- Replace 1,200 linear feet of 18" clay sewer line in City Park, Phase 1.
- Replace remaining 4,000 linear feet of 18" clay sewer line in park sewer project phase 2.
- Complete Hughes Garden Drainage Project.
- Complete Phases 2 and 3 of the Southwest Water Improvements Project, in conjunction with Creekside Hill infrastructure.
- Purchase and receive a grapple truck and a garbage trucks for the Solid Waste department.
- Complete five year WWTP permits with UEG.
- Develop and implement Storm Water Management Plan/MS4 ordinance.
- Complete the Oak Hill Drive water improvement project.
- Complete the SWWWTP Skimmer Pipe replacement project with LAN.
- Review water model to determine 5 year CIP for water.
- Complete Oak Hill Drive Water Improvements with Jones-Heroy.
- Complete the South WWTP Skimmer Pipe Replacement Project with LAN.
- Begin streamlining the Solid Waste Department enabling more efficient day-to-day operations, in order to provide better service to residents and better maintenance of Solid Waste vehicles and equipment.

EXPENDITURE SUMMARY

PUBLIC WORKS ADMINISTRATION

CATEGORY	Fund 02 Dept# 8000			
	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ 173,717	\$ 228,577	\$ 228,577	\$ 264,603
Supplies & Materials	1,718	3,277	3,277	5,156
Maintenance & Repair	791	1,679	1,679	6,257
Contractual Services	54,831	75,549	75,549	75,359
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 231,057	\$ 309,082	\$ 309,082	\$ 351,375

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

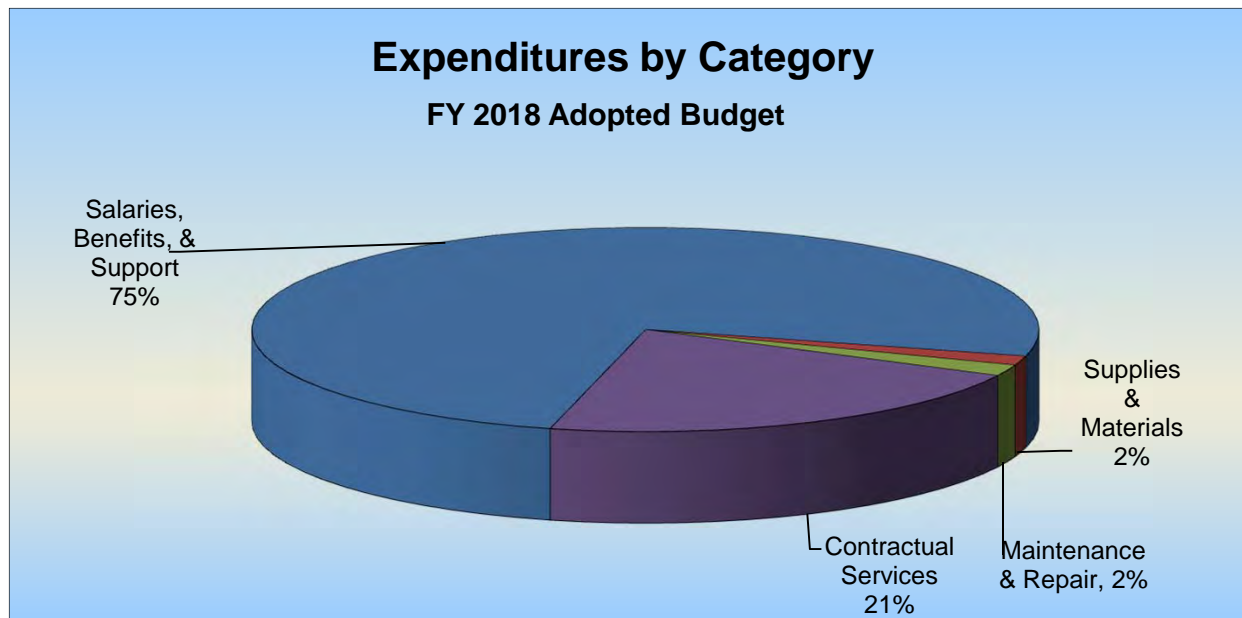
Salaries & Benefits: Salary savings were realized in FY 2017 due to vacancies; adjustment for staff transferred at a higher rate of pay; It also includes a 1% COLA increase.

Supplies & Materials: Includes purchase of two monitors, a CPU and a conference phone.

Maintenance & Repair: Repair and paint inside and outside of Public Works building.

Decreases:

Contractual Services: General Engineering Services need decrease.



PUBLIC WORKS ADMINISTRATION**02-8000**

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Director of Public Works	1	1	1	1
Budget Technician	1	1	1	1
Purchasing Technician	1	1	1	1
Administrative Assistant	1	1	1	-
DEPARTMENT TOTAL	4	4	4	3

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
# of Invoices Processed for All Public Works Departments	2,482	2,380	3,009	3,100
# of Purchase Order (PO) Requests Processed for All Public Works Departments	63	50	94	118
EFFICIENCIES				
Operating Cost per Invoice Processed	\$93	\$130	\$103	\$113
Operating Cost per PO Request Processed	\$3,668	\$6,182	\$3,288	\$2,990
EFFECTIVENESS				
% of Citizen Inquiries Responded to Favorably within 24 Hours	100.0%	100.0%	100.0%	100.0%

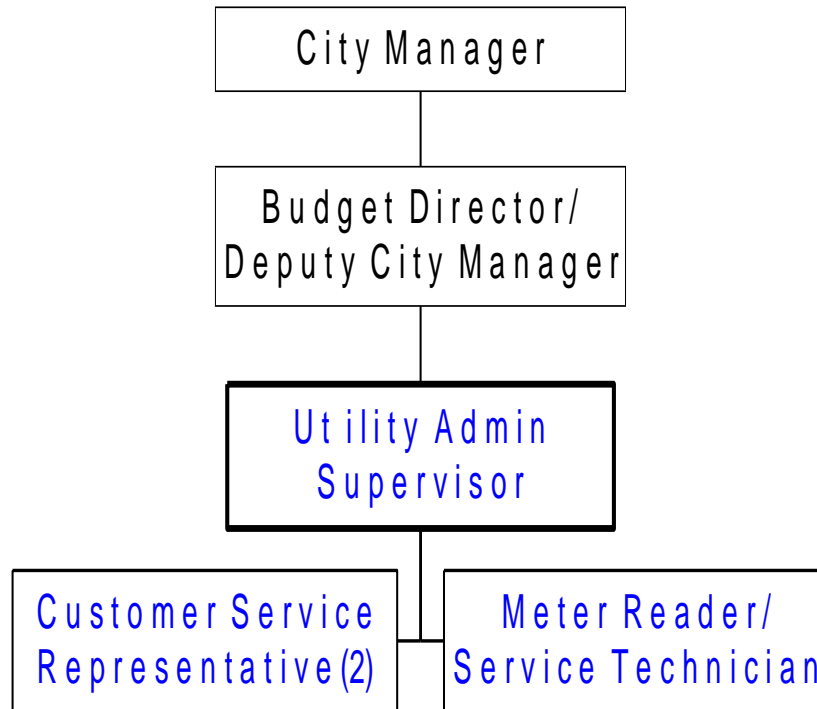


UTILITY ADMINISTRATION




Left to Right:

Edgardo Rodriguez (Customer Service Representative); Lela Taylor (Customer Service Representative); Giovanni Stanziale (Heavy Equipment Operator); Greg Higgins (Meter Reader/Service Technician).



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

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 2017

- Completed 96% meter exchange with advanced metering infrastructure.
- Completed go-live with the new billing and customer service provider, Fathom Global Water.
- Completed customer online information and notification system.
- Completed annual operating budget.
- Took assertive approach on collecting outstanding balances.

CONTINUING OBJECTIVES

- 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 2018

- Improve customer service through phone contact.
- Implement field service technology to maximize operator efficiency.
- Develop secondary and tertiary staff back fill.
- Provide water messaging tips for water conservation.

EXPENDITURE SUMMARY

UTILITY ADMINISTRATION

CATEGORY			<i>Fund</i>	<i>02</i>
	FY 2016	FY 2017	FY 2017	FY 2018
	Actual	Current	Year End	Adopted
		Budget	Projection	Budget
Salaries, Benefits, & Support	\$ 390,456	\$ 266,182	\$ 266,182	\$ 161,695
Supplies & Materials	74,934	45,161	45,161	9,880
Maintenance & Repair	30,354	35,782	35,782	30,171
Contractual Services	42,402	401,388	401,388	720,250
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Advanced Meter Infrastructure	-	107,652	107,652	-
Total	\$ 538,147	\$ 856,165	\$ 856,165	\$ 921,996

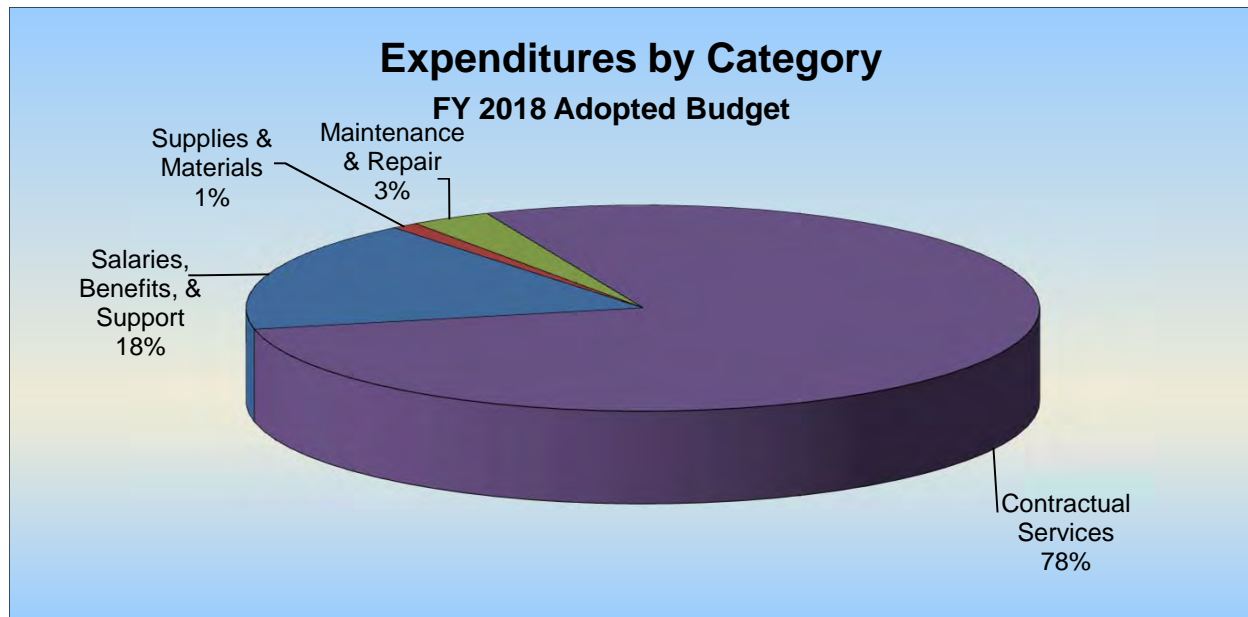
HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

Contractual Services: Increase due to Billing/Customer Service for 13,750 water meter thru Fathom Utility-to-Utility Solutions.

Decreases:

- Salaries & Benefits: Decrease due to utilities being outsourced to Fathom Utility-to-Utility Solutions.
- Supplies & Materials: Decrease due to utilities being outsourced to Fathom Utility-to-Utility Solutions.
- Maintenance & Repair: Decrease due to utilities being outsourced to Fathom Utility-to-Utility Solutions.
- Advanced Meter Infrastructure: FY 2017 includes change orders related to meter replacement installation and repairs



UTILITY ADMINISTRATION**02-8100**

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Utilities Supervisor	1	-	1	1
Billing Technician	1	-	-	-
Senior Customer Service Representative	1	-	-	-
Customer Service Representative	4	2	2	2
Meter Reader/Service Technician	4	-	1	1
DEPARTMENT TOTAL	11	2	4	4

Note: Utilities have been outsourced to Fathom Utility-to-Utility Solutions in FY 2017.

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
# of Utility Customers	13,474	13,500	13,521	13,600
# of Meters Reads	178,910	179,000	181,328	170,000
# of Disconnects for Non-Payment	2,732	2,760	553	1,800
# of Payment Transactions	131,479	132,790	114,753	176,800
EFFICIENCIES				
# of Meter Reads per Month per Reader	3,727	14,917	15,111	14,167
# of Customers per Utility Customer Service Representative	3,369	6,750	6,761	6,800
# of Payment Transactions per Utility Customer Service Representative	26,296	66,395	57,377	88,400
EFFECTIVENESS				
Meter Reading Error Rate	2.7%	2.7%	6.0%	0.1%
% of Payments Received via Bank Draft / Credit Card	10%	10%	10%	10%
% of Payments Received Online	26%	20%	24%	50%

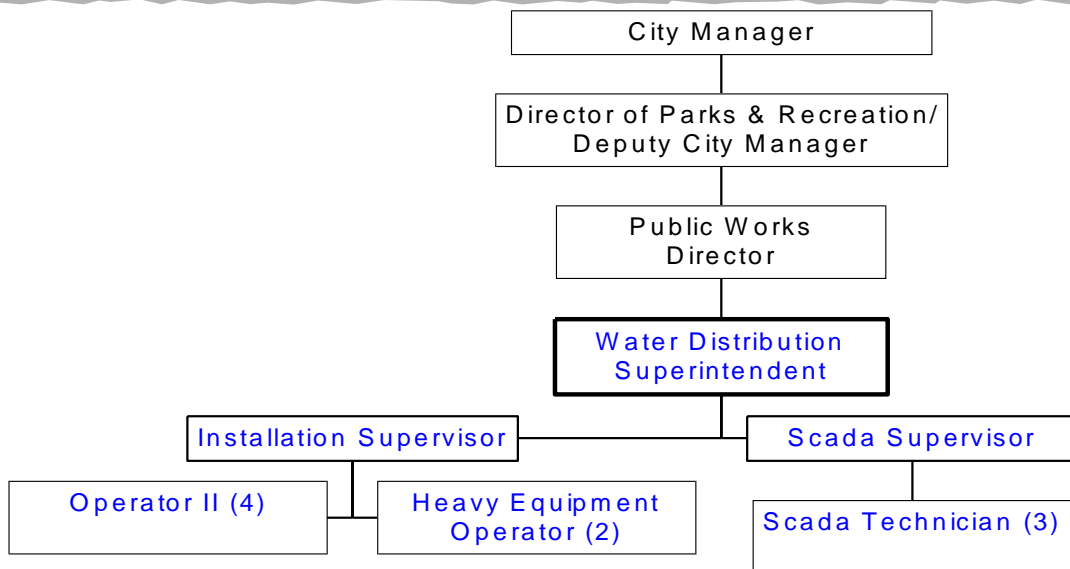
WATER DISTRIBUTION




Left to Right:

Standing: Stephen Schamberger (SCADA Technician); Michael Neives (Operator I); Cory Chambers (SCADA Supervisor); Keith Fields (Operator II); Tony Borja (Operator I).

Sitting: Daniel Hawbecker (Water Distribution Superintendent); Paul Reynolds (Operator II); JD Hardcastle (Installation Supervisor); Jeff Leonard (SCADA Technician).



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.

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 228 miles of water distribution lines, 15 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 2017

- 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 inspections of the .30 mg elevated storage tank at the Mt. Top North Pump/Storage Facility and the Killeen 20" .50 mg Ground Storage Tank.
- Completed Phase II of the Mt. Top North Water Improvement Project.
- Completed THM's & HAA's disinfectant by-products quarterly testing.
- Completed monthly bacteriological water sampling.
- Published the 2016 City of Copperas Cove Water Quality Report.
- Completed 381 work orders, repaired 32 water main breaks, 52 service line leaks, repaired 39 fire hydrants, replaced 142 curb stops, set 153 water meters for new construction, and replaced 27 water meters.
- Assisted in the implementation of the Fathom AMI system.
- Completed the TXDOT NFM 116 Utilities Relocation Project.
- Completed the Killeen 20" .50 mg Tank Roof Rehab Project.
- Completed the Southwest Water Improvement Project.
- Completed Phase I of the Liberty Star Water Improvement Project.
- Completed total rehab of pump #1 at the Killeen 20" Pump/Storage Facility.

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 the Water Model to enhance our capabilities of accurately solving problems in the most effective way possible and to expand our water system in the most efficient, practical way possible.
- 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 2018

- Publish the 2017 Water Quality Report on schedule.
- Complete Phase II of the Liberty Star Water Improvement Project.
- Complete the Oakhill Water Improvement Project.
- Complete Phase II of the South Wastewater/South Meadows Water Improvement Project.
- Complete Phase II of the Southwest Water Improvement Project.
- Complete Year 1 of the SCADA System Upgrade Project.
- Have a professional engineering inspection performed on the Turkey Run 1 MG Storage Tank.
- Conduct and complete the EPA UMCR4 water sampling requirement.
- Complete Engineering design phase of the Killeen 20" Transmission Line Relocation Project noted in the 2015 – 2019 Water CIP.
- Complete Phase III of the Southwest Water Improvement Project noted in the 2015-2019 Water CIP.

EXPENDITURE SUMMARY

WATER DISTRIBUTION

CATEGORY			Fund	02
	FY 2016	FY 2017	Year End	FY 2018
	Actual	Current Budget	Projection	Adopted Budget
Salaries, Benefits, & Support	\$ 516,867	\$ 514,126	\$ 514,126	\$ 559,303
Supplies & Materials	79,101	113,797	113,797	128,205
Maintenance & Repair	122,249	152,752	152,752	106,909
Contractual Services	516,463	556,929	556,929	575,734
Designated Expenses	38,036	41,180	41,180	67,975
Capital Outlay & Improvements	33,159	63,159	63,159	-
West Business 190 Waterline Extension	-	35,000	35,000	-
Total	\$ 1,305,875	\$ 1,476,943	\$ 1,476,943	\$ 1,438,126

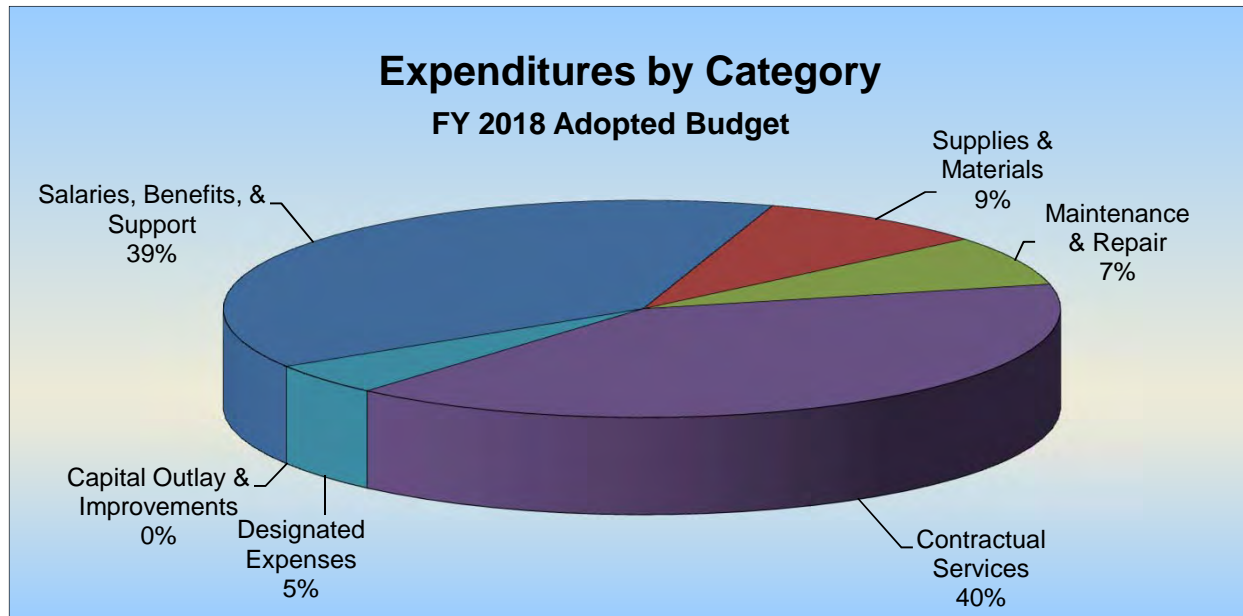
HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

- Salaries & Benefits: Salary savings were realized in FY 2017 due to vacancies; It also includes a 1% COLA increase.
- Supplies & Materials: Increased fuel, pipe supply /water meter, and general equipment needs. Replace SCADA laptops
- Contractual Services: Energy consumption increase.
- Designated Expenses: Regulatory cost increases (unfunded mandates).

Decreases:

- Maintenance & Repair: Current year includes facility maintenance costs associated with various projects (AMI, TXDOT North FM Utility Relocation, Phase I of the Liberty Star Water Improvement, etc); tire replacement, and cost for maintenance on equipment.
- Capital Outlay & Improvements: FY 2017 includes rehabilitation of the Killeen 20" Pump Station and a Water Mixing System.
- West Business 190 Waterline Extension: The project was completed in FY 2017.



WATER DISTRIBUTION**02-8200**

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Water Distribution Superintendent	1	1	1	1
Installation Supervisor	1	1	1	1
Scada Manager	1	1	1	1
Heavy Equipment Operator	2	-	-	-
Operator II	3	4	4	4
Operator III	-	2	2	2
Scada Technician	3	3	3	3
DEPARTMENT TOTAL	11	12	12	12

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
# of Water Meters Installed for New Construction	250	200	153	200
Water Lines Maintained (in miles)	226	230	228	230
# of Service Lines Repaired	64	35	52	50
# of Water Mains Repaired	25	35	32	30
# of Fire Hydrants Repaired	68	125	39	100
Water Storage Capacity (gallons)	8.18 mg	8.48 mg	8.48 mg	8.48 mg
Replacements of Water Meters	230	66	27	75
Water Meters Tested for Accuracy	26	25	30	25
Curb Stops Replacements	105	100	142	100
Bacteriological Water Sampling	511	550	500	525
Chlorine Residual Monitoring	850	870	850	850
Monochloramines, Free Ammonia, Nitrite & Nitrate Sampling	890	890	900	950
Pumps Rebuilt / Replaced	1	2	1	2
New Pumps	-	-	-	-
Pump Motors Rebuilt / Replaced	1	2	-	2
New Pump Motors	-	-	-	-
Rehab / Replaced Water Storage Tanks	-	1	1	-
New Water Storage Tank	-	1	1	-
Inspection / Cleaning Water Storage Tanks	14	14	14	15
EFFICIENCIES				
Operating Cost per Mile of Water Lines	\$5,778	\$6,421	\$6,478	\$6,253
Maintain Chlorine Residual Required by TCEQ	\$35,000	\$39,000	\$39,250	\$39,400
Maintenance Cost for Pumps & Motors	\$20,000	\$23,500	\$23,550	\$27,500
Maintenance Cost for Storage Tanks	\$24,000	\$26,000	\$28,500	\$30,500
EFFECTIVENESS				
% of Unaccounted Water Loss	18.0%	15.0%	21.5%	15.0%
# of Bacteriological Water Sample Positives	1	-	-	-

SEWER COLLECTION



Left to Right:

Dennis Courtney (Sewer Superintendent); Donovan Haire (Operator II); David Boone (Operator II); Elias Negrón (Operator II); Andrew Canady (Operator II); Paul Cuevas (Assistant Supervisor/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 384.5 miles of various size wastewater main and lateral lines, approximately 3,130 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 2017

- Installed three wireless dialers to remote lift stations.
- Concreted and adjusted to street level 15 manholes throughout the City for better commute.
- Added approximately 1.5 additional miles of sewer line at Skyline flats, Liberty Star and Shops of five Hills.
- Cleaned approximately 3,600 sewer manholes throughout the city.
- Cleaned approximately 1,350,000 linear feet of city sewer main.
- Cleaned approximately 355 miles of sewer line throughout the city.
- Obtained a class I license from TCEQ (newly hired Operator I).
- Installed inter duct and fiber from old City Hall to the Technology Center building.
- Installed down spouts transitions for drainage off the roof.
- Installed conduit for power supply at the Technology Center building.

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 Vac-Con 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 pump and controls availability.

GOALS FOR FISCAL YEAR 2018

- Collaborate with LAN Engineering on the Wastewater Master Plan.
- Implement and install wireless dialers at two Sewer Lift Stations.
- Replace approximately 1,300 feet of 18' sewer line with 27' PVC sewer line at City Park (RV Park).
- Complete second phase of City Park sewer line.
- Complete installation of fiber optic at the Technology Center building at S. 2nd St.
- Add new lift station at Creekside Hill subdivision.

EXPENDITURE SUMMARY

SEWER COLLECTION

CATEGORY	<i>Fund 02</i> <i>Dept# 8300</i>			
	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ 343,171	\$ 350,642	\$ 350,642	\$ 360,507
Supplies & Materials	42,566	41,087	41,087	44,292
Maintenance & Repair	100,819	104,725	104,725	64,044
Contractual Services	28,755	35,235	35,235	38,185
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 515,311	\$ 531,689	\$ 531,689	\$ 507,028

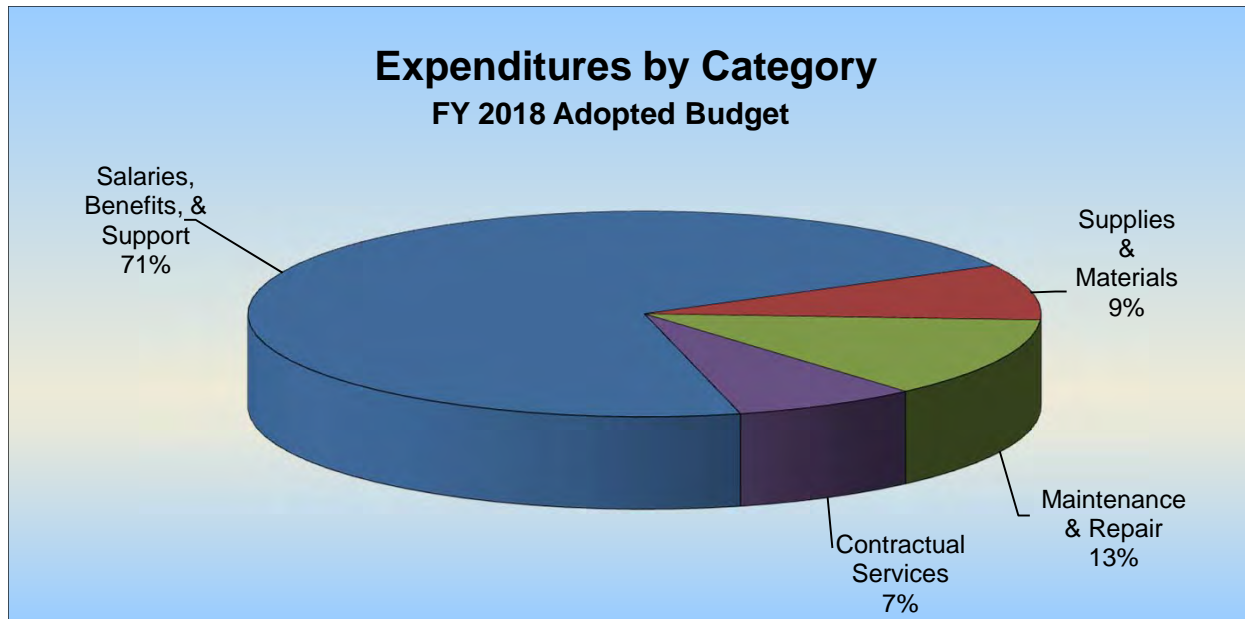
HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

- Salaries & Benefits: Salary savings were realized in FY 2017 due to vacancies; It also includes a 1% COLA increase.
- Supplies & Materials: Increased fuel needs.
- Contractual Services: Energy consumption increase.

Decreases:

- Maintenance & Repair: Current budget includes repairs of pump 1 & 2 at the Settlement Road Lift Station.



SEWER COLLECTION**02-8300**

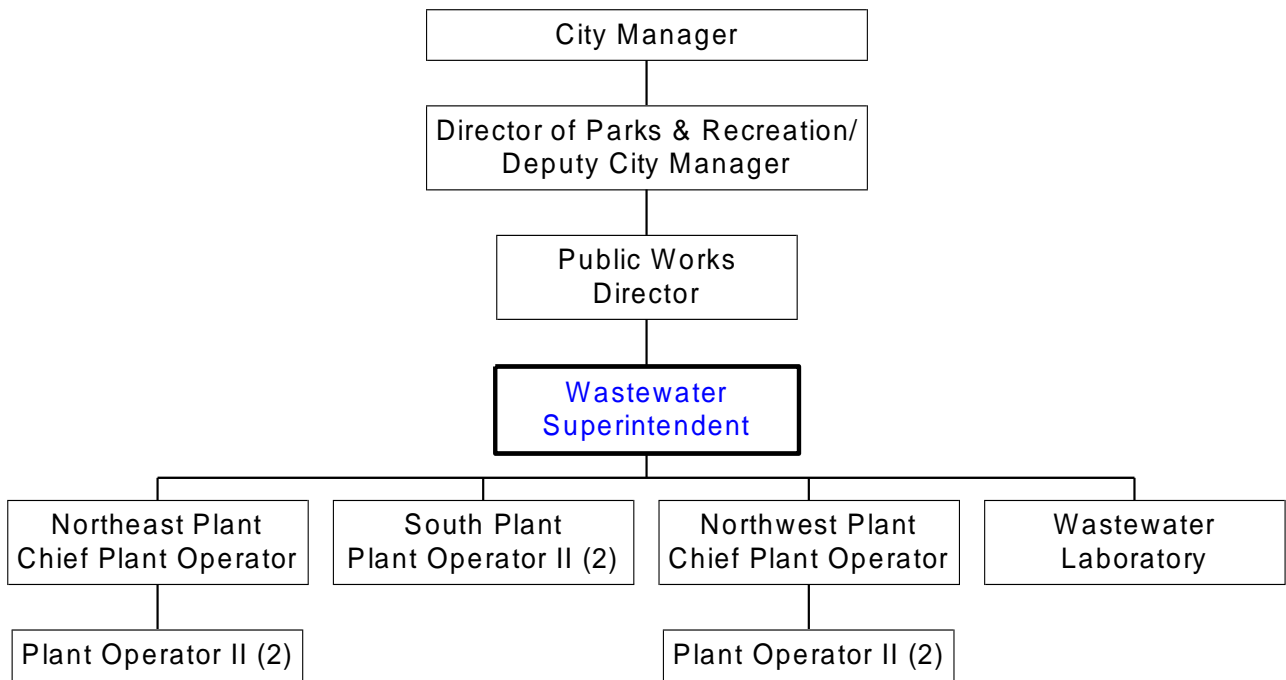
STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Superintendent	1	1	1	1
Assistant Supervisor/Operator III	1	1	1	1
Operator II	6	6	6	6
DEPARTMENT TOTAL	8	8	8	8

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
Sewer Lines Maintained (in miles)	350	420	355	420
# of Lift Stations	14	15	15	15
Sewer Lines Cleaned (in linear feet)	1,700,000	2,000,000	1,350,000	2,000,000
Manholes Cleaned / Inspected	3,300	3,700	3,600	3,700
Sewer Line Stoppages Cleared	30	25	28	25
EFFICIENCIES				
Maintenance Cost per Mile of Sewer Lines	\$1,472	\$1,266	\$1,498	\$1,207
EFFECTIVENESS				
% of storm water 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 State permits and local laws.

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 laws, rules, and permit requirements of EPA and TCEQ.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- 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.
- Completed Northwest Wastewater Improvements Project.
- Trained all operators in pH and Dissolved Oxygen (D.O.) lab testing.
- Assisted public works in creation of council agenda items.
- Assisted L.A.N. Engineering with Wastewater Master Plan.
- Added new improvement project to the City's Capital Improvement Plan.
- Reduced number of minor excursions from previous fiscal year.
- Began the South Wastewater Skimmer Pipe Replacement Project.
- Revised Northeast U.V. Project.
- Wastewater Superintendent received Certified Water Professional Certification.

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

GOALS FOR FISCAL YEAR 2018

- Perform Annual Comprehensive Compliance Inspections for Storm water.
- Work with BCWCID to ensure land application process is efficient.
- Complete South Wastewater Skimmer Pipe Replacement project.

EXPENDITURE SUMMARY

WASTEWATER TREATMENT

CATEGORY	Fund 02 Dept# 8400			
	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ 70,195	\$ 71,438	\$ 71,438	\$ 69,817
Supplies & Materials	794	1,505	1,505	1,645
Maintenance & Repair	51	220	220	700
Contractual Services	3,016	174,115	174,115	3,322
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 74,056	\$ 247,278	\$ 247,278	\$ 75,484

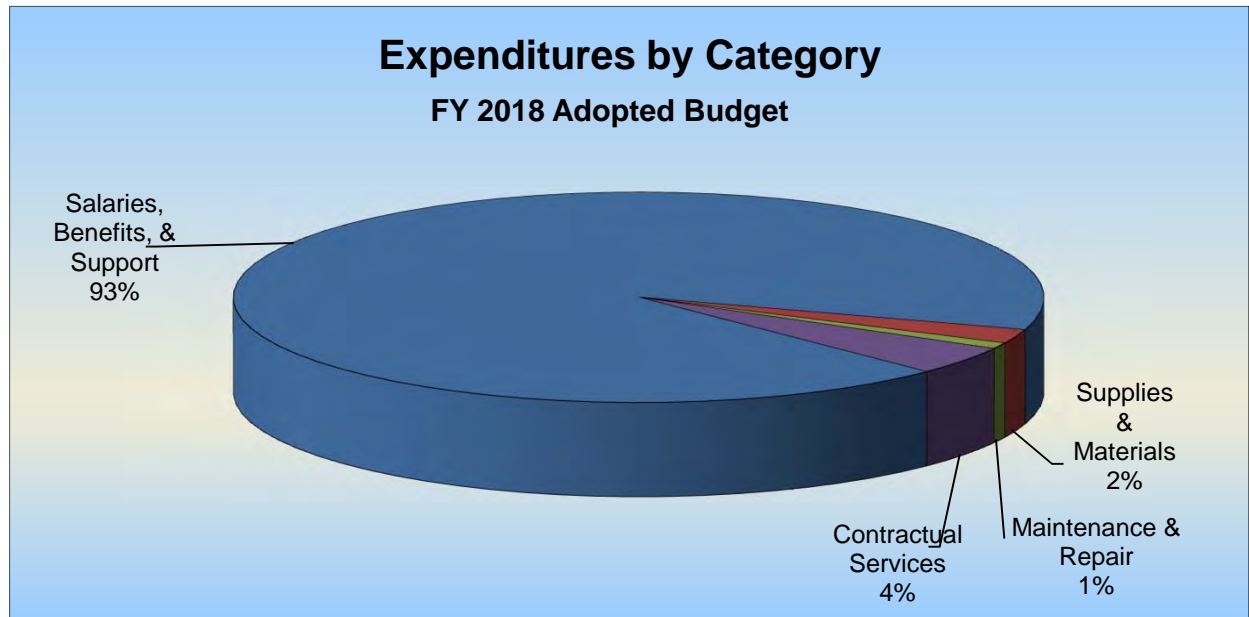
HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

- Supplies & Materials: Increased fuel needs.
- Maintenance & Repair: Increased vehicle maintenance costs.

Decreases:

- Salaries & Benefits: Decrease due to decreased healthcare costs.
- Contractual Services: Wastewater Master Plan was funded in FY 2017.

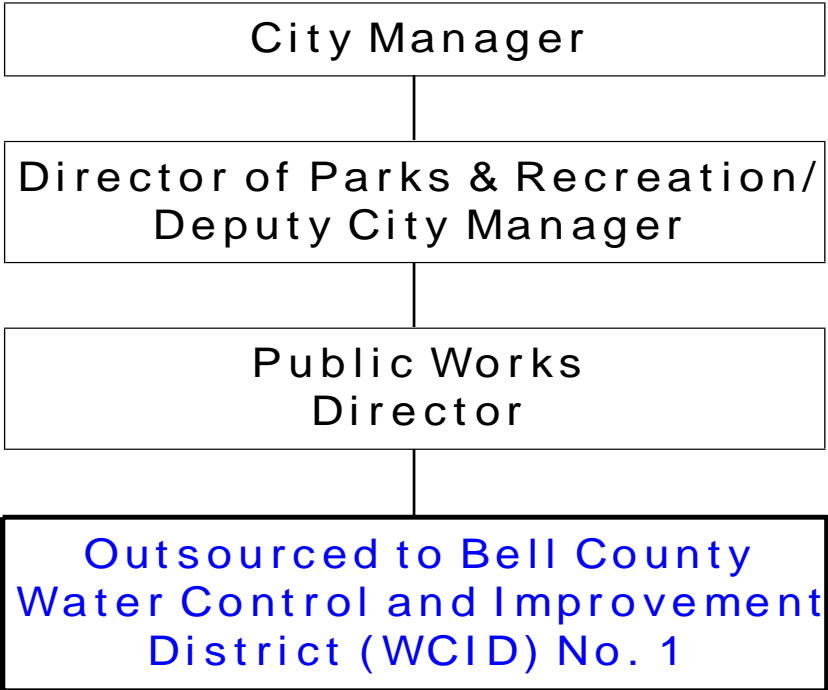



WASTEWATER TREATMENT**02-8400**

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Wastewater Superintendent	1	1	1	1
DEPARTMENT TOTAL	1	1	1	1

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
Gallons of Actual Wastewater Treated per Day - All Plants (million)	3.3	3.1	3.2	3.4
Gallons of Actual Wastewater Treated Annually - All Plants (million)	1,215	1,142	1,150	1,223
EFFICIENCIES				
Total Wastewater Operating Cost per Million Gallons of Actual Wastewater Treated	\$911	\$1,259	\$1,250.55	\$984.76
EFFECTIVENESS				
In Full Compliance with all State and Federal Regulations (# of Minor Excursions) - All Plants	13	Yes	8	Yes

COMPOSTING



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 maintains 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 2017

- Maintained sales for both compost and mulch to the citizens and customers of Copperas Cove by maintaining an adequate amount at the transfer station.
- 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 and brush.

CONTINUING OBJECTIVES

- Work closely with BCWCID #1 to maintain the compost and land application site.
- Provide signage at the compost land application site for kraft bags and brush, with three designated areas for Bio Solid/sludge rotation and application.

GOALS FOR FISCAL YEAR 2018

- Identify ways to reduce brush on a regular basis.

EXPENDITURE SUMMARY

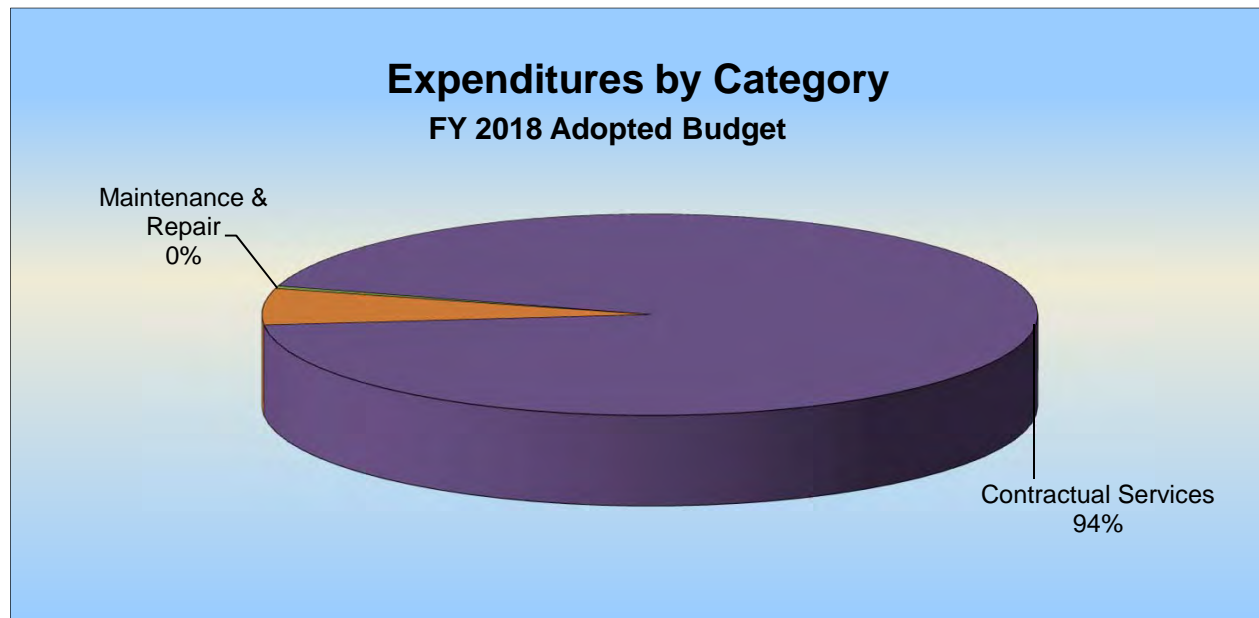
COMPOSTING

CATEGORY			<i>Fund</i>	<i>02</i>
	FY 2016	FY 2017	FY 2017	FY 2018
	Actual	Current	Year End	Adopted
		Budget	Projection	Budget
Salaries, Benefits, & Support	\$ -	\$ -	\$ -	\$ -
Supplies & Materials	-	-	-	-
Maintenance & Repair	239	549	549	450
Contractual Services	13,724	91,548	91,548	99,620
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	6,200	6,200	6,200
Total	\$ 13,963	\$ 98,297	\$ 98,297	\$ 106,270

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

Contractual Services: Cost increase for composting services.



COMPOSTING**02-8401**

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
<i>OUTPUTS</i>				
Finished Compost (cubic yards)	455	500	325	400
Brush Chipped (cubic yards)	-	3,000	1,450	3,000
Compost Used in City (cubic yards)	-	500	10	20
Compost Sold (cubic yards)	455	500	384	450
<i>EFFICIENCIES</i>				
Total Amount of Sludge Converted to Compost (wet tons)	-	-	-	-
<i>EFFECTIVENESS</i>				
% of Finished Compost Sold	100.0%	100.0%	118.2%	112.5%
% of Compost Used by the City	0.0%	100.0%	3.1%	5.0%

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 laws, rules and permit requirements of EPA and TCEQ.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- Ensured all employees' certificates are up to date.
- One employee tested for their "B" Wastewater Operator's License.
- Reduced overall budget costs for department.
- Replaced Lift Station Pump #1 rotating assembly.
- Plant permit violations limited to 2 months due to rainfall events.

CONTINUING OBJECTIVES

- Reduce operational costs through effective and efficient operational techniques.
- Thoroughly maintain existing facilities and equipment.
- Continue storm water 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 permit requirements contained within EPA and TCEQ operational permits.
- Continue the reduction of testing requirements through superior test results.
- Continue cross training plant personnel on lab testing procedures.

GOALS FOR FISCAL YEAR 2018

- Replace skimmer pipe in both clarifiers.
- Maintain zero permit violations.
- Repair Rotor #7 Gear Box.
- Replace flow meter at lift station with on hand replacement HydroRanger.
- Replace influent flow meter transducer.

EXPENDITURE SUMMARY

WASTEWATER SOUTH PLANT

Fund **02**
Dept# **8402**

CATEGORY	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ 91,402	\$ 92,932	\$ 92,932	\$ 90,919
Supplies & Materials	9,252	11,653	11,653	12,892
Maintenance & Repair	21,542	57,973	57,973	31,247
Contractual Services	80,773	103,151	103,151	90,428
Designated Expenses	19,859	23,751	23,751	24,897
Capital Outlay & Improvements	-	-	-	-
Total	\$ 222,828	\$ 289,460	\$ 289,460	\$ 250,383

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

Supplies & Materials: Increased fuel and chemical supply needs.

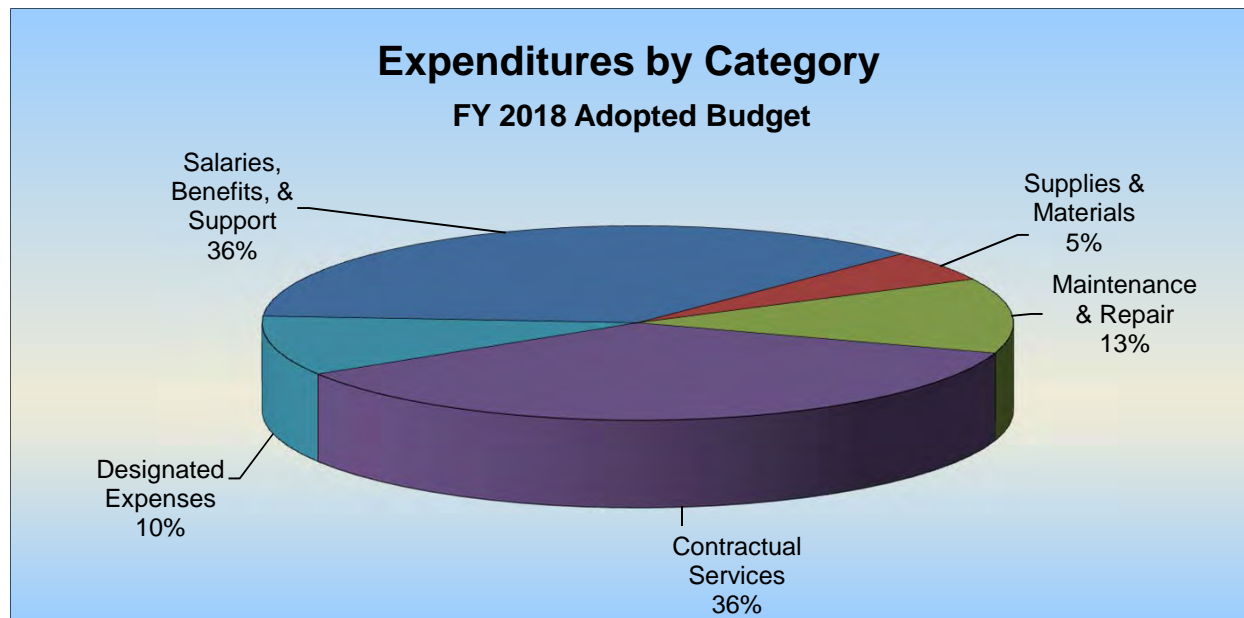
Designated Expenses: Regulatory cost increase.

Decreases:

Salaries & Benefits: Decrease due to decreased healthcare costs.

Maintenance & Repair: FY 2017 includes purchase of parts for repair of the clarifier at the South Plant.

Contractual Services: FY 2017 includes the fee for preparation and processing of the permit renewal application.



WASTEWATER SOUTH PLANT**02-8402**

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Plant Operator II	2	2	2	2
DEPARTMENT TOTAL	2	2	2	2

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
<i>OUTPUTS</i>				
Gallons of Actual Wastewater Treated per Day (million)	0.660	0.600	0.620	0.650
Gallons of Actual Wastewater Treated Annually (million)	241	219	226	237
<i>EFFICIENCIES</i>				
Operating Cost per Million Gallons of Actual Wastewater Treated	\$925	\$1,322	\$1,279.10	\$1,055.36
<i>EFFECTIVENESS</i>				
In Full Compliance with all State and Federal Regulations (# of Minor Excursions)	3	Yes	5	Yes

WASTEWATER NORTHEAST PLANT



Left to Right:

David Thomas (Plant Operator II); James Malone (Chief Plant Operator); Jakob Crothers (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 2017

- Maintained TCEQ Municipal Separate Storm Sewer System (MS4) permit requirements, and collected storm water samples as rainfall permitted.
- Supplied the Golf Course with 53.4 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.
- Replaced pressure transducer for SBR Basin #2.

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 permit requirements contained within EPA and TCEQ operational permits.
- Continue to improve on required tests by achieving superior test results.

GOALS FOR FISCAL YEAR 2018

- 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.
- Replace Thickner #1 wasting valve to wet well.
- Replace Valve to SBR Basin #1.
- Replace damaged backflow prevent valve and butterfly valve for Blower #2.
- Have zero minor excursions.

EXPENDITURE SUMMARY

WASTEWATER NORTHEAST PLANT

Fund **02**
Dept# **8403**

CATEGORY	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ 122,862	\$ 144,159	\$ 144,159	\$ 140,977
Supplies & Materials	12,329	11,558	11,558	12,889
Maintenance & Repair	31,482	61,613	61,613	54,697
Contractual Services	149,324	172,661	172,661	159,730
Designated Expenses	20,701	24,183	24,183	26,532
Capital Outlay & Improvements	14,975	-	-	-
Total	\$ 351,673	\$ 414,174	\$ 414,174	\$ 394,825

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

Supplies & Materials: Increased fuel and chemical supply needs.

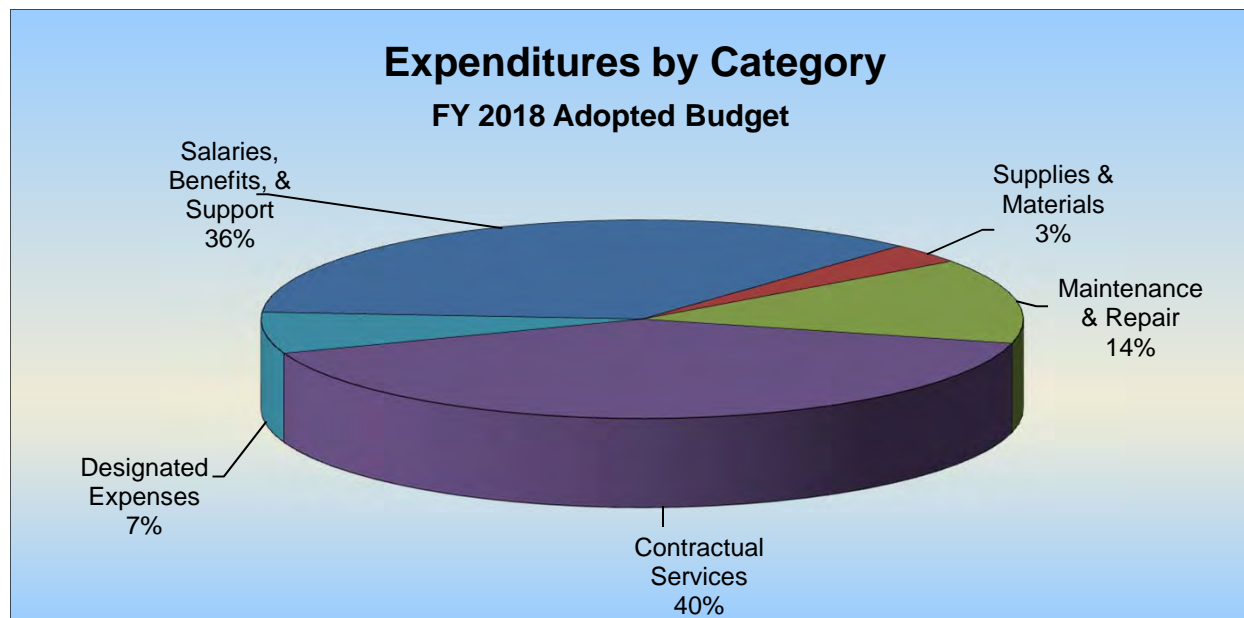
Designated Expenses: Regulatory cost increase.

Decreases:

Salaries & Benefits: Decrease due to decreased healthcare costs.

Maintenance & Repair: FY 2017 includes vault valve repair.

Contractual Services: FY 2017 includes the fee for preparation and processing of the permit renewal application.



WASTEWATER NORTHEAST PLANT

02-8403

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Chief Plant Operator	1	1	1	1
Plant Operator II	2	2	2	2
DEPARTMENT TOTAL	3	3	3	3

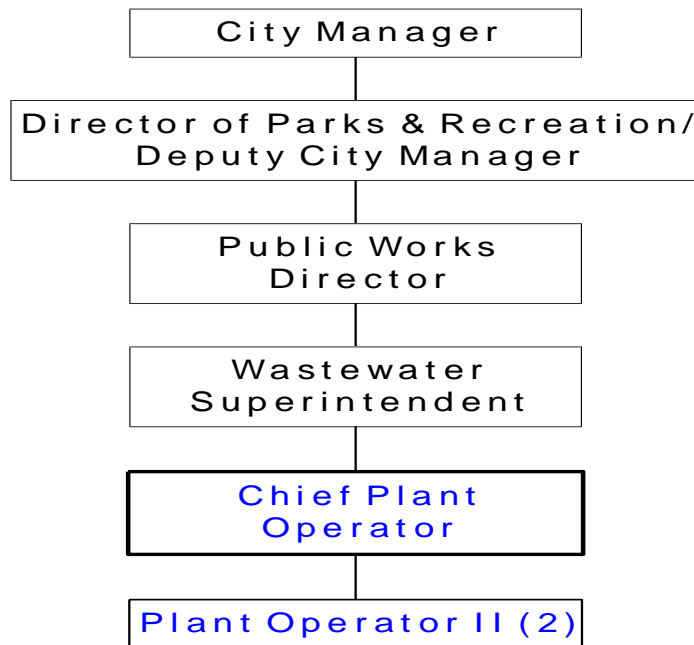
PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
Gallons of Actual Wastewater Treated per Day (million)	0.97	0.93	0.90	1.00
Gallons of Actual Wastewater Treated Annually (million)	354	339	329	365
EFFICIENCIES				
Operating Cost per Million Gallons of Actual Wastewater Treated	\$993	\$1,220	\$1,261	\$1,082
EFFECTIVENESS				
In Full Compliance with all State and Federal Regulations (# of Minor Excursions)	2	Yes	3	Yes

WASTEWATER NORTHWEST PLANT



Left to Right:

Thomas Brooks (Plant Operator II); Joe Wooten (Chief Plant Operator); Jeff Crone (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 laws, rules and permit requirements of EPA and TCEQ.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- No Plant Permit Violations.
- Completion of Northwest Improvements Project.
- Conducted consistent laboratory testing well beyond TCEQ permit requirements.
- Ensured all employees' certifications were up to date.
- Passed all 48 hour bio-monitoring toxicity tests.
- New Polymer Feed System installed at Belt Press.
- New Alarm Monitoring System installed.
- Six U.V. Modules rebuilt as part of Northwest Improvements Project.
- New Lighting Upgrades at Lift Station and Headworks.

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 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 2018

- Maintain compliance with plant permit requirements without violations.
- Install new waste pump for wasting sludge to belt press.
- Install new variable frequency drive for waste pumps.
- Replace one lift station pump rotating assembly.
- Upgrade the lift station area:
 - Repair control system to operate on "auto." Secondary mode is in operation.
 - Put lift station exhaust fan on auto timer.
- Major plant upgrade to the belt press:
 - Drain drainage lines in the old drying beds around the belt press.

EXPENDITURE SUMMARY

WASTEWATER NORTHWEST PLANT

Fund 02
Dept# 8404

CATEGORY	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ 149,573	\$ 152,204	\$ 152,204	\$ 151,457
Supplies & Materials	14,843	12,446	12,446	12,765
Maintenance & Repair	18,719	45,367	45,367	48,330
Contractual Services	230,419	244,965	244,965	236,890
Designated Expenses	44,902	31,928	31,928	33,980
Capital Outlay & Improvements	-	-	-	-
Total	\$ 458,456	\$ 486,910	\$ 486,910	\$ 483,422

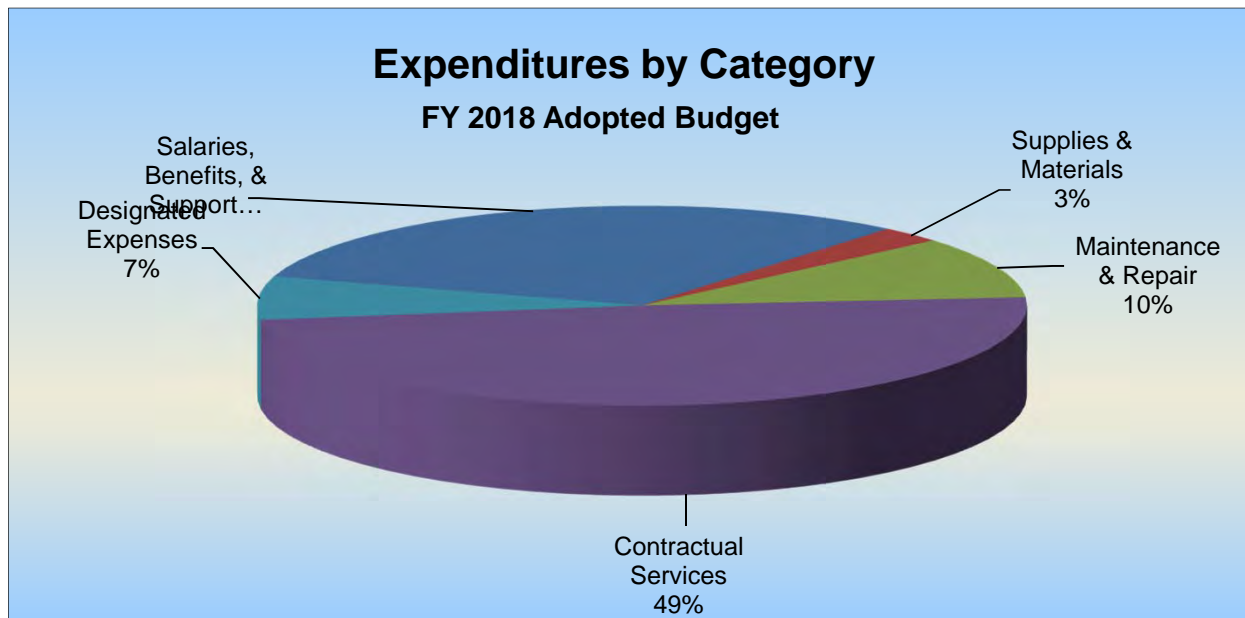
HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

- Supplies & Materials: Includes printing cost for sludge tickets.
- Maintenance & Repair: Increased vehicle maintenance costs.
- Designated Expenses: Regulatory cost increase.

Decreases:

- Salaries & Benefits: Decrease due to decreased healthcare costs.
- Contractual Services: FY 2017 includes the fee for preparation and processing of the permit renewal application.



WASTEWATER NORTHWEST PLANT

02-8404

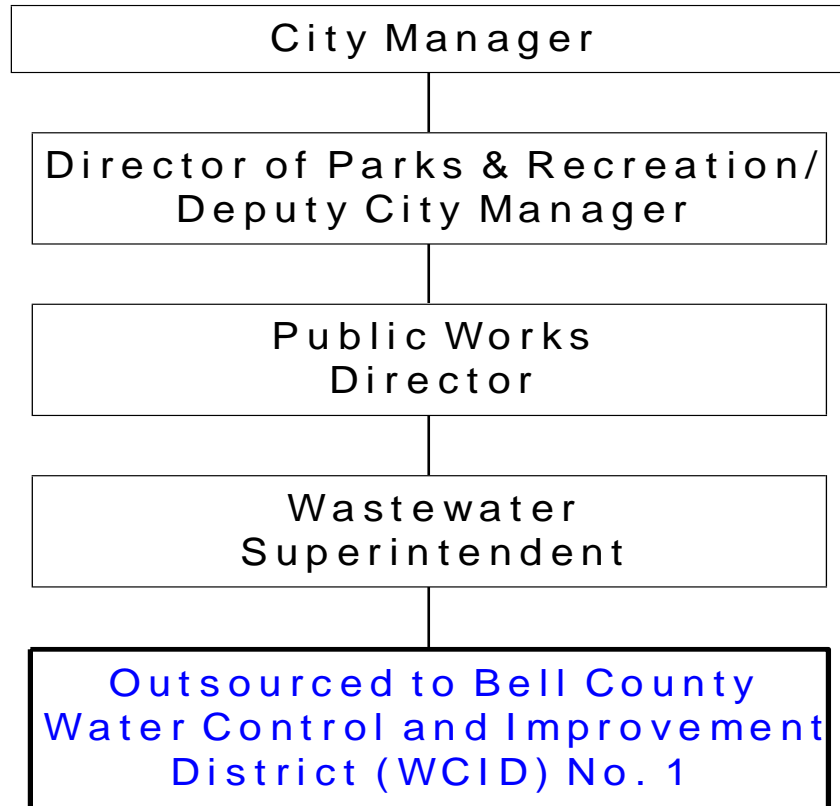
STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Chief Plant Operator	1	1	1	1
Plant Operator II	2	2	2	2
DEPARTMENT TOTAL	3	3	3	3

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
Gallons of Actual Wastewater Treated per Day (million)	1.7	1.6	1.6	1.7
Gallons of Actual Wastewater Treated Annually (million)	621	584	595	621
EFFICIENCIES				
Operating Cost per Million Gallons of Actual Wastewater Treated	\$739	\$834	\$818	\$779
EFFECTIVENESS				
In Full Compliance with all State and Federal Regulations (# of Minor Excursions)	8	Yes	Yes	Yes

WASTEWATER LABORATORY



Joe Wooten, Northwest Plant Chief Plant Operator, cross-training Thomas Brooks, Northwest Plant Operator II (left), and Chris Altott, Wastewater Superintendent (middle), on E. coli testing.



The mission of the Wastewater Treatment Laboratory 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 LABORATORY

PROGRAM DESCRIPTION

The Wastewater Laboratory 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 laws, rules, and permit requirements of EPA and TCEQ.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- 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.
- Coordinated with BCWCID #1 to provide additional lab tests above and beyond daily requirements.
- Began process for Pathogen Vector Testing of land applied sludge.

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 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 provided to the City increase.

GOALS FOR FISCAL YEAR 2018

- Coordinate contracted lab tests for Biochemical Oxygen Demand, Ammonia, and Total Suspended Solids with Bell County Water Improvement District (BCWCID).
- Maintain consistency with Quality Control and Quality Analysis sampling/testing.

EXPENDITURE SUMMARY

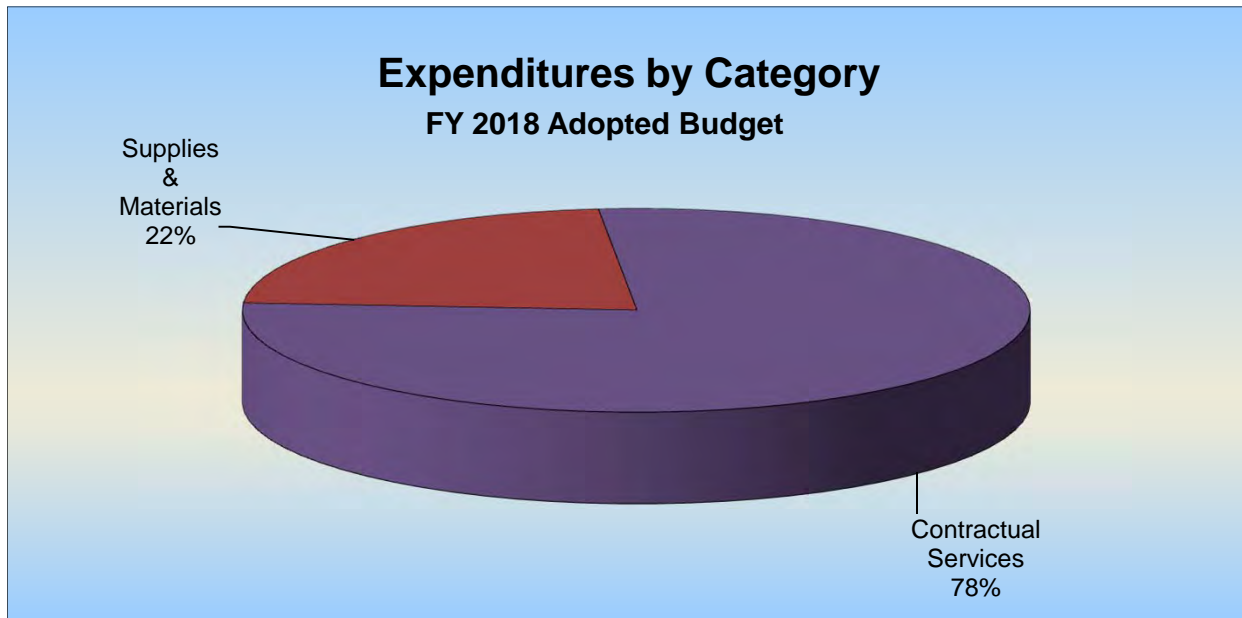
WASTEWATER LABORATORY

CATEGORY			<i>Fund</i>	<i>02</i>
	FY 2016	FY 2017	FY 2017	FY 2018
	Actual	Current	Year End	Adopted
		Budget	Projection	Budget
Salaries, Benefits, & Support	\$ -	\$ -	\$ -	\$ -
Supplies & Materials	8,822	7,461	7,461	9,630
Maintenance & Repair	-	-	-	-
Contractual Services	28,731	31,900	31,900	33,495
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 37,553	\$ 39,361	\$ 39,361	\$ 43,125

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

- Supplies & Materials: Increased demand for lab testing supplies.
- Contractual Services: Increased cost for lab testing services.



WASTEWATER LABORATORY**02-8405**

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
<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 property and liability insurance coverage, water purchases, bond principal & interest payments, Certificate of Convenience and Necessity (CCN) purchases, 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.



Mountain Top North Water Tank



Sewer Truck



Public Works Truck

EXPENDITURE SUMMARY

NON-DEPARTMENTAL

CATEGORY	Fund 02 Dept# 8500			
	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ -	\$ -	\$ -	\$ -
Supplies & Materials	442	-	-	-
Maintenance & Repair	7,868	8,168	8,168	950
Contractual Services	140,378	134,162	134,162	48,924
Designated Expenses	58,988	65,818	65,818	70,390
Capital Outlay & Improvements	-	-	-	-
Admin Cost Reimbursement	895,000	939,750	939,750	939,750
Water Purchases	1,641,515	2,256,569	2,256,569	2,348,613
Debt Service	3,798,191	4,193,599	4,193,599	4,568,335
CCN Purchase & Filling Fees	253,348	682,883	682,883	59,834
Transfers Out & Contingency	-	3,000,000	3,000,000	-
Other	27,227	20,800	20,800	20,850
Total	\$ 6,822,957	\$ 11,301,749	\$ 11,301,749	\$ 8,057,646

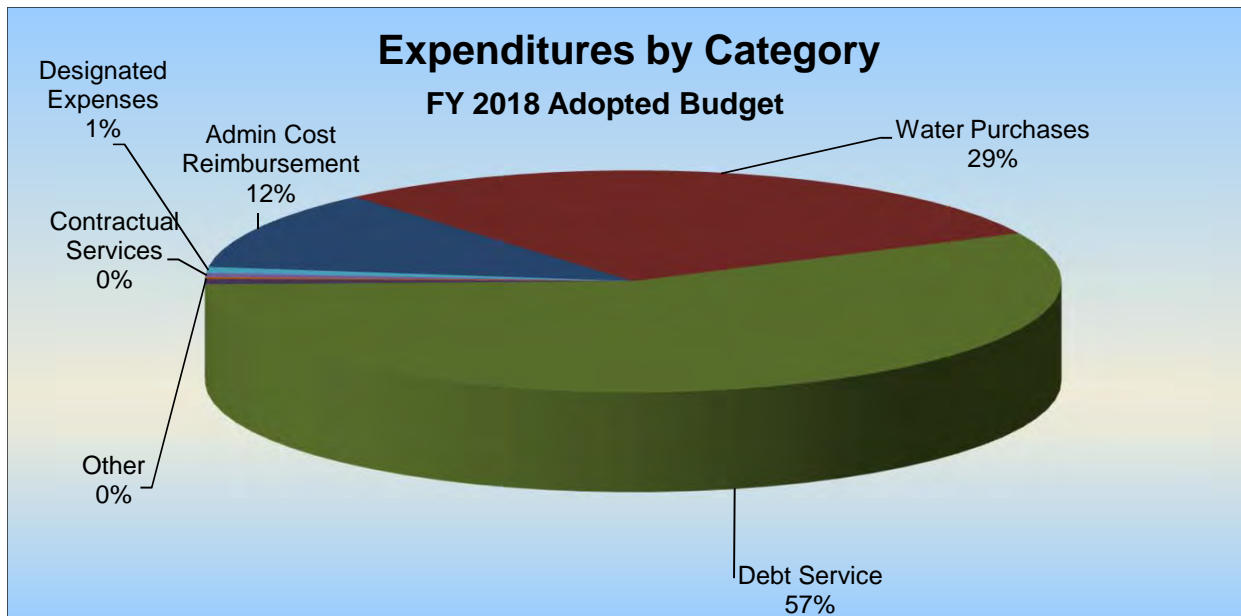
HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

- Designated Expenses: Increased Insurance premiums (TML).
- Water Purchases: Savings were realized in FY 2017 due to rainy season.
- Debt Service: Payments peak in 2018 as reflected in the debt service section of the Adopted Budget.
- Other: Includes Credit Bureau collection fees.

Decreases:

- Maintenance & Repair: FY 2017 includes costs associated with the operation of the Utility admin department, which are no longer needed.
- Contractual Services: FY 2017 includes higher expense cost for credit card transaction fees and the cost of the Utility rate study.
- CCN Purchase & Filling Fees: FY 2017 includes Valley of Great Hills, Dolph Moten, and Bellpass CNN purchase.
- Transfers Out & Contingency: FY 2017 includes a public loan to Endeavor Real Estate Group.



Solid Waste Fund



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 2018 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 79% 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.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
REVENUES	Actual	Actual	Actual	Projected	Adopted
Garbage Collection Fees	3,122,838	3,162,170	3,257,403	3,286,928	3,303,662
Sanitary Landfill Fees	434,120	489,770	567,270	600,130	560,338
Charges for Services	162,133	186,936	144,121	190,676	167,870
Late Payment Charges	152,873	153,929	167,626	11,482	96,000
Other Income	7,041	26,677	17,041	45,722	43,060
TOTAL	3,879,005	4,019,482	4,153,461	4,134,938	4,170,930
EXPENSES					
Salaries & Benefits	831,088	975,526	989,826	1,048,633	1,169,605
Supplies & Materials	324,474	275,841	550,462	189,398	257,587
Repairs & Maintenance	95,908	113,459	130,910	152,474	177,696
Contractual Services	63,010	67,551	62,540	108,748	87,679
Designated Expenses	1,401,368	1,389,962	1,515,870	1,606,131	1,883,697
Capital Outlay	-	-	-	-	-
Transfers	483,000	477,000	487,000	497,210	497,210
Miscellaneous	-	-	732	300	300
TOTAL	3,198,848	3,299,339	3,737,340	3,602,894	4,073,774
Revenues Over/(Under)					
Expenses	680,157	720,143	416,121	532,044	97,156
TOTAL	3,879,005	4,019,482	4,153,461	4,134,938	4,170,930

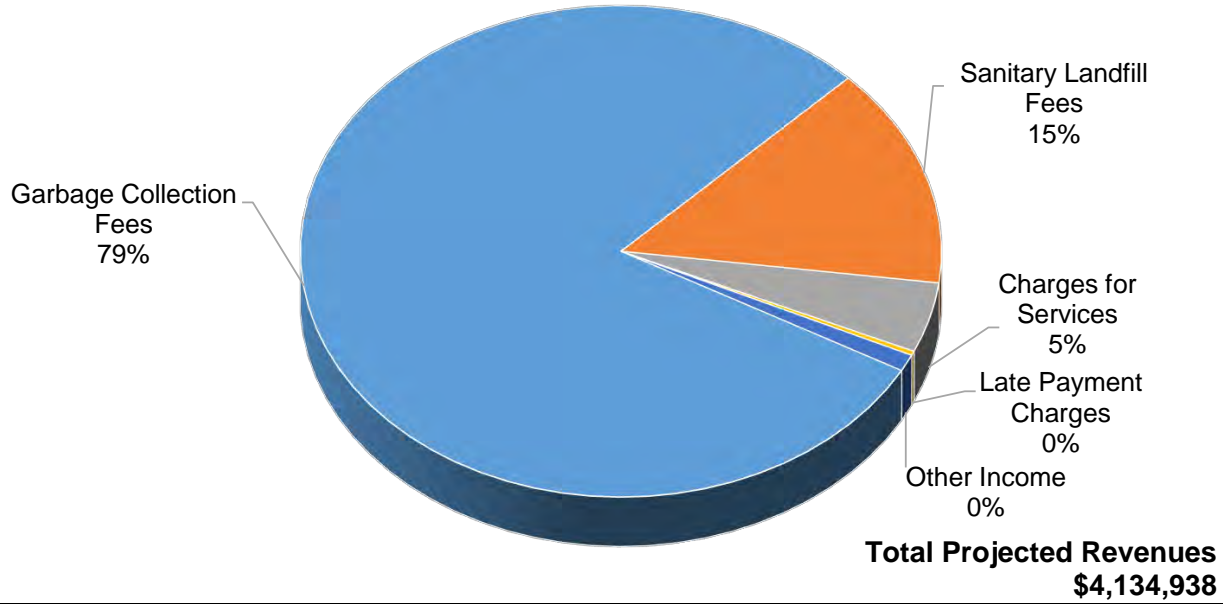
CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2017-18 ADOPTED BUDGET
SOLID WASTE FUND
SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE

Description	Actual FY 2015-16	Current Budget FY 2016-17	Projected FY 2016-17	Adopted Base Budget FY 2017-18	New Requests FY 2017-18	Adopted FY 2017-18
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 2,316,887	\$ 2,733,008	\$ 2,733,008	\$ 3,265,052	\$ -	\$ 3,265,052
TOTAL BEGINNING FUND BALANCE	\$ 2,316,887	\$ 2,733,008	\$ 2,733,008	\$ 3,265,052	\$ -	\$ 3,265,052
REVENUES:						
Refuse Collection Fees	\$ 3,304,280	\$ 3,289,702	\$ 3,378,709	\$ 3,396,000	\$ -	\$ 3,396,000
Senior Discount	(55,040)	(64,008)	(108,539)	(108,000)	-	(108,000)
Sanitary Landfill Fees	575,433	516,000	616,888	576,000	-	576,000
Recycling Proceeds	5,132	1,200	13,650	6,000	-	6,000
Sale of Scrap Metal	4,953	4,800	4,310	4,800	-	4,800
Sale of Kraft Bags	4,420	5,760	4,722	-	-	-
Return Service/Overload/Excess	67,253	89,004	65,558	63,600	-	63,600
Auto-Lid Locks	1,179	1,200	896	900	-	900
Rear Load Dumpster Rental	4,891	5,628	4,578	4,680	-	4,680
Roll-Off Rental Income	39,530	60,000	81,579	72,000	-	72,000
Customer Roll-Off Fee	134	240	260	240	-	240
Bulky/White Goods Collection	16,621	21,000	15,107	15,600	-	15,600
Container Removal from Curb	8	8,004	16	50	-	50
Miscellaneous Solid Waste Fees	-	8,640	-	-	-	-
Subtotal	\$ 3,968,794	\$ 3,947,170	\$ 4,077,734	\$ 4,031,870	\$ -	\$ 4,031,870
Interest Revenue	\$ 3,615	\$ 3,060	\$ 4,447	\$ 3,060	\$ -	\$ 3,060
Late Charge For Billing	167,626	162,000	11,482	96,000	-	96,000
Auction Proceeds	-	-	40,872	40,000	-	40,000
Miscellaneous Revenues	13,426	55	403	-	-	-
Subtotal	\$ 184,667	\$ 165,115	\$ 57,204	\$ 139,060	\$ -	\$ 139,060
TOTAL REVENUES	\$ 4,153,461	\$ 4,112,285	\$ 4,134,938	\$ 4,170,930	\$ -	\$ 4,170,930
TOTAL FUNDS AVAILABLE	\$ 6,470,348	\$ 6,845,293	\$ 6,867,946	\$ 7,435,982	\$ -	\$ 7,435,982
EXPENDITURES:						
Solid Waste Administration (90)	\$ 282,142	\$ 372,722	\$ 320,836	\$ 360,938	\$ -	\$ 360,938
Solid Waste Collection - Residential (91-01)	354,303	440,730	379,529	442,518	-	442,518
Solid Waste Collection - Recycling (91-02)	513,438	167,551	154,505	170,317	1,500	171,817
Solid Waste Collection - Brush (91-03)	160,752	180,489	161,391	187,939	-	187,939
Solid Waste Collection - Commercial (91-04)	173,655	208,738	188,172	217,753	-	217,753
Solid Waste Collection - KCCB (91-05)	21,529	22,420	22,420	22,720	425	23,145
Solid Waste Disposal (92)	1,310,012	1,571,988	1,477,754	1,614,891	-	1,614,891
Non-Departmental (95)	578,439	614,996	618,813	613,446	-	613,446
OPERATING EXPENDITURES	\$ 3,394,270	\$ 3,579,634	\$ 3,323,420	\$ 3,630,522	\$ 1,925	\$ 3,632,447
OTHER EXPENDITURES:						
Principal & Int Debt Pymts	343,070	273,413	279,474	441,327	-	441,327
TOTAL OTHER EXPENDITURES	\$ 343,070	\$ 273,413	\$ 279,474	\$ 441,327	\$ -	\$ 441,327
TOTAL EXPENDITURES	\$ 3,737,340	\$ 3,853,047	\$ 3,602,894	\$ 4,071,849	\$ 1,925	\$ 4,073,774
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 2,733,008	\$ 2,992,246	\$ 3,265,052	\$ 3,364,133	\$ (1,925)	\$ 3,362,208
TOTAL ENDING FUND BALANCE	\$ 2,733,008	\$ 2,992,246	\$ 3,265,052	\$ 3,364,133	\$ (1,925)	\$ 3,362,208
IDEAL FUND BALANCE	\$ 848,568	\$ 894,909	\$ 830,855	\$ 907,631		\$ 908,112
OVER (UNDER) IDEAL FUND BALANCE	\$ 1,884,440	\$ 2,097,337	\$ 2,434,197	\$ 2,456,502		2,454,096

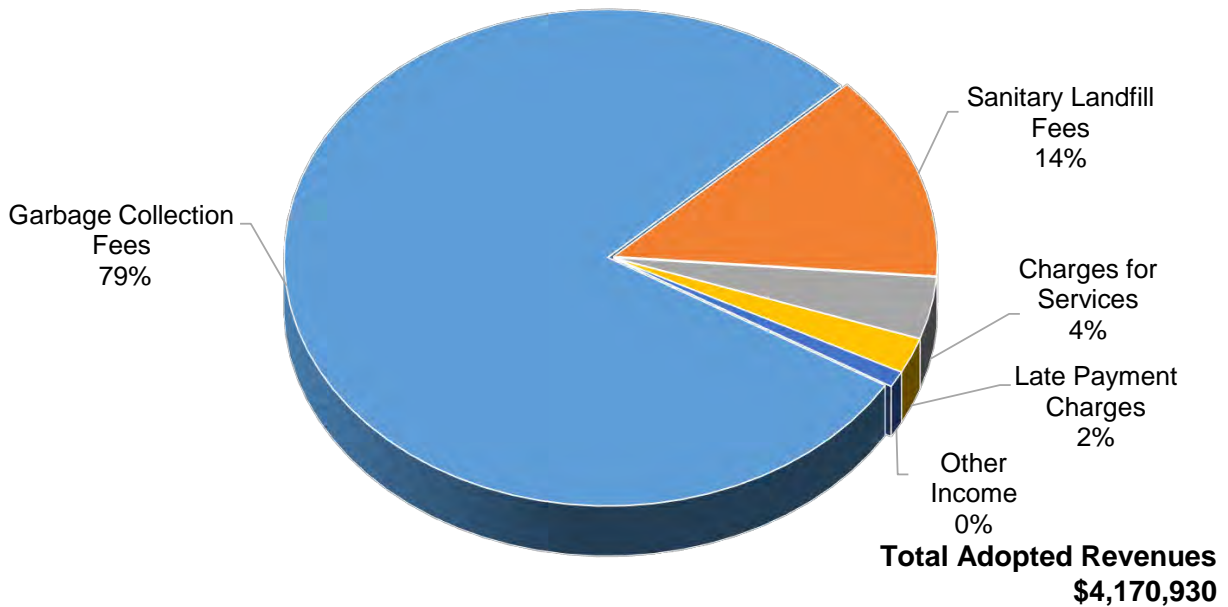
* The Current Budget Includes budget amendments approved by City Council throughout the fiscal year.

**City of Copperas Cove, Texas
FY 2018 Adopted Budget
Solid Waste Fund
Budgeted Revenues by Source Comparison**

Fiscal Year 2016-2017 Projected Revenue

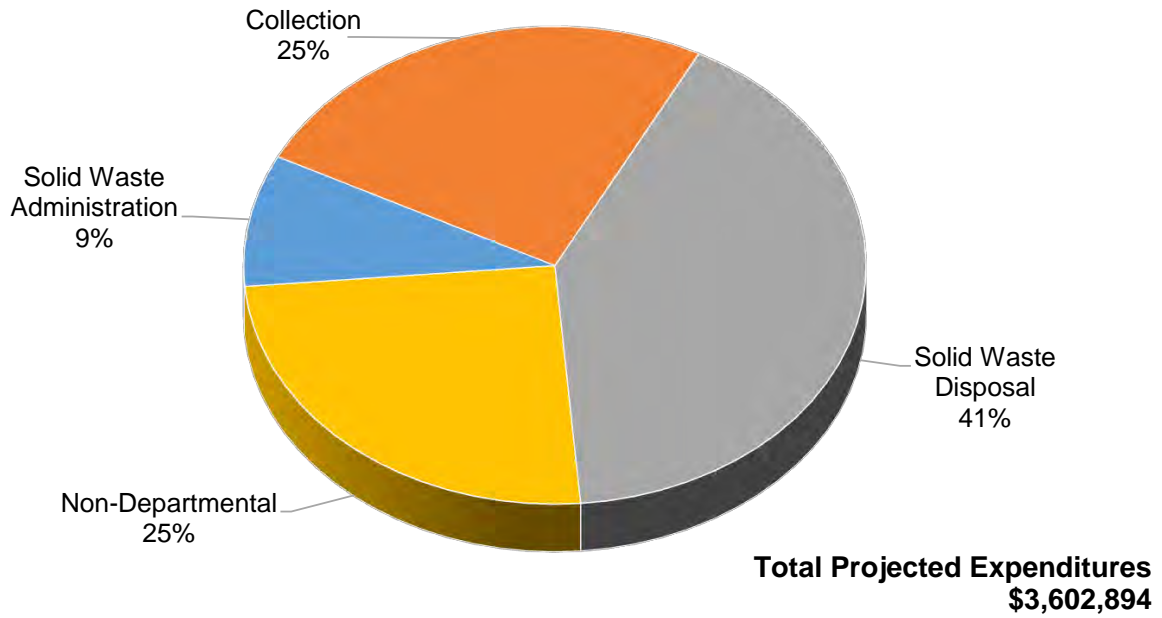


Fiscal Year 2017-2018 Adopted Revenue

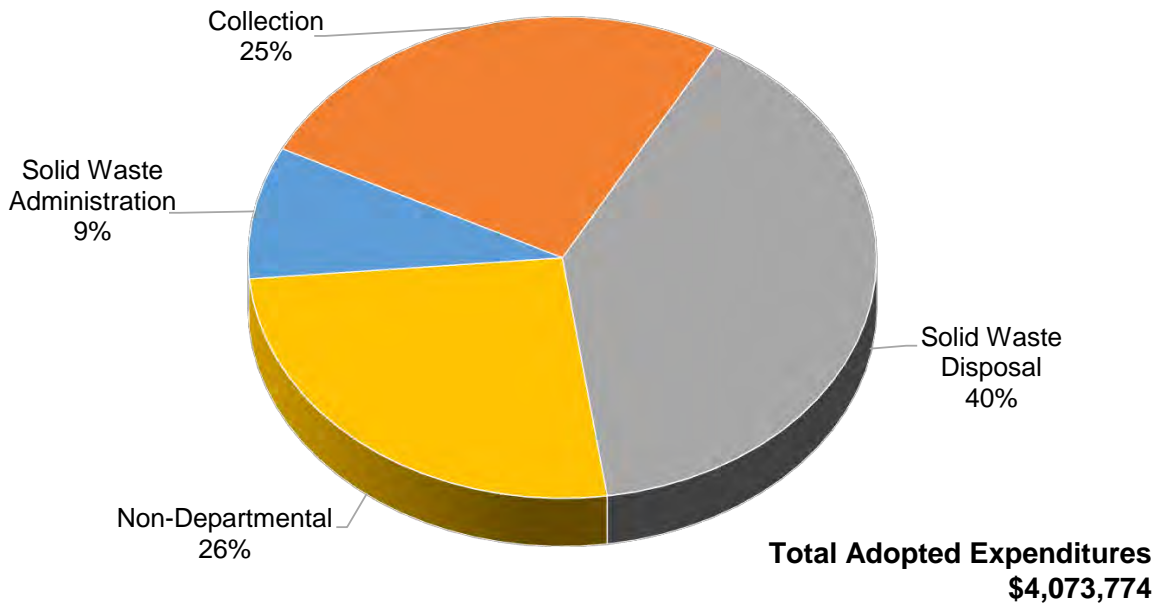


**City of Copperas Cove, Texas
FY 2018 Adopted Budget
Solid Waste Fund
Budgeted Expenditures by Function Comparison**

Fiscal Year 2016-2017 Projected Expenditures

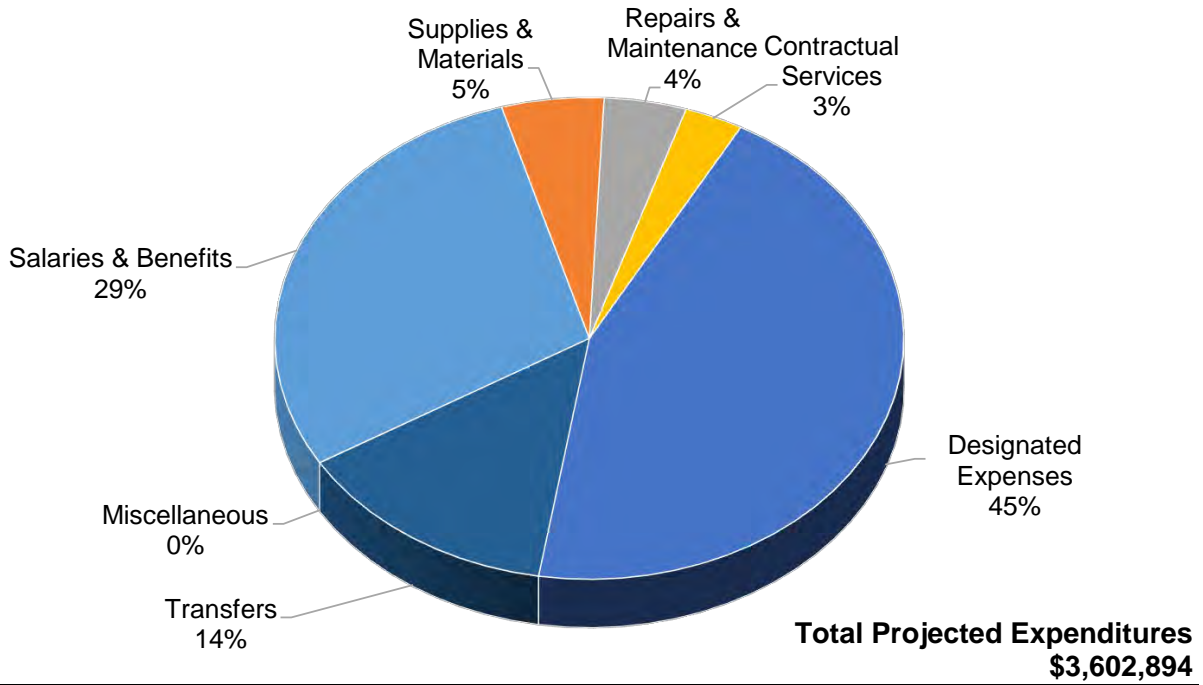


Fiscal Year 2017-2018 Adopted Expenditures

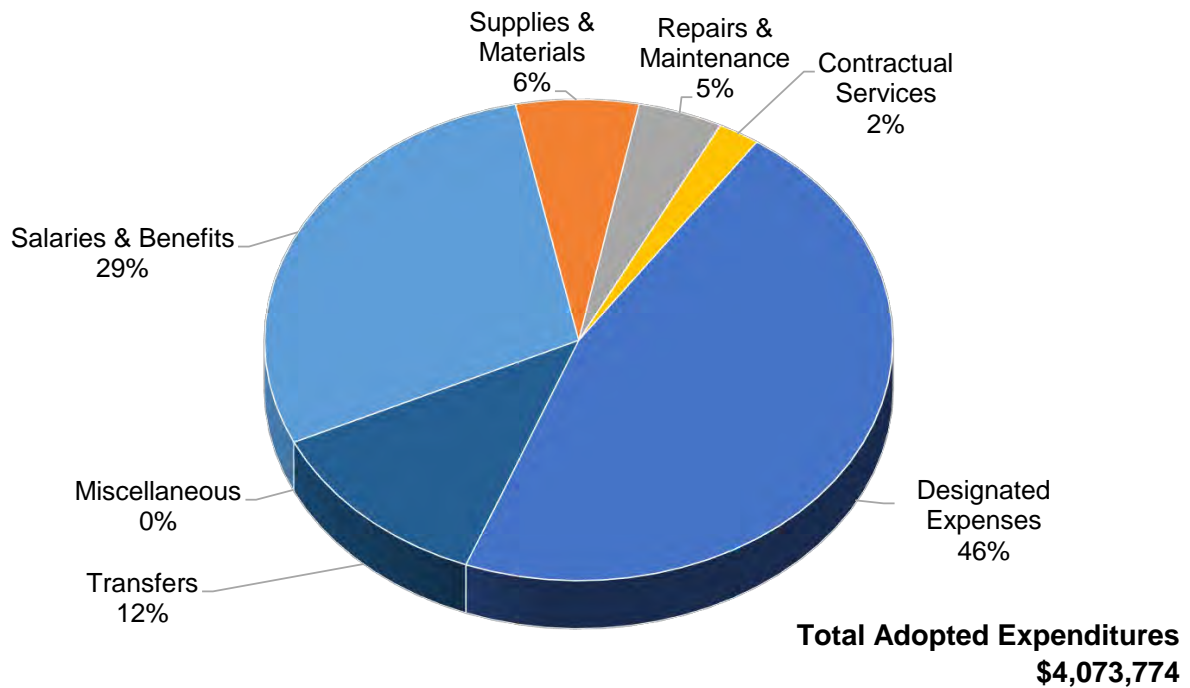


**City of Copperas Cove, Texas
FY 2018 Adopted Budget
Solid Waste Fund
Budgeted Expenditures by Object Comparison**

Fiscal Year 2016-2017 Projected Expenditures



Fiscal Year 2017-2018 Adopted Expenditures



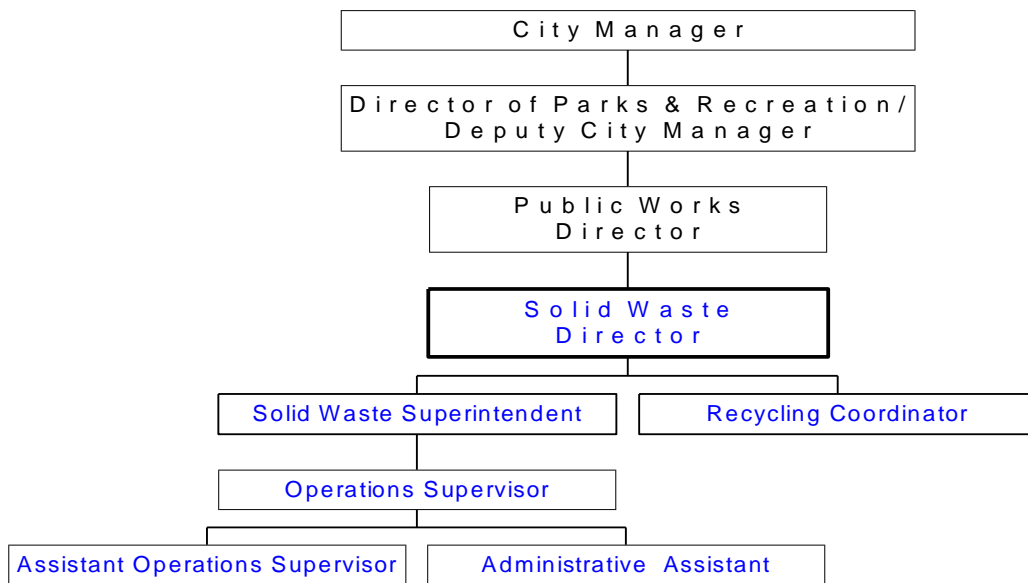


SOLID WASTE ADMINISTRATION



Left to Right:

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



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.

6 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 needed to accommodate the growth of the city in an effort to maintain a high level of service.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- 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 five Saturdays this year.

CONTINUING OBJECTIVES

- Improve container accountability in our residential division.
- Accurately forecast the resources needed to accommodate the growth of the city in order for the current level of services to be continued without interruption.
- Continue to provide excellent customer service, listen to, investigate and resolve any discrepancies in a prompt manner.

GOALS FOR FISCAL YEAR 2018

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

EXPENDITURE SUMMARY

SOLID WASTE ADMINISTRATION

CATEGORY			<i>Fund</i>	<i>03</i>
	FY 2016	FY 2017	<i>Dept#</i>	<i>9000</i>
	Actual	Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ 264,213	\$ 303,364	\$ 303,364	\$ 340,717
Supplies & Materials	4,909	7,162	7,162	4,162
Maintenance & Repair	5,319	2,927	2,927	2,940
Contractual Services	7,701	10,383	10,383	13,119
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 282,142	\$ 323,836	\$ 323,836	\$ 360,938

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

Salaries & Benefits: Salary savings were realized in FY 2017 due to the director position being vacant;

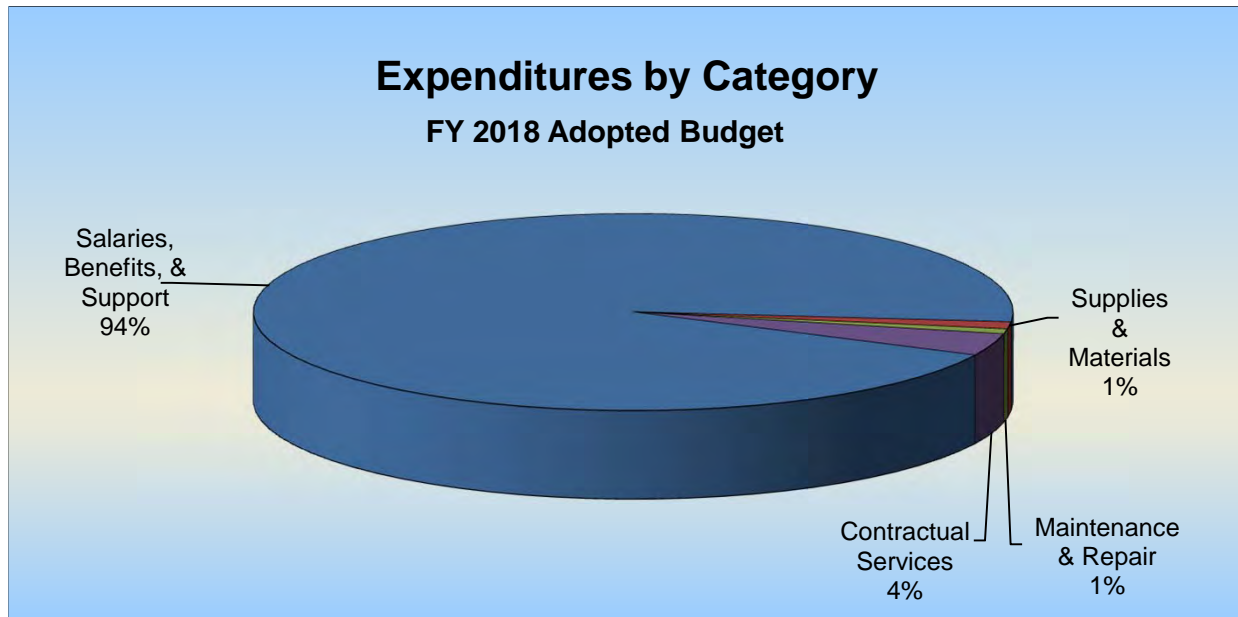
It also includes 1% COLA increase.

Maintenance & Repair: Increased expenset for GPS & radio repairs.

Contractual Services: Increase in Professional Development cost, due to staff training required; uniform cost increase; and energy consumption increase.

Decreases:

Supplies & Materials: Current year includes a radio purchase.



SOLID WASTE ADMINISTRATION

03-9000

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Director of Solid Waste	-	1	1	1
Recycling Coordinator	1	1	1	1
Solid Waste Superintendent	1	1	1	1
SW Supervisor - Operations	1	1	1	1
Assistant Supervisor - Operations	1	1	1	1
Administrative Assistant	1	1	1	1
DIVISION TOTAL	5	6	6	6

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
Total Tons Collected	23,976	25,000	28,209	30,000
Total # of Complaints	250	225	300	100
EFFICIENCIES				
Operating Cost to Collect One Ton of Garbage	\$11.77	\$12.95	\$11.48	\$12.03
EFFECTIVENESS				
% of Customer Service Complaints Resolved in 24 Hours or Less	95.0%	96.0%	92.0%	95.0%

SOLID WASTE RESIDENTIAL



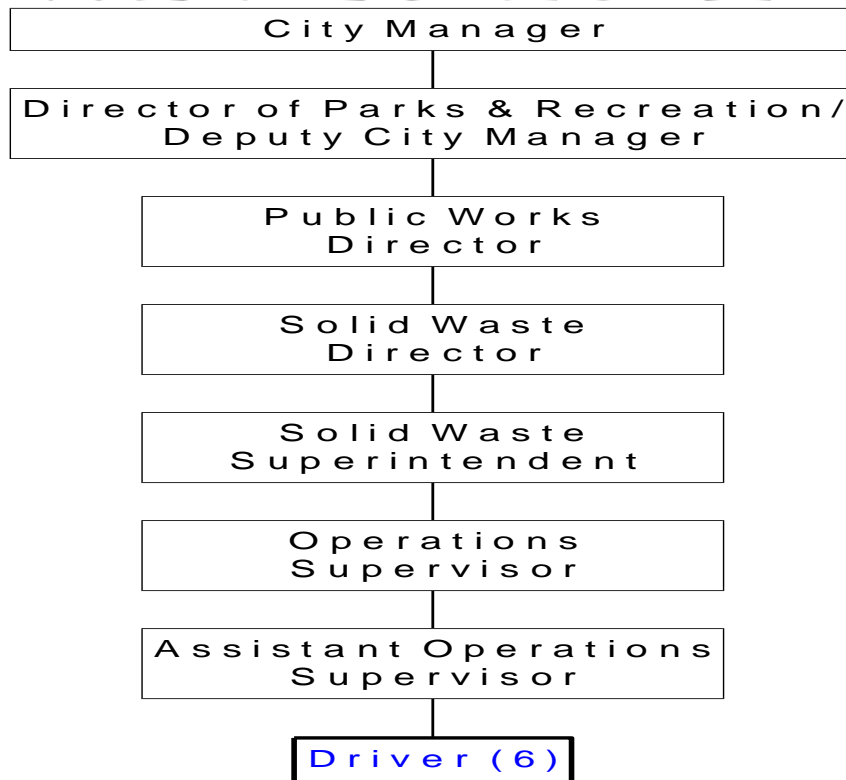
Left to Right:

Front Row:

Robert Mitchell (Driver); Robin Smith (Driver); Raymond Barber (Driver).

Back Row:

Robert Lentz (Driver); Leon Briggs (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.

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). 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 for all residential customers.
- Accurately forecast the resources necessary to accommodate the growth of the city.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- Purchased a new ASL truck.
- Purchased and delivered 1,013 blue containers to new homes and replaced old, damaged cans.
- Replaced 409 blue container lids.
- Container repair/replace wait list is down to same week delivery.
- 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 in order to verify route stops by addresses and time utilizing GPS.

GOALS FOR FISCAL YEAR 2018

- Improve vehicle maintenance to extend vehicle life and reduce operating costs.
- Continue to work on our safety and drivers training program in an effort to reduce the number of accidents and insurance costs.
- Reduce the number of missed containers.
- Maintain the highest level of customer satisfaction.

EXPENDITURE SUMMARY

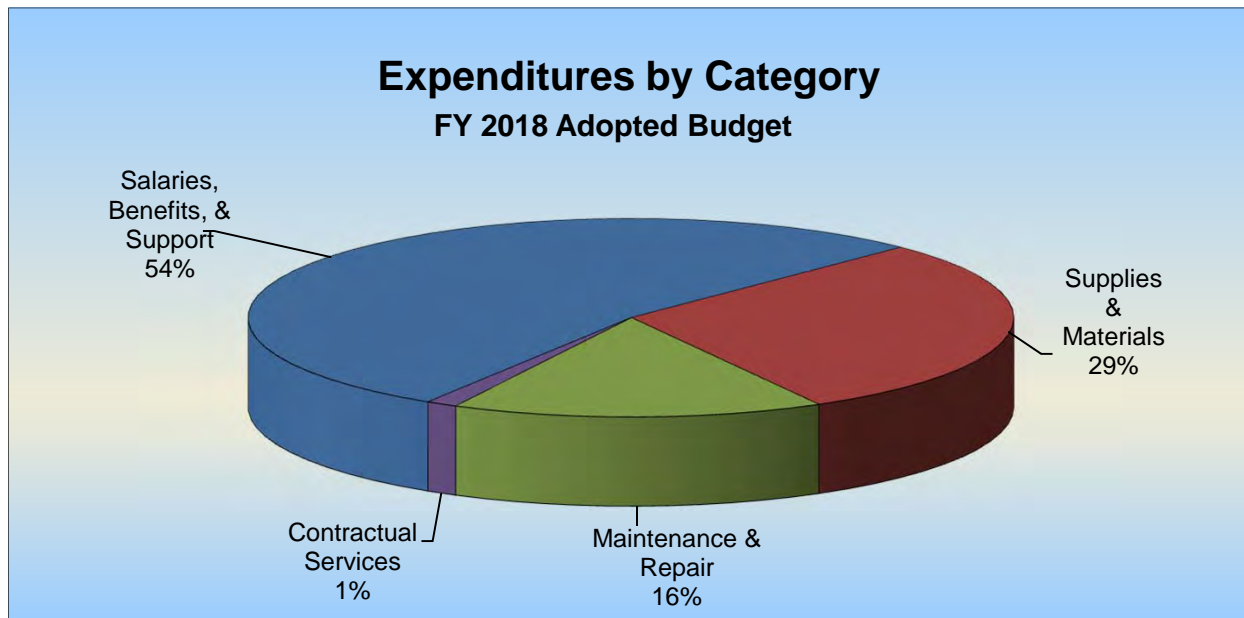
SOLID WASTE COLLECTIONS - RESIDENTIAL

CATEGORY	Fund 03 Dept# 9101			
	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ 225,881	\$ 207,605	\$ 207,605	\$ 236,898
Supplies & Materials	83,359	102,974	102,974	130,350
Maintenance & Repair	40,261	60,360	60,360	69,400
Contractual Services	4,802	5,590	5,590	5,870
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 354,303	\$ 376,529	\$ 376,529	\$ 442,518

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

- Salaries & Benefits: Salary savings were realized in FY 2017 due to vacancies; It also includes a 1% COLA increase.
- Supplies & Materials: Increased fuel needs.
- Maintenance & Repair: Increased vehicle maintenance costs.
- Contractual Services: Uniform cost increase.



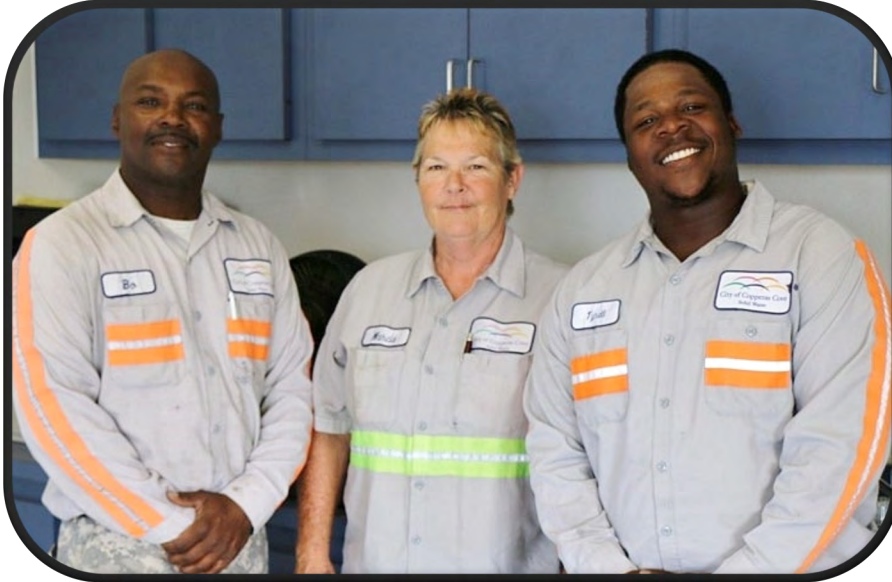
SOLID WASTE COLLECTIONS - RESIDENTIAL

03-9101

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Driver	6	6	6	6
DEPARTMENT TOTAL	6	6	6	6

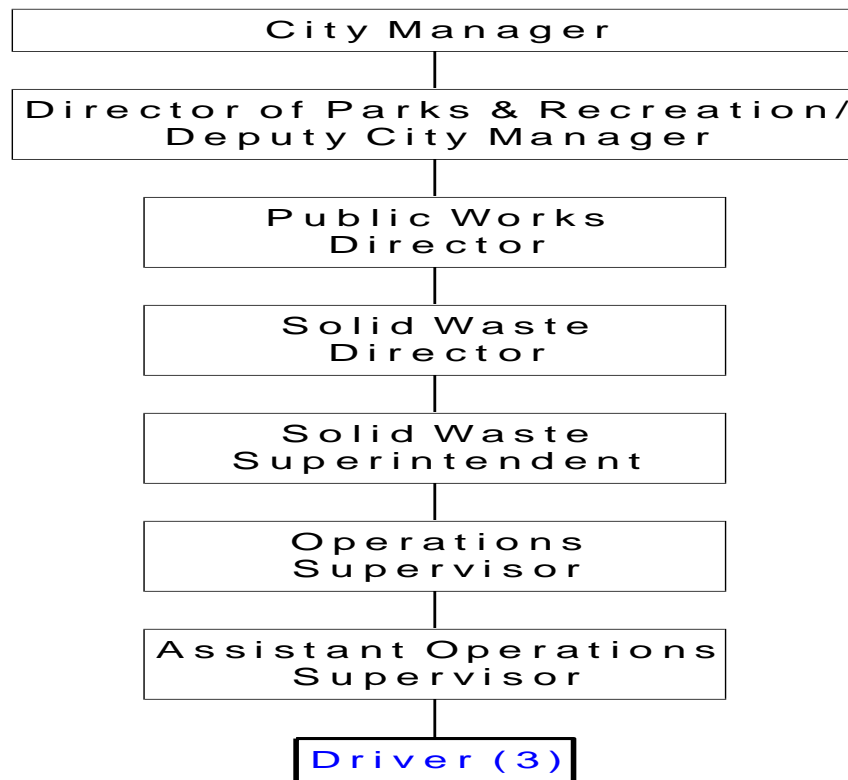
PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
<i>OUTPUTS</i>				
Tons Collected by Residential Collection Vehicles	9,867	11,000	10,832	11,000
<i>EFFICIENCIES</i>				
Cost to Collect One Ton of Residential Garbage	\$35.91	\$34.23	\$34.76	\$40.23
<i>EFFECTIVENESS</i>				
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%

SOLID WASTE RECYCLING



Left to Right:

Samuel Hendricks (Driver);
Marcia Hight (Driver); Tyrell
Braxton (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.

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 all areas.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- Completed implementation of the Single Stream Recycling (SSR) program at all residential areas.
- Completed implementation of the SSR at all businesses on the current recycling list.
- Won the Solid Waste Association of North America (SWANA) Finest Award for the Single Stream Recycling Program.
- Incorporated CCISD into the Single Stream Recycling program. All campuses and facilities are collected twice per week.
- Supported and participated in a City's Spring & Fall Cleanup and Household Hazardous Waste collection event.
- Conducted recycling education through speeches and classroom style education.
- Participated in Fort Hood's Earth Day, educating 1,041 children about recycling.
- Participated in Gatesville's Earth Day, educating 250 children about recycling.
- Hosted several groups at Solid Waste for a tour and recycling presentation.
- Increased recyclables by almost 500 tons (One (1) Million pounds) over previous fiscal year.
- Participated in the Killeen Geographical Information Systems (GIS) Day event by educating school children about recycling. The event was attended by 270 students from all over the region.
- Served as Secretary on the Cen-Tex Sustainable Communities Partnership Staff Committee. As part of the partnership, worked on strategic goals such as education and outreach, recycling, water conservation, and transportation. As representative, hosted a booth at the Home Base Grand Opening.
- Processed and shredded 6 months' worth of Finance documents/checks/files two times per year.
- Turned in 500 pounds of computer equipment and 300 pounds of batteries to be recycled.

CONTINUING OBJECTIVES

- Continue to properly handle all recyclables to limit contamination.
- Education of citizens on the benefits of recycling.
- Continue relationship with CCISD by visiting classes, hosting field trips to Solid Waste.
- Continue drivers' safety training to improve safety record.
- Grow participation in the SSR program.

GOALS FOR FISCAL YEAR 2018

- Increase recycling city wide by incentivizing program.
- Work towards lessening contamination in the SSR program.
- Assist the Solid Waste Department with two City-wide clean up events.
- Continue to educate the public on the importance of recycling and recycling correctly.

EXPENDITURE SUMMARY

SOLID WASTE COLLECTIONS - RECYCLING

CATEGORY			<i>Fund</i>	<i>03</i>
	FY 2016	FY 2017	<i>Dept#</i>	<i>9102</i>
	Actual	Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ 92,804	\$ 115,572	\$ 115,572	\$ 112,887
Supplies & Materials	405,236	18,033	18,033	30,300
Maintenance & Repair	12,741	17,000	17,000	23,000
Contractual Services	2,657	3,900	3,900	5,630
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 513,438	\$ 154,505	\$ 154,505	\$ 171,817

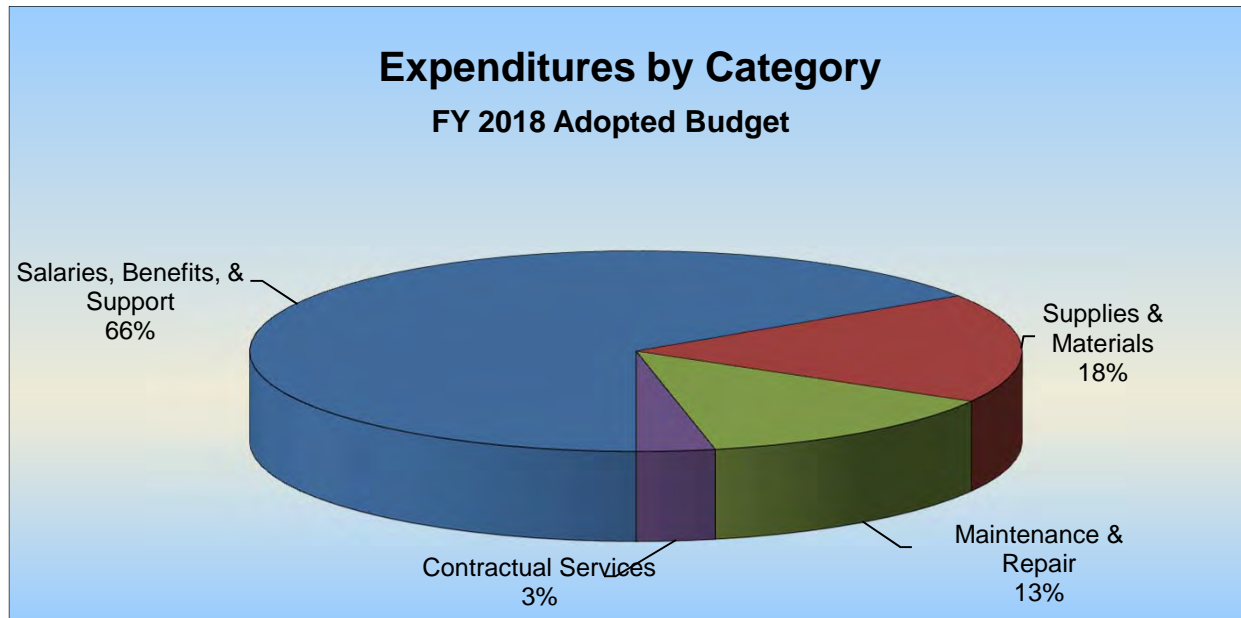
HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

- Supplies & Materials: Increased fuel needs.
- Maintenance & Repair: Increased vehicle maintenance costs.
- Contractual Services: Attend State of Texas Alliance for Recycling (STAR) annual conference.

Decreases:

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



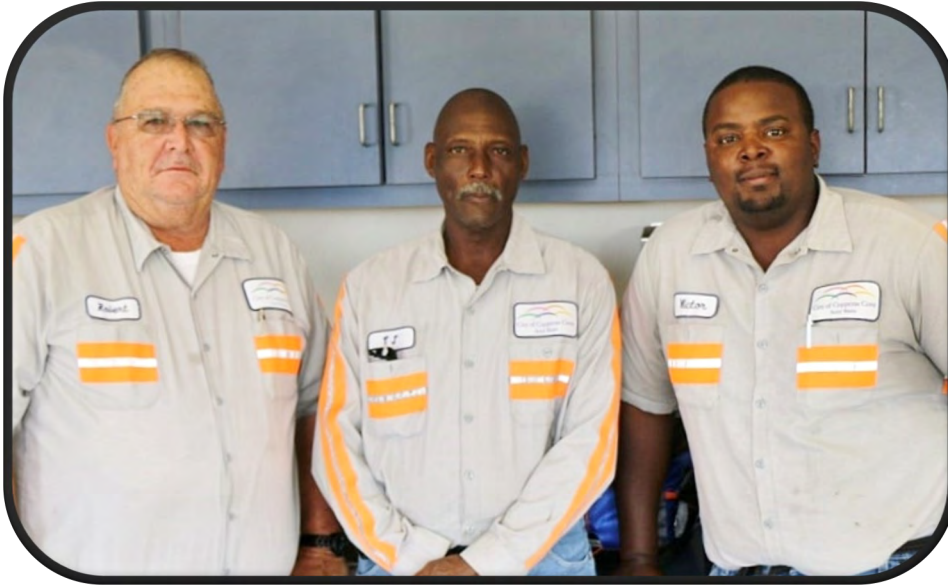
SOLID WASTE COLLECTIONS - RECYCLING

03-9102

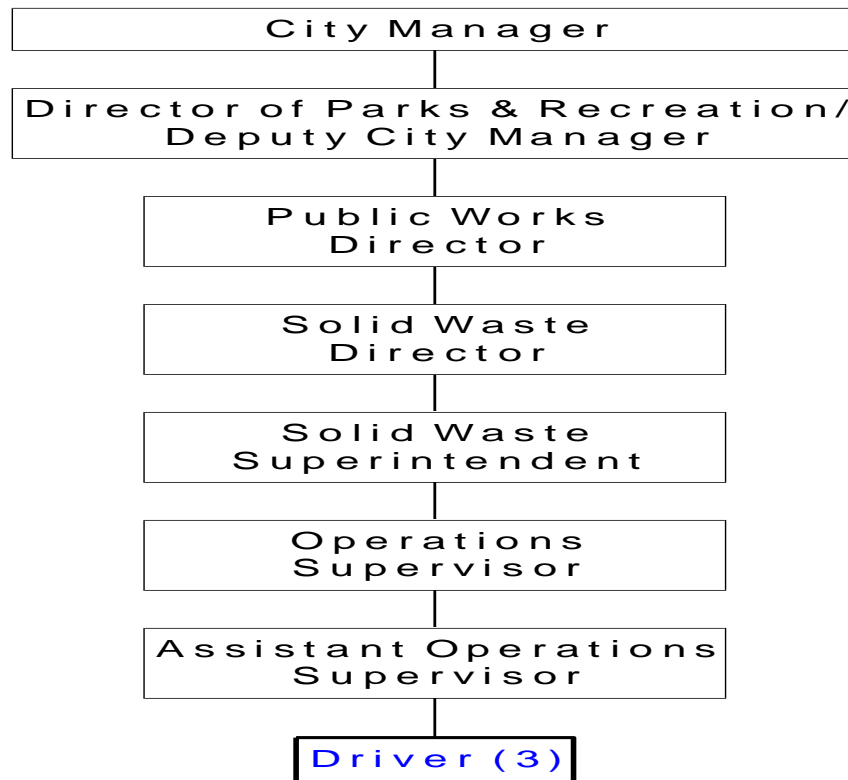
STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Driver	3	3	3	3
DEPARTMENT TOTAL	3	3	3	3

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
Tons of Recyclables Collected (excluding scrap metal)	1021	1100	1400	1750
Tons of Scrap Metal Collected	45	50	60	65
EFFICIENCIES				
Operating Cost per Ton to Process Recycled Materials	\$481.65	\$134.35	\$105.83	\$94.67
EFFECTIVENESS				
Solid Waste Diverted from the Landfill in Tons (Includes Recycled Brush)	2,305	2,500	2,518	2,900
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%

SOLID WASTE BRUSH AND BULK



Left to Right:
Robert Butler Jr. (Driver);
Thomas Johnson Jr.
(Driver); Victor Williams
(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.

SOLID WASTE COLLECTIONS BRUSH AND BULK

PROGRAM DESCRIPTION

The Brush and Bulk Division provides a twice 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 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 in an effort to reduce number of accidents and insurance costs.
- Educate the residents, tree trimmers, and yard maintenance personnel on the rules and regulations for setting brush/yard waste out for collection.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- Purchased a new brush truck.
- Brush diversion provided a savings to disposal costs and provided material for composting operations.
- Maintained fleet management system in order to verify route stops by addresses and time.
- Strictly enforced City Ordinance Sec.11-69.C "address side only" placement of solid waste; however, now feature a brush variance application on the City's website for special exceptions.

CONTINUING OBJECTIVES

- Improve Brush and Bulk program to improve customer service, and reduce operating costs.
- Develop program to enhance bulk item service.
- Continue to educate residents to better understand the operations of the brush and bulk division.
- Continue to improve fleet management system in order to verify route stops by addresses and time.

GOALS FOR FISCAL YEAR 2018

- Promote the free of charge to city resident's drop off of two (2) pickup truck loads of brush per year at the Transfer Station.
- Offer free bulky item drop off during two yearly City cleanup events.
- Continue to enforce the address side policy with brush pickup.
- Continue to educate the public on the policies and procedures of brush and bulk collection.

EXPENDITURE SUMMARY

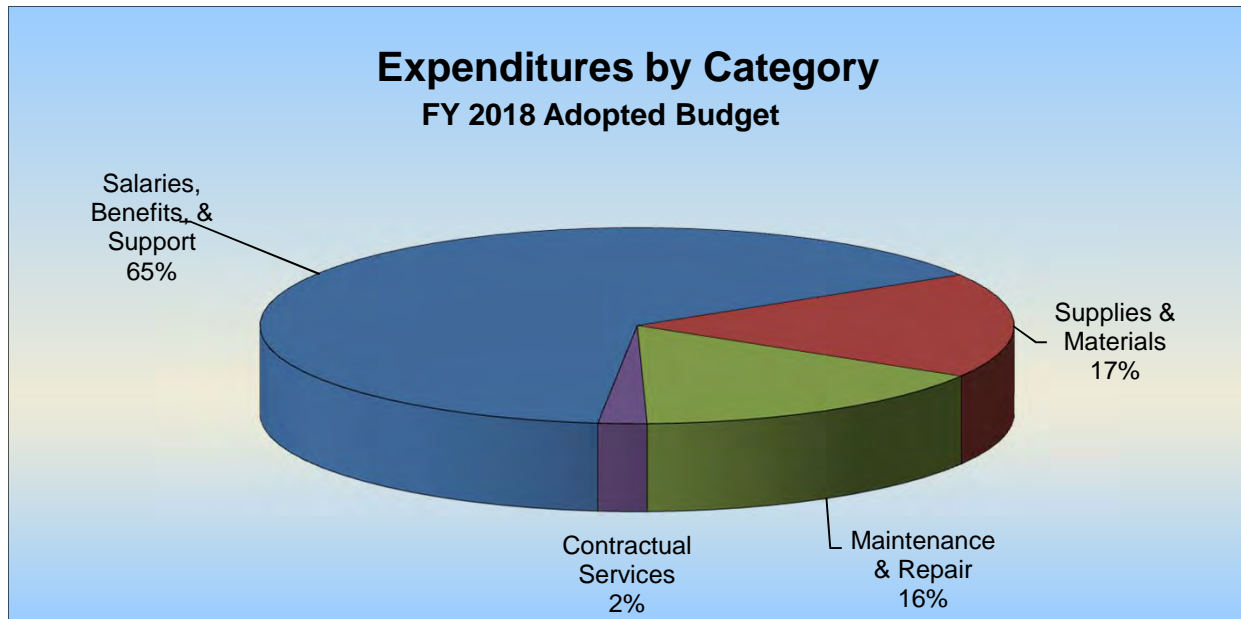
SOLID WASTE COLLECTIONS - BRUSH AND BULK

CATEGORY	<i>Fund 03</i>		<i>Dept# 9103</i>	
	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ 120,874	\$ 117,398	\$ 117,398	\$ 121,539
Supplies & Materials	16,319	19,447	19,447	32,490
Maintenance & Repair	20,535	21,000	21,000	30,000
Contractual Services	3,024	3,546	3,546	3,910
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 160,752	\$ 161,391	\$ 161,391	\$ 187,939

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

- Salaries & Benefits: Salary savings were realized in FY 2017 due to vacancies; It also includes a 1% COLA increase.
- Supplies & Materials: Increased fuel needs.
- Maintenance & Repair: Increased vehicle maintenance costs.
- Contractual Services: Uniform cost increase.



SOLID WASTE COLLECTIONS - BRUSH AND BULK

03-9103

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Driver	3	3	3	3
DEPARTMENT TOTAL	3	3	3	3

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
<i>OUTPUTS</i>				
Tons of Brush Collected	1,284	1,400	1,025	1,200
Tons of Bulk Items Collected	616	825	1,020	1,200
<i>EFFICIENCIES</i>				
Cost per Ton to Collect Brush and Bulk	\$84.61	\$72.54	\$78.92	\$78.31
<i>EFFECTIVENESS</i>				
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%

SOLID WASTE COMMERCIAL



Left to Right:

Travis Daniels (Lead Driver);
Jimmie Davis (Driver); William
Dorris (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 2017

- Refurbished dumpster inventory.
- Improved maintenance by providing lids, bars, and welding equipment.
- Auctioned off unused equipment from Solid Waste.
- Worked with code compliance and the police to deter illegal dumping.
- Increased customer satisfaction by adding new dumpsters to our inventory.

CONTINUING OBJECTIVES

- Improve customer service.
- Reduce employee exposure to on-the-job injuries and safety issues.
- Continue improvement of our safety and drivers training programs to reduce accidents and insurance costs.
- Audit the commercial accounts and adjust service levels as necessary.
- Improve nonconforming commercial dumpster pads and screening.
- Provide prompt and efficient service to commercial accounts.
- Continue to improve fleet management system to verify route stops by addresses and time.
- Maintain program to clean, repair, and paint commercial containers on a rotating basis.

GOALS FOR FISCAL YEAR 2018

- Improve maintenance of vehicle and equipment.
- Continue to work with Code Compliance and the Police Department to deter illegal dumping.

EXPENDITURE SUMMARY

SOLID WASTE COLLECTIONS - COMMERCIAL

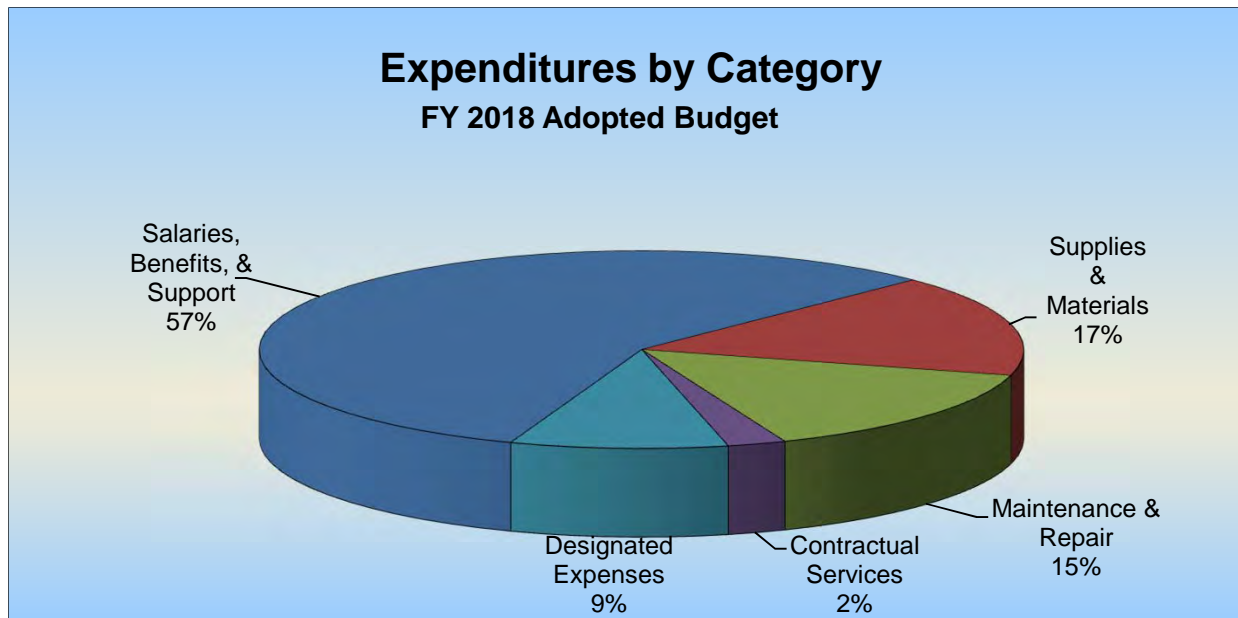
Fund **03**
Dept# **9104**

CATEGORY	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ 108,629	\$ 122,307	\$ 122,307	\$ 124,143
Supplies & Materials	20,724	19,661	19,661	36,250
Maintenance & Repair	31,025	30,000	30,000	32,000
Contractual Services	3,643	4,300	4,300	5,360
Designated Expenses	9,634	11,904	11,904	20,000
Capital Outlay & Improvements	-	-	-	-
Total	\$ 173,655	\$ 188,172	\$ 188,172	\$ 217,753

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

- Salaries & Benefits: Salary savings were realized in FY 2017 due to vacancies; It also includes a 1% COLA increase.
- Supplies & Materials: Increased fuel needs.
- Maintenance & Repair: Increased vehicle maintenance costs.
- Contractual Services: Increase in Professional Development cost, due to staff training required; uniform cost increase.
- Designated Expenses: Dumpster maintenance cost increase.



SOLID WASTE COLLECTIONS - COMMERCIAL

03-9104

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Lead Driver	1	1	1	1
Driver	2	2	2	2
DEPARTMENT TOTAL	3	3	3	3

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
Tons Collected by Commercial Collection Vehicles	5,122	6,200	5,445	5,500
EFFICIENCIES				
Operating Cost to Collect One Ton of Commercial Garbage	\$33.90	\$30.35	\$34.56	\$39.59
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 TX Trash Off



Heart of Volunteerism
Adam Luciano Scholarship



Yard of the month (for month of July 2017).

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

- Focus on areas of litter prevention, beautification, and waste reduction.
- Strengthen relationships with local government, CCISD, civic groups, private entities, media, and Solid Waste partners.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- Won the Governors Community Achievement Award (GCAA), awarding Copperas Cove \$210,000.
- Won the GCAA of Sustained Excellence for the 10th year in a row.
- Organized and took part in three (3) major cleanup events including two (2) waterway cleanup events, and Don't Mess with Texas Trash-off. Five (5) roadways and three (3) waterways were cleaned where 1,140 pounds of litter, tires, wood and recycle was collected by 137 volunteers.
- Held the first "Spring Eco Fling", including a fashion show highlighting outfits made from recycled materials. The inaugural event was attended by 77 people.
- Assisted with, and organized five (5) beautification projects at the Golf Course, Senior Center and Cemetery, including a tree relocation project saving two trees downtown from being destroyed.
- Educated more than 2,110 kids about sustainability and recycling at various regional events.
- Awarded two \$500 scholarships and one \$250 scholarship.
- Hosted a rainwater harvesting class, attended by 54 people and two (2) composting classes, attended by 25 people.
- Demonstrated an interactive recycle education presentation at the Meet the City event.
- Planned, organized, and hosted the seventh annual Eco Harvest, where 607 fourth grade students and over 425 others were educated about everything sustainable. The public event saw a 12% increase over last year in attendance.
- Awarded five (5) Yard of the Month awards.
- Recognized 1st, 2nd, and 3rd place in the annual Halloween Decorating contest.
- Recognized 1st, 2nd, and 3rd place in two categories of the annual Christmas Decorating contest.
- Served as affiliate representative on the Keep Texas Beautiful Board.
- Partnered with CCISD, Ft. Hood, the Rotary club, the Copperas Cove Five Hills Scholarship Pageant on various projects.
- Started a "Look What I Grew" contest in an effort to increase social media awareness. The effort resulted in an 11% increase on KCCB's Facebook page.
- Revised and updated KCCB committees to enhance committee function.
- Remained in good standing with Keep America Beautiful and won the President's Circle Award.
- Remained a Gold Star Affiliate of Keep Texas Beautiful.

CONTINUING OBJECTIVES

- Continue with cleanup events throughout the year.
- Increase social media presence thus creating more awareness about KCCB.
- Grow relationship with local government, CCISD, Ft. Hood Environmental, civic groups, private entities, media, and Solid Waste partners.
- Continue with fundraising events to help support KCCB projects.
- Continue and enhance decorating contest awards.
- Retain Gold Star status with Keep Texas Beautiful and continue to remain in good standing with Keep America Beautiful.

GOALS FOR FISCAL YEAR 2018

- Complete at least one (1) beautification.
- Increase and enhance new initiatives and projects to promote growth of commission.
- Enhance the Spring Eco Fling to encourage growth of the event.
- Award two \$500 scholarships to high school seniors and one \$250 scholarship in honor of Adam Luciano.

EXPENDITURE SUMMARY

KEEP COPPERAS COVE BEAUTIFUL (KCCB)

Fund 03
Dept# 9105

CATEGORY	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ -	\$ -	\$ -	\$ -
Supplies & Materials	11,865	9,280	9,280	11,855
Maintenance & Repair	-	-	-	-
Contractual Services	9,664	13,140	13,140	11,290
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 21,529	\$ 22,420	\$ 22,420	\$ 23,145

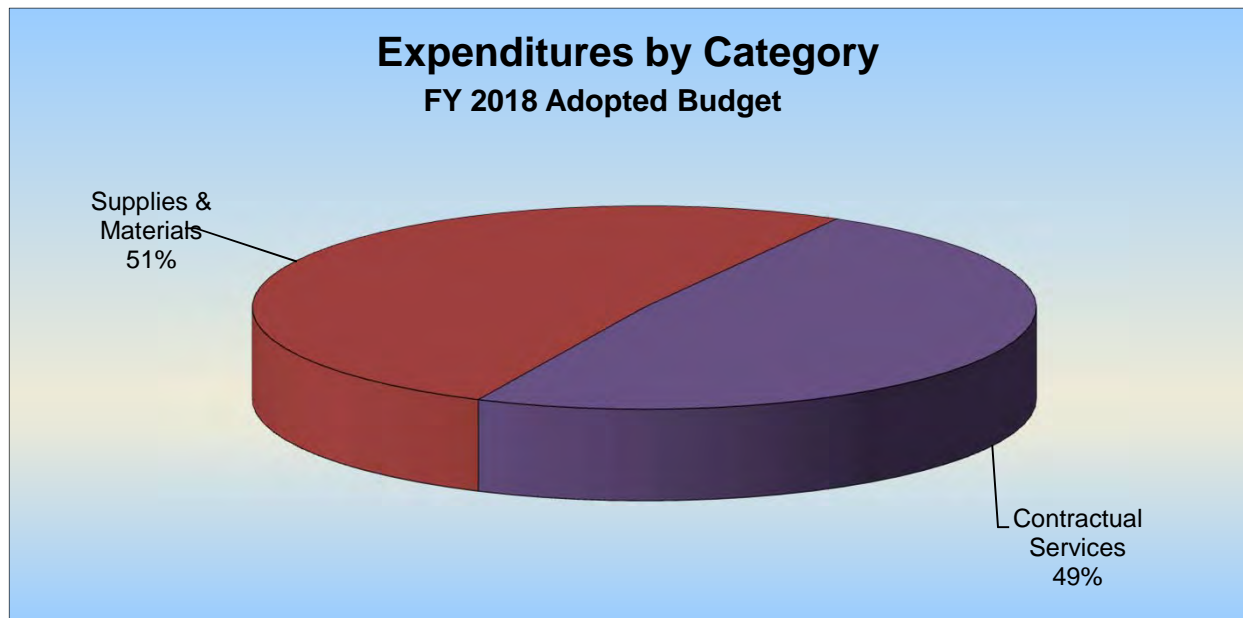
HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

Supplies & Materials: Increased supply cost for various programs (Eco Harvest, Keep Texas Beautiful, clean-up); It also includes a purchase of a storage cabinet, and a camera.

Decreases:

Contractual Services: Current year includes the cost for attending the Governors Community Achievement Award dinner at the Keep Texas Beautiful Conference in San Antonio.



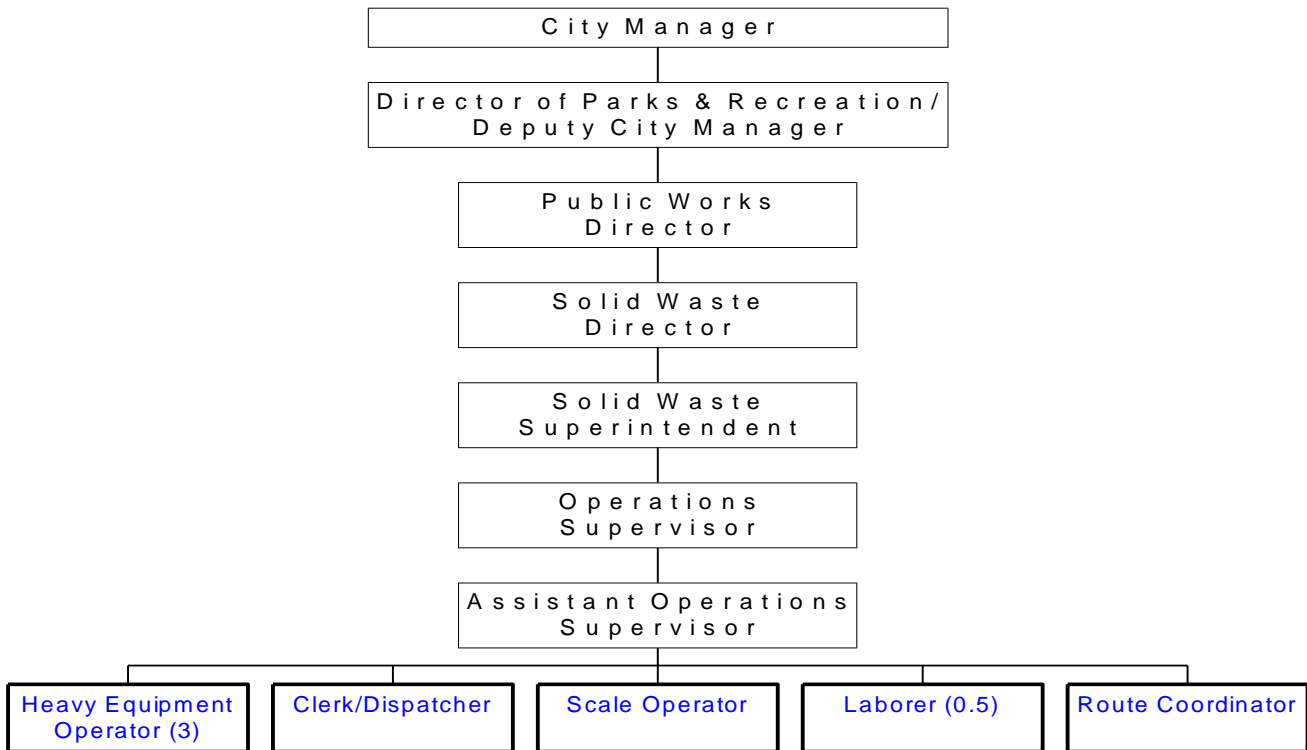
KEEP COPPERAS COVE BEAUTIFUL (KCCB)**03-9105**

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
<i>OUTPUTS</i>				
# of Clean-Up / Beautification Projects	25	20	26	25
# of Public Education Hours	71	80	64	70
<i>EFFICIENCIES</i>				
Funding Available per Project	\$861	\$1,121	\$862	\$926
<i>EFFECTIVENESS</i>				
% Increase in Memberships	20.0%	5.0%	20.0%	0.0%
% Increase in Projects	20.0%	5.0%	1.0%	0.0%
% Increase in Fund Raising	0.0%	5.0%	0.0%	5.0%

SOLID WASTE DISPOSAL



Left to Right:
Soane Moala (Heavy Equipment Operator); Mark Fiero (Heavy Equipment Operator).



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.

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 annual inspections and other requests by TCEQ without receiving warnings or violations.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- 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.
- Supported various City events with roll off dumpster delivery and disposal.
- Enhanced customer service.
- Lessened illegal dumping in the recycle roll-off by moving roll-off containers to the transfer station.
- Streamlined single stream recycling.

CONTINUING OBJECTIVES

- Maintain the highest quality facility and service to the citizens of Copperas Cove.
- Continue to sustain 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 2018

- Attain the most efficient transfer station in Texas.
- Provide the highest level of customer service to the customers and citizens.

EXPENDITURE SUMMARY

SOLID WASTE DISPOSAL

Fund 03
Dept# 9200

CATEGORY	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ 177,425	\$ 182,387	\$ 182,387	\$ 233,421
Supplies & Materials	7,114	10,691	10,691	12,180
Maintenance & Repair	17,738	17,974	17,974	17,000
Contractual Services	18,885	34,523	34,523	18,260
Designated Expenses	1,088,850	1,322,179	1,322,179	1,334,030
Capital Outlay & Improvements	-	-	-	-
Total	\$ 1,310,012	\$ 1,567,754	\$ 1,567,754	\$ 1,614,891

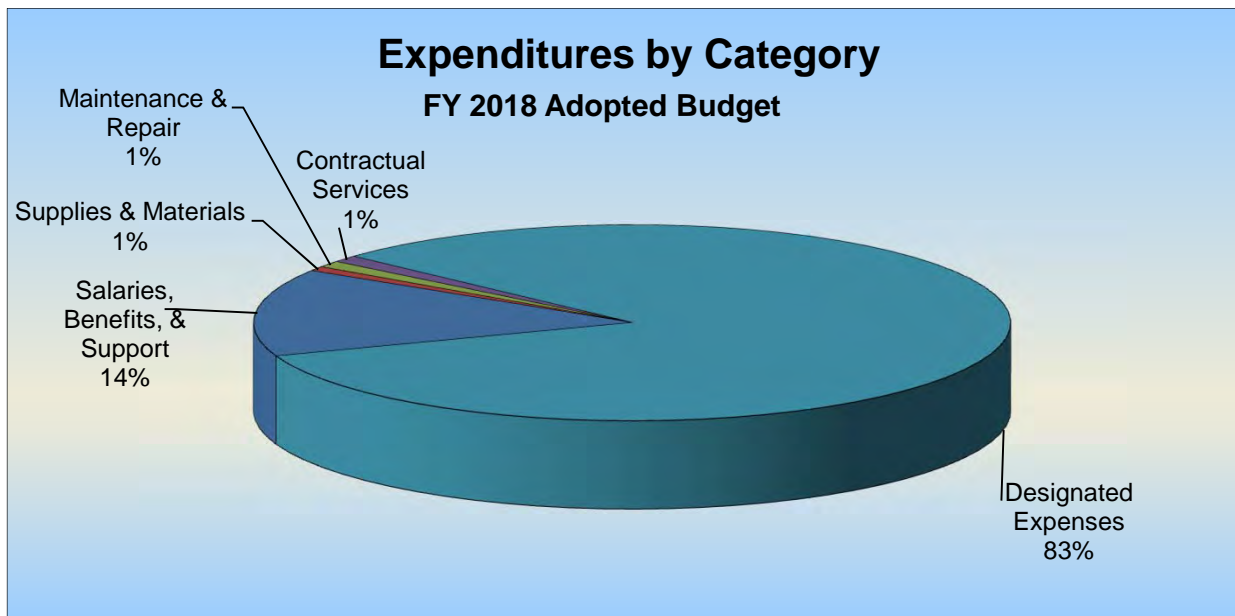
HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

- Salaries & Benefits: Salary savings were realized in FY 2017 due to vacancies; It also includes a 1% COLA increase.
- Supplies & Materials: Increased fuel needs.
- Designated Expenses: Regulatory cost increase.

Decreases:

- Maintenance & Repair: Decreased vehicle maintenance costs.
- Contractual Services: FY 2017 includes the expense for attending the Household Hazardous Waste (HHW) event.



SOLID WASTE DISPOSAL**03-9200**

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Clerk/Dispatcher	1	1	1	1
Scale Operator	1	1	1	1
Heavy Equipment Operator	3	3	3	3
Route Coordinator	-	1	1	1
Laborer	0.5	0.5	0.5	0.5
DEPARTMENT TOTAL	5.5	6.5	6.5	6.5

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
# of Tons Transferred and Landfilled	23,976	26,000	28,209	30,000
# of City Vehicles Utilizing Transfer Station	4,466	4,850	5,384	5,000
# of Non-City Vehicles Utilizing Transfer Station	13,100	13,500	13,600	14,000
Contract Cost per Ton to Transport and Landfill	\$37.25	\$37.25	\$37.25	\$40.25
EFFICIENCIES				
Cost per Ton for Operation of Facility	\$54.64	\$60.30	\$55.58	\$53.83
EFFECTIVENESS				
Number of Complaints from Neighbors Adjacent to the Facility	-	-	-	-

SOLID WASTE NON-DEPARTMENTAL



PROGRAM DESCRIPTION

Historically, this non-personnel department has been used to account for fund-wide expenses, including 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.



EXPENDITURE SUMMARY

NON-DEPARTMENTAL

CATEGORY	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	Fund Dept# 03 9500 FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ -	\$ -	\$ -	\$ -
Supplies & Materials	936	-	-	-
Maintenance & Repair	3,291	3,213	3,213	3,356
Contractual Services	12,164	35,516	35,516	24,240
Designated Expenses	74,316	82,574	82,574	88,340
Capital Outlay & Improvements	-	-	-	-
Admin Cost Reimbursement	487,000	497,210	497,210	497,210
Debt Service	343,070	279,474	279,474	441,327
Transfers Out & Contingency	-	-	-	-
Other	732	300	300	300
Total	\$ 921,509	\$ 898,287	\$ 898,287	\$ 1,054,773

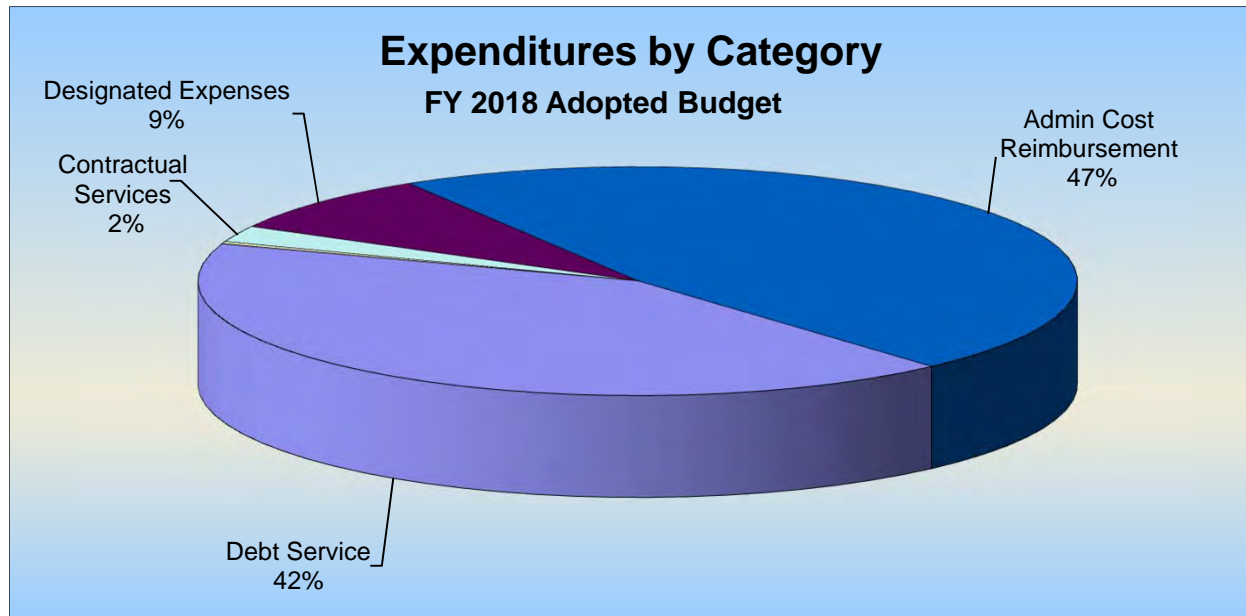
HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

- Maintenance & Repair: Radio system maintenance cost increase.
- Designated Expenses: Increase in insurance premiums (TML).
- Debt Service: Payments include 2017 C.O.

Decreases:

- Contractual Services: FY 2017 includes the expense for the Utility rate study.



Golf Course Fund



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 2018 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 47% 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.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
REVENUES	Actual	Actual	Actual	Projected	Adopted
Green Fees	75,929	89,829	75,149	82,505	82,505
Cart Rental Fees	68,592	65,135	55,634	69,825	69,825
Membership Dues	62,588	55,101	47,104	56,240	56,240
Cart Storage Fees	39,000	36,805	33,631	37,000	37,000
Pro Shop Sales	34,053	34,105	29,861	35,089	35,089
Other Operating Income	67,271	42,355	44,030	44,393	44,393
TOTAL	347,433	323,330	285,409	325,052	325,052
EXPENSES					
Salaries & Benefits	268,328	254,465	259,336	61,955	60,944
Supplies & Materials	60,477	57,572	57,000	61,993	62,973
Repairs & Maintenance	46,750	48,714	75,648	68,055	61,752
Contractual Services	72,119	71,365	76,244	79,552	79,011
Designated Expenses	31,639	33,623	35,808	31,184	32,184
Capital Outlay	1,405	-	-	-	-
Miscellaneous	10,863	21,707	22,119	16,169	34,911
TOTAL	491,581	487,446	526,155	318,908	331,775
Revenues Over/(Under)					
Expenses	(144,148)	(164,116)	(240,746)	6,144	(6,723)
TOTAL	347,433	323,330	285,409	325,052	325,052

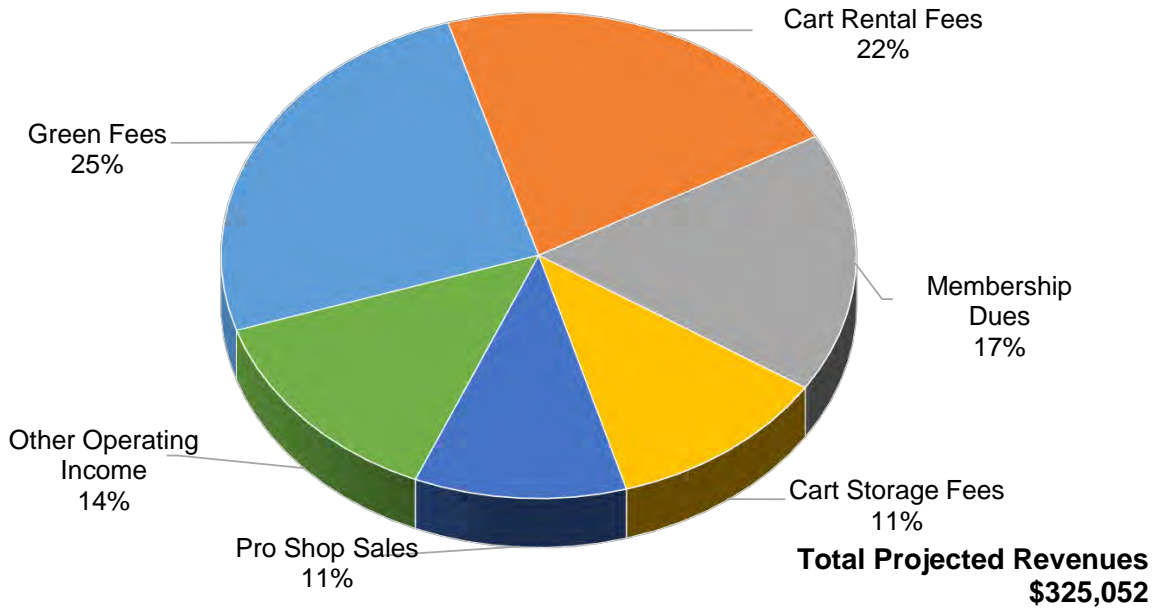
CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2017-18 ADOPTED BUDGET
GOLF COURSE FUND
SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE

Description	Actual FY 2015-16	Current Budget FY 2016-17	Projected FY 2016-17	Adopted Base Budget FY 2017-18	New Requests FY 2017-18	Adopted FY 2017-18
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ (1,204,222)	\$ (1,444,968)	\$ (1,444,968)	\$ (1,438,824)	\$ -	\$ (1,438,824)
TOTAL BEGINNING FUND BALANCE	\$ (1,204,222)	\$ (1,444,968)	\$ (1,444,968)	\$ (1,438,824)	\$ -	\$ (1,438,824)
REVENUES:						
Green Fees	\$ 75,149	\$ 86,604	\$ 82,505	\$ 82,505	\$ -	\$ 82,505
Cart Rental Fees	55,634	71,178	69,825	69,825	-	69,825
Membership Dues	47,104	62,250	56,240	56,240	-	56,240
Cart Storage Fees	33,631	38,120	37,000	37,000	-	37,000
Trail Fees	8,398	10,555	9,640	9,640	-	9,640
Pro Shop Sales	29,861	40,515	35,089	35,089	-	35,089
Driving Range Fees	8,956	12,355	11,065	11,065	-	11,065
Snack Bar Revenue-Food & Beverage	4,341	2,000	4,382	4,382	-	4,382
Snack Bar Revenue-Alcohol Sale	10,466	5,694	6,501	6,501	-	6,501
Snack Bar Revenue-Alcohol Sale	9,498	13,875	12,285	12,285	-	12,285
Facility Rental Income	1,680	8,000	520	520	-	520
Miscellaneous Revenue	691	4,800	-	-	-	-
TOTAL REVENUES	\$ 285,409	\$ 355,946	\$ 325,052	\$ 325,052	\$ -	\$ 325,052
TOTAL FUNDS AVAILABLE	\$ (918,813)	\$ (1,089,022)	\$ (1,119,916)	\$ (1,113,772)	\$ -	\$ (1,113,772)
EXPENDITURES:						
Golf Course - Operations	\$ 200,692	\$ 192,504	\$ 178,759	\$ 178,748	\$ -	\$ 178,748
Golf Course - Maintenance	303,292	115,537	123,980	118,116	-	118,116
Golf Course - Non-Departmental	52	-	-	-	-	-
OPERATING EXPENDITURES	\$ 504,036	\$ 308,041	\$ 302,739	\$ 296,864	\$ -	\$ 296,864
OTHER EXPENDITURES:						
Principal & Int Debt Pymts	22,119	22,314	16,169	34,911	-	34,911
TOTAL OTHER EXPENDITURES	\$ 22,119	\$ 22,314	\$ 16,169	\$ 34,911	\$ -	\$ 34,911
TOTAL EXPENDITURES	\$ 526,155	\$ 330,355	\$ 318,908	\$ 331,775	\$ -	\$ 331,775
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ (1,444,968)	\$ (1,419,377)	\$ (1,438,824)	\$ (1,445,547)	\$ -	\$ (1,445,547)
TOTAL ENDING FUND BALANCE	\$ (1,444,968)	\$ (1,419,377)	\$ (1,438,824)	\$ (1,445,547)	\$ -	\$ (1,445,547)
IDEAL FUND BALANCE	\$ 126,009	\$ 77,010	\$ 75,685	\$ 74,216		\$ 74,216
OVER (UNDER) IDEAL FUND BALANCE	\$ (1,570,977)	\$ (1,496,387)	\$ (1,514,509)	\$ (1,519,763)		(1,519,763)

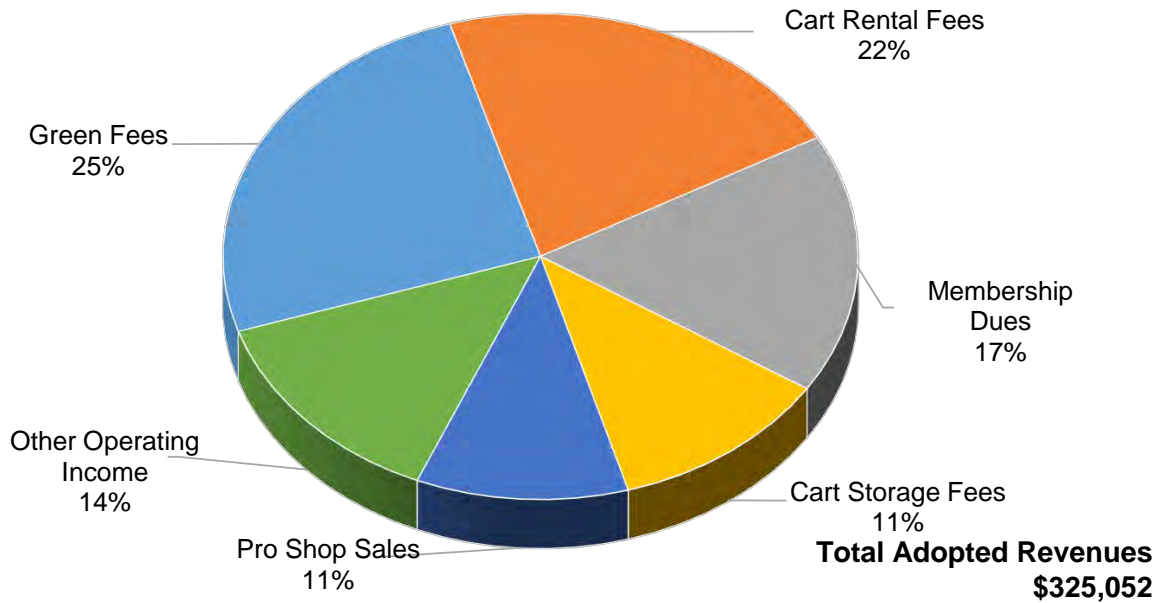
* The Current Budget Includes budget amendments approved by City Council throughout the fiscal year.

**City of Copperas Cove, Texas
FY 2018 Adopted Budget
Golf Course Fund
Budgeted Revenues by Source Comparison**

Fiscal Year 2016-2017 Projected Revenue

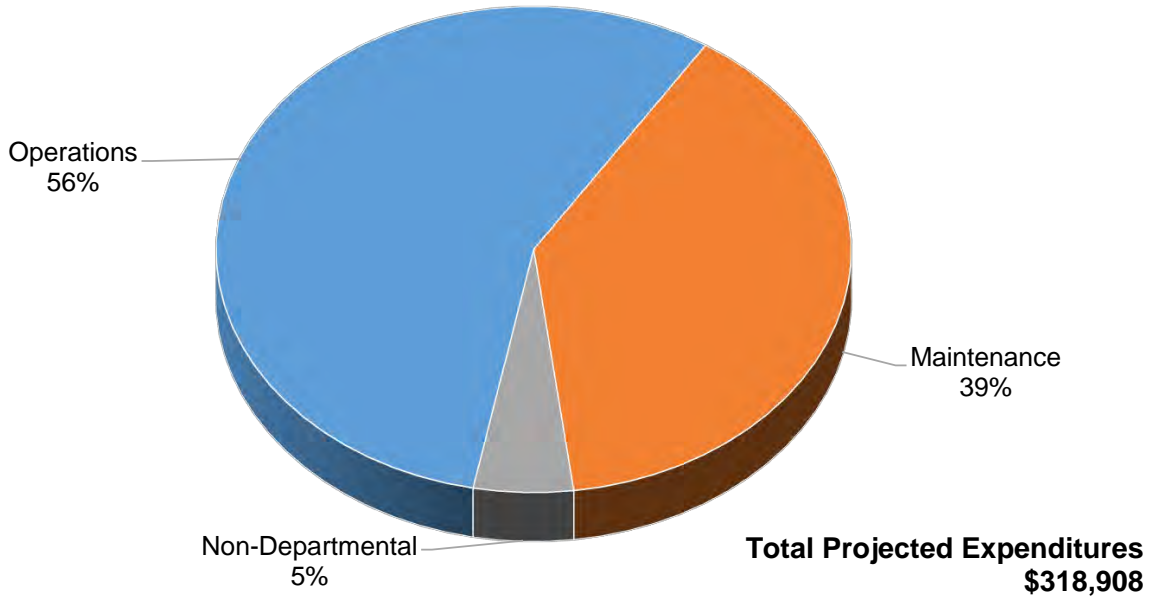


Fiscal Year 2017-2018 Adopted Revenue

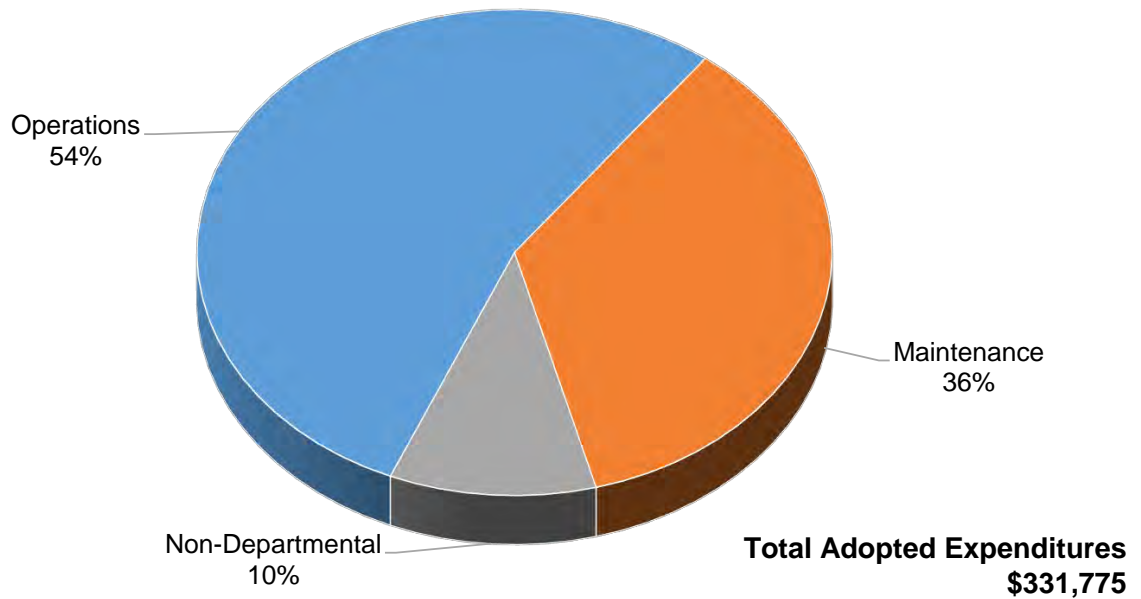


**City of Copperas Cove, Texas
FY 2018 Adopted Budget
Golf Course Fund
Budgeted Expenditures by Function Comparison**

Fiscal Year 2016-2017 Projected Expenditures

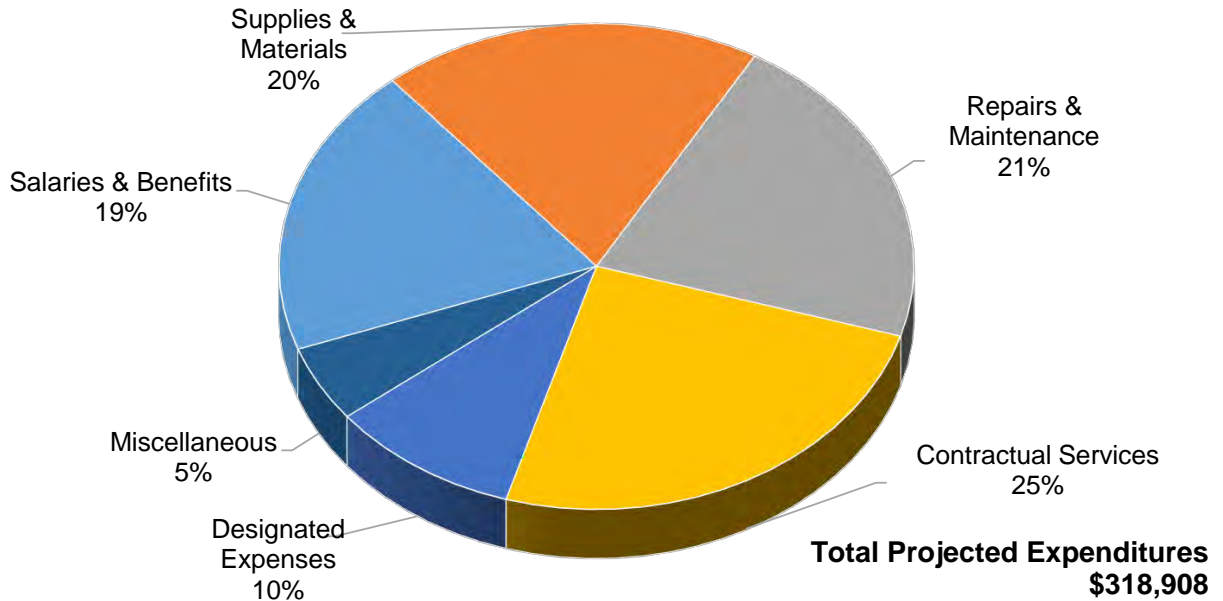


Fiscal Year 2017-2018 Adopted Expenditures

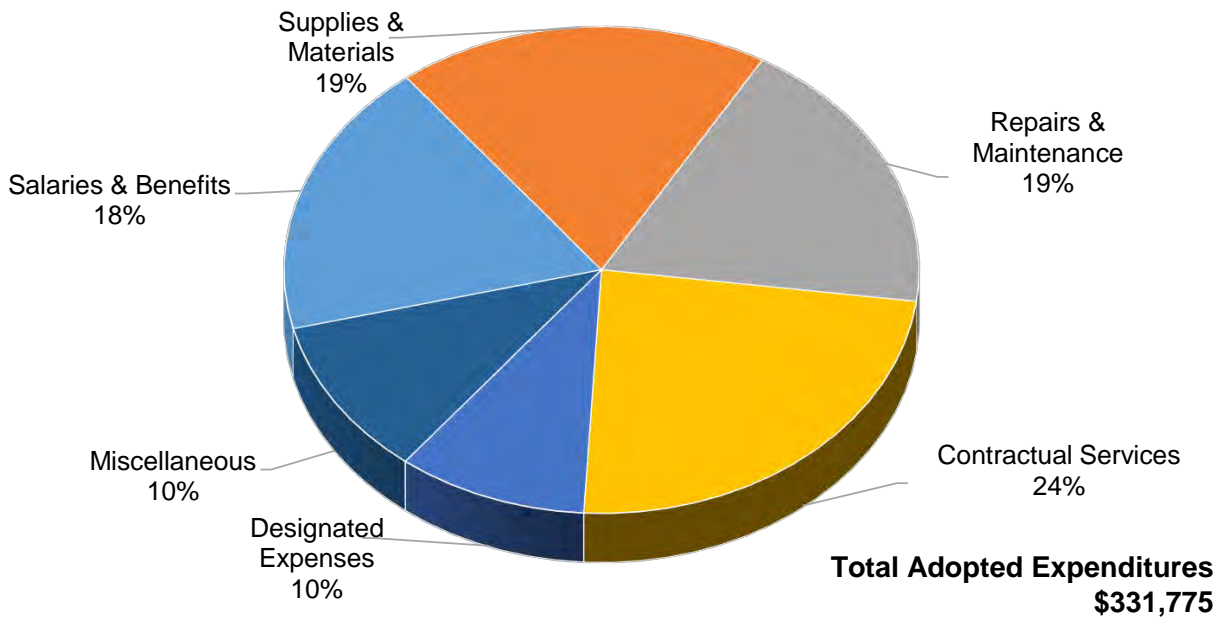


**City of Copperas Cove, Texas
FY 2018 Adopted Budget
Golf Course Fund
Budgeted Expenditures by Object Comparison**

Fiscal Year 2016-2017 Projected Expenditures



Fiscal Year 2017-2018 Adopted 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 also 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.
- Create and develop a sustainable youth golf program.
- Expand Pro Shop staff knowledge about merchandise and the game of golf.
- Increase foot traffic into the grill (Restaurant).

ACHIEVEMENTS FOR FISCAL YEAR 2017

- Hosted 11 Charity Fund Raiser Golf Outings.
- Hosted 9 Copperas Cove Golf Association Tournaments throughout the year.
- Hosted 2 military outings.
- Through the creation of the Cove Buzz we have a way to get our message out quarterly on golf.
- Created the Parks and Recreation/Golf Course Facebook Page.
- Successfully cross-trained recreation aides to also work at the pro shop front desk and conduct various duties outside regarding the golf course (Operation efficiency).
- Created and administered a quarterly youth golf camp.
- Created and established a daily operational update board for the public to see each and every day, which posts updates on course maintenance and offerings within the proshop and/or grill
- Attracted the Hawaiian Grill to operate the grill at the course to include the food/beverage cart (Operate (7) days/week)

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.
- Have Pro Shop staff continue to improve customer service through built in quarterly in-service training.

GOALS FOR FISCAL YEAR 2018

- Increase green fee sales by 2-5 percent.
- Increase driving range sales by 2-5 percent.
- Increase merchandise sales by 2-5 percent.
- Increase memberships by 2-5 percent
- Host 4 tournaments that have more than 60 players.
- Host 4 or more military outings.
- Host 4 or more Jr. Golf camps.
- Create and establish league play through the proshop

EXPENDITURE SUMMARY

GOLF COURSE OPERATIONS

Fund *09*
Dept# *7400*

CATEGORY	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ 62,507	\$ 61,955	\$ 61,955	\$ 60,944
Supplies & Materials	4,650	7,033	7,033	7,033
Maintenance & Repair	27,784	8,832	8,832	8,832
Contractual Services	69,943	69,755	69,755	69,755
Designated Expenses	35,808	31,184	31,184	32,184
Capital Outlay & Improvements	-	-	-	-
Total	\$ 200,692	\$ 178,759	\$ 178,759	\$ 178,748

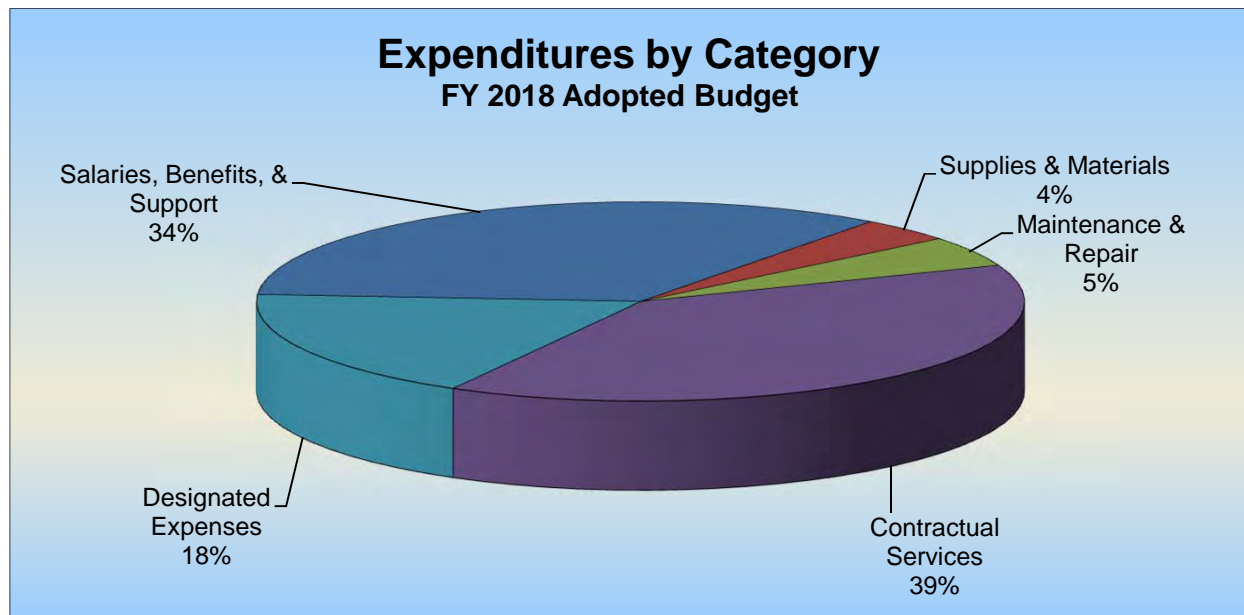
HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

Designated Expenses: Cost for alcohol license.

Decreases:

Salaries & Benefits: Decrease due to decreased healthcare costs.



GOLF COURSE OPERATIONS**09-7400**

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Head Golf Professional	1	1	1	1
Clerk/Golf Shop Assistant	0.5	0.5	0.5	0.5
DEPARTMENT TOTAL	1.5	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 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
Rounds of Golf Played (annually)	12,771	11,595	12,000	13,000
# of Tournament Rounds per Year	385	407	407	500
# of Annual Dues (Memberships)	225	225	225	240
EFFICIENCIES				
Average Revenue per Round of Golf Played	\$22.35	\$30.28	\$27.09	\$25.00
Pro Shop Profit Margin	5.4%	38.3%	30.3%	28.8%
EFFECTIVENESS				
% Increase in Annual Dues	1.0%	2.0%	2.0%	0.0%
Customer Satisfaction Rating for Operations*	0.0%	100.0%	100.0%	
Customer Satisfaction Rating for Junior Camp*	0.0%	100.0%	100.0%	

GOLF COURSE MAINTENANCE

PROGRAM DESCRIPTION

The Golf Course Maintenance 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.
- Create, develop and administer best practices for turf management.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- Golf course was rated by USGA and new ratings will be applied for the next five years.
- Turf aerification is now a consistent measure used to stimulate growth and maintain turf viability.
- Remodeled (2) course restrooms.
- Several hardscape projects were completed.
- Awning was established at the #5 restroom to create storm shelter.
- Parking lot was patched and re-painted.
- Driving range netting was repaired/re-established.
- Parking lot delineators were established around the parking lot.
- Demolished several old decaying buildings near the old pool site/cleaned up this area.
- Identified that the course greens tested positive for an invasive parasite worm that was destroying the turf that creates the green. Secured herbicide that was created to simply nullify this worm, which was sprayed throughout the course. Results are ongoing but thus far very positive.
- Purchased (2) new mowers and greens roller, which have played a large part in new turf management plan.
- Established and set forth on a tangible turf management plan of action, which has shown to be a very positive injection into the courses sustainability.
- Created and established the restoration fees, which were developed to fight against deferred maintenance and assist our staff in establishing our turf maintenance plan.

CONTINUING OBJECTIVES

- Continue to improve the quality of the course and the consistency of play through following turf management plan.
- Replace remaining wooden bridges on the front nine.
- Continue to remove grassy weeds throughout the course.

GOALS FOR FISCAL YEAR 2018

- Continue to maintain and administer an aggressive weed control program.
- Add and replace damaged irrigation heads by identifying irrigation heads that are rotational and replace them with directional heads to place water where needed.
- Aerate all greens 2 times pulling cores, 6 with solid tines throughout the year.
- Identify all irrigation heads, shut off valve's placing them on map for maintenance staff through way points. These way points will be color coded and sent to City GIS to create digital mapping tool.
- Continue to execute the cart path renovation project.
- Establish a green scape hand railing through the planting of various Texas native trees i.e. Monterrey Oak and Crape Myrtle.
- Re-establishing the number five retaining wall that is failing.

EXPENDITURE SUMMARY

GOLF COURSE MAINTENANCE

Fund **09**
Dept# **7402**

CATEGORY	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ 196,829	\$ -	\$ -	\$ -
Supplies & Materials	52,298	55,265	55,265	55,940
Maintenance & Repair	47,864	59,223	59,223	52,920
Contractual Services	6,301	9,492	9,492	9,256
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 303,292	\$ 123,980	\$ 123,980	\$ 118,116

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

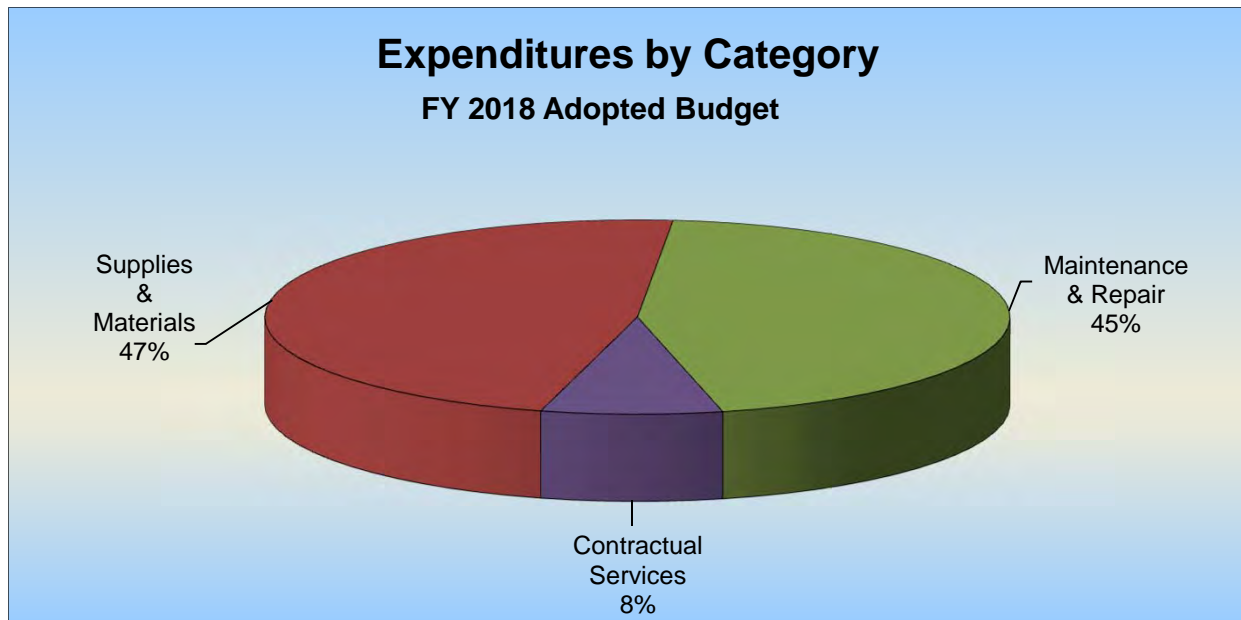
Increases:

Supplies & Materials: Increased fuel needs.

Decreases:

Maintenance & Repair: Reduced facility and vehicle maintenance costs.

Contractual Services: Decrease in equipment rental cost.



GOLF COURSE MAINTENANCE**09-7402**

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Golf Course Superintendent	1	-	-	-
Assistant Superintendent/Irrigation Tech*	0.5	-	-	-
Laborer	2.5	-	-	-
Golf Course Mechanic	0.5	-	-	-
DEPARTMENT TOTAL	4.5	-	-	-

Note: FY 2017 Adopted Budget reflects the move of the Golf Course Maintenance staff to Parks and Recreation Maintenance.

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
# of Acres Mowed and Maintained	122	122	122	122
# of Weed (Pest) Control Applications	4	4	4	4
EFFICIENCIES				
Operating Cost per Acre to Maintain	\$2,486.00	\$1,016.23	\$1,016.23	\$968.16
EFFECTIVENESS				
% of Golfers Rating the Course Overall as Good to Excellent*	0.0%	0.0%	0.0%	85.0%



GOLF COURSE NON-DEPARTMENTAL



PROGRAM DESCRIPTION

Beginning fiscal year 2009, this non-personnel department is used to account for fund-wide expenses, including bond principal and interest payments, and tax notes. Since this department does not have personnel, achievements and goals are not provided.



EXPENDITURE SUMMARY

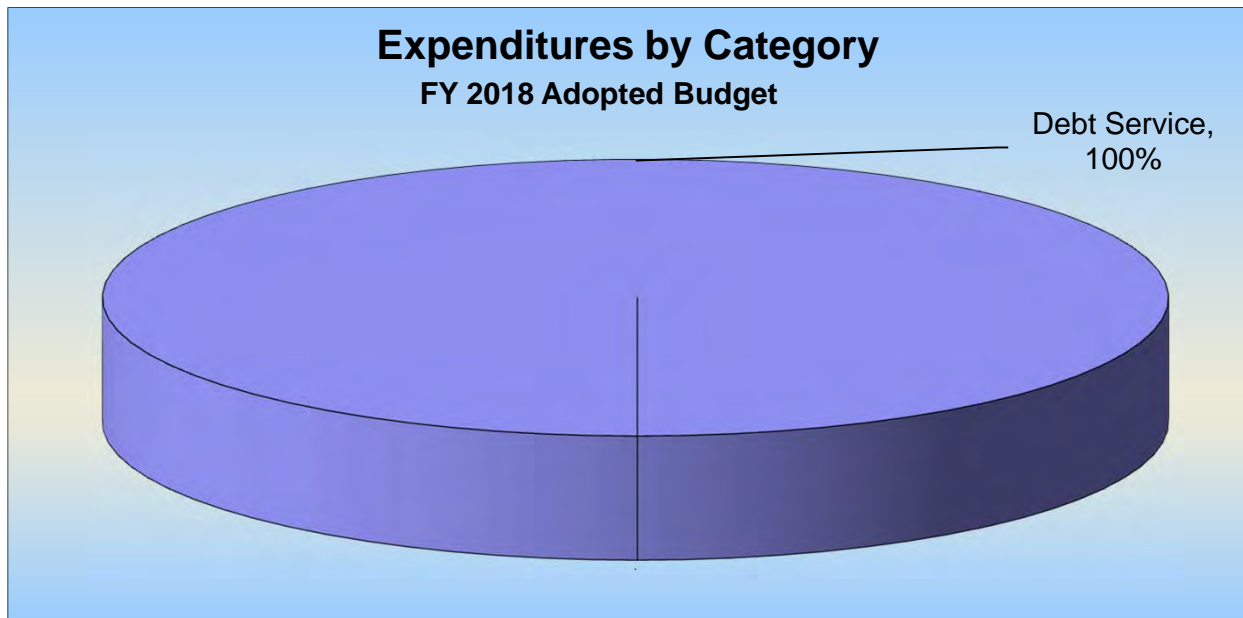
NON-DEPARTMENTAL

CATEGORY	<i>Fund</i>		<i>09</i>	
	<i>Dept#</i>		<i>7500</i>	
	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ -	\$ -	\$ -	\$ -
Supplies & Materials	52	-	-	-
Maintenance & Repair	-	-	-	-
Contractual Services	-	-	-	-
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Debt Service	22,119	16,169	16,169	34,911
Transfers Out & Contingency	-	-	-	-
Other	-	-	-	-
Total	\$ 22,171	\$ 16,169	\$ 16,169	\$ 34,911

HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

Debt Service: Payments include 2017 C.O.



Other Funds



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.

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, TEXAS
FISCAL YEAR 2017-18 ADOPTED BUDGET
DRAINAGE UTILITY FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2015-16	Current Budget FY 2016-17	Projected FY 2016-17	Adopted Base Budget FY 2017-18	New Requests FY 2017-18	Adopted FY 2017-18
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 1,648,227	\$ 1,658,484	\$ 1,658,484	\$ 1,912,523	\$ -	\$ 1,912,523
TOTAL BEGINNING FUND BALANCE	\$ 1,648,227	\$ 1,658,484	\$ 1,658,484	\$ 1,912,523	\$ -	\$ 1,912,523
REVENUES:						
Drainage Utility Fee	\$ 886,635	\$ 939,552	\$ 992,161	\$ 948,000	\$ -	\$ 948,000
Subtotal	\$ 886,635	\$ 939,552	\$ 992,161	\$ 948,000	\$ -	\$ 948,000
Interest Revenue	3,621	2,500	4,576	3,800	-	3,800
Auction Proceeds	2,160	1,000	-	1,000	-	1,000
Subtotal	\$ 5,781	\$ 3,500	\$ 4,576	\$ 4,800	\$ -	\$ 4,800
TOTAL REVENUES	\$ 892,416	\$ 943,052	\$ 996,737	\$ 952,800	\$ -	\$ 952,800
TOTAL FUNDS AVAILABLE	\$ 2,540,643	\$ 2,601,536	\$ 2,655,221	\$ 2,865,323	\$ -	\$ 2,865,323
EXPENDITURES:						
Drainage	\$ 497,445	\$ 452,746	\$ 429,975	\$ 408,833	\$ 7,200	\$ 416,033
Non-Departmental	123,805	130,327	130,165	125,378	-	125,378
OPERATING EXPENDITURES	\$ 621,250	\$ 583,073	\$ 560,140	\$ 534,211	\$ 7,200	\$ 541,411
OTHER EXPENDITURES:						
Capital Improvement Projects	\$ 46,352	\$ 920,919	\$ 53,867	\$ -	\$ -	\$ -
Capital Outlay	47,393	-	-	40,000	-	40,000
Principal & Int Debt Pymts	167,164	128,691	128,691	102,869	-	102,869
TOTAL OTHER EXPENDITURES	\$ 260,909	\$ 1,049,610	\$ 182,558	\$ 142,869	\$ -	\$ 142,869
TOTAL EXPENDITURES	\$ 882,159	\$ 1,632,683	\$ 742,698	\$ 677,080	\$ 7,200	\$ 684,280
ENDING FUND BALANCE						
Unreserved, Undesignated	\$ 1,658,484	\$ 968,853	\$ 1,912,523	\$ 2,188,243	\$ (7,200)	\$ 2,181,043
TOTAL ENDING FUND BALANCE	\$ 1,658,484	\$ 968,853	\$ 1,912,523	\$ 2,188,243	\$ (7,200)	\$ 2,181,043

* The Current Budget Includes budget amendments approved by City Council throughout the fiscal year.

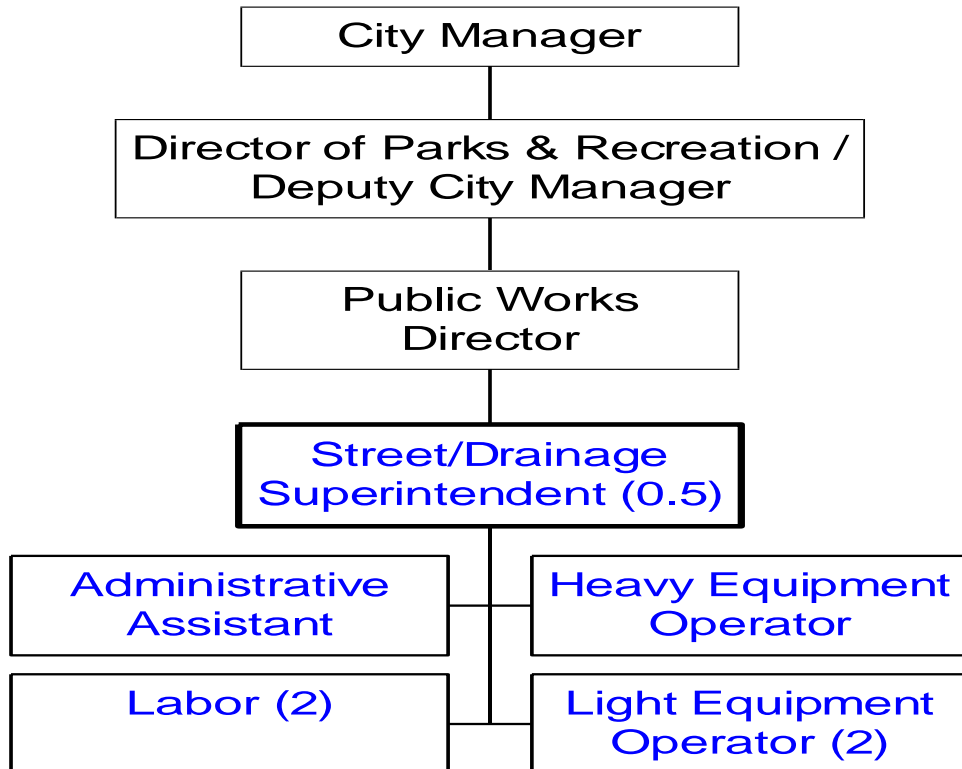


DRAINAGE UTILITY




Left to Right:

John Field Sr. (Heavy Equipment Operator); Bud Morris (Light Equipment Operator); Frank Haase (Laborer); Lisa Wilson (Administrative Assistant); Luther Powell (Light Equipment Operator); James Mullen (Superintendent).



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

6.5 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, 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, which 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 inlet boxes, flumes and grates.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- Removed silt, debris and reshaped earthen flumes on Randa St, Creek St, Darwin Cr, Black Megg's channel, Robertson Ave, Redbud Dr, Bermuda St, Curtis Dr, and Courtney Ln.
- Installed french drain across Hardeman St tying it into an existing french drain.
- Installed gabion baskets with rip-rap and reshaped bank in Campfire Cr channel.
- Installed flex-mat, reshaped bank and added rip-rap in Texas St and Winchester Dr flumes.
- Cleaned out debris / silt built up from inlet boxes plus cleaned out and removed bushes from outflows throughout the City.

CONTINUING OBJECTIVES

- Control vegetation in channels, creeks, drainage ditches and r.o.w.'s by mowing.
- Utilize sweeper and new jetter to clean out inlet boxes and concrete flumes.

GOALS FOR FISCAL YEAR 2018

- Finalize Drainage Master Plan.
- Fill-in additional areas with fill dirt, rip-rap and new erosion matting to prevent water from standing to help prevent mosquitoes.
- Establish riparian areas in creeks using natural methods, such as retaining cat tails, weeping willows, river oak and other vegetation in the creeks to prevent wash outs.
- Keep an updated inventory of all the new outflows and inlet boxes as they are added.

EXPENDITURE SUMMARY

DRAINAGE UTILITY

CATEGORY	Fund 05 Dept# 7600			
	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ 222,536	\$ 263,096	\$ 263,096	\$ 299,570
Supplies & Materials	11,078	28,404	28,404	33,877
Maintenance & Repair	16,673	22,588	22,588	22,459
Contractual Services	247,158	115,887	115,887	60,127
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	47,393	-	-	40,000
Ave D Drainage Improvements	17,300	50,235	50,235	-
Hughes Garden Drainage	29,052	3,632	3,632	-
IS/Library Drainage Improvements	-	29,019	29,019	-
TOTAL	\$ 591,190	\$ 512,861	\$ 512,861	\$ 456,033

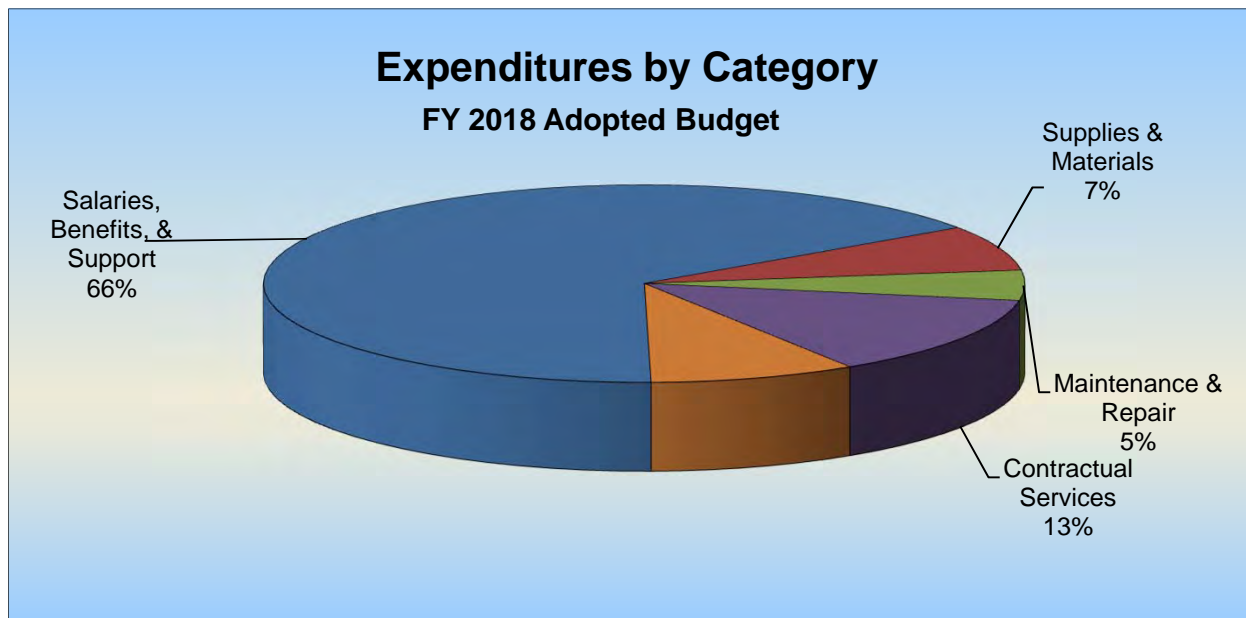
HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

- Salaries & Benefits: Salary savings were realized in FY 2017 due to vacancies; It also includes a 1% COLA increase.
- Supplies & Materials: Includes minor equipment replacement.
- Capital Outlay & Improvements: FY 2018 Adopted Budget includes a ditchwitch and a trailer purchase.

Decreases:

- Maintenance & Repair: Reduced facility maintenance costs.
- Contractual Services: FY 2017 includes Drainage Master Plan.
- Ave D Drainage Improvements: This project will be completed during FY 2017.
- Hughes Garden Drainage: FY 2017 includes the cost for the project design.
- IS/Library Drainage Improvements: This project will be completed during FY 2017.



DRAINAGE UTILITY**05-7600**

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Street/Drainage Superintendent*	0.5	0.5	0.5	0.5
Administrative Assistant	1	1	1	1
Heavy Equipment Operator	1	1	1	1
Light Equipment Operator	2	2	2	2
Laborer (Maintenance & Roadways)	2	2	2	2
DEPARTMENT TOTAL	6.5	6.5	6.5	6.5

Note: The Drainage Superintendent is funded 50/50 between Street and Drainage Utility departments in FY 2017.

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
Mowing Cycles per Year	4	4	4.5	4
Drainage Miles Maintained per Year*	123	144	162	144
Average Drainage Miles Mowed per Month**	14	16	18	16
# of Drainage Inlets Inspected, Cleaned, and Marked	511	580	580	580
# of Drainage outflows Inspected & Cleaned	206	215	212	215
EFFICIENCIES				
Drainage Miles Maintained per Drainage Employee	24.7	28.7	32.3	28.7
EFFECTIVENESS				
Average % of Drainage Miles Mowed per Month	44.4%	44.4%	50.0%	44.4%

*There are 35.9 miles of drainage/R.O.W. maintained.

**Average number of months of mowing per year is nine (9).

Note: There are currently 521 inlet boxes, 110 earthen/concrete flumes, 63 grates maintained and 212 outflows maintained.

DRAINAGE NON-DEPARTMENTAL



PROGRAM DESCRIPTION

This non-personnel department is used to account for fund-wide expenses, including bond principal and interest payments, and tax notes. Since this department does not have personnel, achievements and goals are not provided.



Winchester Drive



New Technology Center

EXPENDITURE SUMMARY

NON-DEPARTMENTAL

CATEGORY	Fund		05	
	Dept#		8000	
	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ -	\$ -	\$ -	\$ -
Supplies & Materials	78	-	-	-
Maintenance & Repair	-	-	-	-
Contractual Services	10,477	14,655	14,655	9,868
Designated Expenses	-	150	150	150
Capital Outlay & Improvements	-	-	-	-
Admin Cost Reimbursement	113,250	115,360	115,360	115,360
Debt Service	167,164	99,672	99,672	102,869
Transfers Out & Contingency	-	-	-	-
Other	-	-	-	-
TOTAL	\$ 290,969	\$ 229,837	\$ 229,837	\$ 228,247

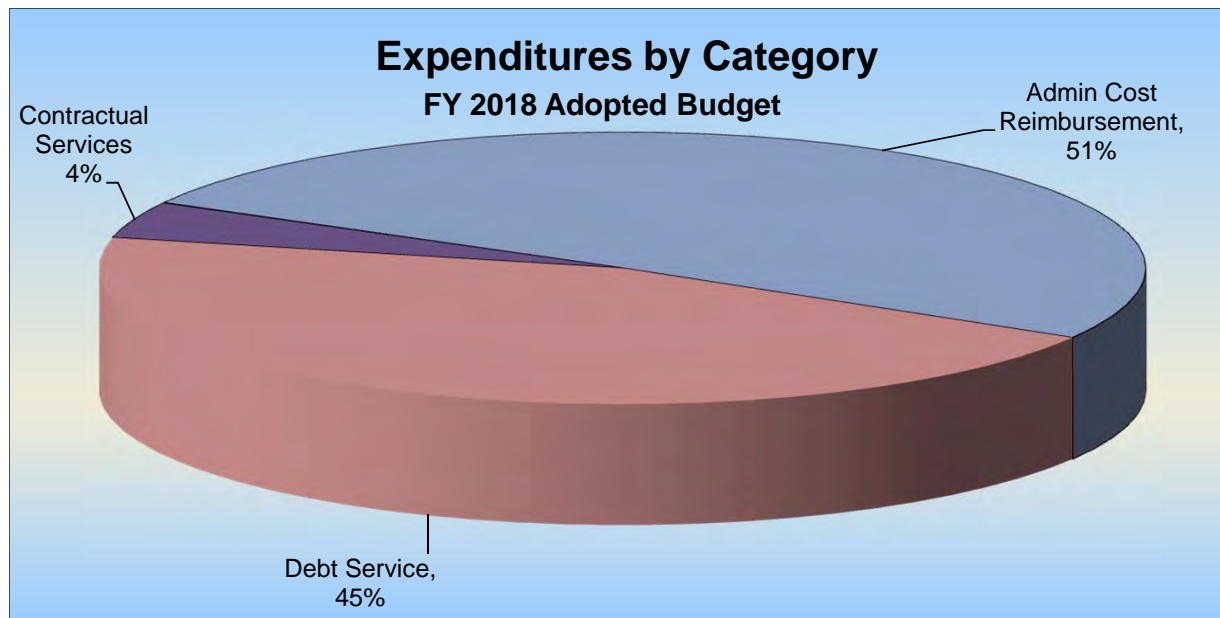
HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

Debt Service: Principal and Interest payments.

Decreases:

Contractual Services: FY 2017 includes the expense for the Utility rate study.



**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2017-18 ADOPTED BUDGET
HOTEL OCCUPANCY TAX FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2015-16	Current Budget FY 2016-17	Projected FY 2016-17	Adopted Base Budget FY 2017-18	New Requests FY 2017-18	Adopted FY 2017-18
BEGINNING FUND BALANCE						
Unreserved, Undesignated	\$ 102,339	\$ 82,295	\$ 82,295	\$ 38,861	\$ -	\$ 38,861
TOTAL BEGINNING FUND BALANCE	\$ 102,339	\$ 82,295	\$ 82,295	\$ 38,861	\$ -	\$ 38,861
REVENUES:						
Hotel Occupancy Tax - Best Western	\$ 40,281	\$ 33,800	\$ 33,800	\$ 36,469	\$ -	\$ 36,469
Hotel Occupancy Tax - Luxury Inn	6,171	4,100	4,100	5,013	-	5,013
Hotel Occupancy Tax - Cactus Lodge	5,823	8,900	10,919	11,083	-	11,083
Hotel Occupancy Tax - Motel 8	16,488	18,200	15,541	15,541	-	15,541
Hotel Occupancy Tax - Relax Inn	5,624	6,300	5,388	5,388	-	5,388
Hotel Occupancy Tax - Comfort Suites	60,576	53,200	61,865	62,793	-	62,793
Hotel Occupancy Tax - Days Inn	31,229	29,600	27,044	27,044	-	27,044
Interest Revenue	106	40	40	40	-	40
TOTAL REVENUES	\$ 166,298	\$ 154,140	\$ 158,697	\$ 163,371	\$ -	\$ 163,371
TOTAL FUNDS AVAILABLE	\$ 268,637	\$ 236,435	\$ 240,992	\$ 202,232	\$ -	\$ 202,232
EXPENDITURES:						
Tourism	\$ -	\$ 45,770	\$ 55,607	\$ 57,824	\$ -	\$ 57,824
Tourism-Fall Festival	-	10,623	9,825	10,600	-	10,600
Tourism-Tree Lighting Ceremony	-	17,822	18,159	13,700	-	13,700
Tourism-Polar Bear Swim	-	5,254	4,725	4,800	-	4,800
Tourism-Food Truck Festival	-	13,160	13,159	13,500	-	13,500
Tourism-Farmers Market	-	1,665	1,614	2,608	-	2,608
Tourism-Quarterly Guide	-	11,060	11,060	24,440	-	24,440
Promo of Tourism - Chamber of Commerce	167,439	-	-	-	-	-
Promo Tourism - Boys & Girls	-	7,500	7,500	7,500	-	7,500
Texas Lodging Advertising	1,765	1,900	1,765	1,765	-	1,765
Five Hills Art Guild	-	6,000	6,000	9,000	-	9,000
Cove House Bike Classic	-	-	-	2,500	-	2,500
C.H.A.M.P.S.	-	38,750	38,750	47,350	-	47,350
Professional Services	4,926	-	-	-	-	-
Utilities	12,212	15,000	15,000	-	-	-
Civic Center Operations	-	18,019	18,019	-	-	-
Miscellaneous	-	948	948	-	-	-
TOTAL EXPENDITURES	\$ 186,342	\$ 193,471	\$ 202,131	\$ 195,587	\$ -	\$ 195,587
LESS OTHER EXPENDITURES:						
Principal - 2009 Tax Notes	\$ 35,000	\$ -	\$ -	\$ -	\$ -	-
Interest - 2009 Tax Notes	1,050	-	-	-	-	-
Contingencies	-	-	-	-	-	-
TOTAL OTHER EXPENDITURES	\$ 36,050	\$ -	\$ -	\$ -	\$ -	\$ -
OPERATING EXPENDITURES	\$ 222,392	\$ 193,471	\$ 202,131	\$ 195,587	\$ -	\$ 195,587
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 82,295	\$ 42,964	\$ 38,861	\$ 6,645	\$ -	\$ 6,645
TOTAL ENDING FUND BALANCE	\$ 82,295	\$ 42,964	\$ 38,861	\$ 6,645	\$ -	\$ 6,645

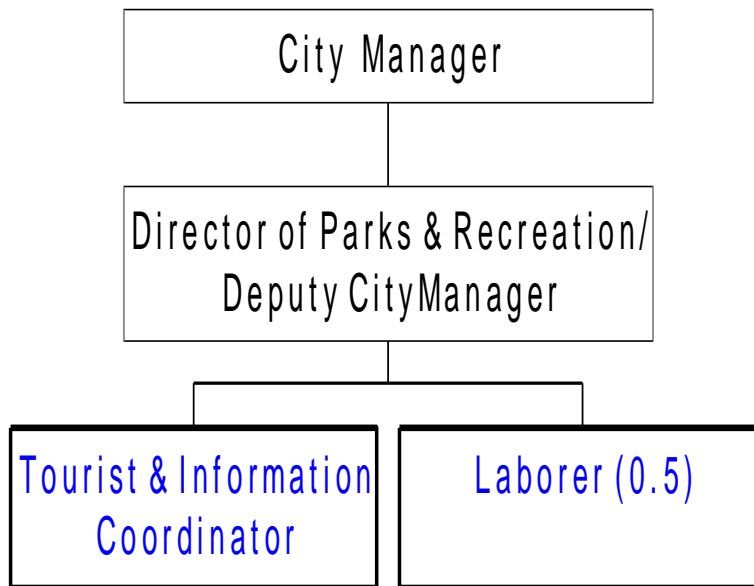
* The Current Budget Includes budget amendments approved by City Council throughout the fiscal year.



PARKS & RECREATION TOURISM



Heather Bryan (Tourist & Information Coordinator).



The mission of Parks and Recreation Tourism department is to strengthen the positive awareness within the City of Copperas Cove and the adjacent communities as a tourism destination and encouraging utilization of accommodations, retail outlets, restaurants, and entertainment and recreation venues for the community's economic benefit.

PARKS AND RECREATION TOURISM

PROGRAM DESCRIPTION

Vision – To become a premier travel destination in Central Texas and to grow the economic impact of tourism through marketing, public relations and development of efforts that benefit our visitors and citizens.

Mission – Copperas Cove Convention and Visitors Bureau’s mission is to strengthen the positive awareness within the City of Copperas Cove and the adjacent communities as a tourism destination and encouraging utilization of accommodations, retail outlets, restaurants, and entertainment and recreation venues for the community’s economic benefit.

The Tourism and Information Department is primarily responsible for five tourism events hosted each year, Fall-O-Ween Festival, Copperas Cove Christmas Extravaganza, 5K Run to the Polar Bear Plunge, Copperas Cove Farmer’s Market, and the Food Truck Festival. The Convention and Visitors Bureau is responsible for planning/organizing and administrating these events while working cooperatively with other departments and organizations.

MAJOR DEPARTMENT GOALS

- Improve the quality of life in our community by providing safe, family friendly, affordable events throughout the calendar year.
- Attract new tourism related businesses.
- Partner with surrounding communities to communicate with the public i.e. Meet Me at The Park, National Food Truck Day, Lemonade Day, etc.
- Utilize Facebook and/or other social media tools to communicate externally about core tourism events; Fall-O-Ween Festival, Copperas Cove Christmas Extravaganza, 5K Run to the Polar Bear Plunge, Copperas Cove Farmer’s Market, and the Food Truck Festival.
- Educate and engage residents and local businesses about the economic benefits of tourism.

ACHIEVEMENTS FOR FISCAL YEAR 2017

- Established Copperas Cove Farmer’s Market.
- Organized/executed Inaugural Food Truck Festival.
- Continued to expand and build relationships with local businesses.
- Improved and expanded the scope of established tourism events by offering new attractions and increasing community awareness of these events.
- Created new spreadsheets tracking event data assisting with maintaining/organizing local and regional impact.
- Improved the Visitors Bureau presentation of information by streamlining and organizing it in a manner that is easy for guests to navigate.
- Created and established the CVB website.
- Created and established the CVB’s Vision, Mission, and goals and objectives moving forward.

CONTINUING OBJECTIVES

Increase knowledge of what tourism components Copperas Cove and the surrounding area have to offer.

- Maintain the established tourism website where public can find information on upcoming events, places to stay, restaurants to dine.
- Partner with surrounding communities to communicate with public.
- Utilize Facebook and/or other social media to communicate externally.

Create new facilities and market current facilities to bring in special/corporate events.

- Utilize / develop civic center for large special events (weddings/corporate meetings or events).
- Market facilities to public, establishing viability through usability.

Increase participation through special events and recreation.

- Develop and bolster already existing special events and create new events.
- Utilize meetings, seminars, events and athletic events as “foot in the door” strategies to attract first time leisure visitors.
- Leverage what the community’s core values are when planning and creating regional impact events.

Partner with area businesses to make tourism a shared community effort.

- Educate and engage residents and local businesses about the economic benefits of tourism.
- Create a customer service program focused on educating customers about Copperas Cove.
- Develop community-wide objectives to support tourism.

GOALS FOR FISCAL YEAR 2018

- Identify and develop new opportunities for event sponsorship support.
- Increase awareness of services offered by the Tourism and Information Office.
- Continue to improve means of tracking valuable event data and apply information to enhance guest experience at tourism events.
- Maintain and expand the quality of information provided to guests at the Visitors Bureau.
- Create and establish an event/program volunteer database.

EXPENDITURE SUMMARY

PARKS AND RECREATION TOURISM

Fund 14
Dept# 1401

CATEGORY	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Salaries, Benefits, & Support	\$ -	\$ 43,161	\$ 43,161	\$ 57,824
Supplies & Materials	-	206	206	-
Maintenance & Repair	-	-	-	-
Contractual Services	-	12,240	12,240	-
Designated Expenses	-	58,542	58,542	69,648
Capital Outlay & Improvements	-	-	-	-
Total	\$ -	\$ 114,149	\$ 114,149	\$ 127,472

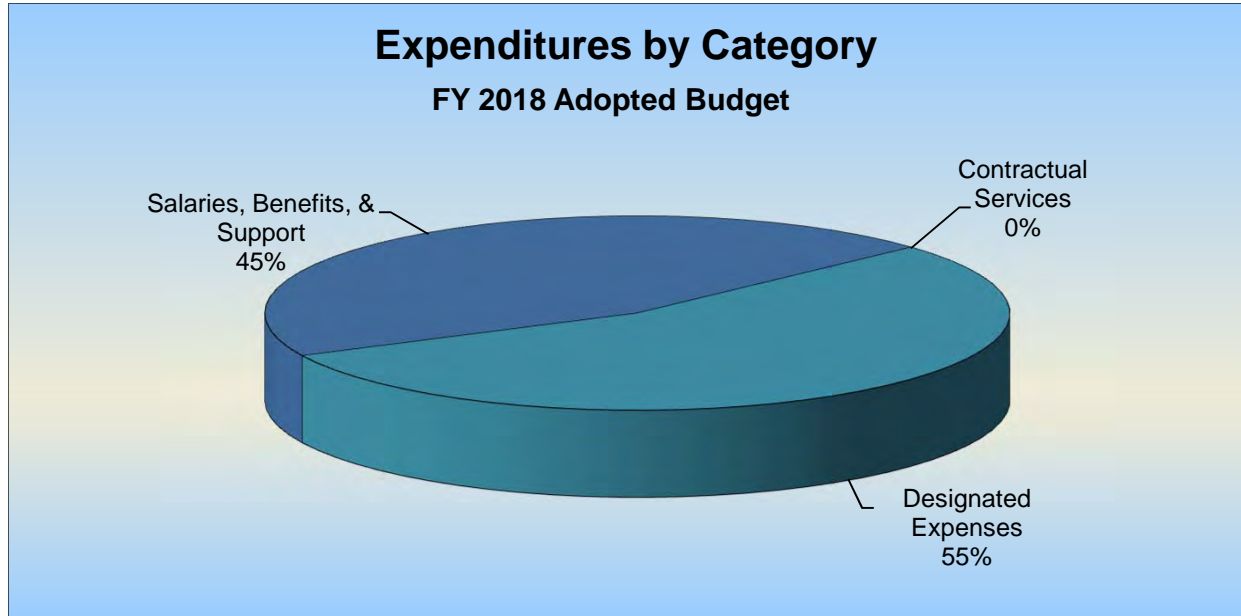
HIGHLIGHTS (FY 2017 Year End Projection Over/Under FY 2018 Adopted) **

Increases:

Salaries & Benefits: Salary savings were realized in FY 2017 due to vacancies; It also includes a 1% COLA increase.
Designated Expenses: Cost increase for various Events/Programs.

Decreases:

Supplies & Materials: Due to postage expense decrease.
Contractual Services: Advertising cost being captured under Designated Expenses.



PARKS AND RECREATION TOURISM

14-1401

STAFFING LEVEL	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
Tourist and Information Coordinator	-	1	1	1
Laborer	-	0.5	0.5	0.5
DEPARTMENT TOTAL	-	1.5	1.5	1.5

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Current Budget	FY 2017 Year End Projection	FY 2018 Adopted Budget
OUTPUTS				
# of Fall-o-ween Festival Participants	3000	4000	4500	5000
# of Christmas Extravaganza Participants	4000	2000	4000	5000
# of Polar Bear Swim Participants	42	60	65	75
# of Farmer's Market Participants	N/A	4000	6000	7000
# of Food Truck Festival Participants	N/A	3000	2600	4000
EFFICIENCIES				
Operating Cost per Capita for Special Events	\$0.00	\$3.40	\$3.40	\$3.76
EFFECTIVENESS				
Tourism Events Customer Satisfaction*	N/A	N/A	N/A	N/A

CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2017-18 ADOPTED BUDGET
PEG FEES FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Description	Actual FY 2015-16	Current Budget FY 2016-17	Projected FY 2017-18	Adopted Base Budget FY 2017-18	New Requests FY 2017-18	Adopted FY 2017-18
BEGINNING FUND BALANCE						
Unreserved, Undesignated	\$ 137,357	\$ 171,082	\$ 171,082	\$ 171,182	\$ -	\$ 171,182
TOTAL BEGINNING FUND BALANCE	\$ 137,357	\$ 171,082	\$ 171,082	\$ 171,182	\$ -	\$ 171,182
REVENUES:						
Interest Revenue	\$ 96	\$ -	\$ 100	\$ 100	\$ -	100
Peg Fee Revenue	58,465	57,000	57,855	58,723	-	58,723
TOTAL REVENUES	\$ 58,561	\$ 57,000	\$ 57,955	\$ 58,823	\$ -	\$ 58,823
TOTAL FUNDS AVAILABLE	\$ 195,918	\$ 228,082	\$ 229,037	\$ 230,005	\$ -	\$ 230,005
EXPENDITURES						
Designated Expenses	\$ 7,124	\$ 66,746	\$ 41,672	\$ 42,281	\$ -	\$ 42,281
TOTAL EXPENDITURES	\$ 7,124	\$ 66,746	\$ 41,672	\$ 42,281	\$ -	\$ 42,281
LESS OTHER EXPENDITURES:						
Capital Outlay & Improvements	\$ 17,712	\$ -	\$ 16,183	\$ 16,442	\$ -	16,442
TOTAL OTHER EXPENDITURES	\$ 17,712	\$ -	\$ 16,183	\$ 16,442	\$ -	\$ 16,442
OPERATING EXPENDITURES	\$ 24,836	\$ 66,746	\$ 57,855	\$ 58,723	\$ -	\$ 58,723
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 171,082	\$ 161,336	\$ 171,182	\$ 171,282	\$ -	\$ 171,282
TOTAL ENDING FUND BALANCE	\$ 171,082	\$ 161,336	\$ 171,182	\$ 171,282	\$ -	\$ 171,282

* The Current Budget Includes budget amendments approved by City Council throughout the fiscal year.

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2017-18 ADOPTED BUDGET
COURT EFFICIENCY FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2015-16	Current Budget FY 2016-17	Projected FY 2016-17	Adopted Base Budget FY 2017-18	New Requests FY 2017-18	Adopted FY 2017-18
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 13,388	\$ 12,526	\$ 12,526	\$ 10,497	\$ -	\$ 10,497
TOTAL BEGINNING FUND BALANCE	\$ 13,388	\$ 12,526	\$ 12,526	\$ 10,497	\$ -	\$ 10,497
REVENUES						
Interest Revenue	\$ 36	\$ 6	\$ 21	\$ 7	\$ -	\$ 7
Court Efficiency Revenue	1,741	1,400	1,600	1,414	-	1,414
TOTAL REVENUES	\$ 1,777	\$ 1,406	\$ 1,621	\$ 1,421	\$ -	\$ 1,421
TOTAL FUNDS AVAILABLE	\$ 15,165	\$ 13,932	\$ 14,147	\$ 11,918	\$ -	\$ 11,918
TOTAL EXPENDITURES	\$ 2,639	\$ 6,124	\$ 3,650	\$ 4,490	\$ -	\$ 4,490
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 12,526	\$ 7,808	\$ 10,497	\$ 7,428	\$ -	\$ 7,428
TOTAL ENDING FUND BALANCE	\$ 12,526	\$ 7,808	\$ 10,497	\$ 7,428	\$ -	\$ 7,428

* The Current Budget Includes budget amendments approved by City Council throughout the fiscal year.

CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2017-18 ADOPTED BUDGET
COURT TECHNOLOGY FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Description	Actual FY 2015-16	Current Budget FY 2016-17	Projected FY 2016-17	Adopted Base Budget FY 2017-18	New Requests FY 2017-18	Adopted FY 2017-18
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 17,401	\$ 3,482	\$ 3,482	\$ 4,694	\$ -	\$ 4,694
TOTAL BEGINNING FUND BALANCE	\$ 17,401	\$ 3,482	\$ 3,482	\$ 4,694	\$ -	\$ 4,694
REVENUES						
Interest Revenue	\$ 17	\$ 7	\$ 14	\$ 8	\$ -	\$ 8
Court Technology Revenue	13,088	11,110	12,000	11,221	-	11,221
TOTAL REVENUES	\$ 13,105	\$ 11,117	\$ 12,014	\$ 11,229	\$ -	\$ 11,229
TOTAL FUNDS AVAILABLE	\$ 30,506	\$ 14,599	\$ 15,496	\$ 15,923	\$ -	\$ 15,923
TOTAL EXPENDITURES	\$ 27,024	\$ 10,796	\$ 10,802	\$ 14,396	\$ -	\$ 14,396
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 3,482	\$ 3,803	\$ 4,694	\$ 1,527	\$ -	\$ 1,527
TOTAL ENDING FUND BALANCE	\$ 3,482	\$ 3,803	\$ 4,694	\$ 1,527	\$ -	\$ 1,527

* The Current Budget Includes budget amendments approved by City Council throughout the fiscal year.

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2017-18 ADOPTED BUDGET
COURT SECURITY FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2015-16	Current Budget FY 2016-17	Projected FY 2016-17	Adopted Base Budget FY 2017-18	New Requests FY 2017-18	Adopted FY 2017-18
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 33,262	\$ 12,850	\$ 12,850	\$ (2,438)	\$ -	\$ (2,438)
TOTAL BEGINNING FUND BALANCE	\$ 33,262	\$ 12,850	\$ 12,850	\$ (2,438)	\$ -	\$ (2,438)
REVENUES						
Interest Revenue	\$ 28	\$ 26	\$ 26	\$ 27	\$ -	\$ 27
Court Security Revenue	9,857	12,120	11,100	10,123	-	10,123
TOTAL REVENUES	\$ 9,885	\$ 12,146	\$ 11,126	\$ 10,150	\$ -	\$ 10,150
TOTAL FUNDS AVAILABLE	\$ 43,147	\$ 24,996	\$ 23,976	\$ 7,712	\$ -	\$ 7,712
TOTAL EXPENDITURES	\$ 30,297	\$ 27,477	\$ 26,414	\$ 2,860	\$ -	\$ 2,860
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 12,850	\$ (2,481)	\$ (2,438)	\$ 4,852	\$ -	\$ 4,852
TOTAL ENDING FUND BALANCE	\$ 12,850	\$ (2,481)	\$ (2,438)	\$ 4,852	\$ -	\$ 4,852

* The Current Budget Includes budget amendments approved by City Council throughout the fiscal year.

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2017-18 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	\$ 99,587	\$ 12,820	\$ 12,840	\$ 99,567
City-Wide Donation Fund	15,244	16,200	17,961	13,483
City-Wide Grants	101	158,750	159,357	(506)
Police State Seizure Fund	2,304	-	-	2,304
TOTAL OTHER FUNDS	\$ 117,236	\$ 187,770	\$ 190,158	\$ 114,848

Debt Service Requirements



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.

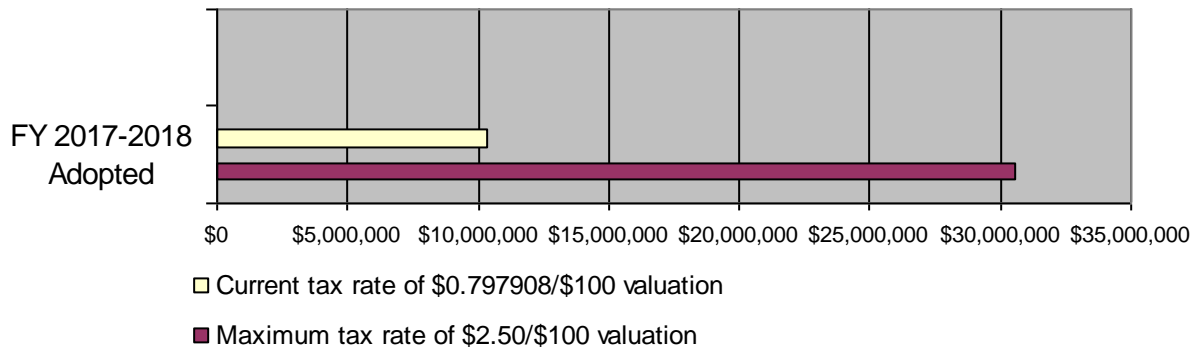
The most recent debt issues of the City of Copperas Cove have earned ratings from Standard & Poor’s and Moody’s.

Bond Type	Standard & Poor’s	Moody’s
G. O. Bonds*	AA	Aa3
Certificates of Obligation	AA	A3
Revenue Bonds	AA	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 June 2017 debt issue.

*Moody’s upgraded the City’s GO Bond rating from A1 to Aa3 after being calibrated from an A3 to an A1 after review of credit strength in May 2010.

The City of Copperas Cove has no legal debt limit established by its charter or Code of Ordinances. The Constitution of the State of Texas (Article XI, Section 5) limits the maximum amount that a city can levy in the form of an ad valorem tax rate to \$2.50 per \$100 taxable assessed value for all City purposes.



Administratively, the Attorney General of the State of Texas will permit allocation of \$1.50 of the \$2.50 maximum tax rate for **general obligation debt service**. (Source: Texas Admin Code, Rule 53.3)

Assessed value, 2017 CERTIFIED Tax Roll	\$1,201,444,307
Limit on amount designated for debt service	x 1.5%
Legal limit	\$18,021,665
Actual amount to be expended from ad valorem taxes for general obligation debt service during the Year Ending September 30, 2018	\$2,062,799

CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2017-18 ADOPTED BUDGET
TAX INTEREST AND SINKING FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

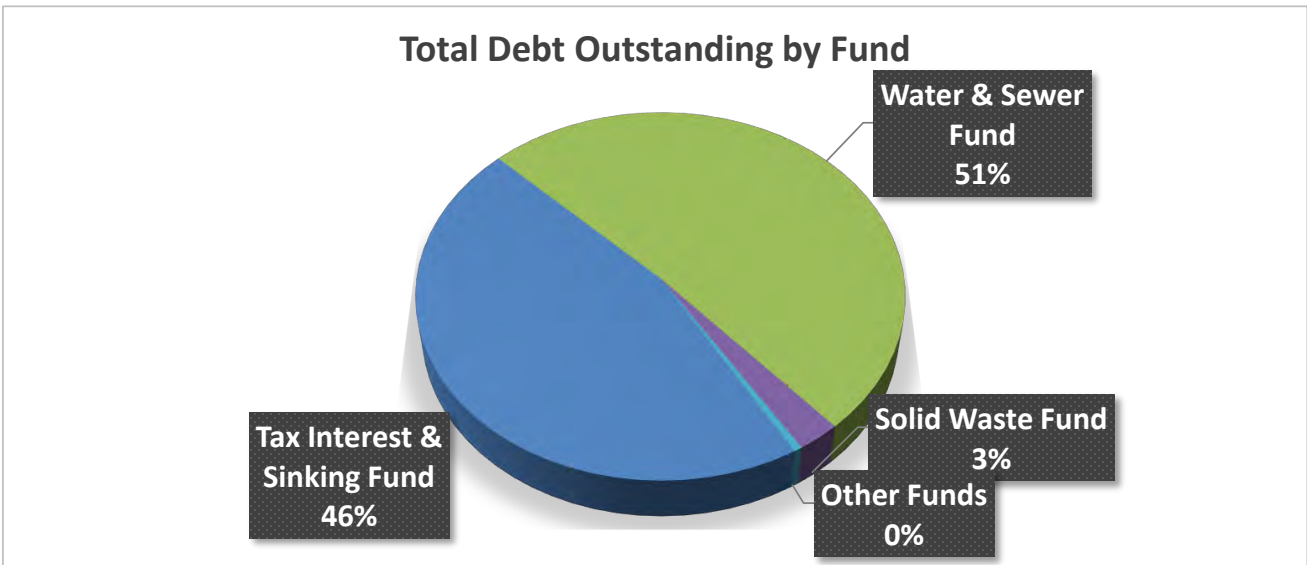
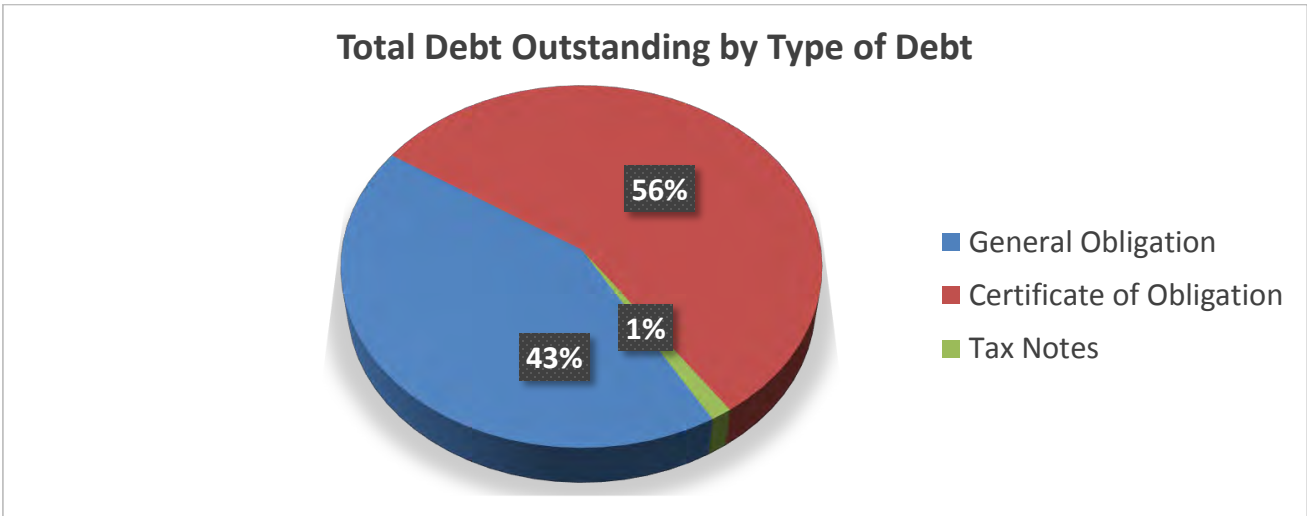
Description	Actual FY 2015-16	Current Budget FY 2016-17	Projected FY 2016-17	Adopted Base Budget FY 2017-18	New Requests FY 2017-18	Adopted FY 2017-18
BEGINNING FUND BALANCE:						
	\$ 369,907	\$ 599,293	\$ 599,293	\$ 210,142	\$ -	\$ 210,142
TOTAL BEGINNING FUND BALANCE	\$ 369,907	\$ 599,293	\$ 599,293	\$ 210,142	\$ -	\$ 210,142
REVENUES:						
Current Ad Valorem Taxes	\$ 3,935,600	\$ 3,136,974	\$ 3,136,974	\$ 3,756,911	\$ -	\$ 3,756,911
Delinquent Ad Valorem Taxes	15,915	13,000	13,000	13,000	-	13,000
Penalty and Interest	21,734	16,000	16,000	16,000	-	16,000
Interest Revenue	1,880	1,200	1,200	1,200	-	1,200
Other Financing Sources	8,114	-	-	-	-	-
EDC Debt Repayment	129,675	131,000	131,000	132,150	-	132,150
TOTAL REVENUES	\$ 4,112,918	\$ 3,298,174	\$ 3,298,174	\$ 3,919,261	\$ -	\$ 3,919,261
TOTAL FUNDS AVAILABLE	\$ 4,482,825	\$ 3,897,467	\$ 3,897,467	\$ 4,129,403	\$ -	\$ 4,129,403
EXPENDITURES:						
Principal(Aug) Ref 06 C/O	\$ -	\$ 107,000	\$ 107,000	\$ 111,000	\$ -	\$ 111,000
Principal (Aug) '05 Refnd CO	89,304	94,322	94,322	-	-	-
Principal- 06 Tax Notes	103,000	-	-	-	-	-
Principal '07 CO Bonds	305,000	315,000	315,000	330,000	-	330,000
Principal-'07 CO Refunding	7,500	7,500	7,500	7,500	-	7,500
Principal-'09 GO	200,000	200,000	200,000	200,000	-	200,000
Principal-'09 Tax Notes	285,000	-	-	-	-	-
Principal-'10 GO	40,000	40,000	40,000	45,000	-	45,000
Principal-'10 Tax Notes	125,000	-	-	-	-	-
Principal-'10 Refunding	281,880	275,400	275,400	294,840	-	294,840
Principal-'10A Tax Notes	72,000	78,000	90,065	-	-	-
Principle-'11 Rev & Tax Bonds	85,000	260,000	260,000	-	-	-
Principal-'12 Tax Note	240,000	255,000	255,000	265,000	-	265,000
Principal-'12 GO Refunding	88,500	85,500	85,500	93,000	-	93,000
Principal-'13 GO Refunding	300,000	135,000	135,000	135,000	-	135,000
Principal-'13 Tax Notes	180,000	215,000	215,000	225,000	-	225,000
Principal-'13 GO	185,000	190,000	190,000	195,000	-	195,000
Principal-'13 PPFCO	50,000	50,000	50,000	50,000	-	50,000
Principal-'14 CO	165,000	165,000	165,000	165,000	-	165,000
Principal-'15 CO	-	90,000	90,000	90,000	-	90,000
Principal-'15 GO Refunding	-	-	-	90,000	-	90,000
Principal-'16 CO	-	-	-	90,000	-	90,000
Principal-'16 GO Refunding	-	-	-	10,000	-	10,000
Principal-'17 CO	-	-	-	260,000	-	260,000
Interest-'06 (Feb/Aug) C/O Ref	-	21,848	21,848	17,804	-	17,804
Interest-'05 (Feb/Aug) Rfnd C/O	6,565	3,341	3,341	-	-	-
Interest-'06 Tax Notes	25,741	-	-	-	-	-
Interest '07 C.O. Bonds	179,861	167,844	167,844	155,433	-	155,433
Interest-'07 GO Refunding	52,894	52,599	52,599	52,304	-	52,304
Interest-'09 GO	108,688	188,575	16,000	8,000	-	8,000
Interest-'09 Tax Notes	8,550	-	-	-	-	-
Interest-'10 GO	51,613	50,413	50,413	49,213	-	49,213
Interest-'10 Tax Notes	2,969	-	-	-	-	-
Interest-'10 Refunding C/	20,630	14,993	14,993	8,798	-	8,798
Interest-'10A Tax Notes	10,235	863	2,144	-	-	-
Interest-'11 Rev & Tax Bo	12,075	9,100	9,100	-	-	-
Interest-'11 GO Bonds	262,050	262,050	262,050	262,050	-	262,050
Interest-'12 Tax Notes	14,847	10,192	10,134	5,194	-	5,194
Interest-'12 GO Refunding	17,309	15,540	15,540	13,830	-	13,830
Interest-'13 GO Refunding	11,400	5,400	5,400	2,700	-	2,700
Interest-'13 Tax Notes	9,420	7,619	7,619	5,469	-	5,469
Interest-'13 GO	91,694	89,844	89,844	86,994	-	86,994
Interest-'13 PPFCO	13,290	12,077	12,077	10,832	-	10,832
Interest-'14 CO	59,788	57,088	57,088	53,788	-	53,788
Interest-'15 CO	99,748	102,598	102,598	99,898	-	99,898
Interest-'15 GO Refunding	10,179	15,268	15,268	15,268	-	15,268
Interest-'16 CO	-	21,294	29,434	27,070	-	27,070
Interest-'16 GO Refunding	-	-	146,082	134,500	-	134,500
Interest-'17 CO	-	-	-	216,915	-	216,915
Bond Paying Agent Fees	4,199	-	4,700	-	-	-
Arbitrage Rebate Service	6,757	16,422	16,422	17,000	-	17,000
Bond Issuance Cost	846	-	-	-	-	-

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2017-18 ADOPTED BUDGET
TAX INTEREST AND SINKING FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2015-16	Current Budget FY 2016-17	Projected FY 2016-17	Adopted Base Budget FY 2017-18	New Requests FY 2017-18	Adopted FY 2017-18
OPERATING EXPENDITURES	\$ 3,883,532	\$ 3,687,690	\$ 3,687,325	\$ 4,129,400	\$ -	\$ 4,129,400
TOTAL ENDING FUND BALANCE	\$ 599,293	\$ 209,777	\$ 210,142	\$ 3	\$ -	\$ 3

* The Current Budget Includes budget amendments approved by City Council throughout the fiscal year.

City of Copperas Cove Outstanding Debt Fiscal Year 2017-2018



Fund	General Obligation	Certificate of Obligation	Tax Notes	Total Debt Service
Tax Interest & Sinking Fund	\$ 23,432,024	\$ 20,636,126	\$ 738,601	\$ 44,806,751
General Fund	-	-	-	-
Water & Sewer Fund	17,734,960	31,963,960	305,467	50,004,387
Solid Waste Fund	457,042	1,902,240	213,807	2,573,089
Drainage Utility Fund	117,336	-	-	117,336
Golf Course Fund	-	370,566	10,181	380,748
Court Technology Fund	-	-	10,196	10,196
Hotel Occupancy Tax Fund	-	-	-	-
Total All Funds	\$ 41,741,362	\$ 54,872,893	\$ 1,278,252	\$ 97,892,507

**CITY OF COPPERAS COVE, TEXAS
FUTURE INDEBTEDNESS SCHEDULE
FY 2017-2018**

Year	General Obligation	Certificates of Obligation	Tax Notes	Total Debt Service
2017 - 2018	4,785,387	3,697,457	787,189	9,270,033
2018 - 2019	4,390,823	3,705,854	491,064	8,587,740
2019 - 2020	4,122,276	3,724,664	-	7,846,939
2020 - 2021	4,167,840	3,724,554	-	7,892,394
2021 - 2022	3,383,540	3,517,003	-	6,900,542
2022 - 2023	3,380,029	3,502,411	-	6,882,440
2023 - 2024	2,134,288	3,312,865	-	5,447,153
2024 - 2025	2,130,685	2,998,028	-	5,128,713
2025 - 2026	2,414,731	2,721,719	-	5,136,450
2026 - 2027	2,151,919	2,721,189	-	4,873,107
2027 - 2028	1,853,569	2,231,568	-	4,085,136
2028 - 2029	1,071,656	2,243,368	-	3,315,024
2029 - 2030	1,076,644	2,236,718	-	3,313,361
2030 - 2031	1,080,394	2,238,018	-	3,318,411
2031 - 2032	1,082,881	1,682,098	-	2,764,979
2032 - 2033	1,083,175	1,655,918	-	2,739,093
2033 - 2034	756,525	1,663,868	-	2,420,393
2034 - 2035	447,000	1,663,800	-	2,110,800
2035 - 2036	113,600	1,634,600	-	1,748,200
2036 - 2037	114,400	1,552,400	-	1,666,800
2037 - 2038	-	986,200	-	986,200
2038 - 2039	-	985,400	-	985,400
2039 - 2040	-	473,200	-	473,200
	41,741,362	54,872,893	1,278,252	97,892,507
Less Interest	8,611,362	14,827,893	23,252	23,462,507
TOTAL DEBT	33,130,000	40,045,000	1,255,000	74,430,000

**CITY OF COPPERAS COVE, TEXAS
FUTURE INDEBTEDNESS SCHEDULE
FY 2017-2018**

Series Name

Series 2005 Combination Tax & Revenue Certificates of Obligation	1,540,000
Series 2005 General Obligation Refunding	725,000
Series 2006 General Obligation Refunding	2,355,000
Series 2007 General Obligation Refunding	4,425,000
Series 2007 Combination Tax & Revenue Certificates of Obligation	3,945,000
Series 2009 General Obligation	200,000
Series 2010 General Obligation	3,985,000
Series 2010 General Obligation Refunding	1,070,000
Series 2011 General Obligation	5,490,000
Series 2012 Tax Notes	295,000
Series 2012 General Obligation Refunding	3,320,000
Series 2013 Tax Notes	960,000
Series 2013 General Obligation	4,045,000
Series 2013 General Obligation Refunding	235,000
Series 2013 Public Property Financing Contract Obligation	435,000
Series 2014 Certificates of Obligation	8,235,000
Series 2015 General Obligation Refunding	1,175,000
Series 2015 Certificates of Obligation	7,845,000
Series 2016 General Obligation Refunding	6,105,000
Series 2016 Certificates of Obligation	8,115,000
Series 2017 Certificates of Obligation	9,930,000
TOTAL	<u><u>74,430,000</u></u>

**CITY OF COPPERAS COVE, TEXAS
FUTURE INDEBTEDNESS SCHEDULE
FY 2017-2018**

TOTAL DEBT GENERAL OBLIGATION BONDS				TOTAL DEBT COMBINATION TAX & REVENUE CERTIFICATES OF OBLIGATION			
Year	Principal	Interest	Total	Year	Principal	Interest	Total
2017 - 2018	3,605,000	1,180,387	4,785,387	2017 - 2018	2,250,000	1,447,457	3,697,457
2018 - 2019	3,315,000	1,075,823	4,390,823	2018 - 2019	2,365,000	1,340,854	3,705,854
2019 - 2020	3,150,000	972,276	4,122,276	2019 - 2020	2,455,000	1,269,664	3,724,664
2020 - 2021	3,295,000	872,840	4,167,840	2020 - 2021	2,535,000	1,189,554	3,724,554
2021 - 2022	2,620,000	763,540	3,383,540	2021 - 2022	2,410,000	1,107,003	3,517,003
2022 - 2023	2,710,000	670,029	3,380,029	2022 - 2023	2,465,000	1,037,411	3,502,411
2023 - 2024	1,565,000	569,288	2,134,288	2023 - 2024	2,360,000	952,865	3,312,865
2024 - 2025	1,620,000	510,685	2,130,685	2024 - 2025	2,125,000	873,028	2,998,028
2025 - 2026	1,965,000	449,731	2,414,731	2025 - 2026	1,925,000	796,719	2,721,719
2026 - 2027	1,785,000	366,919	2,151,919	2026 - 2027	1,995,000	726,189	2,721,189
2027 - 2028	1,565,000	288,569	1,853,569	2027 - 2028	1,580,000	651,568	2,231,568
2028 - 2029	850,000	221,656	1,071,656	2028 - 2029	1,650,000	593,368	2,243,368
2029 - 2030	885,000	191,644	1,076,644	2029 - 2030	1,705,000	531,718	2,236,718
2030 - 2031	920,000	160,394	1,080,394	2030 - 2031	1,770,000	468,018	2,238,018
2031 - 2032	955,000	127,881	1,082,881	2031 - 2032	1,280,000	402,098	1,682,098
2032 - 2033	990,000	93,175	1,083,175	2032 - 2033	1,300,000	355,918	1,655,918
2033 - 2034	700,000	56,525	756,525	2033 - 2034	1,355,000	308,868	1,663,868
2034 - 2035	420,000	27,000	447,000	2034 - 2035	1,405,000	258,800	1,663,800
2035 - 2036	105,000	8,600	113,600	2035 - 2036	1,430,000	204,600	1,634,600
2036 - 2037	110,000	4,400	114,400	2036 - 2037	1,405,000	147,400	1,552,400
				2037 - 2038	895,000	91,200	986,200
				2038 - 2039	930,000	55,400	985,400
				2039 - 2040	455,000	18,200	473,200
TOTAL	33,130,000	8,611,362	41,741,362	TOTAL	40,045,000	14,827,893	54,872,893

TOTAL DEBT TAX NOTES			
Year	Principal	Interest	Total
2017 - 2018	770,000	17,189	787,189
2018 - 2019	485,000	6,064	491,064
TOTAL	1,255,000	23,252	1,278,252

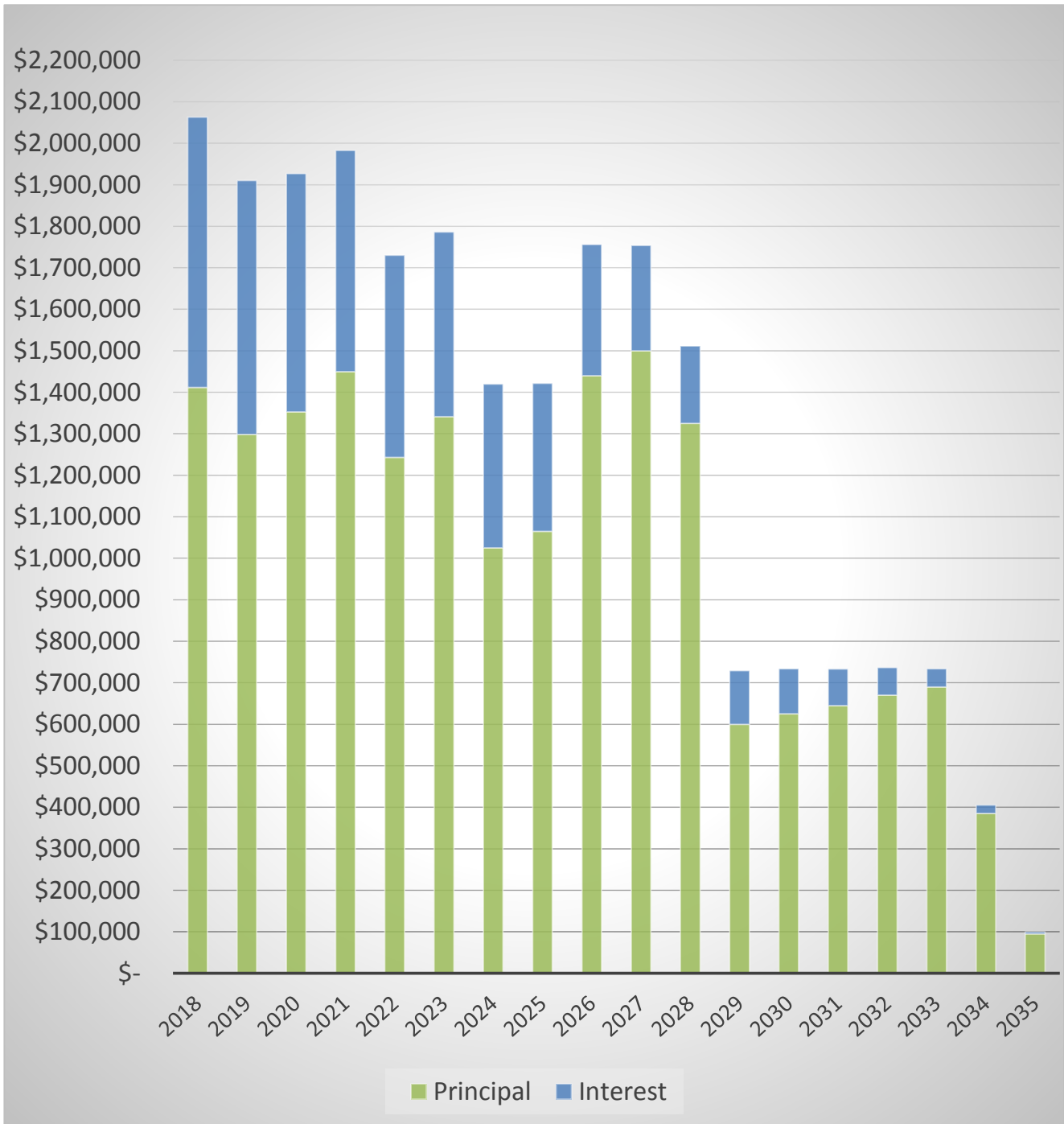
Series Name	Principal Amount
Series 2005 Combination Tax & Revenue Certificates of Obligation	1,540,000
Series 2006 General Obligation Refunding	725,000
Series 2006 General Obligation Refunding	2,355,000
Series 2007 General Obligation Refunding	4,425,000
Series 2007 Combination Tax & Revenue Certificates of Obligation	3,945,000
Series 2009 General Obligation	200,000
Series 2010 General Obligation	3,985,000
Series 2010 General Obligation Refunding	1,070,000
Series 2011 General Obligation	5,490,000
Series 2012 Tax Notes	295,000
Series 2012 General Obligation Refunding	3,320,000
Series 2013 Tax Notes	960,000
Series 2013 General Obligation	4,045,000
Series 2013 General Obligation Refunding	235,000
Series 2013 Public Property Financing Contract Obligation	435,000
Series 2014 Certificates of Obligation	8,235,000
Series 2015 General Obligation Refunding	1,175,000
Series 2015 Certificates of Obligation	7,845,000
Series 2016 General Obligation Refunding	6,105,000
Series 2016 Certificates of Obligation	8,115,000
Series 2017 Certificates of Obligation	9,930,000
TOTAL	74,430,000

**CITY OF COPPERAS COVE, TEXAS
TAX SUPPORTED FUTURE INDEBTEDNESS SCHEDULE
FY 2017-2018**

GENERAL OBLIGATION DEBT			
	Principal	Interest	Total
2017 - 2018	1,411,340	651,459	2,062,799
2018 - 2019	1,298,340	611,808	1,910,148
2019 - 2020	1,353,000	573,928	1,926,928
2020 - 2021	1,449,500	533,106	1,982,606
2021 - 2022	1,243,000	487,342	1,730,342
2022 - 2023	1,341,000	444,810	1,785,810
2023 - 2024	1,025,000	394,809	1,419,809
2024 - 2025	1,065,000	356,339	1,421,339
2025 - 2026	1,440,000	316,119	1,756,119
2026 - 2027	1,500,000	253,931	1,753,931
2027 - 2028	1,325,000	186,606	1,511,606
2028 - 2029	600,000	128,894	728,894
2029 - 2030	625,000	108,906	733,906
2030 - 2031	645,000	88,069	733,069
2031 - 2032	670,000	66,569	736,569
2032 - 2033	690,000	43,750	733,750
2033 - 2034	385,000	20,125	405,125
2034 - 2035	95,000	4,275	99,275
TOTAL	18,161,180	5,270,844	23,432,024

Series Name	Principal Amount
Series 2006 General Obligation Refunding	471,000
Series 2007 General Obligation Refunding	1,327,500
Series 2009 General Obligation	200,000
Series 2010 General Obligation	1,200,000
Series 2010 General Obligation Refunding	346,680
Series 2011 General Obligation	5,490,000
Series 2012 General Obligation Refunding	516,000
Series 2013 General Obligation	4,045,000
Series 2013 General Obligation Refunding	135,000
Series 2015 General Obligation Refunding	775,000
Series 2016 General Obligation Refunding	3,655,000
TOTAL	18,161,180

CITY OF COPPERAS COVE, TEXAS GENERAL OBLIGATION TAX DEBT TO MATURITY FY 2017-2018



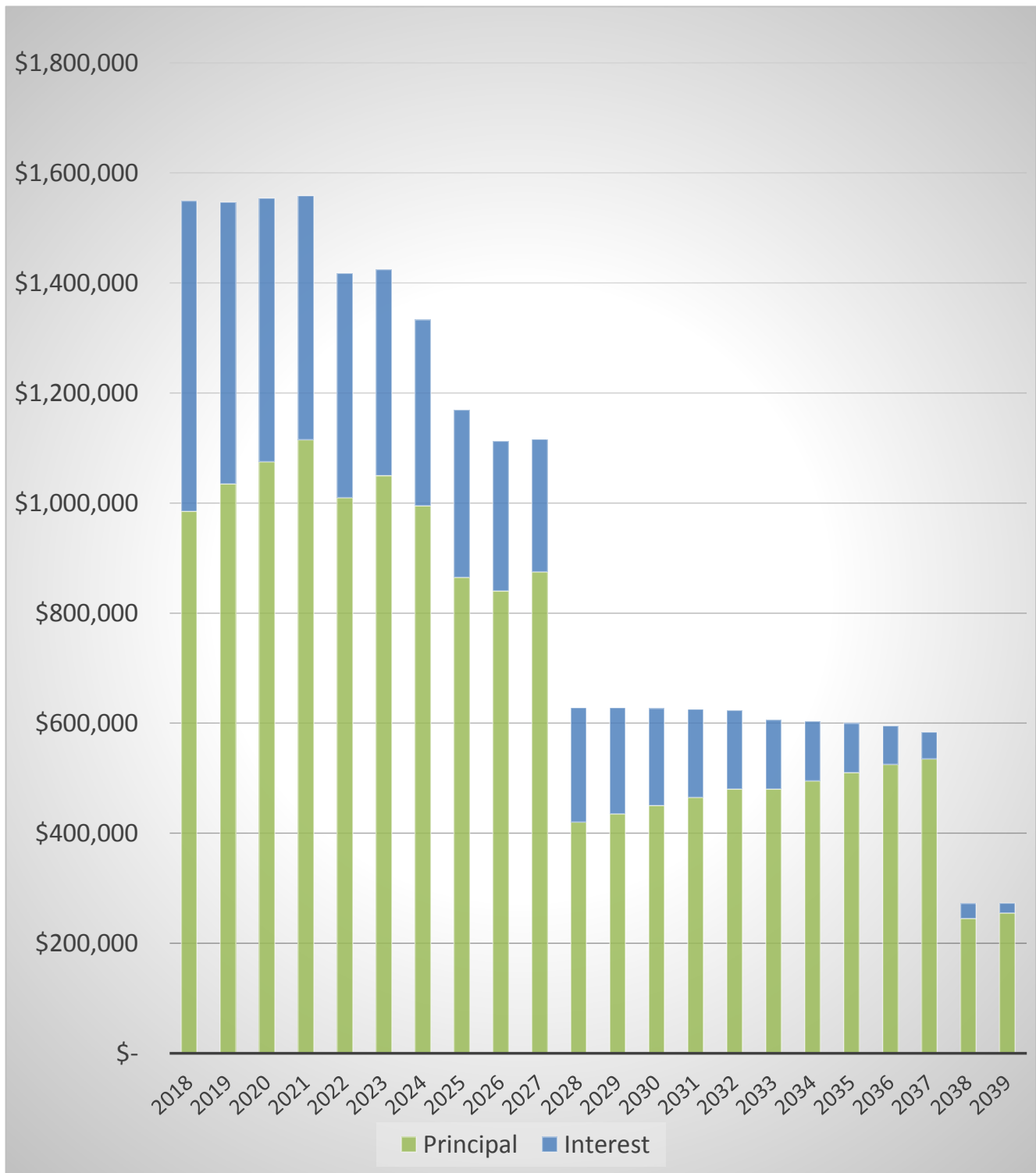
CITY OF COPPERAS COVE, TEXAS
TAX SUPPORTED FUTURE INDEBTEDNESS SCHEDULE
FY 2017-2018

CERTIFICATES OF OBLIGATION DEBT

	Principal	Interest	Total
2017 - 2018	985,000	563,935	1,548,935
2018 - 2019	1,035,000	511,703	1,546,703
2019 - 2020	1,075,000	478,890	1,553,890
2020 - 2021	1,115,000	443,771	1,558,771
2021 - 2022	1,010,000	407,273	1,417,273
2022 - 2023	1,050,000	374,460	1,424,460
2023 - 2024	995,000	338,017	1,333,017
2024 - 2025	865,000	304,072	1,169,072
2025 - 2026	840,000	272,574	1,112,574
2026 - 2027	875,000	241,094	1,116,094
2027 - 2028	420,000	208,023	628,023
2028 - 2029	435,000	192,873	627,873
2029 - 2030	450,000	176,860	626,860
2030 - 2031	465,000	160,310	625,310
2031 - 2032	480,000	143,265	623,265
2032 - 2033	480,000	125,645	605,645
2033 - 2034	495,000	107,915	602,915
2034 - 2035	510,000	89,450	599,450
2035 - 2036	525,000	69,800	594,800
2036 - 2037	535,000	48,800	583,800
2037 - 2038	245,000	27,400	272,400
2038 - 2039	255,000	17,600	272,600
2039 - 2040	185,000	7,400	192,400
TOTAL	15,325,000	5,311,126	20,636,126

Series Name	Principal Amount
Series 2007 Combination Tax & Revenue	3,945,000
Series 2013 Public Property Financing Contract Obligation	435,000
Series 2014 Certificates of Obligation	1,840,000
Series 2015 Certificates of Obligation	2,965,000
Series 2016 Certificates of Obligation	775,000
Series 2017 Certificates of Obligation	5,365,000
TOTAL	15,325,000

CITY OF COPPERAS COVE, TEXAS CERTIFICATES OF OBLIGATION TAX DEBT TO MATURITY FY 2017-2018



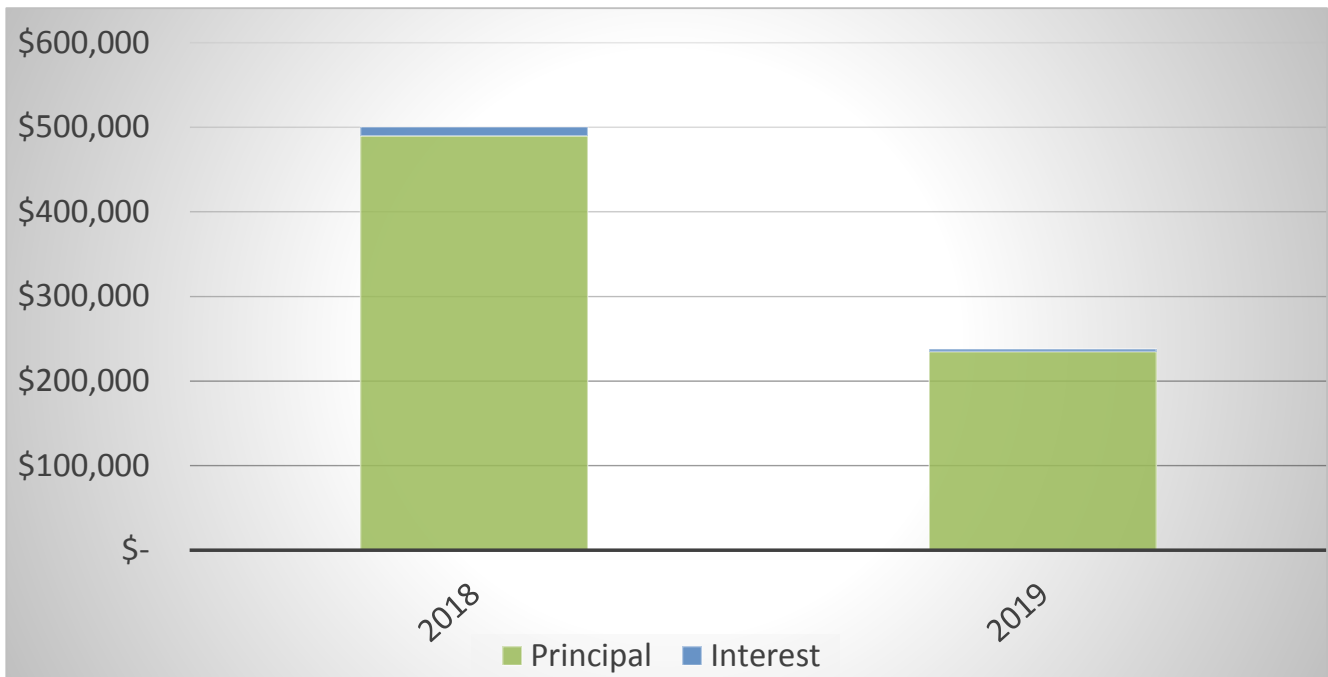
**CITY OF COPPERAS COVE, TEXAS
TAX SUPPORTED FUTURE INDEBTEDNESS SCHEDULE
FY 2017-2018**

TAX NOTES DEBT

	Principal	Interest	Total
2017 - 2018	490,000	10,663	500,663
2018 - 2019	235,000	2,938	237,938
TOTAL	725,000	13,601	738,601

Series Name	Principal Amount
Series 2012 Tax Notes	265,000
Series 2013 Tax Notes	460,000
TOTAL	725,000

CITY OF COPPERAS COVE, TEXAS TAX NOTES TAX DEBT TO MATURITY FY 2017-2018



**CITY OF COPPERAS COVE, TEXAS
FUTURE INDEBTEDNESS SCHEDULE
FY 2017-2018**

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

Year	Principal	Interest	Total
2017 - 2018	2,028,580	517,860	2,546,440
2018 - 2019	1,957,580	456,635	2,414,215
2019 - 2020	1,747,000	392,241	2,139,241
2020 - 2021	1,795,500	334,613	2,130,113
2021 - 2022	1,327,000	272,061	1,599,061
2022 - 2023	1,319,000	222,068	1,541,068
2023 - 2024	485,000	172,312	657,312
2024 - 2025	500,000	153,263	653,263
2025 - 2026	525,000	133,613	658,613
2026 - 2027	285,000	112,988	397,988
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	14,434,660	3,300,300	17,734,960

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

Year	Principal	Interest	Total
2017 - 2018	1,030,000	828,178	1,858,178
2018 - 2019	1,080,000	782,239	1,862,239
2019 - 2020	1,130,000	749,949	1,879,949
2020 - 2021	1,160,000	711,596	1,871,596
2021 - 2022	1,190,000	672,493	1,862,493
2022 - 2023	1,205,000	640,564	1,845,564
2023 - 2024	1,210,000	598,510	1,808,510
2024 - 2025	1,230,000	556,381	1,786,381
2025 - 2026	1,055,000	512,520	1,567,520
2026 - 2027	1,090,000	474,420	1,564,420
2027 - 2028	1,130,000	433,820	1,563,820
2028 - 2029	1,185,000	391,720	1,576,720
2029 - 2030	1,225,000	347,083	1,572,083
2030 - 2031	1,270,000	300,933	1,570,933
2031 - 2032	765,000	253,208	1,018,208
2032 - 2033	785,000	225,798	1,010,798
2033 - 2034	825,000	197,678	1,022,678
2034 - 2035	860,000	167,275	1,027,275
2035 - 2036	895,000	134,000	1,029,000
2036 - 2037	860,000	98,200	958,200
2037 - 2038	650,000	63,800	713,800
2038 - 2039	675,000	37,800	712,800
2039 - 2040	270,000	10,800	280,800
TOTAL	22,775,000	9,188,960	31,963,960

**WATER & SEWER FUND DEBT
TAX NOTES**

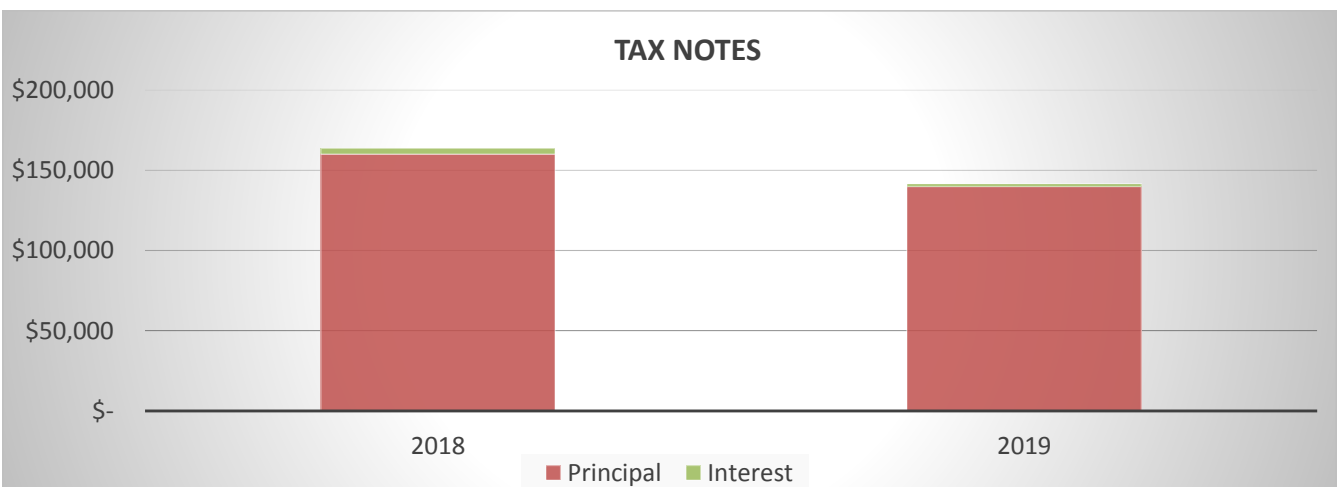
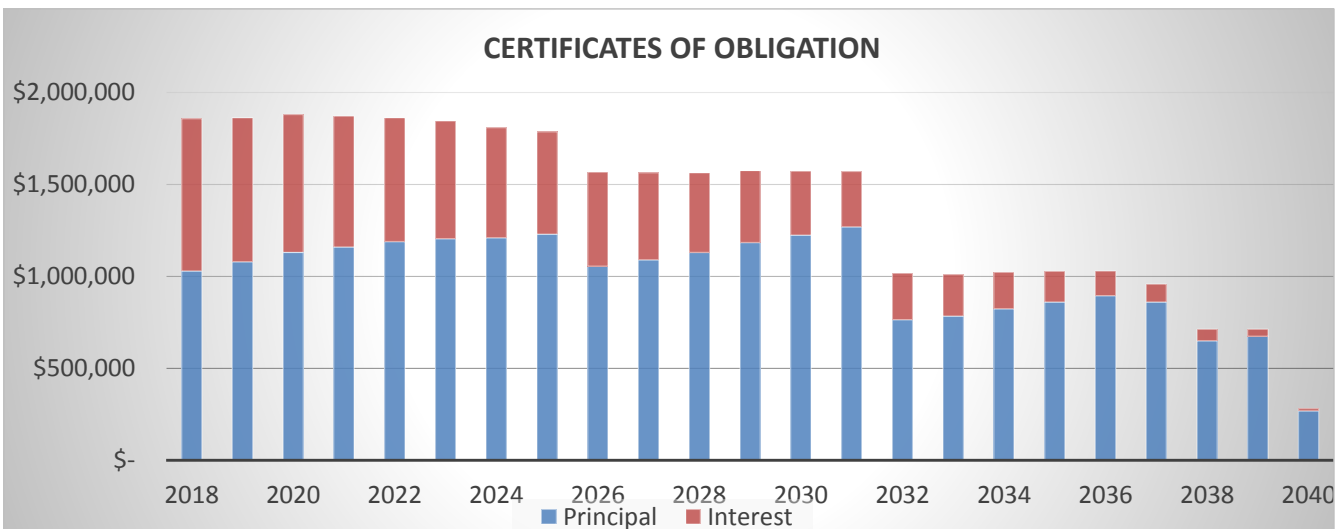
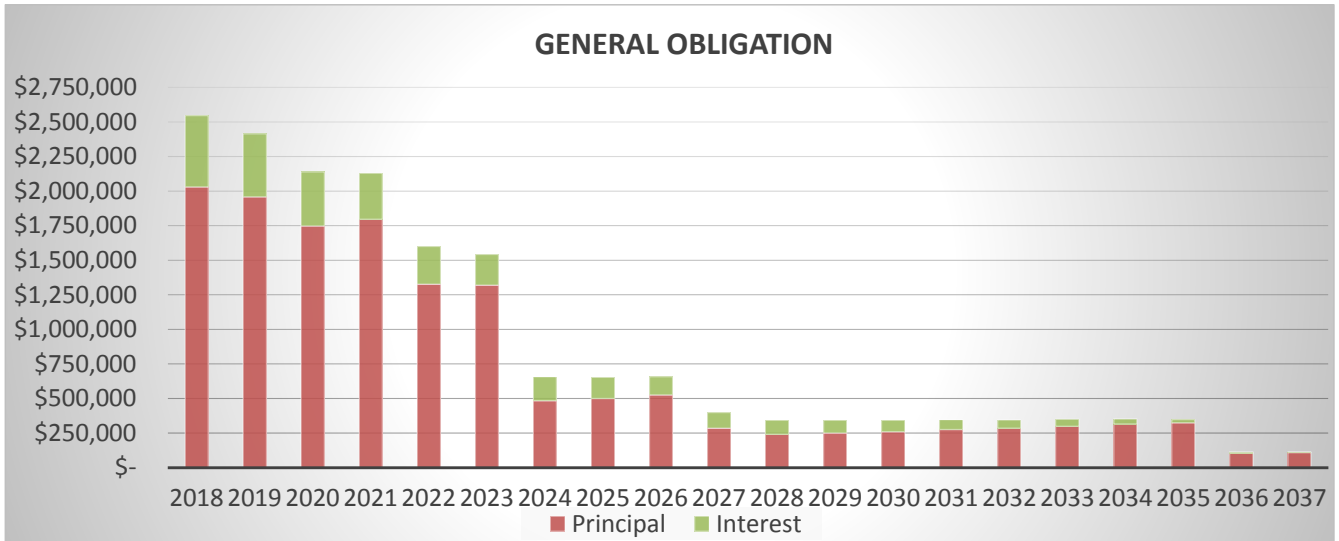
Year	Principal	Interest	Total
2017 - 2018	160,000	3,717	163,717
2018 - 2019	140,000	1,750	141,750
TOTAL	300,000	5,467	305,467

Series Name

Principal Amount

Series 2005 Combination Tax & Revenue Certificates of Obligation	1,540,000
Series 2005 General Obligation Refunding	725,000
Series 2006 General Obligation Refunding	1,884,000
Series 2007 General Obligation Refunding	3,097,500
Series 2010 General Obligation	2,785,000
Series 2010 General Obligation Refunding	629,160
Series 2012 Tax Note	20,000
Series 2012 General Obligation Refunding	2,804,000
Series 2013 Tax Notes	280,000
Series 2013 General Obligation Refunding	60,000
Series 2014 Certificates of Obligation	6,155,000
Series 2015 Certificates of Obligation	4,515,000
Series 2016 General Obligation Refunding	2,450,000
Series 2016 Certificates of Obligation	7,000,000
Series 2017 Certificates of Obligation	3,565,000
TOTAL	37,509,660

**CITY OF COPPERAS COVE, TEXAS
WATER & SEWER FUND DEBT TO MATURITY
FY 2017-2018**



**CITY OF COPPERAS COVE, TEXAS
FUTURE INDEBTEDNESS SCHEDULE
FY 2017-2018**

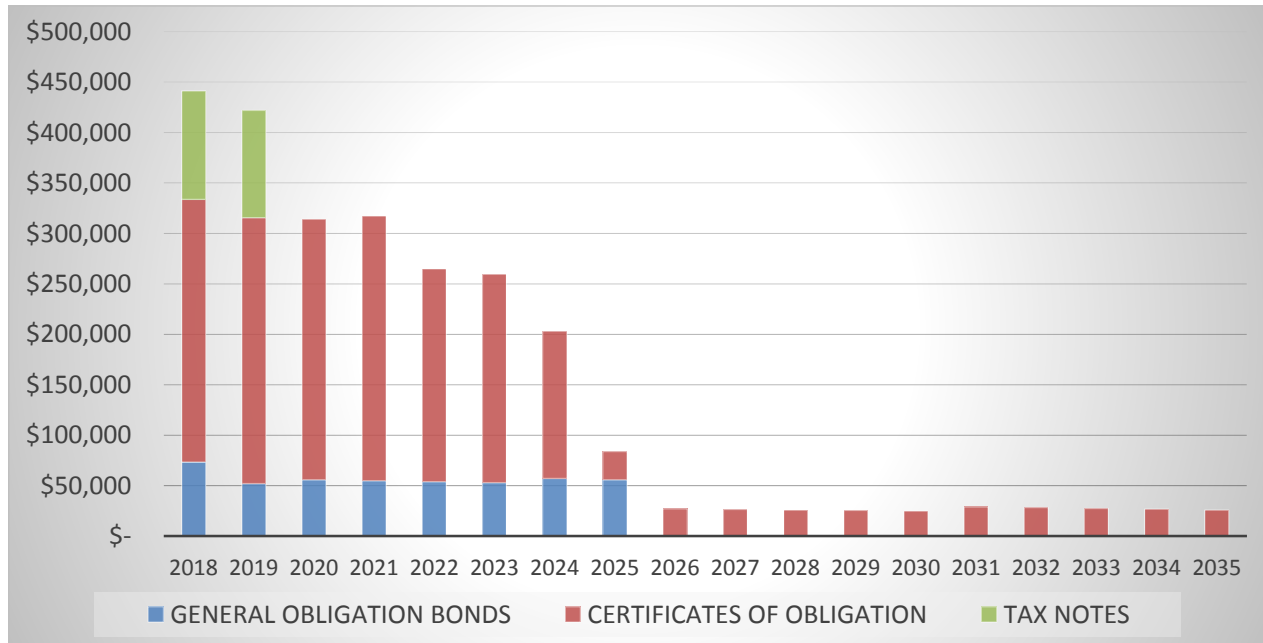
SOLID WASTE DEBT

GENERAL OBLIGATION BONDS			
Year	Principal	Interest	Total
2017 - 2018	65,000	8,280	73,280
2018 - 2019	45,000	6,994	51,994
2019 - 2020	50,000	6,107	56,107
2020 - 2021	50,000	5,122	55,122
2021 - 2022	50,000	4,137	54,137
2022 - 2023	50,000	3,152	53,152
2023 - 2024	55,000	2,167	57,167
2024 - 2025	55,000	1,084	56,084
TOTAL	420,000	37,042	457,042

TAX NOTES			
Year	Principal	Interest	Total
2017 - 2018	105,000	2,494	107,494
2018 - 2019	105,000	1,313	106,313
TOTAL	210,000	3,807	213,807

CERTIFICATES OF OBLIGATION			
Year	Principal	Interest	Total
2017 - 2018	215,000	45,553	260,553
2018 - 2019	225,000	38,513	263,513
2019 - 2020	225,000	33,050	258,050
2020 - 2021	235,000	27,038	262,038
2021 - 2022	190,000	20,713	210,713
2022 - 2023	190,000	16,438	206,438
2023 - 2024	135,000	10,963	145,963
2024 - 2025	20,000	7,775	27,775
2025 - 2026	20,000	7,175	27,175
2026 - 2027	20,000	6,575	26,575
2027 - 2028	20,000	5,975	25,975
2028 - 2029	20,000	5,375	25,375
2029 - 2030	20,000	4,725	24,725
2030 - 2031	25,000	4,075	29,075
2031 - 2032	25,000	3,275	28,275
2032 - 2033	25,000	2,475	27,475
2033 - 2034	25,000	1,675	26,675
2034 - 2035	25,000	875	25,875
TOTAL	1,660,000	242,240	1,902,240

Series Name	Principal Amount
Series 2013 Tax Notes	210,000
Series 2013 General Obligation Refunding	20,000
Series 2014 Certificates of Obligation	200,000
Series 2015 General Obligation Refunding	400,000
Series 2015 Certificates of Obligation	365,000
Series 2016 Certificates of Obligation	340,000
Series 2017 Certificates of Obligation	755,000
TOTAL	2,290,000



**CITY OF COPPERAS COVE, TEXAS
FUTURE INDEBTEDNESS SCHEDULE
FY 2017-2018**

GOLF COURSE DEBT

CERTIFICATES OF OBLIGATION			
Year	Principal	Interest	Total
2017 - 2018	20,000	9,791	29,791
2018 - 2019	25,000	8,400	33,400
2019 - 2020	25,000	7,775	32,775
2020 - 2021	25,000	7,150	32,150
2021 - 2022	20,000	6,525	26,525
2022 - 2023	20,000	5,950	25,950
2023 - 2024	20,000	5,375	25,375
2024 - 2025	10,000	4,800	14,800
2025 - 2026	10,000	4,450	14,450
2026 - 2027	10,000	4,100	14,100
2027 - 2028	10,000	3,750	13,750
2028 - 2029	10,000	3,400	13,400
2029 - 2030	10,000	3,050	13,050
2030 - 2031	10,000	2,700	12,700
2031 - 2032	10,000	2,350	12,350
2032 - 2033	10,000	2,000	12,000
2033 - 2034	10,000	1,600	11,600
2034 - 2035	10,000	1,200	11,200
2035 - 2036	10,000	800	10,800
2036 - 2037	10,000	400	10,400
TOTAL	285,000	85,566	370,566

TAX NOTES

Year	Principal	Interest	Total
2017 - 2018	5,000	119	5,119
2018 - 2019	5,000	63	5,063
TOTAL	10,000	181	10,181

Series Name	Principal Amount
Series 2013 Tax Notes	10,000
Series 2014 Certificates of Obligation	40,000
Series 2017 Certificates of Obligation	245,000
TOTAL	295,000

DRAINAGE FUND DEBT

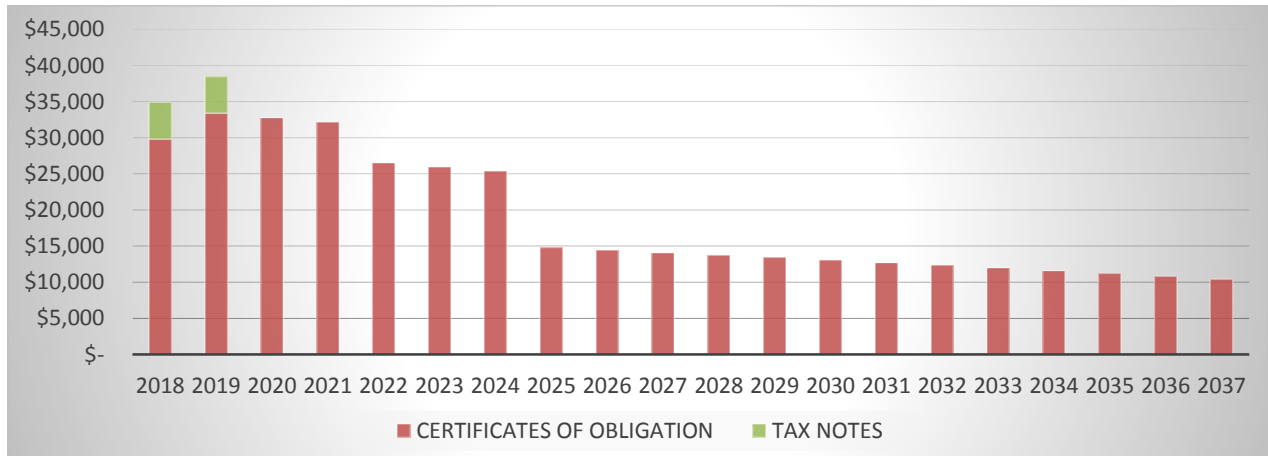
GENERAL OBLIGATION BONDS			
Year	Principal	Interest	Total
2017 - 2018	100,080	2,789	102,869
2018 - 2019	14,080	387	14,467
TOTAL	114,160	3,176	117,336

Series Name	Principal Amount
Series 2010 General Obligation Refunding	94,160
Series 2013 General Obligation Refunding	20,000
TOTAL	114,160

COURT TECHNOLOGY FUND DEBT

TAX NOTES			
Year	Principal	Interest	Total
2017 - 2018	10,000	196	10,196
TOTAL	10,000	196	10,196

Series Name	Principal Amount
Series 2012 Tax Notes	10,000



Capital Outlay



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 2017-2018 Adopted Operating Budget and Plan of Municipal Services for capital outlay is \$2,188,007. Of that amount, \$269,512 is included in the operating funds. This represent an increase of \$41,182 above the amount of capital outlay that was budgeted in operating funds in FY 2016-17. 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 2017-2018**

Five-Year Capital Outlay Plan Summary

Fund	FY 2016-17	Operating Budget	FY 2017-18 Future Debt Issue	Total	Increase/ (Decrease)
General Fund	\$ 1,288,380	\$ -	\$ 978,495	\$ 978,495	\$ (309,885)
Water & Sewer Fund	235,000	-	245,000	245,000	10,000
Solid Waste Fund	580,000	-	638,000	638,000	58,000
Drainage Utility Fund	-	40,000	-	40,000	40,000
Golf Course Fund	61,700	-	81,800	81,800	20,100
Court Technology Fund	10,000	-	15,200	15,200	5,200
Total	\$ 2,175,080	\$ 40,000	\$ 1,958,495	\$ 1,998,495	\$ (176,585)

Other Capital Outlay included in Operating Funds

Fund	FY 2016-17	FY 2017-18	Increase/ (Decrease)
General Fund	\$ 66,786	\$ 64,970	\$ (1,816)
Water & Sewer Fund	30,000	6,200	(23,800)
Solid Waste Fund	-	-	-
Drainage Utility Fund	-	40,000	40,000
PEG Fee Fund	-	16,442	16,442
Donations Fund	1,200	1,900	700
Grants Fund	88,240	100,000	11,760
Police Federal Seizure	2,104	-	(2,104)
Total	\$ 188,330	\$ 229,512	\$ 41,182

City of Copperas Cove, Texas
Capital Outlay Detail - Operating Budget
Fiscal Year 2017-2018

Account	Description	Amount	Future Operating Impact		
			2018	2019	2020
GENERAL FUND					
Information Systems Department					
01-4140-3500-8402	Servers	13,870	200	200	200
	Total	\$ 13,870	\$ 200	\$ 200	\$ 200
Fire Department					
01-4240-4417-8401	Large Capacity Washer	8,900	-	-	-
01-4240-4420-8402	Amateur Radio Antenna's	12,500	550	561	572
	Total	\$ 21,400	\$ 550	\$ 561	\$ 572
Library Department					
01-4320-7100-8501	Adult & Young Adult Books	11,000	110	6	6
01-4320-7100-8502	Children's Books	10,700	107	5	5
01-4320-7100-8503	Reference Books	1,000	10	1	1
01-4320-7100-8504	Audiovisual Items	7,000	70	4	4
	Total	\$ 29,700	\$ 297	\$ 15	\$ 15
TOTAL GENERAL FUND		\$ 64,970	\$ 1,047	\$ 776	\$ 787
WATER & SEWER FUND					
Composting Department					
02-4425-8401-8500	Compost Road Repairs	6,200	273	278	284
	Total	\$ 6,200	\$ 273	\$ 278	\$ 284
TOTAL WATER & SEWER FUND		\$ 6,200	\$ 273	\$ 278	\$ 284
DRAINAGE FUND					
Drainage Utility Department					
05-4410-7600-8400	Light Equipment and Trailer	40,000	-	-	-
	Total	\$ 40,000	\$ -	\$ -	\$ -
TOTAL DRAINAGE FUND		\$ 40,000	\$ -	\$ -	\$ -
PEG FEE FUND					
Public Government Access Television Station					
16-4506-1600-8402	Audio/Video Equipment	16,442	200	206	212
	Total	\$ 16,442	\$ 200	\$ 206	\$ 212
TOTAL PEG FEE FUND		\$ 16,442	\$ 200	\$ 206	\$ 212
DONATIONS FUND					
Library Department					
20-4320-7100-8501	Adult & Young Adult Books	800	8	-	-
20-4320-7100-8502	Children's Books	800	8	-	-
20-4320-7100-8504	Audiovisual Items	300	3	-	-
	Total	\$ 1,900	\$ 19	\$ -	\$ -
TOTAL DONATIONS FUND		\$ 1,900	\$ 19	\$ -	\$ -

**City of Copperas Cove, Texas
Capital Outlay Detail - Operating Budget
Fiscal Year 2017-2018**

Account	Description	Amount	Future Operating Impact		
			2018	2019	2020
GRANTS FUND					
Homeland Security Grant					
22-4240-4440-8402	HSG Portable Radios	100,000	(3,000)	90	90
	Total	\$ 100,000	\$ (3,000)	\$ 90	\$ 90
TOTAL GRANTS FUND		\$ 100,000	\$ (3,000)	\$ 90	\$ 90
TOTAL ALL FUNDS		\$ 229,512	\$ (1,461)	\$ 1,350	\$ 1,373

**City of Copperas Cove, Texas
Capital Outlay Detail - Capital Outlay Plan
Fiscal Year 2017-2018**

DEPARTMENT	CITY#	YEAR	CURRENT		REPLACEMENT	CURRENT		LIFE EXPECTANCY		REPLACEMENT	PRIORITIZED	FUNDING SOURCE	NOTES
			MAKE	MODEL	TYPE	MILES	YEARS	MILES	YEARS	COST	YEAR TO REPLACE		
GENERAL FUND													
CITY COUNCIL	N/A	N/A	COMPUTERS	LAPTOP	OTHER ELECTRONICS	N/A	N/A	N/A	7	5,600	2018	CO	8 LAPTOPS
EMERGENCY MGMT	N/A	N/A	COMPUTERS	LAPTOP	OTHER ELECTRONICS	N/A	N/A	N/A	7	14,400	2018	CO	12 LAPTOPS
FIRE		2011	PPE	PERSONAL PROTECTIVE CLOTHING	OTHER EQUIPMENT	N/A	6	N/A	7	35,000	2018	CO	20% OF GEAR
FIRE	44-02	2009	DODGE	3500	AMBULANCE	124,528	8	N/A	7	105,000	2018	CO	RESERVE - STATION #2
FIRE		2005	RADIOS	MOBILE/PORTABLE RADIOS	RADIO	N/A	12	N/A	10	232,000	2018	CO	QUANTITY OF 132
INFORMATION SYSTEMS		2011		EMAIL SERVER (3) & LICENSES	OTHER ELECTRONICS	N/A	6	N/A	7	45,000	2018	CO	3 SERVERS, OPERATING SYS, EMAIL SOFTWARE
LIBRARY	L11	1998	LENNOX	HVAC-3.5 TON HEAT PUMP	EQUIPMENT	N/A	19	N/A	10	5,000	2018	CO	Originally planned in 2017
LIBRARY	L 3	1998	LENNOX	HVAC-5 TON HEAT PUMP	EQUIPMENT	N/A	19	N/A	10	5,000	2018	CO	Originally planned in 2017
LIBRARY	SS5	1987		HVAC-3.5 TON HEAT PUMP	EQUIPMENT	N/A	30	N/A	10	5,000	2018	CO	UNIT LOCATED AT SENIOR CENTER; Originally planned in 2017
LIBRARY	SS6	1987	RHEEM	HVAC-3.5 TON HEAT PUMP	EQUIPMENT	N/A	30	N/A	10	5,000	2018	CO	UNIT LOCATED AT SENIOR CENTER
LIBRARY	L12	1998	LENNOX	HVAC-3.5 TON HEAT PUMP	EQUIPMENT	N/A	19	N/A	10	5,000	2018	CO	
LIBRARY	L 6	1998	LENNOX	HVAC-5 TON HEAT PUMP	EQUIPMENT	N/A	19	N/A	10	5,000	2018	CO	
MUNICIPAL COURT		2018		TICKET WRITERS	OTHER ELECTRONICS	N/A	NEW	N/A	7	20,300	2018	CO	ANDROID PLATFORM
NON-DEPT	N/A	NEW	N/A	N/A	VAN	N/A	N/A	100,000	10	61,795	2018	CO	USED BY CEMETERY AND OTHER CITY ACTIVITIES
PARKS	54-27	2011	JD	Z925	SMALL ENGINE EQUIPMENT	N/A	6	N/A	7	9,500	2018	CO	
PARKS	54-18	2011	TORO	Z MASTER	SMALL ENGINE EQUIPMENT	N/A	6	N/A	7	9,000	2018	CO	
PARKS	54-10	2011	TORO	Z MASTER	SMALL ENGINE EQUIPMENT	N/A	6	N/A	7	9,000	2018	CO	
PARKS	54-44	2006	JOHN DEERE	GATER TX	SMALL ENGINE EQUIPMENT	N/A	11	N/A	7	10,000	2018	CO	
PARKS	54-23	2011	JD	Z920A W/BAGGER	SMALL ENGINE EQUIPMENT	N/A	6	N/A	7	13,000	2018	CO	
PARKS	54-03	1987	JD	850 TRACTOR	SMALL TRACTOR	N/A	30	N/A	7	22,000	2018	CO	
PLANNING	5203	2005	DODGE	STRATUS	PASSENGER CAR	61,245	12	100,000	10	18,000	2018	CO	Originally planned in 2017
POLICE	4219	2004	DODGE	STRATUS	PASSENGER CAR	100,014	13	100,000	10	22,000	2018	CO	
POLICE	4213	2010	FORD	CROWN VIC	PATROL CAR	106,497	7	100,000	7	41,000	2018	CO	
POLICE	4210	2010	FORD	CROWN VIC	PATROL CAR	104,645	7	100,000	7	41,000	2018	CO	
POLICE			SENTRY	BODY ARMOR	OTHER EQUIPMENT				5	12,000	2018	CO	LEVELL III GO VESTS
POLICE	4207	2011	FORD	CROWN VIC	PATROL CAR	78,734	6	100,000	7	41,000	2018	CO	
POLICE	4230	2006	FORD	TAURUS	PASSENGER CAR	69,571	11	100,000	10	22,000	2018	CO	
POLICE		2010	IBM	INSPIRON (QTY 12)	OTHER ELECTRONICS	N/A	7	N/A	5	14,400	2018	CO	EMERGENCY MANAGEMENT LAPTOPS (12)
POLICE		2017	KNAPHEIDE	KUV - CID/NEGOTIATOR VEHICLE	VAN		0	100,000	10	50,000	2018	CO	CID CRIME SCENE VEHICLE
STREET	53-16	1986	ASPLUNDH	BRUSH CHIPPER	EQUIPMENT - LIGHT	N/A	31	N/A	7	36,000	2018	CO	NEWER, SAFER MODEL NEEDED
STREET	N/A	N/A	N/A	THERMO APPLICATOR	EQUIPMENT - LIGHT	N/A	N/A	N/A	7	29,500	2018	CO	
STREET	53-28	2005	CHEVY	C2500	LIGHT DUTY TRUCK	96,526	12	100,000	10	30,000	2018	CO	

**City of Copperas Cove, Texas
Capital Outlay Detail - Capital Outlay Plan
Fiscal Year 2017-2018**

DEPARTMENT	CITY#	YEAR	CURRENT		REPLACEMENT	CURRENT		LIFE EXPECTANCY		REPLACEMENT	PRIORITIZED	FUNDING SOURCE	NOTES
			MAKE	MODEL	TYPE	MILES	YEARS	MILES	YEARS	COST	YEAR TO REPLACE		
WATER & SEWER FUND													
SEWER	83-23	1998	FORD	E150 VAN - CAMERA	VAN	80,533	19	100,000	10	100,000	2018	CO	
WASTEWATER-NE	804-3	1997	FORD	F150 TRUCK	LIGHT DUTY TRUCK	122,268	20	100,000	10	20,000	2018	CO	
WASTEWATER-NW	804-9	2007	FORD	F250	LIGHT DUTY TRUCK	158,826	10	100,000	10	40,000	2018	CO	
WATER DISTRIBUTION	802-1	2008	FORD	F250	LIGHT DUTY TRUCK	156,925	9	100,000	10	50,000	2018	CO	
WATER DISTRIBUTION	802-31	1979	FORD	A1012T TRACTOR MOWER	SMALL TRACTOR	N/A	38	N/A	10	20,000	2018	CO	LOW MAINTENANCE AND GOOD CONDITION.
WATER DISTRIBUTION	N/A	N/A	N/A	N/A	OTHER ELECTRONICS	N/A	N/A	N/A	7	15,000	2018	CO	REPLACE SCADA SYSTEM
SOLID WASTE FUND													
ADMINISTRATION	90-02	2001	FORD	F150XL	LIGHT DUTY TRUCK	116,456	16	100,000	10	25,000	2018	CO	
COMMERCIAL	901-16	2008	AUTOCAR	WXLL64 GARBAGE TRUCK	GARBAGE TRUCK	43,912	9	60,000	7	285,000	2018	CO	GOING UP FOR AUCTION
RECYCLING	901-1	2006	CHEV	SILVERADO	LIGHT DUTY TRUCK	104,203	11	100,000	10	25,000	2018	CO	
RESIDENTIAL	901-35	2008	AUTOCAR	WX42 GARBAGE TRUCK	GARBAGE TRUCK	79,308	9	100,000	7	303,000	2018	CO	
DRAINAGE FUND													
DRAINAGE	76-2	2006	DITCHWITCH	SLC500	EQUIPMENT - LIGHT	N/A	11	N/A	7	35,000	2018	OPERATING	
DRAINAGE	76-10	2000	KAYLYN	LOW PLATFORM	TRAILER	N/A	17	N/A	15	5,000	2018	OPERATING	
GOLF COURSE													
MAINTENANCE	74-31	2008	JD	TX GATOR	SMALL ENGINE EQUIPMENT	N/A	9	N/A	7	9,800	2018	CO	HEAVILY USED WITHIN DEPARTMENT
MAINTENANCE	74-10	2008	JD	GREENS MOWER-2500B DIESEL	SMALL ENGINE EQUIPMENT	N/A	9	N/A	7	32,000	2018	CO	
MAINTENANCE	74-39	2005	JD	UTILITY VEH PRO GATOR	SMALL ENGINE EQUIPMENT	N/A	12	N/A	7	22,000	2018	CO	
MAINTENANCE			NEW	FILTER	PUMP FILTER	N/A		N/A	7	13,000	2018	CO	
OPERATIONS	96384	2004	WITTEK	BALL PICKER	EQUIPMENT - LIGHT	N/A	13	N/A	7	5,000	2018	CO	
COURT TECHNOLOGY FUND													
COURT TECHNOLOGY	N/A	N/A	MOTOROLA	MC75A TICKET WRITERS (QTY4)	OTHER ELECTRONICS	N/A	N/A	N/A	7	15,200	2018	CO	4 TICKET WRITERS

Total General Fund	978,495
Total Water & Sewer Fund	245,000
Total Solid Waste Fund	638,000
Total Drainage Fund	40,000
Total Golf Course Fund	81,800
Total Court Technology Fund	15,200
Total Capital Outlay Plan - FY 2016-17	1,998,495



Capital Improvements



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 2018-2022 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 2018-2022 Capital Improvement Plan was developed and adopted in FY 2016-2017 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 2018-2022 was presented to City Council in summary and discussed projects with the greatest financial impact and citizen concern. The FY 2018-2022 CIP is the most comprehensive plan presented to City Council since its inception. City Council adopted the FY 2018-2022 Capital Improvement Plan on September 5, 2017.

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. There is an outstanding \$6 million General Obligation Bond to issue for acquiring, construction and equipping a fourth Fire Station. This bond was approved by voters in 2013.

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 2017-2018 are those included in the Adopted Capital Improvement Plan for FY 2018-2022.

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 2017-2018. 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 2017-2018 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 2017-2018 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		
					2018	2019	2020
2010 Limited Tax Notes							
Mountaintop Water Line & Storage Tank – Phase 2			4,663		-	-	-
2011 Revenue & Limited Tax Notes							
Southeast Bypass			31,814		-	-	-
2011 General Obligation Bonds							
Southeast Bypass		4,595			-	-	-
2012 Limited Tax Notes							
Southeast Bypass			55,893		-	-	-
2012 General Obligation							
Mountaintop Water- Phase 2		253,791			-	-	-

Fund/Project	Operating Funds	General Obligation Bonds	Limited Tax Notes	Certificates of Obligation	Annual Operating Impact in Future Years		
					2018	2019	2020
2013 Limited Tax Notes							
Police Awning Project			8,878		-	-	-
Library-Interior Renovation			2,501		-	-	-
Southwest Water Improvements – Phase 1			257,418		-	-	-
2014 Certificates of Obligation							
Southeast Bypass				932,515	-	-	-
Ave D Sidewalk Improvements				4,327	-	-	-
SW Water Improvements – Phase 1 & 2				763,751	90,500	90,500	90,500
NW Wastewater Treatment Plant Improvements				48,679	-	-	-
2015 Certificates of Obligation							
Information Systems Building				225,571	-	-	-
Southeast Bypass				600,000	-	-	-
Business US 190 Redesign				54,400	-	-	-
Ave D Sidewalk Improvements				38,269	-	-	-
Building – Parks Maintenance				70,149	-	-	-
SW Water Improvements				2,052,000	5,500	5,500	5,500
City Park Sewer Line				217,343	-	-	-
South Plant - Skimmer Pipe Rehab				152,834	-	-	-
FM 116 Utilities Relocation				998,946	-	-	-
2016 Certificates of Obligation							
Library Interior Renovation				136,520	-	-	-
Advanced Meter Infrastructure				144,264	332,800	354,184	376,210
Oak Hill Dr. Water Improvement				164,720	600	600	600
Killeen 20" Pump/Storage Facility Improvement				54,500	-	-	-
Liberty Star Water Improvement				48,000	-	-	-
City Park Sewer Line				533,260	-	-	-
NE Plant UV Disinfection System				100,000	-	-	-
Golf Course Improvements				80,611	-	-	-

Fund/Project	Operating Funds	General Obligation Bonds	Limited Tax Notes	Certificates of Obligation	Annual Operating Impact in Future Years		
					2018	2019	2020
2017 Certificates of Obligation							
Transportation Improvement				1,910,000	-	-	-
Park Improvements				1,653,647	3,000	3,000	3,000
Library-Interior Renovation				300,000	-	-	-
SW Water Improvements				1,649,856	5,950	5,950	5,950
Killeen/Cove 20" Transmission Line Relocation				1,000,000	2,000	3,000	4,000
City Park Sewer Line				566,740	-	-	-
NE WWTP - UV Disinfection System				50,000	-	-	-
Golf Course Improvements				120,750	-	-	-
FY 2017-2018 Project Funding Requirements							
Business Hwy 190 Median & Sidewalk Improvements				1,065,212	-	-	-
FM 116/3046 Sidewalk Project				206,050	-	-	-
Narrows Sidewalks				416,838	-	-	-
South FM 1113 Sidewalks-Phase 2				61,855	-	-	-
Street-Equipment Pole Barn				32,000	-	-	-
Park Improvements				378,029	3,000	3,500	4,000
Killeen/Cove 20" Transmission Line Relocation				2,800,000	2,000	3,000	4,000
Rattlesnake Storage Tank				1,920,000	-	-	-
NE WWTP - UV Disinfection System				771,100	-	-	-
NE WWTP- Concrete drive & Retaining wall	40,000 (Water & Sewer)				-	-	-
Golf Course-Cart Path Improvements				178,250	-	-	-

(See 2018-2022 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 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 \$4,050,000.
- **2010A Limited Tax Notes** – The 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 Notes** – Funding for the Southeast Bypass project is the sole project for the use of the funds. Payment of the debt service for this issuance will be derived from federal and state reimbursements. The issue was for \$39,000,000.
- **2011 General Obligation Bonds** – The use of these funds are also solely for the Southeast Bypass project. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund. The issue was for \$5,490,000.
- **2012 Limited Tax Notes** – The purchase of materials, equipment, machinery and vehicles for various City departments to include Police vehicles, a tractor for Street Department, MDT's for Police and Fire Departments, trucks for Water and Sewer, vehicle and sideloader for Solid Waste, and electronic ticket writers for Municipal Court. Other projects include Courtney Lane improvements, City Hall roof improvements, and Hogg Mountain land purchase. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund, Water & Sewer Fund, Solid Waste Fund, and Court Technology Fund. The issue was for \$1,325,000.
- **2012 General Obligation Bonds** – The use of these funds were issued for the Northeast Water Line project. After completion of the project, the remaining funds will be used to finish the Mountaintop water tank. 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.
- **2016 Certificate of Obligation** - The purchase of vehicles for various City departments to include patrol cars for Police, trailer and a dump truck for Streets, garbage truck and a boom truck for Solid Waste, and light duty trucks for Water Distribution and Wastewater. Other projects include purchase and installation of the advanced metering infrastructure and billing and customer service implementation for utility administration, City Park sewer line, Killeen 20" pump/storage facility improvement, Oak Hill Dr. water improvement, Library interior renovation, Northeast plant UV disinfection system, and Golf Course 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 \$8,425,000.

- **2017 Certificate of Obligation** - The purchase of vehicles and equipment for various City departments to include patrol cars and Tasers for Police, ambulance vehicles and PPE gear for Fire, dump truck and a trailer for Streets, garbage and a grapple truck for Solid Waste, light duty trucks for Animal Control, Parks, Code Compliance, Water Distribution and Wastewater, and Irrigation Controllers and other equipment for Golf Course. Replacement of the current phone system and desktop computers is also included. Other projects include Parks & Recreation, Transportation, Southwest Water and Golf Course Improvements, City Park sewer line replacement, Killeen/Cove 20" transmission line relocation, Library interior renovation, and Northeast plant UV disinfection system. 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 \$9,630,000.



City of Copperas Cove, Texas
2010 Limited Tax Note
Water & Sewer
FY 2017-2018

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
88-300-0001	Fund Balance	\$ -	\$ -	\$ 12,775
	Prior Period Adjustment			-
Total Beginning Fund Balance		\$ -	\$ -	\$ 12,775
Revenues				
88-390-1001	Bond Proceeds	3,885,000	3,885,000	-
88-370-6001	Interest Revenue	14,824	14,811	
Total Revenues		\$ 3,899,824	\$ 3,899,811	\$ -
Expenditures				
88-4616-8500-9034	Turkey Run Pump Station	49,004	49,004	-
88-4616-8500-9035	North Loop Waterline	339,500	339,500	-
88-4616-8500-9036	Water/Wastewater Rate Study	40,000	40,000	-
88-4616-8500-9037	Fleet	29,050	29,050	-
88-4616-8500-9038	Weir Gate	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	1,818,682	4,663
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	-
88-4616-8500-9500	Bond Issuance Costs	96,234	96,234	-
Total Expenditures		\$ 3,891,699	\$ 3,887,036	\$ 4,663
Ending Fund Balance				
88-300-0001	Fund Balance	\$ 8,125	\$ 12,775	\$ 8,112

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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 2017-2018

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
60-300-0001	Fund Balance	\$ -	\$ -	\$ 4,922
Revenues				
60-390-1001	Bond Proceeds	1,430,699	1,430,699	-
60-370-6001	Interest Revenue	1,831	1,824	-
Total Revenues		<u>\$ 1,432,530</u>	<u>\$ 1,432,523</u>	<u>\$ -</u>
Expenditures				
60-4190-2300-8404	Document Imaging	38,787	38,787	-
60-4190-3100-8404	Payroll Time Keeping	49,975	49,975	-
60-4190-3500-8402	Electronic Equip.- I.S	108,408	108,408	-
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	46,714	46,714	-
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	-
60-4190-5200-8402	Equipment - Electronic	2,120	1,722	398
60-4190-5200-8404	Building - Document Imaging	5,920	2,234	3,686
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>\$ 1,427,601</u>	<u>\$ 4,084</u>
Ending Fund Balance				
60-300-0001	Fund Balance	<u>\$ 845</u>	<u>\$ 4,922</u>	<u>\$ 838</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 2017-2018**

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
94-300-0001	Fund Balance	\$ -	\$ -	\$ 43,306
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	1,899	-
94-390-6005	Miscellaneous Revenue	-	10,880	-
Total Revenues		<u>\$ 39,290,928</u>	<u>\$ 39,302,420</u>	<u>\$ -</u>
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		<u>\$ 39,290,928</u>	<u>\$ 39,259,114</u>	<u>\$ 31,814</u>
Ending Fund Balance				
94-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 43,306</u>	<u>\$ 11,492</u>

**City of Copperas Cove, Texas
2011 General Obligation Bonds
Tax Supported
FY 2017-2018**

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
95-300-0001	Fund Balance	\$ -	\$ -	\$ 6,067
Revenues				
95-390-1001	Bond Proceeds	5,490,000	5,490,000	-
95-390-1002	Bond Discount or Premium	71,770	71,770	-
95-370-6001	Interest Revenue	180	238	-
95-390-6005	Miscellaneous Revenue	-	6,009	-
Total Revenues		<u>\$ 5,561,950</u>	<u>\$ 5,568,017</u>	<u>\$ -</u>
Expenditures				
95-4190-7500-9033	Southeast Bypass Project	5,499,245	5,494,650	4,595
95-4190-7500-9500	Bond Issuance Costs	67,300	67,300	-
Total Expenditures		<u>\$ 5,566,545</u>	<u>\$ 5,561,950</u>	<u>\$ 4,595</u>
Ending Fund Balance				
95-300-0001	Fund Balance	<u>\$ (4,595)</u>	<u>\$ 6,067</u>	<u>\$ 1,472</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
Tax Supported
FY 2017-2018

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
96-300-0001	Fund Balance	\$ -	\$ -	\$ 62,832
Revenues				
96-390-1001	Bond Proceeds	1,055,540	1,055,540	-
96-370-6001	Interest Revenue	-	1,857	-
96-390-6005	Miscellaneous Revenues	-	4,760	-
Total Revenues		\$ 1,055,540	\$ 1,062,157	\$ -
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	-
96-4190-4210-8500	Facilities	-	-	-
96-4190-4400-8100	Building - Fire Station	3,025	3,025	-
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	-
96-4190-7500-8100	Building & Fixtures	-	-	-
96-4190-7500-8505	Land Improvements	55,893	-	55,893
96-4190-7500-9049	Courtney Ln Improvements	100,660	100,660	-
96-4610-7500-8600	Bond Issuance Cost	20,599	20,599	-
Total Expenditures		\$ 1,055,540	\$ 999,325	\$ 55,893
Ending Fund Balance				
96-300-0001	Fund Balance	\$ -	\$ 62,832	\$ 6,939

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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 2017-2018**

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
98-300-0001	Fund Balance	\$ -	\$ -	\$ 4,227
Revenues				
98-390-1001	Bond Proceeds	22,541	22,541	-
98-370-6001	Interest Revenue	-	286	-
Total Revenues		<u>\$ 22,541</u>	<u>\$ 22,827</u>	<u>\$ -</u>
Expenditures				
98-4430-9103-8300	Vehicles	3,941	-	3,941
98-4612-9500-8300	Vehicles	12,000	12,000	-
98-4612-9500-8400	Equipment -General	-	-	-
98-4612-9500-8505	Land Improvements	-	-	-
98-4612-9500-8600	Bond Issuance Cost	6,600	6,600	-
98-4612-9500-9920	Contingency	-	-	-
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>\$ 4,227</u>	<u>\$ 286</u>

**City of Copperas Cove, Texas
2012 GO Bonds
Water & Sewer
FY 2017-2018**

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
93-300-0001	Fund Balance	\$ -	\$ -	\$ 283,951
Revenues				
93-390-1003	Bond Proceeds	1,865,000	1,865,000	-
93-370-6001	Interest Revenue	-	28,660	-
Total Revenues		<u>\$ 1,865,000</u>	<u>\$ 1,893,660</u>	<u>\$ -</u>
Expenditures				
93-4616-8500-9041	Mountaintop Water-Phase 2	896,035	642,244	253,791
93-4616-8500-9084	Liberty Star Water Improvement	-	-	-
93-4616-8500-9187	Northeast Water Line (Eastside Infrastruct	967,465	967,465	-
93-4616-8500-9500	Bond Issuance Costs	-	-	-
Total Expenditures		<u>\$ 1,863,500</u>	<u>\$ 1,609,709</u>	<u>\$ 253,791</u>
Ending Fund Balance				
93-300-0001	Fund Balance	<u>\$ 1,500</u>	<u>\$ 283,951</u>	<u>\$ 30,160</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 2017-2018

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
84-300-0001	Fund Balance	\$ -	\$ -	\$ 13,435
Revenues				
84-390-1001	Bond Proceeds	1,142,989	1,142,989	-
84-370-6001	Interest Revenue	-	1,073	-
Total Revenues		<u>\$ 1,142,989</u>	<u>\$ 1,144,062</u>	<u>\$ -</u>
Expenditures				
84-4190-4200-8500	Facilities	34,687	25,809	8,878
84-4190-4300-8500	Facilities	2,447	1,464	983
84-4190-4400-8100	Building & Fixtures	278,898	278,898	-
84-4190-7100-8100	Building & Fixtures	60,000	57,499	2,501
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>\$ 1,130,627</u>	<u>\$ 12,362</u>
Ending Fund Balance				
84-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 13,435</u>	<u>\$ 1,073</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 2017-2018

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
85-300-0001	Fund Balance	\$ -	\$ -	\$ 258,254
Revenues				
85-390-1001	Bond Proceeds	830,591	830,591	-
85-370-6001	Interest Revenue	-	836	-
Total Revenues		<u>\$ 830,591</u>	<u>\$ 831,427</u>	<u>\$ -</u>
Expenditures				
85-4425-8100-8300	Vehicles	11,396	11,396	-
85-4425-8100-9071	Utilities Relocation	3,165	3,165	-
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	153,618	257,418
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	-	-	-
85-4425-8500-9970	Grant Match	60,288	60,288	-
Total Expenditures		<u>\$ 830,591</u>	<u>\$ 573,173</u>	<u>\$ 257,418</u>
Ending Fund Balance				
85-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 258,254</u>	<u>\$ 836</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 2017-2018**

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
57-300-0001	Fund Balance	\$ -	\$ -	\$ 52,595
Revenues				
57-390-1001	Bond Proceeds	626,418	626,418	-
57-370-6001	Interest Revenue	-	687	-
Total Revenues		<u>\$ 626,418</u>	<u>\$ 627,105</u>	<u>\$ -</u>
Expenditures				
57-4430-9101-8300	Vehicles	42,582	-	42,582
57-4430-9102-8400	Equipment - General	175,858	175,858	-
57-4430-9103-8300	Vehicles	9,326	-	9,326
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>\$ 574,510</u>	<u>\$ 51,908</u>
Ending Fund Balance				
57-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 52,595</u>	<u>\$ 687</u>

**City of Copperas Cove, Texas
2013 GO Bonds
Tax Supported
FY 2017-2018**

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
59-300-0001	Fund Balance	\$ -	\$ -	\$ 5,423
Revenues				
59-390-1001	Bond Proceeds	4,685,000	4,685,000	-
59-390-1002	Bond Premium	-	-	-
59-370-6001	Interest Revenue	38,139	38,139	-
59-390-1002	Bond Discount or Premium	-	-	-
Total Revenues		<u>\$ 4,723,139</u>	<u>\$ 4,723,139</u>	<u>\$ -</u>
Expenditures				
59-4190-4400-8100	Building & Fixtures	3,261,353	3,257,298	4,055
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>\$ 4,721,771</u>	<u>\$ 4,717,716</u>	<u>\$ 4,055</u>
Ending Fund Balance				
59-300-0001	Fund Balance	<u>\$ 1,368</u>	<u>\$ 5,423</u>	<u>\$ 1,368</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 2017-2018

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
36-300-0001	Fund Balance	\$ -	\$ -	\$ 11,941
Revenues				
36-390-1001	Bond Proceeds	630,000	630,000	-
36-370-6001	Interest Revenue	432	432	-
Total Revenues		<u>\$ 630,432</u>	<u>\$ 630,432</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>\$ 432</u>	<u>\$ 11,941</u>	<u>\$ 432</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 2017-2018

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
31-300-0001	Fund Balance	\$ -	\$ -	\$ 651,453
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		4,708	
31-390-6060	Reimbursements	712	712	-
Total Revenues		<u>\$ 2,359,593</u>	<u>\$ 2,364,301</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	20,635	20,635	-
31-4190-4100-8402	Equipment - Electronic	10,342	10,342	-
31-4190-4200-8300	Vehicles	247,294	247,294	-
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	-
31-4190-4300-8500	Animal Shelter Assessment	15,553	15,553	-
31-4190-4400-8100	Bldg & Fixtures-FD	299,737	295,640	4,097
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	33,736	33,736	-
31-4190-5320-9066	Ave D Sidewalk Improvements	26,738	22,411	4,327
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	191,641	191,641	-
31-4190-7500-9920	Contingency	-	-	-
31-4190-7500-9500	Bond Issuance Cost	44,606	44,606	-
Total Expenditures		<u>\$ 2,359,478</u>	<u>\$ 1,712,848</u>	<u>\$ 646,630</u>
Ending Fund Balance				
31-300-0001	Fund Balance	<u>\$ 115</u>	<u>\$ 651,453</u>	<u>\$ 4,823</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 2017-2018

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
32-300-0001	Fund Balance	\$ -	\$ -	\$ 1,145,681
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		38,912	
Total Revenues		\$ 6,860,238	\$ 6,899,150	\$ -
Expenditures				
32-4425-8100-8300	Vehicles	16,871	16,871	-
32-4425-8100-9071	Utilities Relocation	2,883	2,853	30
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	1,437,213	763,751
32-4425-8300-8300	Vehicles	218,204	218,204	-
32-4425-8400-9015	NW WWTP Improvements	3,615,000	3,566,321	48,679
32-4425-8500-9042	Water Model Update	16,740	16,740	-
32-4425-8500-9500	Bond Issuance Cost	148,400	148,400	-
Total Expenditures		\$ 6,860,238	\$ 5,753,469	\$ 1,106,769
Ending Fund Balance				
32-300-0001	Fund Balance	\$ -	\$ 1,145,681	\$ 38,912

City of Copperas Cove, Texas
2014 Certificates of Obligation
Solid Waste
FY 2017-2018

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
33-300-0001	Fund Balance	\$ -	\$ -	\$ 2,827
Revenues				
33-390-1001	Bond Proceeds	385,000	385,000	-
33-390-1004	Bond Premium	7,628	7,628	-
33-370-6001	Interest Revenue		285	
Total Revenues		\$ 392,628	\$ 392,913	\$ -
Expenditures				
33-4430-9101-8300	Vehicles	2,542	-	2,542
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	-
Total Expenditures		\$ 392,628	\$ 390,086	\$ 2,542
Ending Fund Balance				
33-300-0001	Fund Balance	\$ -	\$ 2,827	\$ 285

* 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 2017-2018

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
37-300-0001	Fund Balance	\$ -	\$ -	\$ 999,437
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		11,048	
Total Revenues		\$ 3,153,217	\$ 3,164,265	\$ -
Expenditures				
37-4190-3500-8100	Building - Info Systems	1,486,570	1,274,429	212,141
37-4190-3500-8200	Furniture	13,430	-	13,430
37-4190-4300-8500	Animal Shelter Assessment	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	245,600	54,400
37-4190-5320-9066	Ave D Sidewalk Improvements	164,922	126,653	38,269
37-4190-5320-9068	South FM 116 Sidewalk Improvements	-	-	-
37-4190-5410-8100	Building - Parks Maintenance	84,000	13,851	70,149
37-4190-7500-9500	Bond Issuance Cost	34,295	34,295	-
Total Expenditures		\$ 3,153,217	\$ 2,164,828	\$ 988,389
Ending Fund Balance				
37-300-0001	Fund Balance	\$ -	\$ 999,437	\$ 11,048

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** Prior year expenditures have been reconciled to the fund cash balance.

**City of Copperas Cove, Texas
2015 Certificates of Obligation
Water and Sewer
FY 2017-2018**

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
38-300-0001	Fund Balance	\$ -	\$ -	\$ 3,460,874
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	-	35,456	-
Total Revenues		<u>\$ 4,814,980</u>	<u>\$ 4,850,436</u>	<u>\$ -</u>
Expenditures				
38-4425-8100-8300	Vehicles	19,529	19,529	-
38-4425-8200-8300	Vehicles	92,068	92,068	-
38-4425-8200-8701	West Bus 190 Waterline Ext	89,707	88,186	1,521
38-4425-8200-9063	SW Water Improvements	2,052,000	-	2,052,000
38-4425-8300-8300	Vehicles	20,000	20,000	-
38-4425-8300-9069	City Park Sewer Line	240,897	23,554	217,343
38-4425-8402-9070	South Plant - Skimmer Pipe Rehab	172,500	19,666	152,834
38-4425-8500-9042	Water Model Update	8,260	8,260	-
38-4425-8500-9064	FM 116 Utilities Relocation	2,070,595	1,071,649	998,946
38-4190-7500-9500	Bond Issuance Costs	46,650	46,650	-
38-4425-8500-9920	Contingency	2,774	-	2,774
Total Expenditures		<u>\$ 4,814,980</u>	<u>\$ 1,389,562</u>	<u>\$ 3,425,418</u>
Ending Fund Balance				
38-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 3,460,874</u>	<u>\$ 35,456</u>

**City of Copperas Cove, Texas
2015 Certificates of Obligation
Solid Waste
FY 2017-2018**

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
39-300-0001	Fund Balance	\$ -	\$ -	\$ 100,073
Revenues				
39-390-1001	Bond Proceeds	380,000	380,000	-
39-390-1004	Bond Premium	12,276	12,276	-
39-370-6001	Interest Revenue	-	1,559	-
Total Revenues		<u>\$ 392,276</u>	<u>\$ 393,835</u>	<u>\$ -</u>
Expenditures				
39-4430-9101-8300	Vehicles	7,862	-	7,862
39-4430-9200-8400	Equipment - General	54,672	54,672	-
39-4430-9200-9067	Tipping Floor Repair/Improvements	231,490	231,490	-
39-4190-7500-9500	Bond Issuance Cost	7,600	7,600	-
39-4430-9500-9920	Contingency	91,519	-	91,519
Total Expenditures		<u>\$ 393,143</u>	<u>\$ 293,762</u>	<u>\$ 99,381</u>
Ending Fund Balance				
39-300-0001	Fund Balance	<u>\$ (867)</u>	<u>\$ 100,073</u>	<u>\$ 692</u>

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** Prior year expenditures have been reconciled to the fund cash balance.

**City of Copperas Cove, Texas
2016 Certificates of Obligation
Tax Supported
FY 2017-2018**

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
26-300-0001	Fund Balance	\$ -	\$ -	\$ 139,827
Revenues				
26-390-1001	Bond Proceeds	600,000	600,000	-
26-390-1004	Bond Premium	53,025	53,025	-
26-370-6001	Interest Revenue		2,132	
Total Revenues		<u>\$ 653,025</u>	<u>\$ 655,157</u>	<u>\$ -</u>
Expenditures				
26-4190-4200-8300	Vehicles	164,000	163,660	340
26-4190-4400-8400	Equipment - General	32,900	32,732	168
26-4190-4400-8402	Equipment - Electronic	98,484	98,432	52
26-4190-5200-8300	Vehicles	20,000	20,000	-
26-4190-5300-8400	Equipment - General	174,685	174,685	-
26-4190-6100-8402	Equipment - Electronic	16,200	16,200	-
26-4190-7100-8100	Building - Library Renovation	140,000	3,480	136,520
26-4190-7500-9500	Bond Issuance Cost	6,141	6,141	-
26-4190-7500-9920	Contingency	615	-	615
Total Expenditures		<u>\$ 653,025</u>	<u>\$ 515,330</u>	<u>\$ 137,695</u>
Ending Fund Balance				
26-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 139,827</u>	<u>\$ 2,132</u>

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** Prior year expenditures have been reconciled to the fund cash balance.

**City of Copperas Cove, Texas
2016 Certificates of Obligation
Water and Sewer
FY 2017-2018**

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
27-300-0001	Fund Balance	\$ -	\$ -	\$ 1,081,033
Revenues				
27-390-1001	Bond Proceeds	7,310,000	7,310,000	-
27-390-1004	Bond Premium	895,712	895,712	-
27-370-6001	Interest Revenue		19,100	
Total Revenues		<u>\$ 8,205,712</u>	<u>\$ 8,224,812</u>	<u>\$ -</u>
Expenditures				
27-4425-8000-8300	Vehicles	22,816	22,816	-
27-4425-8100-8300	Vehicles	225	225	-
27-4425-8100-9076	Advanced Meter Infrastructure	7,000,000	6,855,736	144,264
27-4425-8200-9074	Oak Hill Dr Water Improvement	165,000	280	164,720
27-4425-8200-9075	Killeen 500K Gal Tank Rehab	122,000	67,500	54,500
27-4425-8200-9084	Liberty Star Water Improvement	48,000	-	48,000
27-4425-8300-8300	Vehicles	120,656	120,656	-
27-4425-8300-9069	City Park Sewer Line	533,260	-	533,260
27-4425-8403-9073	NE Plant UV System	100,000	-	100,000
27-4425-8500-9042	Water Model Update-Phase II	10,000	1,745	8,255
27-4425-8500-9500	Bond Issuance Costs	74,821	74,821	-
27-4425-8500-9920	Contingency	9,159	-	9,159
Total Expenditures		<u>\$ 8,205,937</u>	<u>\$ 7,143,779</u>	<u>\$ 1,062,158</u>
Ending Fund Balance				
27-300-0001	Fund Balance	<u>\$ (225)</u>	<u>\$ 1,081,033</u>	<u>\$ 18,875</u>

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** Prior year expenditures have been reconciled to the fund cash balance.

**City of Copperas Cove, Texas
2016 Certificates of Obligation
Solid Waste
FY 2017-2018**

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
28-300-0001	Fund Balance	\$ -	\$ -	\$ 344,861
Revenues				
28-390-1001	Bond Proceeds	340,000	340,000	-
28-390-1004	Bond Premium	30,480	30,480	-
28-370-6001	Interest Revenue		2,736	
Total Revenues		<u>\$ 370,480</u>	<u>\$ 373,216</u>	<u>\$ -</u>
Expenditures				
28-4430-9101-8300	Vehicles	212,125	-	212,125
28-4430-9103-8300	Vehicles	130,000	-	130,000
28-4430-9200-8300	Vehicles	24,875	24,875	-
28-4430-9500-9500	Bond Issuance Cost	3,480	3,480	-
28-4430-9500-9920	Contingency	-	-	-
Total Expenditures		<u>\$ 370,480</u>	<u>\$ 28,355</u>	<u>\$ 342,125</u>
Ending Fund Balance				
28-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 344,861</u>	<u>\$ 2,736</u>

**City of Copperas Cove, Texas
2016 Certificates of Obligation
Golf Course
FY 2017-2018**

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
29-300-0001	Fund Balance	\$ -	\$ -	\$ 81,594
Revenues				
29-390-1001	Bond Proceeds	175,000	175,000	-
29-390-1004	Bond Premium	14,291	14,291	-
29-370-6001	Interest Revenue		849	
Total Revenues		<u>\$ 189,291</u>	<u>\$ 190,140</u>	<u>\$ -</u>
Expenditures				
29-4190-7402-8400	Equipment - General	84,000	83,866	134
29-4190-7402-9077	Golf Course Improvements	103,500	22,889	80,611
29-4190-7402-9500	Bond Issuance Cost	1,791	1,791	-
Total Expenditures		<u>\$ 189,291</u>	<u>\$ 108,546</u>	<u>\$ 80,745</u>
Ending Fund Balance				
29-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 81,594</u>	<u>\$ 849</u>

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** Prior year expenditures have been reconciled to the fund cash balance.

City of Copperas Cove, Texas
2017 Certificates of Obligation
Tax Supported
FY 2017-2018

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
74-300-0001	Fund Balance	\$ -	\$ -	\$ 5,042,921
Revenues				
74-390-1001	Bond Proceeds	5,200,000	5,210,000	(10,000)
74-390-1002	Bond Discount or Premium	146,152	146,152	-
74-370-6001	Interest Revenue	-	7,352	
Total Revenues		<u>\$ 5,346,152</u>	<u>\$ 5,363,504</u>	<u>\$ (10,000)</u>
Expenditures				
74-4190-3500-8402	Equipment - Electronics	166,000	-	166,000
74-4190-4200-8300	Vehicles	246,000	-	246,000
74-4190-4200-8400	Equipment - General	12,180	-	12,180
74-4190-4200-8402	Equipment - Electronics	-	-	-
74-4190-4300-8300	Vehicles	60,000	-	60,000
74-4190-4400-8300	Vehicles	322,600	-	322,600
74-4190-4400-8400	Equipment - General	31,000	1,044	29,956
74-4190-5300-8300	Vehicles	165,000	-	165,000
74-4190-5300-9083	Transportation Improvement	1,910,000	-	1,910,000
74-4190-5400-8300	Vehicles	20,000	-	20,000
74-4190-5400-8400	Equipment - General	81,500	-	81,500
74-4190-5400-8501	Civic Center Renovation	38,000	29,014	8,986
74-4190-5400-9080	Park Improvements	1,872,689	219,042	1,653,647
74-4190-7100-8400	Equipment - General	-	-	-
74-4190-7100-9081	Library Interior Renovation	300,000	-	300,000
74-4190-7200-8300	Vehicles	18,000	-	18,000
74-4190-7500-9500	Bond Issuance Cost	54,183	54,183	-
74-4190-7500-9920	Contingency	1,700	-	1,700
74-4410-5300-8400	Equipment - General	47,300	17,300	30,000
Total Expenditures		<u>\$ 5,346,152</u>	<u>\$ 320,583</u>	<u>\$ 5,025,569</u>
Ending Fund Balance				
74-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 5,042,921</u>	<u>\$ 7,352</u>

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** Prior year expenditures have been reconciled to the fund cash balance.

City of Copperas Cove, Texas
2017 Certificates of Obligation
Water and Sewer
FY 2017-2018

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
75-300-0001	Fund Balance	\$ -	\$ -	\$ 3,509,588
Revenues				
75-390-1001	Bond Proceeds	3,480,000	3,480,000	-
75-390-1002	Bond Discount or Premium	77,931	77,932	(1)
75-370-6001	Interest Revenue	-	7,992	
75-390-6005	Miscellaneous Revenues	-	-	
Total Revenues		<u>\$ 3,557,931</u>	<u>\$ 3,565,924</u>	<u>\$ (1)</u>
Expenditures				
75-4425-8200-8300	Vehicles	85,000	-	85,000
75-4425-8200-8400	Equipment - General	37,000	-	37,000
75-4425-8200-9063	SW Water Improvements	1,670,000	20,144	1,649,856
75-4425-8200-9082	Killeen/Cove 20" Tran	1,000,000	-	1,000,000
75-4425-8300-9069	City Park Sewer Line	566,740	-	566,740
75-4425-8400-8300	Vehicles	22,874	-	22,874
75-4425-8402-8300	Vehicles	20,376	-	20,376
75-4425-8402-8400	Equipment - General	25,875	-	25,875
75-4425-8403-9073	NE Plant UV System	50,000	-	50,000
75-4425-8404-8400	Equipment - General	25,875	-	25,875
75-4425-8500-8402	Equipment - Electroni	15,000	-	15,000
75-4425-8500-9500	Bond Issuance Cost	36,192	36,192	-
75-4425-8500-9920	Contingency	2,999	-	2,999
Total Expenditures		<u>\$ 3,557,931</u>	<u>\$ 56,336</u>	<u>\$ 3,501,595</u>
Ending Fund Balance				
75-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 3,509,588</u>	<u>\$ 7,992</u>

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** Prior year expenditures have been reconciled to the fund cash balance.

**City of Copperas Cove, Texas
2017 Certificates of Obligation
Solid Waste
FY 2017-2018**

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
76-300-0001	Fund Balance	\$ -	\$ -	\$ 744,302
Revenues				
76-390-1001	Bond Proceeds	710,000	710,000	-
76-390-1002	Bond Discount or Premium	40,384	40,384	-
76-370-6001	Interest Revenue	-	1,302	-
76-390-6005	Miscellaneous Revenues	-	-	-
Total Revenues		<u>\$ 750,384</u>	<u>\$ 751,686</u>	<u>\$ -</u>
Expenditures				
76-4430-9101-8300	Vehicles	303,000	-	303,000
76-4430-9103-8300	Vehicles	155,000	-	155,000
76-4430-9104-8300	Vehicles	285,000	-	285,000
76-4615-8500-9500	Bond Issuance Cost	7,384	7,384	-
Total Expenditures		<u>\$ 750,384</u>	<u>\$ 7,384</u>	<u>\$ 743,000</u>
Ending Fund Balance				
76-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 744,302</u>	<u>\$ 1,302</u>

**City of Copperas Cove, Texas
2017 Certificates of Obligation
Golf Course
FY 2017-2018**

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
77-300-0001	Fund Balance	\$ -	\$ -	\$ 220,567
Revenues				
77-390-1001	Bond Proceeds	230,000	230,000	-
77-390-1002	Bond Discount or Premium	5,142	5,142	-
77-370-6001	Interest Revenue	-	554	-
77-390-6005	Miscellaneous Revenues	-	-	-
Total Revenues		<u>\$ 235,142</u>	<u>\$ 235,696</u>	<u>\$ -</u>
Expenditures				
77-4190-7402-8400	Equipment - General	62,000	12,737	49,263
77-4190-7402-8402	Equipment - Electronic	50,000	-	50,000
77-4190-7402-9077	Golf Course Improvement	120,750	-	120,750
77-4310-7400-9500	Bond Issuance Cost	2,392	2,392	-
Total Expenditures		<u>\$ 235,142</u>	<u>\$ 15,129</u>	<u>\$ 220,013</u>
Ending Fund Balance				
77-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 220,567</u>	<u>\$ 554</u>

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City of Copperas Cove, Texas
2017 Certificates of Obligation
Court Technology
FY 2017-2018

Account	Description	Total Project Budget	As of FY 2016-17	FY 2017-2018 Budget
Beginning Fund Balance				
78-300-0001	Fund Balance	\$ -	\$ -	\$ -
Revenues				
78-390-1001	Bond Proceeds	10,000	-	10,000
78-390-1002	Bond Discount or Premium	-	-	-
78-370-6001	Interest Revenue	-	-	-
78-390-6005	Miscellaneous Revenues	-	-	-
Total Revenues		<u>\$ 10,000</u>	<u>\$ -</u>	<u>\$ 10,000</u>
Expenditures				
78-4190-4102-8402	Equipment - Electronic	10,000	-	10,000
78-4190-4102-9500	Bond Issuance Cost	-	-	-
Total Expenditures		<u>\$ 10,000</u>	<u>\$ -</u>	<u>\$ 10,000</u>
Ending Fund Balance				
78-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</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.

Appendix



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 2018-2022 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 2017-2018 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 387,000 people and is adjacent to the largest mechanized military installation in the free world, Fort Hood Army Base.

Climate

The climate of Copperas Cove produces very warm to hot summers and mild winters. The average low temperature in January is 34 degrees with August boasting an average high of 96 degrees. The annual average temperature is fairly pleasant at 65.7 degrees.

On the average, Copperas Cove has an annual rainfall of 33 inches.

Monthly Average **High** Temperature

January	58 degrees
August	96 degrees

Monthly Average **Low** Temperature

January	34 degrees
August	71 degrees

Population

2017 Total Population 33,919
 Males 48%
 Females 52%

Population by Age Distribution

Age	Total	Percent
0-4	2,782	8.2%
5-9	2,816	8.3%
10-14	2,579	7.6%
15-19	2,409	7.1%
20-24	2,409	7.1%
25-34	6,329	18.6%
35-44	4,379	12.9%
45-54	4,140	12.2%
55-59	1,476	4.4%
60-64	1,290	3.8%
65-74	2,071	6.1%
75-84	984	2.9%
85+	255	0.8%
Total	33,919	100.0%

Race/Ethnic Characteristics

Race	Percent
White Alone	68%
Black Alone	16%
Some other races	16%
Total	100%
Hispanic Ethnicity	17%

Crime Rates:

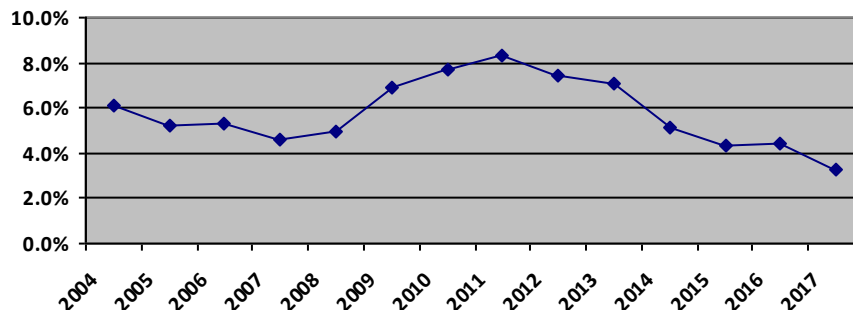
Calendar Year 2016 Crime Rate per 100,000:

Copperas Cove: 2,243 Killeen: 9,926 Temple: 5,052 State: 3,183

Labor Force

	Copperas Cove	Coryell County	Killeen-Temple MSA	Texas
Total Labor Force	13,532	25,724	178,553	13,392,285
Total Employment	13,086	24,848	172,492	12,922,084
Unemployment Rate	3.3%	3.4%	3.4%	3.5%

Unemployment Rate



Employers

Employer	Product	Employees
Fort Hood	Military Soldiers	35,433
	Civilian (Federal & Contract)	12,168
Copperas Cove ISD	School Administration	1,300
GC Services	Credit collection agency	1,250
H.E.B. Grocery Store	Grocers - Retail	306
Wal-Mart Supercenter	Department Store	279
City of Copperas Cove	City Government	279
Hill Country Rehab. & Nursing Ctr.	Nursing Home	95
WindCrest Nursing Center	Nursing Home	87
McAlister's Deli		55

Operating Indicators by Functions

Government Facilities

Fire Protection

Use or Nature: Public Safety

Number of stations:	3
Number of hydrants (approx.):	1,200
Number of volunteer firefighters:	-
Number of paid firefighters:	48
Fire officers per 1,000 population:	1.42

Police Protection

Use or Nature: Public Safety

Stations	1
Number of reserve police officers:	-
Number of sworn officers:	54
Officers per 1,000 population:	1.59

Libraries

Use or Nature: Community Services

Number of public libraries:	1
Circulated items (physical and digital):	93,000
Circulated items per capita:	2.74

Parks and Recreation

Use or Nature: Community Services

Park acreage developed:	389
Playgrounds:	7

Street

Use or Nature: Public Works

Paved streets:	162 miles
Unpaved streets:	0 miles

Utilities

Water System

Use or Nature: Public Works

Miles of water maintained:	230
Daily average consumption:	3.8 MGD
Maximum daily capacity:	8.5 MGD
Number of service connections:	13,347
Source of water:	Belton Lake

Sewage System

Use or Nature: Public Works

Miles of sanitary sewers:	420
Number of lift stations:	15
Daily average treatment:	3.4 MGD
Maximum capacity of treatment plants:	9.0 MGD
Number of service connections:	12,548

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 respect, responsibility, citizenship, trustworthiness, fairness, and caring. 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 one early learning academy, six elementary schools, two junior high schools, and two high schools, one being an alternative school of choice. Copperas Cove High School's athletic teams are known as the Bulldawgs/Lady Dawgs. 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 an upper-level institution offering undergraduate and graduate courses toward bachelor and master degrees. 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. The University currently serves over 2,500 students and provides a wide range of flexible course schedules, including on-line, evening 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. For more information, visit www.tamuct.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. Nineteen miles to the west is U.S. Highway 183 and U.S. Highway 281 in Lampasas, and FM 116, which runs north through town, connects the city to Gatesville, twenty six miles to the north. The US Department of Transportation has begun the process of designating US Highway 190 to the east of Copperas Cove as an interstate highway. 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.

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 major airlines, American Eagle, Delta, and United, located at the Killeen-Fort Hood Regional Airport. These commuter airlines offer daily flights to Atlanta, Dallas/Fort Worth and Houston, with connections world-wide. The airport offers a state-of-the-art airline terminal building and a 10,000 foot runway with two instrument landing systems. 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, Harker Heights and Temple.

Lodging

Copperas Cove has seven (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 thirty six (36) churches of numerous faiths and religious activities.

Business, Technology and Professional Park



The City of Copperas Cove has expanding business, technology and professional parks 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 parks are excellent locations for businesses that decide to locate in Copperas Cove to take advantage of the many benefits offered.

In addition to the business parks, 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 known by locals as City Park is located approximately one mile from downtown Copperas Cove that includes nine multi-purpose fields, playgrounds, picnic areas, and a swimming pool featuring a water slide and zero depth entry children's area. Renovations of South Park Pool were completed in 2010 and consisted of resurfacing of the existing pool and the addition of a splash pad added to the perimeter of the pool decking. 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, pocket and passive parks consist of the following within our community:

- Kate Street Park
- Highland Park
- Heritage Park
- High Chaparral Park
- Edgar H. Rhode Park
- Ogletree Gap 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, which is currently a historical marker within the City. The City also operates and

manages the Hills of Cove Golf Course, which presents a challenging 18-hole course including a pro-shop, driving range and restaurant. 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. The facilities at the Golf Course include tennis courts and provide opportunities for tournaments, and civic organization activities. The City also maintains a 9,000 square foot Civic Center, which is utilized for special events, banquets, programming, or meetings. The grand room features stained concrete floors, 9 ft. ceiling that peak at 12 ft., and access to tables and chairs for seating up to 450 guests. A major renovation of the Civic Center was completed in 2012. The City continues to operate and maintain a municipal cemetery.

Annual Events and Festivals



5K Run to the Polar Bear Plunge – The annual 5K Run to the Polar Bear Plunge will be held on Saturday, January 27, 2018 at 8:00am at the City Park Pool. All participants that register and dare to run and take the plunge will receive a 2018 “Polar Bear Plunge” long sleeve shirt. You must be at least 10 years of age to participate. The event will include a 5K Walk/Run,

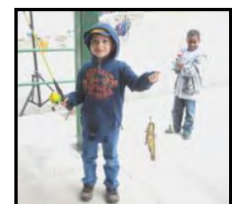


Costume Contest, Treading Water Contest, and of course the PLUNGE! Registration is \$25.00/participant and you must register at the Parks and Recreation office prior to the event.



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 in January. 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.

Fishing in the Park – The annual Fishing in the Park event will take place on Saturday, February 17, 2018 from 9:00am-11:00am at the Duck Pond in the City Park. This event is free for all participants. Although this event is open for all ages to participate, prizes will only be awarded to children 12 years old and under. All Texas Parks and Wildlife rules apply



State of the City/Meet the City – Each year the City of Copperas Cove hosts an annual State of the City Address/Meet the City, which is free and open for the general public to attend. The State of the City event consist of a presentation by the City Manager on recent and future projects, the financial state of our city, awards, recognition and much more. The event includes a catered meal and special recognition of one community member. Meet the City event consists of interactive department

booths, games, activities, giveaways, food/drink, and much more. This event is a great opportunity for citizens of all ages to meet City employees and learn about the various departments. Both events will be held at the Copperas Cove Civic Center on March 21, 2018 from 4:00pm to 6:00 pm.





Easter Egg Round-Up – The Annual Parks and Recreation Easter Egg Hunt will be held on Saturday, March 24, 2018 from 9:00am-11:00pm. 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.

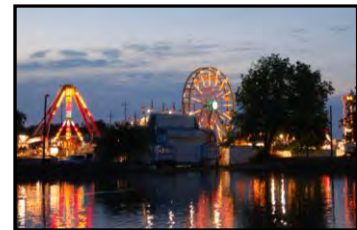
MLB Pitch Hit and Run – Major League Baseball (MLB) Pitch Hit and Run (PHR) is a local competition. The MLB Pitch Hit and Run is the official skills competition of Major League Baseball. Pitch Hit and Run is intended to encourage youth participation and emphasize the fun element of baseball and softball. Pitch Hit and Run, usually held late March or early April, 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.



Farmers Market – Weekly Farmer’s Market is held at City Park every Thursday, May 3, 2018 thru October 25, 2018 from 4:00 pm to 7:00 pm. In addition to vendors selling homegrown vegetables and fruit, other vendors include artisan and craft vendors, food vendors and prepared foods, and specialty vendors. Vendor forms can be found at the city’s website located at www.copperascovetx.gov/parks/tourism/farmers_market/.



Rabbit Fest – Rabbit Fest is a four-day arts and crafts festival that draws over 20,000 attendees annually. This festival is usually held on the third week of May each year at the Copperas Cove City Park. The 4-day festival features a top-quality carnival, rabbit fest pageant, dozens of food booths, arts and crafts vendors, a kiddie land, pony rides, a petting zoo, parade, softball tournaments, and a car show. There is also live entertainment throughout the fest on an open-air stage.



Jack Rabbit Run 4 Hope – The Jack Rabbit Run will be held in May, Summer Run to Fun in June 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.



Food Truck Festival – The Food Truck Festival will be held on August 4, 2018 at the Ogletree Gap. The event will include food trucks, live music and bouncers/obstacles. Admission for the event is \$5 per car.

Punt, Pass and Kick Contest – The NFL “Punt Pass and Kick” contest will take place soon after the school year begins, during month of September. 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.



Freedom Walk – The annual 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). This event is usually in September each year.



Cove Fall-O-Ween Festival - The Annual Cove Fall-O-Ween Festival will be held on October 20, 2018 from 4:00pm-8:00pm at the City Park. The Cove Fall-O-Ween Festival is a community enriching event that brings members of the community from Copperas Cove and surrounding areas together to participate in a variety of events and activities that are entertaining and accessible to all.

Veteran’s Day Parade – An annual event winding through downtown Copperas Cove to honor our veterans.



Christmas Parade – 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 Toy drive. The Toy Bowl event is held in December each year.



Christmass Extravaganza - The Annual Tree Lighting Ceremony will be held on Saturday, December 1, 2018 from 4:00pm-8:00pm at the City Park. The City of Copperas Cove invites community members and the surrounding areas to come get in the Christmas spirit with us as we bring in the season with live music, arts & crafts, food trucks, hay rides, visits with SANTA and much more!!

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

2018-2022 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 2018-2022**

**Summary of Positions
and Financial Impact**

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2018-2022

Summary of Total Positions by Department

	FY 2015-16 ACTUAL FUNDED	FY 2016-17 CURRENT FUNDED	FY 2017-18 PROJECTED		FY 2018-19	FUTURE NEEDS		
			FUNDED	UNFUNDED*		FY 2019-20	FY 2020-21	FY 2021-22
GENERAL FUND								
City Manager Department	2	1	1	3	3	3	3	3
City Secretary Department	2	2	2	1	3	3	3	3
Public Information Department	1	2	1	2	3	3	3	3
Finance Department	4	4	4	1	5	7	7	7
Budget Department	2	2	2	1	3	3	3	3
Human Resources Department	3	3	3	1	5	5	5	5
Information Systems Department	3	3	3	2	5	5	5	5
Municipal Court Department	6	5	5.5	3	9	9	9	9
Police-Admin Department	5	4	5	1	6	6	6	6
Police-Services Department	69	69	68	13	85	89	89	89
Animal Control Department	5.5	5.5	5.5	2.5	8	8	8	8
Fire Department - Administration	3	3	3	1	4	4	4	4
Fire Department - Operations	45	45	45	12	65	73	73	73
Fire Department - Training	0	0	0	1	2	2	2	2
Fire Department - Prevention	1	1	1	1	2	2	2	2
Building and Development Department	5	5	5	0	5	5	5	5
Street Department	5.5	5.5	5.5	4	10.5	11.5	11.5	11.5
Parks and Recreation - Admin Department	2	2	2	0	2	2	2	2
Parks and Recreation - Maintenance Department	10.5	15.5	15.5	2	19	20	21	23
Athletics Department	4.5	4.5	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	2	3	1	4	4	4	4
Library Department	7	8	8	2	11	12	12	12
Code and Health Compliance	3.5	3.5	3	1.5	5.5	5.5	5.5	5.5
SUBTOTAL GENERAL FUND	198.0	202.0	202.0	56.5	276.5	293.5	294.5	296.5
WATER AND SEWER FUND								
Public Works Administration	4	4	3	1	4	4	4	4
Utility Administration Department	11	2	4	0	4	4	4	4
Water Distribution Department	11	12	12	2	14	14	14	14
Sewer Collection Department	8	8	8	1	9	9	9	9
Wastewater Treatment Department	1	1	1	2	3	3	3	3
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	43.0	35.0	36.0	6.0	42.0	42.0	42.0	42.0

* Unfunded is equal to unauthorized positions.

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2018-2022

Summary of Total Positions by Department

	FY 2015-16 ACTUAL FUNDED	FY 2016-17 CURRENT FUNDED	FY 2017-18 PROJECTED		FY 2018-19	FUTURE NEEDS		
			FUNDED	UNFUNDED*		FY 2019-20	FY 2020-21	FY 2021-22
SOLID WASTE FUND								
Solid Waste Administration	5	6	6	0	6	6	6	6
Collection-Residential	6	6	6	0	6	6	6	6
Collection-Recycling	3	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	6.5	6.5	0	6.5	6.5	6.5	6.5
SUBTOTAL SOLID WASTE FUND	25.5	27.5	27.5	1	28.5	28.5	28.5	28.5
GOLF COURSE FUND								
Golf Course Operations	1.5	1.5	1.5	0.5	2.5	3	3	3
Golf Course Maintenance	4.5	0	0	0	0	0	0	0
SUBTOTAL GOLF COURSE FUND	6	1.5	1.5	0.5	2.5	3	3	3
DRAINAGE FUND								
Drainage Utilities	6.5	6.5	6.5	3	9.5	9.5	9.5	9.5
SUBTOTAL DRAINAGE FUND	6.5	6.5	6.5	3	9.5	9.5	9.5	9.5
ECONOMIC DEVELOPMENT FUND								
Economic Development Department	0	3.5	3.5	0	3.5	3.5	3.5	3.5
SUBTOTAL ECONOMIC DEVELOPMENT FUND	0	3.5	3.5	0	3.5	3.5	3.5	3.5
HOTEL OCCUPANCY TAX FUND								
Hotel Occupancy Tax Activities	0	1.5	1.5	0	1.5	1.5	1.5	1.5
SUBTOTAL HOTEL OCCUPANCY TAX FUND	0	1.5	1.5	0	1.5	1.5	1.5	1.5
MUNICIPAL COURT SECURITY FUND								
Municipal Court Security	0.5	0.5	0	0	0	0	0	0
SUBTOTAL MUNICIPAL COURT FUND	0.5	0.5	0	0	0	0	0	0
TOTAL EMPLOYEES ALL FUNDS	279.5	278.0	278.5	67.0	364.0	381.5	382.5	384.5

* Unfunded is equal to unauthorized positions.

**City of Copperas Cove
Personnel Improvement Plan
Fiscal Years 2018-2022**

Funded Positions

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2018-2022

Funded Positions

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2015-16 ACTUAL	FY 2016-17 CURRENT FUNDED	REQUESTED CHANGE	FY 2017-18 PROJECTED
<u>GENERAL FUND</u>					
City Manager Department					
1 City Manager	E	1	1		1
2 Clerk/Receptionist	NE	1	0		0
Subtotal Department		2	1	0	1
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	1	1		1
2 Clerk/Receptionist	NE	0	1	-1	0
Subtotal Department		1	2	-1	1
Finance Department					
1 Director of Financial Services	E	1	1		1
2 Staff Accountant I	NE	1	1		1
3 Staff Accountant II	NE	1	1		1
4 Staff Accountant III	E	1	1		1
Subtotal Department		4	4	0	4

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2018-2022

Funded Positions

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2015-16 ACTUAL	FY 2016-17 CURRENT FUNDED	REQUESTED CHANGE	FY 2017-18 PROJECTED
Budget Department					
1 Budget Analyst	E	1	1		1
2 Budget Director/Assistant to the City Manager	E	1	0		0
2 Budget Director/Deputy City Manager	E	0	1		1
Subtotal Department		2	2	0	2
Human Resources Department					
1 Human Resources Coordinator	NE	1	0		0
2 Human Resource Generalist	NE	0	1		1
3 Director of Human Resources	E	1	1		1
4 Risk / Human Resource Generalist	NE	1	1		1
Subtotal Department		3	3	0	3
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
Subtotal Department		3	3	0	3
Municipal Court Department					
1 Deputy Court Clerk I	NE	4	3		3
2 Deputy Court Clerk II	NE	1	1		1
3 Court Clerk	NE	1	1		1
4 Bailiff	NE	0	0	0.5	0.5
Subtotal Department		6	5	0.5	5.5

Justification - Move the Bailiff from the Court Security Fund to the General Fund due to reducing available funding in the Court Security Fund.

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2018-2022

Funded Positions

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2015-16 ACTUAL	FY 2016-17 CURRENT FUNDED	REQUESTED CHANGE	FY 2017-18 PROJECTED
Police-Admin Department					
1 Custodian	NE	1	1		1
2 Executive Secretary	NE	1	1		1
3 Police Deputy Chief	E	2	1	1	2
4 Chief of Police	E	1	1		1
Subtotal Department		5	4	1	5

Justification - **Police Deputy Chief** - The 2nd Deputy Chief position was funded in 2012 without adding an additional patrol officer towards staffing. Since unfunded in 2016, an entire officer's position has been lost. Currently the Department has two divisions with 40 employees serving in the Uniform Division and 34.5 employees under the Support Division. A 2nd Deputy Chief would provide better accountability for this number of employees and in addition, provide for increased accountability and management of future strategic plans. The duties and responsibilities best suited to be handled by the Deputy Chief have been reassigned to various other employees. Unfunding this position has also created a greater strain on the on-call administrator responsibilities.

Police-Services Department					
1 Senior Records Clerk	NE	1	1		1
2 Records Supervisor	NE	1	1		1
3 Administrative Assistant	NE	1	1		1
4 Administrative Assistant Training and Evidence	NE	1	1		1
5 Police Communications/Operator	NE	12	12		12
6 Patrol Officer - Certified	NE	34	34	-1	33
7 Police Corporal	NE	7	7		7
8 Police Sergeant	NE	9	9		9
9 Police Lieutenant	NE	2	2		2
10 Communications Supervisor	NE	1	1		1
Subtotal Department		69	69	-1	68

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2018-2022

Funded Positions

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2015-16 ACTUAL	FY 2016-17 CURRENT FUNDED	REQUESTED CHANGE	FY 2017-18 PROJECTED
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	0.5	0.5		0.5
Subtotal Department		5.5	5.5	0	5.5
Fire Department - Administration					
1 Administrative Assistant - Support Services/Emerg Mgt	NE	1	1		1
2 Fire Chief	E	1	1		1
3 Deputy Fire Chief	E	1	1		1
Subtotal Department		3	3	0	3
Fire Department - Operations					
1 Firefighter I (2904 hour work year)	NE	5	5		5
2 Firefighter II (2904 hour work year)	NE	31	31		31
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	0	0		0
Subtotal Department		45	45	0	45
Fire Department - Prevention					
1 Deputy Chief - Fire Marshal	NE	1	1		1
Subtotal Department		1	1	0	1

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2018-2022

Funded Positions

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2015-16 ACTUAL	FY 2016-17 CURRENT FUNDED	REQUESTED CHANGE	FY 2017-18 PROJECTED
Building and Development Department					
1 Administrative Assistant	NE	1	1		1
2 Senior Inspector	NE	1	2		2
3 Chief Building Official	E	1	1		1
4 Public Improvements Inspector	NE	1	0		0
5 Building Inspector	NE	1	1		1
Subtotal Department		5	5	0	5
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
Parks and Recreation - Admin Department					
1 Recreation Specialist/Administrative Assistant	NE	1	1		1
2 Director of Parks & Recreation	E	1	0		0
2 Director of Parks & Recreation/Deputy City Manager	E	0	1		1
Subtotal Department		2	2	0	2

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2018-2022

Funded Positions

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2015-16 ACTUAL	FY 2016-17 CURRENT FUNDED	REQUESTED CHANGE	FY 2017-18 PROJECTED
Parks and Recreation - Maintenance Department					
1 Laborer	NE	5	8		8
2 Light Equipment Operator	NE	3	2		2
3 Light Equipment Operator/HVAC Technician	NE	1	1		1
4 Mechanic	NE	0	0.5		0.5
5 Crew Leader	NE	0	2		2
6 Assistant Supt./Irrigation Tech	NE	0.5	1		1
7 Supervisor - Parks	NE	1	0		0
8 Grounds Superintendent	NE	0	1		1
Subtotal Department		10.5	15.5	0	15.5
Athletics Department					
1 Recreation Aide	NE	2.5	2.5		2.5
2 Recreation Specialist	NE	1	1		1
3 Recreation Superintendent	E	1	1		1
Subtotal Department		4.5	4.5	0	4.5
Aquatics Department					
1 Recreation Specialist	NE	1	1		1
Subtotal Department		1	1	0	1
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

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2018-2022

Funded Positions

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2015-16 ACTUAL	FY 2016-17 CURRENT FUNDED	REQUESTED CHANGE	FY 2017-18 PROJECTED
Planning Department					
1 Development Liaison	NE	0	0	1	1
1 GIS Technician	NE	1	1		1
2 Planner	E	1	1	-1	0
2 Director of Planning	E	0	0	1	1
Subtotal Department		2	2	1	3
Justification - Development Liaison - The Development Liaison will improve the development process by guiding developers through the entire development process step-by-step. Director of Planning - The Planner position will be reclassified to Director of Planning due to a reorganization of Development Services to streamline services.					
Library Department					
1 Director Library	E	1	1		1
2 Library Supervisor	NE	1	1		1
3 Library Assistant	NE	2	3		3
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	8	0	8
Code and Health Compliance					
1 Administrative Assistant	NE	0.5	0.5	-0.5	0
2 Code Compliance Officer	NE	2	2		2
3 Senior Code Compliance Officer	NE	1	1		1
Subtotal Department		3.5	3.5	-0.5	3
SUBTOTAL GENERAL FUND		198.0	202.0	0.0	202.0

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2018-2022

Funded Positions

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2015-16 ACTUAL	FY 2016-17 CURRENT FUNDED	REQUESTED CHANGE	FY 2017-18 PROJECTED
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WATER AND SEWER FUND

Public Works Administration

1 Administrative Assistant	NE	1	1	-1	0
2 Director of Public Works	E	1	1		1
3 Budget Technician	NE	1	1		1
4 Purchasing Technician	NE	1	1		1

Subtotal Department		4	4	-1	3
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Utility Administration Department

1 Customer Service Representative	NE	4	2		2
2 Meter Reader/Service Technician	NE	4	0	1	1
3 Senior Customer Service Representative	NE	1	0		0
4 Billing Technician	NE	1	0		0
5 Supervisor - Utilities	E	1	0	1	1

Subtotal Department		11	2	2	4
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Justification - **Meter Reader/Service Technician** - Move from Water Distribution to Utility Administration. The supervision and job tasks are best suited in Utility Administration that provides the work orders and meter reading tasks. **Supervisor - Utilities** - The Utility Admin Department requires constant supervision during the continued transition to Fathom and monitoring the services provided by Fathom.

Water Distribution Department

1 Heavy Equipment Operator	NE	2	0		0
2 Operator II Water Distribution	NE	3	4		4
3 Operator III Water Distribution	NE	0	2		2
4 SCADA Technician	NE	3	3		3
5 Supervisor Installation	NE	1	1		1
6 SCADA Manager	NE	1	1		1
7 Superintendent Water Distribution	NE	1	1		1

Subtotal Department		11	12	0	12
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City of Copperas Cove Personnel Improvement Plan Fiscal Years 2018-2022

Funded Positions

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2015-16 ACTUAL	FY 2016-17 CURRENT FUNDED	REQUESTED CHANGE	FY 2017-18 PROJECTED
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 Wastewater Superintendent	E	1	1		1
Subtotal Department		1	1	0	1
Wastewater Treatment Department - South					
1 Operator II	NE	2	2		2
Subtotal Department		2	2	0	2
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		43.0	35.0	1.0	36.0

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2018-2022

Funded Positions

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2015-16 ACTUAL	FY 2016-17 CURRENT FUNDED	REQUESTED CHANGE	FY 2017-18 PROJECTED
<u>SOLID WASTE FUND</u>					
Solid Waste Administration					
1 Director of Solid Waste	E	0	1		1
2 Administrative Assistant	NE	1	1		1
3 Supervisor Solid Waste - Operations	NE	1	1		1
4 Solid Waste Superintendent	NE	1	1		1
5 Recycling Coordinator	NE	1	1		1
6 Assistant Supervisor Operations	NE	1	1		1
Subtotal Department		5	6	0	6
Collection-Residential					
1 Driver	NE	6	6		6
Subtotal Department		6	6	0	6
Collection-Recycling					
1 Driver	NE	3	3		3
Subtotal Department		3	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

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2018-2022

Funded Positions

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2015-16 ACTUAL	FY 2016-17 CURRENT FUNDED	REQUESTED CHANGE	FY 2017-18 PROJECTED
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 Route Coordinator	NE	0	1		1
5 Laborer	NE	0.5	0.5		0.5
Subtotal Department		5.5	6.5	0	6.5
SUBTOTAL SOLID WASTE FUND		25.5	27.5	0	27.5
GOLF COURSE FUND					
Golf Course Operations					
1 Clerk/Golf Shop Assistant	NE	0.5	0.5		0.5
2 Head Golf Professional	NE	1	1		1
Subtotal Department		1.5	1.5	0	1.5
Golf Course Maintenance					
1 Laborer	NE	2.5	0		0
2 Golf Course Mechanic	NE	0.5	0		0
3 Golf Course Superintendent	NE	1	0		0
4 Assistant Supt./Irrigation Tech	NE	0.5	0		0
Subtotal Department		4.5	0	0	0
SUBTOTAL GOLF COURSE FUND		6	1.5	0	1.5

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2018-2022

Funded Positions

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2015-16 ACTUAL	FY 2016-17 CURRENT FUNDED	REQUESTED CHANGE	FY 2017-18 PROJECTED
<u>DRAINAGE FUND</u>					
Drainage Utilities					
1 Laborer (Maintenance & Roadways)	NE	2	2		2
2 Heavy Equipment Operator	NE	1	1		1
3 Light Equipment Operator	NE	2	2		2
4 Administrative Assistant	NE	1	1		1
5 Superintendent Street/Drainage	NE	0.5	0.5		0.5
Subtotal Department		6.5	6.5	0	6.5
SUBTOTAL DRAINAGE FUND		6.5	6.5	0	6.5
<u>ECONOMIC DEVELOPMENT FUND</u>					
Economic Development Department					
1 EDC Executive Director	E	0	1	-1	0
2 Economic Development Director	E	0	0	1	1
3 Business Retention Specialist	E	0	1		1
4 Office Administrator	E	0	1	-1	0
5 Accounting Technician	NE	0	0	1	1
6 Laborer	NE	0	0.5	0	0.5
Subtotal Department		0	3.5	0	3.5
SUBTOTAL ECONOMIC DEVELOPMENT FUND		0	3.5	0	3.5

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2018-2022

Funded Positions

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2015-16 ACTUAL	FY 2016-17 CURRENT FUNDED	REQUESTED CHANGE	FY 2017-18 PROJECTED
<u>HOTEL OCCUPANCY TAX FUND</u>					
Hotel Occupancy Tax Activities					
1 Tourist and Information Coordinator	NE	0	1		1
2 Laborer	NE	0	0.5		0.5
Subtotal Department		0	1.5	0	1.5
SUBTOTAL HOTEL OCCUPANCY TAX FUND		0	1.5	0	1.5
<u>MUNICIPAL COURT SECURITY FUND</u>					
Municipal Court Security					
1 Bailiff	NE	0.5	0.5	-0.5	0
Subtotal Department		0.5	0.5	-0.5	0
SUBTOTAL MUNICIPAL COURT FUND		0.5	0.5	-0.5	0
TOTAL EMPLOYEES ALL FUNDS		279.5	278.0	0.5	278.5

**City of Copperas Cove
Personnel Improvement Plan
Fiscal Years 2018-2022**

**Unfunded/Unmet Needs
and Future Needs**

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2018-2022

Unfunded/Unmet Needs and Future Needs

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	UNFUNDED & UNMET NEEDS	FUTURE NEEDS			
		FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22

GENERAL FUND

City Manager Department

- 1 Secretary to the City Manager
- 2 Assistant City Manager
- 3 Administrative Assistant

NE	1	1	1	1	1
NE	1	1	1	1	1
NE	1	1	1	1	1
Subtotal Department	3	3	3	3	3

Justification -

City Secretary Department

- 1 Deputy City Secretary

NE	1	1	1	1	1
Subtotal Department	1	1	1	1	1

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.

Public Information Office

- 1 Public Information Specialist
- 2 Clerk/Receptionist

NE	1	1	1	1	1
NE	1	1	1	1	1
Subtotal Department	2	2	2	2	2

Justification - **Public Information Specialist** - Will assist with the vision of the Public Information Office to keep the community and media informed of City related information and activities. Would also assist with day to day tasks of preparing media releases and responding to request, maintaining the City's Facebook page and Gov't Access Channel, as well as planning and coordinating special events.

* Unfunded is equal to unauthorized positions.

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2018-2022

Unfunded/Unmet Needs and Future Needs

DEPARTMENT/POSITION	FLSA STATUS	UNFUNDED & UNMET NEEDS	FUTURE NEEDS			
		FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Finance Department						
1 Senior Accountant	NE	0	0	1	1	1
2 Purchasing Officer	E	0	0	1	1	1
3 Buyer	NE	1	1	1	1	1
Subtotal Department		1	1	3	3	3

Justification - This position will perform the following: Review and prioritize requisitions and proposed specifications. Research existing needs in order to match current market availability. Obtain quotes for acquisition of supplies services, equipment, tools, chemicals, etc.

Budget Department						
1 Financial Plans Specialist	NE	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 HR Coordinator Benefits	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 2018-2022

Unfunded/Unmet Needs and Future Needs

DEPARTMENT/POSITION	FLSA STATUS	UNFUNDED & UNMET NEEDS	FUTURE NEEDS			
		FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
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 - **IS Specialist I** - Funding this position will allow the IS Department to dedicate a position to Public Safety. Since the implementation of the Police Department MDT project in 2012 support required for the Police Department has increased. Support requests just from the PD accounted for the following-

2012- 14.7% of requests
 2013- 15.2% of requests
 2014- 20.5% of requests
 2015- 19.8% of requests
 2016- 21.1% of requests

The Police Department currently has 74 desktops, 41 laptops, and 8 servers. The Fire Department currently has 20 desktops, 7 laptops, and 1 server.

This year the IS Department will also have a new building along with associated tasks to maintain the building. Major projects to move City fiber connections, network hardware and servers will also need to be completed.

If the IS position will not be needed for public safety support for a full 40 hours in a week, the IS Department has many other daily tasks and support that this position can work on when public safety support is not needed.

The department currently administers and provides support for:

- 265 desktops
- 69 laptops
- 21 servers
- 45 pieces of network hardware
- phone systems
- City email system
- City web server and web sites

IS Specialist/GIS Tech - 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 2018-2022

Unfunded/Unmet Needs and Future Needs

DEPARTMENT/POSITION	FLSA STATUS	UNFUNDED & UNMET NEEDS	FUTURE NEEDS			
		FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Municipal Court Department						
1 Deputy Court Clerk I	NE	2	2	2	2	2
2 Part-Time Deputy Court Clerk I	NE	0	0.5	0.5	0.5	0.5
3 Warrant Officer	NE	1	1	1	1	1
Subtotal Department		3	3.5	3.5	3.5	3.5

Justification - **Warrant Officer** - Position needed to execute outstanding warrants and to serve subpoenas and other writs. The Warrant Officer will have the flexibility to make contact with defendants in person or by phone to seek compliance on Class C misdemeanor offenses. This individual will provide security to the Municipal Court during trials.

Police-Admin Department

1 Police Deputy Chief	E	1	1	1	1	1
Subtotal Department		1	1	1	1	1

Justification - **Police Deputy Chief** - The 2nd Deputy Chief position was funded in 2012 without adding an additional patrol officer towards staffing. Since unfunded in 2016, an entire officer's position has been lost. Currently the Department has two divisions with 40 employees serving in the Uniform Division and 34.5 employees under the Support Division. A 2nd Deputy Chief would provide better accountability for this number of employees and in addition, provide for increased accountability and management of future strategic plans. The duties and responsibilities best suited to be handled by the Deputy Chief have been reassigned to various other employees. Unfunding this position has also created a greater strain on the on-call administrator responsibilities.

* Unfunded is equal to unauthorized positions.

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2018-2022

Unfunded/Unmet Needs and Future Needs

DEPARTMENT/POSITION	FLSA STATUS	UNFUNDED & UNMET NEEDS	FUTURE NEEDS			
		FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Police-Services Department						
1 Patrol Officer - Certified	NE	9	12	16	16	16
2 Police Communications/Operator	NE	3	4	4	4	4
3 Senior Records Clerk	NE	1	1	1	1	1
Subtotal Department		13	17	21	21	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.

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	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.

* Unfunded is equal to unauthorized positions.

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2018-2022

Unfunded/Unmet Needs and Future Needs

DEPARTMENT/POSITION	FLSA STATUS	UNFUNDED & UNMET NEEDS	FUTURE NEEDS			
		FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Fire Department - Administration						
1 Administrative Assistant - Fire and EMS	NE	1	1	1	1	1
Subtotal Department		1	1	1	1	1

Justification - **Administrative Assistant - Fire and EMS** - This position is needed to provide additional support to EMS and Fire Operations to include fixed asset management, equipment inventory and management, and assist with personnel administration. 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.

Fire Department - Operations

1 Firefighter I (2904 hour work year)	NE	0	0	0	0	0
2 Firefighter II (2904 hour work year)	NE	8	16	24	21	21
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		12	20	28	28	28

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 3 FF's). This equates to 21 additional Firefighter II positions and 3 Lieutenant positions. Based on discussion between the City Manager and Council on March, 27, 2013, positions should be filled in phases so as not to create a financial burden on the City when Station 4 is ready to open. The Fire Chief's plan is to begin phasing personnel into the department in 3 consecutive Fiscal Years beginning FY '17 prior to construction. The plan for each FY Phase would include 8 FF-II until FY2020 in which 3LT positions would be filled. There is currently space available now for these positions in existing stations and apparatus. **Lieutenant** - FY '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.

* Unfunded is equal to unauthorized positions.

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2018-2022

Unfunded/Unmet Needs and Future Needs

DEPARTMENT/POSITION	FLSA STATUS	UNFUNDED & UNMET NEEDS	FUTURE NEEDS			
		FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Fire Department - Training						
1 Training Captain	NE	1	1	1	1	1
2 EMS Captain	NE	0	1	1	1	1
Subtotal Department		1	2	2	2	2

Justification - **Training Captain** - The position will primarily focus on ensuring compliance with recurring State requirements for Fire, EMS, and Law Enforcement continuing education are met for all department personnel and standardization of training throughout all three shifts. **EMS Captain** - This position will be responsible for protocol compliance, QA/QI of EMS calls, Billing inquiries, and EMS management.

Fire Department - Prevention						
1 Fire Inspector	NE	1	1	1	1	1
Subtotal Department		1	1	1	1	1

Justification - **Fire Inspector**- One position is needed immediately for increased commercial growth, plans review, and investigation responsibilities. Additional Inspector position anticipated in subsequent years. This position would also become TCOLE Certified to fulfill Investigation responsibilities.

Street Department						
1 Light Equipment Operator	NE	1	1	1	1	1
2 Lt. Equip. Opr Crack Sealer/Herbicide	NE	1	2	3	3	3
3 Traffic Control Tech II	NE	1	1	1	1	1
4 Supervisor - Street	NE	1	1	1	1	1
Subtotal Department		4	5	6	6	6

Justification - **Supervisor - Street**: Just like all the other Departments with the increase in the size of the City there is an increase in the need for more personnel. We currently do not have a herbicide or a crack sealing team which means we can only do those tasks periodically. There is currently no Supervisor position that can directly interface with the employees on a continuous basis. The Supervisor position is a step in the future succession plan, it is recommended that these positions be added.

* Unfunded is equal to unauthorized positions.

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2018-2022

Unfunded/Unmet Needs and Future Needs

DEPARTMENT/POSITION	FLSA STATUS	UNFUNDED & UNMET NEEDS	FUTURE NEEDS			
		FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Parks and Recreation - Admin Department						
1 Event Specialist/Marketing Coordinator	NE	0	0	0	0	0
Subtotal Department		0	0	0	0	0

Justification - This need/request was fulfilled when the Tourism and Information Coordinator was funded and hired.

Parks and Recreation - Maintenance Department

1 Laborer	NE	1	2	2	3	4
2 Recreation Supt./Facility Manager	E	0	0	0	0	0
3 Part-Time Laborer	NE	0	0.5	0.5	0.5	0.5
4 Light Equipment Operator	NE	1	1	2	2	3
Subtotal Department		2	3.5	4.5	5.5	7.5

Justification - **Light Equipment Operator** - Our parks maintenance level of service is in need of improving and with over 380 acres that we currently maintain, adding another Light Equipment Operator to assist in these areas will prove to be vital in the future focused efforts to improve the aesthetics and operations of our parks and/or facilities. We currently operate at 1 FTE/25 acres maintained and the national average is between 13-19 acres maintained / FTE. We are working on a sustainable plan to induce trustee/prisoners to conduct cemetery mainenance, which is roughly 90 acres of maintenance...this would/could have a very positive impact for our grounds crew operations.

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 -

* Unfunded is equal to unauthorized positions.

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2018-2022

Unfunded/Unmet Needs and Future Needs

DEPARTMENT/POSITION	FLSA STATUS	UNFUNDED & UNMET NEEDS	FUTURE NEEDS			
		FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Planning Department						
1 Development Services Secretary	NE	1	1	1	1	1
Subtotal Department		1	1	1	1	1

Justification -

Library Department

1 Reference/Adult Programs Librarian	NE	1	1	1	1	1
2 Library Clerk	NE	1	1	1	1	1
3 Library Assistant	NE	0	1	2	2	2
Subtotal Department		2	3	4	4	4

Justification - **Reference/Adult Programs Librarian** - This position is intended to improve quality of reference service, perform outreach/marketing efforts, plan programs and support technology initiatives as detailed in the Library Strategic Plan, Technology Plan and required of us under the City Strategic Plan. This professional librarian position would also cross-train to support essential activities in the absence of the Library Director as part of our continuity plan. This addition would allow the Library Assistants to focus more time on customer service and collection maintenance activities. **Library Clerk** - This position will support more hours of operation, specifically on Fridays and Saturdays.

Code and Health Compliance

1 Code Compliance Officer	NE	1	2	2	2	2
2 Administrative Assistant	NE	0.5	0.5	0.5	0.5	0.5
Subtotal Department		1.5	2.5	2.5	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 anticipates moving 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 the Part-Time Administrative Assistant. Convert Administrative Assistant to Full-Time position.

SUBTOTAL GENERAL FUND		56.5	74.5	91.5	92.5	94.5
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* Unfunded is equal to unauthorized positions.

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2018-2022

Unfunded/Unmet Needs and Future Needs

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	UNFUNDED & UNMET NEEDS	FUTURE NEEDS			
		FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
<u>WATER AND SEWER FUND</u>						
Public Works Administration						
1 City Engineer	E	1	1	1	1	1
Subtotal Department		1	1	1	1	1
Justification -						
Water Distribution Department						
1 Operator II Water Distribution	NE	2	2	2	2	2
Subtotal Department		2	2	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 2018-2022

Unfunded/Unmet Needs and Future Needs

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	UNFUNDED & UNMET NEEDS	FUTURE NEEDS			
		FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
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	6.0	6.0	6.0	6.0	6.0
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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 - **Driver** - To maintain the cleanliness of the City, and to decrease the amount of citizen complaints in respect to the different areas of the city.

SUBTOTAL SOLID WASTE FUND	1.0	1.0	1.0	1.0	1.0
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* Unfunded is equal to unauthorized positions.

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2018-2022

Unfunded/Unmet Needs and Future Needs

DEPARTMENT/POSITION	FLSA STATUS	UNFUNDED & UNMET NEEDS		FUTURE NEEDS		
		FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
GOLF COURSE FUND						
Golf Course Operations						
1 Clerk/Golf Shop Assistant	NE	0.5	1	1.5	1.5	1.5
Subtotal Department		0.5	1	1.5	1.5	1.5
Justification - Golf Shop Clerk - This position is essential to our golf course operations and has been filled in recent years by volunteers and/or other administrative staff in parks and recreation whom are FTE. With the addition of (1) PTE Clerk in the 15/16 and 16/17 FY we were able to dissolve volunteer hours at the pro shop through the position and by utilizing our recreation aides to work roughly 20 hours per week at the counter. With the addition of (1) more PTE for the pro shop and anticipated business through our golf course/pro shop increasing into FY17/18 and beyond this position will prove to be essential to our department increasing the quality of our services.						
SUBTOTAL GOLF COURSE FUND		0.5	1.0	1.5	1.5	1.5
DRAINAGE FUND						
Drainage Utilities						
1 Supervisor - Drainage	NE	1	1	1	1	1
2 Light	NE	1	1	1	1	1
3 MS4 Technician	NE	1	1	1	1	1
Subtotal Department		3	3	3	3	3
Justification - Supervisor - Drainage - There is currently no Supervisor position that can directly interface with the employees on a continuous basis. The Supervisor position is a step in the future succession plan. It is recommended that these positions be added. Light Equipment Operator - Drainage: Just like all the other Departments with the increase in the size of the City, there is an increase in the need for an additional LEO. The mowing areas are up to 3,590,400 square feet. There will be an increase in the number outflows, inlet boxes and other drainage channels that will have to be maintained. MS4 Technician - This position will ensure the City's Stormwater program is in compliance with TCEQ requirements and be responsible for planning, developing, and implementing the programs and projects relating to stormwater.						
SUBTOTAL DRAINAGE FUND		3	3	3	3	3
TOTAL EMPLOYEES ALL FUNDS		67.0	85.5	103.0	104.0	106.0

* Unfunded is equal to unauthorized positions.

City of Copperas Cove FY 2017-2018
Position Listing and Salary Ranges by Department
October 1, 2017

Fund #	Dept #	Funded	DEPARTMENT/POSITION	Hourly Salary	
				Minimum	Maximum
01	2200	1	City Manager	Unclassified	
01	2300	1	Records Clerk	\$ 9.83	\$ 14.49
01	2300	1	City Secretary	Unclassified	
01	2500	1	Public Information Officer	\$ 26.79	\$ 39.46
01	3100	1	Staff Accountant III	\$ 23.27	\$ 34.27
01	3100	1	Staff Accountant II	\$ 17.52	\$ 25.80
01	3100	1	Staff Accountant I	\$ 12.58	\$ 18.53
01	3100	1	Director of Financial Services	Unclassified	
01	3200	1	Budget Analyst	\$ 26.21	\$ 38.60
01	3200	1	Director of Budget/Deputy City Manager	Unclassified	
01	3400	1	Human Resources Generalist	\$ 14.51	\$ 21.38
01	3400	1	Risk/Human Resources Generalist	\$ 22.67	\$ 33.39
01	3400	1	Director of Human Resources	Unclassified	
01	3500	1	Information Systems Supervisor	\$ 24.65	\$ 36.30
01	3500	1	Information Systems Specialist II	\$ 22.55	\$ 33.22
01	3500	1	Director of Information Systems	Unclassified	
01	4100	3	Deputy Court Clerk I	\$ 11.17	\$ 16.45
01	4100	1	Deputy Court Clerk II	\$ 13.91	\$ 20.50
01	4100	1	Court Clerk	\$ 21.34	\$ 31.43
01	4100	0.5	Bailiff	\$ 18.31	\$ 26.97
01	4200	1	Custodian	\$ 9.89	\$ 14.58
01	4200	1	Executive Secretary	\$ 14.05	\$ 20.69
01	4200	2	Police Deputy Chief	\$ 35.60	\$ 52.44
01	4200	1	Chief of Police	Unclassified	
01	4210	1	Senior Records Clerk	\$ 12.38	\$ 18.24
01	4210	1	Records Supervisor	\$ 17.06	\$ 25.13
01	4210	1	Administrative Assistant	\$ 12.25	\$ 18.05
01	4210	1	Administrative Assistant Training and Evidence	\$ 12.25	\$ 18.05
01	4210	12	Police Communications/Operator	\$ 15.45	\$ 22.76
01	4210	1	Communications Supervisor	\$ 19.03	\$ 28.03
01	4210		Patrol Officer - Non Certified in Academy	\$ 16.52	\$ 24.33
01	4210		Patrol Officer - Certified In Field Training Program	\$ 18.08	\$ 26.63
01	4210	33	Patrol Officer - Certified	\$ 21.49	\$ 31.65
01	4210	7	Police Corporal	\$ 25.66	\$ 37.80
01	4210	9	Police Sergeant	\$ 27.51	\$ 40.52
01	4210	2	Police Lieutenant	\$ 30.76	\$ 45.31
01	4300	0.5	Kennel Assistant	\$ 9.89	\$ 14.58
01	4300	2	Animal Control Officer I	\$ 11.40	\$ 16.80
01	4300	2	Animal Control Officer II	\$ 11.92	\$ 17.57
01	4300	1	Senior Animal Control Officer	\$ 14.64	\$ 21.56
01	4400	1	Administrative Assistant - Support Services/Emerg Mgt	\$ 12.25	\$ 18.05
01	4400	1	Fire Chief	Unclassified	
01	4400	1	Deputy Fire Chief	\$ 31.23	\$ 46.00
01	4417	21	Firefighter I (2904 hour work year)	\$ 14.26	\$ 21.00
01	4417	15	Firefighter II (2904 hour work year)	\$ 14.79	\$ 21.79
01	4417	6	Fire Lieutenant (2904 hour work year)	\$ 16.60	\$ 24.45
01	4417	3	Fire Captain (2904 hour work year)	\$ 20.31	\$ 29.92
01	4419	1	Deputy Chief - Fire Marshal	\$ 31.23	\$ 46.00
01	5200	1	Administrative Assistant	\$ 12.25	\$ 18.05
01	5200	1	Building Inspector	\$ 17.52	\$ 25.80
01	5200	2	Senior Inspector	\$ 20.92	\$ 30.81
01	5200	1	Chief Building Official	\$ 30.52	\$ 44.96
01	5300	2	Light Equipment Operator	\$ 11.39	\$ 16.78
01	5300	1	Traffic Control Technician	\$ 12.36	\$ 18.21
01	5300	2	Heavy Equipment Operator	\$ 12.36	\$ 18.21
01	5300	0.5	Superintendent Street/Drainage	\$ 20.01	\$ 29.48
01	5400	1	Recreation Specialist/Administrative Assistant	\$ 12.67	\$ 18.66

City of Copperas Cove FY 2017-2018
Position Listing and Salary Ranges by Department
October 1, 2017

Fund #	Dept #	Funded	DEPARTMENT/POSITION	Hourly Salary Minimum	Hourly Salary Maximum
01	5400	1	Director of Parks & Recreation/Deputy City Manager	Unclassified	
01	5410	8	Laborer	\$ 9.89	\$ 14.58
01	5410	1	Light Equipment Operator/HVAC Technician	\$ 10.68	\$ 15.73
01	5410	2	Light Equipment Operator	\$ 10.68	\$ 15.73
01	5410	0.5	Mechanic	\$ 12.27	\$ 18.08
01	5410	2	Crew Leader	\$ 16.01	\$ 23.58
01	5410	1	Assistant Superintendent/Irrigation Tech.	\$ 15.45	\$ 22.76
01	5410	1	Superintendent - Grounds	\$ 16.01	\$ 23.58
01	5420	2.5	Recreation Aide	\$ 8.36	\$ 12.32
01	5420	1	Recreation Specialist	\$ 12.67	\$ 18.66
01	5420	1	Recreation Superintendent	\$ 19.78	\$ 29.14
01	5430	1	Recreation Specialist	\$ 12.67	\$ 18.66
01	5500	0.5	Parts Technician	\$ 9.89	\$ 14.58
01	5500	3	Mechanic	\$ 14.06	\$ 20.71
01	5500	1	Lead Mechanic	\$ 16.10	\$ 23.71
01	5500	1	Supervisor - Fleet Services	\$ 21.73	\$ 32.01
01	6100	1	Development Liaison	\$ 21.63	\$ 31.86
01	6100	1	GIS Technician	\$ 19.73	\$ 29.06
01	6100	1	Director of Planning	Unclassified	
01	7100	1	Community Outreach Specialist	\$ 10.23	\$ 15.07
01	7100	1	Library Clerk	\$ 10.23	\$ 15.07
01	7100	1	Technical Services Assistant	\$ 10.56	\$ 15.55
01	7100	3	Library Assistant	\$ 11.96	\$ 17.61
01	7100	1	Library Supervisor	\$ 15.84	\$ 23.34
01	7100	1	Director Library	\$ 31.37	\$ 46.21
01	7200	2	Code Compliance Officer	\$ 14.94	\$ 22.01
01	7200	1	Senior Code Compliance Officer	\$ 15.45	\$ 22.76
02	8000	1	Budget Technician - Capital Projects	\$ 13.47	\$ 19.83
02	8000	1	Budget Technician - Purchasing	\$ 13.47	\$ 19.83
02	8000	1	Director of Public Works	Unclassified	
02	8100	1	Supervisor - Utility Administration	\$ 14.80	\$ 21.80
02	8100	2	Customer Service Representative	\$ 10.44	\$ 15.37
02	8100	1	Meter Reader/Service Technician	\$ 10.00	\$ 14.73
02	8200	2	Operator II	\$ 13.16	\$ 19.39
02	8200	4	Operator I	\$ 12.65	\$ 18.63
02	8200	3	SCADA Technician	\$ 13.16	\$ 19.38
02	8200	1	SCADA Supervisor	\$ 19.30	\$ 28.43
02	8200	1	Supervisor Installation	\$ 19.30	\$ 28.43
02	8200	1	Superintendent Water Distribution	\$ 22.67	\$ 33.39
02	8300	6	Operator II Sewer Collection	\$ 12.65	\$ 18.63
02	8300	1	Assistant Supervisor/Operator III Sewer Collection	\$ 16.01	\$ 23.58
02	8300	1	Superintendent - Sewer Collection	\$ 22.67	\$ 33.39
02	8400	1	Wastewater Superintendent	\$ 24.66	\$ 36.32
02	8402	2	Operator II	\$ 12.65	\$ 18.63
02	8403	2	Operator II	\$ 12.65	\$ 18.63
02	8403	1	Chief Plant Operator Wastewater	\$ 21.81	\$ 32.13
02	8404	2	Operator II	\$ 12.65	\$ 18.63
02	8404	1	Chief Plant Operator Wastewater	\$ 21.81	\$ 32.13
03	9000	1	Director of Solid Waste	Unclassified	
03	9000	1	Administrative Assistant	\$ 12.25	\$ 18.05
03	9000	1	Recycling Coordinator	\$ 16.01	\$ 23.58
03	9000	1	Assistant Supervisor Operations	\$ 16.01	\$ 23.58
03	9000	1	Supervisor Solid Waste - Operations	\$ 16.01	\$ 23.58
03	9000	1	Solid Waste Superintendent	\$ 22.30	\$ 32.85
03	9101	6	Driver	\$ 12.27	\$ 18.08
03	9102	3	Driver	\$ 12.27	\$ 18.08
03	9103	3	Driver	\$ 12.27	\$ 18.08

**City of Copperas Cove FY 2017-2018
Position Listing and Salary Ranges by Department
October 1, 2017**

Fund #	Dept #	Funded	DEPARTMENT/POSITION	Hourly Salary Minimum	Hourly Salary Maximum
03	9104	2	Driver	\$ 12.27	\$ 18.08
03	9104	1	Lead Driver	\$ 13.17	\$ 19.40
03	9200	0.5	Laborer	\$ 9.89	\$ 14.58
03	9200	1	Scale Operator	\$ 9.89	\$ 14.58
03	9200	1	Clerk/Dispatcher	\$ 10.79	\$ 15.90
03	9200	3	Heavy Equipment Operator	\$ 12.36	\$ 18.21
03	9200	1	Route Coordinator	\$ 10.44	\$ 15.37
05	7600	2	Laborer (Maintenance & Roadways)	\$ 10.78	\$ 15.88
05	7600	2	Light Equipment Operator (Maintenance & Roadways)	\$ 11.39	\$ 16.78
05	7600	1	Heavy Equipment Operator	\$ 12.36	\$ 18.21
05	7600	1	Administrative Assistant	\$ 12.25	\$ 18.05
05	7600	0.5	Superintendent Street/Drainage	\$ 15.69	\$ 23.11
06	7000	1	EDC Executive Director	Unclassified	
06	7000	1	Business Retention Specialist	\$ 22.90	\$ 33.73
06	7000	1	Accounting Technician	\$ 12.12	\$ 17.85
06	7000	0.5	Laborer	\$ 9.89	\$ 14.58
09	7400	0.5	Clerk/Golf Shop Assistant	\$ 9.89	\$ 14.58
09	7400	1	Head Golf Professional	\$ 15.76	\$ 23.22
14	1401	1	Tourist and Information Coordinator	\$ 16.01	\$ 23.58
14	1401	0.5	Laborer	\$ 9.89	\$ 14.58

Total 278.5

**CITY OF COPPERAS COVE, TEXAS
INCENTIVE/REIMBURSEMENT PAY
FY 2017-2018**

<u>Incentive/Reimbursement Pay</u>	<u>Monthly</u>
FIRE/EMS-Certified or Licensed	
Paramedic	
Assigned	\$500
Non-Assigned	\$350
Intermediate Certification	\$ 47
Advanced Certification	\$ 79
Master Certification	\$112
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
Intermediate Certification	\$ 50
Advanced Certification	\$ 85
Master Certification	\$130
Instructor Certificate	\$ 15
Motorcycle Unit	\$ 50
Special Response Team	\$ 50
Evidence Tech	\$ 75
(Chief excluded from Incentives)	
PUBLIC SAFETY COMMUNICATORS	
Intermediate Certification	\$ 40
Advanced Certification	\$ 75
Master Certification	\$100
ANIMAL CONTROL	
Advanced Certification	\$ 40
WATER DISTRIBUTION	
Backflow Prevention Assembly Tester License	\$ 25



APPENDIX C

Fee Schedule & Definition



**CITY OF COPPERAS COVE
FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2017**

Ordinance
2017-44
(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
Procession, Parade, Street Closure Application Fee	\$10.00

ANIMAL CONTROL

Surrender Fees:	
- Resident	\$25.00
- Non-Resident	\$35.00
Adoption Fees:	
- Dogs	\$20.00
- Cats	\$15.00
<i>Adoption fees for life threatening illness/injury, medical/physical disability or neonatal (mother & litter) may be waived by designated staff with approval of Assistant City Manager or City Manager.</i>	
City Licenses:	
- Dogs	\$3.00
- Cats	\$3.00
Impound Fees:	
- Reclaimed First Day	\$20.00
- Additional Days (per day)	\$5.00
- If the animal was tranquilized (adding to the impound fee)	\$10.00
- Daily Boarding Fee (after owner notification)	\$5.00
- Quarantine Fee (per day)	\$10.00
Shipping for Disease Testing	\$25.00
Exotic Wildlife Permit	\$25.00
Animal Vendor Fee	\$70.00
Vicious/Dangerous Animal Registration (annual)	\$50.00
Dangerous Animal Sign	\$25.00
Euthanasia (includes surrender and tranquilizer fee):	
- Resident	\$40.00
- Non-Resident	\$50.00
Duplicate License Tag	\$2.00
Disposal of Farm Animals (varies depending on weight and use of heavy equipment):	
Animal Control Standard Fee	\$25.00
Plus (if necessary) utilizing a front loader	\$75.00/hr
Plus disposal fee	\$0.0235/pound
Microchip Fee (Cats & Dogs)	\$20.00

**CITY OF COPPERAS COVE
FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2017**

	Ordinance 2017-44 (Exhibit 1)
Deer Feeding Violation (Ord 2007-03) - 1st Offense	\$50.00
Deer Feeding Violation (Ord 2007-03) - 2nd Offense	\$100.00
Deer Feeding Violation (Ord 2007-03) - 3rd Offense & Beyond	\$150.00

FIRE DEPARTMENT

EMS

Annual License Fee - Private Ambulance Service	\$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
FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2017**

Ordinance
2017-44
(Exhibit 1)

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
CENTRAL FIRE STATION MEETING ROOM RENTAL	
(Reservations Required)	
- Government Entity	No Charge
- Youth Groups (per 4 hour block)	\$20.00
- Non-Profit Organizations not affiliated with the COCC (per 4 hour block)	\$20.00
- Private Organizations (per 4 hour block)	\$30.00

BUILDING & DEVELOPMENT

New Construction:

- Single Family Residence \$30.00 + \$3.00/100 sq. ft.

- Multifamily, commercial, etc., construction.

All fees are based on total square footage. The fee for each component of new construction for duplexes, townhouses, multifamily, all commercial (except shell buildings, warehouses and parking garages), and all additions to square footage under roof, (includes storage buildings, patio covers, modular/portable buildings and carports) shall be as follows:

- 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
5,501--6,000	\$370.00	\$130.00	\$70.00	\$130.00	\$310.00

**CITY OF COPPERAS COVE
FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2017**

Ordinance
2017-44
(Exhibit 1)

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
6,501--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
FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2017**

Ordinance
2017-44
(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.

**CITY OF COPPERAS COVE
FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2017**

Ordinance
2017-44
(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
FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2017**

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
FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2017**

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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 *** \$3.00

***For the exact amount please refer to the City Ordinance - _____. City uses a formula to assess the charge. \$/acre

PARKS AND RECREATION

Buildings/Facilities:

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
- Kitchen Rental \$100.00
- Sound System Rental \$100.00
- Restoration Fee \$40.00

Ogletree Pavilion: (minimum 4 hour rental)

- Deposit \$200.00
- Fee \$132.00
- Fee each additional hour \$33.00
- All Day Rental (7 a.m. - Midnight) \$300.00
- Restoration Fee \$20.00

City Park Pavilion: (all day)

- Fee \$58.00
- Restoration Fee \$5.00

Fester's House: (5 hour rental)

- Deposit \$50.00
- Fee \$90.00
- Each Additional Hour \$18.00
- Restoration Fee \$5.00

**CITY OF COPPERAS COVE
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South Park Walking Trail Event (minimum 2 hour rental)	
- Fee	\$100.00
- Fee each additional hour	\$25.00
- All Day Rental	\$300.00

All certified non-profit organizations can receive up to a 50% discount on fees and deposits when renting City of Copperas Cove facilities. The event(s) must directly serve the community (provide a public purpose) of Copperas Cove and/or be co-hosted by the City or the Parks and Recreation Department to be considered eligible. The Non-Profit Facility Rental Discount Request form must be completed and submitted to the City to be considered for the discount.

Inflatable Jump Castle Party (2 hour rental):	
- Deposit	\$100.00
- Rental Fee	\$100.00

City Park Commercial Activities Permit (annual):	\$50.00
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Tourism Events:

Farmers Market:

- Application Fee (applied toward first market day)	\$25.00
- Market Booth Fee per day	\$25.00
- Community Booth Fee per day	Free
- Discount for prepaying for the entire season	10%

Prepayment may be made in one check by May 1, 2017, or in two checks, \$300 by May 1, 2017 and the remaining balance of \$285 by July 3, 2017.

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
- Special event (Dog entry)	\$5.00
- Restoration Fee	\$0.25

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, AquaZumba, Lap Swim (per class)	\$3.00
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Water and Land Aerobics, AquaZumba, Lap Swim (10 class punch card)	\$27.00
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Swim Lessons	\$60.00
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Swim Lessons Restoration Fee	\$2.00
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Life Guard Certification Class

- Parks and Recreation Staff	\$100.00
- General Population	\$175.00

**CITY OF COPPERAS COVE
FEE SCHEDULE
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(Exhibit 1)

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
- Restoration Fee	\$5.25
* 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.	
Athletic/Recreation Fees:	
Ball Fields Rental	
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
- 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
Tournament and Event Gate Fees (based upon the impact of each event, type of tournament and age groups)	
- Children under 18	\$1.00-\$4.00
- Adults +18	\$3.00-\$10.00
- Seniors +55	\$1.00-\$5.00
- Tournament Pass	\$10.00-\$15.00
- Car Load	\$5.00-\$10.00
Equip. and Clean-up Deposit for all Tournaments (determined by number of hours used)	\$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

**CITY OF COPPERAS COVE
FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2017**

Ordinance
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(Exhibit 1)

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

Extra costs not included in tournament base rate:

- Staff and Utilities (per hour)	\$25.00
- 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
- Non Resident (Soccer, Basketball, Flag Football, Volleyball)	\$70.00
- Basketball Team Fee (Division I Teams Only)	\$525.00
- Adaptive Sports Program (per player)	\$20.00
- Appeal/Protest Fee	\$50.00
- 3 v 3 Basketball League (per team)	\$45.00
- Restoration Fee	\$2.00

Youth Sports Team Fees (per team):

- Fall Baseball Registration Fee	\$300.00
- Fall Baseball Gate Fee	\$150.00

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
- Softball (per team - based on type and structure of the league)	\$100.00-\$350.00
- Kickball (per team - based on type and structure of the league)	\$100.00-\$250.00
- Tournament <i>Team</i> Fee (range based on tournament type and cost incurred)	\$100.00 - \$300.00

Pickleball Tournaments:

- Singles Team	\$15.00
- Doubles Team	\$25.00

Sports Activities late enrollment fee

\$10.00

Co-Sponsored programs to be determined based on cost of operation

**CITY OF COPPERAS COVE
FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2017**

Ordinance
2017-44
(Exhibit 1)

Registration/Administration fees:	
- Sports Camps (per week per person)	\$10.00
- Sports/recreation events operated by non-City entities (per person)	\$10.00
- Race - Pre-register	\$20.00
- Race - Day of event	\$25.00
Registration Refund Fee	\$5.00

CEMETERY

Adult Plot	\$700.00
- Adult Plot (1 year: monthly @ 3% interest)	\$59.14
- Adult Plot (3 years: monthly @ 5% interest)	\$20.86
- Restoration Fee	\$75.00
Child Plot	\$300.00
- Child Plot (1 year: monthly @ 3% interest)	\$25.34
- Child Plot (3 years: monthly @ 5% interest)	\$8.94
- Restoration Fee	\$25.00

All plots purchased through the Cemetery plot purchase plan must be paid in full prior to date of interment.

PLANNING

Plats:	
Dedication Plat	\$250.00
Minor Plats - Preliminary and Final	\$250.00
Minor Replats - Preliminary and Final	\$250.00
Amended Plats	\$150.00
Vacated Plats:	
- Less than 10.0 Acres	\$100.00
- 10.0 to 50.0 Acres	\$150.00
- Over 50.0 Acres	\$200.00
Major Plat - Preliminary	
- Less than 10.0 Acres	\$300.00
- 10.0 to 50.0 Acres	\$400.00
- Over 50.0 Acres	\$500.00
Major Plat - Final	
- Less than 10.0 Acres	\$300.00
- 10.0 to 50.0 Acres	\$400.00
- Over 50.0 Acres	\$500.00
Future Land Use Plan Amendment Application Fee	\$200.00
Rezoning Application Fee	\$200.00
Variance Application Fee	\$200.00
Land Disturbance Permit	\$35.00
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 +

Information requested in a custom format or involves research beyond the verification of zoning or verification of a certificate of occupancy.

reproduction &
mailing cost

**CITY OF COPPERAS COVE
FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2017**

Ordinance
2017-44
(Exhibit 1)

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
- 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

**CITY OF COPPERAS COVE
FEE SCHEDULE
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Ordinance
2017-44
(Exhibit 1)

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
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

**CITY OF COPPERAS COVE
FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2017**

Ordinance
2017-44
(Exhibit 1)

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

Food Manager License:

- Classroom Training Fee	\$120.00
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Manager Accreditation:

- Registration of Certification within the City	\$10.00
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GOLF COURSE

** The Director of Parks and Recreation with approval of the City Manager, shall have the authority to utilize various discount coupons and special promotional rates that deviate from this schedule.*

Green Fees:

Weekday - All between June 22-July 25, 2016	\$13.00
Weekend/Holiday - All between June 22-July 25, 2016	\$18.00
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
Speed Golf - (Monday, Wednesday, Friday after 4pm)	\$11.00
Golf Course Improvement Fee	\$2.00

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
Each additional Dependent (annual payment)	\$125.00

**CITY OF COPPERAS COVE
FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2017**

	Ordinance 2017-44 (Exhibit 1)
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
Golf Course Improvement Fee	\$200.00
<i>(Members have the option to pay the Golf Course Improvement Fee at the time of membership payment or pay the \$2.00 GCIF prior to each played round.)</i>	
Programs and Leagues:	
Golf Clinic (1 day event)	\$30.00
Golf Camp (3-5 day event)	\$60.00
Golf Program (4-6 week event)	\$100.00
Junior Golf League:	
- Membership (8 week event)	\$20.00
- Tournament Fee (per tournament)	\$30.00
Trail Fees:(private)	
Annual (one payment)	\$300.00
Semi Annual (payment plan)	\$200.00
Daily (per round)	\$12.00
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
Concessions:	
Golf Course Concession Area Rental (monthly)	\$600.00
<hr/>	
<u>CITY SECRETARY</u>	
Amusement Permit	\$150.00
Amusement Deposit	\$300.00
Poolroom, Gameroom (More than 1 video game)	\$60.00
Domino Hall license	\$60.00
Gameroom (with only 1 video game)	\$25.00
Gameroom (Eight - Liners only)	\$2,000.00
Video/Electronic Game License Fee (Each)	\$15.00

**CITY OF COPPERAS COVE
FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2017**

Ordinance
2017-44
(Exhibit 1)

ADMINISTRATIVE FEES-NON DEPARTMENTAL

Tax Abatement Application Fee	\$1,500.00
Returned Checks Fee	\$30.00
NSF Electronic Draft Fee	\$30.00
Online Credit Card Processing Fee "Convenience Fee"	\$2.00
Notary Public Fee - First signature on one document	\$6.00
Notary Public Fee - Each additional signature after the first signature on one document	\$1.00
 Charges for providing copies of public information:	
Paper Copy - Standard Size 8 1/2 x 11 (per page)	\$0.10
Oversized Paper Copies 11x17 (per page)	\$0.50
Posting/Shipping Charges	Actual Cost
Compact Disc	\$1.00
DVD	\$3.00
 Non-standard Size Copies:	
- Diskette (each)	\$1.00
- Magnetic Tape (each)	\$12.00
- VHS Video Cassette (each)	\$2.50
- Audio Cassette (each)	\$1.00
- Other Charges	Actual Cost
 Computer Resource Charges:	
- Mainframe (per minute)	\$10.00
- Midrange (per minute)	\$1.50
- Client/Server (per hour)	\$2.20
- PC or LAN (per hour)	\$1.00
 Labor Charges:	
- Programming Time (per hour)	\$28.50
- Personnel for locating, compiling, and reproducing (per hour)	\$15.00
Overhead Charge	20% of Labor Charge

UTILITIES

Service Run for Multiple Trips to Residence/Location	\$25.00
Reread Meter Service Run	\$10.00
Transfer Fee	\$25.00
Late Charge	\$25.00
Pulled Meter/Plugged Meter	\$75.00
Meter Accuracy Check	\$25.00
Fire Hydrant Meter Deposit	\$650.00
Fire Hydrant 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 ACH Payments/Automatic Draft from Checking/Savings	FREE
Credit Card Processing Fees	2.8%
Riser Deposit	\$50.00
Connect Fee	\$15.00

**CITY OF COPPERAS COVE
FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2017**

Ordinance
2017-44
(Exhibit 1)

Reconnect Fee	\$25.00
Disconnect Fee	\$6.00
After Hours Service Run	\$50.00
Meter Box Reset Fee	\$150.00
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
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 (monthly):

3/4" meter	\$11.00
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$1.83
1" meter	\$15.50
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$2.58
1-1/2" meter	\$23.00
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$3.83
2" meter	\$34.00
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$5.67
3" meter	\$90.00
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$15.00
4" meter	\$141.00
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$23.50
6" meter	\$239.00
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$39.83
Contractor	\$11.00
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$1.83
Bulk	\$11.00
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$1.83

**CITY OF COPPERAS COVE
FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2017**

Ordinance
2017-44
(Exhibit 1)

Rate per 1,000 Gallons of Water:

Residential	\$4.05
Sprinkler	\$4.15
Commercial	\$4.96
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
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$2.67
1" meter	\$22.00
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$3.67
1-1/2" meter	\$34.00
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$5.67
2" meter	\$50.00
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$8.33
3" meter	\$120.00
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$20.00
4" meter	\$200.00
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$33.33
6" meter	\$350.00
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$58.33

Rate per 1,000 Gallons of Water (outside city limits):

Non-residential water services requires contract with Approval by Governing Body.

Residential	\$5.26
Sprinkler	\$5.36
Commercial	\$6.17
Bulk Water	\$8.47
Contractor	\$7.26

Drainage (residential):

Residential Single Family	\$6.00
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$1.00
Master Meter multi-family (bill to owner/property mgr.) - minimum ***	\$6.00
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$1.00
Individual Meter Duplex (per unit) ***	\$3.60
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$0.60
Individual Metered 3-4 unit (per unit) ***	\$3.60
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$0.60
5 or more units (Individual Metered) - minimum ***	\$6.00
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$1.00

***For the exact amount please refer to the City Ordinance - Article I, Sec. 11-5 & 11-6. City uses a formula to assess the charge.

Drainage (non-residential) - minimum ***

- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$1.00
***For the exact amount please refer to the City Ordinance - Article I, Sec. 11-5 & 11-6. City uses a formula to assess the charge.	\$17.86/acre
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$2.98/acre

**CITY OF COPPERAS COVE
FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2017**

Ordinance
2017-44
(Exhibit 1)

Sewer

Sewer minimum rate (all customers)	\$11.00
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$1.83
Rate per 1,000 Gallons of Water (all customers)	\$5.67
<i>(Residential customers only: Winter average - 8,000 gallon floor)</i>	
Sewer Connect Fee*	\$80.00
6" Sewer Tap **	\$750.00
Sewer Tap larger than 6"	6" tap fee + additional time and materials

* Fee charged in those instances where tap exists or is being installed by an external party.

** In those instances where a street cut is required and being done by an external party, a street cut fee will be assessed in addition to the tap fees.

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

SOLID WASTE

Solid Waste Deposit (residential)	\$40.00
Solid Waste Deposit (commercial)	\$65.00

Residential Monthly Rates:

Garbage Collection:

- Single-family residence	\$17.00
- Multi-family residence based on the number of units with one water meter	\$17.00/unit
- Multi-family residence on separate water meters	\$17.00
- Additional container	\$17.00
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$2.83
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

**CITY OF COPPERAS COVE
FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2017**

Ordinance
2017-44
(Exhibit 1)

Commercial Monthly Rates for 96 Gallon Garbage Containers:

Twice-a-week pickup of one automated container - Garbage Collection	\$33.50
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$5.58
Twice-a-week pickup for one additional container - Garbage Collection	\$67.00
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$11.17
Twice-a-week pickup for two additional containers - Garbage Collection	\$100.50
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$16.75
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
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$12.28
4 cubic yard for 1 day Pickup	\$98.21
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$16.37
6 cubic yard for 1 day Pickup	\$122.80
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$20.47
8 cubic yard for 1 day Pickup	\$151.89
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$25.32
10 cubic yard for 1 day Pickup	\$194.20
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$32.37
3 cubic yard for 2 day Pickup	\$139.39
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$23.23
4 cubic yard for 2 day Pickup	\$169.98
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$28.33
6 cubic yard for 2 day Pickup	\$218.68
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$36.45
8 cubic yard for 2 day Pickup	\$270.44
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$45.07
10 cubic yard for 2 day Pickup	\$341.41
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$56.90
3 cubic yard for 3 day Pickup	\$189.02
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$31.50
4 cubic yard for 3 day Pickup	\$231.52
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$38.59
6 cubic yard for 3 day Pickup	\$300.43
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$50.07
8 cubic yard for 3 day Pickup	\$384.60
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$64.10
10 cubic yard for 3 day Pickup	\$488.02
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$81.34
3 cubic yard for 4 day Pickup	\$246.44
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$41.07
4 cubic yard for 4 day Pickup	\$302.78
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$50.46
6 cubic yard for 4 day Pickup	\$393.62
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$65.60
8 cubic yard for 4 day Pickup	\$505.27
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$84.21
10 cubic yard for 4 day Pickup	\$635.88
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$105.98
3 cubic yard for 5 day Pickup	\$302.28
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$50.38

**CITY OF COPPERAS COVE
FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2017**

	Ordinance 2017-44 (Exhibit 1)
4 cubic yard for 5 day Pickup	\$374.03
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$62.34
6 cubic yard for 5 day Pickup	\$483.71
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$80.62
8 cubic yard for 5 day Pickup	\$621.74
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$103.62
10 cubic yard for 5 day Pickup	\$783.75
- Temporary Base Rate Arrears Adjustment-Accounts after August 1, 2004 (expires 12/31/2017)	\$130.63
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

**CITY OF COPPERAS COVE
FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2017**

	Ordinance 2017-44 (Exhibit 1)
Surcharge for uncovered load	\$12.00
Pull Offs/Transfer Station	\$5.00
Roll Offs (includes the following 5 items):	
- Delivery/Service/Pull fee	\$145.69
- Customer Fee	\$2.31
- Disposal (per ton)	\$65.00
- Deposit	\$250.00
Auto-Lid Locks	\$25.00 installation fee, plus \$2.50 monthly rental
 Excess Garbage or Overloaded Containers:	
<i>Container Reload Fees while on site</i>	
3 yard container	\$13.96
4 yard container	\$17.52
6 yard container	\$23.31
8 yard container	\$28.62
10 yard container	\$33.60
<i>Return Service</i>	
3 yard container	\$28.53
4 yard container	\$32.09
6 yard container	\$37.88
8 yard container	\$43.19
10 yard container	\$48.17
Commercial missed service fee	\$20.00
Deposit for recurring use of the Transfer Station	\$750.00

APPENDIX D

Budget Acronyms



BUDGET ACRONYMS

Admin. Asst. – Administrative Assistant

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 Central 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

COCC – City of Copperas Cove

COLA – Cost of Living Adjustment

CO – Certificate of Obligation

CPA - Citizens Police Academy

CTC - Central Texas College

CTCOG – Central Texas Council of Governments

EDC – Economic Development Corporation

EMC - Emergency Management Coordinator

EMPG – Emergency Management Performance Grant

EMS – Emergency Medical Services

BUDGET ACRONYMS

EMT – Emergency Medical Technician

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

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

HR – Human Resources

HVAC – Heating Venting & Air Conditioning

ISO – Insurance Services Office

JAG – Justice Assistance Grant

KCCB – Keep Copperas Cove Beautiful

KTMPO – Killeen-Temple Metropolitan Planning Organization

LF – Linear Feet

BUDGET ACRONYMS

LGC – Local Government Code

MDT – Mobile Data Terminal

MGD – Million Gallons per day

MS4 - Municipal Separate Storm Sewer System

NFPA - National Fire Protection Association

NIMS – National Incident Management System

Non-Dept – Non-Departmental

OSHA – Occupational Safety and Health Association

P&Z - Planning & Zoning

PD – Police Department

PFIA – Public Funds Investment Act

PHR – Pitch Hit and Run

PPE – Personal Protective Equipment

PSA – Public Service Announcement

PVC – Polyvinyl Chloride

RFP – Request for Proposal

RAS – Return Activated Sludge

RFQ – Request for Qualifications

ROWs – Right of Ways

SCADA – System Control and Data Acquisition

SCBA – Self-Contained Breathing Apparatus

SH - State Highway

SR - Senior

Svcs – Services

SWAC - Solid Waste Advisory Committee

SWAT – Special Weapons and Tactics

SWPPP - Storm Water Pollution Prevention Plan

TAP – Transportation Alternatives Program

BUDGET ACRONYMS

TCEQ – Texas Commission on Environmental Quality

TCOLE – Texas Commission on Law Enforcement

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

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 2,904 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.

