



FY 2019-2020 ADOPTED BUDGET & PLAN OF MUNICIPAL SERVICES



City of Copperas Cove
 FY 2019-2020 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 \$274,289, which is a 2.61 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 \$240,964.

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

City Council Place 1	Joann Courtland	Aye
City Council Place 2	Fred Chavez	Aye
City Council Place 3	Dan Yancey	Aye
/Mayor Pro Tem		
City Council Place 4	Jay Manning	Aye
City Council Place 5	Kirby Lack	Aye
City Council Place 6	Marc Payne	Aye
City Council Place 7	Vacant	_____

Information regarding the City's property tax rates follows:

Fiscal Year 2017-2018 (preceding)	\$0.797908/\$100 valuation
Fiscal Year 2018-2019 (current)	\$0.797908/\$100 valuation
Fiscal Year 2019-2020	
Adopted Rate	\$0.7865/\$100 valuation
Effective Tax Rate	\$0.773628/\$100 valuation
Effective Maintenance and	
Operations Tax Rate	\$0.473275/\$100 valuation
Rollback Tax Rate	\$0.828476/\$100 valuation
Debt Tax Rate	\$0.300353/\$100 valuation

Total amount of municipal debt obligations \$78,745,000 (outstanding principal).





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City of Copperas Cove, Texas

Annual Budget and Plan of Municipal Services

Fiscal Year 2019-2020

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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

Bradi Diaz - Mayor
Dan Yancey - Mayor Pro Tem

Joann Courtland - Council Member
Fred Chavez – Council Member
Jay Manning - Council Member

Kirby Lack - Council Member
Marc Payne - Council Member
Vacant - Council Member

City Staff

Reporting to City Council

Ryan D. Haverlah, City Manager
Denton, Navarro, Rocha, Bernal & Zech P.C., City Attorney
F.W. "Bill" Price, City Judge
Lisa Kubala, Associate Municipal Judge

Reporting to the City Manager

Ariana Beckman, Director of Budget
Eddie Wilson, Chief of Police
Jeff Davis, Director of Human Resources
Kevin Keller, Public Information Officer
Michael Neujahr, Chief of Fire
Robert Lewis, Director of Planning
Scott Osburn, Director of Public Works
Velia Key, Director of Financial Services



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Copperas Cove
Texas**

For the Fiscal Year Beginning

October 1, 2018

Christopher P. Morill

Executive Director



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

City Manager
Ryan Haverlah

City Secretary
Lisa Wilson

Public Information
Kevin Keller

Finance Department
Velia Key
Stephanie Potvin
Silvia Perez

Budget Department
Ariana Beckman

Human Resources
Jeff Davis
Linda Hernandez
Tierra Mendoza

Information Systems
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

Development Services
Robert Lewis
Tamara Gast

Building Development
Christopher Tucker
Patricia Grace

Code & Health Compliance
Vacant

Parks & Recreation
Ashley Gilmore
Gene Williams

Library
Kevin Marsh
Anita Schultz

Public Works
Scott Osburn
Cynthia Taylor
Tracy Molnes

Water & Sewer
Daniel Hawbecker
Dennis Courtney
Christopher Altott

Solid Waste
Noel Watson
Mark Turner

Golf Course
Gene Williams

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 3, 2019

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, 2019 through September 30, 2020. 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 \$37,499,703. This total includes \$18,189,811 for the General Fund, \$14,268,194 for the Water & Sewer Fund, \$4,719,408 for the Solid Waste Fund and \$322,290 for the Golf Course Fund.

The municipal services plan totaling \$7,578,704 are provided for the Other Funds of the City to include the Special Revenue Funds with expenditures as follows: \$4,281,368 for the Interest and Sinking Fund, \$1,872,424 for the Drainage Fund, \$49,300 for the Parks Improvement Fund, \$882,568 for the Street Maintenance Fund, \$167,337 for the Hotel Occupancy Tax Fund, \$63,900 for the PEG Fee Fund, \$2,273 for the Court Efficiency Fund, \$12,723 for the Court Technology Fund, and \$16,998 for the Court Security Fund, with the remaining funds totaling \$229,813 for the Miscellaneous Other Funds.

The City continued multi-year budgeting with the FY 2020 budget development. City staff prepared the FY 2020 Adopted Budget and the FY 2021 and FY 2022 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 adopted 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, and the PIP are intended to provide the reader with a comprehensive view of funding for the City’s daily operations to include personnel, scheduled capital improvement projects, capital outlay needs, and principal and interest payments for outstanding long-term debt. The operations are organized into functional areas of service or operating departments to provide the citizens with a clear vision of how resources are allocated.

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

Budget Summary Serves as a reader's digest version of the budget that includes the organizational structure, budget calendar, sample ordinance adopting the budget, recap of new requests and recap of unmet needs.

General Fund Provides a plan of municipal services for each general government department with prior year actual, current year expectations and the adopted budget year revenues and expenses.

Water and Sewer Fund Provides a plan of water and sewer services for each department with prior year actual, current year expectations and the adopted budget year revenues and expenses.

Solid Waste Fund Provides a plan of solid waste services for each department with prior year actual, current year expectations and the adopted budget year revenues and expenses.

Golf Course Fund Provides a plan of golf course services with prior year actual, current year expectations and the adopted budget year revenues and expenses.

Other Funds Includes a plan of municipal services for various special revenue funds including but not limited to Drainage, Parks Improvement, Street Maintenance, Hotel Occupancy Tax and Municipal Court funds.

Debt Service Provides details on outstanding debt including estimates of revenue and expenses for the Debt Service Fund, the amount outstanding and a payment schedule.

Capital Outlay 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.

Capital Improvements Provides a detailed description of capital projects planned to be completed and started in fiscal year 2018-2019. Project details, funding sources, and financial statements for each outstanding debt issuance is included in this section.

Appendix Contains supporting data that ensures the public understands the budget process and the information contained in the budget document.

Vision Statement for the City

The City's Vision Statement, 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 2019-2020 was established with most of Council's direction during the Planning Sessions held with the Body in April of this year. Specific feedback included:

- Decreasing the City's tax rate from the current year's tax rate of 0.797908 to 0.7865 per \$100 of assessed valuation;
- Including compensation adjustments for administration, court and animal control employees to be at 95% of market;
- Providing a 1% cost of living adjustment for all eligible employees;
- Asbestos abatement and demolition of old city hall;
- Funding for six (6) new requested positions in all major operating funds; and
- Funding capital improvement/outlay needs for the major operating funds.

In an effort to ensure the vision of the City, the goals of the Council and direction for budget development provided by the Council were met through a conservative budget strategy while developing the adopted budget and plan of municipal services. A mix of positive and negative budget impacts such as slowly increasing new property valuations, increasing debt service payments, growing sales tax receipts, increasing economic development rebates, the over 65/disabled persons tax freeze, increasing disabled veteran's exemption, increase of the relief payment for disabled veteran's exemption, and unfunded mandates created continued challenges for departments when developing spending plans for the upcoming year. Additional significant impacts are the decision to commit an ever decreasing utilization of a portion of the designated General Fund-fund balance and continue to ensure compliance 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 \$855,572 in revenue from the State as previously authorized by House Bill 7 (HB7) in 2015 and funded in the State budget in 2019 for future years for cities disproportionately affected by the 100% disabled veteran's 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 moderate expense

increases. The mitigating strategy deployed to manage personnel costs has positioned the City to be able to effectively overcome deficits such as property tax revenue reductions.

City Administration evaluates the need and impact of each vacant position in the City and places a “hold” on those positions when not considered essential to achieving the department goals or necessary to generate required savings for the budget. During fiscal year 2019-20 budget process, staff recommended funding of an Information Systems Specialist position in the Information Systems department, a Construction Inspector in Public Work Administration, a Backflow Prevention Technician in Water Distribution, two operators in Sewer Collection, and an operator position in Wastewater NW plant. Furthermore, to assist with the long-term personnel planning, City staff presented proposed updates to the Personnel Improvement Plan in March 2019. 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 on September 3, 2019 and will continue to be reviewed each spring.

Sales tax revenue estimates remains mostly conservative with a 1% increase, which includes experienced tax receipt increases from economic developments within the 5 Hills Shopping Center and HomeBase. Over the past twelve months, sales tax revenues have on average 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 engaged involvement in the budget planning process as evidenced by their interactive participation in the Budget, CIP, COP and PIP Planning Sessions held March 21, 2019 and another review on June 18, 2019. The planning session included an interactive survey portion to determine what Council would set as their priorities and goals for FY 2020. 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 Budget Committee, which includes the City Manager, the Budget Director and the Finance Director, along with all 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 Budget Committee and followed by the submission of the departments’ draft operating budget spending plans for FY 2020 and future years. After the submission of the initial operating requests and new requests, the Budget Committee worked with the departments to develop a budget proposal that fit within the revenue expectations and key department goals. Final requested reductions to spending requests, which were reviewed with City Council on June 18, 2019, contributed to preparing the adopted budget.

As required by the City’s Charter and Local Government Code Section 102, the City Manager is to submit the adopted 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 adopted budget are made available at the City’s public library and on the City’s website. The City Council considers the adopted 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 3, 2019 at a regularly scheduled Council Meeting. Once adopted, the budget goes into effect on October 1.

Significant Dates for Budget Adoption Process

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

Trend Analysis

The City of Copperas Cove consistently 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 making the relief payment program permanent unless unfunded by a future legislature. The relief payment, in the amount of \$292,691 again benefited the City in 2019. In 2019, the 86th Legislature increased the funding for eligible communities to account for property value growth.

Contrary to the City's and TML's past successful efforts, the 86th Legislature passed H.B. 2 reducing the rollback tax rate from 8% to 3.5% and requiring mandatory elections to adopt a tax rate greater than 3.5%. As stated in the past, it is necessary to continue planning for further

reductions or limitations in revenues as more legislation at both the state and federal levels are filed with the intent of reducing and limiting available resources for local governments. It is the City's goal to continue developing balanced budgets and educating City Council and the public regarding impacts to services resulting from budgetary changes.

Revenue Trends

The revenues in the General Fund have remained fairly stable through 2016. Increases reflected in 2017-2020 include a shift of property tax revenue from debt service to the General Fund, receipt of the relief payment from the State of Texas for the 100% disabled veteran's property tax exemption, increases in charges for services, and increases in administrative reimbursements. The relatively flat revenue trend since 2009 has generated the need for actively managing expenditure budgets and controlling expenditure growth. Hence, the personnel changes and maintaining the level of service in the current budget continuing into next year's funding plan are critical for proper stewardship of public funds. 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 2018 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 and additional modest increases in 2018 and 2019 with the 2017 Utility Rate Study. However, this budget year the governing body realized the need to increase water and sewer rates in a manner consistent with the increase in expenditures of past years; therefore, the FY 2020 adopted budget includes significant increases in water and sewer rates. 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 excellent services and infrastructure projects. The Solid Waste Fund revenues have remained relatively steady since 2009 with rate increases included in 2013 and 2018 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. The FY 2019 budget did not include solid waste rate increases; however, the FY 2020 adopted budget includes an increase in rates of approximately 5.6%.

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 from the developer. New businesses in the second phase of the 5 Hills Shopping Center have helped increase sales tax revenues beginning in 2018. The developer has not disclosed any future development of the remaining available land. However, the developer is looking to sell the property to other developers or companies.

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. In FY 2020, the impact on the City's property tax revenue is estimated to be \$1,245,275 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 2020 will be approximately \$855,572.

Expenditure Trends

The expenditures in the major operating funds are being closely monitored on a monthly basis. Expenses for FY 2020 increased 8.4% from FY 2019 projected expenditures; however, the FY 2020 expenditures include compensation increases to market averages for administrative positions, Animal Control positions, and Code Compliance positions, allocation for all funded positions (many positions were vacant until filled in FY 2019), and one-time expenditures in several departments including the demolition of dilapidated structures. When adjusting for one-time expenditures, the expenses for FY 2020 actually increase 3.7% from FY 2019 projected expenditures. City management has three long-term goals for the major operating funds: 1) Eliminate the use of the designated fund balance as opposed to historical usage to balance the annual operating budgets. 2) Balance the budget to meet the Ideal Fund Balance Policy. 3) Use current revenues for current annual operating expenditures. The City has met the first goal and the Ideal Fund Balance has been met for three of the four major operating funds. The third goal was accomplished for three of the four major operating funds.

The City budgeted for a decreasing number of positions from 2010 through 2017 to control expenditure levels and meet the Ideal Fund Balance policy. Through such reductions, unnecessary functions have been eliminated, efficiencies developed and implemented, and consolidation of duties applied. Since 2018, only positions necessary to maintain services and control overtime costs have been included in adopted budgets. The FY 2020 adopted budget includes an Information Systems Specialist position in the Information Systems department, a Construction Inspector in Public Work Administration, a Backflow Prevention Technician in Water Distribution, two operators in Sewer Collection, and an operator position in Wastewater NW plant. City Administration will employ the strategy of holding vacant positions from prior to being filled in the future to comply with budget allocations. 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 2020 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 \$3,247,670. It is common practice utilized by state and local governments across the nation to reduce capital spending when resources are not available.

Occasionally, expenditures are necessary in operating budgets that are deemed one-time, non-recurring and non-annual. Fund balance in excess of the Ideal Fund Balance Policy is available for these types expenditures. The FY 2020 adopted budget includes \$1,882,854 of one-time, non-recurring and non-annual expenditures.

According to the U.S. Energy Information Administration (EIA), regular gasoline retail prices, which averaged \$2.56 per gallon in 2019, are forecasted to be \$2.72 per gallon in 2020, a 6% increase (U.S. Energy Information Administration Short-Term Energy Outlook, February 2019). City's spending plan for fiscal year 2019-2020 includes \$3.29 per gallon for premium gasoline and \$3.15 per gallon for diesel gasoline based on the February 2019 Outlook. Both rates reflect an average of 15% increase in fuel costs from FY 2019.

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 our 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 increase approximately 10% for FY 2020.

Economic Outlook and Revenue Projections for Fiscal Year 2019-2020

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 6, 2019, Fort Hood's assigned strength was 37,109 soldiers and airman and 14,455 civilian employees and contractors. There are 50,203 family members supported by the soldiers, of which 73.5% 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 300,000 retirees, survivors and family members residing in the Central Texas region. The TMPC released a report called the "2017-2018 TMPC Biennial Report" detailing the impact of military installations in 2017. Fort Hood boosts state and local economy by \$24.56 billion, which is 24% of the \$101.6 billion total from all 15 military installations in Texas. The central Texas post is the state's largest single-site employer and provides about \$9.36 billion in personal income, which is 36.7% of the local community total employment income.

A report released in June 2014 by the U.S. Army Environmental Command projected a loss of 16,000 positions and 24,288 family members. Through 2017, authorized forces on Fort Hood were reduced year by year. Though military officials support a base realignment and closure (BRAC) to "right-size its infrastructure to ensure that our dollars buy us what we need", Congress is currently not supportive of a BRAC. Since 2018, Congressional authorization has increased Fort Hood assigned strength yearly. In May 2018, Fort Hood announced the 3rd Security Force Assistance Brigade (SFAB) will be stationed on Post. The SFAB consists of approximately 800 experienced soldiers, primarily officers and NCOs, who train, advise, and assist partnered forces. The greatest impact to Copperas Cove is be the loss of \$24 million in Impact Aide to the Copperas Cove Independent School District (CCISD) between 2018 and 2020. To mitigate that impact, a successful CCISD tax rate election shifted a portion of the interest and sinking tax rate to the maintenance and operations tax rate.

In the first quarter of the year statewide, home sales increased and prices increased, but the Killeen-Fort Hood MSA easily exceeded the sales trend, increased pricing. The Real Estate Center at the Texas A&M University cites a balanced market has 1.8 months of inventory, meaning it would take 1.8 months for all the current available homes on the market to be sold. The inventory for Copperas Cove decreased to 1.8 months from 2.5 months from the previous year, further away from a balanced market. The City is experiencing several housing developments under construction and anticipates the construction will continue for more than a decade. Heartwood Park Phase II, a development of 148 lots, has sold a large number of homes and continues construction on remaining lots. The Reserves at Skyline Mountain, a development of 57 lots, is currently constructing and selling homes. The Creekside Hills development of 311 lots is also currently constructing and selling homes. Liberty Star development is also constructing and selling lots totaling 173. There are also three additional housing developments including Heartwood Park Phases III and IV, the Valley at Great Hills, and Clayton Ranch with close to 2,000 lots in the platting and design phases that will provide additional housing needs for Copperas Cove. 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 consistent growth on the property tax rolls in 2020, and anticipated continued growth for numerous years.

In considering the spending plan for the City, it is important to keep in mind the impact the troop levels have on our local economy. A measure utilized by staff to monitor the levels is the number

of utility connections. 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 2019 with a slight decrease in FY 2016. Consumer confidence continues to build as reflected in the sales tax revenues. 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 open and occupied, sales tax revenues are projected nearly flat when compared to 2018-2019 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 21% of the general fund revenue, compared to property taxes being 39% of general fund revenue. Sales tax as a revenue source is subject to the economic cycles and discretionary purchasing power of the consumer, thus it must be monitored carefully and projected conservatively during such an uncertain economic environment.

Property tax revenues for maintenance and operations are projected to increase in FY 2020 due to increased property values 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 1.6% in the current year and according to the preliminary estimated assessed values, the valuations for tax year 2019 are anticipated to increase 3.5%.

Increasing values over the last 10 years are related to new construction and increased valuations of existing structures. However, an unusual number of foreclosures devalued a large number of properties in 2015. The consistent positive growth of property values has been a benefit to successful forecast future revenues. 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 \$56,242 in 2020. However, the eligible tax freeze increased from \$66,446 to \$161,077 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 39% of the total projected General Fund revenues in FY 2020 and 40% in FY 2019, 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, 2019. 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 78.65 cents per \$100 of property value, which is a decrease of 1.1408 cents from FY 2019 tax rate.

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 Adopted 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 adopted tax rate calculation is provided in the **Budget Summary section** of this document.

The City's economy is anticipated to generate approximately \$3.5 million in sales tax revenue for fiscal year 2018-2019. 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. For 2019-2020, the budget is \$3.6 million in sales tax revenue for General Fund operations, a 1% increase from the FY 2018-2019 expectations. With the average annual increase in sales tax revenue being 4.5% over the past five years and a 12-month rolling average of 5.5%, the FY 2019-2020 adopted budget revenue is representative of the growing consumer confidence and an anticipation that a recession may occur within the next 12-18 months.

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 a relaxing of revenue in 2019 from 2018 due to a slowdown of commercial construction activity in 2018 and 2019.

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 due to constant vacancies in the Police Department. FY 2019-2020 projections include a 2% increase compared to the FY 2018-2019 revised budget as a result of nearly full staff in the Police Department.

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 2019-2020 represent an increase of 4% from the FY 2018-2019 original budget. Increases in fees are not included in the FY 2019-2020 revenues. Ambulance revenues, which account for 70% of charges for services, are also anticipated to increase 4% from the projected FY 2018-2019 budget resulting from increased medical responses.

The transfer from the Water & Sewer Fund, Solid Waste Fund and Drainage Fund to the General Fund is \$984,501, \$587,309 and \$107,442, respectively and is designed to reimburse the General Fund for administrative services including financial services, general management 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 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 will evaluate the AA rating for the July 2019 debt issue. 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 July 2019 debt issue.

The General Fund budget in fiscal year 2019-2020 includes revenues of \$17,380,822, which is \$697,066 or 4% more than the amount projected in the 2018-2019 budget. General Fund expenditures are adopted to reach \$18,189,811, which is \$946,986 or 5% more than the amount appropriated for the 2018-2019 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 2019-2020 budget. Beginning undesignated fund balance projected for FY 2019-2020 in the General Fund is \$6,258,839 which after adjusting for projected revenues and proposed appropriations for each operating department, leaves an estimated ending fund balance of \$5,449,850. This amount is \$1,024,734 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 twenty (20) years. City Council and staff continue efforts of maintaining ideal fund balance within the General Fund.

The adopted budget includes a total of 203.75 authorized and funded full-time equivalents for fiscal year 2019-2020 in the General Fund budget. The adopted budget includes an Information Systems Specialist I position in the Information Systems Department in order to ensure the City's networks and computer systems remain secure and functional.

The Police Department operating budget comprises 32% of the total General Fund expenditures as proposed for fiscal year 2019-2020. This department's spending plan includes increases in expenditures for cost of living adjustments (COLA) and minor increases in other expenditure accounts for necessary supplies and services. Proposed 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 COLA and minimal increases in other operating expenditure accounts. Through the Capital Outlay Plan, the Police Department will be able to replace two patrol cars, protective gear, defensive tools, and electronic equipment and the Fire Department will be able to replace one light duty truck, three power cots, self-contained breathing apparatus, 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 proposed spending plan could result in the recommended reduction of services or additional increases in user fees.

Community Services account for 10% of the fiscal year 2019-2020 General Fund adopted expenditures. Community Services is comprised of Parks and Recreation Administration, Maintenance, Athletics, Aquatics, Special Events, and Library Departments. The adopted budget decreased \$8,470 from the projected FY 2018-2019 budget.

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 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 \$13,762,016 for fiscal year 2019-2020, which is \$763,093 or 6% more than the amount of revenues projected for fiscal year 2018-2019. The increase is attributed to an anticipated increase in water and sewer revenues of 5%. Revenues are limited by the senior citizen discount, which is a 20% discount on services for seniors that have signed up for the discount. The discount accounts for a 2% reduction of revenues or \$266,032 in fiscal year 2019-2020. A 10% increase in the water and sewer rates is included in the adopted budget. The increase is consistent with the utility rate study presented to City Council in July 2017. 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 in those years. Staff will continue to review with City Council rate changes in each fiscal year. As explained below, the Water & Sewer Fund will meet the ideal fund balance in FY 2019-2020.

City Council has implemented policy to balance the need for greater water usage and the imposition of water restrictions to conserve our water source. As a reminder, the 2013 State Legislature created a state-wide Water Master 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 2017 utility rate study provided the City with the tools to adjust rates during such severe weather conditions.

Total expenses are estimated at \$14,268,194, which is \$352,249 more than the amount projected for the fiscal year 2018-2019. The Water & Sewer Fund realized a decrease in debt service requirements in fiscal year 2019-2020 as anticipated by the debt service schedule, estimates a 6% increase in the cost for water purchases, and the repair or replacement of vital equipment in operation facilities. 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 2019-2020 is \$2,464,549 as adjusted for the economic development loan. The ideal fund balance for the Water & Sewer Fund is calculated at \$2,358,056 for fiscal year 2019-2020, which means the budgeted fund balance is above the ideal fund balance. 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.

The fiscal year 2019-2020 Adopted Budget includes 47 full-time equivalent positions in the Water & Sewer Fund. The addition of a Construction Inspector in Public Work Administration, a Backflow Prevention Technician in Water Distribution, two operators in Sewer Collection, and an operator in Wastewater NW plant increased the authorized positions from 42 to 47. 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 2020 summer. The COP includes a sewer vacuum truck, a light duty truck, four light and heavy equipment items, and two trailers to be included in the 2020 financing. The budget for 2019-2020 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. The 2017 utility rate study also provided recommendations to City Council for rate adjustments for solid rate rates. There is a 5.6% rate adjustment included in the Adopted Budget for fiscal year 2019-2020.

Revenues are projected at \$4,687,725, which is \$311,287 or a 7% increase in total revenues from those included in the projected 2018-2019 revenues. Additionally, customer usage of services is expected to increase. Total expenses are estimated at \$4,719,408, which is \$1,056,669 or 18% less than the amount projected for fiscal year 2018-2019. The adopted budget includes \$663,170 for capital purchases of a two commercial collection trucks, a brush collection truck, and software for route planning to be included in the 2020 debt issuance.

There is a total of 28 full-time equivalent funded positions included in the Solid Waste Fund budget for fiscal year 2019-2020. The budget for 2019-2020 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 cost reducing measures to improve the financial position of this fund. For the first time since 2006, the Golf Course Fund operated 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. It is anticipated the fund will break-even in 2019-2020.

Revenues for the 2019-2020 fiscal year are projected at \$322,290, which is \$12,366 lower than the amount projected for fiscal year 2018-2019. More realistic projections provide staff greater incentive to achieve the revenues throughout the year.

Expenses at the golf course are projected at \$322,290, which is \$10,224 or 3% below the amount projected in fiscal year 2018-2019. 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 such as the cart path improvements started in 2018.

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 \$72,748 and the projected ending fund balance is (\$1,399,730), which is (\$1,472,478) 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 2019-2022 Budget Plan is a separate document to the FY 2019-2020 Adopted Budget.

During the 2018-2019 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 2019-2023 Capital Improvement Plan, 2019-2023 Capital Outlay Plan, 2019-2023 Personnel Improvement Plan, Records Management Program Revisions, Comprehensive Plan Revisions, Future Land Use Plan Amendments, Building Code Revisions, Drought Contingency Plan Update, Water Conservation Plan Update and Personnel Policies. The Street Maintenance

Master Plan, subdivision and zoning ordinances, and municipal storm water ordinance will be presented to City Council in the near future.

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.

2020-2024 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 2020 for appropriation in the adopted 2020-2024 CIP, which was approved by the governing body on September 3, 2019.

Public Safety Program

Animal Shelter Construction: Construction of a new facility to address housing, storage, quarantine, visitation, and adoption needs. The project scope for FY 2020 is \$7,473,000.

Transportation Program

Narrows Sidewalk: Install pedestrian and bicycle facilities, as well as HOP stops. The project scope for FY 2020 is \$1,564,000.

Local Street & Sidewalk Program

Eagle Trail Reconstruction: Reconstruct Eagle Trail by replacing the clay with proper substructure, road base and asphalt. The project scope for FY 2020 is \$449,982.

Parks and Recreation Program

Park Improvements 2017-2021: Renovation of park restrooms, concession and storage areas. The restrooms at City Park and South Park will be replaced with a newer ADA compliant restroom/storage facility. New restroom/storage facility will be developed at High Chaparral and Rhode Park. The project scope for FY 2020 is \$431,250.

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 2020 includes \$1,700,000.

Turkey Run 1 Million Steel Ground Storage Tank Rehabilitation: Total rehab of existing 1 MG steel ground storage tank at the Turkey Run Pump/Storage Facility. The scope of the project would consist of engineering designs, sandblasting, necessary repairs, and priming and painting of both the interior and exterior of the tank. The project scope for FY 2020 includes \$450,000.

South Meadows Water Line Improvement: Installation of 6" and 8" water lines to loop the distribution system in the South Meadows and South Wastewater Plant area. The project scope for FY 2020 includes \$250,000.

Mickan Mountain Ground Storage Tank Rehabilitation: Rehabilitation of existing ground storage tank. The project scope for FY 2020 includes \$500,000.

South Main Vitrified Clay Pipe (VCP) Replacement: Replacement of South Main (Eastern Interceptor) 18" and 15" VCP sections with like-kind PVC; replacement of 18" downstream of merge with 27" PVC. The project scope for FY 2020 includes \$689,000.

South and North East WWTP - Belt Press Rehabilitation: Repair some of the components due to the length of time the equipment has been in service. The project scope for FY 2020 includes \$45,000.

South WWTP South - UV Disinfection System Replacement: Replacement of existing Ultraviolet Disinfection system at the South Wastewater Treatment Plant. The project scope for FY 2020 includes \$1,000,000.

Solid Waste Program

Transfer Station Lights: Replace existing overhead lights with new lights. The project scope for FY 2020 includes \$10,000.

Drainage Program

Hardeman Street Drainage Improvements: Install 1020 LF of 36" RCP, install inlet boxes plus one behind the curb inlet box along the east side of Hardeman Dr and tie in with existing inlet box at MLK Jr Dr. The project scope for FY 2020 includes \$441,708.

Martin Luther King Boulevard Drainage Improvements: Clean drainage channel and expand concrete channel. The project scope for FY 2020 includes \$745,990.

Golf Course Program

Golf Course Cart Path Renovation: Reconstruct and redevelop cart path with all concrete path. The project scope for FY 2020 includes \$170,000.

City Employees

Personnel

The 2019-2020 adopted budget includes 293.5 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 2019-2020 budget includes a 1% cost of living adjustment for all eligible employees, pay increases for administrative, animal control, and code compliance employees to 95% of market

compensation, additional of incentive pays for public works and development services departments and funding to conduct a market study. 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 \$1,643,854 in this spending plan for funding of future retirement benefits for employees. In 2019-2020, 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. An allocation of \$1,600 is included for the 2019-2020 fiscal year.

Healthcare Benefits

The City provides healthcare, dental and vision benefits to all of its full-time employees through the Humana and Met Life. The City has planned for a 10% increase in premium rates for FY 2019-2020. Along with employee contributions payroll deducted, the City has allocated approximately \$1,692,095 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 2019-2020 marks the eighth 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 2019-2020, 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 \$34,380 for the 2019-2020 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,

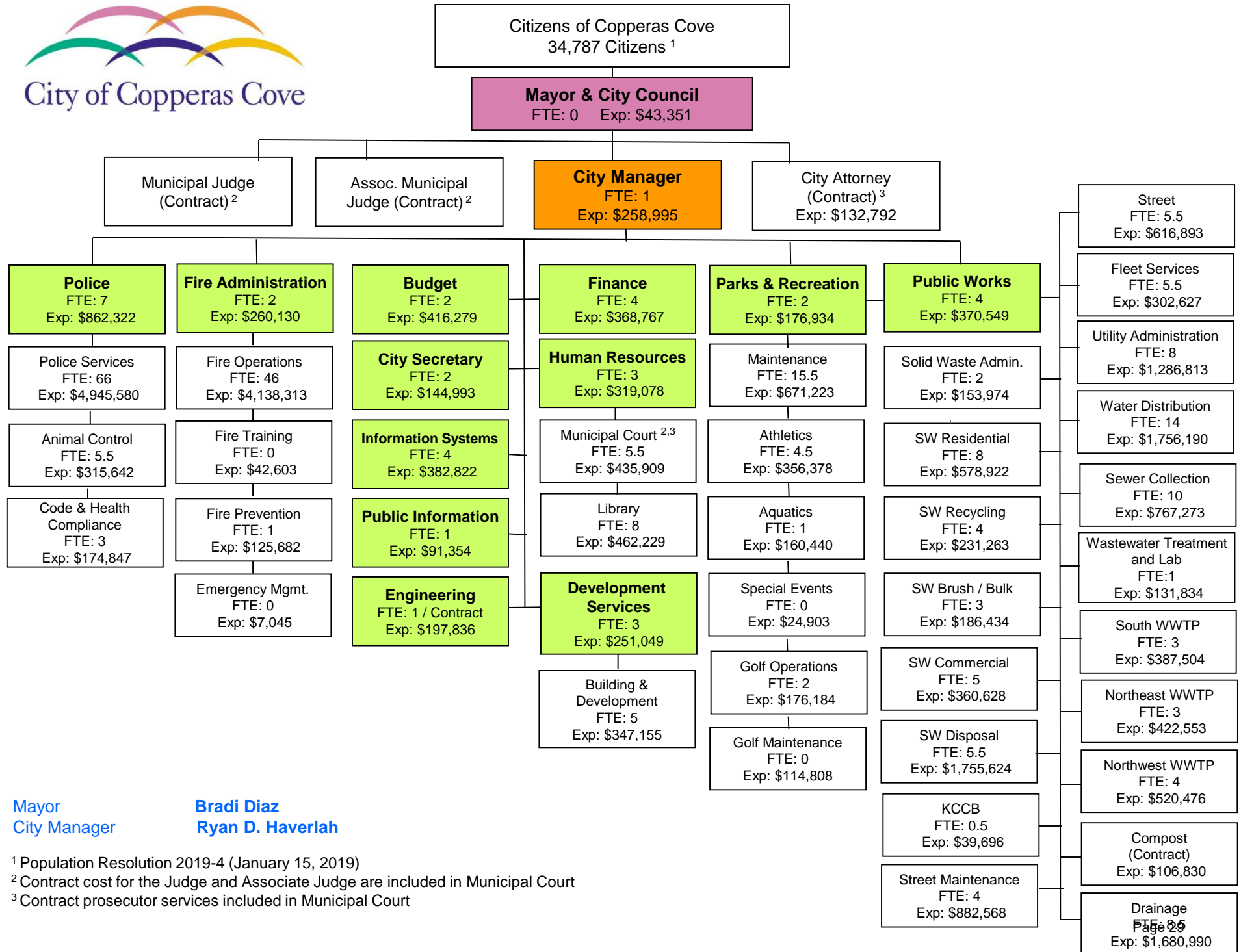
Ryan D. Haverlah
City Manager

A handwritten signature in blue ink, appearing to read "R. Haverlah", with a long horizontal flourish extending to the right.





Budget Summary



Mayor
City Manager

Bradi Diaz
Ryan D. Haverlah

¹ Population Resolution 2019-4 (January 15, 2019)

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.

Department	General Fund	Water & Sewer Fund	Solid Waste Fund	Other Funds – Departments
	City Council			
City Manager	City Manager's Office City Secretary			
City Attorney	City Attorney			
Public Information	Public Information Office			
Finance	Finance			
Budget	Budget			
Human Resources	Human Resources Municipal Court Library			
Information Systems	Information Systems			
Development Services	Development Services Building & Development	Utility Administration		
Police	Police – Administration & Services Animal Control Code & Health Compliance			
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
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 Street Maintenance

BUDGET OVERVIEW



Copperas Cove Elected Officials

Bradi Diaz
Mayor

Jay Manning
Council Member

Joann Courtland
Council Member

Kirby Lack
Council Member

Fred Chavez
Council Member

Marc Payne
Council Member

Dan Yancey
Mayor Pro Tem

Vacant
Council Member

Copperas Cove Appointed Officials

Ryan D. Haverlah
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 2020 Budget Schedule

- March 21, 2019
City Council Budget/Planning Session.
- April 9, 2019
Budget Kickoff Meeting with City Departments.
- April 22, 2019
Revenue forecasts due.
- April 24-26, 2019
First Round Department Meetings with City Manager.
- May 3, 2019
Proposed Budgets for FY 2020 – FY 2022 due to Budget Department.
- May 8, 2019
Department New Expense Requests due to Budget Department.
- May 13-15, 2019
Second Round Department Meetings with City Manager.
- July 2, 2019
City Manager presents Proposed Budget to City Council.
- July 9, 11 & 16, 2019
City Council Workshops to discuss Proposed Budget.
- July 25, 2019
Chief Appraisers certify approved appraisal roll.
- July 30 & August 1 & 6, 2019
City Council Workshops to discuss Proposed Budget and Public Hearing on City Manager's Proposed Budget and recommended changes to the Proposed Budget.
- August 13 & 20, 2019
Public Hearings on Tax Increase
- September 3, 2019
Approval of Budget, City's Fee Schedule, and Tax Rate for Fiscal Year 2020
- September 3, 2019
Approval of Fiscal Year 2020-2024 Capital Outlay Plan, Personnel Improvement Plan and Capital Outlay Plan
- October 1, 2019
Fiscal Year 2020 begins.

FY 2020 Budget Approved by Copperas Cove Elected Officials

On September 3, 2019 the members of the Copperas Cove City Council voted to approve the Annual Budget and Plan of Municipal Services for fiscal year 2019-2020. City Council adopted a tax rate equal to \$0.7865 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 \$125,031.



The City's total operating budget equals \$37,499,703. The General Fund is the main operating fund of the City and was adopted with revenues totaling \$17,380,822. Taxes, which include both property taxes and sales taxes, comprise 68% or \$11,895,359 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 General Fund equal \$18,189,811. Thirty-two percent (32%) of total expenses is utilized for Police protection, 25% for Fire and EMS services, and 10% for Parks & Recreation activities.

For FY 2020, the General Fund will receive \$87,343 or 1% more in taxes when compared to the projected budget for FY 2019. Property taxes increased \$37,065 or 1% more compared to projected property taxes originally budgeted in FY 2019. The increase in property taxes is a combination of property tax revenue from new property added to this year's tax roll (\$274,289), and a decrease of property tax rate from \$0.797908 to \$0.7865 per \$100 of assessed valuation. Sales tax revenue in the General fund is budgeted \$30,348 or 1% more from the projected FY 2019 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 2020 budget. The salary increases will be a cost of living adjustment of 1% for all eligible employees and pay increases for

administration, court and animal control employees to 95% of market compensation.

The City's Fund Balance Policy requires the General Fund, Water and Sewer Fund, Solid Waste Fund and the Golf Course Fund to maintain the ideal fund balance. Including the salary increases the General Fund, Water and Sewer, 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 2019-2020 adopted budget includes both, a water and sewer rate increase as recommended by staff and approved by City Council during the August 13, 2019 budget workshop. The Water & Sewer Fund budget totaled \$14,268,194 with revenues budgeted at \$13,762,016. The Water and Sewer Fund adopted budget meets the ideal fund balance for the first time since FY 2017. Substantial progress has been made over the past three years to increase the fund balance including raising rates consistent with the needs and controlling costs.



The Solid Waste Fund total budget is \$4,719,408 for fiscal year 2019-2020. Revenues total \$4,687,725, with Garbage Collection Fees comprising 81% 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 \$322,290, which is \$12,366, or 4% less than the projected revenues for FY 2019. Expenses are budgeted at \$322,290, which is \$10,224 or 3% below the projected expenses for FY 2019. 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 parks maintenance staff were reorganized into the ground's 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 Parks Improvement Fund, Street Maintenance Fund, the Hotel Occupancy Tax Fund, the PEG Fee Fund, the Municipal Court Funds, 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 2019-2020 is \$1,008,487. The revenue sources in this fund are used to provide maintenance of existing drainage facilities, cover the debt payments required on prior issued debt, and the construction of capital improvement projects. The Drainage Fund expenditure budget totals \$1,872,424. The budget for fiscal year 2019-20 include funding for Hardeman street and MLK boulevard drainage improvement projects. Progress to improve the City’s drainage has been successful to help prevent stormwater damage caused by severe weather events such as the event during fiscal year 2006- 2007. The capital improvement plan, prepared by City staff and adopted by the governing body, includes several drainage projects that will be evaluated by the City engineer in conjunction with the Drainage Master Plan.



Parks Improvement fund is used to account for capital improvement projects related to development of parks and recreation facilities. Revenues consists of restoration fees and are used to provide maintenance and facility improvements throughout parks, cemetery and golf course.

Street Maintenance fund is used to account for maintenance of city streets. Following the November 6, 2016 elections, the Copperas Cove citizens voted to reduce the city sales and use tax for economic and industrial development by 1/8% and adopt the same for Municipal Street Maintenance. The total revenue budgeted for fiscal year 2019-20 is \$440,155. Total

expenses equal \$882,568 and will be used for maintenance of city’s streets. After lengthy discussion on the condition of city streets and much needed regular street maintenance and repair, during May 21, 2019 workshop, City Council prioritized and directed staff to start the process of hiring a Supervisor and three (3) Light Equipment Operator-Crack Sealer/Herbicide for this purpose.

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 2019-2020 includes funding allocated by City Council to Five Hills Art Guild to educate, support, and encourage visual arts through the Five Hills Art Festival, and the Copperas Cove Chamber of Commerce & Visitors Bureau to generate tourism within the city.

The Municipal Court funds are used to improve efficiency, finance purchase of technological enhancements and security devices/services at Municipal Court.

Funding in the FY 2019-2020 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 2020-2024 Capital Improvement Plan.

- The 2011 Revenue & Limited Tax Bonds were issued in February 2011. Funding for the

Southeast Bypass project is the sole purpose of the funds.

- The 2012 Limited Tax Notes were issued in February 2012. The debt is for the Southeast Bypass project.
- The 2012 General Obligation Bonds were issued in May 2012 to fund the Northeast Water Line. Since this project is complete, the remaining funds will be used to finish Phase II of the City Park Sewer Line project.
- The 2013 Limited Tax Notes were issued in February 2013. Projects for the Water & Sewer fund include the Southwest water improvements.
- The 2014 Certificates of Obligation were issued in February 2014. The debt includes funding for completion of the Southeast Bypass. Projects for the Water & Sewer fund include improvements to the Southwest water.
- 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, and Oak Hill drive water, Phase II of City Park sewer line, and abandonment of Fort Hood water line.
- The 2016 Certificates of Obligation were issued in June 2016. The debt in the Water & Sewer fund includes improvements to the Oak Hill Dr. water, and City Park sewer line Phase II.
- The 2017 Certificates of Obligation were issued in July 2017 with the purpose of improving and renovating city's Civic Center, constructing and improving parks, streets and sidewalks (FM 116, Narrows, and Business 190). The Water & Sewer fund includes Phase III of the Southwest water improvements, Killeen/Cove 20" transmission line relocation, Phase II of the City Park sewer line improvements, and NE waste water treatment plant UV disinfection system.
- The 2018 Certificates of Obligation were issued in July 2018. Tax supported projects include sidewalk improvements for South FM 1113 (Phase II), FM 116, Narrows, & Business Hwy 190 and City park improvements (Phase II). The Water & Sewer fund includes relocation of the Killeen/Cove 20" transmission line, construction of an elevated storage tank at Rattlesnake lane, and installation of a UV

disinfection system at the NE waste water treatment plant.

- The 2019 Certificates of Obligation were issued in July 2019. Tax supported projects include Pecan Cove drive street reconstruction, radio communication system infrastructure upgrade and City park improvements (Phase III). The Water & Sewer fund includes relocation of the Killeen/Cove 20" transmission line, rehabilitation of a .34 mg steel ground storage tank at Hogg Mountain Storage Facility and rehabilitation of an existing 350,000-gallon steel ground storage tank at Turkey Run. Other projects include rehabilitation of oxidation ditch and thickener blower at the South waste water treatment plant. The Golf Course fund projects include 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 34,787. Copperas Cove is approximately 17.3 square miles,

with 13.9 square miles located in Coryell County. Copperas Cove’s crime rate of 1,549 per 100,000 is among the lowest in the Central Texas area and is below the state crime rate of 2,975. The 2017 estimated median household income is \$52,017 and the average home market value is \$106,400. The major employers in the area are Fort Hood (military soldiers) with 36,739 employees, Fort Hood Civilian (federal and contract) with 14,445 employees, Copperas Cove ISD with 1,300 employees, GC Services (credit collection agency) with 974 employees, H.E.B Grocery Store with 333 employees, Wal-Mart Supercenter with 297 employees, City of Copperas Cove with 294 employees, Copperas Cove Nursing & Rehabilitation with 112 employees, Hill Country Nursing & Rehabilitation Center with 80 employees, and Cinergy Movie Theater with 77 employees.



Copperas Cove is home to Copperas Cove ISD and the Copperas Cove Bull Dawgs. Copperas Cove Independent School District (CCISD) serves 8,153 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 2019 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).

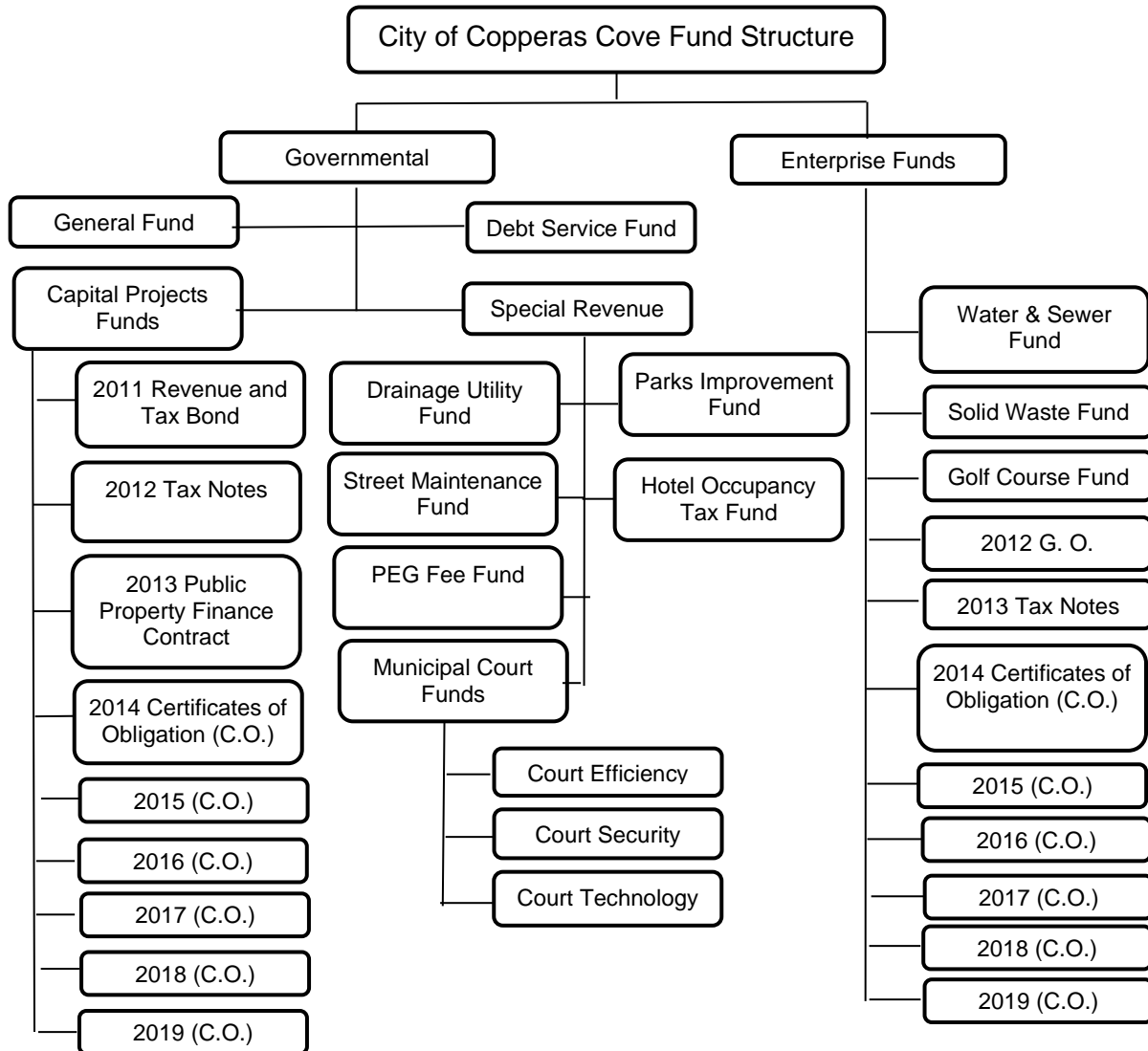
FUND ACCOUNTING

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 2019-2020 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 2019-2020 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 9, 2019	April 22, 2019	May 8, 2019	July 2, 2019	September 3, 2019



**FY 2019-2020 WORKING BUDGET AND
 FINANCIAL PLANNING CALENDAR**

Date	Council Meeting	Required Activity	Legal Requirement Reference
December 17, 2018		Begin budget process with schedule emails to Departments	
December 17, 2018		Request Personnel Improvement Plan updates from departments	
December 27, 2018		Request Capital Outlay Plan updates from departments	
December 27, 2018		Request Capital Improvement Plan updates from departments	
December 31, 2018		PIP updates due from departments	
January 18, 2019		COP updates due from departments	
January 23, 2019		PIP Committee meeting	
January 25, 2019		CIP updates due from departments	
January 31, 2019		CIP Review Meeting	
February 1, 2019		COP Committee meeting	
February 8, 2019		COP Committee meeting	
February 11, 2019	(5:30pm)	CIP Town Hall meeting	
March 1, 2019	Council Retreat (9:00am)	City Council Retreat	
March 4, 2019		Prioritize CIP/COP Projects and Update Long-Range Debt Schedule	
March 4, 2019		Request estimated 2019 Appraisal Roll	
March 8, 2019		PIP Committee meeting	
March 21, 2019	Council Planning Session (9:00am)	City Council Budget Planning Session	
March 25, 2019		Release a Public Notice for Non-City Organization Funding Application Process	
March 26, 2019		Budget documents emailed to City Departments	
April 9, 2019	9:00 AM	Budget Kickoff Meeting for City Departments	
April 9-10, 2019		Training for the Departments - budget input, budget forms, etc.	
April 15, 2019		Budget Department will provide salary schedules to Human Resources for review prior to Department review	
April 15, 2019	10:00:00 AM 03:00:00 PM	Training for Non-City Organizations - budget forms, presentations, agreements etc.	

**FY 2019-2020 WORKING BUDGET AND
 FINANCIAL PLANNING CALENDAR**

Date	Council Meeting	Required Activity	Legal Requirement Reference
April 17, 2019		Budget Department to provide salary schedules to Departments for review	
April 22, 2019		FY 2019 Year End Revenue and Expenditure projections due to Budget Department	Local Government Code (LGC) Sec 102.004
April 22, 2019		Revenue forecasts for FY 2020, 2021, & 2022 due to Budget Department	LGC Sec 102.004
April 24, 2019		Departments approval of salary schedules is due to Budget Department	
April 24-26, 2019		Department Budget Meetings with City Manager to review Year End revenue forecasts and expenditure projections	LGC Sec 102.004
April 30, 2019		Budget Department will finalize all Department salary budgets	
May 3, 2019		FY 2020, 2021, & 2022 Proposed budgets due to Budget Department	*LGC Sec 102.004
May 6-8, 2019		Budget Department will complete initial review of proposed and second year budget submissions to make sure information is complete	
May 8, 2019		Department New Requests due to Budget Department	*LGC Sec 102.004
May 9, 2019		Fee Schedule Changes due to Budget Department	
May 13-15, 2019		Budget Meetings with City Manager to discuss budget submissions including New Program Requests	*LGC Sec 102.004
May 15, 2019		Budget requests from Non-City Organizations due to Budget Department	LGC Sec 102.004
May 20-24, 2019		Budget Meetings with City Manager and Non-City Organizations (AM)	*LGC Sec 102.004
May 27 - June 10, 2019		City Manager and Budget Department work with Departments to balance the budget	
June 18, 2019		Proposed Budget due to City Manager from Budget Department	
July 1-3, 2019	11:30am	Employee Budget Update	
July 2, 2019		FY 2020 Proposed Budget filed with City Secretary	*City Charter Article VI, Sec 6.02 *LGC Sec 102.005
July 2, 2019	Council Workshop (5:00pm)	Presentation of FY 2020 Proposed Budget by City Manager	*City Charter Article VI, Sec 6.02 *LGC Sec 102.002-003
July 2, 2019	Council Meeting (6:00pm)	Set Public Hearing on Proposed Budget for July 30, 2019	*LGC Sec 102.006
July 9, 2019	Special Council Workshop (5:00pm)	Budget Workshop (Departmental Presentations) - Major Operating Funds (FY 2020 - FY 2022)	

**FY 2019-2020 WORKING BUDGET AND
 FINANCIAL PLANNING CALENDAR**

Date	Council Meeting	Required Activity	Legal Requirement Reference
July 11, 2019	Special Council Workshop (5:00pm)	Budget Workshop (Departmental Presentations) - Major Operating Funds (FY 2019 - FY 2021) - If needed	
July 12, 2019		Publish Notice of Public Hearing on Proposed Budget (Information due to paper by 7/9/2019) (Include on Channel 10 and website)	*LGC Sec 102.0065
July 16, 2019	Council Workshop (5:00pm)	Budget Workshop (Departmental Presentations) - Major Operating Funds and Other Funds (FY 2020 - FY 2022)	
July 25, 2019		Chief Appraiser Certifies Approved Appraisal Roll	*Texas Tax Code Sec 26.01
July 30, 2019	Special Council Meeting (5:30pm)	Public Hearing on Proposed Budget	*LGC Sec 102.006
July 30, 2019	Special Council Workshop (5:35pm)	Budget Workshop (Discuss Tax Rate)	*Texas Tax Code Sec 26.05
July 30, 2019	Special Council Workshop (6:05pm)	Budget Workshop (Fee Schedule Changes)	
August 1, 2019	Special Council Meeting (5:00pm)	Take a record vote on tax rate and set date and location to adopt the tax rate on September 3, 2019 at the City Council Chambers	*Texas Tax Code Sec 26.05
August 1, 2019	Special Council Meeting (5:05pm)	Set Public Hearings on the Tax Increase for August 13, 2019 and August 20, 2019	*Texas Tax Code Sec 26.06
August 1, 2019	Special Council Workshop (5:10pm)	Budget Workshop (Outside Organization Presentations)	
August 6, 2019		Publish "Notice of 2019 Tax Year Proposed Property Tax Rate" (Due to paper by 8/2/2019) (Include on Channel 10 and website)	*LGC Sec 140.010

**FY 2019-2020 WORKING BUDGET AND
 FINANCIAL PLANNING CALENDAR**

Date	Council Meeting	Required Activity	Legal Requirement Reference
August 6, 2019	Council Workshop (5:00pm)	Review City Council Recommended Changes to the Proposed Budget	*LGC Sec 102.007
August 13, 2019	Special Council Meeting (5:00pm)	First Public Hearing on Tax Increase	*Texas Tax Code Sec 26.06
August 20, 2019	Special Council Meeting (6:00pm)	Second Public Hearing on Tax Increase	*Texas Tax Code Sec 26.06
August 27, 2019		Publish "Notice of Tax Revenue Increase" (Due to paper by 8/21/2019) (Include on Channel 10 and website)	
September 3, 2019	Council Meeting (6:00pm)	Adoption of 2020-2024 CIP, COP, PIP	
September 3, 2019	Council Meeting (6:00pm)	Adoption of FY 2020 Proposed Budget - Record Vote Required	*LGC Sec 102.007
September 3, 2019	Council Meeting	Action on Amending the City's "Fee Schedule" Ordinance	
September 3, 2019	Council Meeting	Adoption of 2019-2020 Tax Rate - Record Vote Required	*Texas Tax Code Sec 26.05
September 3, 2019	Council Meeting	Ratify the Vote Approving and Adopting the Budget and the Vote to Adopt the Tax Rate	*LGC Sec 102.007
September 3, 2019	Council Meeting	Approval of FY 2020-2022 Budget Plan	
		FY 2020 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
102.0065	Special Notice by Publication for Budget Hearing	<p>statement required to be included in the proposed budget under Section 102.005(b).</p> <ol 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	<ol 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 a unanimous vote of the council or by the certification in writing by not less than one hundred fifty (150) resident qualified voters. If a grave public necessity is established as herein required, then the 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 a unanimous vote of the council or by the certification in writing by not less than one hundred fifty (150) resident qualified voters. If a grave public necessity is established as herein required, then the operating budget may be amended by customary council action.
- d. Transfers of appropriations authorized in section 8.02 are budget actions that do not require the amendment procedures required elsewhere in this article.

(Ord. No. 2012-34, § 1, 8-14-12, approved 11-6-12)

Lapse of Appropriations

According to the City Charter, § 8.04 *Lapse of Appropriations*, all appropriations shall lapse at the end of the fiscal year to the extent that they shall not have been expended or lawfully encumbered. The finance director shall transfer such lapsed appropriations to the reserve account of the fund to which the lapsed appropriation belongs.

Debt Management Policy

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

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

- A. Costs and Fees:** All cost and fees related to the issuance of debt will be paid out or ultimately reimbursed from the proceeds of such debt.
- B. Interest Earnings:** Interest earnings received on the investment of proceeds of any City debt may be used to assist in paying the principal and/or interest due on debt payments or arbitrage due to the Internal Revenue Service.
- C. Debt Refunding:** City staff and the City's Financial Advisor shall monitor the municipal bond market for opportunities to obtain interest saving by refunding outstanding debt. The City may issue refunding bonds when the present value savings of the refunding is at least 3% of the refunded maturities or for the purpose of tax rate or utility rate management.
- D. Investment of Bond Proceeds:** All debt proceeds shall be invested as directed by the City's investment policy.
- E. Arbitrage compliance:** The Department of Finance shall maintain a system of record keeping and reporting to meet the arbitrage rebate compliance requirements of the federal tax code.
- F. Financial Disclosure:** The City is committed to disclosure of financial and pertinent credit information relevant to the City's outstanding securities and will abide by the provisions of Securities and Exchange Commission (SEC) Rule 15c2-12 concerning primary and secondary market disclosures.
- G. Bond Counsel:** The City will retain external bond counsel for all debt issues. All debt issued by the City will include a written opinion by bond counsel affirming that the City is authorized to issue the debt and stating that the City has met all state constitutional and statutory requirements necessary for issuance. The bond counsel will also assist in drafting bond documents including the official statements, ordinances or resolutions authorizing the issuance and sale of a debt offering, the tax certificate, and other necessary documents.
- H. Method of sale:** The City will give preference to the use of competitive sale in the issuance of debt. The decision to use negotiated sale or Private Placement will depend upon specific circumstances, including but not limited to refunding sizing requirements, type of debt instrument offered, market volatility and certain debt structuring requirements which may not allow for an efficient competitive sale. Competitive bids will be awarded on a true interest cost (TIC) basis, unless it is determined by the Financial Advisor that such method will not produce the best results for the City.
- I. Financial Advisor:** For each City debt offering the Financial Advisor will provide the City with information on pricing and underwriting fees for comparable sales by other issuers prior to the final sale. The Financial Advisor advises on the structuring of debt to be issued, informs the City of various options, and advises the City as to how the choices will impact the marketability of City debt. To ensure independence, the Financial Advisor shall not bid on nor underwrite any City debt issues. The Financial Advisor's role in the debt issuance process may vary, depending on whether such debt is issued through a competitive or negotiated sale.

- **Competitive Sale:** In a competitive sale, the Financial Advisor's role is to work with the City to agree on the structure and timing of the issue, to prepare documents and rating agency presentations, to evaluate and select the best bid, and to close the transaction.
- **Negotiated Sale:** in a negotiated sale, the Financial Advisor ensures the City's goals and interest are represented and protected when structuring the transaction and establishing the borrowing rates/yields on the debt.

J. Rating Agency Presentations: City staff, with the assistance of the Financial Advisor, must prepare the necessary materials and presentation to the rating agencies, whenever a rating is required for a particular offering of debt.

K. Lease/Purchase Agreements: Capital lease/Purchase Agreement will be considered to finance Council authorized expenditures. Adequate funds for the repayment of principal and interest must be included in the requesting department's operating budget. Tax exempt leases/purchases will not be closed unless the City's Financial Advisor or Bond Counsel have been informed of the intended action so that the "Bank Qualified" status of the offering (and any other City debt offering for the calendar year) can be properly determined.

L. Use of Debt Proceeds: Debt proceeds should be used to finance Council authorized expenditures and to purchase capital assets, land, design, and construct infrastructure improvements.

M. Debt Limits: The City will keep outstanding debt within the limits prescribed by state laws.

N. Debt Structure: Debt will be structured to achieve the lowest possible net cost to the City given market conditions and the urgency of the proposed expenditure. The City will design the repayment of its overall debt so as to recapture rapidly its credit capacity for future use. No individual series of debt will be issued for a term which exceeds the useful life of the asset(s) or improvement(s) being financed. Additionally, the city will manage the amortization of its combined outstanding debt to ensure at least 50% amortization of overall principal within the ensuing 10 years.

O. Type of Long-Term Debt (including but not limited to the following):

- **General Obligation Bonds:** The City shall have the power to issue general obligation bonds on the full faith and credit of the City for permanent public improvements or any other public purpose not prohibited by law or the charter. It may also issue refunding bonds to refund outstanding bonds previously issued. All such bonds shall be issued in conformity with the laws of the State of Texas and shall be used only for purposes for which they were issued.
- **Revenue Bonds:** The City shall have the power to issue revenue bonds for the purpose of constructing, purchasing, improving, extending or repairing public utilities, public facilities, or any other self-liquidating municipal function not prohibited by the Constitution and the laws of the State of Texas. Such bonds shall be a charge upon and payable from properties, or interest therein pledged, or the income therein gained from, or both. The holders of the revenue bonds shall never have the right to demand payment thereof out of monies raised by taxation. All such bonds shall be issued in conformity with the laws of the State of Texas and shall be used only for the purpose for which they were issued.
- **Borrowing in Anticipation of Property Tax:** In any budget year, the Council may, by resolution, authorize the borrowing of money in anticipation of the collection of the property tax for the same year whether levied or to be levied. Notes may be issued and repayable no later than the end of the current fiscal year.

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

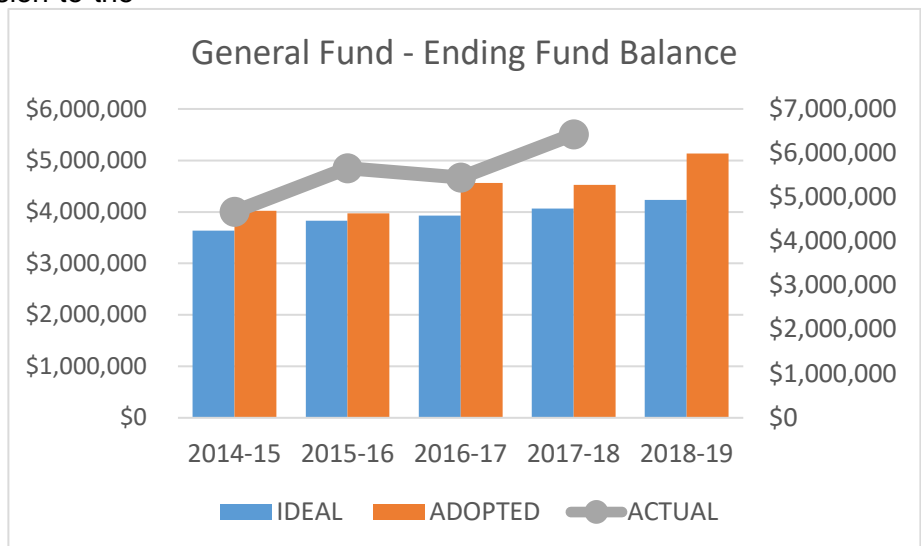
General Fund

Over the past fourteen 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 15 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 2018-19 is a projection. The ideal fund balance represented above is calculated on actual expenditures if available.

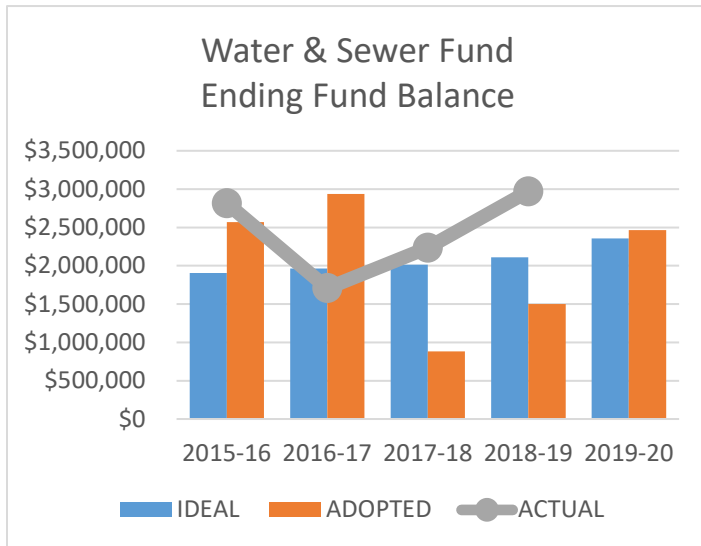
Since enterprise funds report retained earnings rather than fund balance, the following graphs for the three enterprise funds depict the working capital of each fund over a five-year period.

Water & Sewer Fund

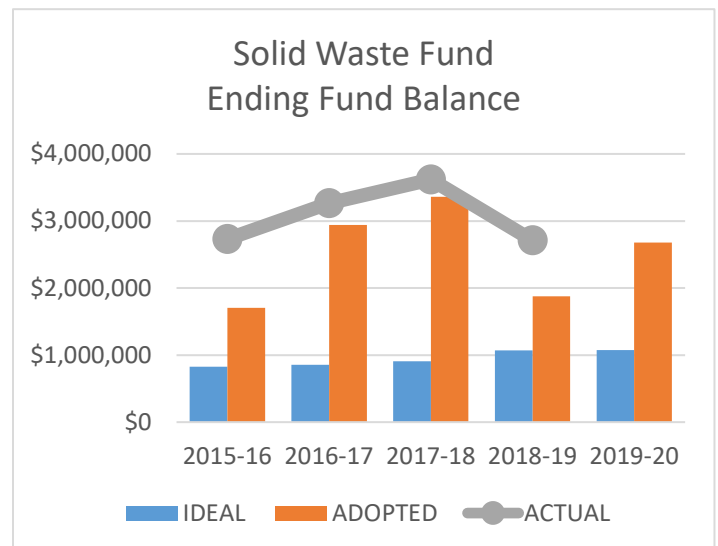
The fund balance in the Water and Sewer Fund, as presented in the graph below, has been changing constantly due to various factors and circumstances. The drop in the ending fund balance for 2016-2017 is a result of a public loan to Endeavor for the construction of phase II of 5 Hills shopping center

project. The FY 2019-20 adopted fund balance is over the ideal fund balance by \$106,493. Revenues are budgeted based on normal yearly customer usage and increased water and sewer rates. City staff will continue working with the City Council to maintain an ideal fund balance through critical expenditure reviews.

encouraging and City Council included funds to expedite the implementation of single-stream recycling in fiscal year 2014-2015. The program was fully implemented in September 2017. Ideal fund balance will continue to be achieved in future years. The adopted budget, includes modest rate increases effective October 2019, which will help fund future capital purchases.



Note: The actual amount provided for fiscal year 2018-19 is a projection. The ideal fund balance represented above is calculated on actual expenses if available.



Note: The actual amount provided for fiscal year 2018-19 is a projection. The ideal fund balance represented above is calculated on actual expenses if available.

Solid Waste Fund

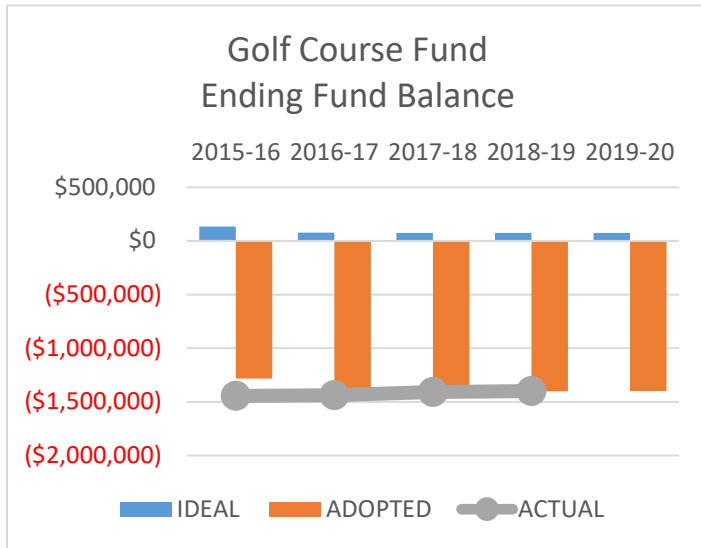
The fund balance position in the Solid Waste Fund has improved over the past several years and is expected to help the fund remain stable in future years. The decrease in ending fund balance for fiscal year 2018-19 is related to major capital purchases in this fund through fund balance. The Solid Waste Fund is budgeted to exceed the ideal fund balance in fiscal year 2019-20 by \$1,604,535. Since achieving an ideal fund balance in FY 2006-2007, the Solid Waste Fund continues to sustain its self-sufficiency through responsible expenditures and reasonable rate increases.

The single most expensive expenditure for the Solid Waste Fund is the hauling and disposal costs. With an increasing population and increasingly more disposable products, the hauling and disposal costs have increased correspondingly, going from \$769,843 in fiscal year 2006-2007 to \$1,389,000 for fiscal year 2019-2020 which is an 80% increase. However, single-stream recycling was introduced to residents and businesses in a pilot program in FY 2012-2013. The preliminary results were

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.



Note: The actual amount provided for fiscal year 2018-19 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

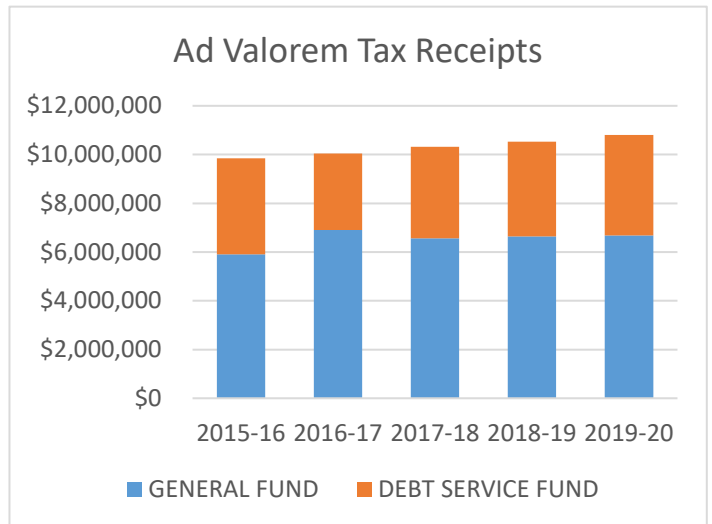
General Fund

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

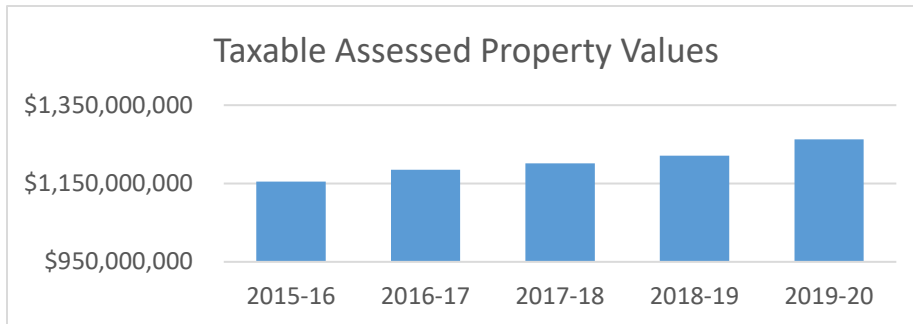
Service Fund according to the amount of outstanding debt that is due each budget year. Ad valorem tax receipts (current) in the General Fund and Debt Service Fund are budgeted at \$10,800,343 which represents an increase of \$274,289 or 2.6%. A significant portion of the General Fund’s revenue is derived from this source in the amount of \$6,765,125 or 39%, and represents a 1% increase in General Fund revenue. The increase in the General Fund revenue is tied to the corresponding decrease in the debt service requirement for FY 2019-2020.



Note: Actual revenues are provided for FY 2015-16 to FY 2017-18, projected revenues are provided for FY 2018-19 and budgeted revenues are provided for FY 2019-20.

The 2019-2020 tax rate approved by the City Council decreased from the 2018-2019 tax rate of 79.7908 cents per \$100 to 78.65 per \$100 of assessed valuation. The tax rate has two components: 30.0353 cents or 38% going to the Debt Service Fund and 48.6147 cents or 62% to the General Fund. The adopted tax rate is higher than the effective tax rate of 77.3628 cents and lower than the rollback tax rate of 82.8476 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.

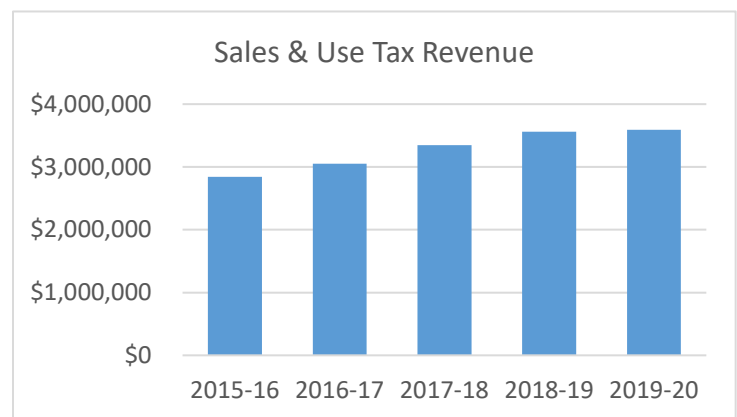


Note: Actual values are provided for FY 2015-16 to FY 2017-18, projected values are provided for FY 2018-19 and budgeted values are provided for FY 2019-20.

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 \$3,590,104 in sales and use taxes for fiscal year 2019-2020, which is \$30,348 more than the amount projected to be collected in fiscal year 2018-2019. Sales and use taxes

represent 21% of the General Fund's total revenues, making it one of the primary sources of revenue. Budgeting at a flat increase over the 2018-2019 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 4% between fiscal year 2014-2015 and 2017-2018 and can be attributed to the relatively healthy economy that has been enjoyed by Texas over the past two decades.



Note: Actual revenues are provided for FY 2015-16 to FY 2017-18, projected revenues are provided for FY 2018-19 and budgeted revenues are provided for FY 2019-20.

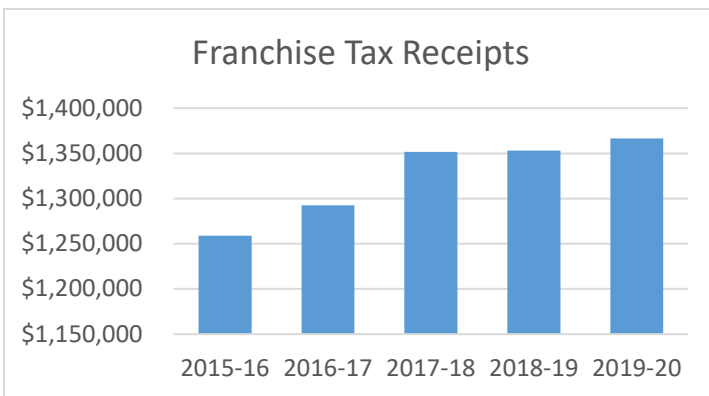
Top 10 Property Tax Payers City of Copperas Cove

Taxpayer Name	Market & Taxable Value
---------------	------------------------

Oncor Electric Delivery	\$13,402,000
Five Hills LTD	12,543,750
Wal-Mart Real Estate	11,000,000
HEB Grocery CO LP	10,867,316
Yerby Five Hills I LLC ETAL	7,292,140
Colonial Plaza Partnership	6,481,270
Wal-Mart Properties Stores East	6,070,000
H E BUTT Grocery CO	5,500,000
Cinergy Cinemas LP	5,381,890
Cove Terrace Associates I LTD	5,381,500

Franchise Taxes

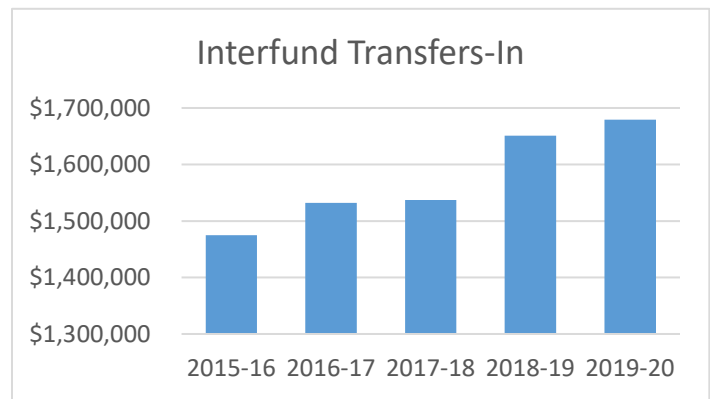
Franchise taxes represent a major source of revenue for the general fund making up approximately 8% of the total General Fund revenue. The City taxes the gross receipts of utility providers throughout the City for the privilege of operating in the City of Copperas Cove as well as for the use of the City’s “right-of-way.” The City is budgeting \$1,366,530 in franchise tax receipts for fiscal year 2019-2020 which is 1% over fiscal year 2018-2019 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 2015-16 to FY 2017-18, projected revenues are provided for FY 2018-19 and budgeted revenues are provided for FY 2019-20.

Interfund Transfers-In

Interfund transfers-in represent a significant source of revenue for the General Fund amounting to \$1,679,252 or 10% of total General Fund receipts budgeted in fiscal year 2019-2020. 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 increase of \$28,515 in fiscal year 2019-2020 results from adjustments in the transfer from each operating fund for the increase 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 2015-16 to FY 2017-18, projected revenues are provided for FY 2018-19 and budgeted revenues are provided for FY 2019-20.

Charges for Services

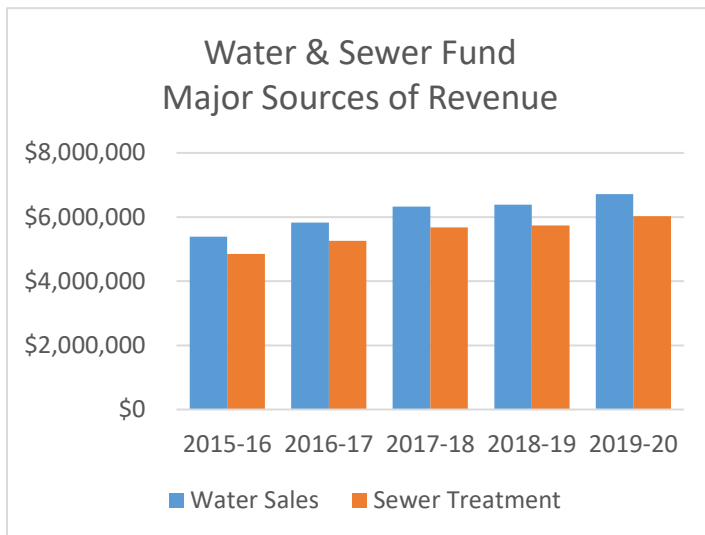
Charges for Services represent a significant source of revenue for the General Fund beginning with fiscal year 2011-2012 when all parks and recreation activities were moved into the General Fund. Most of the parks and recreation activities occurred in a separate fund prior to FY 2011-2012. A total of \$1,574,768 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 increase by \$46,160 or 4% from the fiscal year 2018-2019 projected collections. The increase is a result of projected TASPP reimbursements for uncollected EMS fees. Charges for services increased by \$66,296 or 4% from FY 2018-2019 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 \$6,715,553 or 49% (net of the 20% senior citizen discount) of the total revenue budgeted by the Water & Sewer Fund for the 2019-2020 fiscal year. This amount is \$326,751 or 5% higher than the amount projected to be collected in fiscal year 2019-2020. Charges for the collection of sewer make up \$6,027,261 or 44% (net of the 20% senior citizen discount) of the total revenues to be collected by the Water & Sewer Fund

for the 2019-2020 fiscal year. This amount is \$293,261 or 5% higher than the amount projected to be collected in fiscal year 2018-2019. 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 2019-20 adopted budget includes increases in water and sewer rates following City Council approval during the August 13, 2019 budget workshop. 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 2015-16 to FY 2017-18, projected revenues are provided for FY 2018-19 and budgeted revenues are provided for FY 2019-20.

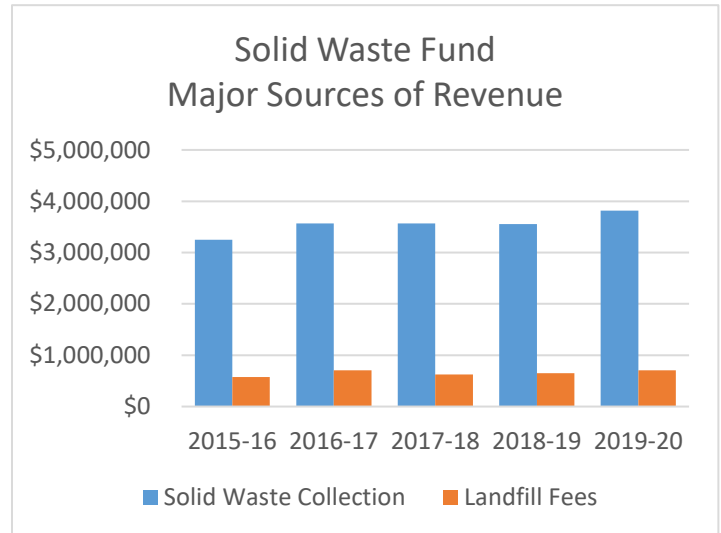
Solid Waste Fund

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 2019-2020 are expected to be \$3,820,005 or 81% (net of the 20% discount given to senior citizens age 65 or older), which is \$262,187 or 7% higher than the amount projected to be collected in fiscal year 2018-2019.

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 \$704,000 or 15% of the total revenues for the 2019-2020 fiscal year which is \$54,718 or 8% higher than the amount projected to be collected in fiscal year 2018-2019. FY 2019-20 adopted budget includes modest rate increases following City Council approval during the August 13, 2019 budget workshop. The increase in rates will help fund future capital purchases.



Note: Actual revenues are provided for FY 2015-16 to FY 2017-18, projected revenues are provided for FY 2018-19 and budgeted revenues are provided for FY 2019-20.

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 2019-2020 it is expected that the Golf Course will generate \$106,000 in green fee revenue and \$58,489 in membership dues. Green fees account for 33% of the total Golf Course revenue while membership dues make up 18% of this total. Cart rental fees are generated when golfers rent carts from the City and make up \$42,663 or 13% of total Golf Course receipts for fiscal year 2019-2020. Revenue projections for fiscal year 2019-2020 are consistent

with actual historical receipts and will decrease by 4% from the fiscal year 2018-19 projected revenue. Projections for fiscal year 2019-2020 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 2018-2019 and fiscal year 2019-2020.

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.

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

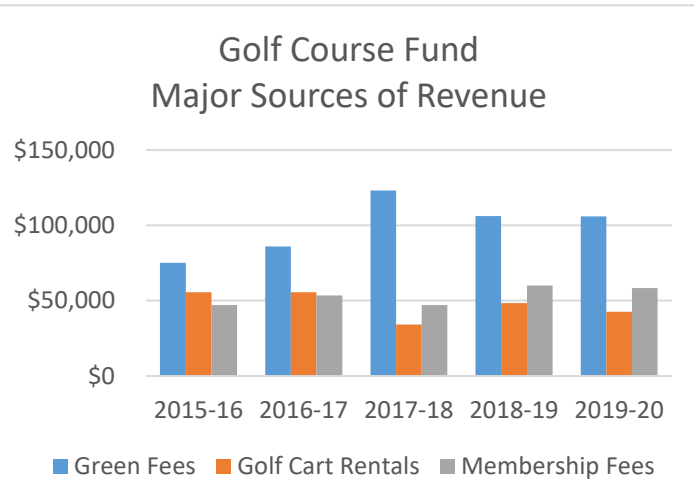
Public Works

- Engineering
- Street
- Fleet Services

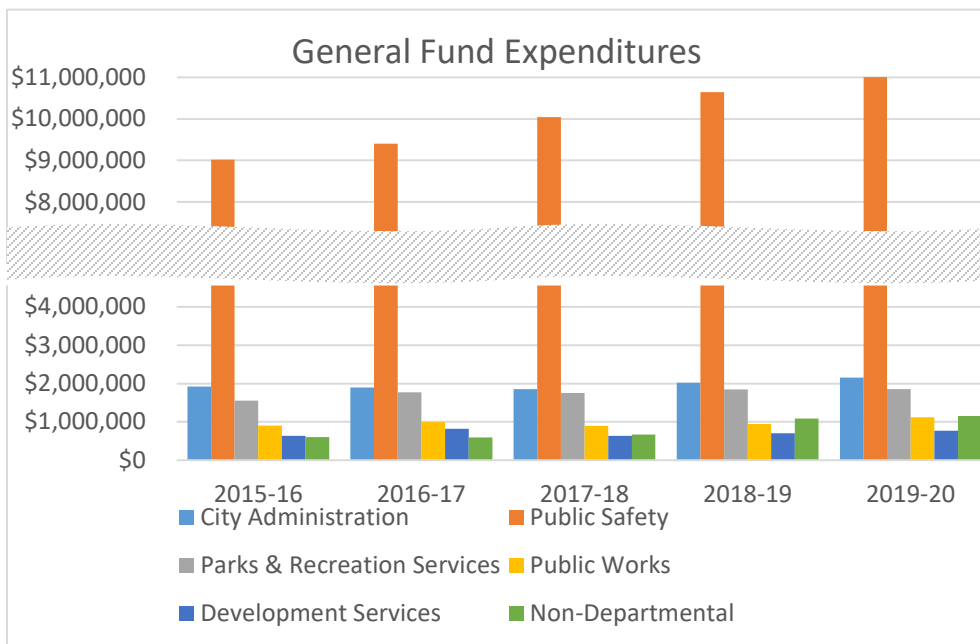
Development Services

- Development Services
- Building & Development
- Code & Health

Non-Departmental



Note: Actual revenues are provided for FY 2015-16 to FY 2017-18, projected revenues are provided for FY 2018-19 and budgeted revenues are provided for FY 2019-20.



Note:

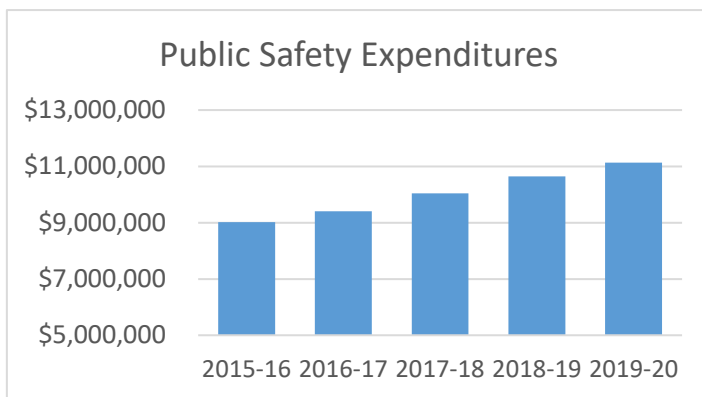
Actual expenditures provided for FY 2015-16 to FY 2017-18, projected expenditures provided for FY 2018-19 and budgeted expenditures provided for FY 2019-20.

Function	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 ACTUALS	2018-19 CB	2019-20 ADOPTED	% Variance 2020 to 2019
Public Safety	\$ 9,019,812	\$ 9,400,553	\$ 10,039,829	\$ 10,640,145	\$ 11,133,226	4.6%
City Administration	1,920,359	1,894,111	1,858,115	2,023,472	2,158,431	6.7%
Public Works	905,684	992,901	898,541	942,981	1,117,356	18.5%
Development Services	637,196	817,987	634,273	705,853	773,051	9.5%
Parks & Recreation Services	1,551,033	1,771,583	1,753,976	1,843,637	1,852,107	0.5%
Non-Departmental	599,727	592,701	669,254	1,086,737	1,155,640	6.3%
Totals	\$ 14,633,811	\$ 15,469,836	\$ 15,853,988	\$ 17,242,825	\$ 18,189,811	5.5%

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 2019-2020 and the projected expenditures for fiscal year 2018-2019. 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 2015-16 to FY 2017-18, projected expenditures provided for FY 2018-19 and budgeted expenditures provided for FY 2019-20.

The Public Safety function of the City reflects an increase of 4.6% or \$493,081 from 2018-2019 projected expenditures. Budget savings in 2018-2019 from vacant positions in the Police Department and lower overtime costs in the Fire Department account for the balance of the increase in 2019-2020.

City Administration

The City Administration function increased by 6.7% or \$134,959 compared to what was projected to be expended in fiscal year 2018-2019. The increase in expenditures is a combination of salary savings in FY 2018-19 as a result of vacancies, and salary adjustments for administration, court and animal control employees at 95% market in aggregate amount of \$143,851 and a new Information System Specialist position in the amount of \$61,436 included in FY 2019-20 budget.

Public Works

The Public Works function is reflecting an increase of 18.5% or \$174,375. The city currently has an agreement with LAN (Lockwood, Andrews & Newman) engineering for general engineering services; however, City Council during both, retreat and planning session, has directed staff to move forward with hiring an in-house engineer. FY 2019-20 budget includes salary and benefit costs for an engineer position, while FY 2018-19 projection accounts for contractual services with LAN, which cost is split among various funds.

Development Services

The Development Services function increased by 10% or \$67,198 compared to the amount projected to be expended in fiscal year 2018-2019. The increase in expenditures is a result of many factors. Salary savings were realized in FY 2019 due to vacancies and FY 2019-20 includes market

adjustment increases, and incentive pay for employees acquiring various department related certifications and licenses.

Parks and Recreation Services

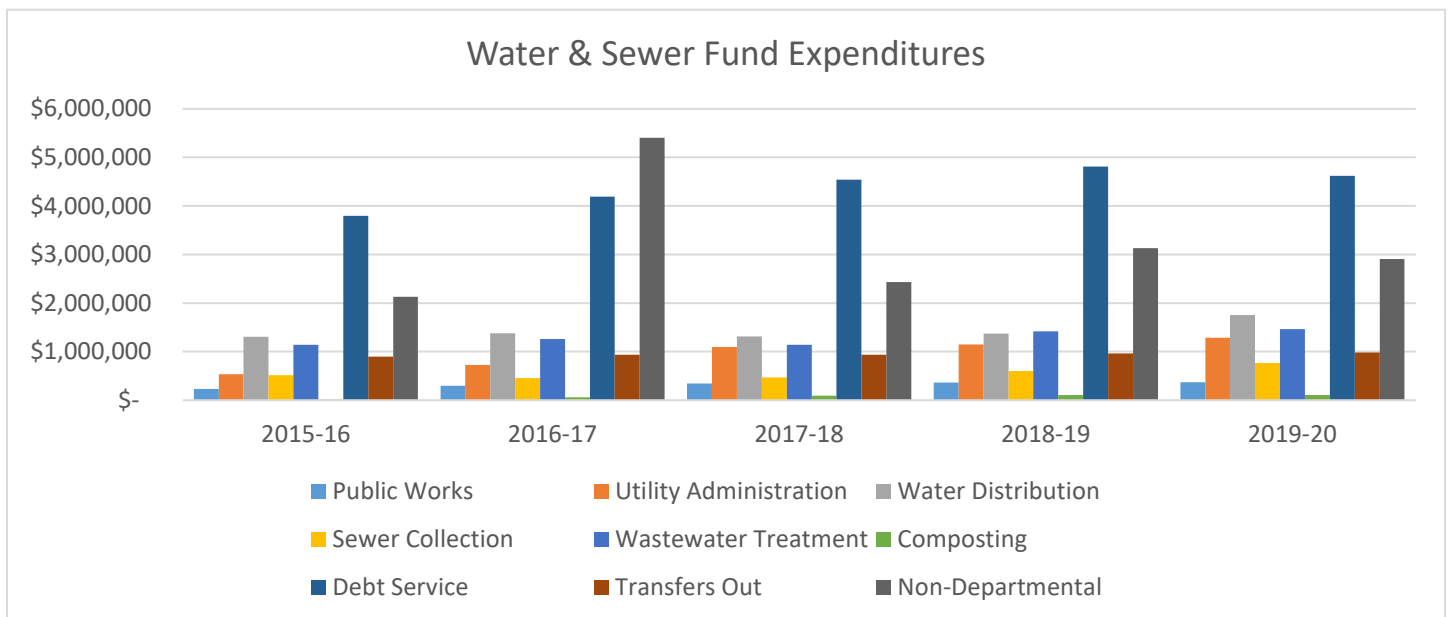
The Parks and Recreation Services function includes the Parks and Recreation departments and the Library. These departments cumulatively decreased 0.5% or \$8,470 for 2019-2020 compared to the fiscal year 2018-2019 projections due to staff attrition.

Non-Departmental

The Non-Departmental budget reflects a 6% or \$68,903 increase compared to fiscal year 2018-2019 year-end projections. The FY 2019-20 includes roof repairs to the current City Hall building and asbestos abatement to old city buildings.

Utility Administration

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. The fiscal year 2019-2020 budget for Utility Administration represents a 12% or \$141,777 increase over the 2018-2019 projection. Salary savings were realized in FY 2019 due to vacancies and FY 2019-20 budget includes an expense to potentially being billed for excess calls through Fathom Utility Billing System.



Note: Actual expenditures provided for FY 2015-16 to FY 2017-18, projected expenditures provided for FY 2017-18 and budgeted expenditures provided for FY 2019-20.

Water & Sewer Fund

The Water & Sewer Fund’s appropriated budget reflects a 3% or \$352,249 increase above projected 2018-2019 expenses. This net increase results from a variety of issues, which are discussed in this section.

Public Works Administration

The Public Works Administration budget reflects an increase of 1% or \$3,778. This increase is attributed to the COLA increase for eligible employees.

Water Distribution

The budget for Water Distribution includes an increase of 28% or \$381,032. FY 2019-20 budgeted expense includes the cost for a new backflow prevention technician position, incentive pay for employees acquiring various department related certifications and licenses, and South Meadow Water improvement project. With the recent and projected growth of the city, the water distribution system is ever expanding to meet the water needs of this growth.

Sewer Collection

The increase of 27% or \$164,097 in Sewer Collection is primarily attributed to the new operator

position and the cost of sewer pumps scheduled to be replaced during FY 2019-2020.

Wastewater Treatment

The Wastewater Treatment budget reflects an increase of 3% or \$45,780. The fiscal year 2018-2019 budget includes a new operator position at the NW plant, incentive pays for employees acquiring wastewater and commercial driver's licenses, and funding for repairing and replacing various pieces of equipment.

Non-Departmental

A decrease of 7% or \$218,753 is reflected in the Non-Departmental budget. City Council committed substantial resources for the purchase of certificates of convenience and necessity in fiscal year 2018-2019 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 2019-2020 is not anticipated.

Function	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 ACTUALS	2018-19 CB	2019-20 ADOPTED	% Variance 2020 to 2019
Public Works	\$ 231,057	\$ 299,354	\$ 341,613	\$ 366,771	\$ 370,549	1.0%
Utility Administration	538,146	726,444	1,094,529	1,145,036	1,286,813	12.4%
Water Distribution	1,305,875	1,381,424	1,315,016	1,375,158	1,756,190	27.7%
Sewer Collection	515,311	458,184	472,236	603,176	767,273	27.2%
Wastewater Treatment (Combined)	1,144,566	1,261,759	1,144,365	1,416,587	1,462,367	3.2%
Composting	13,963	61,729	92,424	106,045	106,830	0.7%
Debt Service	3,798,191	4,193,495	4,542,586	4,809,483	4,623,115	-3.9%
Transfers Out	895,000	939,750	939,750	964,380	984,501	2.1%
Non-Departmental	2,129,766	5,404,098	2,434,103	3,129,309	2,910,556	-7.0%
Totals	\$ 10,571,875	\$ 14,726,237	\$ 12,376,622	\$ 13,915,945	\$ 14,268,194	2.5%

Composting

The Composting budget is \$785 or 1% more than the projected expenditures in fiscal year 2018-2019. 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 2018-2019.

Debt Service and Transfers Out

Debt Service payment requirements will decrease 4% or \$186,368 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 2019-2020 will increase 2% when compared to fiscal year 2018-19 projected expense. The transfer increased to bring the calculated transfer back in line with the actual cost of services provided by the General Fund for administrative and capital project support to include engineering services.

Solid Waste Fund

The Solid Waste Fund's budget reflects an 18% or \$1,056,669 decrease in appropriations over the 2018-2019 projected expenses. Major capital purchases planned for acquisition in FY 2018-19 is the primary reason for the decrease in budgeted expenditures.

Solid Waste Administration

The Solid Waste Administration budget is showing an increase of 4% or \$6,033 due to salary savings realized in FY 2018-19.

Residential Collection

In Residential, a 30% or \$246,744 decrease is a result of many factors, to include position vacancies during fiscal year 2018-2019, and a purchase of two automatic side loader trucks. Incentive pays for employees acquiring Municipal Solid Waste (MSW) and commercial driver's licenses are included in the department's budget.

Recycling

The Recycling budget includes a 16% or \$32,258 increase. Position vacancies during fiscal year 2018-2019, and incentive pay for employees acquiring Municipal Solid Waste (MSW) and commercial driver's licenses, and vehicle maintenance repair cost increase in FY 2019-20 are the main cause of the increase in this department.

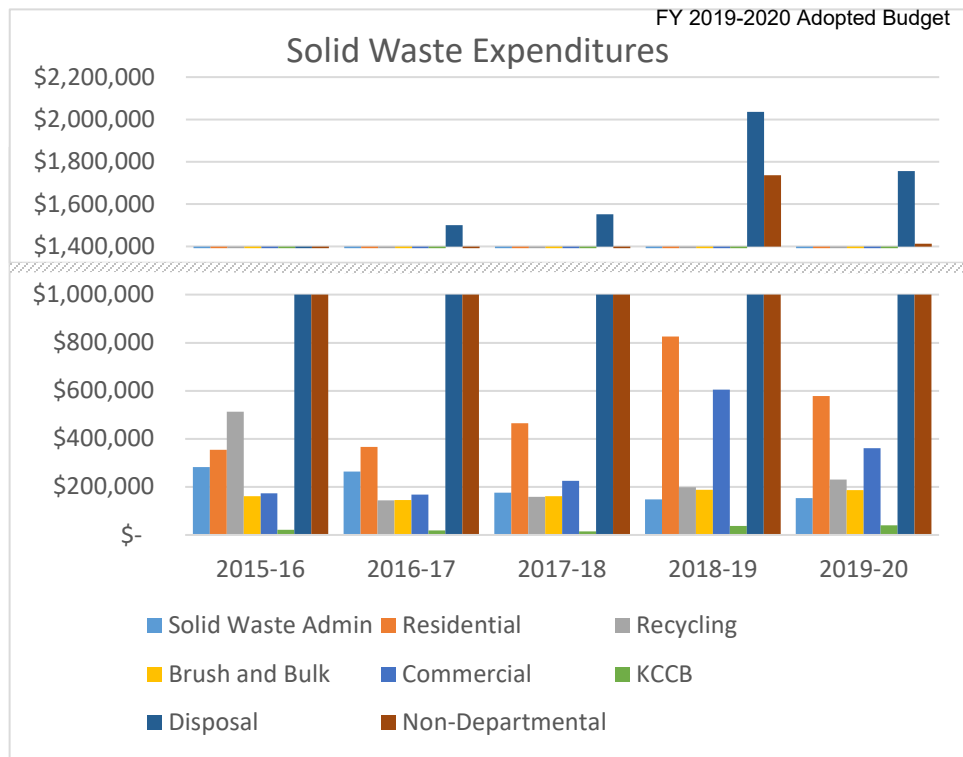
Note: Actual expenditures provided for FY 2015-16 to FY 2017-18, projected expenditures provided for FY 2018-19 and budgeted expenditures provided for FY 2019-20.

Brush and Bulk Collection

The Brush and Bulk budget includes a 1% or \$2,014 decrease related to staff attrition.

Commercial Collection

The fiscal year 2019-2020 budget has decreased by 40% or \$244,072 primarily as a result of a purchase of two commercial front loader trucks during FY 2018-19 budget. Incentive pays for employees acquiring Municipal Solid Waste (MSW) and commercial driver's licenses are included in the department's budget.



Function	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 ACTUALS	2018-19 CB	2019-20 ADOPTED	% Variance 2020 to 2019
Solid Waste Administration	\$ 282,142	\$ 264,592	\$ 176,044	\$ 147,941	\$ 153,974	4.1%
Residential	354,303	366,624	464,845	825,666	578,922	-29.9%
Recycling	513,438	144,114	158,112	199,005	231,263	16.2%
Brush and Bulk	160,752	145,364	161,654	188,448	186,434	-1.1%
Commercial	173,655	167,757	225,053	604,700	360,628	-40.4%
KCCB	21,529	18,382	15,087	36,951	39,696	7.4%
Solid Waste Disposal	1,310,012	1,499,989	1,552,508	2,036,342	1,755,624	-13.8%
Debt Service	343,070	267,362	430,967	516,670	412,784	-20.1%
Transfer Out	487,000	497,210	504,000	881,472	881,472	0.0%
Non-Departmental	91,439	119,430	107,607	338,882	118,611	-65.0%
Totals	\$ 3,737,340	\$ 3,490,824	\$ 3,795,877	\$ 5,776,077	\$ 4,719,408	-18.3%

Note: Actual expenditures provided for FY 2015-16 to FY 2017-18, projected expenditures provided for FY 2018-19 and budgeted expenditures provided for FY 2019-20.

Keep Copperas Cove Beautiful (KCCB)

KCCB budget for fiscal year 2019-2020 has increased by 7% or 2,745 compared to last year's budget due to increased need for project supplies.

Solid Waste Disposal

In Disposal, a decrease of 14%, or \$280,718, is included in the FY 2019-2020 budget. This decrease is attributed to many factors, hauling and disposal cost decrease, facility & equipment maintenance expense, and other capital purchases and improvements realized in FY 2018-19. FY 2019 Year End Projection includes construction of a Scale House window, a Wheel Loader, and a gator. Incentive pays for employees acquiring Municipal Solid Waste (MSW) and commercial driver's licenses are included in the department's budget.

Debt Service and Transfers Out

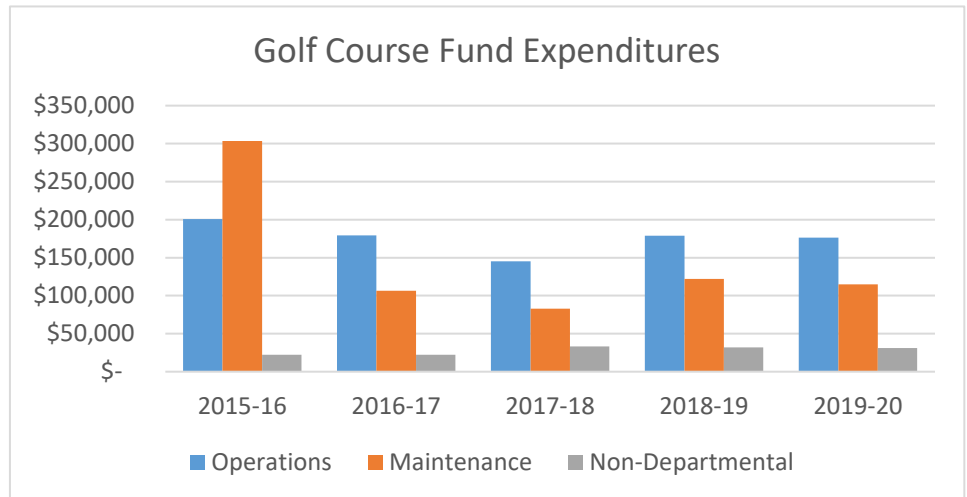
Debt service reflects a decrease of 20% or \$103,886 when compared to fiscal year 2018-2019 payments as provided in the Debt Service Requirements section. The Transfer to the General Fund will remain flat compared to last year's budget.

Non-Departmental

The Non-Departmental budget includes a 65% or \$220,271 decrease primarily as a result of the construction of a wash rack facility at the transfer station planned in FY 2018-2019.

Golf Course Fund

The Golf Course Fund's appropriated budget reflects a decrease of 3% or \$10,224 from the 2018-2019 projected expense.



Golf Course Operations

The Operations Department reflects a 1% or \$2,556 decrease due to reduction of part-time employee hours in FY 2020 to offset the reduction in funding.

Golf Course Maintenance

The Maintenance Department shows a decrease of 5.8% or \$7,105 due to reduction of expenditures for chemicals, sand & soil costs and equipment maintenance in FY 2020 in order to offset the reduction in funding

Non-Departmental

The Non-Departmental budget debt service payments decreased by 2% or \$563 due to lower payment requirements and interest costs.

Function	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 ACTUALS	2018-19 CB	2019-20 ADOPTED	% Variance 2020 to 2019
Golf Course Operations	\$ 200,692	\$ 179,284	\$ 145,168	\$ 178,740	\$ 176,184	-1.4%
Golf Course Maintenance	303,292	106,426	82,787	121,913	114,808	-5.8%
Non-Departmental	22,171	22,314	33,122	31,861	31,298	-1.8%
Totals	\$ 526,155	\$ 308,024	\$ 261,077	\$ 332,514	\$ 322,290	-3.1%

Long Range Financial Outlook

MAJOR OPERATING FUNDS					
FUND	FISCAL YEAR				
	2019	2020	2021	2022	2023
General Fund					
Total Revenues	\$16,683,756	\$17,380,822	\$17,728,438	\$18,083,007	\$18,444,667
Total Expenditures	17,242,825	18,189,811	18,553,607	18,924,679	19,303,173
Water & Sewer Fund					
Total Revenues	12,998,923	13,762,016	14,037,256	14,318,001	14,604,361
Total Expenditures	13,915,945	14,268,194	14,553,558	14,844,629	15,141,522
Solid Waste Fund					
Total Revenues	4,376,438	4,687,725	4,781,480	4,877,109	4,974,651
Total Expenditures	5,776,077	4,719,408	4,813,796	4,910,072	5,008,274
Golf Fund					
Total Revenues	334,656	322,290	325,513	328,768	332,056
Total Expenditures	332,514	322,290	325,513	328,768	332,056

The long-range financial outlook for the major operating funds is depicted above. Annual revenue assumptions are as follows: property values – 1% increase; sales tax – 1% increase; all other revenues – 2% 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 2020 and FY 2021 and 2% in FY 2022 and FY 2023.
- Apart from salaries and wages, an average increase of 2% 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 2019, 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 / RECLASSIFIED / UNFUNDED PERSONNEL SCHEDULE

FY 2019-2020 BUDGET

Department	New Positions	Newly Authorized	FTE1	Salary	Benefits	Total
<u>GENERAL FUND</u>						
Information Systems	IS Specialist I	Y	1.00	\$ 46,134	\$ 15,302	\$ 61,436
Total General Fund			1.00	\$ 46,134	\$ 15,302	\$ 61,436
<u>WATER & SEWER FUND</u>						
Public Works Administration	Construction Inspector	Y	1.00	\$ 39,838	\$ 15,000	\$ 54,838
Water Distribution	Backflow Prevention Technician	Y	1.00	\$ 27,920	\$ 12,301	\$ 40,221
Sewer	Operator	Y	1.00	\$ 26,848	\$ 11,752	\$ 38,600
	Operator	Y	1.00	\$ 26,848	\$ 11,751	\$ 38,599
Wastewater-NW Plant	Operator	Y	1.00	\$ 26,848	\$ 11,785	\$ 38,633
Total Water & Sewer Fund			5.00	\$ 148,302	\$ 62,589	\$ 210,891

Department	Deleted Positions	FTE1	Salary	Benefits	Total
<u>DRAINAGE FUND</u>					
Drainage	Administrative Assistant	(1.00)	\$ (26,552)	\$ (11,257)	\$ (37,809)
Total Drainage Fund		(1.00)	\$ (26,552)	\$ (11,257)	\$ (37,809)

Department	Reclassified Positions	Newly Authorized	FTE1	Salary	Benefits	Total
<u>GENERAL FUND</u>						
Police	Police Lieutenant		(2.00)	\$ (146,132)	\$ (50,871)	\$ (197,003)
	Police Captain		2.00	\$ 146,132	\$ 50,871	\$ 197,003
	Police Sergeant		(9.00)	\$ (610,537)	\$ (218,106)	\$ (828,643)
	Police Lieutenant		9.00	\$ 610,537	\$ 218,106	\$ 828,643
	Police Corporal		(7.00)	\$ (441,714)	\$ (159,276)	\$ (600,990)
	Police Sergeant		7.00	\$ 441,714	\$ 159,276	\$ 600,990
Fire / EMS Operations	Fire Captain		(3.00)	\$ (194,004)	\$ (118,506)	\$ (312,510)
	Battalion Chief		3.00	\$ 194,004	\$ 118,506	\$ 312,510
	Fire Lieutenant		(6.00)	\$ (345,710)	\$ (219,334)	\$ (565,044)
	Fire Captain		6.00	\$ 345,710	\$ 219,334	\$ 565,044
Total General Fund			-	\$ -	\$ -	\$ -

Department	Unfunded Positions	Newly Authorized	FTE1	Salary	Benefits	Total
<u>HOTEL OCCUPANCY TAX FUND</u>						
Tourism	Tourism & Information Coordinator		(1.00)	\$ (33,970)	\$ (13,485)	\$ (47,455)
	Laborer		(0.50)	\$ (10,090)	\$ (973)	\$ (11,063)
Total Hotel Occupancy Tax Fund			(1.50)	\$ (44,060)	\$ (14,458)	\$ (58,518)

All unfunded positions are located in the Appendix in the 2020-2024 Personnel Improvement Plan.

TOTAL ALL FUNDS	Net Cost/(Savings)	3.50	\$ 123,824	\$ 52,176	\$ 176,000
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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 2019-2020

FUND/DEPT-DIVISION	DESCRIPTION	COST
<u>GENERAL FUND</u>		
<u>CITY SECRETARY</u>	TEXAS MUNICIPAL CLERKS CERTIFICATION PROGRAM; RECORDS CLERK TRAINING	\$ 2,250
<u>PUBLIC INFORMATION</u>	COBALT EMPLOYEE ENGAGEMENT SURVEY	\$ 5,610
<u>HUMAN RESOURCES</u>	TEXAS PRIMA TRAINING	\$ 1,334
	SEMI-ANNUAL DEFENSIVE DRIVING TRAINING	2,500
<u>INFORMATION SYSTEMS</u>	IS SPECIALIST I NEW POSITION	\$ 61,437
<u>PD SERVICES</u>	NARCAN NASAL SPRAY	\$ 2,500
	MEDICAL KITS	4,800
	LESS LETHAL MUNITIONS & DEVICES	3,500
	LESS LETHAL 40 LAUNCHER SYSTEM	2,500
	LESS LETHAL INSTRUCTOR TRAINING	1,000
	TOUMIQUET AND HOLDER	2,709
<u>FIRE ADMIN</u>	OFFICE CHAIRS	\$ 600
	REPLACEMENT PORTABLE SUCTION DEVICES	6,250
	ELECTRIC CORD REELS	6,552
	ACTIVE 911 ONGOING SOFTWARE SUBSCRIPTION	1,288
<u>FIRE TRAINING</u>	STRETCHER MAINTENANCE AND REPAIR TRAINING	\$ 3,600
<u>FIRE PREVENTION</u>	IPAD TABLETS AND PROTECTIVE CASES	\$ 1,250
<u>FIRE EMERGENCY</u>	POWER OVER ETHERNET SWITCH	\$ 430
<u>ENGINEERING</u>	VEHICLE	\$ 20,000
<u>BUILDING</u>	INCENTIVES	\$ 8,100
	MYGOV ONLINE	11,500
<u>STREET</u>	INCENTIVES	\$ 3,450
	BREAKROOM CHAIRS	580
	FLAGGER AND WORK ZONE SITE TRAFFIC SAFETY TRAINING	2,500
<u>FLEET</u>	INCENTIVES	\$ 6,300
	REPAIR PARKING LOT	4,800
<u>DEVELOPMENT SERVICES</u>	TABLET AND CASE	\$ 600
	INTERNET SERVICE (TABLET)	480
	MYGOV ONLINE	9,660
	ARCGIS ENTERPRISE-PHASE 1	488
	ARCGIS ENTERPRISE-PHASE 2	370
	ENTERPRISE GIS FOR LOCAL GOVERNMENT	253
	ARCGIS ENTERPRISE GEODATABASE 101	135
<u>LIBRARY</u>	POWER DOOR HARDWARE (FRONT DOOR)	\$ 8,000
	PAY STATION	3,000
	PAY STATION SOFTWARE	2,000
<u>CODE COMPLIANCE</u>	IPADS (3 EACH)	\$ 1,506
	MYGOV ONLINE	1,728
	INTERNET SERVICE (TABLET)	1,125

RECAP OF FUNDED NEW REQUESTS

FISCAL YEAR 2019-2020

FUND/DEPT-DIVISION	DESCRIPTION	COST
<u>NON-DEPARTMENTAL</u>	MEET THE CITY EVENT	\$ 10,000
	TECHNOLOGY CENTER FLOOR CLEANING	660
	CITY HALL ROOF REPAIR	60,000
	ASBESTOS ABATEMENT - OLD CITY HALL BLDG	80,626
	ASBESTOS ABATEMENT - OLD FIRE STATION	40,054
	DISC PERSONALITY SURVEY	3,725
	ARCGIS	488
	GENERAL FUND TOTAL	\$ 392,238
 <u>WATER AND SEWER FUND</u>		
<u>PUBLIC WORKS ADMINISTRATION</u>	CONSTRUCTION INSPACTOR NEW POSITION	\$ 54,838
<u>UTILITY ADMINISTRATION</u>	CSR PETTY CASH DRAWERS (2 EACH)	\$ 500
<u>WATER DISTRIBUTION</u>	BACKFLOW PREVENTION TECHNICIAN NEW POSITION	\$ 40,221
	INCENTIVES	16,500
	HACH'S SL 1000 PORTABLE ANALYZER	6,000
	PUMP STATION REPLACEMENTS	55,498
	SOUTH MEADOWS WATER LINE	250,000
<u>SEWER</u>	SEWER OPERATOR NEW POSITION (2)	\$ 77,198
	INCENTIVES	13,200
	PUMP REPLACEMENTS	55,497
<u>WASTEWATER</u>	INCENTIVES	\$ 2,400
	CPM COURSE	3,200
<u>WASTEWATER - SOUTH PLANT</u>	INCENTIVES	\$ 4,200
	PANEL REPLACEMENTS	40,000
	BELT PRESS REPAIRS	25,000
<u>WASTEWATER - NE PLANT</u>	INCENTIVES	\$ 4,500
	BELT PRESS REPAIRS	20,000
<u>WASTEWATER - NW PLANT</u>	WASTEWATER OPERATOR NEW POSITION	\$ 38,633
	INCENTIVES	4,200
	PUMP REPLACEMENTS	55,498
<u>NON-DEPARTMENTAL</u>	ARCGIS	\$ 370
	WATER AND SEWER FUND TOTAL	\$ 767,453
 <u>SOLID WASTE FUND</u>		
<u>TRANSFER STATION</u>	TIPPING FLOOR LIGHTS	\$ 10,000
<u>NON-DEPARTMENTAL</u>	ARCGIS	\$ 253
	SOLID WASTE FUND TOTAL	\$ 10,253

RECAP OF FUNDED NEW REQUESTS

FISCAL YEAR 2019-2020

FUND/DEPT-DIVISION	DESCRIPTION	COST
<u>DRAINAGE FUND</u>		
<u>DRAINAGE</u>	INCENTIVES	\$ 5,490
	CHAIN HOIST	350
	LASER MULTIFUNCTION PRINTER (WIRELESS)	300
	SINK WITH CABINET	600
	ZERO TURN MOWERS (3 EACH)	42,000
	HARDEMAN STREET DRAINAGE IMPROVEMENTS	441,708
	MLK JR DR DRAINAGE IMPROVEMENTS	745,990
<u>NON-DEPARTMENTAL</u>	ARCGIS	135
	DRAINAGE FUND TOTAL	\$ 1,236,573
<u>STREET MAINTENANCE FUND</u>		
<u>STREET MAINTENANCE</u>	INCENTIVES	\$ 4,140
	STREET MAINTENANCE MATERIAL	268,682
	STREET MAINTENANCE FUND TOTAL	\$ 272,822
<u>COURT TECHNOLOGY FUND</u>		
<u>COURT TECHNOLOGY</u>	SCANNERS (4 EACH)	\$ 2,676
	COURT TECHNOLOGY FUND TOTAL	\$ 2,676
TOTAL ADOPTED NEW REQUESTS IN CITY OPERATING FUNDS		

RECAP OF NEW REQUESTS IN CITY OPERATING FUNDS:

GENERAL FUND TOTAL	\$ 392,238
WATER AND SEWER FUND TOTAL	767,453
SOLID WASTE FUND TOTAL	10,253
DRAINAGE FUND TOTAL	1,236,573
STREET MAINTENANCE FUND TOTAL	272,822
COURT TECHNOLOGY FUND TOTAL	2,676
TOTAL ALL OPERATING FUNDS	\$ 2,682,015

RECAP OF UNFUNDED UNMET NEEDS REQUESTED BY CITY DEPARTMENTS

FISCAL YEAR 2019-2020

FUND/DEPT-DIVISION	DESCRIPTION	COST
<u>GENERAL FUND</u>		
<u>FIRE OPERATIONS</u>	NIGHTSTICK FORGE HELMET LIGHT	\$ 4,080
<u>NON-DEPARTMENTAL</u>	ASBESTOS ABATEMENT - OLD POLICE STATION	148,303
	GENERAL FUND TOTAL	<u>\$ 152,383</u>
 <u>WATER AND SEWER FUND</u>		
	WATER AND SEWER FUND TOTAL	<u>\$ -</u>
 <u>SOLID WASTE FUND</u>		
	SOLID WASTE FUND TOTAL	<u>\$ -</u>
 <u>GOLF COURSE FUND</u>		
	GOLF COURSE FUND TOTAL	<u>\$ -</u>
	TOTAL UNFUNDED REQUESTS IN CITY OPERATING FUNDS	<u><u>\$ 152,383</u></u>

<u>RECAP OF UNFUNDED UNMET NEEDS IN CITY OPERATING FUNDS:</u>		
GENERAL FUND TOTAL		\$ 152,383
WATER AND SEWER FUND TOTAL		-
SOLID WASTE FUND TOTAL		-
GOLF COURSE FUND TOTAL		-
TOTAL ALL OPERATING FUNDS		<u><u>\$ 152,383</u></u>

RECAP OF NEW REQUESTS AND CAPITAL OUTLAY PLAN

REQUESTS ADOPTED IN THE 2020 DEBT ISSUE

FISCAL YEAR 2019-2020

FUND/DEPT-DIVISION	DESCRIPTION	COST
<u>TAX SUPPORTED</u>		
FIRE	PPE (20% OF GEAR)	\$ 31,000
FIRE	SCBA	410,000
FIRE	AMBULANCE STRETCHERS (3)	150,000
FIRE	LIGHT DUTY TRUCK	60,000
POLICE	ARBITRATOR (26)	350,000
POLICE	CF-53 TOUGHBOOKS (30)	115,000
POLICE	TASERS (30)	33,000
POLICE	EMERGENCY RESPONSE CAR	22,000
POLICE	EMERGENCY RESPONSE CAR	50,000
POLICE	BODY ARMOR-SWAT (15)	40,000
POLICE	SHREDDER (2)	10,300
POLICE	INSPIRION LAPTOPS (12)	14,400
ANIMAL CONTROL	NEW ANIMAL KENNEL	7,473,000
STREET	EAGLE TRAIL RECONSTRUCTION	449,982
STREET	GATOR ATV WITH TRAILER MOUNTED SPRAYER	15,500
STREET	PAINT MACHINE	20,000
STREET	POTHOLE PATCH MACHINE TRUCK MOUNTED	175,000
STREET	INFRA-RED 4 TON ASPHALT RECLAIMER TRAILER MOUNTED	70,000
STREET	TRAILER	8,000
STREET	SIGN PLOTTER	10,000
FLEET	LIGHT DUTY TRUCK	50,000
PARKS	PARKS & RECREATION IMPROVEMENTS	431,250
PARKS	FM15M MOWER	16,000
PARKS	AFM4014 TRIM MOWER	19,500
PARKS	SAND PRO 3040	16,500
TAX SUPPORTED TOTAL		<u>\$ 10,040,432</u>
<u>WATER & SEWER FUND</u>		
UTILITY ADMIN	LIGHT DUTY TRUCK	\$ 30,000
WATER DISTRIBUTION	KILLEEN/COVE 20" TRANSMISSION LINE RELOCATION	1,700,000
WATER DISTRIBUTION	TURKEY RUN 1 MG STEEL GROUND STORAGE TANK REHAB	450,000
WATER DISTRIBUTION	MICKAN MOUNTAIN ELEVATED STORAGE TANK (CHANGE TO REHAB)	500,000
WATER DISTRIBUTION	EXCAVATION - VAC	75,000
WATER DISTRIBUTION	420E BACKHOE	125,000
WATER DISTRIBUTION	TRAILER	12,500
WATER DISTRIBUTION	TRAILER	12,000
SEWER	VAC-CON TRUCK	400,000
SEWER	BYPASS PUMP TRAILER MOUNTED	75,000
WASTEWATER-SOUTH	SOUTH MAIN VITRIFIED CLAY PIPE (VCP) REPLACEMENT	689,000
WASTEWATER-SOUTH	SOUTH - UV DISINFECTION SYSTEM REPLACEMENT	1,000,000
WASTEWATER-NE	SMALL ENGINE EQUIPMENT	11,000
WATER & SEWER FUND TOTAL		<u>\$ 5,079,500</u>

RECAP OF NEW REQUESTS AND CAPITAL OUTLAY PLAN REQUESTS ADOPTED IN THE 2020 DEBT ISSUE

FISCAL YEAR 2019-2020

FUND/DEPT-DIVISION	DESCRIPTION	COST
<u>SOLID WASTE FUND</u>		
BRUSH	REAR LOADER	\$ 235,000
COMMERCIAL	ROLL-OFF	215,000
COMMERCIAL	CONTAINER HANDLER TRUCK	103,000
TRANSFER STATION	ROUTEWARE SOFTWARE	110,170
SOLID WASTE FUND TOTAL		\$ 663,170
 <u>GOLF COURSE FUND</u>		
OPERATIONS	GOLF COURSE CART PATH RENOVATION	\$ 170,000
MAINTENANCE	GREENS MOWER-2500B DIESEL	32,000
MAINTENANCE	Z TRAC MOWER 60 INCH	9,000
MAINTENANCE	BUNKER & FIELD RAKE MACHINE	12,000
MAINTENANCE	TRACTOR	25,000
MAINTENANCE	TX GATOR	9,800
GOLF COURSE FUND TOTAL		\$ 257,800
 <u>COURT TECHNOLOGY FUND</u>		
COURT TECHNOLOGY	MC75A TICKET WRITERS (QTY7)	\$ 28,000
COURT TECHNOLOGY FUND TOTAL		\$ 28,000
BOND ISSUES COSTS		\$ 324,614
TOTAL ADOPTED 2020 DEBT ISSUE		\$ 16,393,516

RECAP OF NEW REQUESTS AND CAPITAL OUTLAY PLAN REQUESTS ADOPTED IN THE 2020 DEBT ISSUE:

TAX SUPPORTED TOTAL	\$ 10,040,432
WATER & SEWER FUND TOTAL	5,079,500
SOLID WASTE FUND TOTAL	663,170
GOLF COURSE FUND TOTAL	257,800
COURT TECHNOLOGY FUND TOTAL	28,000
BOND ISSUES COSTS	324,614
TOTAL ADOPTED 2020 DEBT ISSUE	\$ 16,393,516

* Debt issue will require future governing body action planned for after April 2020 prior to funding of requests.



City of Copperas Cove, Texas
Combined Schedule of Revenues, Expenditures and
Changes in Fund Balance-All Fund Types
Fiscal Year 2019-2020

(With Comparative Totals for the Years Ended September 30, 2018 and 2019)

	<u>General</u>	<u>Special Revenue</u>	<u>Debt Service</u>	<u>Water & Sewer</u>
REVENUES				
Taxes	\$ 11,895,359	\$ 606,870	\$ 4,148,218	\$ -
Permits & Licenses	249,105	-	-	-
Charges for Services	1,574,768	1,021,230	-	13,047,814
Fines	672,067	10,157	-	-
Fees	-	-	-	132,744
Miscellaneous	1,310,271	358,036	157,350	218,118
Total Revenues	15,701,570	1,996,293	4,305,568	13,398,676
EXPENDITURES				
Current:				
Public Safety	11,133,226	201,212	-	-
City Administration	2,158,431	-	-	-
Public Works	1,117,356	2,563,558	-	5,750,022
Parks and Recreation Services	1,852,107	266,232	-	-
Development Services	773,051	-	-	-
Non-Departmental	1,155,640	84,815	13,300	2,910,556
Debt service:				
Principal retirement	-	4,000	2,958,000	3,217,000
Interest and fiscal charges	-	900	1,310,068	1,406,115
Bond issuance Costs				
Total Expenditures	18,189,811	3,120,717	4,281,368	13,283,693
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	(2,488,241)	(1,124,424)	24,200	114,983
OTHER FINANCING SOURCES (USES)				
Operating transfers in	1,679,252	-	-	363,340
Operating transfers (out)	-	(176,619)	-	(984,501)
Proceeds from bond issue				
Total Other Financing Sources (Uses)	1,679,252	(176,619)	-	(621,161)
EXCESS (DEFICIENCY) OF REVENUES FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	(808,989)	(1,301,043)	24,200	(506,178)
FUND BALANCES BEGINNING OF YEAR	4,999,468	978,548	508,646	1,556,485
FUND BALANCES END OF YEAR	\$ 4,190,479	\$ (322,495)	\$ 532,846	\$ 1,050,307

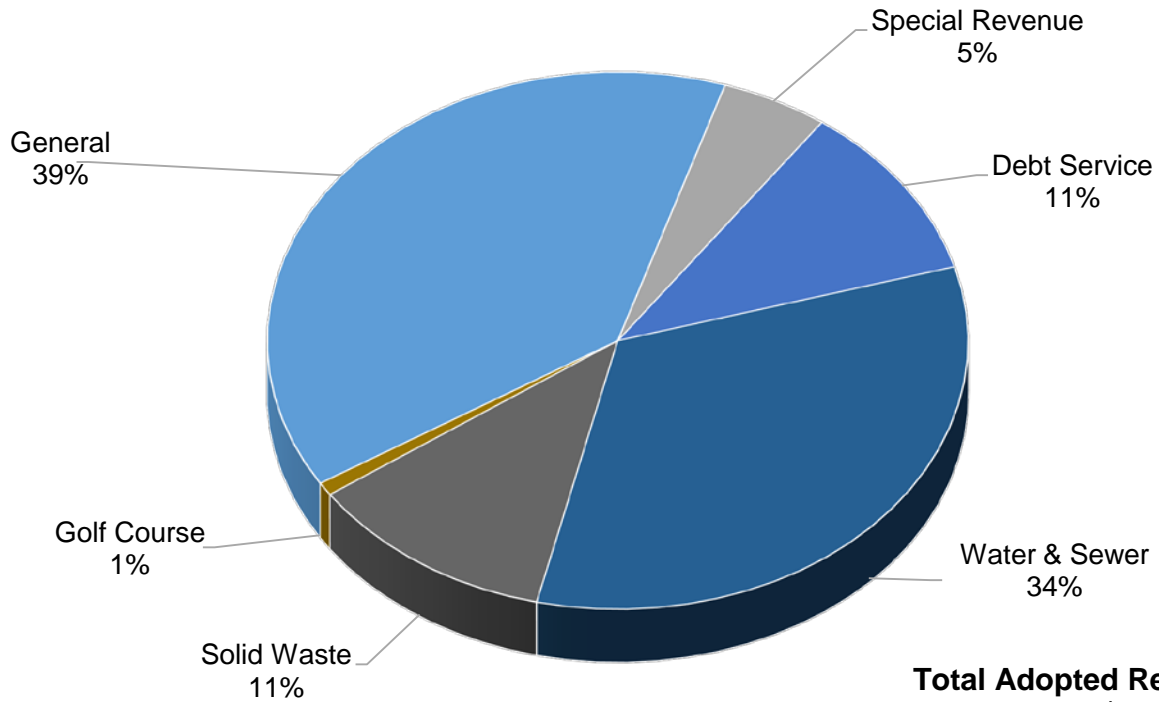
City of Copperas Cove, Texas
Combined Schedule of Revenues, Expenditures and
Changes in Fund Balance-All Fund Types
Fiscal Year 2019-2020

(With Comparative Totals for the Years Ended September 30, 2018 and 2019)

	<u>Solid Waste</u>	<u>Golf Course</u>	<u>Adopted Budget 2019-2020</u>	<u>Projected Budget 2018-2019</u>	<u>Actual 2017-2018</u>
REVENUES					
Taxes	\$ -	\$ -	\$ 16,650,447	\$ 16,325,935	\$ 15,787,436
Permits & Licenses	-	-	249,105	251,420	282,900
Charges for Services	4,527,205	322,290	20,493,307	19,546,574	19,532,563
Fines	-	-	682,224	655,743	627,668
Fees	34,000	-	166,744	164,934	178,482
Miscellaneous	126,520	-	2,170,295	1,546,576	1,685,220
Total Revenues	<u>4,687,725</u>	<u>322,290</u>	<u>40,412,122</u>	<u>38,491,182</u>	<u>38,094,269</u>
EXPENDITURES					
Current:					
Public Safety	-	-	11,334,438	10,967,406	10,207,931
City Administration	-	-	2,158,431	2,023,472	1,858,115
Public Works	3,306,541	-	12,737,477	12,232,390	8,605,032
Parks and Recreation Services	-	290,992	2,409,331	2,501,918	2,267,006
Development Services	-	-	773,051	705,853	634,273
Non-Departmental	118,611	-	4,282,922	4,581,909	3,233,081
Debt service:					
Principal retirement	345,000	25,000	6,549,000	6,614,000	6,640,000
Interest and fiscal charges	67,784	6,298	2,791,165	2,746,399	2,546,452
Bond issuance Costs	-	-	-	29,630	11,830
Total Expenditures	<u>3,837,936</u>	<u>322,290</u>	<u>43,035,815</u>	<u>42,402,977</u>	<u>36,003,720</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	<u>849,789</u>	<u>-</u>	<u>(2,623,693)</u>	<u>(3,911,795)</u>	<u>2,090,549</u>
OTHER FINANCING SOURCES (USES)					
Operating transfers in	-	-	2,042,592	\$ 2,014,077	\$ 1,559,111
Operating transfers (out)	(881,472)	-	(2,042,592)	(2,014,077)	(1,559,111)
Proceeds from bond issue	-	-	-	-	-
Total Other Financing Sources (Uses)	<u>(881,472)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
EXCESS (DEFICIENCY) OF REVENUES FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	<u>(31,683)</u>	<u>-</u>	<u>(2,623,693)</u>	<u>-</u>	<u>-</u>
FUND BALANCES BEGINNING OF YEAR	<u>2,520,407</u>	<u>(1,441,158)</u>	<u>9,122,396</u>	<u>-</u>	<u>-</u>
FUND BALANCES END OF YEAR	<u>\$ 2,488,724</u>	<u>\$ (1,441,158)</u>	<u>\$ 6,498,703</u>	<u>\$ -</u>	<u>\$ -</u>

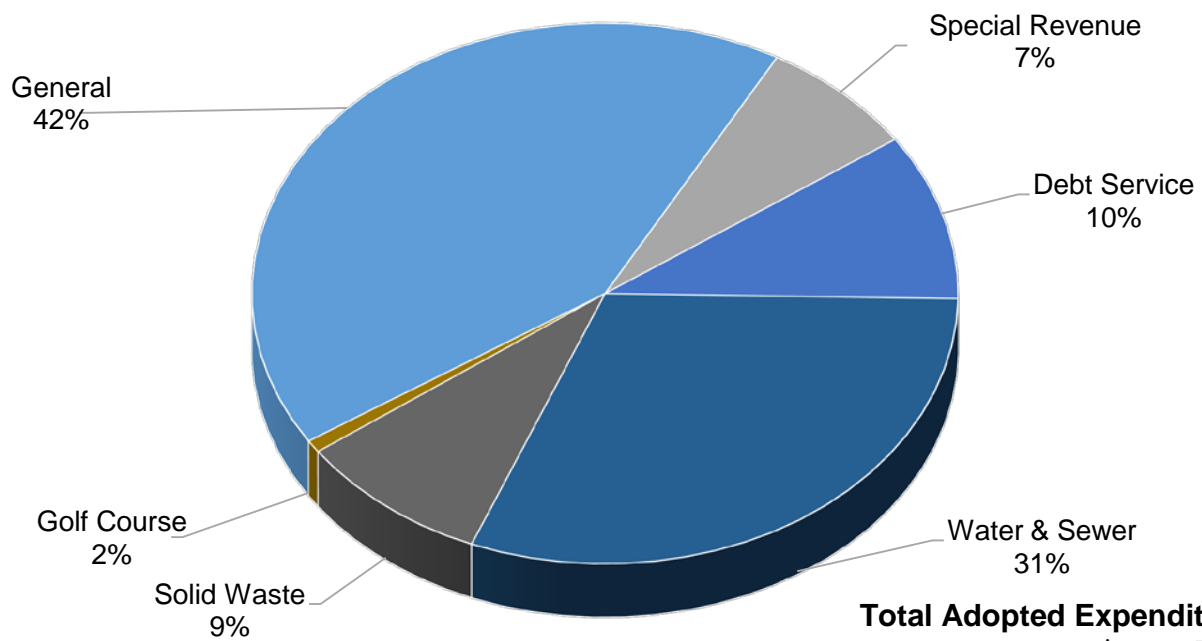
City of Copperas Cove, Texas FY 2020 Adopted Budget Combined Schedule of Revenues, Expenditures and Changes in Fund Balance

Total Adopted Revenues



Total Adopted Revenues
\$40,412,122

Total Adopted Expenditures/Expenses



Total Adopted Expenditures
\$43,035,815

**CITY OF COPPERAS COVE, TEXAS
ADOPTED BUDGET SUMMARY FOR ALL FUNDS
FISCAL YEAR 2019-2020**

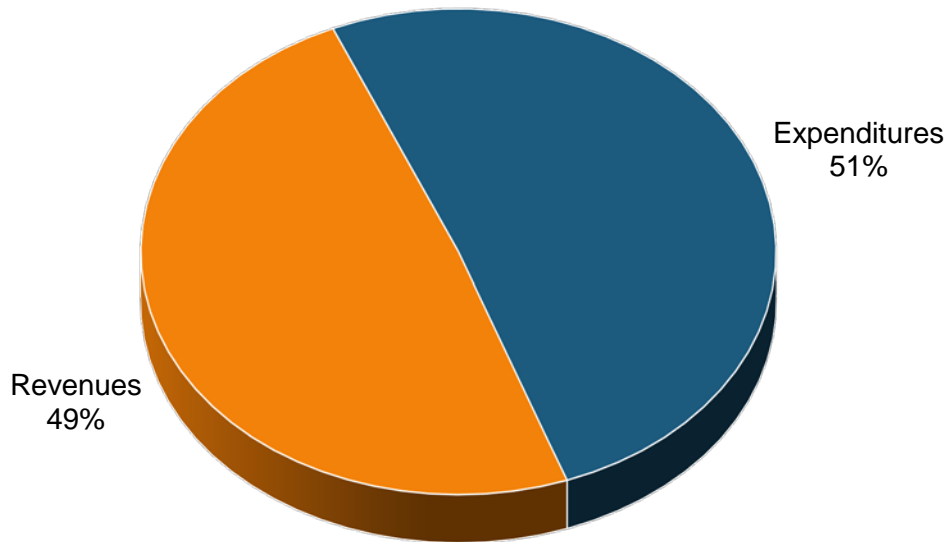
Fund	Estimated Beginning Balance	Revenues	Total Resources Available	Total Operating Expenses/ Expenditures	Total Other Expenses/ Expenditures	Estimated Ending Balance	Ideal Fund Balance	Over/(Under) Ideal Fund Balance
Operating Funds								
General Fund	\$ 6,258,839	\$ 17,380,822	\$ 23,639,661	\$ 17,700,463	\$ 489,348	\$ 5,449,850	\$ 4,425,116	\$ 1,024,734
Water & Sewer Fund	2,970,727	13,762,016	16,732,743	9,432,225	4,835,969	\$ 2,464,549	2,358,056	106,493
Solid Waste Fund	2,710,374	4,687,725	7,398,099	4,296,624	422,784	\$ 2,678,691	1,074,156	1,604,535
Golf Course Fund	(1,399,730)	322,290	(1,077,440)	290,992	31,298	\$ (1,399,730)	72,748	(1,472,478)
Total Operating Funds	\$ 10,540,210	\$ 36,152,853	\$ 46,693,063	\$ 31,720,304	\$ 5,779,399	\$ 9,193,360	\$ 7,930,076	\$ 1,263,284
Other Funds ¹								
Drainage Utility Fund	\$ 1,591,270	\$ 1,008,487	\$ 2,599,757	\$ 642,726	\$ 1,229,698	\$ 727,333		
Interest & Sinking Fund	204,631	4,305,568	4,510,199	-	4,281,368	\$ 228,831		
Parks Improvement Fund	25,075	49,300	74,375	49,300	-	25,075		
Street Maintenance Fund	545,087	440,155	985,242	882,568	-	102,674		
Hotel Occupancy Tax Fund	105,059	167,337	272,396	167,337	-	105,059		
PEG Fee Fund	275,662	64,344	340,006	46,900	17,000	\$ 276,106		
Municipal Court Efficiency Fund	10,207	2,273	12,480	2,273	-	\$ 10,207		
Municipal Court Technology Fund	22,074	21,164	43,238	12,723	-	\$ 30,515		
Municipal Court Security Fund	13,027	17,004	30,031	16,998	-	\$ 13,033		
Miscellaneous Other Funds	167,060	239,049	406,109	229,813	-	\$ 176,296		
Total Other Funds	\$ 2,959,152	\$ 6,314,681	\$ 9,273,833	\$ 2,050,638	\$ 5,528,066	\$ 1,695,129		
Capital Projects Funds ²								
2011 Contr. Rev. & LTN (Tax Suptd)	\$ 19,607	\$ -	\$ 19,607	\$ -	\$ 19,607	\$ -		
2011 G.O. (Tax Supported)	931	-	931	-	931	-		
2012 Ltd. Tax Notes (Tax Suptd))	59,149	-	59,149	-	59,149	-		
2012 G.O. (W&S)	296,909	-	296,909	-	296,909	-		
2013 Tax Notes (All Funds)	230,948	-	230,948	-	230,948	-		
2013 G.O. (Tax Supported)	607	-	607	-	607	-		
2013 PPFCD	145	-	145	-	145	-		
2014 Cert. of Oblig. (All Funds)	1,815,157	-	1,815,157	-	1,815,157	-		
2015 Cert. of Oblig. (All Funds)	4,478,879	-	4,478,879	-	4,478,879	-		
2016 Cert. of Oblig. (All Funds)	638,029	-	638,029	-	638,029	-		
2017 Cert. of Oblig. (All Funds)	5,565,795	-	5,565,795	-	5,565,795	-		
2018 Cert. of Oblig. (All Funds)	7,769,119	-	7,769,119	-	7,769,119	-		
2019 Cert. of Oblig. (All Funds)	8,147,161	-	8,147,161	-	8,147,161	-		
Total Capital Projects Funds	\$ 29,022,436	\$ -	\$ 29,022,436	\$ -	\$ 29,022,436	\$ -		
Total Funds	\$ 42,521,798	\$ 42,467,534	\$ 84,989,332	\$ 33,770,942	\$ 40,329,901	\$ 10,888,489		

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 2019-20 ADOPTED BUDGET

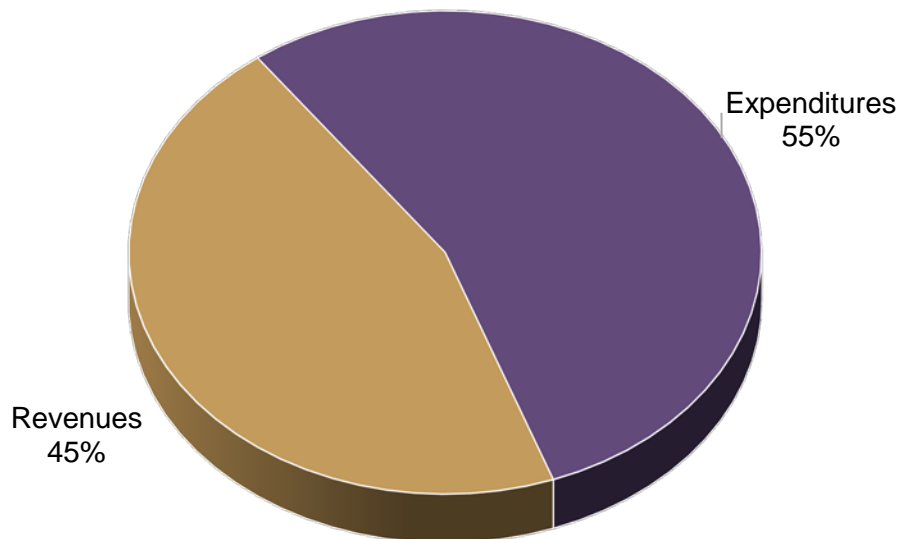
Operating Funds



Total Operating Funds:

Revenues	\$	36,152,853
Expenditures	\$	37,499,703

Other and Capital Project Funds



Total Other and Capital Project Funds:

Revenues	\$	6,314,681
Expenditures	\$	7,578,704



City of Copperas Cove, Texas
Consolidated Schedule of Receipts of all Funds by Source
Fiscal Year 2019-2020

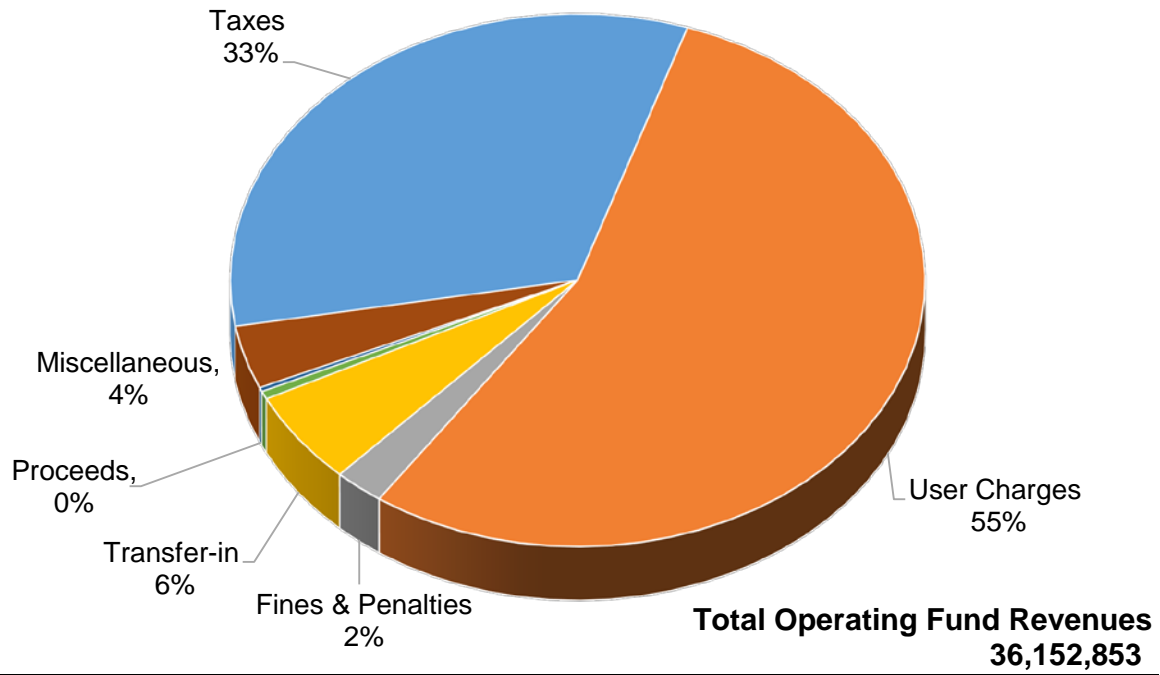
Fund	Taxes	User Charges	Fines & Penalties	Transfer-in
Operating Funds				
General Fund	\$ 11,895,359	\$ 1,823,873	\$ 672,067	\$ 1,679,252
Water & Sewer Fund	-	13,047,814	132,744	363,340
Solid Waste Fund	-	4,527,205	34,000	-
Golf Course Fund	-	322,290	-	-
Total Operating Funds	\$ 11,895,359	\$ 19,721,182	\$ 838,811	\$ 2,042,592
Other Funds				
Drainage Utility Fund	\$ -	\$ 971,930	\$ 10,157	\$ -
Interest & Sinking Fund	4,148,218	-	-	-
Parks Improvement Fund	-	\$ 49,300	-	-
Street Maintenance Fund	439,665	\$ -	-	-
Hotel Occupancy Tax Fund	167,205	-	-	-
PEG Fee Fund	-	-	-	-
Municipal Court Efficiency Fund	-	-	-	-
Municipal Court Technology Fund	-	-	-	-
Municipal Court Security Fund	-	-	-	-
Miscellaneous Other Funds	-	-	-	-
Total Other Funds	\$ 4,755,088	\$ 1,021,230	\$ 10,157	\$ -
Total Funds	\$ 16,650,447	\$ 20,742,412	\$ 848,968	\$ 2,042,592

City of Copperas Cove, Texas
Consolidated Schedule of Receipts of all Funds by Source
Fiscal Year 2019-2020

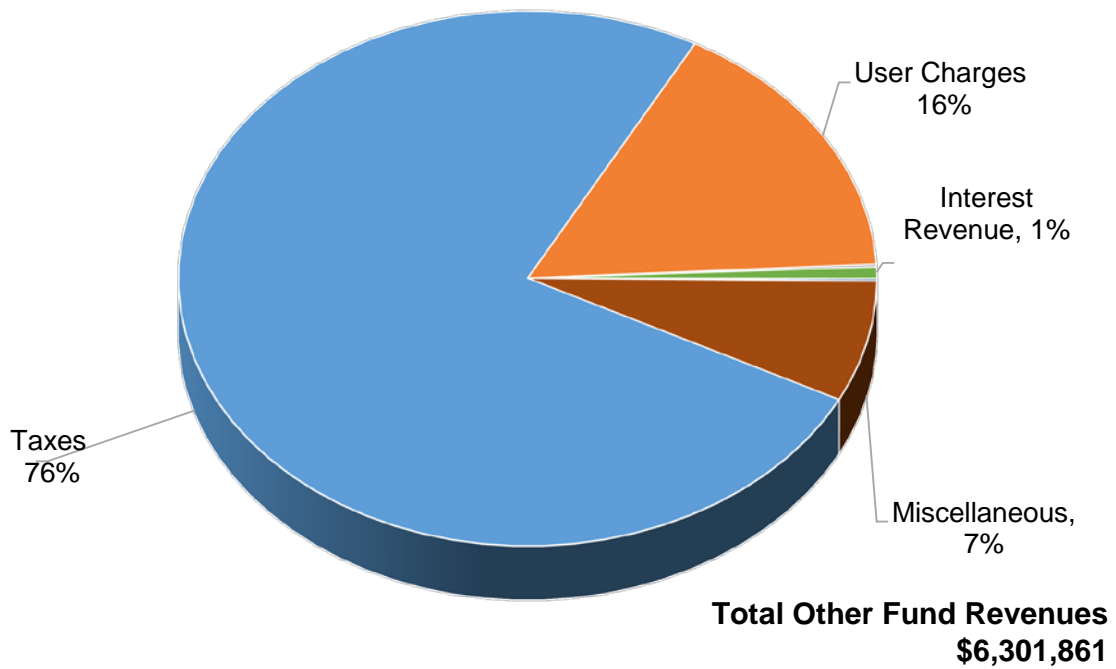
Fund	Interest Revenue	Proceeds	Miscellaneous	Total
Operating Funds				
General Fund	\$ 110,415	\$ 34,000	\$ 1,165,856	\$ 17,380,822
Water & Sewer Fund	37,200	8,300	172,618	13,762,016
Solid Waste Fund	26,400	50,000	50,120	4,687,725
Golf Course Fund	-	-	-	322,290
Total Operating Funds	\$ 174,015	\$ 92,300	\$ 1,388,594	\$ 36,152,853
Other Funds				
Drainage Utility Fund	\$ 17,400	\$ 9,000	-	\$ 1,008,487
Interest & Sinking Fund	25,200	-	132,150	4,305,568
Parks Improvement Fund	-	-	-	49,300
Street Maintenance Fund	490	-	-	440,155
Hotel Occupancy Tax Fund	132	-	-	167,337
PEG Fee Fund	444	-	63,900	64,344
Municipal Court Efficiency Fund	233	-	2,040	2,273
Municipal Court Technology Fund	79	-	21,085	21,164
Municipal Court Security Fund	14	-	16,990	17,004
Miscellaneous Other Funds	192	-	226,037	226,229
Total Other Funds	\$ 44,184	\$ 9,000	\$ 462,202	\$ 6,301,861
Total Funds	\$ 218,199	\$ 101,300	\$ 1,850,796	\$ 42,454,714

City of Copperas Cove, Texas Consolidated Schedule of Receipts of all Funds by Source Fiscal Year 2019-2020

Total Operating Funds



Total Other Funds





City of Copperas Cove, Texas
Consolidated Schedule of Expenditures/
Expenses of all Funds by Object Class
Fiscal Year 2019-2020

Fund	Personnel Costs	Supplies & Materials	Maintenance & Repair	Contractual Services
Operating Funds				
General Fund	\$ 14,263,995	\$ 725,947	\$ 736,432	\$ 1,535,576
Water & Sewer Fund	2,382,463	252,601	693,922	2,045,355
Solid Waste Fund	1,263,901	263,941	257,748	92,654
Golf Course Fund	67,565	63,203	55,858	78,182
Total Operating Funds	\$ 17,977,924	\$ 1,305,692	\$ 1,743,960	\$ 3,751,767
Other Funds				
Drainage Utility Fund	\$ 378,805	\$ 27,570	\$ 29,548	\$ 29,784
Interest & Sinking Fund	-	-	-	10,000
Parks Improvement Fund	-	-	49,300	-
Street Maintenance Fund	152,313	1,692	15,000	5,216
Hotel Occupancy Tax Fund	-	142,236	25,101	-
PEG Fees Fund	-	-	-	46,900
Municipal Court Efficiency Fund	-	520	-	1,753
Municipal Court Technology Fund	-	2,676	5,147	-
Municipal Court Security Fund	14,138	-	2,860	-
Miscellaneous Other Funds	39,360	118,988	1,246	41,118
Total Other Funds	\$ 584,616	\$ 293,682	\$ 128,202	\$ 134,771
Total Funds	\$ 18,562,540	\$ 1,599,374	\$ 1,872,162	\$ 3,886,538

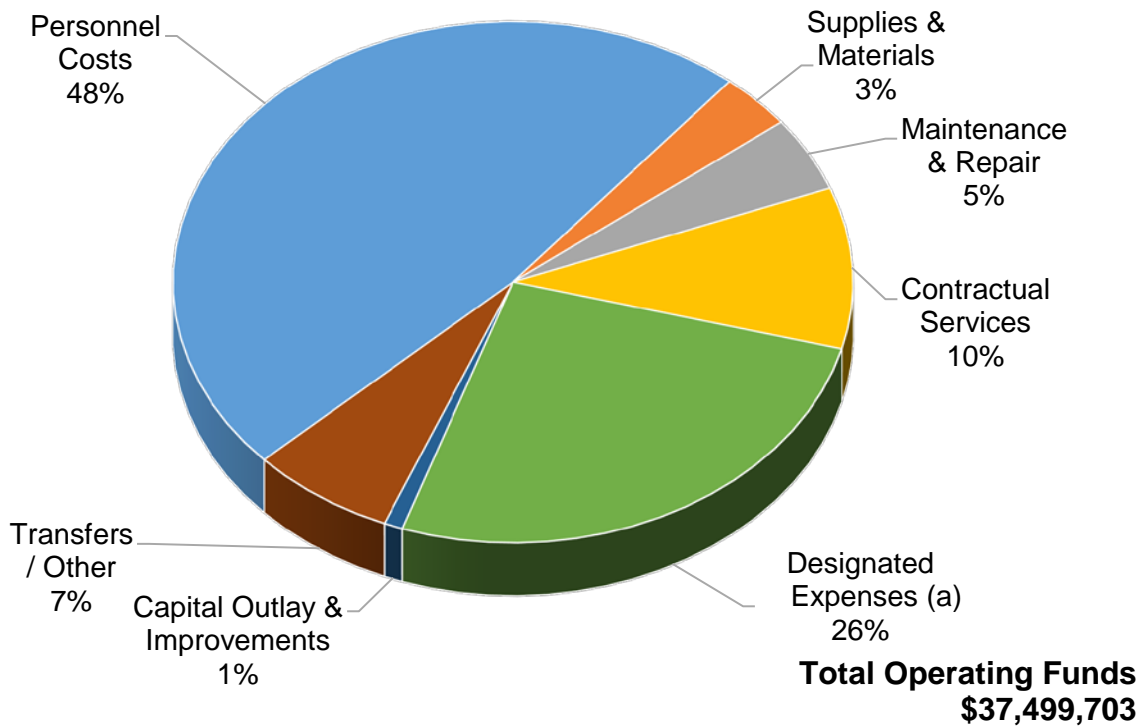
City of Copperas Cove, Texas
Consolidated Schedule of Expenditures/
Expenses of all Funds by Object Class
Fiscal Year 2019-2020

	Designated Expenses (a)	Capital Outlay & Improvements	Transfers / Other	Total
Operating Funds				
General Fund	\$ 438,513	\$ 20,000	\$ 469,348	\$ 18,189,811
Water & Sewer Fund	7,386,421	307,000	1,200,432	14,268,194
Solid Waste Fund	1,949,692	10,000	881,472	4,719,408
Golf Course Fund	26,184	-	31,298	322,290
Total Operating Funds	\$ 9,800,810	\$ 337,000	\$ 2,582,550	\$ 37,499,703
Other Funds				
Drainage Utility Fund	\$ 400	\$ 42,000	\$ 1,364,317	\$ 1,872,424
Interest & Sinking Fund	4,271,368	-	-	4,281,368
Parks Improvement Fund	-	-	-	49,300
Street Maintenance Fund	708,347	-	-	882,568
Hotel Occupancy Tax Fund	-	-	-	167,337
PEG Fees Fund	-	17,000	-	63,900
Municipal Court Efficiency Fund	-	-	-	2,273
Municipal Court Technology Fund	4,900	-	-	12,723
Municipal Court Security Fund	-	-	-	16,998
Miscellaneous Other Funds	29,101	-	-	229,813
Total Other Funds	\$ 5,014,116	\$ 59,000	\$ 1,364,317	\$ 7,578,704
Total Funds	\$ 14,814,926	\$ 396,000	\$ 3,946,867	\$ 45,078,407

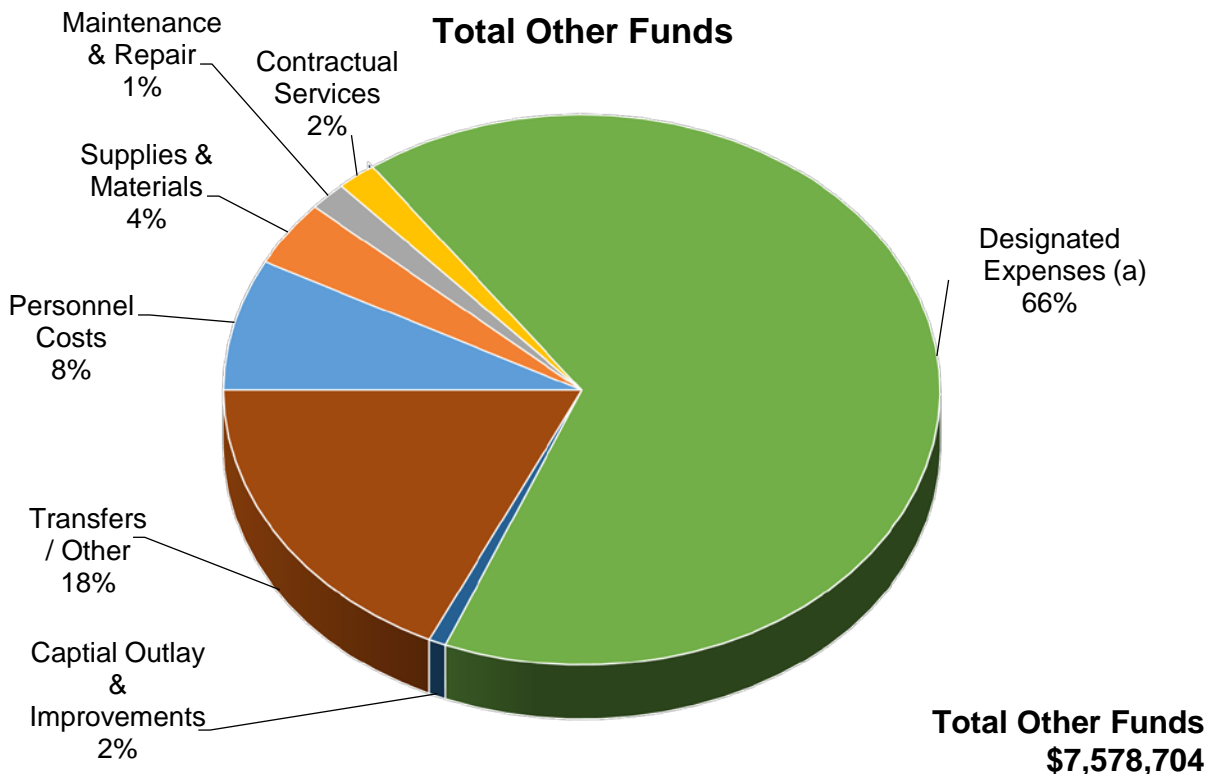
(a) Includes Debt Service Payments and Other Non-Departmental Expenditures/Expenses.

City of Copperas Cove, Texas Consolidated Schedule of Expenditures/ Expenses of all Funds by Object Class Fiscal Year 2019-2020

Total Operating Funds



Total Other Funds





City of Copperas Cove, Texas
FY 2019-2020 Ad Valorem Taxes Analysis
Certified Revenue and Adopted Distribution of Collections

Preliminary Property Values

Freeze Adjusted Taxable Assessed V	\$1,262,934,875
Proposed Tax Rate of \$100 Valuation	<u>0.786500</u>
Non-Freeze Tax Levy	9,932,983
Freeze Tax Levy	<u>976,455</u>
Total Tax Levy	10,909,438
Estimated Percent of Collections	<u>99.0%</u>
Estimated Funds from Tax Levy	\$10,800,343

Proposed Distribution of All Tax Collections

	% of Total	Tax Rate	Collections
General Fund (Maintenance & Op)	61.86%	0.486147	6,681,125
Interest & Sinking	38.14%	0.300353	4,119,218
Total	<u>100.00%</u>	<u>0.786500</u>	<u>10,800,343</u>

Comparison of Previous Years Tax Rates

	Fiscal Years				
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
General Fund	0.478759	0.549218	0.506269	0.503908	0.486147
Interest & Sinking	0.319149	0.248690	0.291639	0.294000	0.300353
Total	<u>0.797908</u>	<u>0.797908</u>	<u>0.797908</u>	<u>0.797908</u>	<u>0.786500</u>

Property Value Analysis

Tax Year	Assessed Value	Percentage Increase	Amount Collected	Percentage Collected
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%	\$10,227,314	99.09%
2018	\$1,220,718,641	1.60%	\$10,526,054	99.00%
2019	\$1,262,934,875	3.46%	\$10,800,343	99.00%



ORDINANCE NO. 2019-44

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, 2019 AND ENDING ON SEPTEMBER 30, 2020; 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 \$274,289 WHICH IS A 2.61 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 \$240,964.

WHEREAS, a budget for operating the municipal government of City of Copperas Cove for the fiscal year October 1, 2019, to September 30, 2020, has been prepared by Ryan D. Haverlah, 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 the 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, 2019, to September 30, 2020, 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 2019-2020 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.

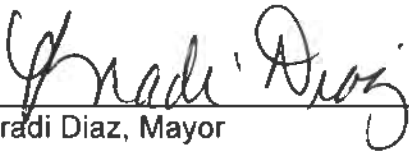
SECTION 4.

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 3rd day of September, 2019, 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.



Bradi Diaz, Mayor


ATTEST:



Lisa Wilson, City Secretary



APPROVED AS TO FORM:



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



ORDINANCE NO. 2019-43

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 2019 TAX YEAR FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF COPPERAS COVE FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2019 AND ENDING ON SEPTEMBER 30, 2020; APPORTIONING SAID LEVY AMONG THE VARIOUS FUNDS AND ITEMS FOR WHICH REVENUE MUST BE RAISED INCLUDING PROVIDING A SINKING FUND FOR THE RETIREMENT OF THE BONDED DEBT OF THE CITY; AND ESTABLISHING AN EFFECTIVE DATE.

- WHEREAS,** the Chief Appraiser of the Coryell County Tax Appraisal District has prepared and certified the appraisal roll of the City of Copperas Cove, Texas, said roll being that portion of the approved appraisal roll of the Coryell County Tax Appraisal District which lists property taxable by the City of Copperas Cove, Texas; and
- WHEREAS,** the Chief Appraiser of the Lampasas County Tax Appraisal District has prepared and certified the appraisal roll of the City of Copperas Cove, Texas, said roll being that portion of the approved appraisal roll of the Lampasas County Tax Appraisal District which lists property taxable by the City of Copperas Cove, Texas; and
- WHEREAS,** the Tax Assessor of Coryell and Lampasas Counties and the Tax Collector of Coryell County has performed the statutory calculations required by Section 26.04 of the Texas Property Tax Code, and has published the effective tax rate, the rollback tax rate, an explanation of how they were calculated 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 Property Tax Code, in a manner designated to come to the attention of all residents of said City and has submitted said rates to the City Council of said City prior to the regular City Council meeting of September 3, 2019; and

WHEREAS, the City Council has complied with all applicable requirements of the Texas Property Tax Code and Local Government Code prior to the setting of the tax rate for said City for 2019.

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 2019 be, and is hereby, set at 78.65 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 2019 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) 48.6147 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:

30.0353 cents per one hundred dollars (\$100) valuation.

SECTION 3

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

THE TAX RATE WILL EFFECTIVELY BE RAISED BY 2.72% PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND

OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY TWELVE DOLLARS AND EIGHTY-SEVEN CENTS (\$12.87).

SECTION 4.

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

SECTION 5.

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

SECTION 6.

That monies collected pursuant to this Ordinance shall be expended as set forth in the City of Copperas Cove Annual Budget for FY 2019-2020.

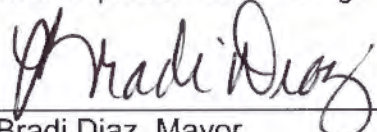
SECTION 7.

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

SECTION 8.

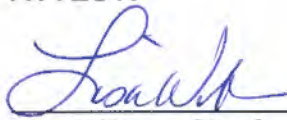
That this ordinance shall take effect and be in full force and effect from and after its passage and approval according to law.

PASSED, APPROVED AND ADOPTED this 3rd day of September 2019, 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.



Bradi Diaz, Mayor

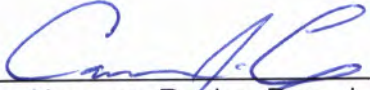
ATTEST:



Lisa Wilson, City Secretary



APPROVED AS TO FORM:



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



RESOLUTION NO. 2019-23

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF COPPERAS COVE, TEXAS, RATIFYING THE VOTES TO ADOPT THE 2019-2020 BUDGET AND PLAN OF MUNICIPAL SERVICES AND THE 2019-2020 TAX RATE.

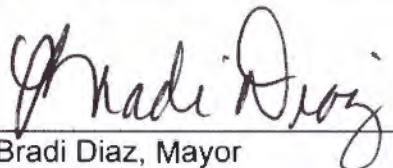
WHEREAS, Pursuant to the Texas Local Government Code, §102.007, City Council has adopted the 2019-2020 Budget and Plan of Municipal Services; and

WHEREAS, Pursuant to the Texas Tax Code, §26.05 and §26.06, City Council has adopted the 2019-2020 Property (Ad Valorem) Tax Rate; and

WHEREAS, The adoption of the 2019-2020 Budget and the 2019-2020 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 2019-2020 Budget and Plan of Municipal Service and the 2019-2020 Property Tax Rate.

PASSED, APPROVED, AND ADOPTED on this 3rd day of September 2019, 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.


Bradi Diaz, Mayor

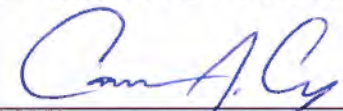
ATTEST:



Lisa Wilson, 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 2020 Adopted Budget
General Fund
Revenue & Expenditures Summary

OVERVIEW

The General Fund provides the financing for all of the City of Copperas Cove's basic services except Water and Wastewater, Solid Waste, Golf Course and Drainage operations. The General Fund is comprised of five major functional areas, City Administration, Public Safety, Public Works, Development Services, Parks and Recreation Services, and Non-Departmental. Public Safety provides all emergency services to the citizens of Copperas Cove. City Administration includes departments such as City Council, City Manager, Finance, Budget, City Attorney, Human Resources and Information Systems. General Government departments usually are not revenue generating departments, but are considered to be vital functions to the City.

Property, sales and franchise taxes provide most of the revenue to the General Fund. Salaries and benefits paid to the employees of the City are among some of the General Fund expenditures.

REVENUES	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Current	FY 2020 Adopted
Property Taxes	5,975,302	6,998,877	6,571,795	6,728,060	6,765,125
Sales Taxes	2,842,678	3,052,800	3,345,548	3,559,756	3,590,104
Franchise Fees	1,258,920	1,292,339	1,351,657	1,353,000	1,366,530
Other Taxes	219,309	166,248	172,865	167,200	173,600
Licenses & Permits	253,834	352,072	282,900	251,420	249,105
Charges for Services	1,429,824	1,542,187	1,522,931	1,508,472	1,574,768
Fines & Forfeitures	507,682	586,811	627,668	655,743	672,067
Transfers	1,475,000	1,533,384	1,537,285	1,650,737	1,679,252
Other	777,018	754,778	811,294	809,368	1,310,271
TOTAL	14,739,567	16,279,496	16,223,943	16,683,756	17,380,822
EXPENDITURES					
Salaries & Benefits	11,505,027	11,977,357	12,426,626	13,304,885	14,263,995
Supplies & Materials	559,911	599,568	644,682	727,582	725,947
Maintenance & Repair	446,960	522,660	547,553	583,151	736,432
Contractual Services	1,451,331	1,629,185	1,450,230	1,678,687	1,535,576
Designated Expenses	384,065	393,887	416,602	422,083	438,513
Capital Outlay	84,357	58,364	70,060	65,958	20,000
Economic Development Incentives	201,792	203,164	282,994	460,479	469,348
Miscellaneous	368	85,651	15,241	-	-
TOTAL	14,633,811	15,469,836	15,853,988	17,242,825	18,189,811
Revenues Over/(Under)					
Expenditures	105,756	809,660	369,955	(559,069)	(808,989)
TOTAL	14,739,567	16,279,496	16,223,943	16,683,756	17,380,822

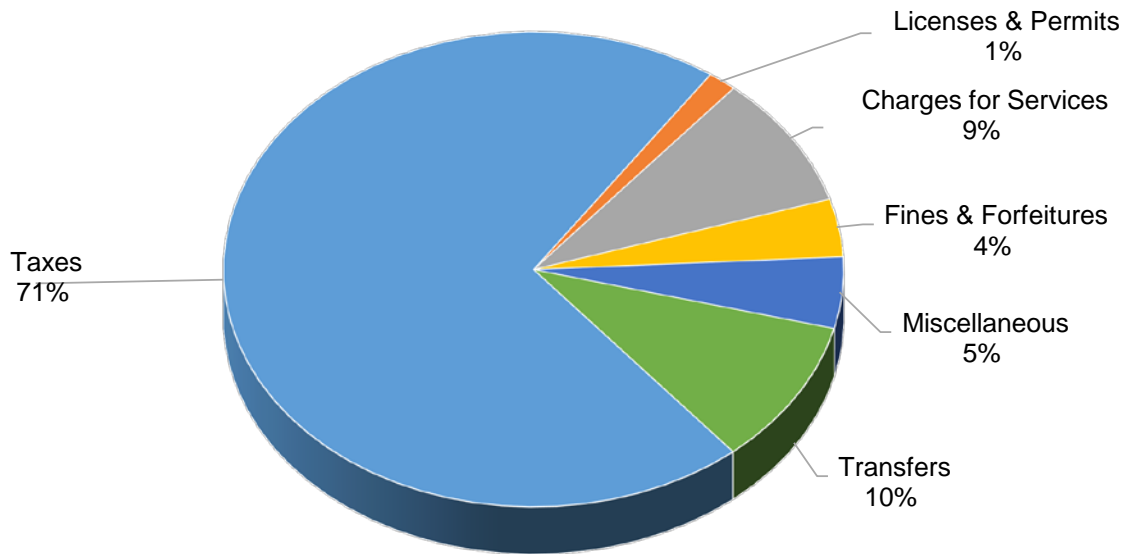
CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2019-20 ADOPTED BUDGET
GENERAL FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Description	Actual FY 2017-18	Adopted Budget FY 2018-19	Current Budget FY 2018-19	Adopted Base Budget FY 2019-20	New Requests FY 2019-20	Adopted FY 2019-20
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 6,447,953	\$ 6,817,908	\$ 6,817,908	\$ 6,258,839	\$ -	\$ 6,258,839
Unreserved, Designated	500,000	500,000	500,000	500,000	-	500,000
TOTAL BEGINNING FUND BALANCE	\$ 6,947,953	\$ 7,317,908	\$ 7,317,908	\$ 6,758,839	\$ -	\$ 6,758,839
REVENUES:						
Taxes	\$ 11,441,865	\$ 11,791,495	\$ 11,808,016	\$ 11,895,359	\$ -	\$ 11,895,359
Permits & Licenses	282,900	239,035	251,420	249,105	-	249,105
Charges for Services	1,522,931	1,590,226	1,508,472	1,574,768	-	1,574,768
Fines	627,668	652,947	655,743	672,067	-	672,067
Administrative Reimbursements	1,537,285	1,650,737	1,650,737	1,679,252	-	1,679,252
Miscellaneous Revenue	811,294	718,082	809,368	1,310,271	-	1,310,271
TOTAL REVENUES	\$ 16,223,943	\$ 16,642,522	\$ 16,683,756	\$ 17,380,822	\$ -	\$ 17,380,822
TOTAL FUNDS AVAILABLE	\$ 23,171,896	\$ 23,960,430	\$ 24,001,664	\$ 23,639,661	\$ -	\$ 23,639,661
EXPENDITURES:						
City Council (21)	\$ 21,004	\$ 43,351	\$ 37,031	\$ 43,351	\$ -	\$ 43,351
City Manager (22)	204,476	251,200	275,878	258,995	-	258,995
City Secretary (23)	134,694	138,954	148,072	142,743	2,250	144,993
City Attorney (24)	128,086	124,792	113,924	132,792	-	132,792
Public Information Office (25)	91,882	82,582	86,358	85,744	5,610	91,354
Finance (31)	348,868	354,194	359,467	368,767	-	368,767
Budget (32)	341,356	423,711	351,306	416,279	-	416,279
Human Resources (34)	257,841	282,591	261,820	315,244	3,834	319,078
Information Systems (35)	315,222	325,231	389,616	321,385	61,437	382,822
Municipal Court (41)	415,990	400,816	413,974	435,909	-	435,909
Police-Admin (42)	579,442	623,628	650,206	862,322	-	862,322
Police-Services (4210)	4,571,933	5,029,322	4,944,085	4,928,571	17,009	4,945,580
Animal Control (43)	238,720	253,020	251,567	315,642	-	315,642
Fire/EMS-Admin (44)	319,780	347,414	278,305	259,530	600	260,130
Fire/EMS-Operations (4417)	3,696,814	3,977,754	3,902,353	4,124,223	14,090	4,138,313
Fire/EMS-Training (4418)	45,031	54,119	51,721	39,003	3,600	42,603
Fire/EMS-Prevention (4419)	110,401	124,922	129,236	124,432	1,250	125,682
Emergency Management (4420)	6,344	6,065	6,060	6,615	430	7,045
Engineering (51)	56,093	62,080	62,080	177,836	-	177,836
Street (53)	543,224	608,987	594,499	610,363	6,530	616,893
Fleet Services (55)	283,983	288,334	286,402	291,527	11,100	302,627
Planning (61)	208,841	242,229	241,884	239,063	11,986	251,049
Building Development (52)	282,182	338,171	301,745	327,555	19,600	347,155
Code & Health Compliance (72)	143,250	170,417	162,224	170,488	4,359	174,847
Parks and Leisure - Admin (54)	174,394	184,223	187,201	176,934	-	176,934
Parks and Leisure - Maintenance (5410)	617,085	676,542	643,030	671,223	-	671,223
Parks and Leisure - Athletics (5420)	334,421	354,247	364,745	356,378	-	356,378
Parks and Leisure - Aquatics (5430)	146,262	160,431	162,600	160,440	-	160,440
Parks and Leisure - Special Events (5440)	28,153	29,128	27,939	24,903	-	24,903
Library (71)	453,661	446,457	458,122	449,229	13,000	462,229
Non-Departmental (75)	386,260	550,700	572,938	490,739	195,553	686,292
OPERATING EXPENDITURES	\$ 15,485,693	\$ 16,955,612	\$ 16,716,388	\$ 17,328,225	\$ 372,238	\$ 17,700,463
OTHER EXPENDITURES:						
Capital Outlay	\$ 70,060	\$ 21,638	\$ 65,958	-	\$ 20,000	\$ 20,000
Grant Match	-	-	-	-	-	-
Street/Sidewalk Maintenance	15,241	-	-	-	-	-
Economic Development Incentives	282,994	452,985	460,479	469,348	-	469,348
TOTAL OTHER EXPENDITURES	\$ 368,295	\$ 474,623	\$ 526,437	\$ 469,348	\$ 20,000	\$ 489,348
TOTAL EXPENDITURES	\$ 15,853,988	\$ 17,430,235	\$ 17,242,825	\$ 17,797,573	\$ 392,238	\$ 18,189,811
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 6,817,908	\$ 6,030,195	\$ 6,258,839	\$ 5,842,088	\$ (392,238)	\$ 5,449,850
Unreserved, Designated	500,000	500,000	500,000	500,000	-	500,000
TOTAL ENDING FUND BALANCE	\$ 7,317,908	\$ 6,530,195	\$ 6,758,839	\$ 6,342,088	\$ (392,238)	\$ 5,949,850
IDEAL FUND BALANCE	\$ 3,871,423	\$ 4,238,903	\$ 4,179,097	\$ 4,332,056	\$ 93,060	\$ 4,425,116
OVER (UNDER) IDEAL FUND BALANCE	\$ 2,946,485	\$ 1,791,292	\$ 2,079,742	\$ 1,510,032	\$ (485,298)	1,024,734

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

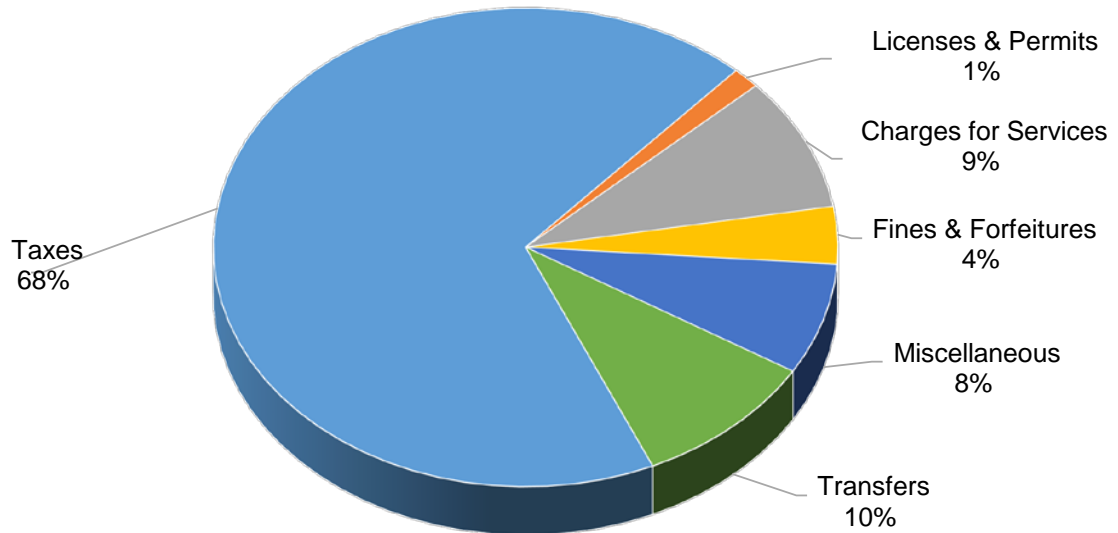
**City of Copperas Cove, Texas
FY 2020 Adopted Budget
General Fund
Budgeted Revenues by Source Comparison**

Fiscal Year 2018-2019 Projected Revenue



**Total Projected Revenues
\$16,683,756**

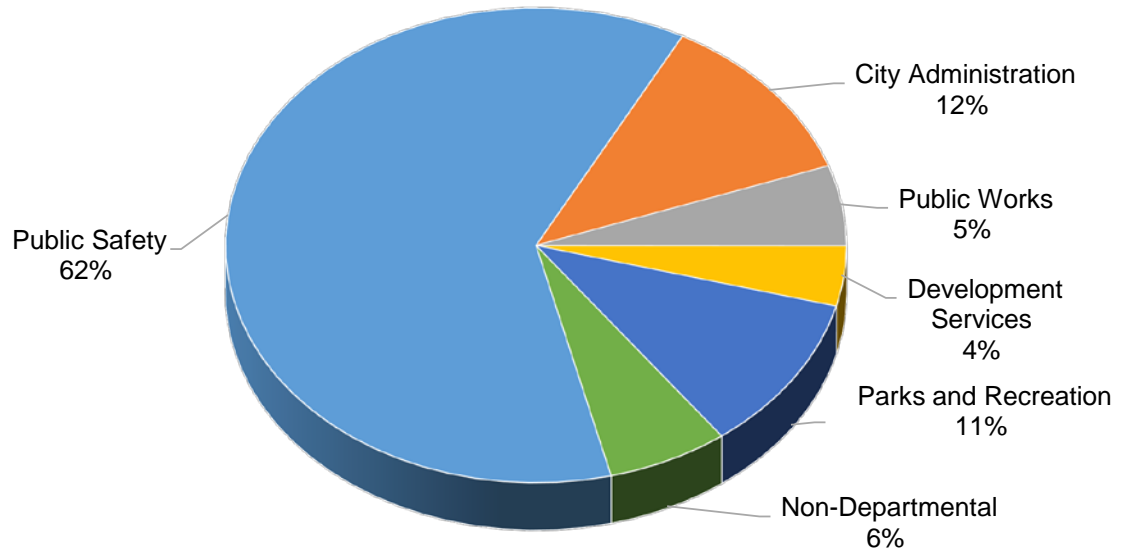
Fiscal Year 2019-2020 Adopted Revenue



**Total Adopted Revenues
\$17,380,822**

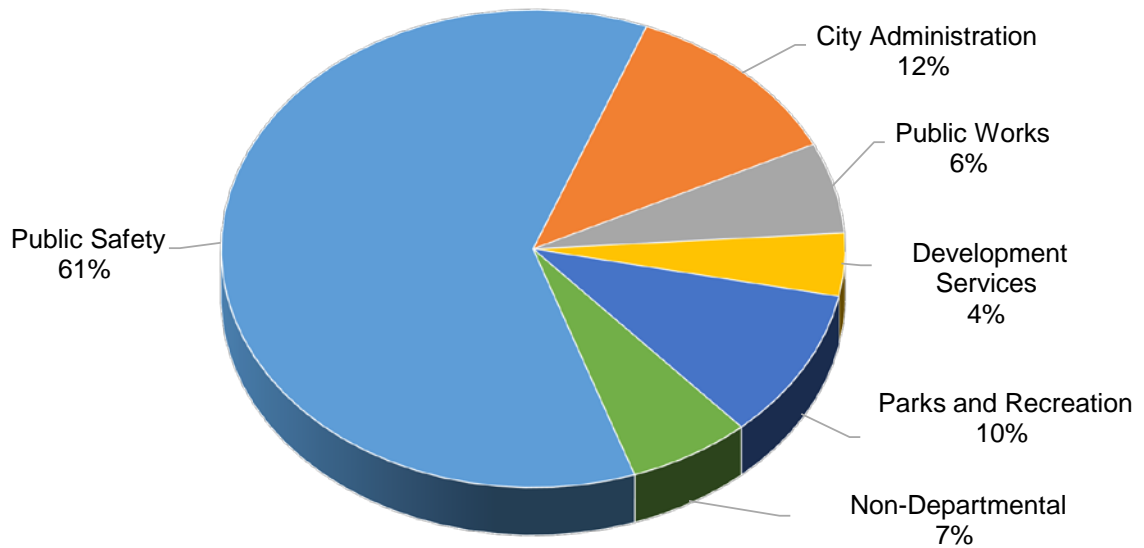
**City of Copperas Cove, Texas
FY 2020 Adopted Budget
General Fund
Budgeted Expenditures by Function Comparison**

Fiscal Year 2018-2019 Projected Expenditures



**Total Projected Expenditures
\$17,242,825**

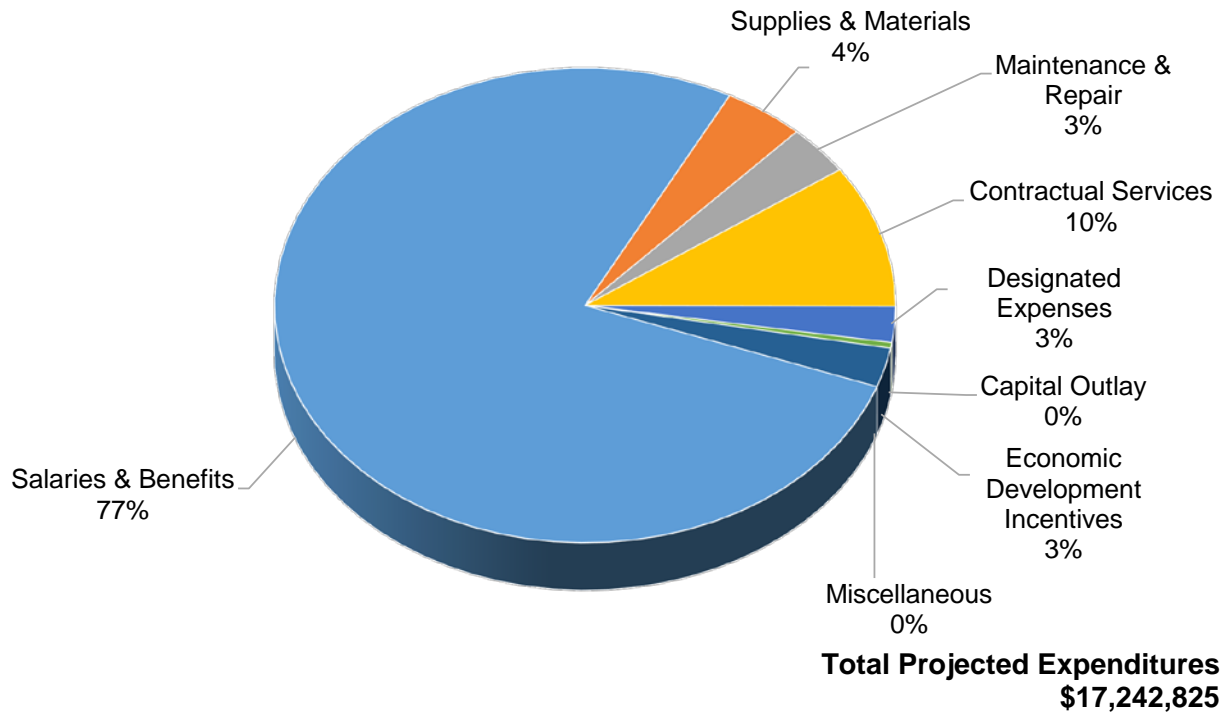
Fiscal Year 2019-2020 Adopted Expenditures



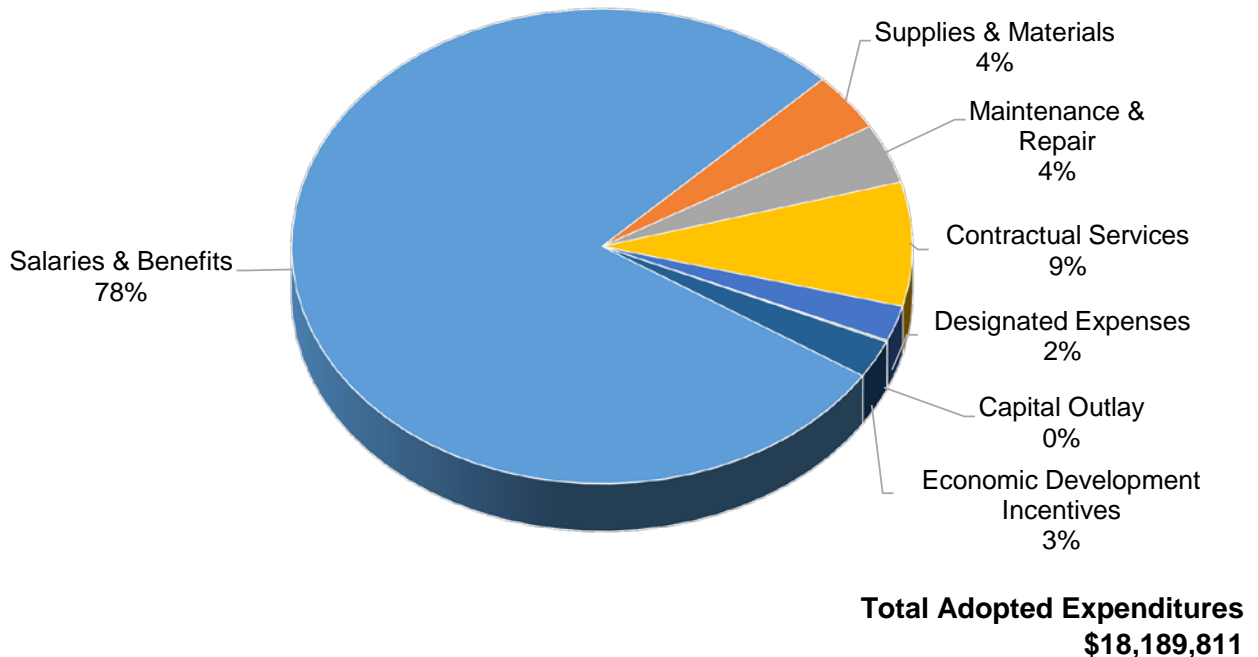
**Total Adopted Expenditures
\$18,189,811**

**City of Copperas Cove, Texas
FY 2020 Adopted Budget
General Fund
Budgeted Expenditures by Object Comparison**

Fiscal Year 2018-2019 Projected Expenditures



Fiscal Year 2019-2020 Adopted Expenditures



General Fund Revenues

Account	Description	Actual 2017-18	Budget* 2018-19	Projected 2018-19	Adopted 2019-20
01-310-1001	Current Ad Valorem Taxes	\$ 6,489,873	\$ 6,646,434	\$ 6,646,434	\$ 6,681,125
01-310-1002	Delinquent Ad Val. Taxes	40,715	41,931	41,931	43,500
01-310-1003	Penalty & Interest	41,207	39,695	39,695	40,500
01-310-1004	Sales Tax	3,345,548	3,559,756	3,559,756	3,590,104
01-310-1005.1	Franchise Tax-Telephone	45,109	42,859	42,859	43,288
01-310-1005.2	Franchise Tax-Cable	312,178	316,041	316,041	319,201
01-310-1005.3	Franchise Tax-Electric	862,580	863,440	863,440	872,074
01-310-1005.4	Franchise Tax-Gas	131,790	130,660	130,660	131,967
01-310-1007	Mixed Drink Tax	23,111	19,200	19,200	25,600
01-310-1008	Bingo Tax	149,754	148,000	148,000	148,000
Subtotal Taxes		\$ 11,441,865	\$ 11,808,016	\$ 11,808,016	\$ 11,895,359
01-320-2002	License-Bicycle	\$ -	\$ 7	\$ 7	\$ -
01-320-2003	License-Contractors	36,180	24,000	24,000	23,000
01-320-2004	License-Animal	7,565	5,000	5,000	5,000
01-320-2006	Permits-Building	91,267	90,000	90,000	90,000
01-320-2008	Permits-Street Cuts	4,230	11,000	11,000	4,500
01-320-2009	Permits-Electrical	31,459	25,000	25,000	28,000
01-320-2010	Permits-Solicitors	1,295	1,100	1,100	1,200
01-320-2011	Permits-Natural Gas Lines	7,040	2,500	2,500	1,600
01-320-2012	Permits-Garage Sales	4,810	5,000	5,000	6,000
01-320-2013	Permits-Plumbing	52,084	46,000	46,000	48,000
01-320-2014	Permits-Mechanical	27,915	18,000	18,000	20,000
01-320-2015	License-Taxicabs	180	180	180	180
01-320-2017	License-Dangerous Animal	800	800	800	750
01-320-2019	Permits-Land Disturbance	-	210	210	100
01-320-2021	Permits-Car Washes	330	350	350	350
01-320-2022	Permits-Signs	2,300	1,650	1,650	2,000
01-320-2023	Permits-Swimming Pools	560	500	500	500
01-320-2025	Permit-Ambulance License	3,000	3,000	3,000	3,000
01-320-2026	License-Wrecker	680	680	680	700
01-320-2027	Permit-Certificate of Occpy	4,140	2,400	2,400	3,000
01-320-2030	Permits-Alarms	2,840	2,700	2,700	3,000
01-320-2032	Permits-Alcohol License	2,365	4,273	4,273	4,400
01-320-2034	Permits-Burn Permits	-	1,200	1,200	1,200
01-320-2035	Permits-Conditional Use	-	660	660	700
01-320-2036	License-Food Establishment	11,570	12,500	12,500	12,500
01-320-2049	Permits-Micellaneous	60	120	120	200
Subtotal Permits and Licenses		\$ 292,670	\$ 258,830	\$ 258,830	\$ 259,880
01-340-1001	Cemetery Plot Sales	\$ 14,490	\$ 15,000	\$ 15,000	\$ 15,000
01-340-1002	Football Revenue	13,117	18,892	18,892	21,365
01-340-1004	Basketball Revenue	26,947	27,450	27,450	29,375
01-340-1005	Volleyball Entry Fees	5,345	6,265	6,265	8,500
01-340-1006	Youth Baseball Fees	39,018	33,700	33,700	43,690
01-340-1007	Adult Softball Fees	12,756	14,332	14,332	15,550
01-340-1008	Soccer Registration Fees	57,647	44,346	44,346	52,092
01-340-1012	Special Events Revenue	33,155	28,975	28,975	39,595
01-340-1014	Adult Softball Fees	-	14,402	14,402	7,300

* Includes Budget Amendments approved in FY 2018-2019

General Fund Revenues

Account	Description	Actual 2017-18	Budget* 2018-19	Projected 2018-19	Adopted 2019-20
01-340-1015	Concession Sales	470	1,500	1,500	4,500
01-340-1016	Flag Football Fees	7,097	8,559	8,559	9,064
01-340-1019	Adult Dodgeball Fees	750	-	-	1,300
01-340-1030	Recreational Classes	2,530	2,500	2,500	1,800
01-340-1050	Kickball Revenue	1,788	-	-	1,800
01-340-1400	Swimming Lessons	17,332	16,555	16,555	18,025
01-340-3001	Swimming Pool Receipts	51,377	46,144	46,144	53,493
01-340-3002	Community Building Rental	20,595	10,659	10,659	25,569
01-340-3004	Misc. Library Receipts	11,874	12,986	12,986	13,000
01-340-3005	Animal Shelter Fees	31,257	31,000	31,000	31,000
01-340-3006	Ambulance Fee Revenue	1,067,953	1,053,840	1,053,840	1,100,000
01-340-3007	Notary Fee Revenue	392	400	400	500
01-340-3008	Copy Machine	135	100	100	100
01-340-3009	Mowing/Mowing Liens Rev	9,060	18,000	18,000	18,000
01-340-3010	Sale of City Maps	38	100	100	100
01-340-3012	Service Charge-NSF Checks	60	60	60	-
01-340-3013	Plat Filing Fee Revenue	6,750	13,879	13,879	7,500
01-340-3019	Police Overtime Reimbursement	1,982	4,300	4,300	4,000
01-340-3020	Police Restitution Revenue	801	500	500	500
01-340-3021	Festival Reimbursements	26,304	10,000	10,000	10,000
01-340-3022	Special Events Seniors	2,041	2,718	2,718	2,700
01-340-3023	Library Room Rental	3,600	6,050	6,050	6,000
01-340-3024	Open Records Revenue	324	300	300	300
01-340-3027	Pool Rental Revenue	5,045	4,648	4,648	4,800
01-340-3030	Micro Chip of Animals Rev	9,080	8,320	8,320	8,000
01-340-3031	Re-Inspection Fees	8,900	11,850	11,850	9,000
01-340-3032	Fire Related Response Revenue	22,448	22,448	22,448	-
01-340-3033	Animal Tranquilization Fee	-	50	50	50
01-340-3035	Fire Inspection Fees	4,945	4,735	4,735	4,600
01-340-3037	Food Manager Class	3,328	1,919	1,919	-
01-340-4105	Rezone Request Fees	1,400	2,090	2,090	2,000
01-340-4110	Variance Request Fees	800	3,150	3,150	500
01-340-4111	Flup Amendment Applications	-	1,200	1,200	-
01-340-4113	Zoning Verify-Basic	-	80	80	-
01-340-4114	Zoning Verify-Custom	-	300	300	-
01-340-4115	Site Plan Review	-	3,960	3,960	4,000
Subtotal Fees		\$ 1,522,931	\$ 1,508,262	\$ 1,508,262	\$ 1,574,668
01-350-4001	Municipal Court Fines	\$ 247,774	\$ 242,077	\$ 242,077	\$ 244,498
01-350-4002	Traffic Violation Fines	113,867	132,111	132,111	133,432
01-350-4003	Library Fines	8,535	5,134	5,134	4,000
01-350-4004	Arrest Warrant Fees	20,038	21,641	21,641	21,857
01-350-4005	Child Safety Funds	10,093	12,364	12,364	12,488
01-350-4006	City's % of Court Fees	38,639	40,500	40,500	40,905
01-350-4007	HB 70 Fees	10,550	11,800	11,800	11,918
01-350-4010	Arresting Officer Fees	23,707	25,500	25,500	25,755
01-350-4011	Civil Justice Fee	34	40	40	40
01-350-4014	False Alarm Penalties	1,525	5,000	5,000	1,500
01-350-4101	Admin Fee-Teen Court	129	300	300	303

* Includes Budget Amendments approved in FY 2018-2019

General Fund Revenues

Account	Description	Actual 2017-18	Budget* 2018-19	Projected 2018-19	Adopted 2019-20
01-350-4102	Admin Fee-Defensive Drvg	15,171	17,300	17,300	17,473
Subtotal Fines		\$ 490,062	\$ 513,767	\$ 513,767	\$ 514,169
01-360-5001	Admin. Reimb.-W/S Fund	\$ 939,750	\$ 964,380	\$ 964,380	\$ 984,501
01-360-5002	Admin. Reimb-Solid Waste	504,000	587,309	587,309	587,309
01-360-5004	Admin. Reimb. Drainage	93,437	99,048	99,048	107,442
01-360-5007	Transfer from Other Funds	98	-	-	-
Subtotal Intergovernmental		\$ 1,537,285	\$ 1,650,737	\$ 1,650,737	\$ 1,679,252
01-370-6001	Interest Revenue	\$ 86,640	\$ 109,675	\$ 109,675	\$ 110,400
01-370-6001.1	Interest Rev-PD Confid	16	20	20	15
01-390-6001	Admin Fees	1,268	925	925	643
01-390-6002	Rental Income	27,135	28,385	28,385	29,541
01-390-6010	CCISD Liaison Funding	139,131	146,976	146,976	159,398
01-390-6004	Sale of City Property & Equip.	40,000	-	-	-
01-390-6005	Miscellaneous Revenues	17,698	60,000	60,000	63,000
01-390-6006	Insurance Proceeds	18,531	28,321	28,321	19,000
01-390-6007	Cash Over/(Short)	575	99	99	-
01-390-6009	Food Workers' Registration	4,070	4,000	4,000	4,000
01-390-6012	Police Misc. Revenues	2,235	2,200	2,200	2,500
01-390-6016	Street Sign Revenue	7,155	700	700	700
01-390-6017	Sign-Dangerous Animal	275	300	300	325
01-390-6031	Community Agency Lease	7,200	7,200	7,200	7,200
01-390-6032	County Mutual Aid Rev	66,049	56,357	56,357	56,000
01-390-6033	Bell County Fire Runs Rev	3,735	4,300	4,300	4,200
01-390-6034	County EMS Revenue	100,000	100,000	100,000	100,000
01-390-6060	Reimbursements	33,507	19,900	19,900	15,000
01-390-6061	Tax Exemption Relief Revenue	307,519	292,691	292,691	855,572
01-390-6062	Technology Fee - Bldg	-	14,260	14,260	15,000
01-392-1001	Auction Proceeds	76,391	67,835	67,835	15,000
Subtotal Miscellaneous Revenue		\$ 939,130	\$ 944,144	\$ 944,144	\$ 1,457,494
Total General Fund Revenues		\$ 16,223,943	\$ 16,683,756	\$ 16,683,756	\$ 17,380,822

* Includes Budget Amendments approved in FY 2018-2019

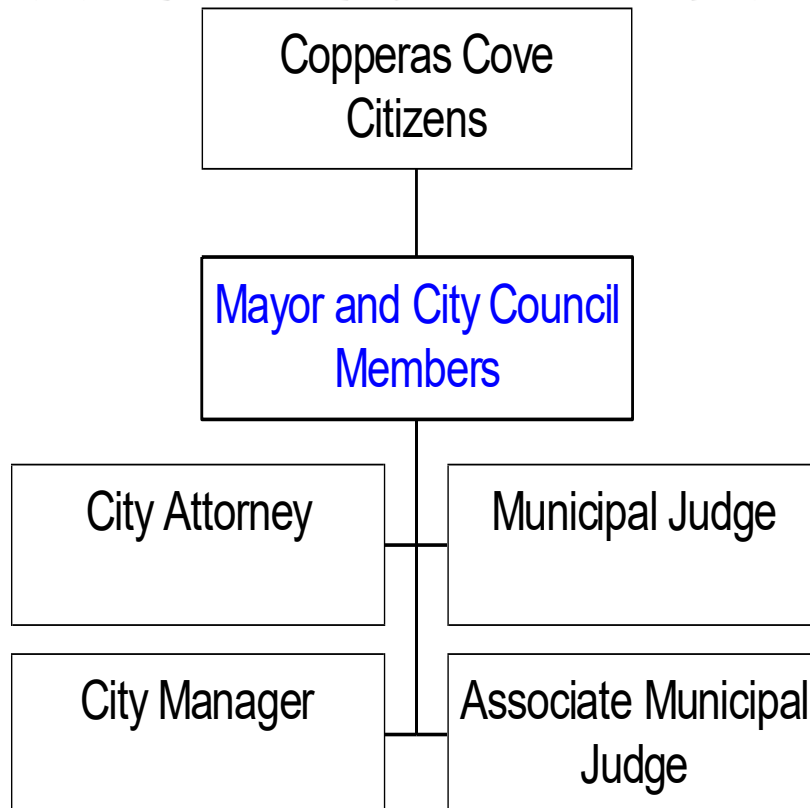


CITY COUNCIL



Left to Right:

Joann Courtland (City Council Place 1); Fred Chavez (City Council Place 2); Dan Yancey (City Council Place 3-Mayor Pro Tem); Jay Manning (City Council Place 4); Kirby Lack (City Council Place 5); Marc Payne (City Council Place 6); Vacant (City Council Place 7); Bradi Diaz-Mayor (center).



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 2019

- Adopted Fiscal Year 2019-2020 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 2020-2024.
- Adopted Fiscal Year 2019-2020 ad valorem tax rate.
- Participated in the annual Council/Staff retreat and Budget Planning Session to provide direction for the City.
- Appointed a permanent City Manager.
- Supported the renewed efforts for improved military relations.

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 2020

- Pursue priorities established for the current fiscal year.
- Adopt the Comprehensive Plan Update.
- Adopt revisions to the Code of Ordinances with improved development regulations.
- Review and adopt the Fiscal Year 2020-2021 Budget and Plan of Municipal Services.
- Review and adopt the Fiscal Year 2021-2025 Capital Improvement Plan.
- Review and adopt the Fiscal Year 2021-2025 Personnel Improvement Plan.
- Review and adopt the Fiscal Year 2021-2025 Capital Outlay Plan.
- Participate in the Strategic Planning for city services and projects.
- Participate in the annual Council/Staff Retreat.

CITY COUNCIL SWOT ANALYSIS



CITY COUNCIL

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2100

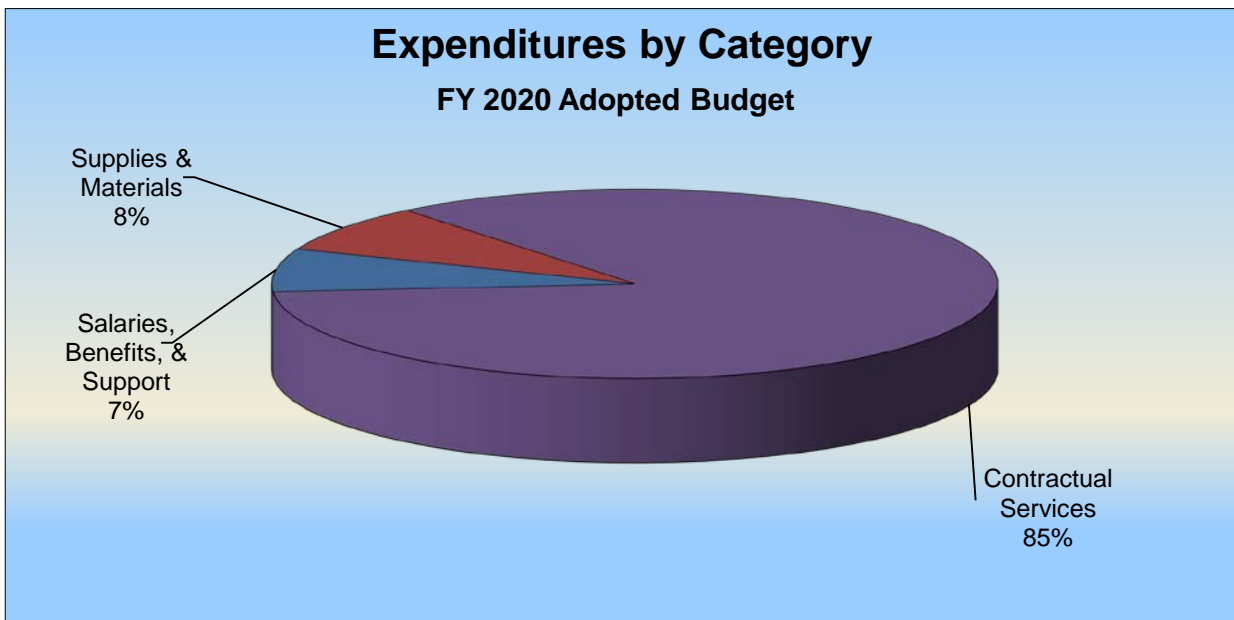
CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 2,660	\$ 3,196	\$ 3,196	\$ 3,196
Supplies & Materials	2,223	3,556	2,228	3,548
Maintenance & Repair	-	-	-	-
Contractual Services	16,121	36,599	31,607	36,607
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 21,004	\$ 43,351	\$ 37,031	\$ 43,351

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

Supplies & Materials: Increase in Supplies and Other Operating Cost (Council Member/Meeting expenses).

Contractual Services: Increase in Professional Development expense.



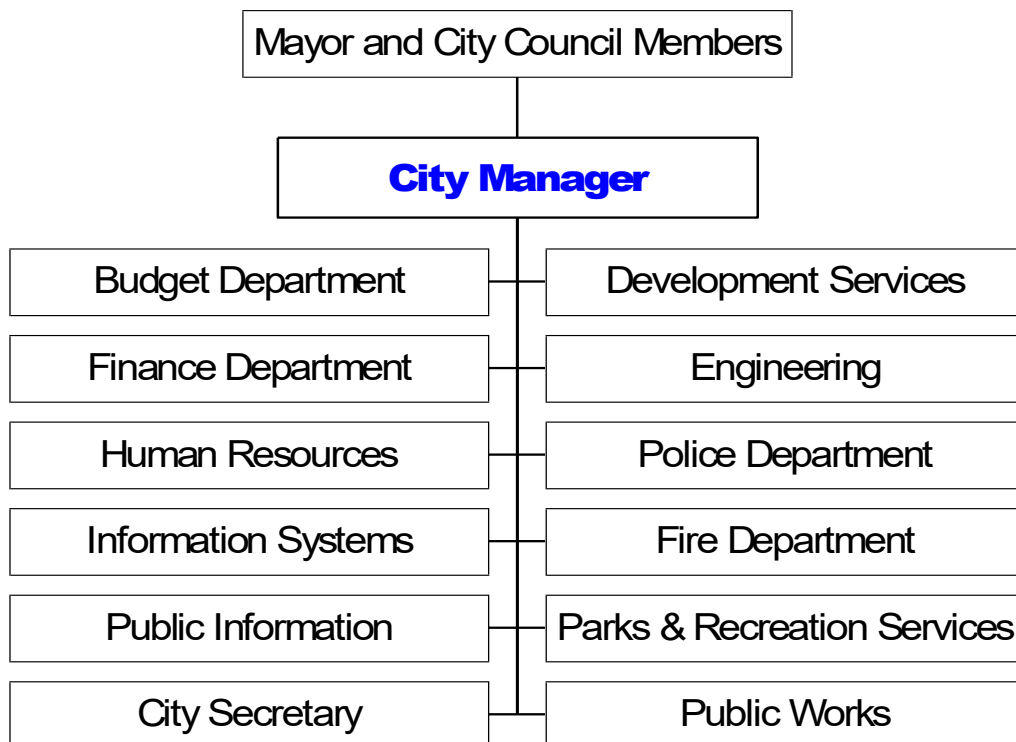
STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Mayor	1	1	1	1
Council Member Position No. 1	1	1	1	1
Council Member Position No. 2	1	1	1	1
Council Member Position No. 3	1	1	1	1
Council Member Position No. 4	1	1	1	1
Council Member Position No. 5	1	1	1	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 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
# of Regular City Council Meetings	23	23	23	25
# of Ordinances / Resolutions Passed	104	100	93	99
# of Special Meetings	8	12	14	8
EFFICIENCIES				
Adopt a Strategic Plan that is Aligned with City Council Goals	Yes	Yes	Yes	Yes
Adopt a Five-Year Capital Improvement Plan that is Aligned with City Council Goals	Yes	Yes	Yes	Yes
Adopt a Personnel Improvement Plan that is Aligned with City Council Goals	Yes	Yes	Yes	Yes
Adopt a Capital Outlay Plan that is Aligned with City Council Goals	Yes	Yes	Yes	Yes
EFFECTIVENESS				
Citizens Overall Satisfaction (Good to Excellent)	Good	Excellent	Excellent	Excellent

CITY MANAGER



Ryan Haverlah (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 nine (9) 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 2019

- Conducted the 2019 Annual Council/Staff Retreat.
- Facilitated the design, bidding, and completion of numerous capital projects.
- Conducted the 2019 planning session with the City Council prior to the development of the operating budget and updates to the multi-year planning documents.
- Facilitated the successful compromise of the Business US 190 Improvement Project and continued design.
- Supported selection of the State Highway 9 Ramps Project for submission of the 2019 Defense Economic Adjustment Assistance Grant.
- Facilitated the submission of the City's Category 7 and 9 (Transportation Alternative Program) Funding applications to Killeen-Temple Metropolitan Planning Organization (KTMPO).
- Supported the transition of the EDC separate from City management.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2020

- Facilitate completion of the Comprehensive Plan Update.
- Facilitate completion of the Transportation Master Plan.
- Facilitate completion of the Parks Master Plan.
- Facilitate completion of the City's Street Maintenance Plan.
- Facilitate a review and update to the City's Sign Ordinance.
- Facilitate a review and update to the City's Subdivision Ordinance.
- Facilitate development of a downtown transportation feasibility study.
- Implement employee leadership academy.

CITY MANAGER SWOT ANALYSIS



CITY MANAGER

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2200

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 191,187	\$ 241,622	\$ 215,193	\$ 244,563
Supplies & Materials	144	550	574	600
Maintenance & Repair	537	417	323	432
Contractual Services	12,608	8,611	59,788	13,400
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 204,476	\$ 251,200	\$ 275,878	\$ 258,995

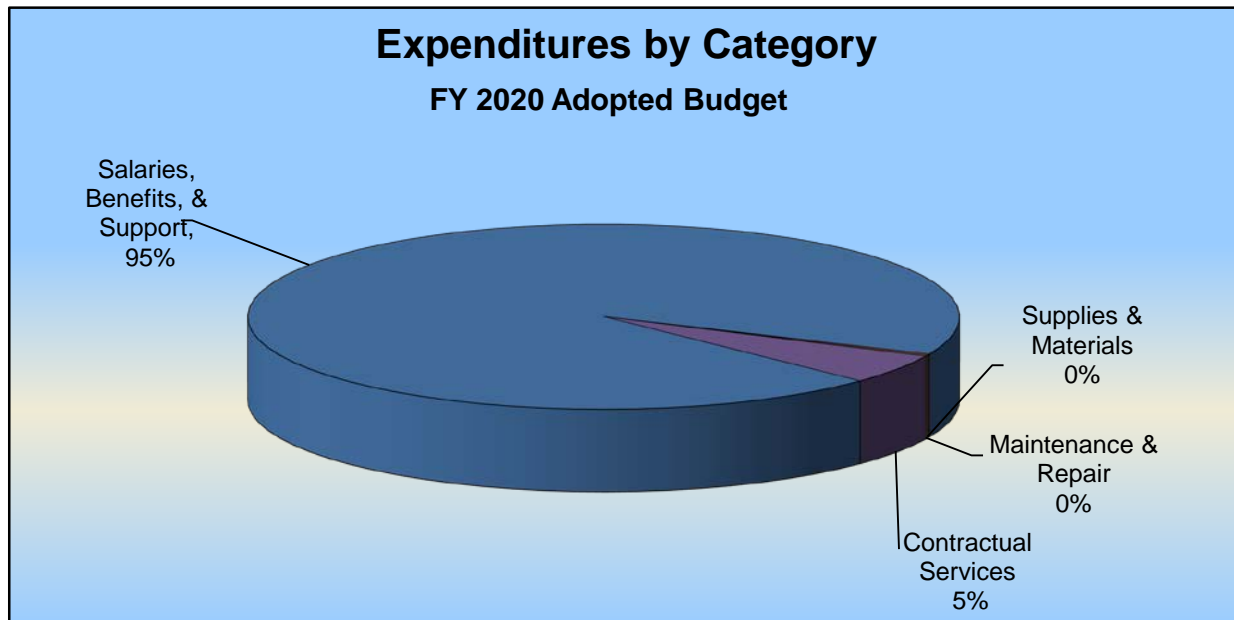
HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

Salaries, Benefits, & Support: Increase due to filling the City Manager position; Also includes a 1% COLA increase.

Decreases:

Contractual Services: FY 2019 Year End Projection includes funding for a City Manager Service Firm and funds to cover assistance in the City Manager Office.



STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
City Manager	1	1	1	1
DEPARTMENT TOTAL	1	1	1	1

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
Council Meetings/Workshops Attended	51	53	48	55
Public Meetings Hosted	1	4	0	4
EFFICIENCIES				
Operating Budget (General Fund) \$ per Capita	\$465	\$486	\$478	\$492
Full-Time Employees per 1,000 Population	\$8	\$8	\$8	\$8
EFFECTIVENESS				
# of Responses to Citizen Survey	375	~	~	~
Citizens Overall Satisfaction*	50	~	~	~
# of Responses to Employee Survey	197	197	~	~
Employee Overall Satisfaction*	~	~	~	~

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

Citizens Survey: In 2018, the survey received 385 responses and the ACSI score was 50.

~ Citizen Survey rotates every third year.

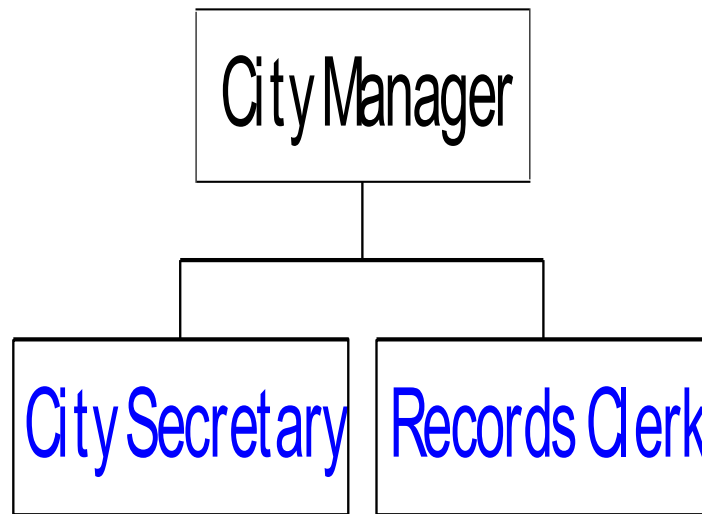
Employee Survey: In 2016, the survey received 197 responses and the ACSI score was 67.

~ Employee Survey rotates every third year.

CITY SECRETARY



Lisa Wilson (City Secretary).; Gabriella Calhoun (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.
- Timely completion of Open Records Requests in accordance with State Law.
- Conduct municipal election(s).
- Organize, maintain, and dispose of City records in accordance with State laws.

ACHIEVEMENTS FOR FISCAL YEAR 2019

- Continued assistance to City staff with Agenda Quick software program.
- Successfully conducted jointly with Coryell and Lampasas Counties one General Election, one Run off 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.
- City Secretary attended two seminars which count towards certification program credit.
- Passed two exams for Texas Registered Municipal Clerks Certification Program.
- Dissemination of updated Records Retention Schedule for 2019 to all departments.
- Organized Gov QA/open records requests training for City departments.
- Records Clerk assisted Municipal Court with destruction of records and with maintaining a functioning record keeping system.
- Coordination and successful relocation of City Secretary and Records Clerk to Suite D, thus creating a more productive atmosphere in the Administration Department at City Hall.

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.
- Continue certification program through the Texas Registered Municipal Clerks Association.
- Represent the City at various social and professional events.
- Administrative Assistant training for expanded duties for Records Clerk.

GOALS FOR FISCAL YEAR 2020

- Successfully conduct general elections jointly with Coryell and Lampasas Counties, in accordance with Texas Election Law statutes; conduct runoff elections, if necessary.
- Continue certification process through the Texas Registered Municipal Clerk (TRMC) program.
- Public Information Act training through Bannon & Associates for Records Clerk
- Reclassification of Records Clerk position to Administrative Assistant, covering other duties which are assigned to the position.

CITY SECRETARY SWOT ANALYSIS



CITY SECRETARY

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2300

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 94,100	\$ 104,969	\$ 102,766	\$ 108,794
Supplies & Materials	1,368	1,110	1,207	1,110
Maintenance & Repair	537	297	297	297
Contractual Services	10,554	3,961	9,295	6,142
Designated Expenses	28,135	28,617	34,507	28,650
Capital Outlay & Improvements	-	-	-	-
Total	\$ 134,694	\$ 138,954	\$ 148,072	\$ 144,993

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

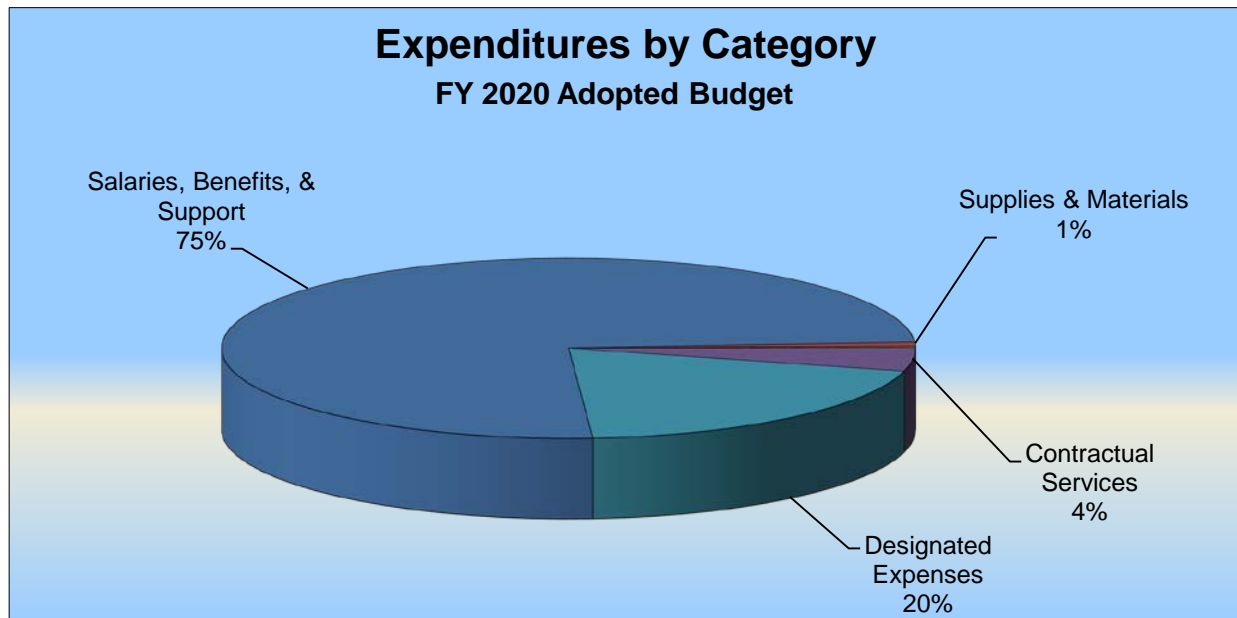
Increases:

Salaries, Benefits, & Support: Includes a full year funding for the Records Clerk position; Also includes a 1% COLA increase.

Decreases:

Contractual Services: FY 2019 Year End Projection includes funding for contract labor.

Designated Expenses: Decrease due to a reduction in Election expense.



STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
City Secretary	1	1	1	1
Records Clerk	1	1	1	1
DEPARTMENT TOTAL	2	2	2	2

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
Council Meetings Organized / Records Maintained	23	23	23	25
Workshops Organized / Records Maintained	28	30	25	30
Special Meetings Organized / Records Maintained	8	12	14	8
Elections Conducted	3	2	3	3
EFFICIENCIES				
Average Cost per Council Meeting / Workshop for Records Management	\$2,641	\$2,622	\$3,085	\$2,636
EFFECTIVENESS				
% of Time Council Minutes are Completed for Approval at the next Regular Council Meeting	100.0%	100.0%	50.0%	100.0%
% of Time Adopted Ordinance Titles are Published within 15 Days of Passage	100.0%	100.0%	100.0%	100.0%
Supplements to the City's Code of Ordinances Coordinated Annually	100.0%	100.0%	300.0%	400.0%

CITY ATTORNEY



Charles E. Zech

(Law Firm of Denton, Navarro, Rocha, Bernal & 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 2019

- 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 and Federal regulations.
- Completed review of the Police Department General Orders.
- Updated the front-end bidding documents for constructions projects.
- Assisted with ordinance and policy updates for compliance with state law changes.

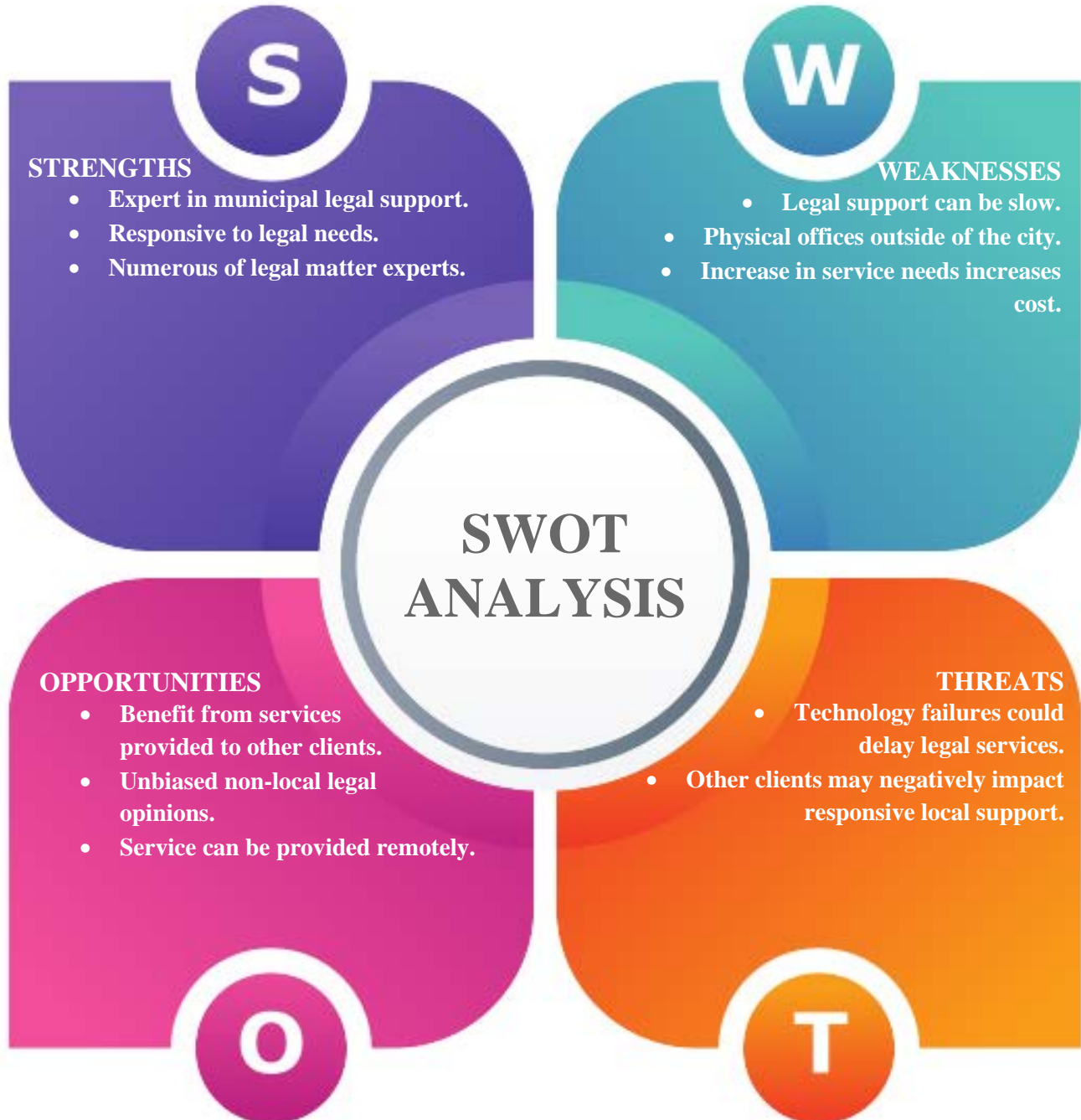
CONTINUING OBJECTIVES

- 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 2020

- Provide legal assistance to elected officials and city staff.
- Assist with updating the Sign Ordinance.
- Assist with updating the Subdivision Ordinance.
- Provide legal support for Charter revisions.
- Assist with ordinance and policy updates for compliance with state law changes.

CITY ATTORNEY SWOT ANALYSIS



EXPENDITURE SUMMARY

CITY ATTORNEY

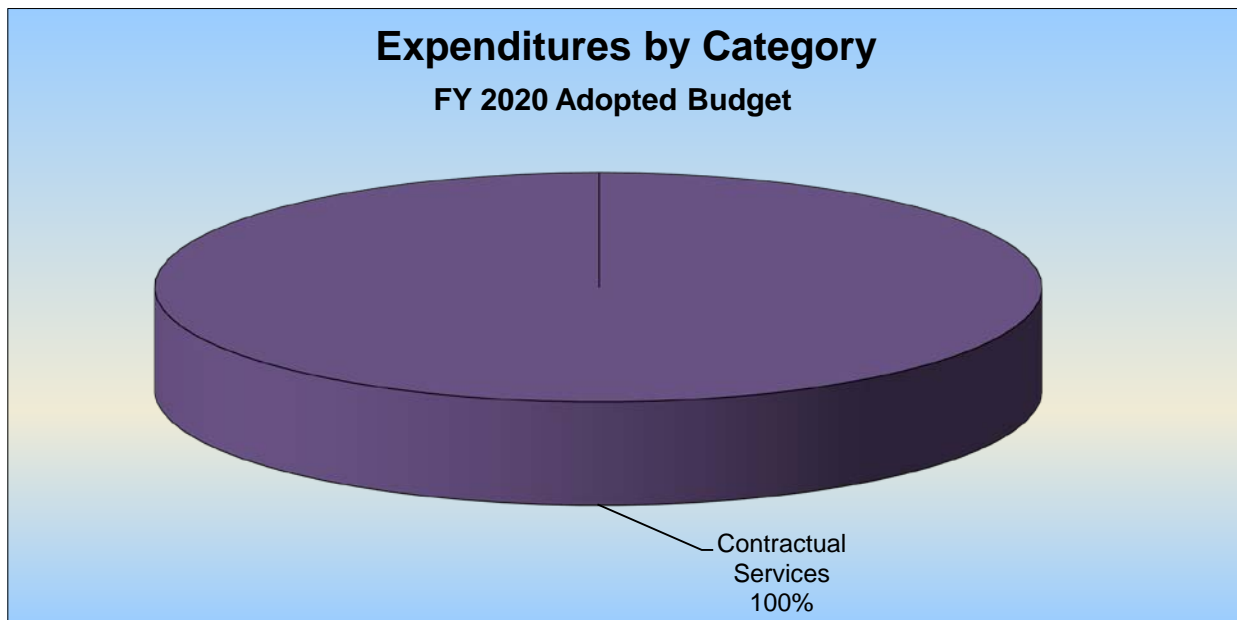
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CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ -	\$ -	\$ -	\$ -
Supplies & Materials	-	-	-	-
Maintenance & Repair	-	-	-	-
Contractual Services	128,086	124,792	113,924	132,792
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 128,086	\$ 124,792	\$ 113,924	\$ 132,792

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

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



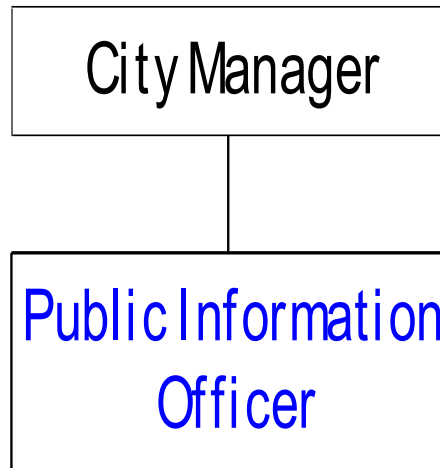
STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
City Attorney (Contract)	1	1	1	1
DEPARTMENT TOTAL	1	1	1	1

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
Disposition Prior to Trial - Fined	7,474	7,554	8,951	8,900
Disposition Prior to Trial Dismissed	1,865	1,895	1,899	1,890
Disposition at Trial by Judge - Guilty	910	930	1,627	1,657
Disposition at Trial by Judge - Not Guilty	4	4	6	6
Trial by Jury - Guilty	9	6	7	7
Trial by Jury - Not Guilty	4	3	3	4
# of Regular Council Meetings/Attended	23/21	23/23	23/23	23/23
Open Records Requests Received	1,890	460	903	1,050
Attorney General Opinions Sought	385	40	400	406
EFFICIENCIES				
% of Open Records Requests where Attorney General Ruling/Opinion was Sought	20.4%	8.7%	44.3%	38.7%
EFFECTIVENESS				
% of Public Information Requests Completed within 10 Business Days	100.0%	98.0%	100.0%	100.0%

PUBLIC INFORMATION



Kevin Keller (Public Information Officer).



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

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, Twitter 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 as requested.
- Support the various City Departments and provide assistance where necessary.
- Support the Copperas Cove Chamber of Commerce, Copperas Cove Independent School District and Copperas Cove Economic Development Corporation as needed.

ACHIEVEMENTS FOR FISCAL YEAR 2019

- Photographed City and community events to document progress and achievements.
- Recorded Public Service Announcements for several departments.
- Prepared postings and advertised for City Council Appointed Advisory Bodies.
- Coordinated various welcome and farewell receptions for City staff and elected officials.
- Prepared Employee Service Award and Retirement presentations for City Council meetings.
- Assisted with planning and hosting various Employee Activities Committee events.
- Assisted with promoting the 2019 Parks Master Plan Survey.
- Created and administered a City Twitter account.
- Assisted with promotion of Lemonade Day 2019 and hosted a Lemonade Day University event.
- Improved quality/quantity of Government Access Channel, Twitter and Facebook community announcements.

CONTINUING OBJECTIVES

- Publish quarterly community/employee newsletters.
- Remain available for community events and document with photographs.
- Assist in planning various welcome and farewell receptions for City staff and elected officials.
- Ensure Government Access Channel, Twitter 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 2020

- Prepare and manage a budget for the Public Information Department.
- Create City of Copperas Cove Next-door and YouTube Accounts.
- Prepare the 2019 Annual Report.
- Prepare the 2020 Cobalt Employee Survey.
- Support the Employee Activities Committee with event planning.
- Assist with planning the 2020 Volunteers Reception.
- Assist with planning the 2020 State of the City and Meet the City events.

PUBLIC INFORMATION OFFICE SWOT ANALYSIS



EXPENDITURE SUMMARY

PUBLIC INFORMATION OFFICE

01
2500

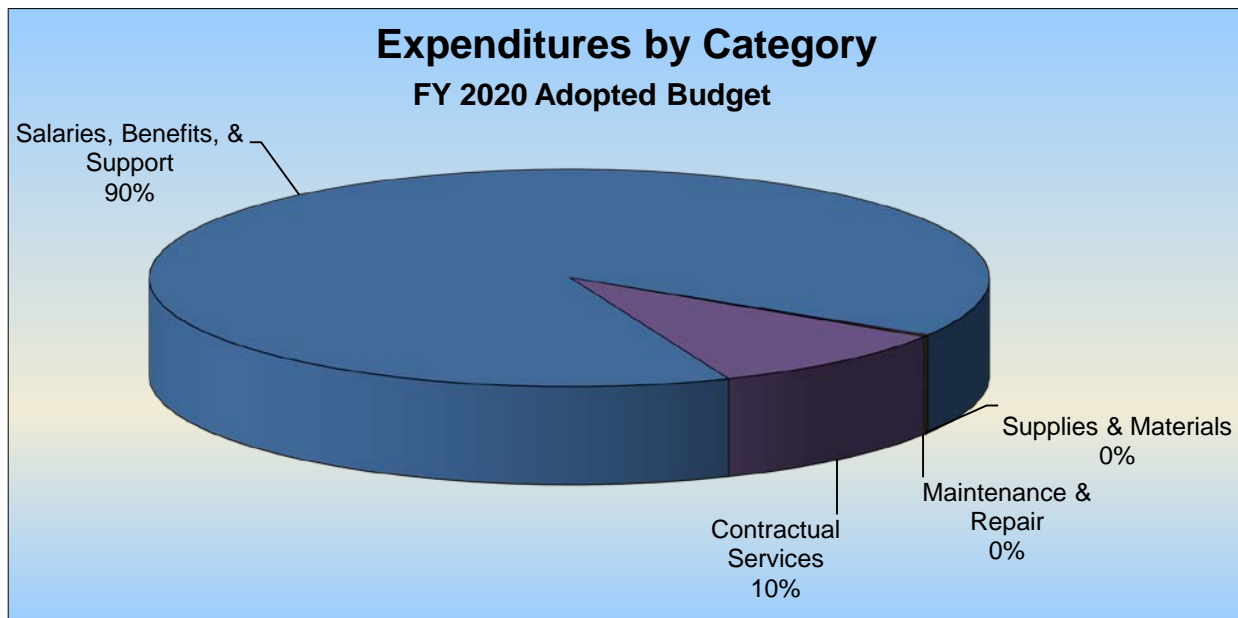
CATEGORY	FY 2018	FY 2019	FY 2019	FY 2020
	Actual	Adopted Budget	Current Budget	Adopted Budget
Salaries, Benefits, & Support	\$ 78,603	\$ 78,694	\$ 79,970	\$ 82,176
Supplies & Materials	97	300	200	150
Maintenance & Repair	-	118	-	118
Contractual Services	13,182	3,470	6,188	8,910
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 91,882	\$ 82,582	\$ 86,358	\$ 91,354

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

Salaries, Benefits, & Support: Includes a 1% COLA increase and a market adjustment increase.

Contractual Services: Increase in Consulting Fees due to Cobalt Employee Survey being conducted in FY 2020.



STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Public Information Officer	1	1	1	1
DEPARTMENT TOTAL	1	1	1	1

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
Media Releases Issued	96	115	119	115
City Newsletters Produced	3	4	0	4
City Council Meetings/Workshops Attended	61	60	57	60
Citizen Focus Group Meetings Conducted	1	4	0	4
EFFICIENCIES				
% Urgent Media Releases Issued Within 4 Hours	100%	100%	100%	100%
% City Newsletter Opens/Reads	42%	40%	~	40%
EFFECTIVENESS				
% Attendance at Citizen Focus Group Meetings	78%	70%	~	70%
Citizen Survey Responses	375	~	~	~
Employee Survey Responses	~	~	~	197

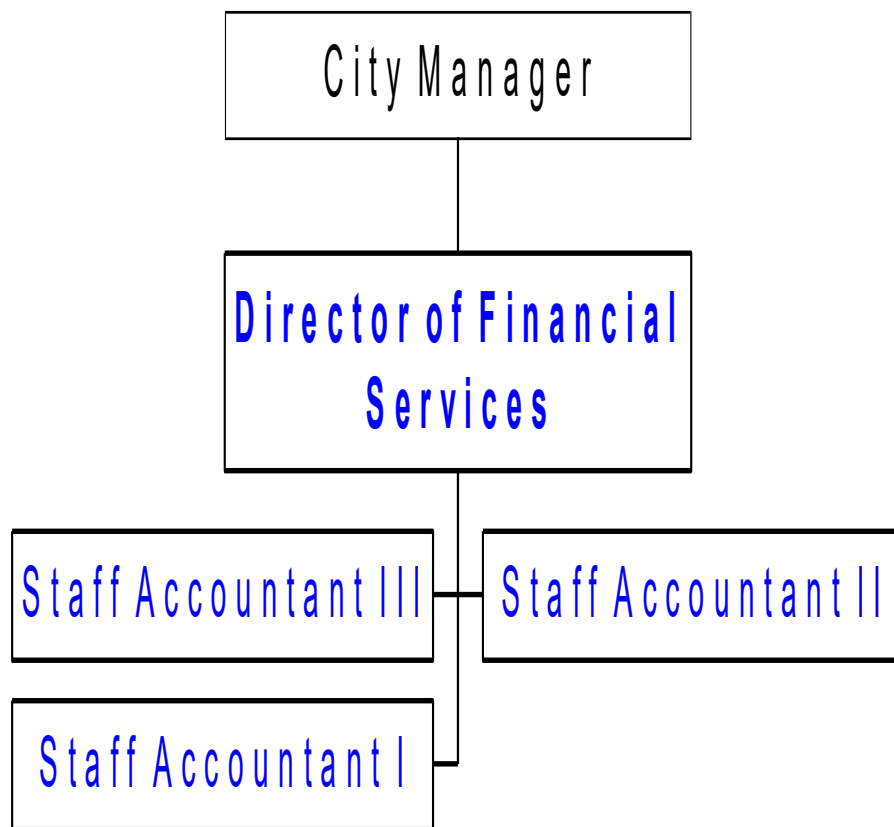
- ~ Citizen Survey rotates every third year.
- ~ Employee Survey rotates every other year.

FINANCE



Left to Right:

Silvia Rhoads (Staff Accountant I); Velia Key (Director of Financial Services); Stephanie Potvin (Staff Accountant III); 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 2019

- Completed the Comprehensive Annual Financial Report for FY 2018 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.
- Upgraded and implemented Credit Card Machines City-Wide.

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 2020

- Develop and conduct cross training schedule to improve staff knowledge and efficiency in the department.
- Develop a formal plan for staff training.
- Streamline financial processes city-wide.
- Develop a funding policy.

FINANCE DEPARTMENT SWOT ANALYSIS



FINANCE

01
3100

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 305,287	\$ 302,334	\$ 304,359	\$ 317,481
Supplies & Materials	5,015	4,502	8,498	3,959
Maintenance & Repair	744	813	1,075	1,094
Contractual Services	37,822	46,545	45,535	46,233
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 348,868	\$ 354,194	\$ 359,467	\$ 368,767

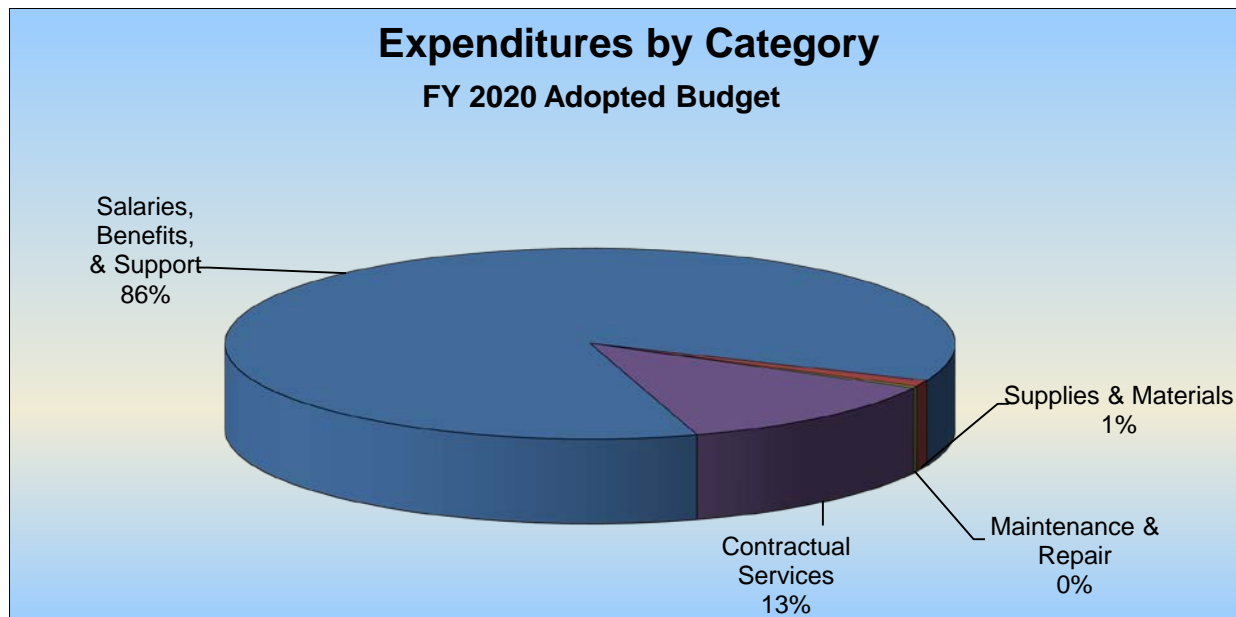
HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

Salaries, Benefits, & Support: Includes a 1% COLA increase and a market adjustment increase.

Decreases:

Supplies & Materials: FY 2019 Year End Projection includes funding to update credit card machines to read chips.



	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
STAFFING LEVEL				
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

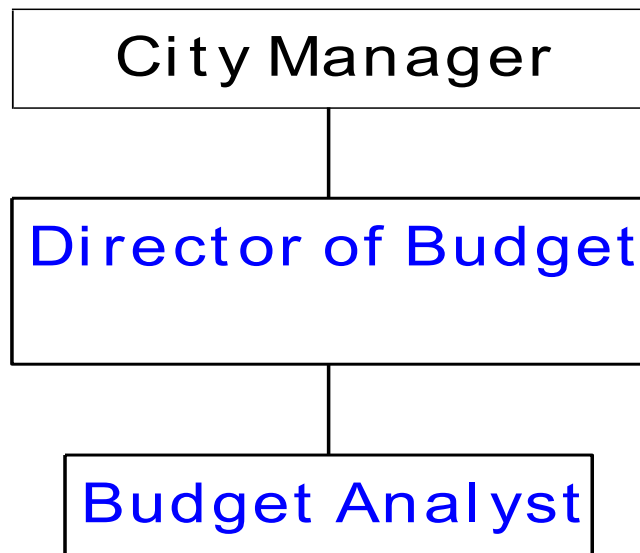
PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
# of Internal Audits Performed	15	16	15	15
# of Accounts Receivables Invoiced	855	900	1,017	1,050
Accounts Payable Checks Processed	3,716	2,500	2,135	2,135
Accounts Payable EFT's Processed	1,904	2,000	1,990	2,000
Accounts Payable Invoices Processed	8,669	11,900	11,922	12,000
EFFICIENCIES				
% of Accounts Payable Customers Setup with Automatic Draft Payment	21.0%	48.0%	32.6%	33.0%
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	46.0%	41.0%	39.0%	36.0%
Water and Sewer Fund	7.0%	-5.0%	7.0%	7.0%
Solid Waste Fund	108.0%	32.0%	54.0%	63.0%
Golf Course Fund*	-537.0%	-421.0%	-421.0%	-434.0%

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

BUDGET



Ariana Beckman (Director of Budget)



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, and five-year Capital Outlay Plan. The Budget Department is also tasked with the research and analysis of a wide array of operational and financial issues, providing financial proposal recommendations. 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 2019

- Completed the Fiscal Year 2019 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 2019 Property Tax Rate and Fiscal Year 2020 Budget in accordance with the City Charter and Texas State Law.
- Prepared for adoption the 2020-2024 long-range plans, the Capital Improvement Plan, Personnel Improvement Plan, and Capital Outlay Plan.
- Assisted in the issuance of the 2019 Certificates of Obligation.

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 departments with long-range planning and documentation preparation.
- Assist in legislation topics and concerns.

GOALS FOR FISCAL YEAR 2020

- Continue focus on long-term financial planning, which includes preparation of the multiyear budget process.
- Develop and implement a new Chart of Accounts.
- Reduce the number of Budget Amendments and budget transfers through department budget trainings.
- 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.

BUDGET DEPARTMENT SWOT ANALYSIS



BUDGET

01
3200

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 123,059	\$ 205,301	\$ 124,751	\$ 193,089
Supplies & Materials	1,438	230	303	230
Maintenance & Repair	-	175	-	175
Contractual Services	4,178	5,087	14,600	5,087
Designated Expenses	212,681	212,918	211,652	217,698
Capital Outlay & Improvements	-	-	-	-
Total	\$ 341,356	\$ 423,711	\$ 351,306	\$ 416,279

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

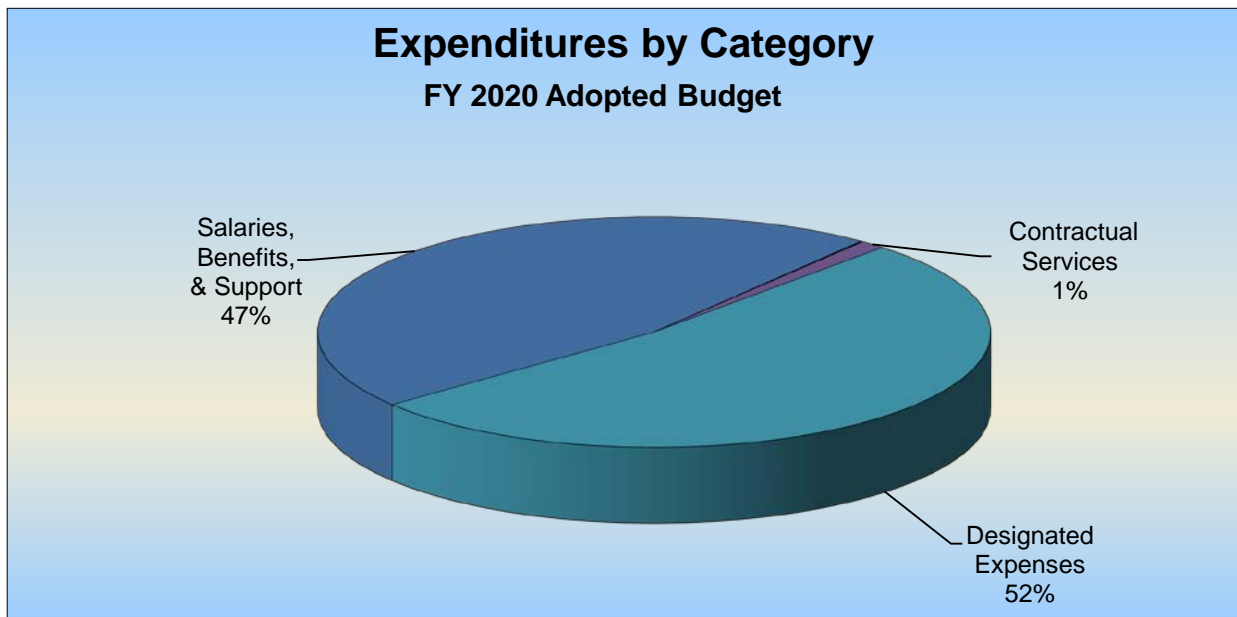
Salaries, Benefits, & Support: Includes a full year funding for the Budget Director and Budget Analyst positions; Also includes a 1% COLA increase.
Designated Expenses: Increase in quarterly budget payments to Appraisal Districts.

Decreases:

Contractual Services: Does not include Professional Development funding for FY 2020.

As required by Local Government Code, Section 140.0045.:

- (a) FY 2020 Adopted Expenditures for notices required by law to be published in the newspaper total \$3,200.
- FY 2019 Year to date Expenditures for notices required by law to be published in the newspaper total \$2,163.



BUDGET**01-3200**

	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
STAFFING LEVEL				
Budget Director/Deputy City Manager	1	1	0	0
Director of Budget	0	0	1	1
Budget Analyst	1	1	1	1
DEPARTMENT TOTAL	2	2	2	2

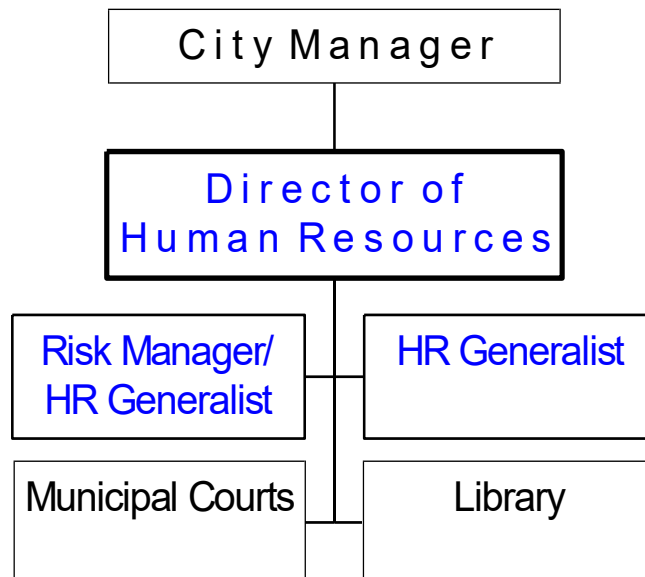
PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
# of Budget Amendments/Transfers Processed	215	145	113	100
# of Capital Outlay Amendments Processed	4	-	3	-
# of Capital Improvement Amendments Processed	2	-	1	-
# of Personnel Improvement Plan Amend. Processed	4	-	5	-
EFFICIENCIES				
Actual General Fund Revenue as a Percentage of Original Budget	102.0%	100.0%	100.2%	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:

Linda Hernandez-Acevedo (Risk Manager/HR Generalist), Roy Davis (Director of Human Resources);
Tierra Mendoza (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.

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.
- 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 2019

- Achieved a cumulative net decrease in health premiums over the last four years of 7%.
- Completed annual Federal PPACA compliance tracking and reporting to IRS.
- Coordinated GO-365 Wellness program through Humana Insurance achieving 69% engagement to reduce cost and reward employees.
- Assisted in the coordination of the City Employee Wellness Program, to include wellness seminars, a health fair, an on-line health assessment, and fitness initiatives.
- Reformatted the personnel policies to create standardized numerical formatting and index with hyperlinks to each of the policies.
- Assisted the Employee Activities and Employee Recognition Committees in coordinating several employee appreciation events.
- Facilitated the hiring and in-processing of 67 new full time, part time and temporary employees.
- Received and reviewed 5636 job applications.
- Scanned Worker Compensation files into Content Manager.
- Established and installed the position control process within Incode for each Department.

CONTINUING OBJECTIVES

- Continue to fill all personnel vacancies within 45 days of being posted.
- 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 2020

- Successful transition to Blue Cross Blue Shield for employee health benefits.
- Obtain underwriting of the entire cost of the Online Benefit Enrollment and ACA tracking.
- Conduct Salary and Classification study for implementation in 2020/2021.
- Work towards filling all personnel vacancies within 45 days of being posted.

HUMAN RESOURCES SWOT ANALYSIS



HUMAN RESOURCES

01
3400

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 243,859	\$ 247,881	\$ 235,395	\$ 276,691
Supplies & Materials	2,107	3,021	2,970	3,170
Maintenance & Repair	5,753	5,539	5,375	5,693
Contractual Services	4,731	25,810	17,571	28,184
Designated Expenses	1,391	340	509	5,340
Capital Outlay & Improvements	-	-	-	-
Total	\$ 257,841	\$ 282,591	\$ 261,820	\$ 319,078

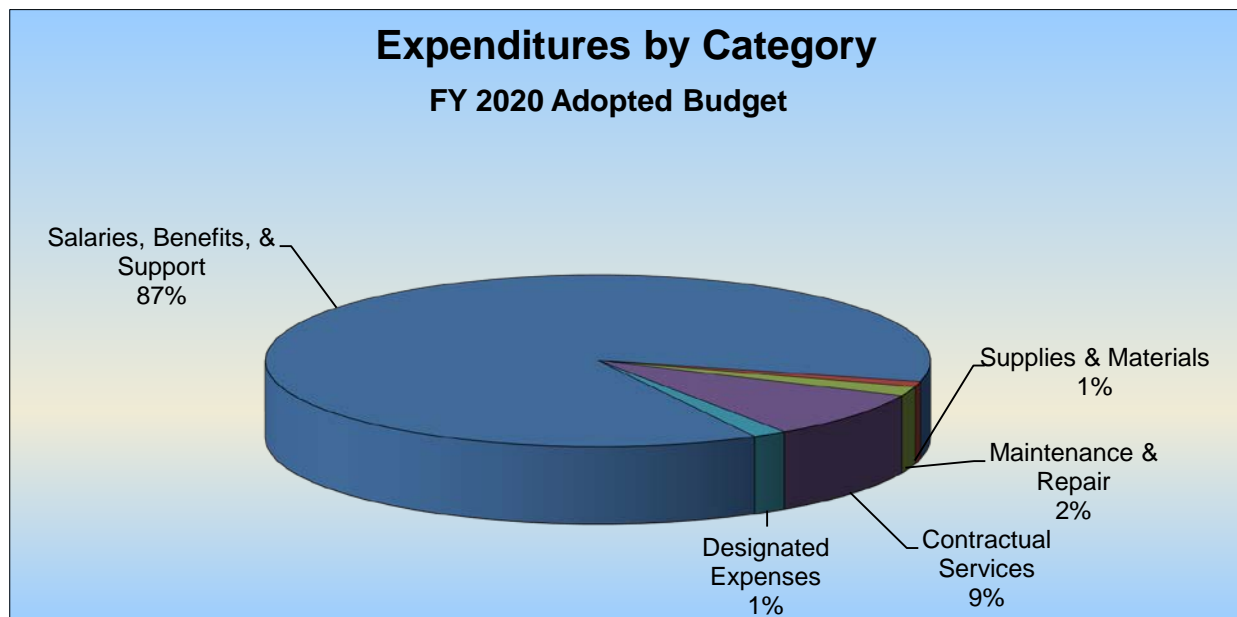
HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

Salaries, Benefits, & Support: Includes a 1% COLA increase and market adjustment increases.

Contractual Services: Includes a Benefits and Compensation Study in FY 2020.

Designated Expenses: Includes Defensive Driving Training in FY 2020.



HUMAN RESOURCES**01-3400**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Director of Human Resources	1	1	1	1
Risk/Human Resource Generalist	1	1	1	1
Human Resource Generalist	1	1	1	1
DEPARTMENT TOTAL	3	3	3	3

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
# of Full-Time Positions Filled	59	60	76	60
# of Workers Compensation Claims Processed	40	36	38	40
# of Employee Grievances	0	0	0	0
# of Personnel Training Programs Offered/Attended*	276	225	386	500
# of Employees Experiencing Lost Time From Work Per Workers Compensation Claim Filed	10.0	11.0	6.7	10.0
EFFICIENCIES				
% of Employees Participating in Health Care Plan	79.0%	81.0%	70.0%	77.0%
% of Employees Participating in 125 Cafeteria Plan	21.0%	30.0%	21.0%	44.7%
EFFECTIVENESS				
City Employee Turnover Rate (Full Time)	21.6%	23.0%	16.5%	30.0%

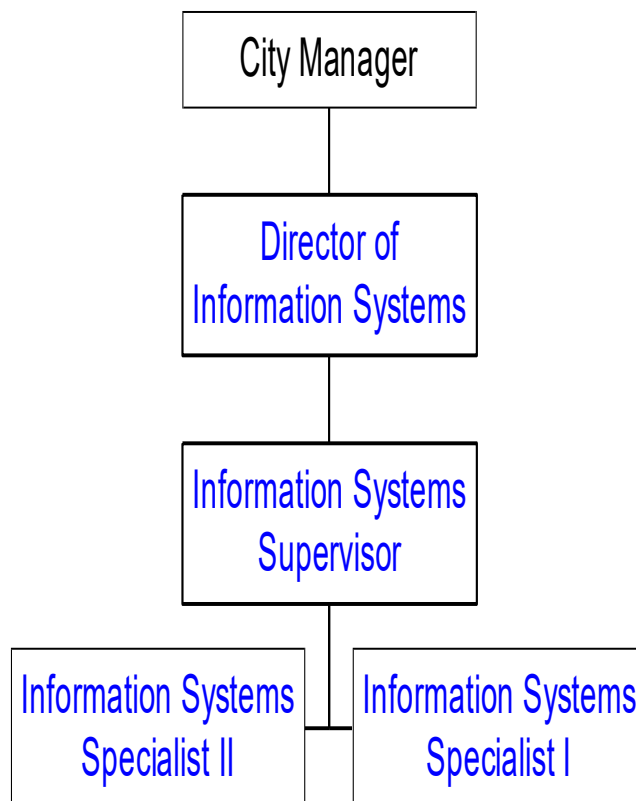
* Includes online learning opportunities.

INFORMATION SYSTEMS



Left to Right:

Robert Browning (Information Systems Supervisor); Rebecca Martinez (Information Systems Specialist II).



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 2019

- Facilitated the cutover to a PRI for the phone system at Public Works and Animal Control.
- Purchased and installed new voice recorder for Public Works and Animal Control.
- Purchased and installed new video security system for Solid Waste.
- Assisted vendor with installation of new security server at the Police Dept.
- Completed installation of 2 new computers for Dispatch at the Police Dept.
- Participated in Criminal Justice Audit at the Police Dept.
- Installed new network switches at the Solid Waste, Fleet and Streets Dept.
- Replaced Timeclock terminals at Various Departments.
- Configured and installed new check scanners and credit card terminals at Utilities Dept.
- Assisted vendor with moving fiber from Fire Station 1 and Library to the Technology Center.
- Assisted vendor with the installation off RIMS to text for the Fire Dept. and Police Dept.
- Installed 4 new laptops for the EOC at the Police Dept.
- Installed 1 new computer for the OCU at the Police Dept.
- Purchased and installed 1 new Tablet for the Finance Dept.
- Purchased and installed 2 new Tablets for the Utilities Dept.
- Upgraded 95 computers from Windows 7 to Windows 10
- Upgraded 128 computers with additional ram.

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 2020

- Purchase, configure and put into service new email servers with upgraded software.
- Configure and install additional refurbished server storage.
- Upgrade existing desktop computers from Windows7 to Windows10
- Upgrade 11 Servers from Windows2008 to Windows 2012/16
- Upgrade 125 computers from Windows 7 to Windows 10
- Upgrade 42 computers with additional ram.

INFORMATION SYSTEMS SWOT ANALYSIS




INFORMATION SYSTEMS**01-3500**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Director of Information Systems	1	1	1	1
Information Systems Supervisor	1	1	1	1
Information Systems Specialist II	1	1	1	1
Information Systems Specialist I	0	0	0	1
DEPARTMENT TOTAL	3	3	3	4

Note: FY 2019-20 Adopted Budget includes funding of a Information Systems Specialist position.

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
# of Personal Computers and Laptops Supported	300	330	365	365
# of Network/Email/Web/File/Application Servers Administered and Supported	22	28	36	40
# of Tech Support/Service Requests	3,000	3,500	3,900	3,500
# of Additions/Changes to the City Website	1,000	1,200	1,400	1,400
EFFICIENCIES				
Average Response Time for Support Requests (in minutes)	15	30	30	30
# of Service Requests and Computer/Network Related Tasks Completed per Information Systems Department Employee	750	1,566	1,300	1,200
EFFECTIVENESS				
% of Desktop/Tech/User Support Calls Resolved within 24 Hours	93.0%	95.0%	97.0%	90.0%
% of Network System Availability (Network Hardware and Servers)	99.6%	99.5%	99.80%	99.5%

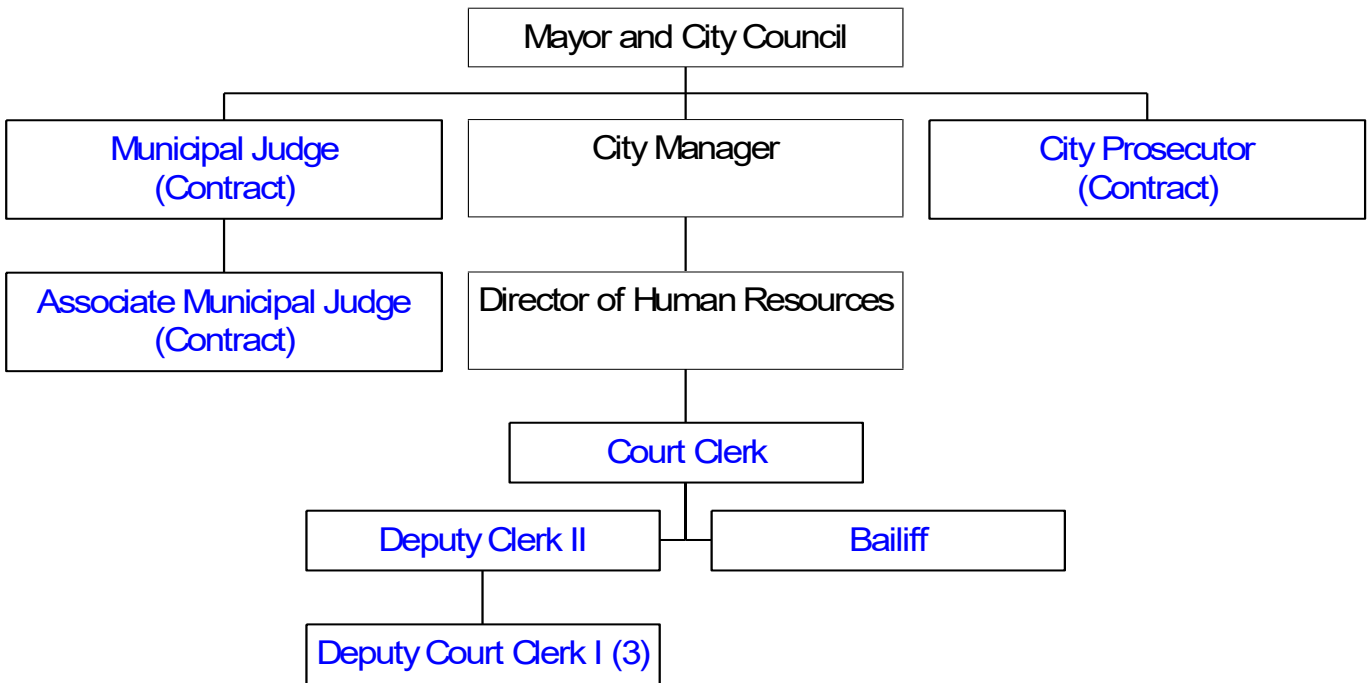
MUNICIPAL COURT




Left to Right:

Front Row: Mariela Altott (Deputy Court Clerk I); Lisa Kubala (Associate Municipal Judge); Juanita Epperson (Deputy Court Clerk I); Nicola James (Court Clerk).

Back Row: Theresa Davis (Deputy Court Clerk I); Brianna McGuine (Deputy Court Clerk I); Alfredo Chavez (Part-time Bailiff); 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 objective of the Copperas Cove Municipal Court is to serve the public in a fair, courteous, and accountable manner while preserving the dignity and rights of each defendant by impartially administering justice.

MAJOR DEPARTMENT GOALS

- Establish short and long-term goals to increase compliance and enhance court operations.
- Promote transparency and cooperation with internal and external clients.

ACHIEVEMENTS FOR FISCAL YEAR 2019

- Implemented new processes based on legislative changes that require defendants to appear before the judge prior to the issuance of warrants.
- Made upgrades to the department's security monitoring system and computers.
- Added information to traffic citation notifying drivers of alternatives to payment along with compliment/complaint referrals based on legislative changes.
- Staff attended professional development training through the Texas Municipal Court Education Center (TMCEC) aimed at increasing job proficiency.
- Recognized by the Texas Municipal Education Center for community involvement during Municipal Court's Week.
- Worked cooperatively with judges, attorneys, police, and clients throughout the course of the case.
- Collected \$1,030,786.57 to be dispersed to local merchants, remitted to the state, and deposited in the Efficiency of the Administration of Justice Fund, the Court Technology Fund, the Court Security Fund, and the City's General Fund.
- The Court collected \$3,222.40 during the City's Warrant Roundup Program.
- Filed an estimated 8,955 complaints.
- The Court issued 1,246 warrants for fiscal year 2019.

CONTINUING OBJECTIVES

- Maintain accurate court records in accordance with established policies and procedures.
- Provide a randomly selected pool of jurors for defendant electing to exercise their right to trial by jury.
- Provide a high level of customer service to the public on a daily basis.
- Ensure defendants are fully informed of their rights to due process.
- Work on dismissing aged cases per the prosecutor's guidelines.
- Promptly and accurately process citations from various agencies.
- Work cooperatively with City staff and City Attorney's office to expedite the disposition of court cases.
- Meet regularly with the police department for a dialogue on matters common to our respective departments.
- Work closely with the court liaison to secure video and reports required for court proceedings.

- Adhere to the Clerk's Canons in performing duties.

GOALS FOR FISCAL YEAR 2020

- Purchase tablet electronic ticket writers for the PD patrol officers.
- Participate in Municipal Court Week and Jury Appreciation Week.
- Collaborate with the staff to ensure goals and objectives are met.
- Build positive relationships with citizens that come in contact with the Court.
- Educate the community on traffic safety initiatives through participation in National Night Out and Meet the City events.
- Restructure the Warrant Roundup Program to increase effectiveness.
- Coordinate the auctioning of excess office items.
- Reduce the waiting time to get a jury trial.
- Clear out records that are past their retention dates and destroy as outlined in policy.
- Provide court staff with updated training and leadership opportunities.

MUNICIPAL COURT SWOT ANALYSIS



MUNICIPAL COURT

01
4100

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 235,581	\$ 229,913	\$ 228,380	\$ 260,149
Supplies & Materials	9,791	6,584	9,495	6,660
Maintenance & Repair	26,460	19,474	17,620	18,580
Contractual Services	144,158	144,845	158,479	150,520
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 415,990	\$ 400,816	\$ 413,974	\$ 435,909

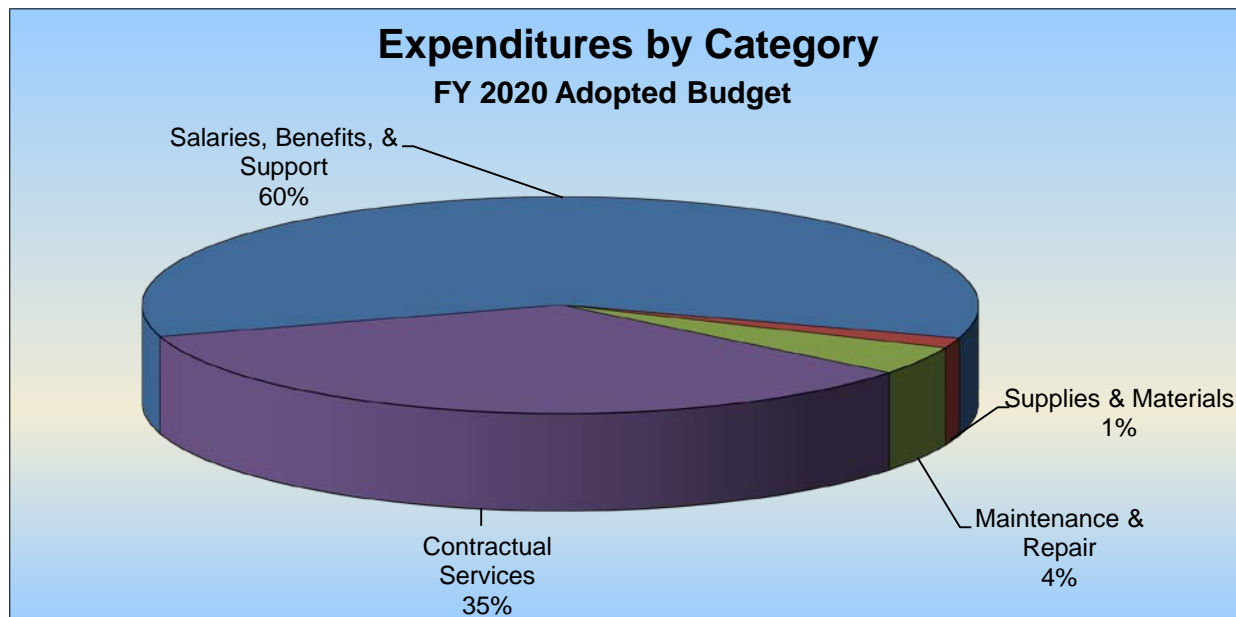
HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

Salaries, Benefits, & Support: The Deputy Court Clerk II position was vacant for a portion of FY 2019; Also includes a 1% COLA increase and market adjustment increases.

Decreases:

Supplies & Materials: FY 2019 Year End Projection includes funding to update credit card machines to read chips.
Contractual Services: Decrease due to judicial and prosecutor service related expenses.



MUNICIPAL COURT**01-4100**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 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	3	3	3	3
Bailiff	0.5	0.25	0.25	0.25
DEPARTMENT TOTAL	8.5	8.25	8.25	8.25

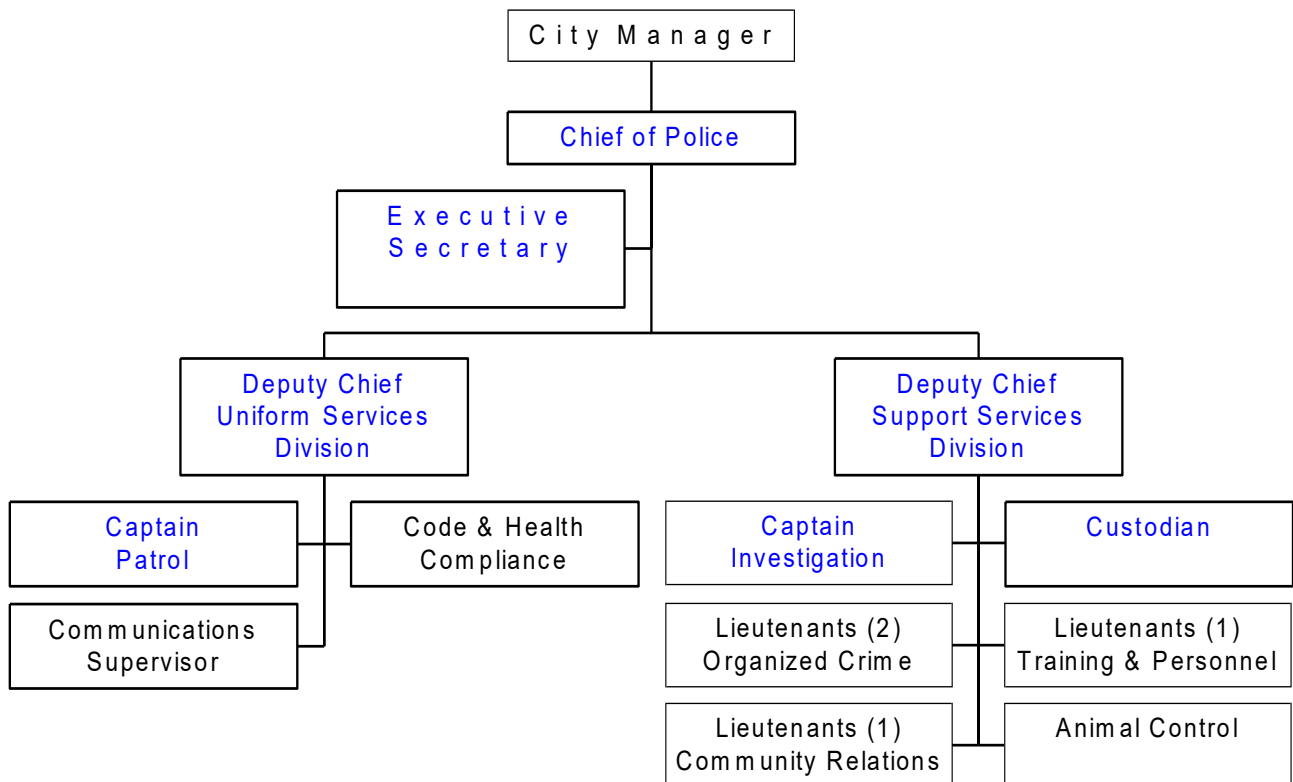
PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
<i>OUTPUTS</i>				
# of Warrants Issued	1,375	1,300	1,370	1,600
# of Warrants Cleared	1,100	1,500	3,600	3,300
# of Violations/Complaints Processed	9,250	9,560	4,900	5,400
<i>EFFICIENCIES</i>				
Average Collections per Clerk	4,625	4,780	2,450	2,700
Online Payments	1,310	1,360	800	950
<i>EFFECTIVENESS</i>				
% of Total Warrants Cleared	10.0%	14.0%	26.0%	25.0%

POLICE DEPARTMENT ADMINISTRATION



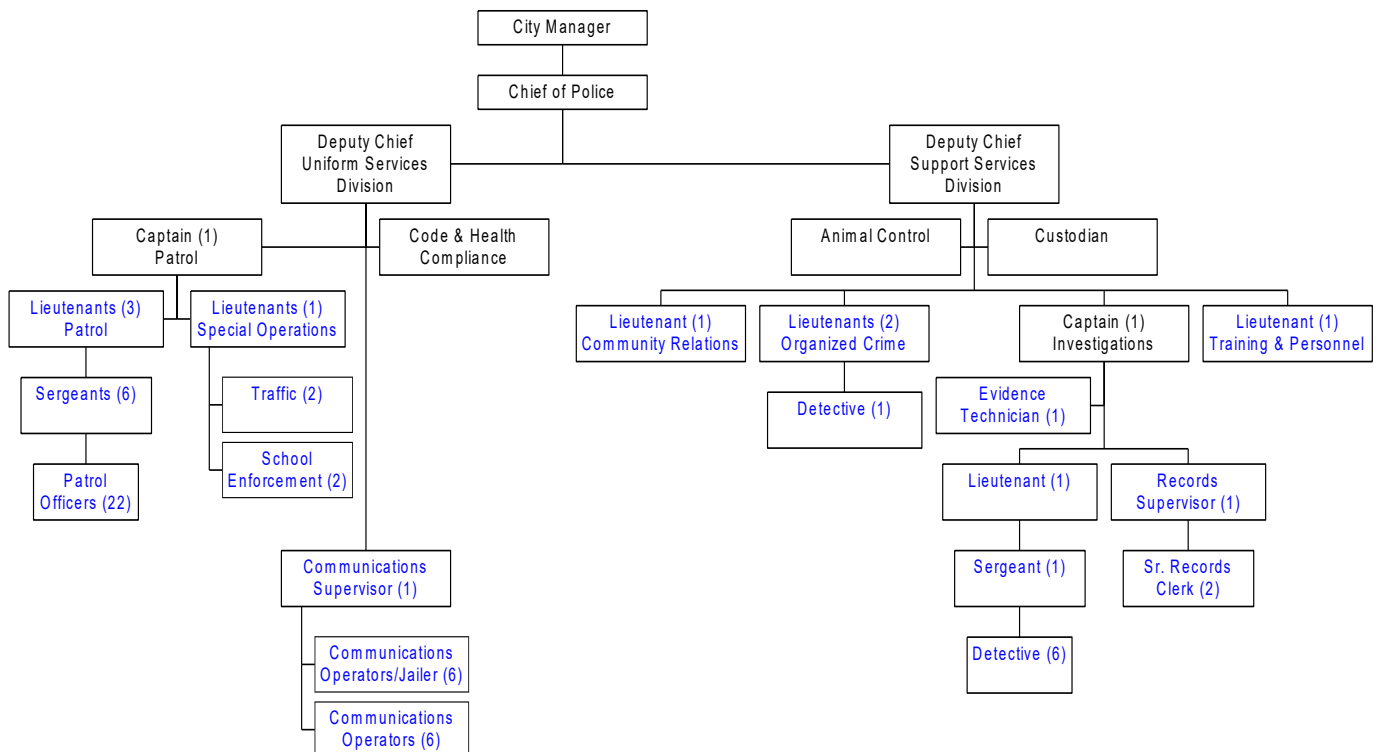
Left to Right:

Jeff Stoddard (Deputy Chief of Police); Jeremy Alber (Police Captain); Brian Wyers (Deputy Chief of Police); Cheryl Forester (Executive Secretary); Gabriel Cardona (Police Captain); 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 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.

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 2019

- 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.
- Increased community engagement through Coffee with a Cop, Pizza with a Cop, and Cone with a Cop events.
- Conducted five enforcement stings through the Tobacco Enforcement Program (TAC) to address the sale of tobacco products to minors.
- Provided eight Citizens Response to Active Shooter Events (CRASE) training to various civilian organizations and churches.
- Participated with Special Olympics and the Torch Run.
- Graduated Class #8 of the Law Enforcement Explorer Academy.
- 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 seven new Police Officers and one new Communications Operator.
- Accomplished the 3rd Annual Chief Tim Molnes Scholarship Golf Tournament and awarded seven \$1000 scholarships to local high school seniors.
- Developed Police Department Focus Group to improve on quality of employee services.
- Expanded seven Communications Officer positions to include jailing duties.
- Successfully completed the first official physical readiness testing event with a Department pass rate of 96%.

CONTINUING OBJECTIVES

- Maintain adequate staffing levels through retention efforts.
- Seek alternative funding options through grants and other sources.
- Continue public relations, community services, and crime prevention programs 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 participation in the Bulletproof Vest Grant Program.
- Maintain above average clearance rates in Part I & Part II crimes as compared to State averages.
- Continue police physical readiness standards and testing.

GOALS FOR FISCAL YEAR 2020

- Improve on the effectiveness of the geographic policing model.
- Seek and obtain additional grant funding.
- Improve recruitment and retention efforts to maintain adequate staffing levels and provide quality police services to the citizens of Copperas Cove.
- Complete revisions and updates to Department General Orders
- Construct new and improved user-friendly Department website in partnership with Information Systems.
- Partner with the Copperas Cove independent School District to provide CRASE training and provide other security resources.
- Implement Pedal Cart Program to bring drug and alcohol awareness to local youths.
- Seek recognition through the Texas Police Chiefs Association's State Recognition Program.

POLICE SWOT ANALYSIS



EXPENDITURE SUMMARY

POLICE - ADMINISTRATION

01
4200

CATEGORY	FY 2018	FY 2019	FY 2019	FY 2020
	Actual	Adopted Budget	Current Budget	Adopted Budget
Salaries, Benefits, & Support	\$ 436,862	\$ 457,386	\$ 470,204	\$ 679,458
Supplies & Materials	12,623	13,027	16,728	14,860
Maintenance & Repair	47,778	49,840	59,058	64,005
Contractual Services	82,179	103,375	104,216	103,999
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	12,638	12,638	-
Total	\$ 579,442	\$ 636,266	\$ 662,844	\$ 862,322

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

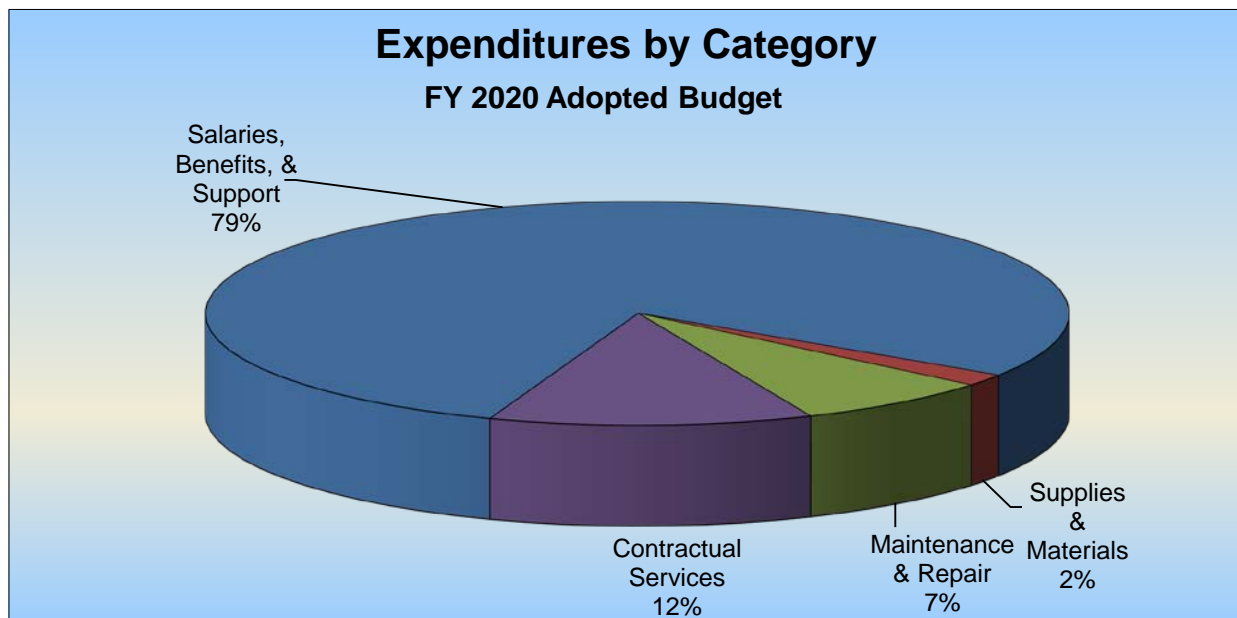
Salaries, Benefits, & Support: Moved two Police Captain positions from Police Services to Administration; Also includes a 1% COLA increase and a market adjustment increase for the Executive Secretary position.

Maintenance & Repair: Additional cost for upkeep of equipment, vehicles and facilities.

Decreases:

Capital Outlay & Improvements: FY 2019 Year End Projection includes funding for velocity server and software.

Supplies & Materials: Decrease due to personnel related hiring costs.



POLICE SERVICES

01
4210

CATEGORY	FY 2018	FY 2019	FY 2019	FY 2020
	Actual	Adopted Budget	Current Budget	Adopted Budget
Salaries, Benefits, & Support	\$ 4,272,742	\$ 4,686,593	\$ 4,588,941	\$ 4,580,558
Supplies & Materials	116,920	120,056	124,750	131,284
Maintenance & Repair	84,632	108,155	104,605	105,300
Contractual Services	97,639	114,518	125,789	128,438
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	35,473	9,000	-	-
Total	\$ 4,607,406	\$ 5,038,322	\$ 4,944,085	\$ 4,945,580

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

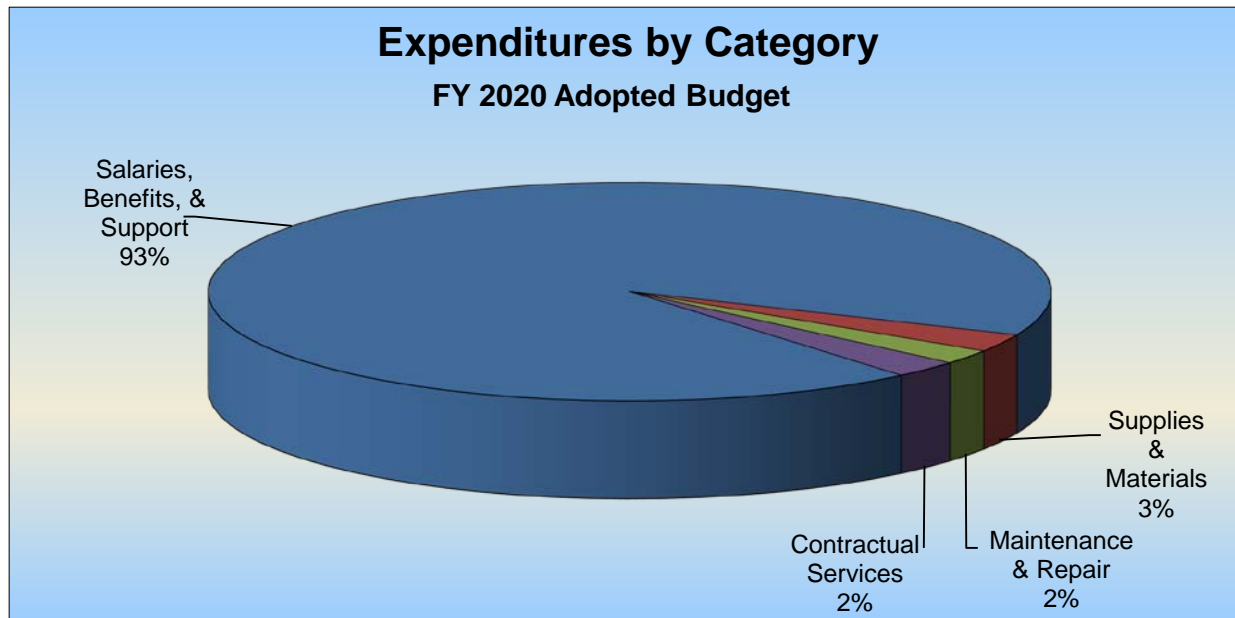
Increases:

Supplies & Materials: Increase for medical kits and lethal ammunition.

Contractual Services: Increase in Professional Development training, and uniform related expenses.

Decreases:

Salaries, Benefits, & Support: Decrease due to moving two Police Captain positions to Administration; Includes a 1% COLA increase and market adjustment increases for administrative positions.



STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
<i>Police Administration (01-4200)</i>				
Chief of Police	1	1	1	1
Police Deputy Chief	2	2	2	2
Police Captain	0	0	0	2
Executive Secretary	1	1	1	1
Custodian	1	1	1	1
Total Police Administration	5	5	5	7
<i>Police Services (01-4210)</i>				
Police Sergeant	9	9	9	7
Police Lieutenant	2	2	2	9
Police Corporal	7	7	7	0
Patrol Officer - Certified	33	33	33	33
Records Supervisor	1	1	1	1
Senior Records Clerk	2	2	2	2
Evidence Technician	1	1	1	1
Communications Supervisor	1	1	0	0
Communications Supervisor/Jailer	0	0	1	1
Police Communications/Operator	12	12	6	6
Police Communications/Operator/Jailer	0	0	6	6
Total Police Services	68	68	68	66
DIVISION TOTAL	73	73	73	73

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
<i>OUTPUTS</i>				
# of Calls for Service	20,000	22,000	22,000	22,000
# of Part I Violent Crimes Reported	1,200	1,500	1,500	1,500
<i>EFFICIENCIES</i>				
Part I Crime* Clearance Rate:				
Copperas Cove's Rate	43.0%	46.0%	25.0%	25.0%
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	63.0%	70.0%	70.0%	70.0%
<i>EFFECTIVENESS</i>				
Customer Satisfaction Survey (% Satisfied / Very Satisfied)	90.0%	90.0%	90.0%	90.0%

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

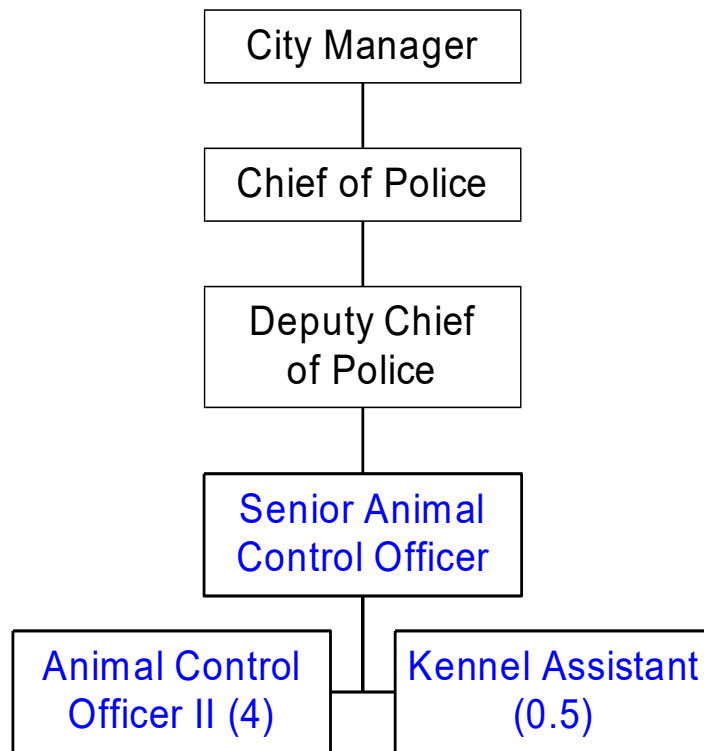
** Part II Crimes that are less serious in nature include crimes such as: Criminal Mischief, Drug Violations, DWI, Disorderly Conduct, Forgery, Embezzlement, Weapons Violations, and City Ordinance Violations.

ANIMAL CONTROL



Left to Right:

Keith Downes (Animal Control Officer II); Howard Dixon (Animal Control Officer II); Catalina Richardson (Kennel Assistant); David Wellington (Senior Animal Control Officer); Caitlin Sharbeno-Bocking (Animal Control Officer II); Tamara Hall (Animal Control Officer II).



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 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 2019

- Held 8 free two-day adoption events adopting out 82 animals.
- Coordinated 3 low cost shot clinics totaling 1,532 animals that received vaccinations.
- Conducted six animal related classes for career day at local elementary schools.
- Resurfaced the animal play areas.
- Conducted 3 adoption events with Gold's Gym.
- Partnered with Pet Supply Plus resulting in the adoption of 61 cats.

CONTINUING OBJECTIVES

- Decrease the number of abandoned/stray animals through aggressive patrolling.
- Aggressively investigate abandonment and cruelty cases.
- 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.
- Continue to work with local schools with animal related classes for career day.

GOALS FOR FISCAL YEAR 2020

- Move forward with the new animal shelter project.
- Identify equipment to streamline the intake and adoption process.
- Obtain additional training courses/seminars for Animal Control Officers.
- Hold more animal adoption events.
- Host more low-cost shot clinics.
- Hire a full-time clerk.
- Continue to work on decreasing the euthanasia rate.
- Expand upon public education programs.
- Identify a funding source for a spay/neuter program for the shelter.

ANIMAL CONTROL SWOT ANALYSIS



ANIMAL CONTROL

01
4300

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 202,132	\$ 208,201	\$ 208,801	\$ 270,368
Supplies & Materials	19,822	22,825	22,020	23,025
Maintenance & Repair	2,956	4,550	4,687	5,425
Contractual Services	13,717	15,444	15,459	14,824
Designated Expenses	93	2,000	600	2,000
Capital Outlay & Improvements	-	-	-	-
Total	\$ 238,720	\$ 253,020	\$ 251,567	\$ 315,642

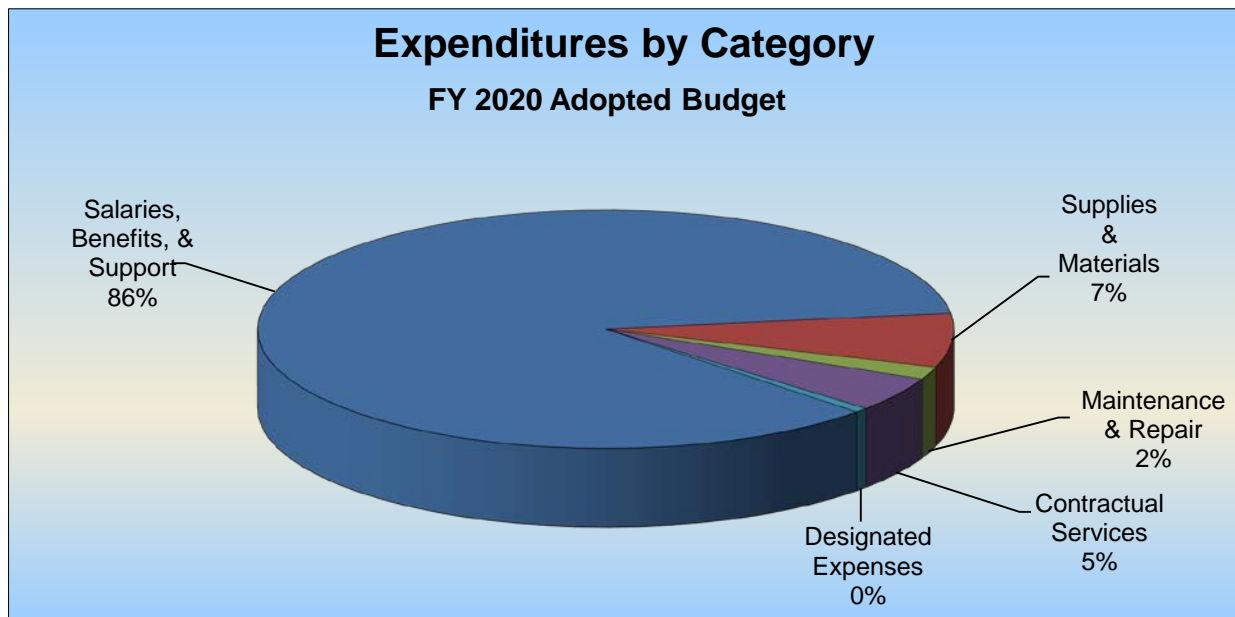
HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

Salaries, Benefits, & Support: Includes a 1% COLA increase and market adjustment increases.

Supplies & Materials: Increase due to personnel related hiring costs.

Designated Expenses: Increase for emergency vet services.



ANIMAL CONTROL**01-4300**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Senior Animal Control Officer	1	1	1	1
Animal Control Officer II	2	2	4	4
Animal Control Officer I	2	2	0	0
Kennel Assistant	0.5	0.5	0.5	0.5
DEPARTMENT TOTAL	5.5	5.5	5.5	5.5

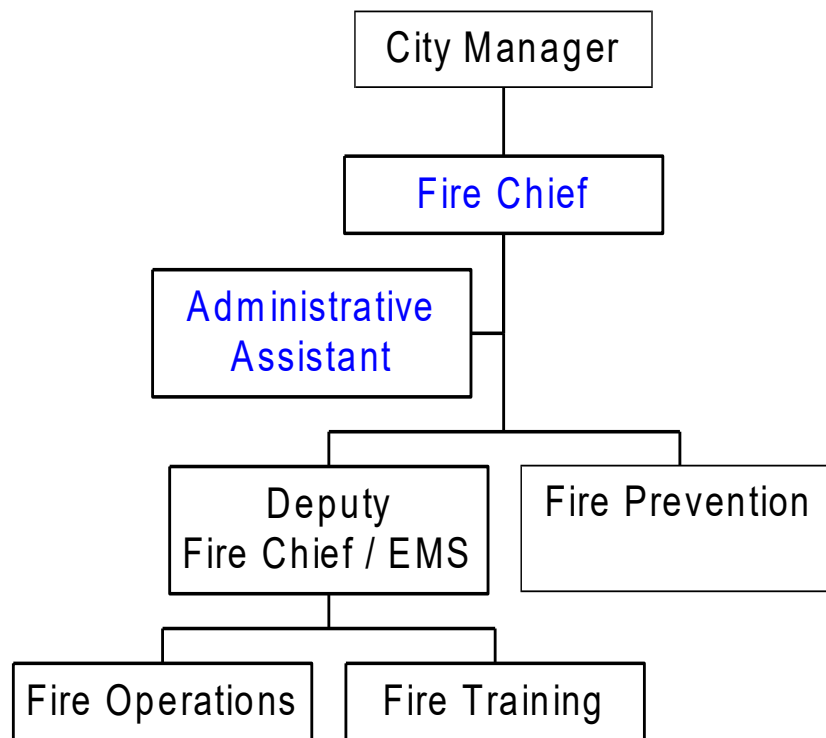
PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
<i>OUTPUTS</i>				
# of Animals Impounded	1,816	1,820	1,877	1,850
# of Animals Euthanized	390	380	411	400
# of Animals Owner Surrender Euthanized	137	135	159	160
# of Animals Adopted	675	680	614	650
# of Animals Re-Claimed	466	470	505	500
# of Animals Released to Rescues	62	100	41	60
<i>EFFICIENCIES</i>				
Average Cost to Impound an Animal	\$131	\$139	\$134	\$171
Average Response Time per Call (in minutes)	18	15	19	17
<i>EFFECTIVENESS</i>				
% of Eligible Animals Adopted	78.9%	76.7%	69.7%	73.5%

FIRE/EMS ADMINISTRATION



Left to Right:

Brandi Cornelius (Administrative Assistant);
Michael Neujahr (Fire Chief).



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 2019

- Reviewed, updated, and implemented department policies, procedures and guidelines.
- Updated department fixed assets.
- Updated a Succession Plan.
- Developed an alternative EMS revenue agreement.
- Earned American Heart Association Mission Lifeline Gold Plus Award.
- Received and deployed a new fire engine.
- Refurbished an ambulance on a new chassis.
- Promoted Heart Healthy CT Scanning.
- Coordinated for behavioral health counseling within the city Employee Assistance Program.

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.
- Be an active leader in local, regional and state Fire related organizations and associations.
- Continue to systematically move programs toward paperless filing and recordkeeping.
- Deployed Mobile Data Terminals in all apparatus.

GOALS FOR FISCAL YEAR 2020

- Expand Life and Fire Safety Community Education Outreach Programs.
- Begin planning process for Fire Station #3 expansion.
- Continue to maintain full staffing.
- Re-fund key Administration positions.

FIRE ADMINISTRATION SWOT ANALYSIS



EXPENDITURE SUMMARY

FIRE/EMS - ADMINISTRATION

01
4400

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 238,064	\$ 260,424	\$ 198,502	\$ 168,801
Supplies & Materials	4,813	6,295	5,999	6,895
Maintenance & Repair	4,186	4,306	4,165	4,345
Contractual Services	72,717	76,389	69,639	80,089
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 319,780	\$ 347,414	\$ 278,305	\$ 260,130

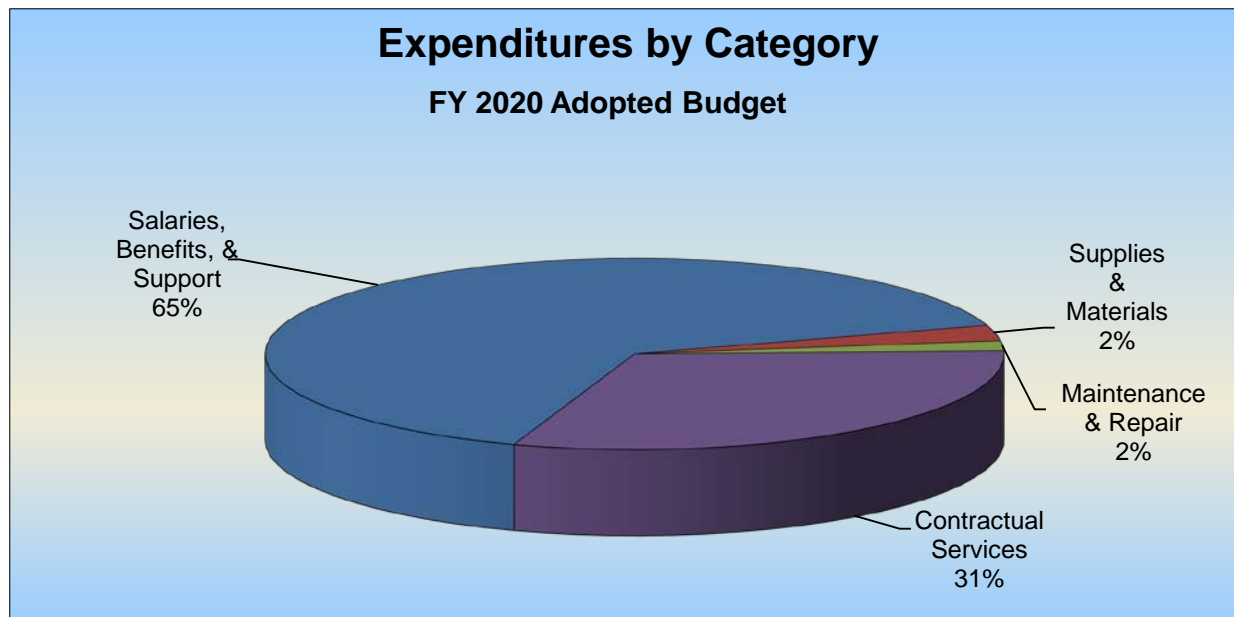
HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

Contractual Services: Increase in consulting fees (EMS Medical Director) and utilities cost.

Decreases:

Salaries, Benefits, & Support: Deputy Fire Chief position is being moved to Operations in FY 2020; Includes a 1% COLA increase and a market adjustment increase for the Administrative Assistant.

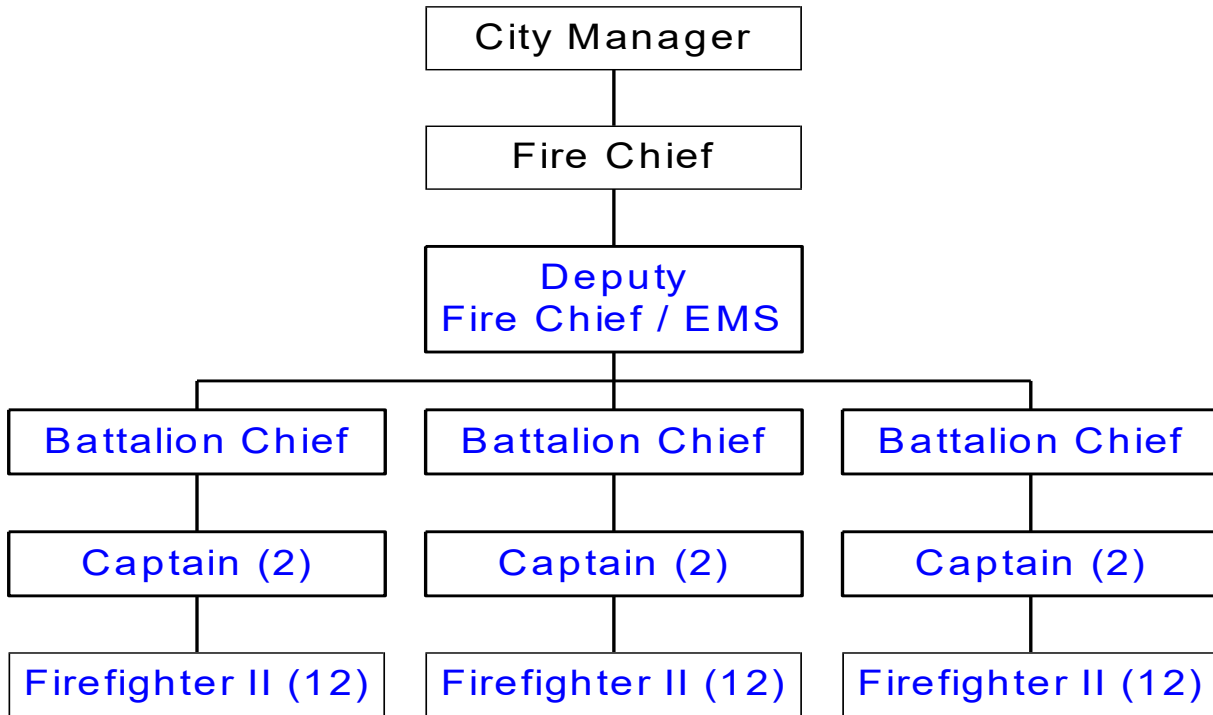


FIRE/EMS - ADMINISTRATION**01-4400**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Fire Chief	1	1	1	1
Deputy Fire Chief	1	1	0	0
Administrative Assistant	1	1	1	1
DEPARTMENT TOTAL	3	3	2	2

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
# of Command Staff Planning Sessions Conducted	12	12	52	52
# of Medical Director Update Meetings Conducted	13	12	24	24
# Child Safety Seat Inspections/Installations	130	-	140	140
# of Vehicle Purchases or Rechassis	3	0	1	2
# of New or Renovated Facilities Projects Initiated	1	1	1	1
EFFICIENCIES				
Per Capita Cost for Fire/Emergency Services	\$124	\$132	\$126	\$130
# of Sworn Firefighters per 1,000 Population	1.42	1.40	1.38	1.36
# New Positions Created	0	0	0	0
EFFECTIVENESS				
Property Protection Classification	2	2	2	2

FIRE/EMS OPERATIONS



The mission of the Copperas Cove Fire/EMS Department is to protect and enhance the quality of life in the City Built for Family Living through a comprehensive program of services delivered by an excellent team directed towards providing education, prevention, and control in the areas 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 2019

- Participated in the Texas Kid Safe Child Passenger Car Seat Program.
- Issued second set of structural firefighting apparel to firefighters.
- Implementing cancer prevention measures to include the "Clean Cab Concept" with the new fire engine, on-scene hose washers, back-up flash hoods and gloves, and on-scene gross decontamination of equipment and structural firefighting apparel.
- Re-positioned fire apparatus within the city for improved capabilities.
- Planned for the purchase of new EMS stretchers and suction devices.
- Deployed Active 911 as incident dispatching in all fire stations, apparatus, and personal cellular devices.
- Participated in department-wide teambuilding by conducting a minor renovation of Central Fire Station.

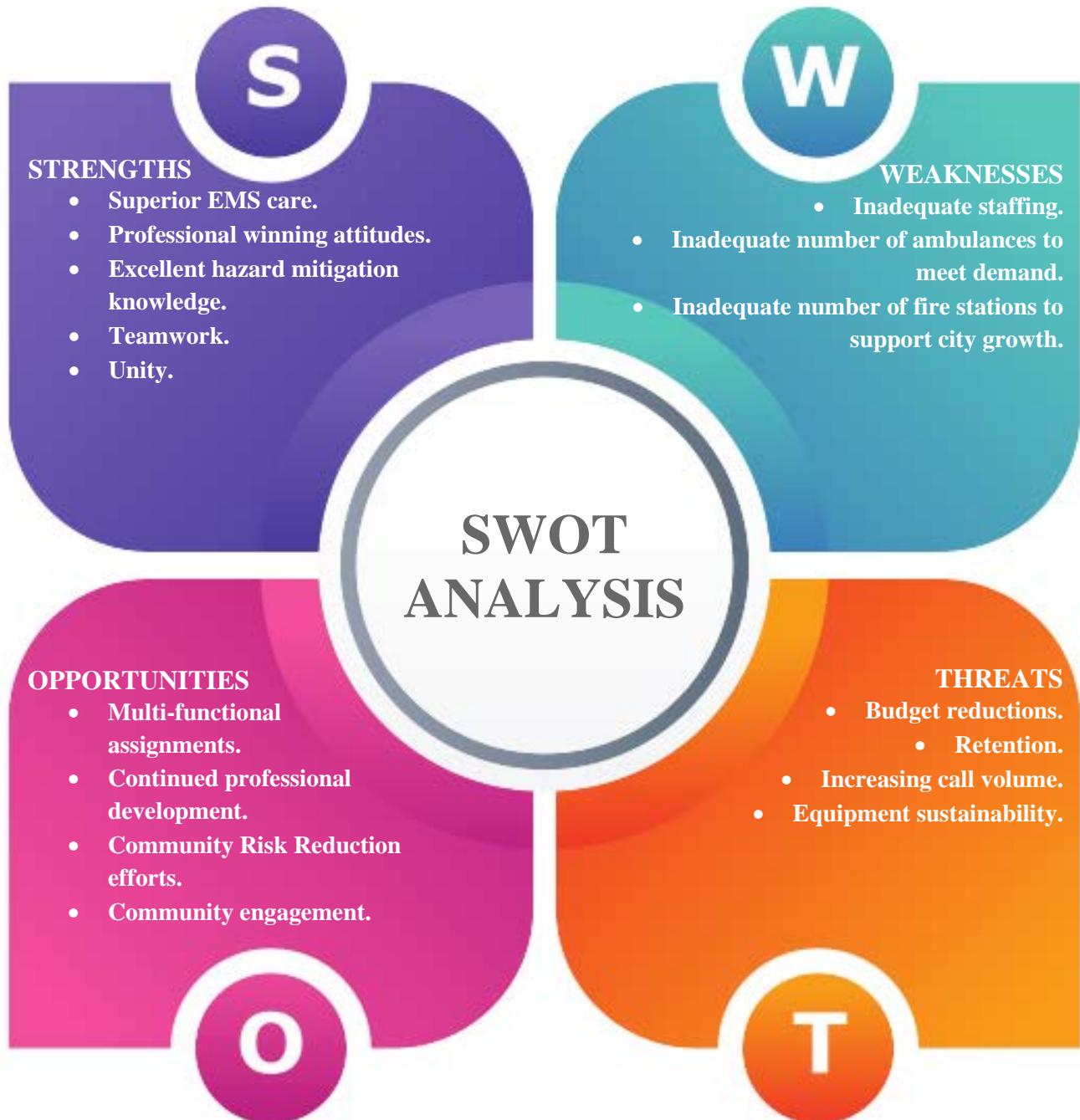
CONTINUING OBJECTIVES

- 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 2020

- 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.
- Continue sending personnel to the National Fire Academy for Leadership and Professional Development Training.
- Renovate Fire Station #3 and staff appropriately.

FIRE OPERATIONS SWOT ANALYSIS



EXPENDITURE SUMMARY

FIRE/EMS - OPERATIONS

01
4417

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 3,329,349	\$ 3,618,690	\$ 3,522,033	\$ 3,771,668
Supplies & Materials	158,193	151,224	168,944	161,826
Maintenance & Repair	123,922	86,296	97,998	93,242
Contractual Services	85,350	121,544	113,378	111,577
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	10,501	-	-	-
Total	\$ 3,707,315	\$ 3,977,754	\$ 3,902,353	\$ 4,138,313

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

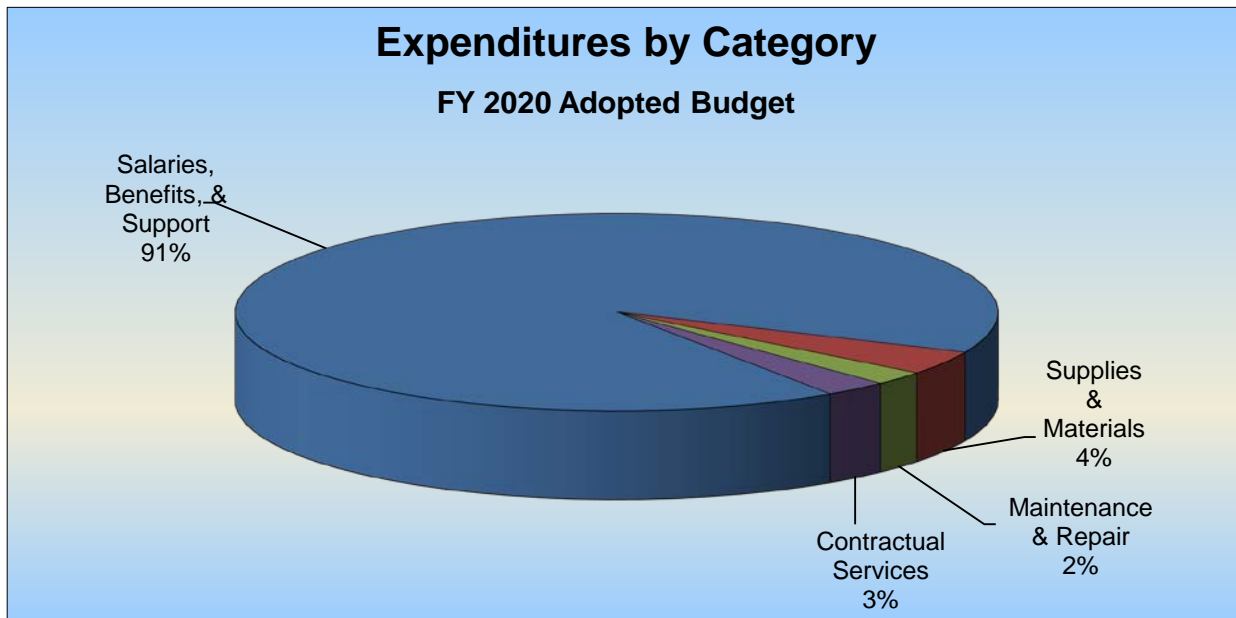
Salaries, Benefits, & Support: Includes a full year funding for all authorized positions; Also include a 1% COLA increase.

Decreases:

Supplies & Materials: FY 2019 Year End Projection includes funding to replace tables and chairs in the training room.

Maintenance & Repair: Decrease primarily to building and equipment maintenance.

Contractual Services: Decrease due to uniform related expenses.



FIRE/EMS - OPERATIONS**01-4417**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Deputy Fire Chief Operations/Emergency Management Coordinator	0	0	1	1
Battalion Chief	0	0	0	3
Fire Captain (2904 hour work year)	3	3	3	6
Fire Lieutenant (2904 hour work year)	6	6	6	0
Firefighter II (2904 hour work year)	31	31	36	36
Firefighter I (2904 hour work year)	5	5	0	0
DEPARTMENT TOTAL	45	45	46	46

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
# of Total Calls	4,220	4,600	4,978	5,000
# of Total Fire Calls *	963	1,800	1,183	1,200
# of Total Patient Encounters/Reports	3,779	3,450	3,874	3,700
EFFICIENCIES				
Average EMS and Fire Response Time in Minutes (City) **	5.56		5.25	5.00
Average Fire Response Time in Minutes (City and County) **	6.53		6.25	6.15
Average EMS Response Time in Minutes (City and County) **	6.14		5.45	5.25
EFFECTIVENESS				
Average EMS Emergency Response Time in Minutes (City Only)	6.12		5.10	5.00

* Does not include EMS Assist Calls

** Includes Emergency and Non-emergency responses in the City and the County

FIRE/EMS TRAINING



City Manager

Fire Chief

Deputy
Fire Chief/EMS

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) 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 2019

- Completed multiple training and certification courses for employee career development.
- Graduated new paramedics from CTC Paramedic Program.
- Supervisors participated in Performance Evaluation Training.
- Mid-level and Command Staff attended an education class at the National Fire Academy.
- One (1) employee graduated the National Fire Academy Executive Fire Officer Program.
- Seven (7) employees attended the Texas EMS Conference.
- Twelve (12) employees attended the National Fire Academy.
- Two (2) employees became Designated Infection Control Officers (DICO).
- Three (3) employees earned Certified Ambulance Documentation Specialists (CADS).

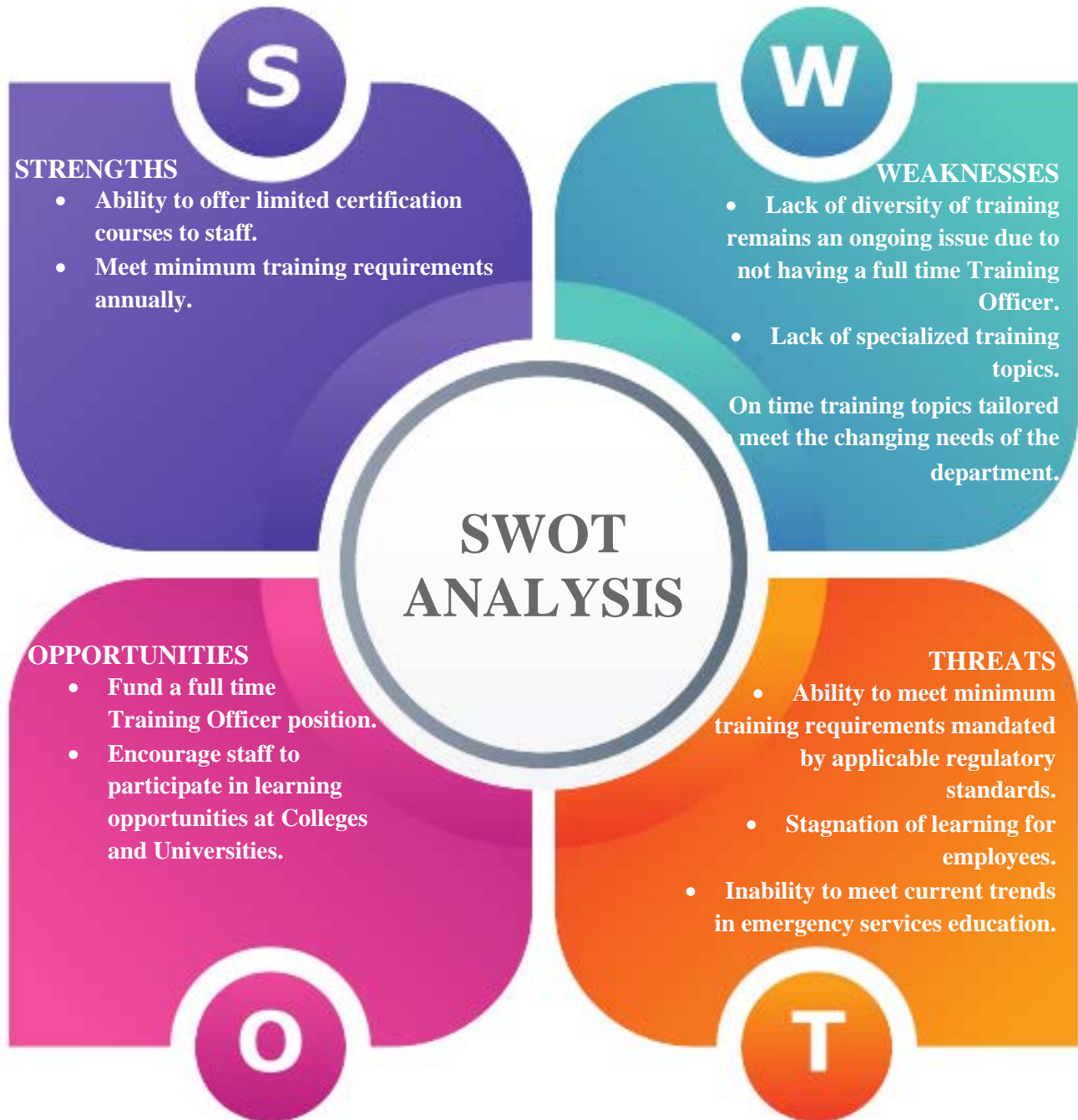
CONTINUING OBJECTIVES

- 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 2020

- Have 25 percent of the member's firefighter certification levels increased to the next available benchmark.
- Graduate 4 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 six (6) employees to the National Fire Academy.

FIRE TRAINING SWOT ANALYSIS



EXPENDITURE SUMMARY

FIRE/EMS - TRAINING

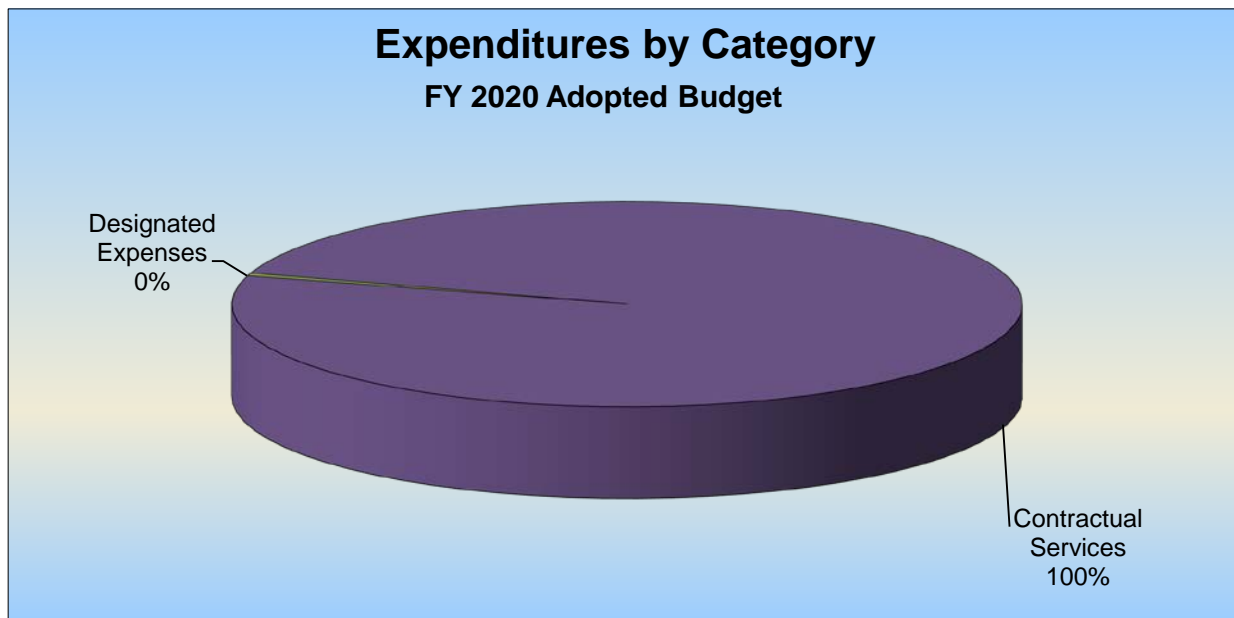
01
4418

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ -	\$ -	\$ -	\$ -
Supplies & Materials	-	-	-	-
Maintenance & Repair	173	173	220	193
Contractual Services	44,697	53,946	51,501	42,410
Designated Expenses	161	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 45,031	\$ 54,119	\$ 51,721	\$ 42,603

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Decreases:

Contractual Services: Decrease in Professional Development cost.



FIRE/EMS - TRAINING**01-4418**

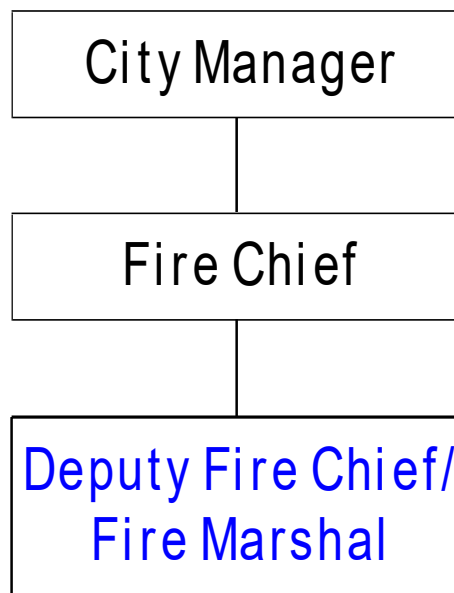
STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Division Chief - Training	0	0	0	0
DEPARTMENT TOTAL	0	0	0	0

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
# of EMS Reports Reviewed by Quality Management Team	4,018	4,100	4,083	4,100
# of EMS Training Man Hours Provided	3,587	2,200	2,338	2,000
# of Fire Training Man Hours Provided	3,927	4,000	2,702	3,000
# of EMS Training Class Hours Provided	873	200	103	200
# of Fire Training Class Hours Provided	1,379	1,300	722	900
EFFICIENCIES				
% of EMS Reports Reviewed by Quality Management Team	100.0%	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%
EFFECTIVENESS				
% 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 Marshal).



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

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 2019

- Identified and corrected life and fire safety hazards during inspections.
- Participated in and "Witnessed" fire alarm evacuation drills for schools and assisted living facilities.
- Conducted fire investigations to determine cause and origin.
- Facilitated city growth through plans review and staff meetings.
- Purchased equipment to support law enforcement activities in the Fire Marshal's Office.
- Worked jointly with CCPD on fireworks patrol enhancing personnel relations and cooperative enforcement efforts between departments.
- Purchased new mascot outfit "Fire Pup" and introduced him to community through various public outreach events.
- Purchased new bed cover for Fire Marshal administrative vehicle which better protects and secures fire investigation tools and enhanced the overall look of the apparatus.

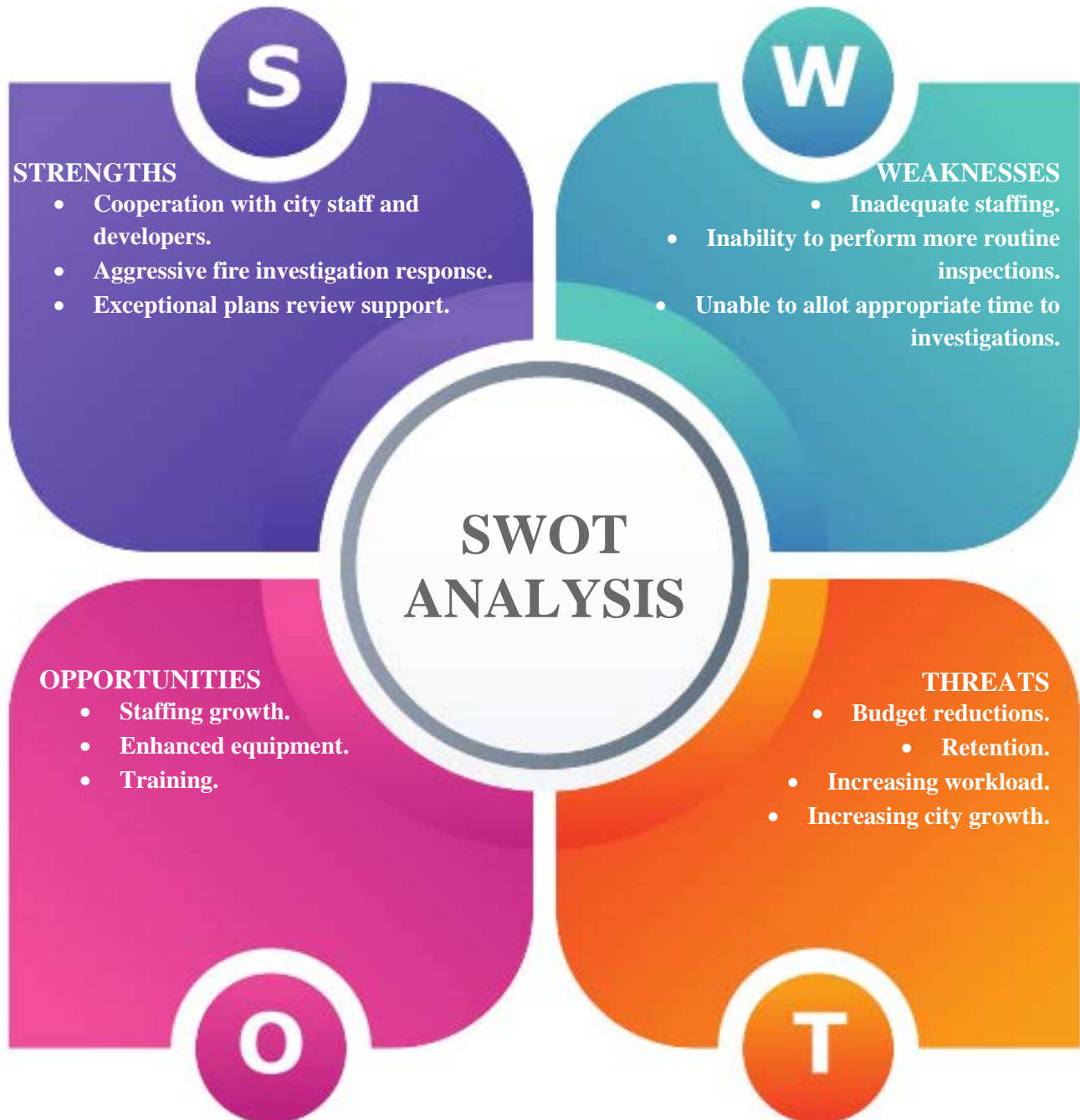
CONTINUING OBJECTIVES

- 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 2020

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

FIRE PREVENTION SWOT ANALYSIS



EXPENDITURE SUMMARY

FIRE/EMS - PREVENTION

01
4419

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 103,838	\$ 117,899	\$ 118,384	\$ 119,488
Supplies & Materials	3,681	3,779	7,507	2,930
Maintenance & Repair	173	173	220	193
Contractual Services	2,145	1,821	1,875	1,821
Designated Expenses	564	1,250	1,250	1,250
Capital Outlay & Improvements	-	-	-	-
Total	\$ 110,401	\$ 124,922	\$ 129,236	\$ 125,682

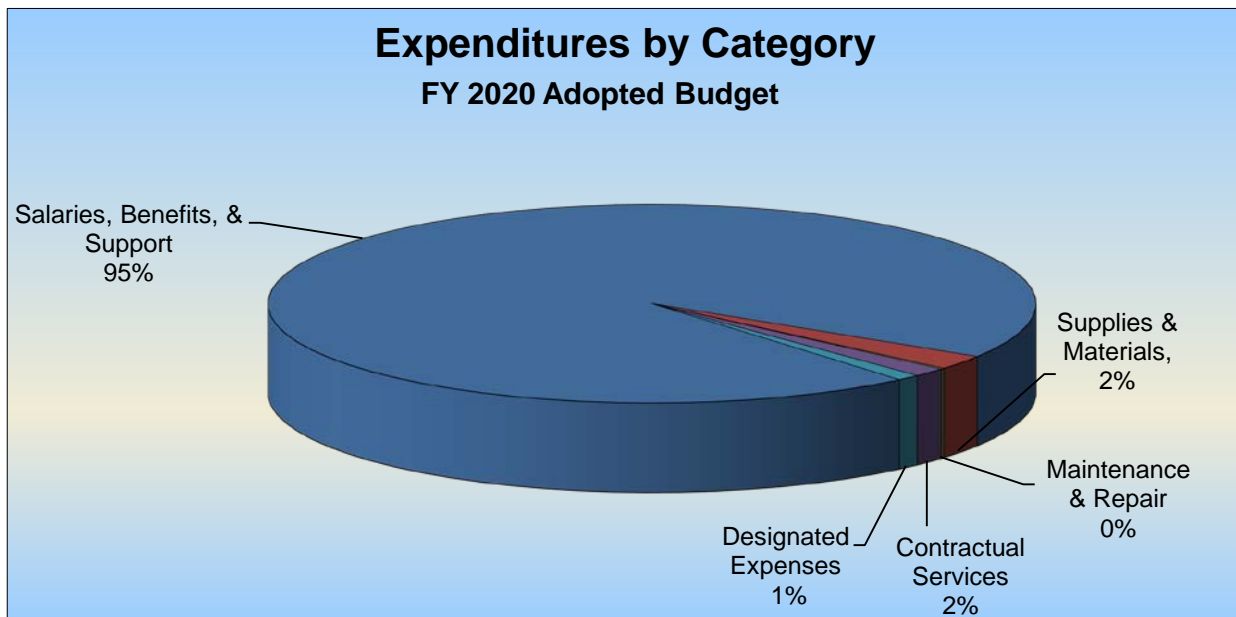
HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

Salaries, Benefits, & Support: Includes a 1% COLA increase.

Decreases:

Supplies & Materials: Decrease in general and electronic equipment cost.



FIRE/EMS - PREVENTION**01-4419**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Deputy Fire Chief/Fire Marshal	1	1	1	1
DEPARTMENT TOTAL	1	1	1	1

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
# of Fire Safety Education Programs	80	90	75	80
# of Fire Inspections	350	500	300	350
# of False Fire Alarms	90	60	70	65
# of Fires	140	120	150	120
EFFICIENCIES				
# of Identified Fire Safety Hazards Corrected	750	950	1,100	1,200
# of Fire Investigations Cleared	130	115	105	100
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	45.0%	60.0%	45.0%	50.0%

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 2019

- Participated in workshops, as well as a real-world incident 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 Emergency Management Plan and Annexes.
- Received and managed a Homeland Security Program Grant used to fund the purchase of Interoperability Compliant portable and mobile radios.
- Expanded an Emergency Management Volunteer program to provide volunteers with greater Emergency Management responsibilities.

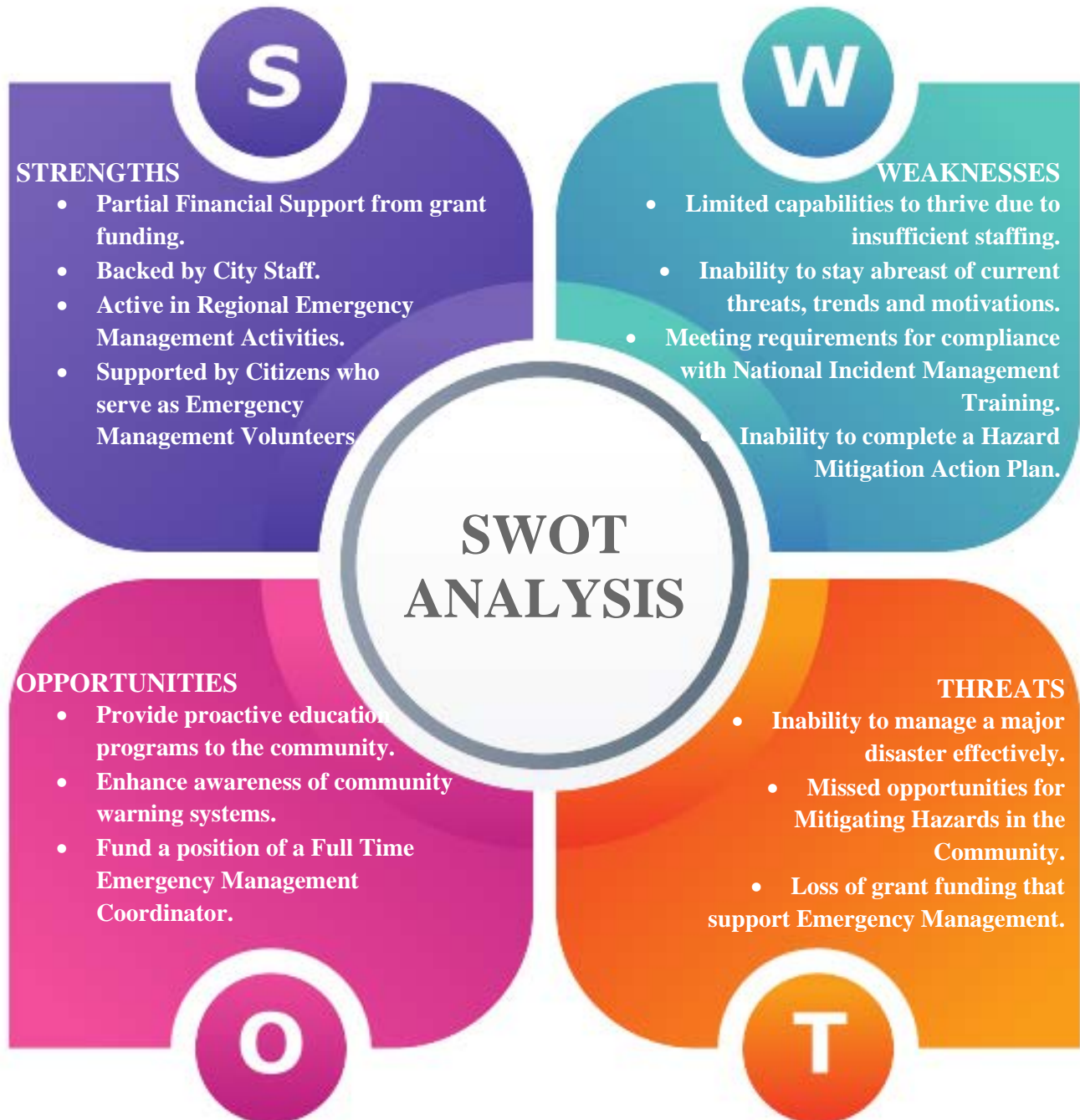
CONTINUING OBJECTIVES

- 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 2020

- Conduct community awareness and preparedness training.
- Conduct an exercise to evaluate the EOP.
- Conduct public awareness of the registration database for the Code Red emergency notification system.
- Conduct public awareness of disaster preparedness.
- Conduct a campaign to inform residents of the importance of monitoring the weather and utilization of warning means and devices.

EMERGENCY MANAGEMENT SWOT ANALYSIS



EXPENDITURE SUMMARY

EMERGENCY MANAGEMENT

01
4420

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ -	\$ -	\$ -	\$ -
Supplies & Materials	616	714	714	1,144
Maintenance & Repair	87	147	172	157
Contractual Services	5,641	5,204	5,174	5,744
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	9,400	-	-	-
Total	\$ 15,744	\$ 6,065	\$ 6,060	\$ 7,045

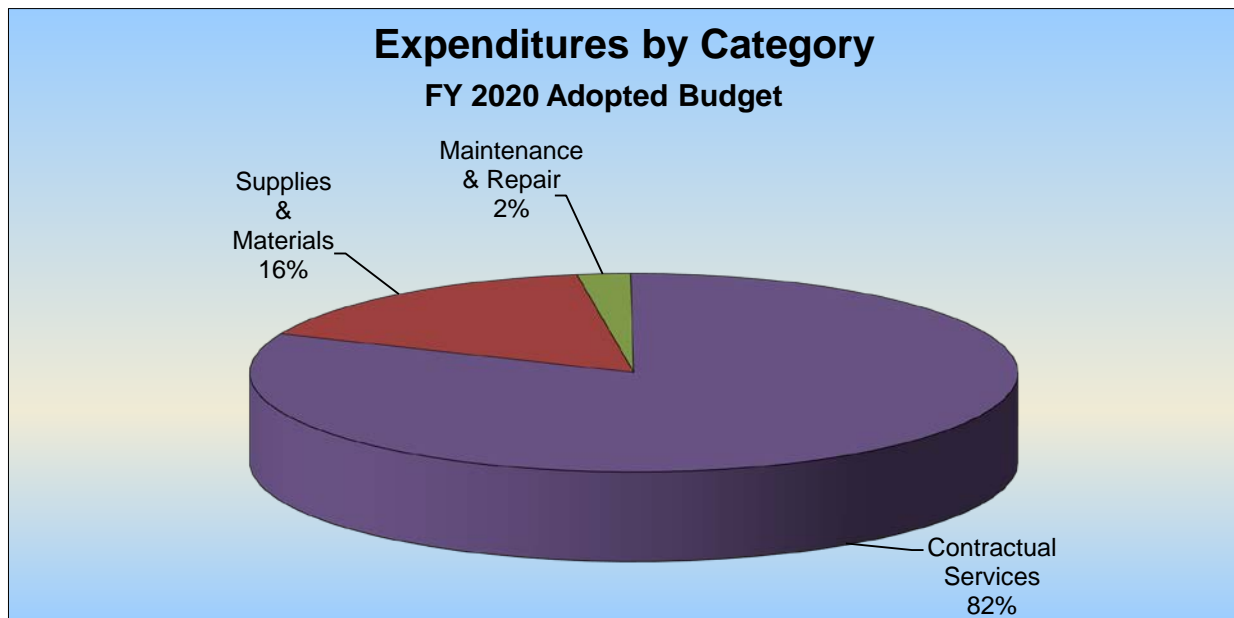
Note: The Emergency Management Department is under the guidance of the Deputy Fire Chief. Half of fifty percent of the Deputy Fire Chief's salary and benefits are expected to be reimbursed by the Emergency Management Performance Grant (EMPG).

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

Supplies & Materials: Increase for a Power Over Ethernet (POE) Switch utilized to connect telephones in the alternate EOC to the telephone system.

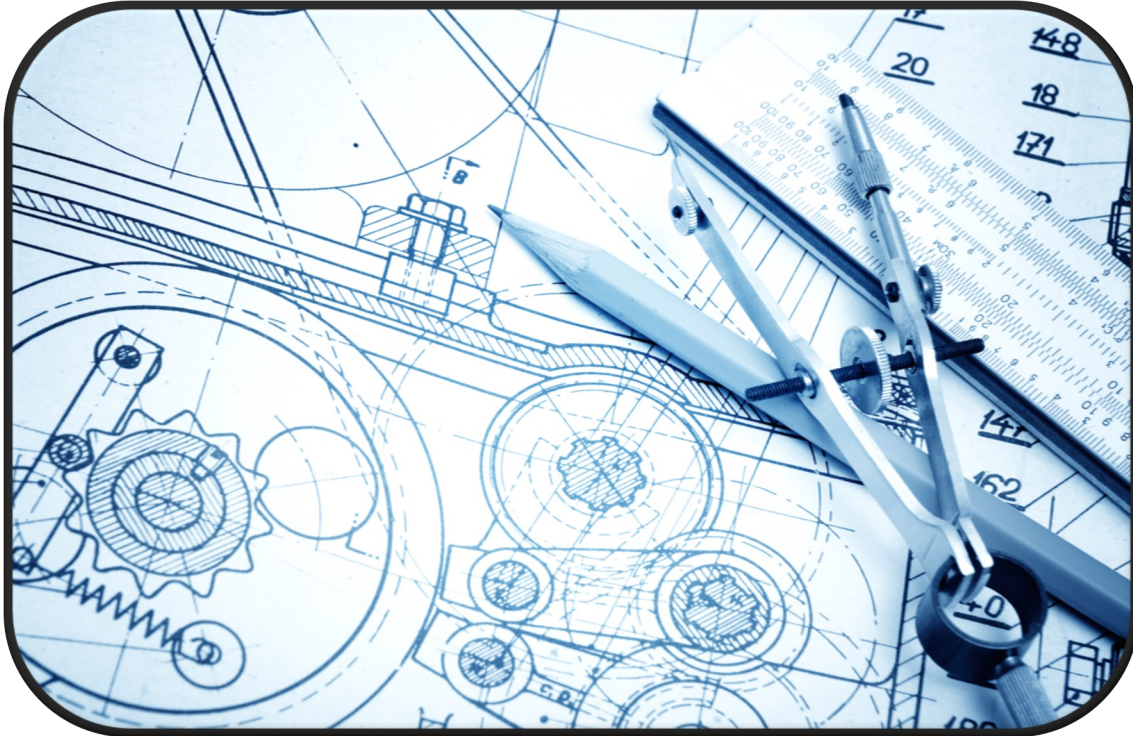
Contractual Services: Communication cost increase in FY 2020.



EMERGENCY MANAGEMENT**01-4420**

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
Emergency Management Training Hours Provided	30	30	30	30
Preparedness Exercises Conducted	3	3	1	3
Severe Weather Hours Worked	6	6	12	6
Emergency Management Exercises Completed by Department Directors	1	1	1	1
EOP Annexes Revised	-	-	-	-
Amount Received from Grants	\$31,028	\$35,000	\$35,000	\$35,000
Citizens in Attendance in Disaster Preparedness Programs	200	100	150	100
Emergency Management Training Hours Attended	100	40	80	40
Hours EMC Spent Conducting Emergency Management Activities	1,800	1,800	1,800	1,800
Emergency Management Volunteer Hours Contributed	1,022	-	1,452	1,300
EFFICIENCIES				
Average % of Hours EMC Spent Each Day Conducting Emergency Management Activities/Work	100.0%	100.0%	100.0%	100.0%
% of City Employees Who Participated or Engaged in National Incident Management Training	25.0%	25.0%	25.0%	25.0%
EFFECTIVENESS				
% Change in Citizens Participation in Disaster Preparedness Programs	100.0%	0.0%	-25.0%	0.0%
% Change in Training Hours	75.0%	10.0%	0.0%	0.0%

ENGINEERING



City Manager

City Engineer

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 Full Time Employee

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 and specifications to ensure that the City is receiving quality infrastructure to minimize the costs associated with perpetual maintenance.
- Work with Public Works staff to maintain and upgrade water, sewer, wastewater, streets, and drainage systems, update associated masterplans, and facilitate responsible growth and development.
- Interface with other City departments, as needed, to review development proposals and provide requested engineering support.

ACHIEVEMENTS FOR FISCAL YEAR 2019

- 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.
- Completed drainage improvements on Avenue D.
- Completed Oak Hill Drive Water Improvements.
- Completed Wastewater Treatment Plant 5-Year Permits.
- Reviewed and monitored the design and construction plans for the South 19th street Drainage Project.

CONTINUING OBJECTIVES

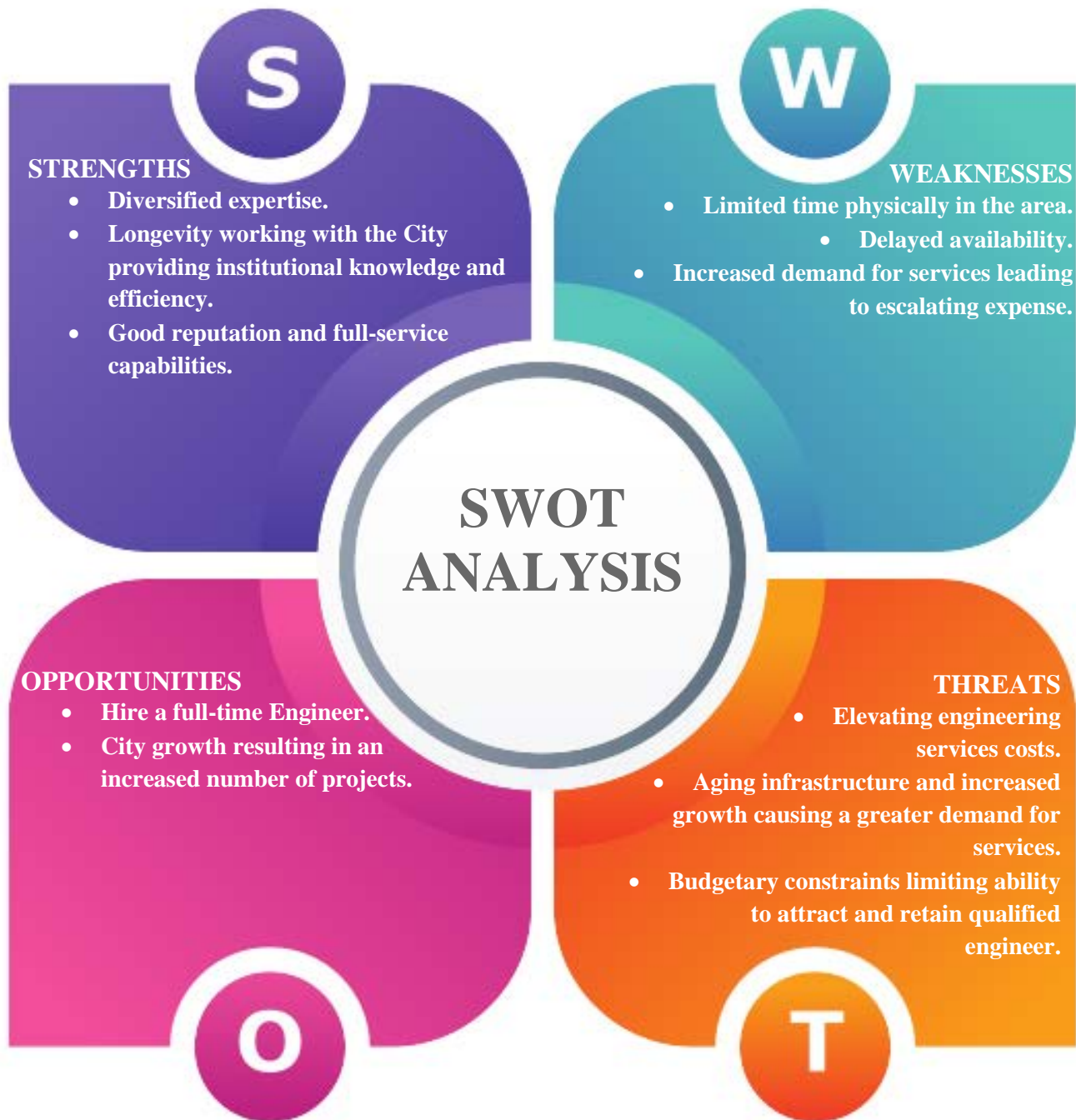
- Review subdivision and development plats and plans submitted to the City for compliance with the City's Standards.
- Review construction plans for all infrastructure improvements.
- Provide Drainage Department, as well as all City departments, with engineering support as necessary.
- Support City's Storm Water Management Program to ensure compliance with all TCEQ requirements.
- Provide service to the City's Planning Department as needed for development and special project review.
- Continue to prioritize and resolve infrastructure (water, sewer, wastewater treatment, streets and drainage) problems as necessary.
- Provide inspection service support to the Building Department as requested.
- Assist the Public Works Department in updating annual Capital Improvement Plans and associated system master plans.

GOALS FOR FISCAL YEAR 2020

- Review and update water model to determine 5-year CIP for water.
- Complete Phases 2 and 3 of the Southwest Water Improvements Project.
- Complete the design and construction of the City Park Sewer Line Project Phase 2.
- Complete the engineering and installation/construction for the UV Disinfection Upgrade Project.
- Review and monitor the design and construction plans for the Rattlesnake Elevated Storage Tank.
- Review and monitor the design and construction plans for the Valley of the Great Hills GST, EST and pump station.
- Review and monitor the design and construction plans for the Hogg Mountain Ground Storage Tank Rehabilitation project.

- Review and monitor the design and construction plans for the Turkey Run Ground Storage Tank Rehabilitation project.
- Review and monitor the design and construction plans for the Hardeman Street and Martin Luther King, Jr. Boulevard project.

ENGINEERING SWOT ANALYSIS



ENGINEERING

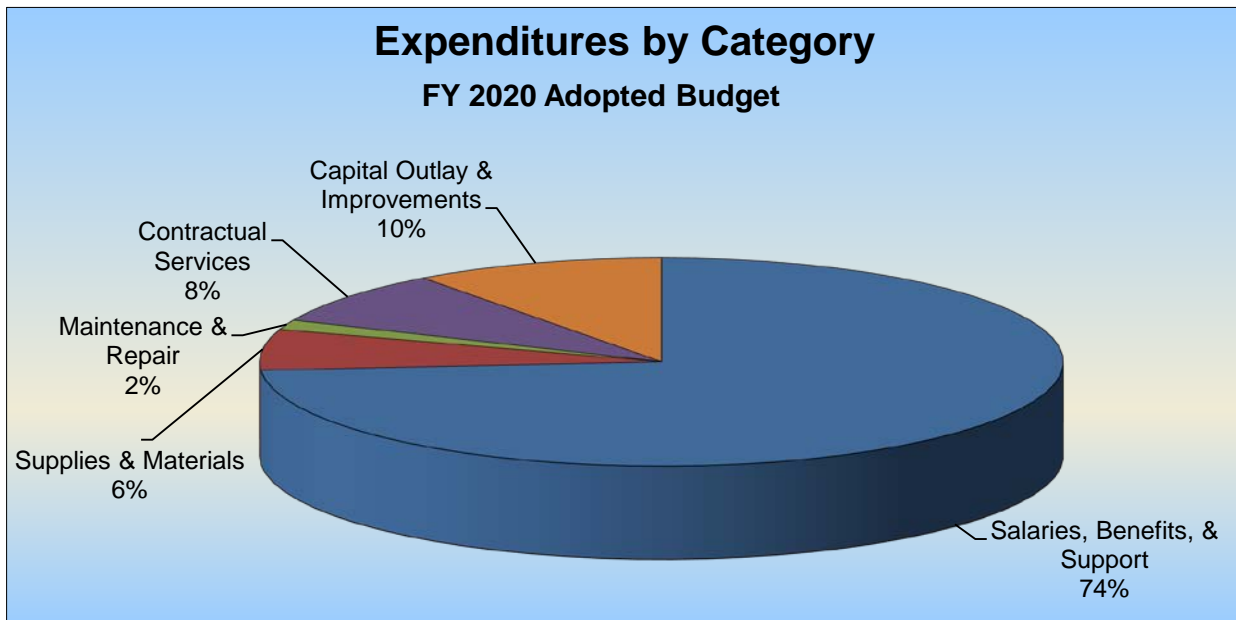
01
5100

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ -	\$ -	\$ -	\$ 145,806
Supplies & Materials	-	-	-	12,500
Maintenance & Repair	-	-	-	3,000
Contractual Services	56,093	62,080	62,080	16,530
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	20,000
Total	\$ 56,093	\$ 62,080	\$ 62,080	\$ 197,836

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

Overall increase due to filling the Engineer position in FY 2020. This will result in Contractual Services being significantly decreased initially, and ultimately eliminated.



ENGINEERING

01-5100

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
City Engineer (Contract)	1	1	0	0
City Engineer	0	0	1	1
DEPARTMENT TOTAL	1	1	1	1

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
# of Storm Water Public Educational Outreaches*	8	8	8	8
# of Completed City Projects	9	9	2	20
EFFICIENCIES				
Operating Cost per Hour of Storm water Education Outreach	\$2,337	\$2,587	\$2,587	\$8,243
EFFECTIVENESS				
Reviewed and Updated Water Model	No	No	No	No

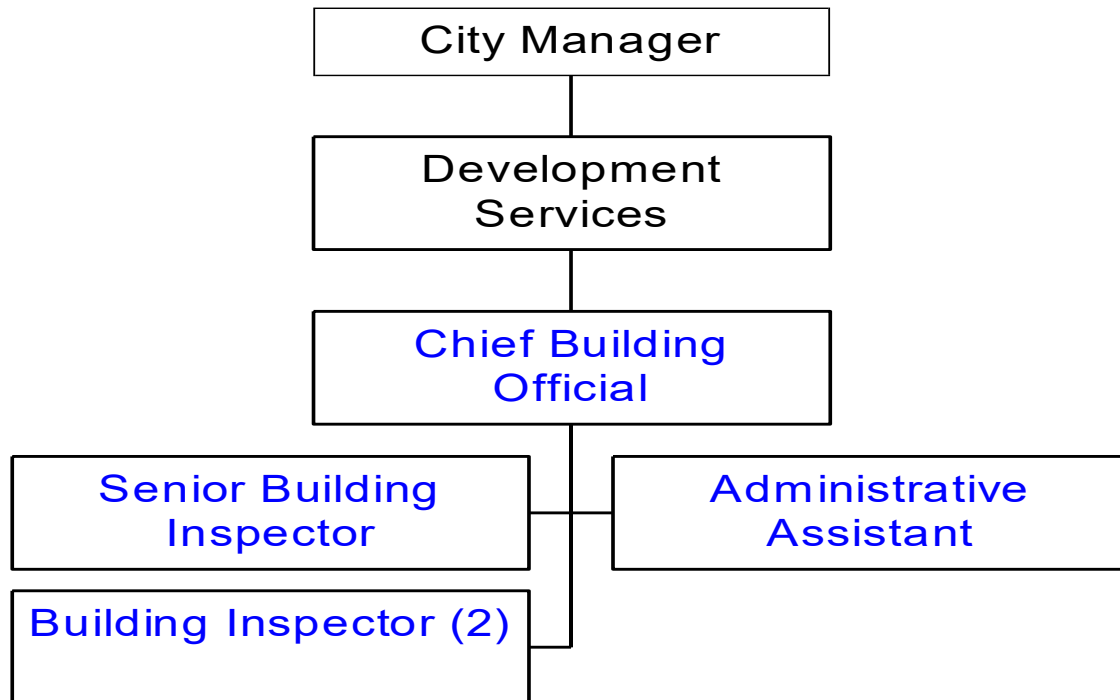
*Avenues of Outreach: Annual proclamation by City Council in April; Utility Bill (once a year); and placed on City Facebook page numerous times a year.

BUILDING AND DEVELOPMENT



Left to Right:

Christopher Tucker (Chief Building Official); Patricia Grace (Administrative Assistant); William Colby (Senior Building Inspector); James Gettys (Building Inspector).



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

BUILDING AND DEVELOPMENT

PROGRAM DESCRIPTION

The Building Department plays a critical role in the overall success of the community by providing excellent and professional customer service, assuring the safety and wellbeing of the public and protecting economic interests through the development of a safe and sustainable community. 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

- Keep informed of state mandated changes and communicate changes internally and externally where applicable for implementation.
- Ensure that all commercial and residential construction meet all recognized standards for building safety and quality of life.
- To continue to participate in luncheon meetings with builders, developers to empower and strengthen our partnerships and retain a positive relationship with our citizens.

ACHIEVEMENTS FOR FISCAL YEAR 2019

Permits/Valuation and Completed Inspections Oct 1, 2018 through July 31, 2019:

2,730 <u>Total Issued Permits</u>	\$30,954,162.64 <u>Total Valuation</u>
New Single-Family	128 \$17,521,855.00
New Duplex	14 2,038,795.00
New Commercial	2 12,001.00
Commercial Remodel	13 2,101,050.00
Residential Remodel	7 118,000.00
*Other Valuation Permits	1,345 9,162,461.64
Permits w/o Valuations	1,153
*Building; flatwork/alterations/additions/windows/doors/solar panels	
*Fence/Re-Roof/Signs/Shed/Pools/Irrigation/Yard Sales	
*Prior to HB852 adopted June 18, 2019	
4,662 <u>Total Completed Inspections</u>	

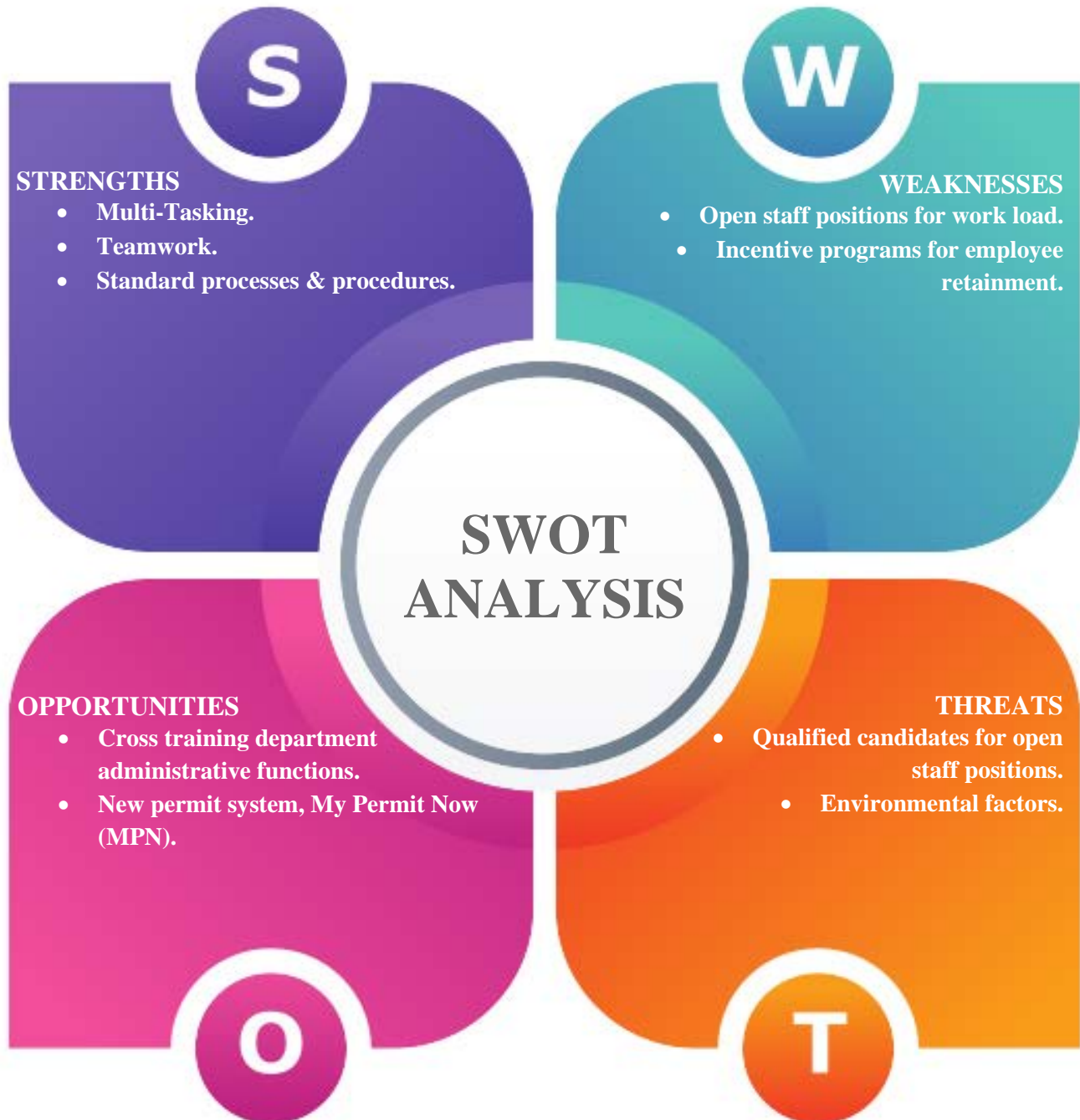
CONTINUING OBJECTIVES

- Continue to provide plan checks, building permits and inspections of all requested changes from contractors and citizens in our community within current guidelines.
- Provide and maintain education and certification opportunities for all Inspectors.
- Promote continued education training program for department personnel.

GOALS FOR FISCAL YEAR 2020

- Develop a stronger working relationship between builders and the staff.
- Cross training administrative personnel.
- Review and follow documentation retainment process.
- Implement MY GOV My Permit Now system.

BUILDING AND DEVELOPMENT SWOT ANALYSIS



BUILDING AND DEVELOPMENT

01
5200

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 260,927	\$ 306,245	\$ 263,729	\$ 309,516
Supplies & Materials	5,417	10,603	6,840	9,703
Maintenance & Repair	5,080	6,806	5,053	13,521
Contractual Services	10,758	14,517	26,123	14,415
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 282,182	\$ 338,171	\$ 301,745	\$ 347,155

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

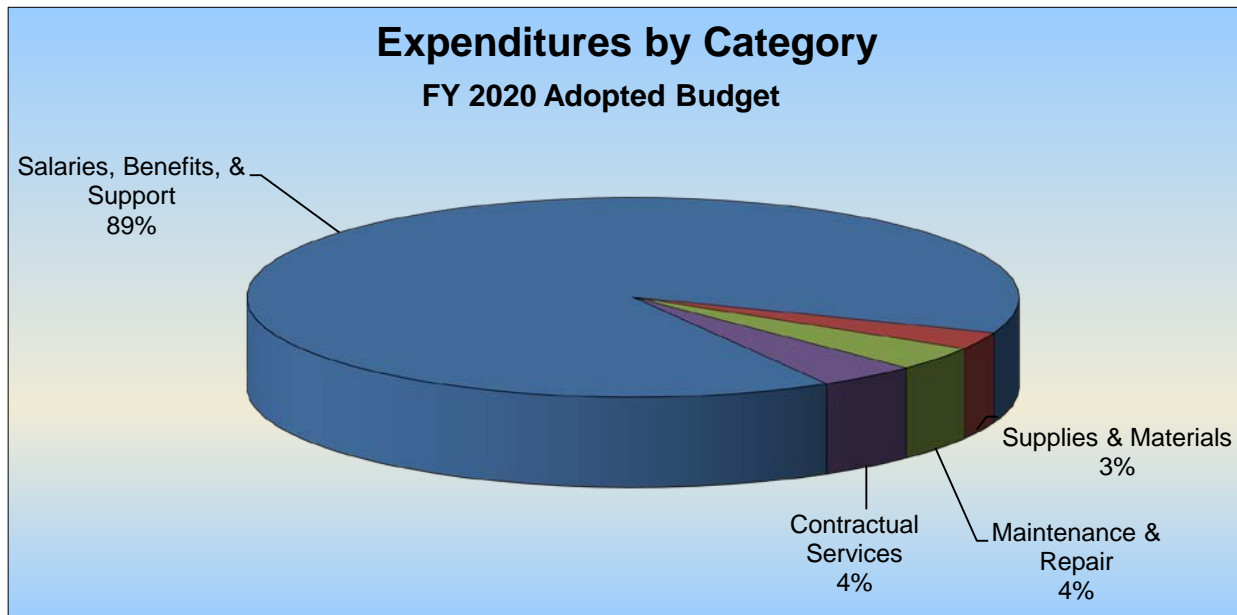
Salaries, Benefits, & Support: Salary savings were realized in FY 2019 due to vacancies; Includes a 1% COLA increase, market adjustment increases, and incentive pay for employees acquiring various department related certifications and licenses.

Supplies & Materials: Fuel need increase.

Maintenance & Repair: Increase for the purchase of MyGov Permit NOW System.

Decreases:

Contractual Services: FY 2019 included funding for contract labor to assist due to vacancies. The department is fully staffed, therefore the funding has been removed for FY 2020.



BUILDING AND DEVELOPMENT**01-5200**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Chief Building Official	1	1	1	1
Senior Inspector	1	1	1	1
Building Inspector	2	2	2	2
Administrative Assistant	1	1	1	1
DEPARTMENT TOTAL	5	5	5	5

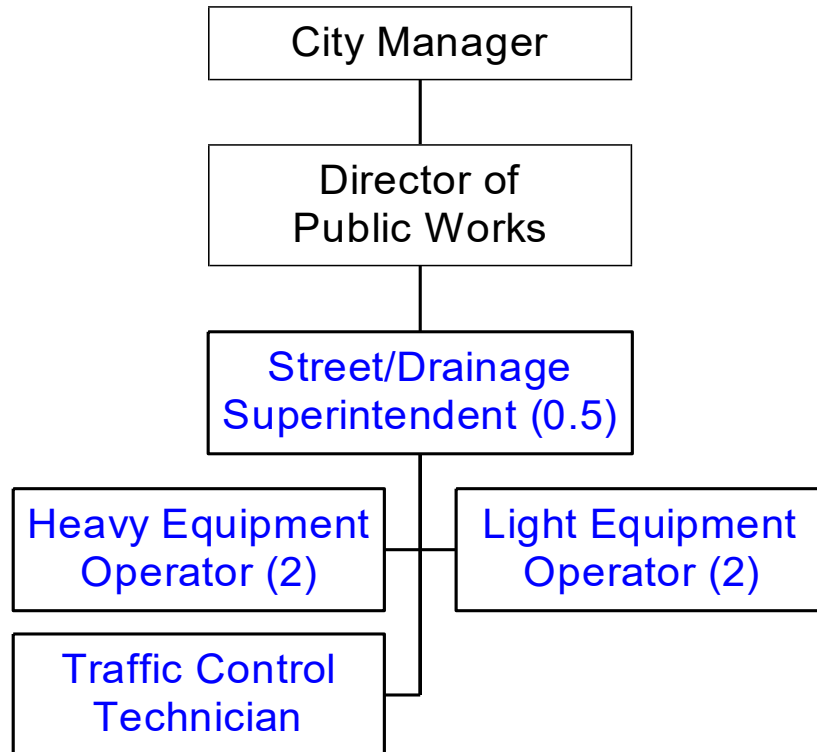
PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
# of Permits Issued	3,700	4,000	3,200	3,300
# of Inspections Performed	6,500	7,000	5,300	5,600
EFFICIENCIES				
Average Time to Process a Permit Application (minutes)	15	15	15	15
Average Time to Complete an Inspection (minutes)	25	25	25	25
EFFECTIVENESS				
% of Inspections Performed within 4 Working Hours of Request	99.0%	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%

STREET



Left to Right:

Ryan Steiger (Heavy Equipment Operator); Clifford Surratt (Traffic Control Technician); Robert Shaw (Heavy Equipment Operator); Lee Fortune (Light Equipment Operator); Kevin Foster (Heavy Equipment Operator).



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

STREET DEPARTMENT

PROGRAM DESCRIPTION

The Street Department has a 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 2019

- Removed grass and debris from curb / gutters on Jacob St, Lawrence St, Plateau St, Rock Island St, Hill St, Logsdon St, Doss St, Park Ave, S 19th St, N Main St, Barbara St, W Ave C, Summers Rd and Ashley Rd.
- Cleaned up debris and limbs from storm on Yucca Dr, Oakhill Dr, Deorsam Dr, Bluff Dr, Sherry Ln, Terrace Dr, N 17th St, Veterans Ave, Babb St, Little St, Sherman Ave, Dryden Ave, S 23rd St and Traci Dr.
- Supported static display at career day at Martin Walker, William-Ledger and Clements-Parson Elementary schools. Plus, supported Krist Kindl Markt, Bethesda Church, Christmas Extravaganza, Art Festival and block parties.
- Repaired 201 pot holes, utilities street cuts, sunken cuts, alligator / scabs repair by removal of old asphalt, repair of substructure base and laying down new asphalt.
- Supported CCFD by utilizing heavy equipment to demolish a burning house, and supported CCPD by supplying barricades and temporary stop signs for signal light outages, electrical lines across the road and vehicle accidents.
- Completed shoulder work on Grimes Crossing, Big Divide Rd, Bradford Dr, Colorado Ave, Pecan Cove Rd, Ogletree Pass and W Ave E.
- Removed old pipe and gutter, installed new pipe and drainage gutter across the parking lot at City Hall. Also added new concrete pad for the dumpster.
- Supported Waste Water, Compost Rd and Civic Center by repair of road way. Supported Solid Waste Department with tornado clean up.
- Repaired guard rail on Veterans Ave.
- Installed 21 new sections of sidewalk on S FM 1113 Sidewalk.
- Street sweeper swept streets 83 days for a total of 763 miles.
- Traffic Control Tech replaced or repaired 92 regulatory signs, 117 cautionary signs and 278 informational signs, for a total of 487 signs. Installed 266 road markers. Retro-reflective tested 33 signs.

CONTINUING OBJECTIVES

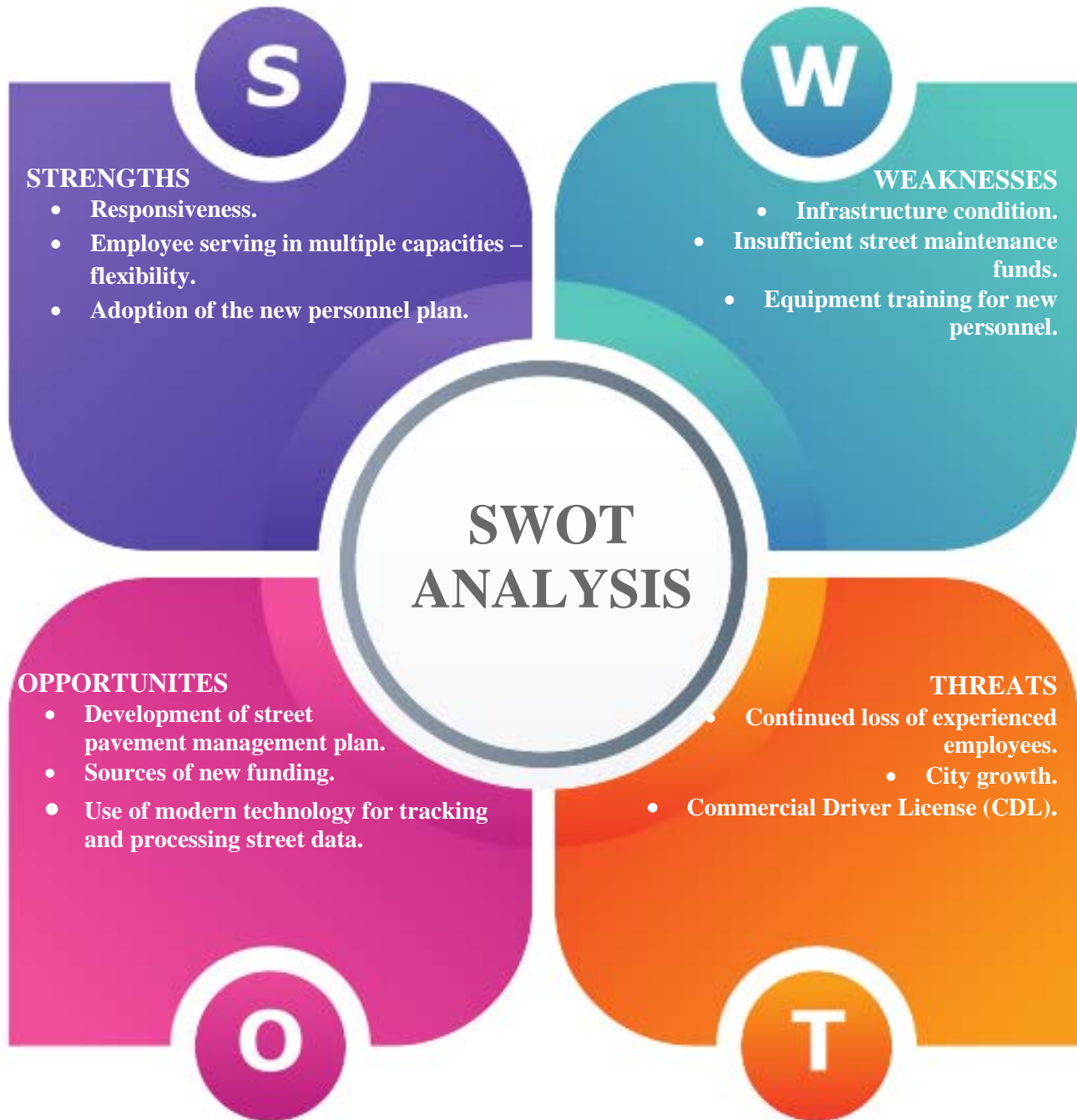
- Manage a street repair program to resolve the sunken street cuts, substructure failure and sliding of asphalt issues throughout the City.

- With the addition of new personnel start a program for sealing cracks in streets and spraying herbicide to eliminate weeds in the gutter.

GOALS FOR FISCAL YEAR 2020

- Conduct a Pavement Condition Survey for the Cities street system and implement a new computerized program for data on streets and integrate into the GIS system.
- Review the Capital Improvement Projects to establish priorities that meet the need of the City and are within the budgetary limits with the help of the Street Transportation Committee.
- Update the road classification of the streets to set the priority for street maintenance milling/overlay program and new fog/slurry seal program within the City.

STREET DEPARTMENT SWOT ANALYSIS



STREET DEPARTMENT

01
5300

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 184,302	\$ 219,429	\$ 209,472	\$ 228,867
Supplies & Materials	25,409	31,909	34,796	29,959
Maintenance & Repair	78,419	84,122	86,547	82,227
Contractual Services	255,094	273,527	263,684	275,840
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Ave D Sidewalk Improvements	15,241	-	-	-
Total	\$ 558,465	\$ 608,987	\$ 594,499	\$ 616,893

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

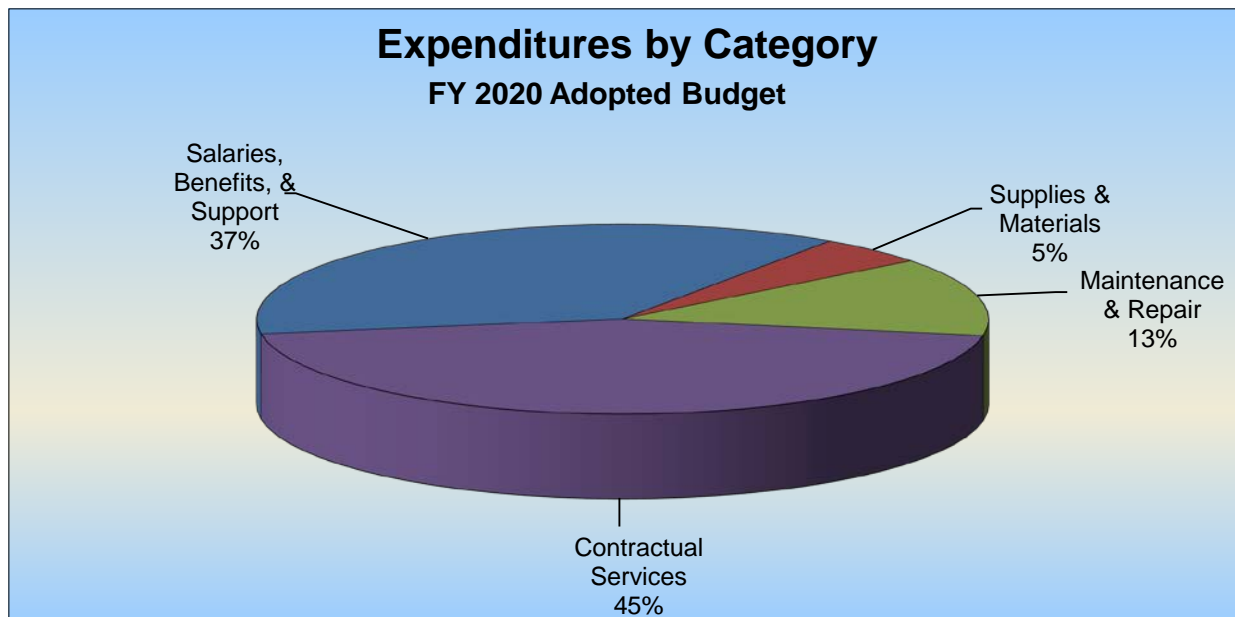
Salaries, Benefits, & Support: Salary savings were realized in FY 2019 due to vacancies; Also includes a 1% COLA increase and incentive pay for Herbicide and Commercial Driver's Licenses.

Contractual Services: Increase in utilities cost; Also includes Work Zone Training.

Decreases:

Supplies & Materials: FY 2019 include one-time cost not expected in FY 2020; Also minor equipment expense has been reduced in FY 2020.

Maintenance & Repair: FY 2019 Year End Projection includes funding to repair damaged pavement on South 25th Street.



STREET DEPARTMENT**01-5300**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Street/Drainage Superintendent	0.5	0.5	0.5	0.5
Heavy Equipment Operator	2	2	2	2
Light 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.

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 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	76	80	105	105
Street Sweeping (curb miles)	1,092	1,000	889	1,100
# of City Lane Miles*	137	162	148	155
EFFICIENCIES				
Operating Cost Budgeted per City Lane Mile	\$4,067	\$3,757	\$4,025	\$3,988
EFFECTIVENESS				
% of Pothole and Utility Cut Requests Repaired within 48 Hours	93.0%	96.0%	94.0%	95.0%

New Streets FY 2019

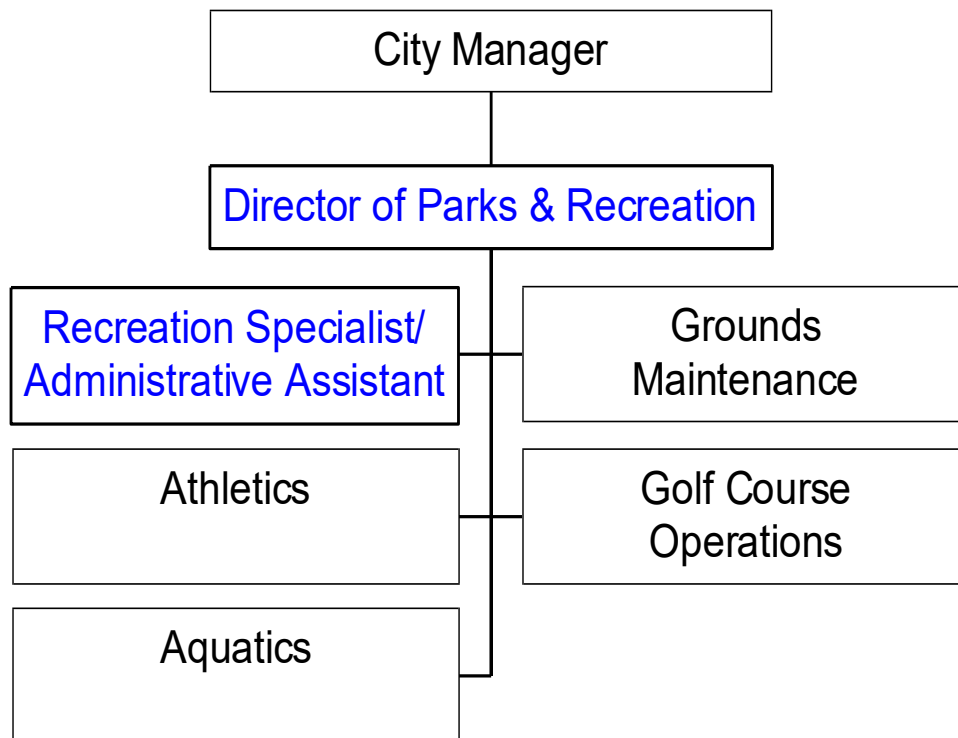
Pintail Lp, Widgon Way, Woodcourt Ct, Canvasback Ct and Mallard Ct

*FY 2020 Target is increased by additional city mileage in projected new subdivisions.

PARKS & RECREATION ADMINISTRATION



Ashley Wilson (Recreation Specialist/
Administrative Assistant).



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

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 489 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.
- Continue to 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 2019

- 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 and the golf course, Facebook, Town Hall Meetings, Parent Meetings, Recreation Guide, Aquatic Guide, and school flyers.
- Continued our quarterly town hall meetings in order to discuss large areas of change within our department.
- Managed/leveraged 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.
- Completed Phase 1 on our (5) year Parks Improvement Program, with the authorization of just over \$1,000,000.00 construction contract.
- Continued 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.
- Managed and utilized the "Restoration Fees" in order to fight deferred maintenance throughout our parks and golf course.
- Planned and executed five successful special events.

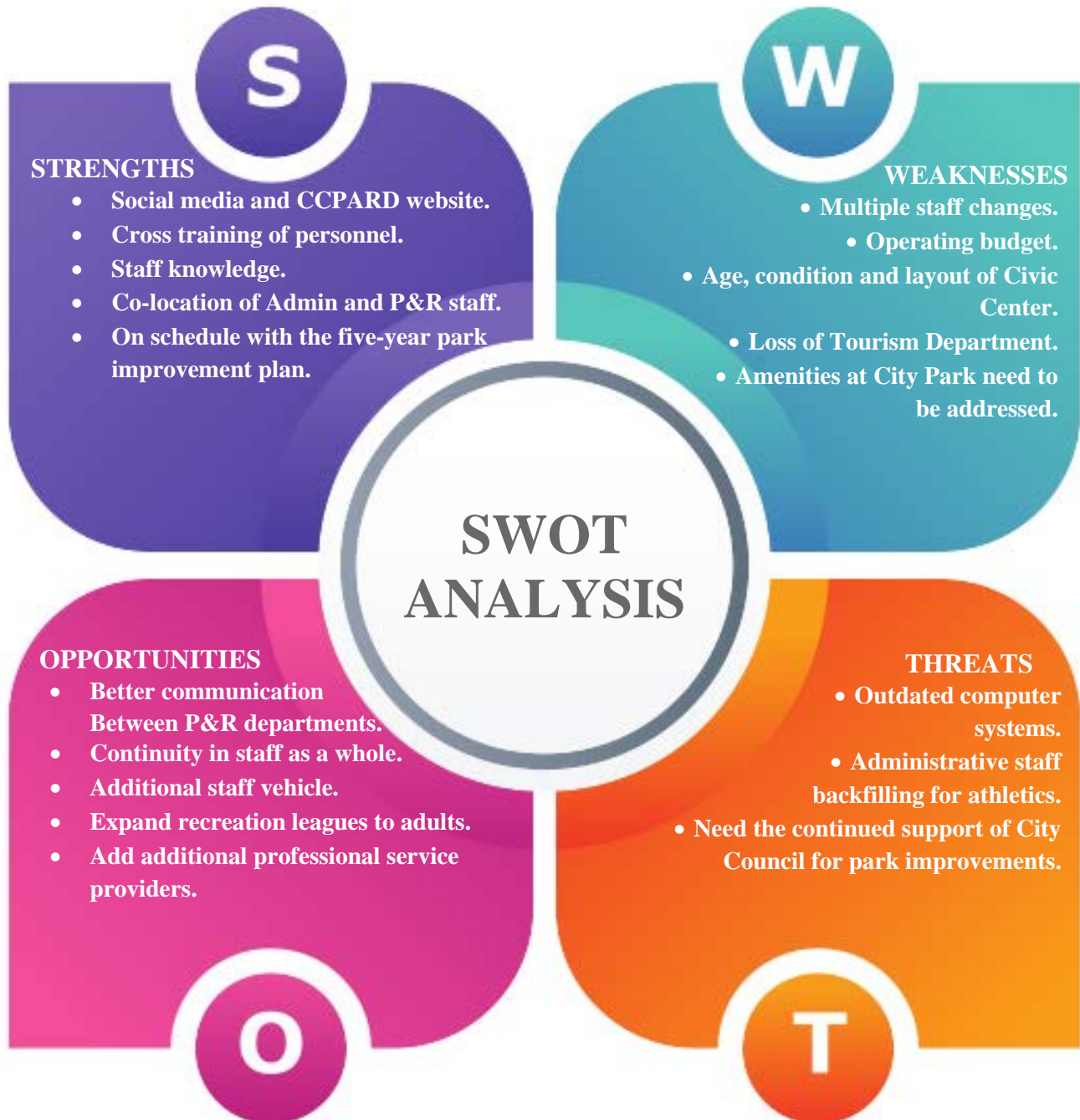
CONTINUING OBJECTIVES

- 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 (Surveys)
- 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 2020

- Strengthen partnerships with outside organizations.
- Implement and support city wide special events.
- Improve advertising for sports, special events, and facility rentals in the Central Texas Area.
- Continue to increase our overall participation from service providers to recreation programming.
- Solidify cemetery maintenance with the addition of a regular part-time employee.
- Work within the Parks and Facility Capital Improvement Project.
- Look into identifying and securing grants to uplift/repair our CIP program.
- Improve communication between staff and parents.
- Improve communication internally.

PARKS & RECREATION ADMINISTRATION SWOT ANALYSIS



PARKS AND RECREATION - ADMINISTRATION

01
5400

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 161,372	\$ 169,720	\$ 172,810	\$ 160,461
Supplies & Materials	645	1,275	2,003	1,085
Maintenance & Repair	2,341	675	629	2,973
Contractual Services	10,036	12,553	11,759	12,415
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 174,394	\$ 184,223	\$ 187,201	\$ 176,934

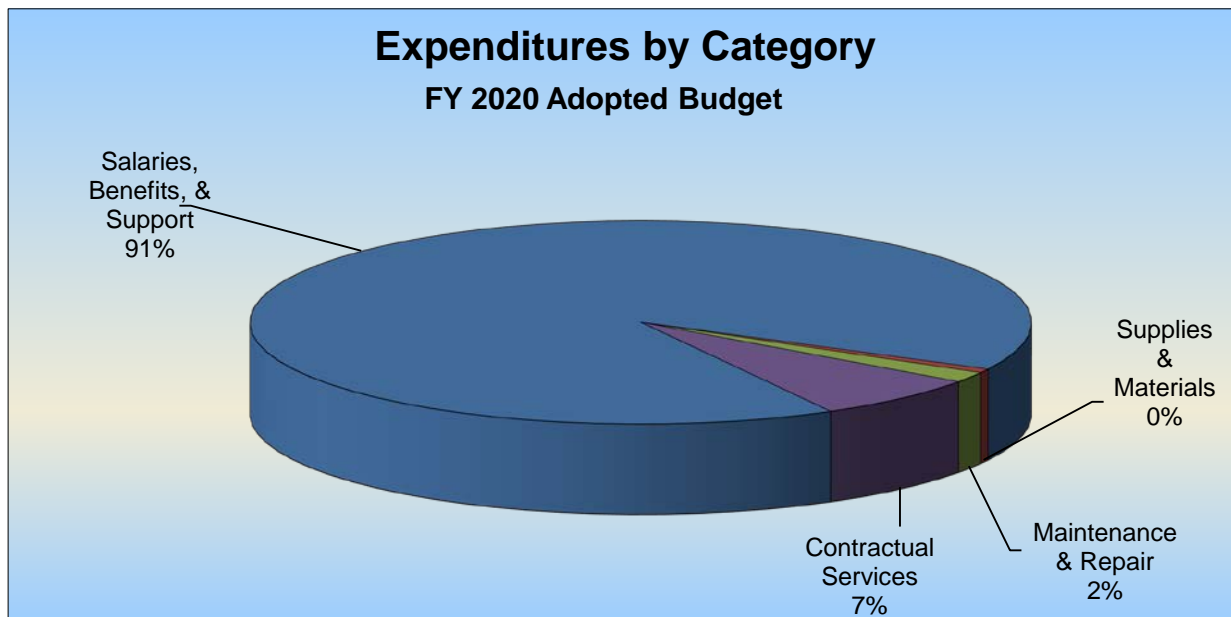
HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

Maintenance & Repair: Increase includes funding for floor repairs.

Decreases:

Salaries, Benefits, & Support: The incoming Director of Parks & Recreation will start at a lower rate of pay than the previous director because of reduced responsibilities. Increase also includes a 1% COLA increase.



PARKS AND RECREATION - ADMINISTRATION**01-5400**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Director of Parks & Recreation/Deputy City Manager	1	1	0	0
Director of Parks and Recreation	0	0	1	1
Recreation Specialist/Administrative Assistant	1	1	1	1
DEPARTMENT TOTAL	2	2	2	2

PERFORMANCE MEASURES*	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
# of Athletic Games Scheduled	1,177	1,325	2,048	1,325
EFFICIENCIES				
Parks and Recreation Operating Cost per Capita	\$38.34	\$40.98	\$39.83	\$39.36
EFFECTIVENESS¹				
Parks and Recreation Overall Customer Satisfaction	4.5	4.5	4.5	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.

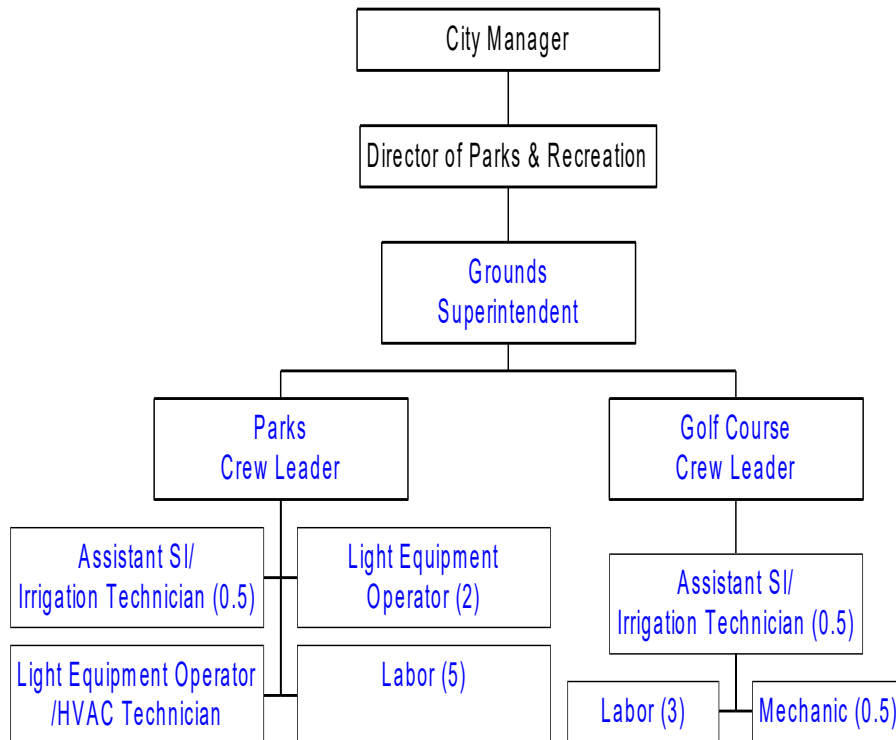
PARKS & RECREATION / GOLF COURSE MAINTENANCE



D'Andre Weekes (Laborer); Joseph Ngiraklang (Laborer); Hurajoan Caban Galloza (Laborer); Anthony Epperson (Light Equipment Operator); John Hartsfield (Laborer); Kevin Bell (Crew Leader); James Nealy (Light Equipment Operator).



Gene Williams (Grounds Superintendent); Daniel Woolard (Laborer); David Barr (Laborer); Robertson Monegro (Laborer); Ramiro Esquivel Jr. (Crew Leader); Gerald Simington (Laborer).



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

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 489 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 2019

- 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.
- Maintained backstops for fields 1-6.
- Aeration was completed on all sport specific turf to include herbicide applications added quarterly.
- Assisted contractors with the completion of phase 1 Parks Master Plan (parking lots).

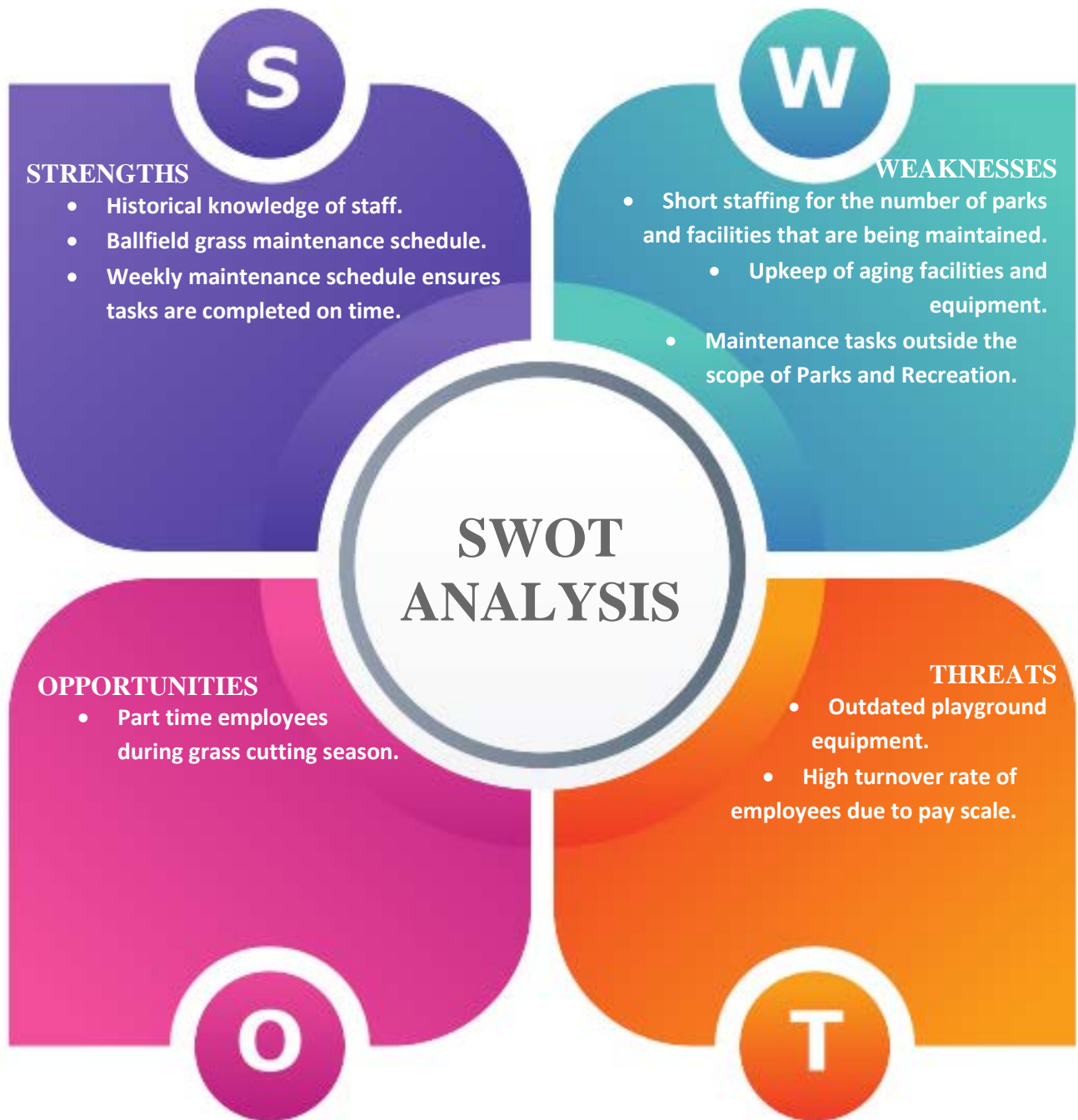
CONTINUING OBJECTIVES

- 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 and facility maintenance Municipal buildings.
- Maintain City Cemetery.
- Maintain the created and established internal SOP for equipment checks.

GOALS FOR FISCAL YEAR 2020

- Assist in the park improvements as needed.
- Plant (25) trees within our parks.
- 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.
- Leverage and utilize grounds maintenance equipment that will both serve the parks, and the golf course turf to include staff.

PARKS AND RECREATION MAINTENANCE SWOT ANALYSIS



PARKS AND RECREATION MAINTENANCE

01
5410

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 537,051	\$ 588,410	\$ 555,565	\$ 583,973
Supplies & Materials	32,248	32,652	31,700	36,198
Maintenance & Repair	29,095	32,110	32,453	29,682
Contractual Services	18,691	23,370	23,312	21,370
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 617,085	\$ 676,542	\$ 643,030	\$ 671,223

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

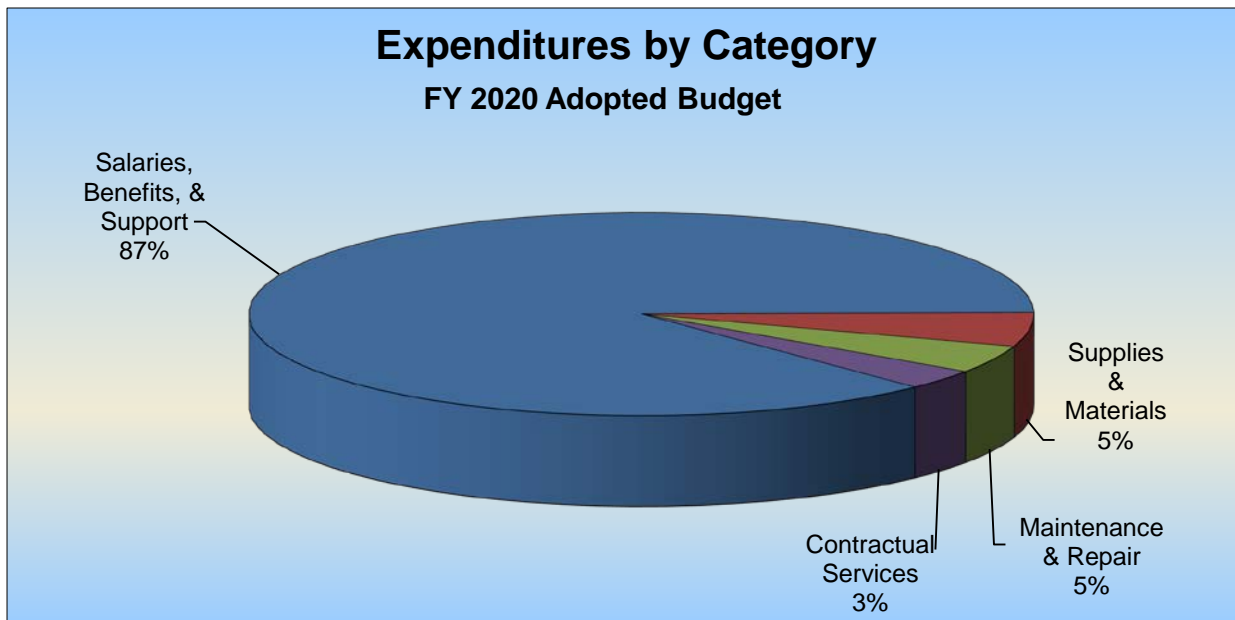
Salaries, Benefits, & Support: Salary savings were realized in FY 2019 due to vacancies; Also includes a 1% COLA increase.

Supplies & Materials: Increase in fuel cost and additional funding to purchase minor tools.

Decreases:

Maintenance & Repair: Reduction in funding for repairing and maintaining buildings and facilities.

Contractual Services: Decrease in utilities cost as a result of a rate reduction.



PARKS AND RECREATION MAINTENANCE**01-5410**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Grounds Superintendent	1	1	1	1
Assistant Supt./Irrigation Tech	1	1	1	1
Crew Leader	2	2	2	2
Light Equipment Operator	2	2	2	2
Light Equipment Operator/HVAC Technician	1	1	0	0
Maintenance Technician	0	0	1	1
Mechanic/Small Engine	0.5	0.5	0.5	0.5
Laborer	7.5	8	8	8
DEPARTMENT TOTAL	15	15.5	15.5	15.5

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
<i>OUTPUTS</i>				
# of Acres Maintained	489	489	389	489
# of Fields Maintained	9	9	9	9
Cemeteries Maintained	1	1	1	1
<i>EFFICIENCIES</i>				
Parks Maintenance Operating Cost per Capita	\$18.19	\$19.74	\$18.48	\$19.01
<i>EFFECTIVENESS¹</i>				
Park Maintenance Customer Satisfaction	0.0	4.5	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.

PARKS & RECREATION ATHLETICS



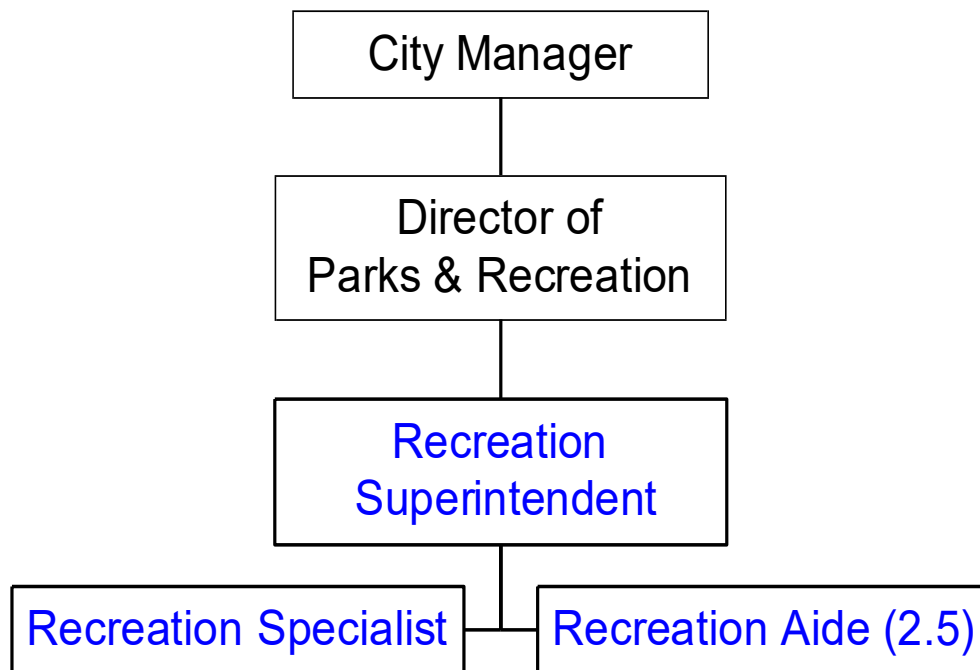
Left to Right:

Front Row:

Holli Staggs (Recreation Aide); Jarin Goffinett (Recreation Aide).

Back Row:

Caycee Hauck (Recreation Aquatics Coordinator); Kristen Partridge (Recreation Aide); Brandon Nielson (Recreation Aide); Dylan Orr (Recreation Aide); Zachary Calhoun (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.

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 2019

- Conducted Youth Basketball program with 408 participants.
- Conducted Youth Soccer program (two sessions) with 952 participants.
- Conducted Youth Baseball/Softball programs with 784 participants.
 - Hosted MLB Pitch, Hit and Run Local Competition.
- Coordinated Annual Rabbit Festival Adult Kickball Tournament with 13 teams.
- Contracted an official's association (CCOA) to administer officiating / umpiring for all city sporting events. City staff added new contract stipulations regarding officials training.
- Updated old athletic equipment used by sports leagues.
- Continued to operate youth sports leagues while being short staffed.

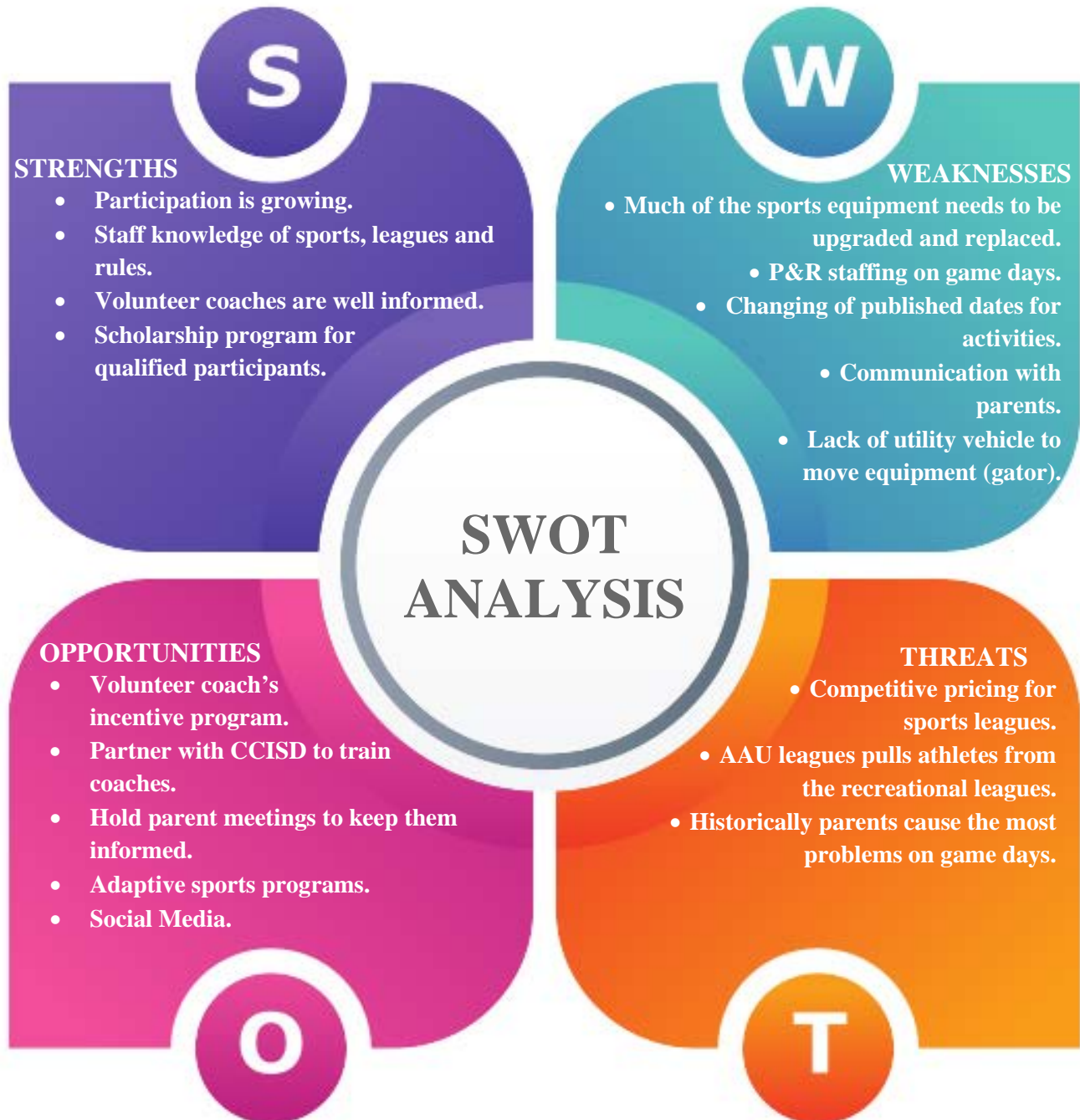
CONTINUING OBJECTIVES

- 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 (Survey).
- 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 2020

- Seek Scoreboard Donations for City Park remaining fields 5, 7, 8, and 9.
- Seek outside funding and sponsorship program to promote improvements to department.
- Continue to format and improve our leagues to be of high value.
- Implement 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.

PARKS & RECREATION ATHLETICS SWOT ANALYSIS



PARKS AND RECREATION - ATHLETICS

01
5420

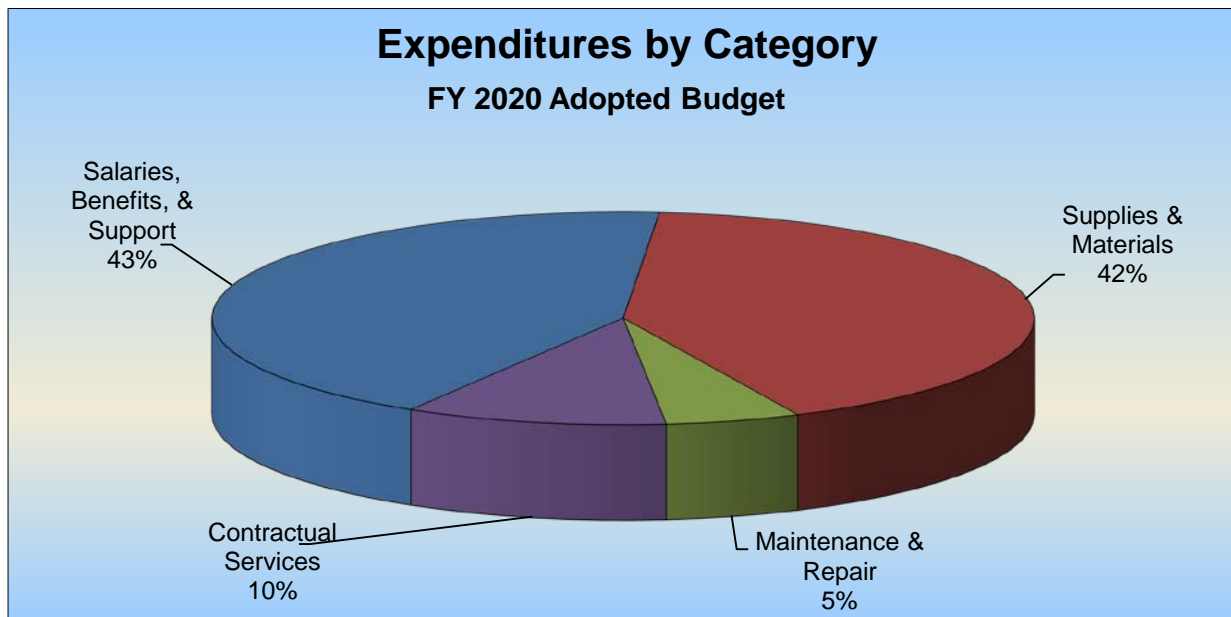
CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 144,214	\$ 150,884	\$ 153,914	\$ 152,533
Supplies & Materials	127,338	147,735	147,893	148,335
Maintenance & Repair	13,496	18,859	18,844	18,861
Contractual Services	49,373	36,769	44,094	36,649
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 334,421	\$ 354,247	\$ 364,745	\$ 356,378

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Decreases:

Salaries, Benefits, & Support: FY 2019 includes vacation payout as a result of employee terminating; Also includes a 1% COLA increase.

Contractual Services: Decrease related to program registration expense and contract labor cost to fill in for vacancies during FY 2019.



STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 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.

PERFORMANCE MEASURES*	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
# of Tackle Football Participants	161	200	0	200
# of Youth Basketball Participants	470	475	175	450
# of Youth Baseball and Softball Participants	754	715	784	650
# of Soccer Participants	736	850	952	850
# of Volleyball Participants	82	141	99	141
# of Flag Football Participants	119	220	0	220
# of Coaches Certified	456	450	430	450
EFFICIENCIES				
Athletics Department Operating Cost per Capita	\$9.86	\$10.34	\$10.49	\$10.09
Athletics Department Operating Cost per Participant	\$144.02	\$136.20	\$181.47	\$141.93
% of Coaches Certified	100.0%	100.0%	100.0%	100.0%
EFFECTIVENESS¹				
Athletics Customer Satisfaction	8.5	9.0	0.0	4.5

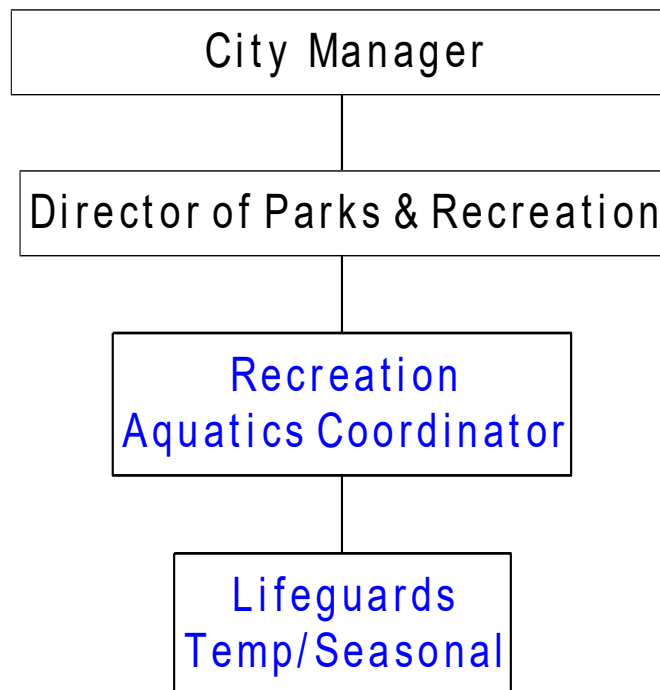
¹ On a scale from 1 to 5 (5 being the highest).

*We have no survey but are working to develop one so that we can start to collect this data.

PARKS & RECREATION AQUATICS



Caycee Hauck (Recreation Aquatics Coordinator).



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.

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.
- Administer more in-service training sessions.

ACHIEVEMENTS FOR FISCAL YEAR 2019

- Conducted swimming lessons for 6 levels of ability, with 433 participants registered.
- Planned and administered three dive-in movies during pool season.
- Rented Pool facilities (49) times.
- Conducted Tuesday / Thursday Night Family Swim, in which 2,232 community members attended.
- Maintained proper coverage of pools throughout Pool Season by keeping an open application process for Lifeguards throughout the Spring and Summer.
- Maintained Windscreens to City Park Pool.
- Planned and executed eight special events outside of normal operating hours.

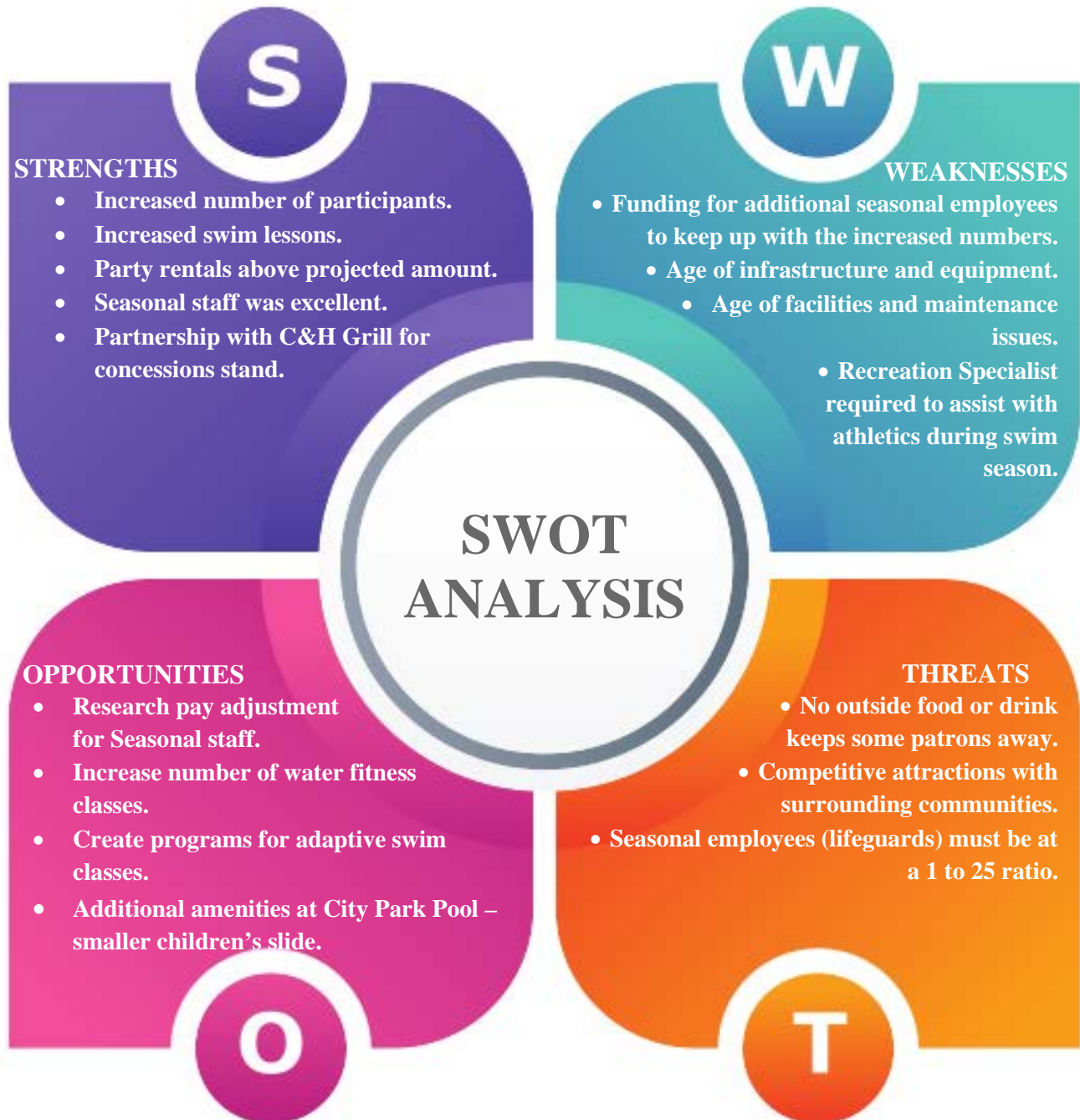
CONTINUING OBJECTIVES

- 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 2020

- Increase/maintain 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.
- Offer adaptive swim lessons to community.

PARKS & RECREATION AQUATICS SWOT ANALYSIS



PARKS AND RECREATION - AQUATICS

01
5430

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 115,677	\$ 116,677	\$ 120,445	\$ 118,182
Supplies & Materials	22,517	35,016	30,362	31,616
Maintenance & Repair	4,858	4,487	7,126	6,291
Contractual Services	3,210	4,251	4,667	4,351
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 146,262	\$ 160,431	\$ 162,600	\$ 160,440

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

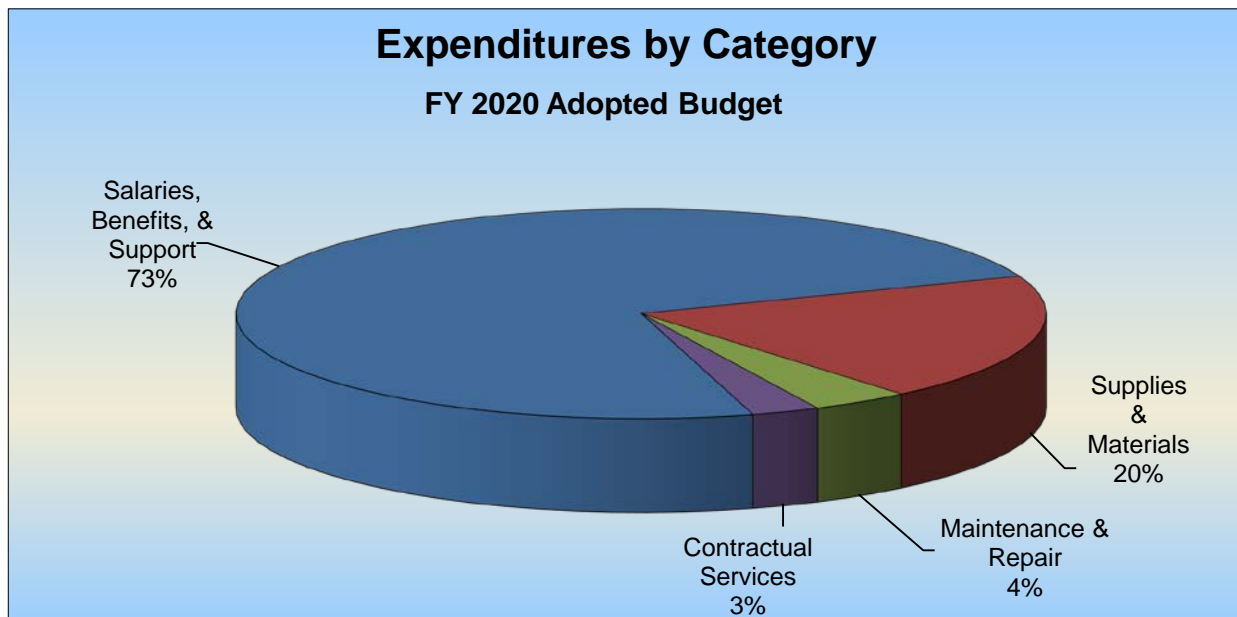
Increases:

Maintenance & Repair: Increase for repairs and maintenance of facilities.

Decreases:

Supplies & Materials: Decrease for program/project supplies and pool chemicals.

Contractual Services: Reduction in advertising cost.



PARKS AND RECREATION - AQUATICS**01-5430**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Recreation Specialist	1	1	0	0
Recreation Aquatics Coordinator	0	0	1	1
DEPARTMENT TOTAL	1	1	1	1

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
# of Pools Maintained	2	2	2	2
# of Patrons through the Gate for Public Swim	17,126	17,613	21,425	17,750
# of Students in Swim Lessons	289	278	433	250
# of Private Parties	33	30	49	45
# of Patrons in Water Fitness Classes	747	750	779	1,200
EFFICIENCIES				
Aquatics Department Operating Cost per Capita	\$4.31	\$4.68	\$4.67	\$4.54
Aquatics Department Operating Cost per Patron	\$8.04	\$8.59	\$7.17	\$8.34
EFFECTIVENESS¹				
Public Swim Customer Satisfaction	0.0	4.5	0.0	4.5
Swim Lessons Customer Satisfaction	0.0	4.5	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.

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, and Easter Egg Hunting.



PARKS AND RECREATION SPECIAL EVENTS

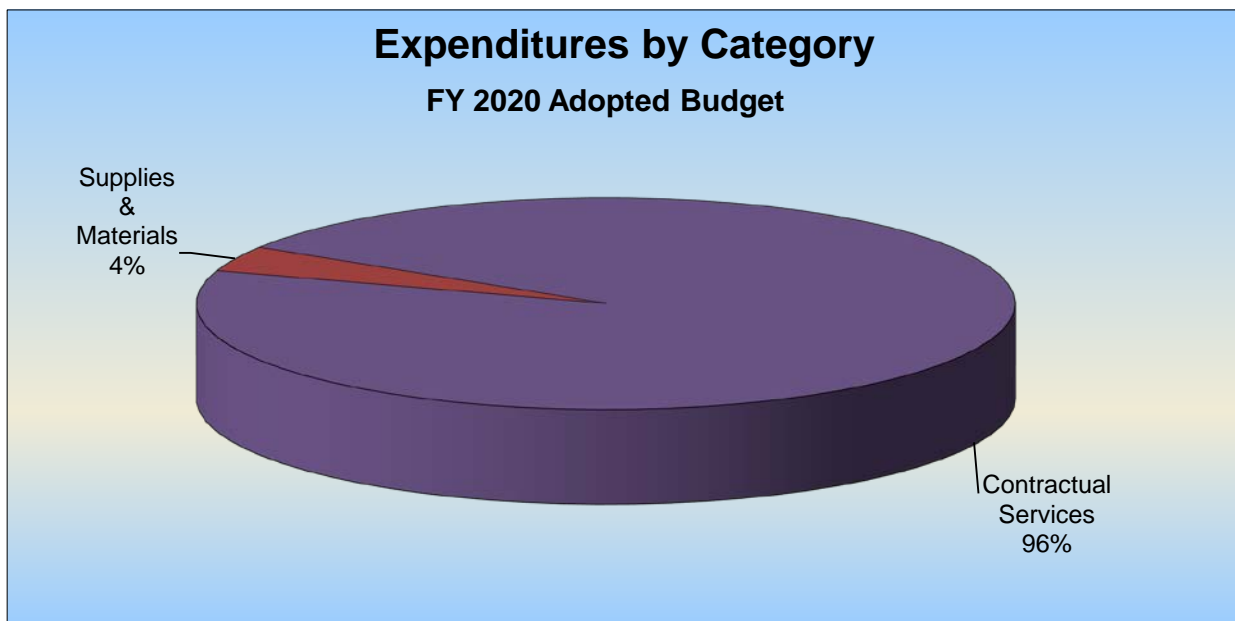
01
5440

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ -	\$ -	\$ -	\$ -
Supplies & Materials	275	920	-	975
Maintenance & Repair	-	-	-	-
Contractual Services	27,878	28,208	27,939	23,928
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 28,153	\$ 29,128	\$ 27,939	\$ 24,903

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

Supplies & Materials: Funding for school flyers and event decor.



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

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
<i>OUTPUTS</i>				
# of Easter Egg Hunt Participants	600	700	350	400
# of Fishing in the Park Participants	300	300	250	300
<i>EFFICIENCIES</i>				
Operating Cost per Capita for Special Events	\$0.83	\$0.85	\$0.80	\$0.71
<i>EFFECTIVENESS</i> ¹				
Special Events Customer Satisfaction	4.5	4.5	0.0	4.2

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

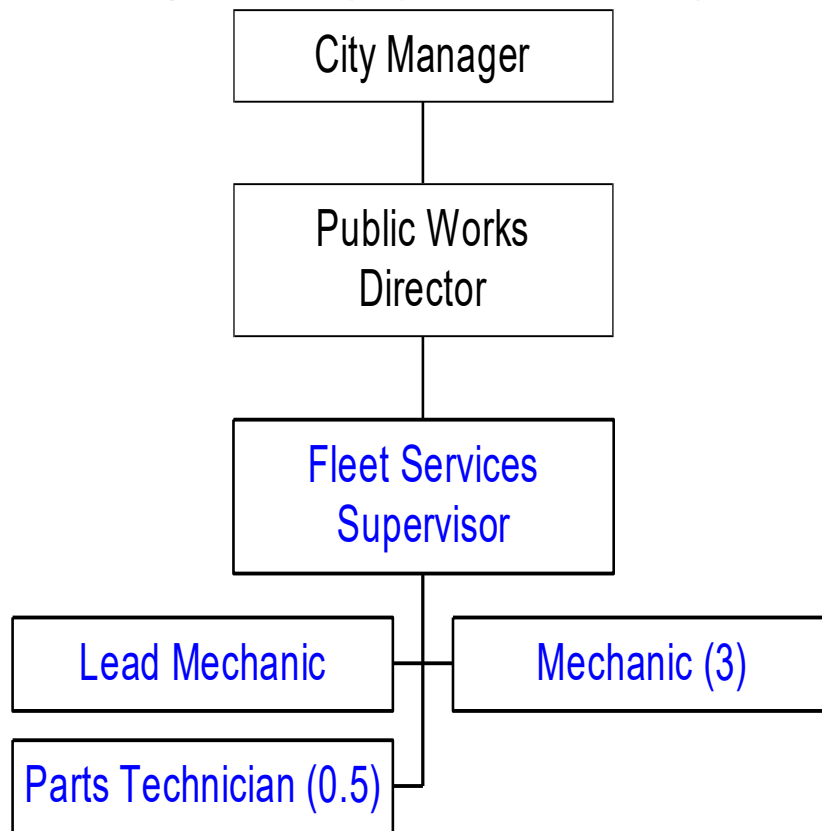
*We have no survey but are working to develop one so that we can start to collect this data.

FLEET SERVICES



Left to Right:

Jesse Mora (Mechanic);
Roger Bekkerus (Lead
Mechanic); Joe Fox (Part-time
Parts Technician); Mike King
(Fleet Services Supervisor);
Ronnie Gass (Mechanic);
Nehemias Reyes (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 2019

- Performed 416 preventive maintenance services.
- Performed 148 State Vehicle Inspections.
- Performed 242 Winterization Services.
- Completed 1857 Work Orders internally, with shop sales of \$141,770.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2020

- 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.

FLEET SERVICES SWOT ANALYSIS



FLEET SERVICES

01
5500

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 259,300	\$ 263,810	\$ 262,103	\$ 273,045
Supplies & Materials	8,113	7,203	9,136	7,245
Maintenance & Repair	3,874	4,724	4,865	9,574
Contractual Services	12,316	12,297	9,998	12,463
Designated Expenses	380	300	300	300
Capital Outlay & Improvements	-	-	-	-
Total	\$ 283,983	\$ 288,334	\$ 286,402	\$ 302,627

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

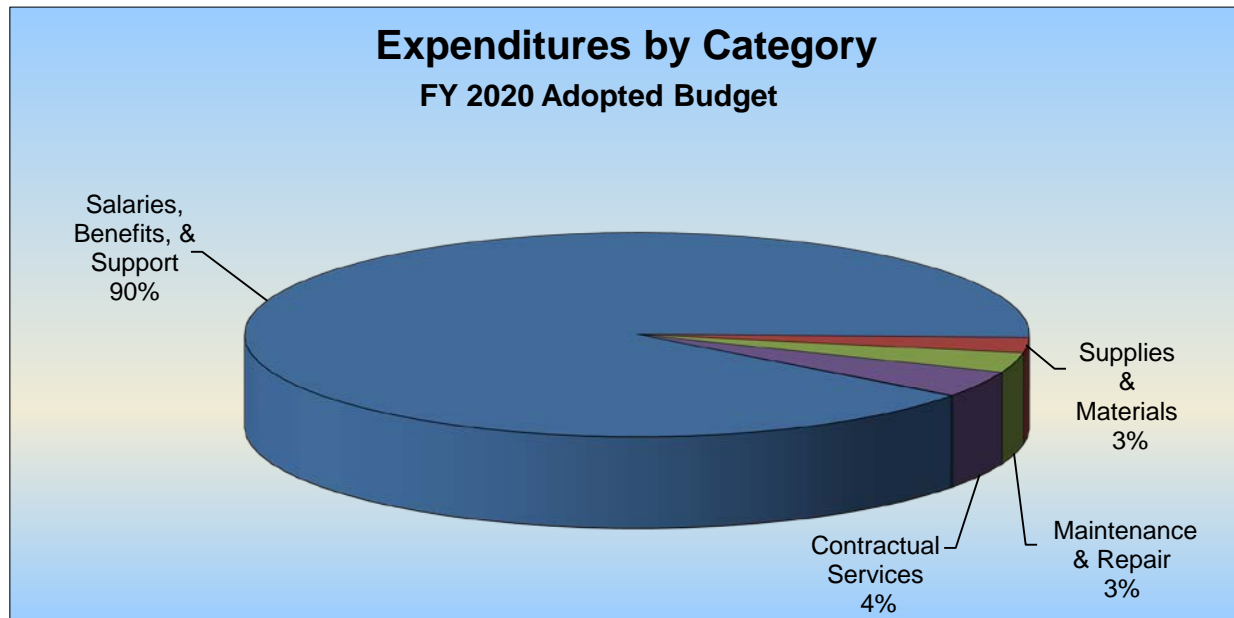
Salaries, Benefits, & Support: Includes a 1% COLA increase and incentive pay for ASE Certification and Commercial Driver's License.

Maintenance & Repair: Include funding for parking lot repairs.

Contractual Services: Include utilities cost increase.

Decreases:

Supplies & Materials: FY 2019 include one-time minor equipment cost not expected in FY 2020.



FLEET SERVICES**01-5500**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 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

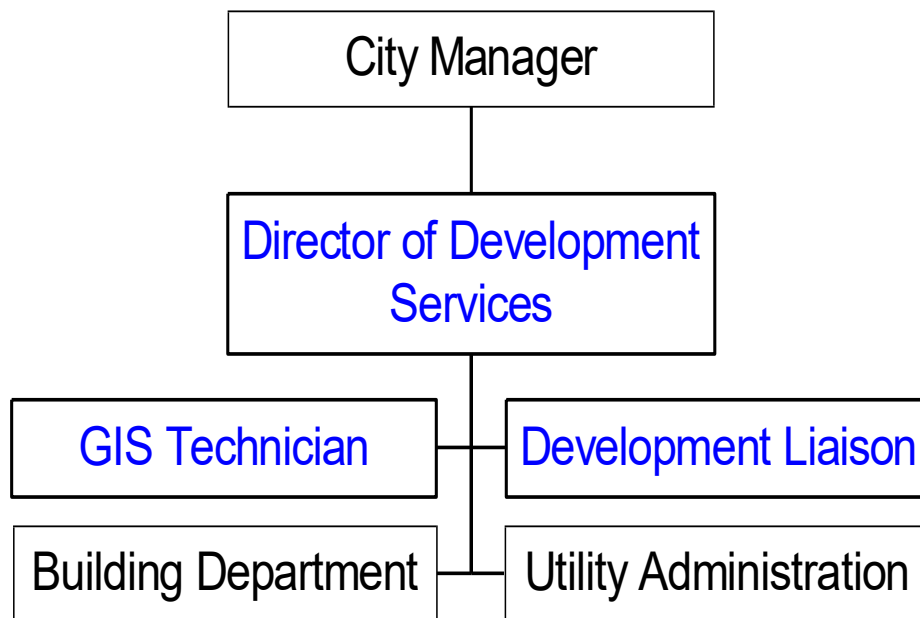
PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
# of Work Orders Completed	1,915	2,000	1,785	2,000
EFFICIENCIES				
Average Operating Cost per Work Order	\$148	\$144	\$160	\$151
EFFECTIVENESS				
Percentage Work Orders on Preventive Maintenance	99.0%	99.0%	99.0%	99.0%

DEVELOPMENT SERVICES



Left to Right:

Ben Smith (GIS Technician);
Tamara Gast (Development
Liaison); Bobby Lewis (Director
of Development Services).



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

DEVELOPMENT SERVICES DEPARTMENT PLANNING DIVISION

PROGRAM DESCRIPTION

The Development Services Department - Planning Division is responsible for the City's Comprehensive Plan, Sign Ordinance, Subdivision Ordinance and Zoning Ordinance for the implementation of compatible land uses, future street design network, buildings and signage. The Department provides support to citizens, business and development communities, local stakeholders and the general public through effective 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 Department assists with the facilitation and coordination of development review applications and meetings between applicants and other departments and agencies.

MAJOR DEPARTMENT GOALS

- Promote and implement the 2019 Comprehensive Plan Update, including amendments to the Future Land Use Plan.
- Improve the quality of life and safety of the community through implementation of City Council Policy for planned sustainable and compatible land uses and zoning.
- Provide efficient and accurate services to citizens, businesses, developers, and stakeholders.
- Support the Planning and Zoning Commission and the Board of Adjustment in conformance with the City's Code of Ordinances and State Local Government Code.
- Striving for excellent in the daily performance of providing excellent customer services.

ACHIEVEMENTS FOR FISCAL YEAR 2019

- Updated the city zoning, city limits, ETJ boundaries and street address maps as needed.
- Developed new GIS maps using ESRI online software.
- Continued with coordinating efforts for the 2019 Comprehensive Plan Update which includes the Transportation Master Plan.
- Continued with the planning and implementation of the Business 190 project.
- Continued to implement city-initiated process to rezone certain properties not in compliance with the Comprehensive Plan and Zoning Ordinance.
- Continued to coordinate with the Planning & Zoning Commission to update the sign ordinance.
- Updated the Development Review Application process and Fee Schedule.
- Hired two building inspectors, a third-party building inspector and new administrative assistant to achieve major department goals and objectives to meet customer services demands.

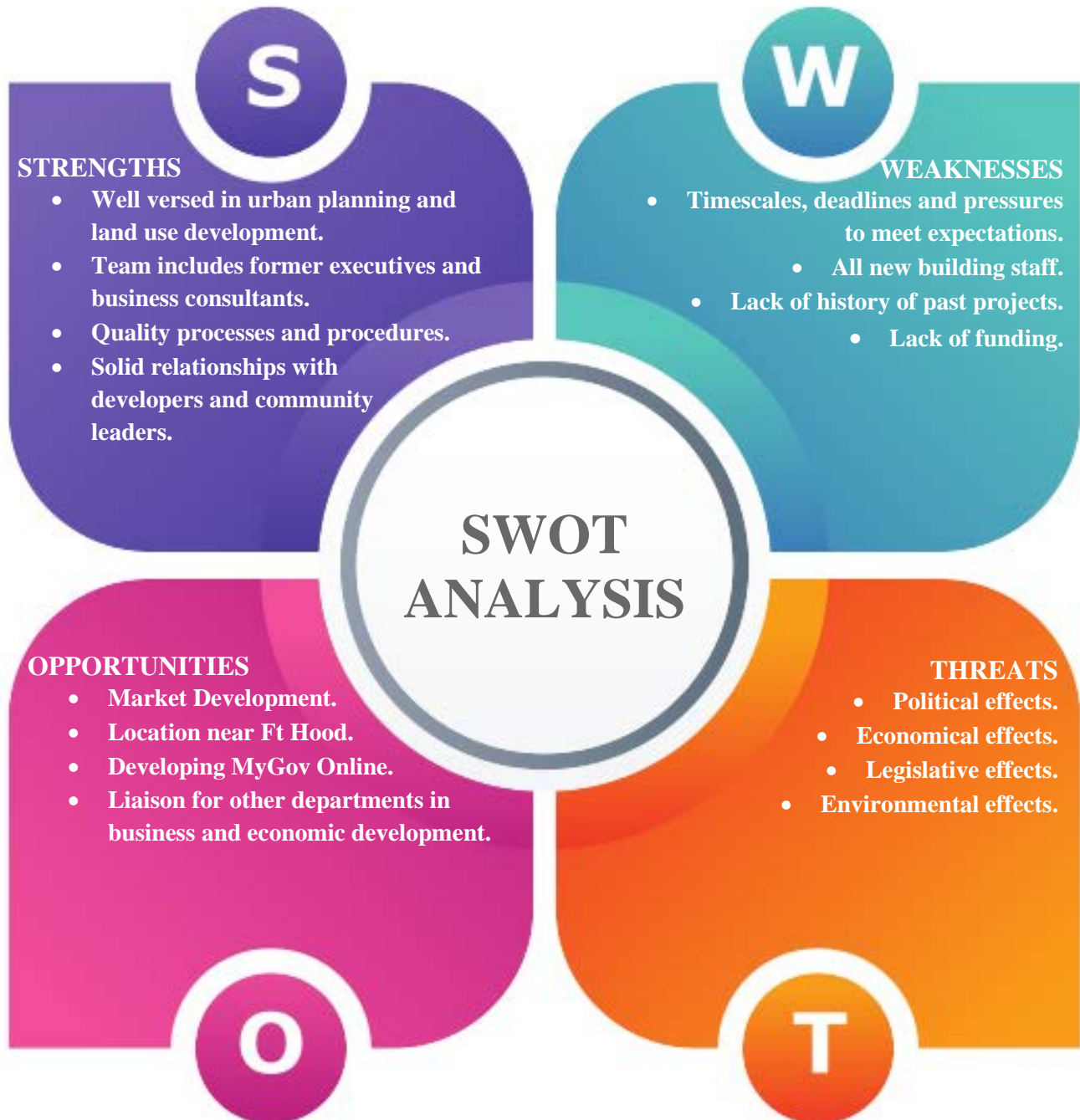
CONTINUING OBJECTIVES

- Continue review and update to the zoning and subdivision ordinances as needed.
- Continue to improve plat & plan application/development review processes and procedures.
- Improve customer service by aligning community needs and expectations to where satisfaction is experienced and achieved through effective communication of laws and ordinances.
- Continue to maintain the City's zoning map, city limit map, address maps, plat database, address database, and digital infrastructure library.

GOALS FOR FISCAL YEAR 2020

- Complete adoption and begin implementation of the 2019 Comprehensive Plan Update and Transportation Master Plan.
- Complete adoption of the Sign Ordinance Update.
- Continue with the implementation of the new web-based application processes through MyGovernmentOnline. This includes applying for permits, pay online, request inspections, submit files, download inspection reports and approved plans, check status of a permit, download permit data, search for permits, manage contractor licenses.
- Improve staff presentations to the Planning and Zoning Commission and the Board of Adjustment by using PowerPoint software as part of each staff report.
- Improve public notice letters by including a map depicting the location of the subject property.

DEVELOPMENT SERVICES DEPARTMENT SWOT ANALYSIS



EXPENDITURE SUMMARY

DEVELOPMENT SERVICES

01
6100

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 139,005	\$ 227,223	\$ 228,331	\$ 224,785
Supplies & Materials	1,920	4,600	3,523	4,908
Maintenance & Repair	2,383	4,066	2,637	13,726
Contractual Services	65,216	6,190	7,243	7,480
Designated Expenses	317	150	150	150
Capital Outlay & Improvements	-	-	-	-
Total	\$ 208,841	\$ 242,229	\$ 241,884	\$ 251,049

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

Supplies & Materials: Includes increase for printer and plotter supplies.

Maintenance & Repair: Increase primarily for software maintenance.

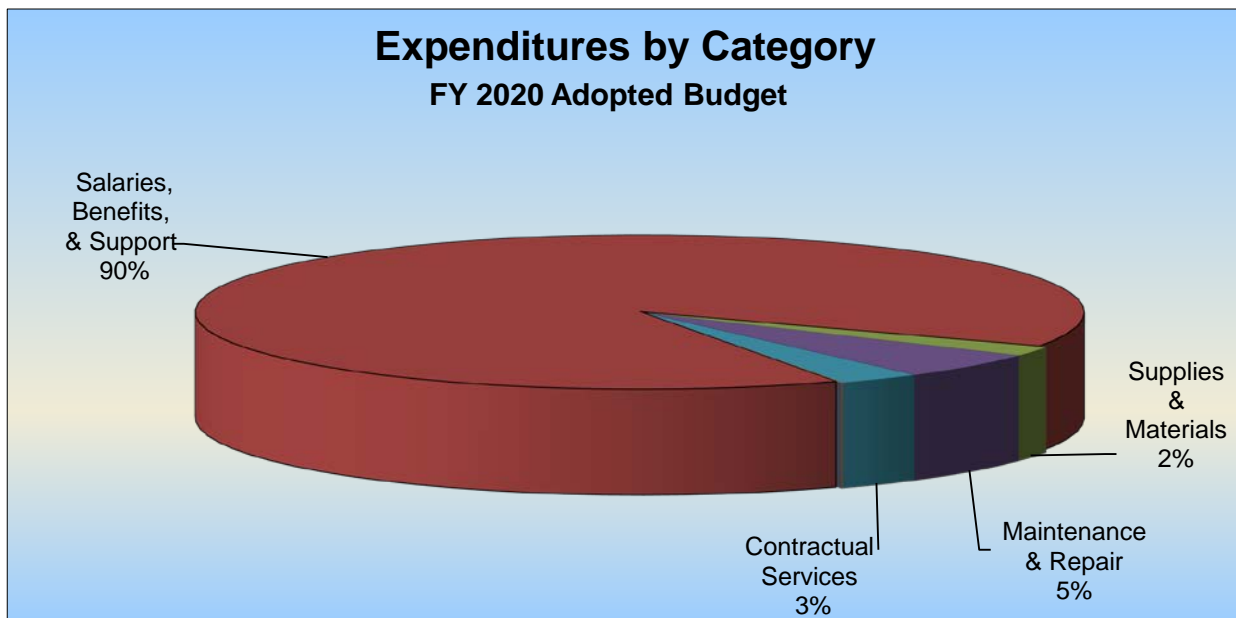
Decreases:

Salaries, Benefits, & Support: Includes a 1% COLA increase. In FY 2019, the Director of Development Services assumed responsibility of Utilities Administration at a higher pay rate. FY 2020 funding does not include the higher rate of pay.

As required by Local Government Code, Section 140.0045.:

(a) FY 2020 Adopted Expenditures for notices required by law to be published in the newspaper total \$1,000.

FY 2019 Year to date Expenditures for notices required by law to be published in the newspaper total \$1,473.



DEVELOPMENT SERVICES**01-6100**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Director of Planning	1	1	0	0
Director of Development Services	0	0	1	1
Development Liaison	1	1	1	1
GIS Technician	1	1	1	1
DEPARTMENT TOTAL	3	3	3	3

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
# of Plats Processed	21	30	23	25
# of Zoning Changes Processed	24	10	11	12
# of Variance Requests Processed	12	5	6	6
# of Future Land Use Permits	N/A	N/A	5	8
# of Conditional Use Permit	N/A	N/A	3	4
# of Land Disturbance	N/A	N/A	5	5
# of Site Plan Review	N/A	N/A	14	15
# of Custom and Basic Zoning Verifications	N/A	N/A	10	12
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%

LIBRARY



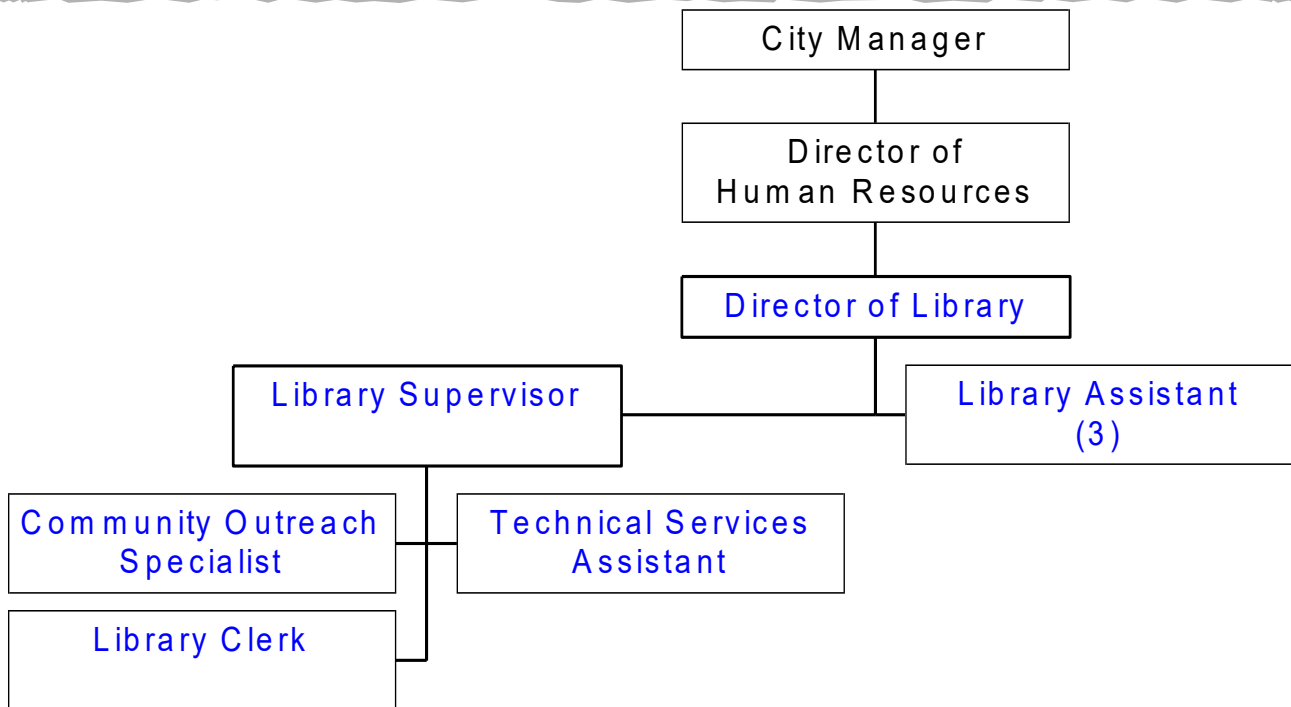
Left to Right:

Front Row:

Jordan Chapman (Technical Services Assistant); Anita Schultz (Library Assistant); Valerie Reynolds (Library Supervisor); Martha Dye (Library Assistant); Rebecca Nichols (Library Clerk).

Back Row:

Vivian Dennison (Library Assistant); Beverly Bryant (volunteer via MET); Kevin Marsh (Director of Library).



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 deliver excellent information resources and services in a cost-effective manner to meet the diverse educational, recreational and practical information needs of our community. The Library Department circulates print, non-print and e-book materials to the public, offers cultural and educational events for patrons of all ages, borrows requested materials from other libraries through Inter-Library Loan, provides access to online databases for serious professional or academic research, answers reference and research questions, provides computer and Internet access to library patrons and assists them in using both library and Internet resources. Other services include access to 3D printing, free public Wi-Fi, e-book technical support, book clubs and discussion groups.

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 2019

- Completed renovation project to re-carpet and paint most of the library, re-arrange shelving, computers and service desks, renovate public bathrooms, add a new front entrance and convert the existing entryway to a reading room.
- Successfully applied for E-Rate funding, upgraded Internet bandwidth, and added color printing capability for library patrons.
- Provided a successful Summer Reading Program.
- Started a Breakfast and Business Books program.
- Expanded Teen and Homeschool programs.
- Significantly increased DVD and Xbox game collections while keeping the print collection up-to-date.

CONTINUING OBJECTIVES

- Continue to maintain accreditation by the Texas State Library & Archives Commission.
- Continue to provide informative programs on diverse topics that improve the quality of life for patrons of all ages.
- 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 provide outstanding customer service for all library patrons.

GOALS FOR FISCAL YEAR 2020

- Continue fundraising to complete unfunded library renovations.
- Expand Adult programs and outreach to new patrons.
- Expand after-school and Christmas break programs for school-age children.

LIBRARY DEPARTMENT SWOT ANALYSIS



LIBRARY

01
7100

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 300,318	\$ 338,701	\$ 333,804	\$ 346,299
Supplies & Materials	63,326	50,360	66,393	61,165
Maintenance & Repair	37,889	10,213	10,786	7,980
Contractual Services	51,484	46,583	46,569	46,005
Designated Expenses	644	600	570	780
Capital Outlay & Improvements	-	-	-	-
Total	\$ 453,661	\$ 446,457	\$ 458,122	\$ 462,229

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

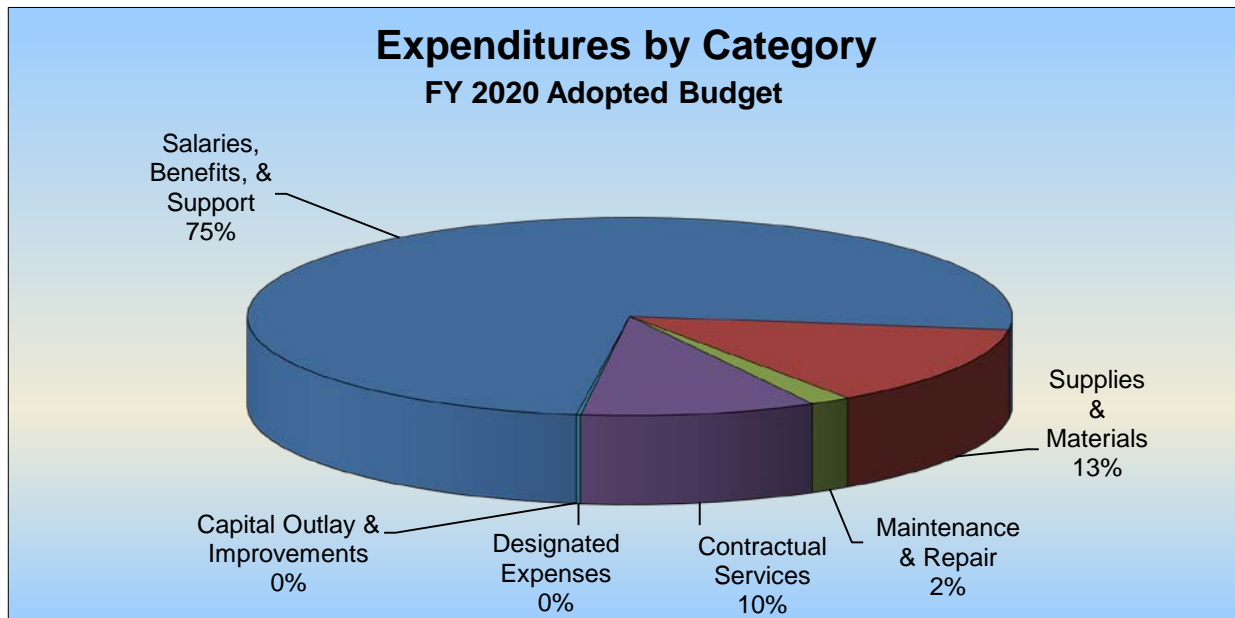
Increases:

Salaries, Benefits, & Support: Includes an increase in insurance cost; Also includes a 1% COLA increase.

Decreases:

Supplies & Materials: Includes funding for the purchase of a pay station, powered front door, and public printing software offset by a reduction in funding for adult & young adult books and one-time purchases in FY 2019.

Contractual Services: Decrease in contract labor cost for fire monitoring and reduction in utilities cost.



STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Director of Library	1	1	1	1
Library Supervisor	1	1	1	1
Library Assistant	3	3	3	3
Community Outreach Specialist	1	1	1	1
Library Clerk	1	1	1	1
Technical Services Assistant	1	1	1	1
DEPARTMENT TOTAL	8	8	8	8

Note: The Library Clerk position consists of two (2) part-time positions.

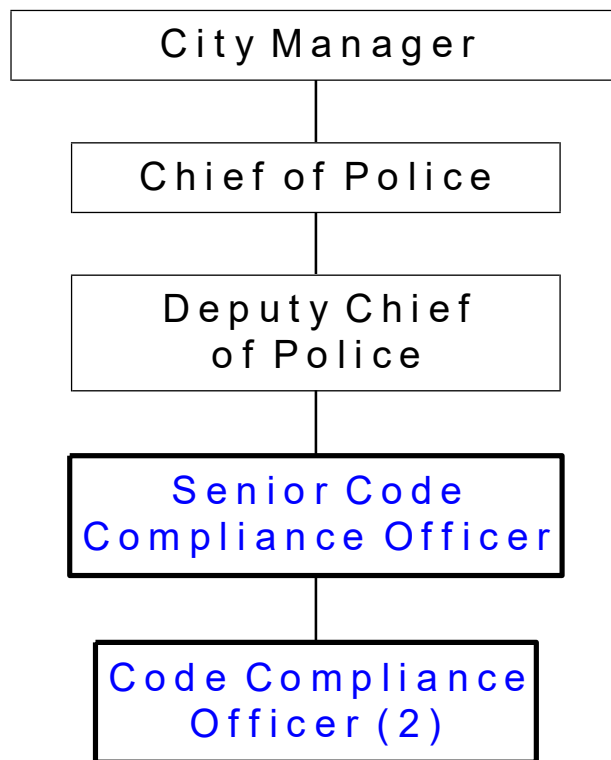
PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
Program Attendance	10,119	10,000	12,250	12,500
Annual Visits	88,008	90,000	75,000	76,000
Circulated Items (physical and digital)	82,165	93,000	100,000	101,000
Questions Answered	24,837	35,000	46,000	47,500
EFFICIENCIES				
Program Attendance per FTE Library Employee	1,265	1,250	1,531	1,563
# of Library Visits per FTE Library Employee	11,001	11,250	9,375	9,500
Operating Costs per Library Visit	\$5.15	\$4.96	\$6.11	\$6.08
EFFECTIVENESS				
% Increase in Program Attendance	12%	-7%	21%	2%
% Increase in Annual Visits	-10%	22%	-15%	1%
% Increase in Circulated Items	-2%	6%	22%	1%

CODE AND HEALTH COMPLIANCE



Left to Right:

Missy Alber (Code Compliance Officer); Renardo Roper (Code Compliance Officer); Brandy Rodriguez (Senior Code Compliance 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.

CODE AND HEALTH COMPLIANCE

PROGRAM DESCRIPTION

The Code and Health Compliance Department is under the management of the Police Department and is responsible for training and issuance of Texas Department of State Health Services 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 a safe and 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.
- Certify a code compliance officer in the Accredited Food Handler Training program.
- Become members of our local International Code Council Chapter.

ACHIEVEMENTS FOR FISCAL YEAR 2019

- Hired two new employees.
- Attended the Texas Environmental Health Conference in San Marcos.
- Completed 180 Annual Food Establishment Health Inspections and 28 Bi-annual Health Inspections.
- Provided food service inspections, permits, and food handler training for vendors at community events, including the Food Truck Fest, Rabbit Fest, Kris Kindl Markt, City-wide garage sale, and others.
- Maintain level of service while being short staffed.

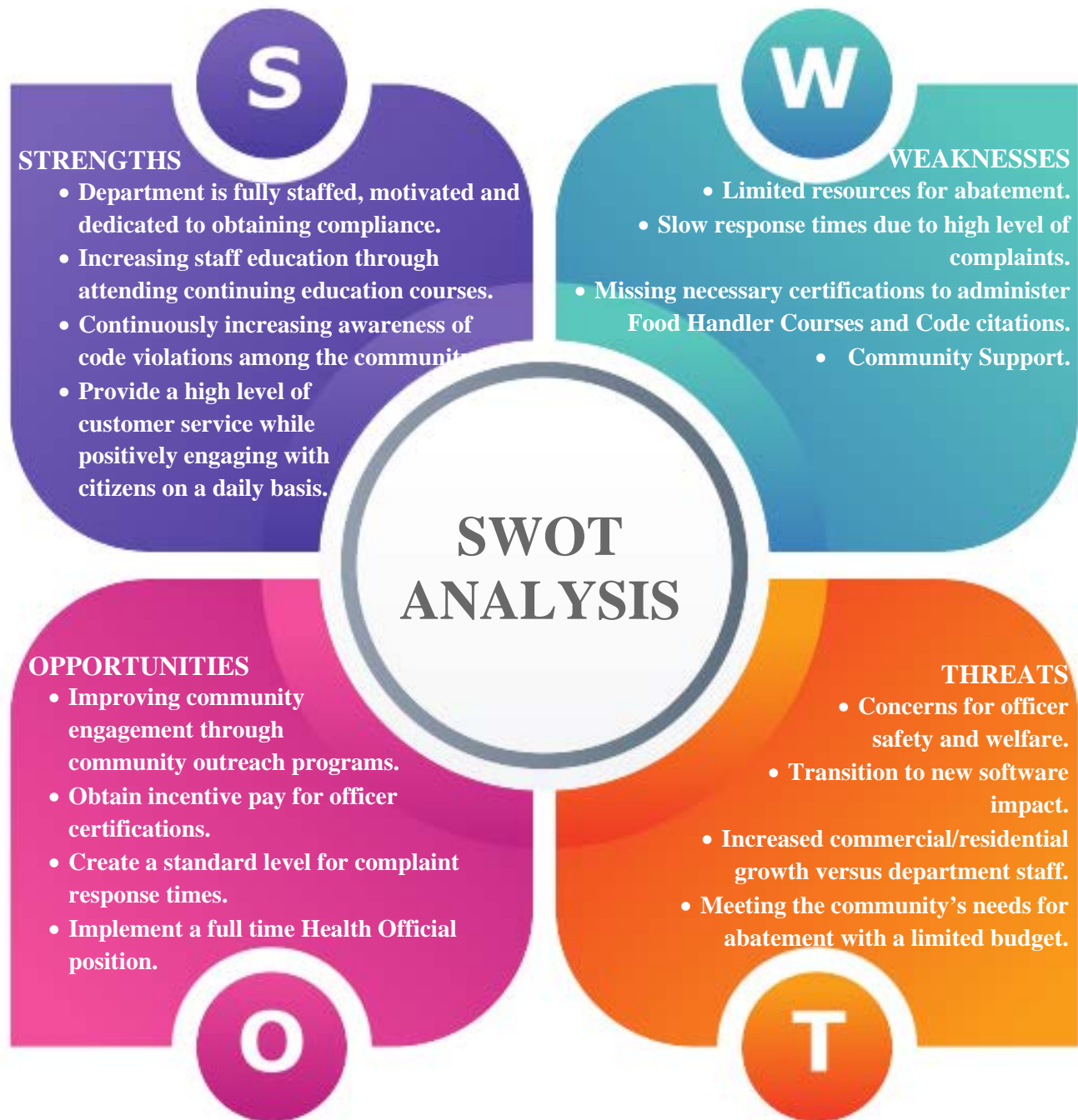
CONTINUING OBJECTIVES

- 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.
- Continue to improve the quality of life for all citizens and enhance the appearance of the City.
- Continue to offer in-house food handler classes for the convenience of local food service employees and volunteers at an affordable rate.
- Maintain officer certifications through attending continuing education courses.

GOALS FOR FISCAL YEAR 2020

- Create and implement new ways to educate citizens about code violations.
- Become more active in community events and programs.
- Increase pro-active efforts to manage the Code Compliance program.
- Establish Standard Operating Procedures.
- Increase response times to reported complaints.
- Educate public on new sign ordinance.

CODE AND HEALTH COMPLIANCE SWOT ANALYSIS



CODE AND HEALTH COMPLIANCE

01
7200

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 120,744	\$ 138,421	\$ 135,641	\$ 146,231
Supplies & Materials	7,892	10,460	6,468	8,237
Maintenance & Repair	4,211	6,575	6,314	4,963
Contractual Services	10,403	14,961	13,801	15,416
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 143,250	\$ 170,417	\$ 162,224	\$ 174,847

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

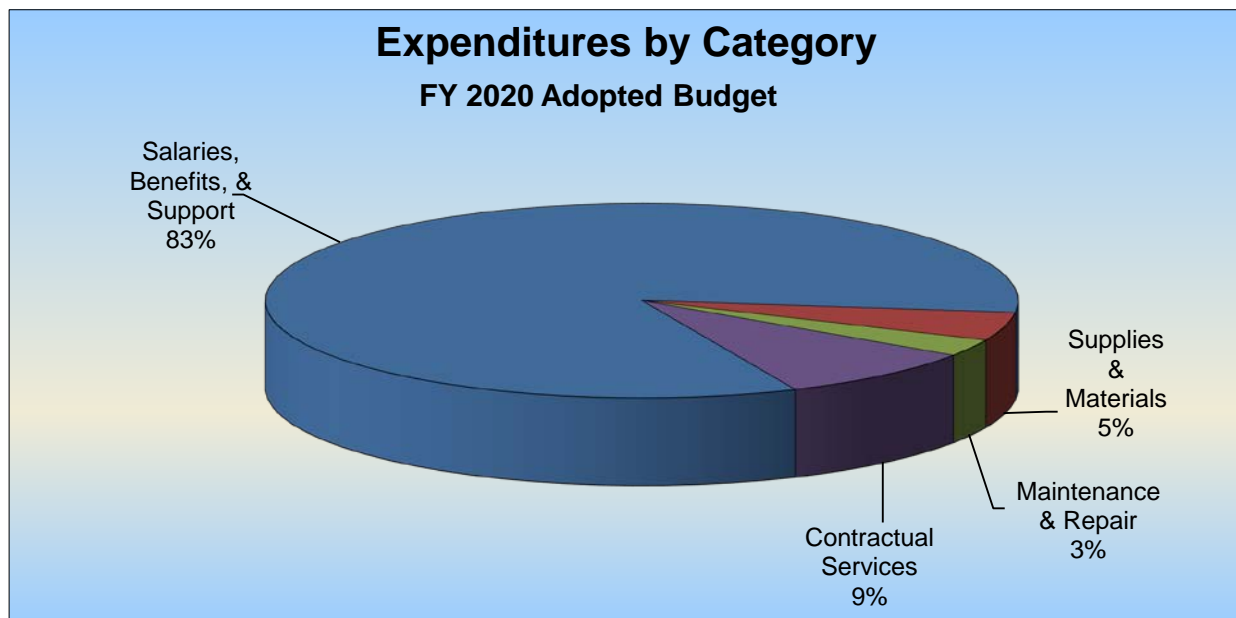
Salaries, Benefits, & Support: Includes a 1% COLA increase and market adjustment increases.

Supplies & Materials: Increased funding to purchase three Ipad's.

Contractual Services: Increase include internet access for the three Ipad's.

Decreases:

Maintenance & Repair: Reduction include transferring software applications from Tyler Technologies to MyGov Online resulting in a cost savings.



CODE AND HEALTH COMPLIANCE

01-7200

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Senior Code Compliance Officer	1	1	1	1
Code Compliance Officer	2	2	2	2
DEPARTMENT TOTAL	3	3	3	3

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
# of Complaints Received and Investigated	3,590	3,600	5,937	5,500
EFFICIENCIES				
Complaints per Code Enforcement Officer/Health Inspector	1,197	1,200	1,979	1,833
EFFECTIVENESS				
% of Complaints Resulting in Voluntary Compliance	95.0%	95.0%	95.0%	95.0%

EXPENDITURE SUMMARY

GENERAL FUND NON-DEPARTMENTAL

01
7500

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 68,599	\$ 171,500	\$ 140,440	\$ 160,622
Supplies & Materials	6,530	6,780	8,484	6,930
Maintenance & Repair	38,464	32,507	78,670	208,847
Contractual Services	100,431	157,568	172,799	127,548
Designated Expenses	172,236	182,345	172,545	182,345
Capital Outlay & Improvements	-	-	53,320	-
Economic Development Incentives	282,994	452,985	460,479	469,348
Total	\$ 669,254	\$ 1,003,685	\$ 1,086,737	\$ 1,155,640

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

Maintenance & Repair: Increase includes roof repairs to the current City Hall building and asbestos abatement to old city buildings.

Decreases:

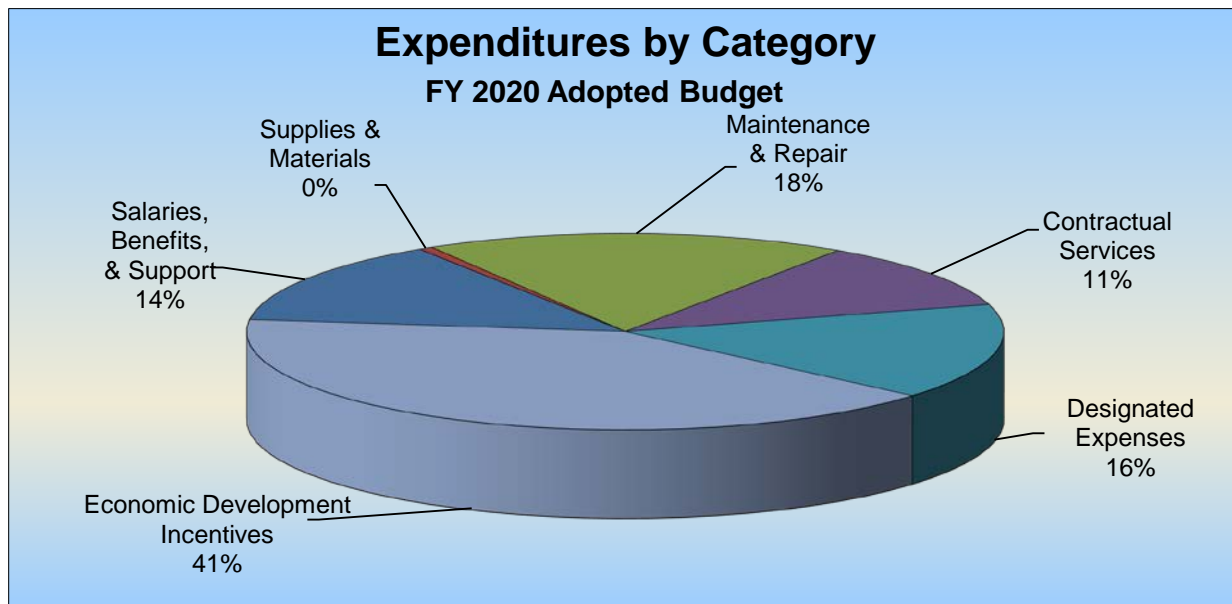
Salaries, Benefits, & Support: Includes funding for the Meet the City Event offset by a decrease in funding to Outside Agencies.

Contractual Services: Decrease primarily due to reduction in funding for professional services.

As required by Local Government Code, Section 140.0045.:

(b) FY 2020 Adopted Expenditures for directly or indirectly influencing or attempting to influence the outcome of legislation or administrative action, as those terms are defined in Section 305.002, Government Code total \$0.

FY 2020 Adopted Expenditures for directly or indirectly influencing or attempting to influence the outcome of legislation or administrative action, as those terms are defined in Section 305.002, Government Code total \$50,000.







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.



The City Built for Family Living

City of Copperas Cove, Texas
FY 2020 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 14,320 residential and commercial customers through the Water & Sewer Fund. The adopted Water & Sewer revenue provides a significant portion of the total revenue generated in the Water & Sewer Fund. The City of Copperas Cove will make every effort to keep expenses to a minimum.

REVENUES	FY 2016	FY 2017	FY 2018	FY 2019	FY 2019	FY 2020
	Actual	Actual	Actual	Adopted	Current	Adopted
Sale of Water	5,384,951	5,823,251	6,325,547	6,179,256	6,388,802	6,715,553
Sewer Revenues	4,844,736	5,261,288	5,677,227	5,623,331	5,734,000	6,027,261
Service Charges	137,218	164,282	415,162	303,210	301,297	305,000
Late Payment Charges	334,366	46,062	131,506	151,200	131,430	132,744
Other Income	121,924	87,484	211,237	383,940	443,394	581,458
TOTAL	10,823,195	11,382,367	12,760,679	12,640,937	12,998,923	13,762,016
EXPENSES						
Salaries & Benefits	1,858,243	1,767,179	1,691,765	1,976,893	1,947,748	2,382,463
Supplies & Materials	244,801	232,561	256,499	243,075	246,393	252,601
Repairs & Maintenance	334,114	407,141	291,620	479,925	578,925	693,922
Contractual Services	1,288,816	1,764,609	2,001,054	1,985,545	1,990,346	2,045,355
Designated Expenses	5,622,192	6,421,742	6,981,695	7,582,122	7,419,468	7,386,421
Capital Outlay	48,134	34,858	31,572	92,200	194,073	307,000
Transfers	895,000	3,942,750	939,750	964,380	964,380	984,501
Miscellaneous	280,575	155,397	182,667	54,900	574,612	215,931
TOTAL	10,571,875	14,726,237	12,376,622	13,379,040	13,915,945	14,268,194
Revenues Over/(Under)						
Expenses	251,320	(3,343,870)	384,057	(738,103)	(917,022)	(506,178)
TOTAL	10,823,195	11,382,367	12,760,679	12,640,937	12,998,923	13,762,016

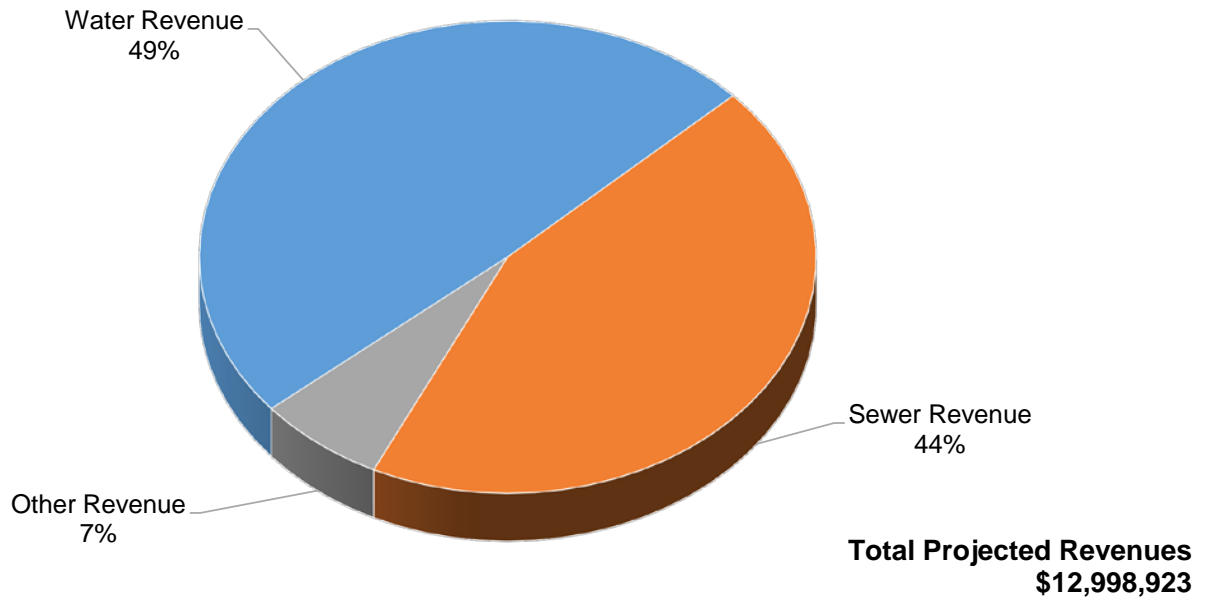
CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2019-20 ADOPTED BUDGET
WATER & SEWER FUND
SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE

Description	Actual FY 2017-18	Adopted Budget FY 2018-19	Current Budget FY 2018-19	Adopted Base Budget FY 2019-20	New Requests FY 2019-20	Adopted FY 2019-20
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 503,692	\$ 887,749	\$ 3,887,749	\$ 2,970,727	\$ -	\$ 2,970,727
TOTAL BEGINNING FUND BALANCE	\$ 503,692	\$ 887,749	\$ 3,887,749	\$ 2,970,727	\$ -	\$ 2,970,727
REVENUES:						
Water Revenue	\$ 6,462,985	\$ 6,294,175	\$ 6,527,615	\$ 6,656,132	\$ 199,622	\$ 6,855,754
Sewer Revenue	5,800,579	5,727,912	5,858,585	5,973,930	179,162	6,153,092
Senior Citizen Discount	(260,790)	(219,500)	(263,398)	(266,032)	-	(266,032)
Water Tap Fees	61,250	60,000	60,000	61,000	-	61,000
Sewer Tap Fees	19,100	16,000	16,000	17,000	-	17,000
Connect/Disconnect Fee	332,901	225,000	225,000	227,000	-	227,000
Composting Sales Revenue	1,911	2,210	297	-	-	-
Service Charge-NSF check	-	-	-	-	-	-
Subtotal	\$ 12,417,936	\$ 12,105,797	\$ 12,424,099	\$ 12,669,030	\$ 378,784	\$ 13,047,814
Admin Reimb	\$ 21,924	\$ 69,177	\$ 363,340	\$ 363,340	\$ -	\$ 363,340
Interest Revenue	28,813	13,200	33,067	37,200	-	37,200
Admin Fees	141	100	116	100	-	100
Late Charge For Billing	131,506	151,200	131,430	132,744	-	132,744
Miscellaneous Revenues	14,755	294,463	14,816	172,518	-	172,518
Insurance Proceeds	262	-	19,000	-	-	-
Cash Over (Short)	218	-	-	-	-	-
Credit Card Convenience Fee	-	-	-	-	-	-
Auction Proceeds	118,826	7,000	13,055	8,300	-	8,300
Reimbursements	26,298	-	-	-	-	-
Subtotal	\$ 342,743	\$ 535,140	\$ 574,824	\$ 714,202	\$ -	\$ 714,202
TOTAL REVENUE	\$ 12,760,679	\$ 12,640,937	\$ 12,998,923	\$ 13,383,232	\$ 378,784	\$ 13,762,016
TOTAL FUNDS AVAILABLE	\$ 13,264,371	\$ 13,528,686	\$ 16,886,672	\$ 16,353,959	\$ 378,784	\$ 16,732,743
EXPENDITURES:						
Public Works Administration (80)	\$ 341,613	\$ 363,843	\$ 366,771	\$ 315,711	\$ 54,838	\$ 370,549
Utility Administration (81)	1,094,529	1,007,249	1,145,036	1,286,313	500	1,286,813
Water Distribution (82)	1,296,841	1,380,964	1,355,408	1,387,971	118,219	1,506,190
Sewer Collection (83)	461,386	531,915	519,176	567,378	145,895	713,273
Wastewater Treatment (84)	151,903	76,289	70,236	77,677	5,600	83,277
Composting (84-01)	89,877	100,070	100,722	103,830	-	103,830
Wastewater - South Plant (84-02)	212,663	345,987	319,793	318,304	69,200	387,504
Wastewater - NE Plant (84-03)	337,920	421,037	514,177	398,053	24,500	422,553
Wastewater - NW Plant (84-04)	410,412	479,789	391,606	422,145	98,331	520,476
Wastewater - Lab (84-05)	31,467	45,715	35,775	48,557	-	48,557
Non-Departmental (85)	373,853	3,690,543	4,093,689	3,988,833	370	3,989,203
OPERATING EXPENDITURES	\$ 4,802,464	\$ 8,443,401	\$ 8,912,389	\$ 8,914,772	\$ 517,453	\$ 9,432,225
OTHER EXPENDITURES:						
Capital Improvement Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ 31,572	\$ 92,200	\$ 194,073	\$ 57,000	\$ 250,000	\$ 307,000
Public Loan-380 Agreement	3,000,000	-	-	-	-	-
Principal & Int Debt Pymts	4,542,586	4,843,439	4,809,483	4,528,969	-	4,528,969
TOTAL OTHER EXPENDITURES	\$ 7,574,158	\$ 4,935,639	\$ 5,003,556	\$ 4,585,969	\$ 250,000	\$ 4,835,969
TOTAL EXPENDITURES	\$ 12,376,622	\$ 13,379,040	\$ 13,915,945	\$ 13,500,741	\$ 767,453	\$ 14,268,194
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 887,749	\$ 149,646	\$ 2,970,727	\$ 2,853,218	\$ (388,669)	\$ 2,464,549
TOTAL ENDING FUND BALANCE	\$ 887,749	\$ 149,646	\$ 2,970,727	\$ 2,853,218	\$ (388,669)	\$ 2,464,549
ADJUSTMENT-ECONOMIC DEV LOAN						
1st Amendment to 5 Hills 380 Agmt	\$ 3,000,000	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -
TOTAL ENDING FUND BALANCE	\$ 3,887,749	\$ 3,149,646	\$ 2,970,727	\$ 2,853,218	\$ (388,669)	\$ 2,464,549
IDEAL FUND BALANCE	\$ 1,200,616	\$ 2,110,850	\$ 2,228,097	\$ 2,228,693	\$ -	\$ 2,358,056
OVER (UNDER) IDEAL FUND BALANCE	\$ 2,687,133	\$ (1,961,204)	\$ 742,630	\$ 624,525	\$ (388,669)	\$ 106,493

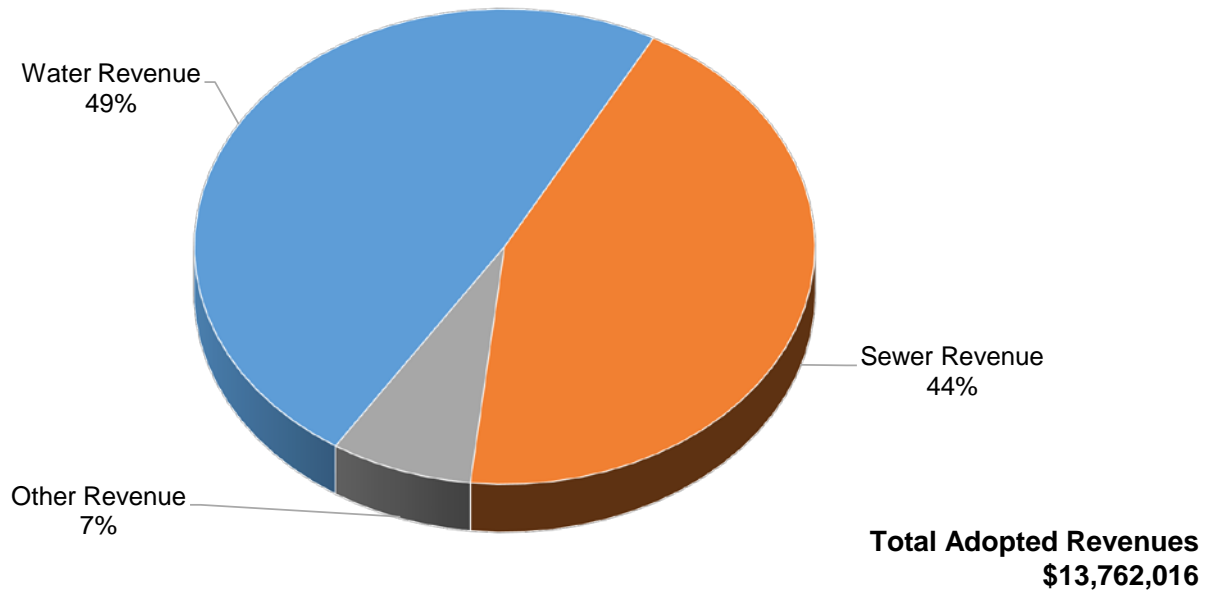
* The Current Budget Includes budget amendments approved by City Council throughout the fiscal year.

**City of Copperas Cove, Texas
FY 2020 Adopted Budget
Water and Sewer Fund
Budgeted Revenues by Source Comparison**

Fiscal Year 2018-2019 Projected Revenue

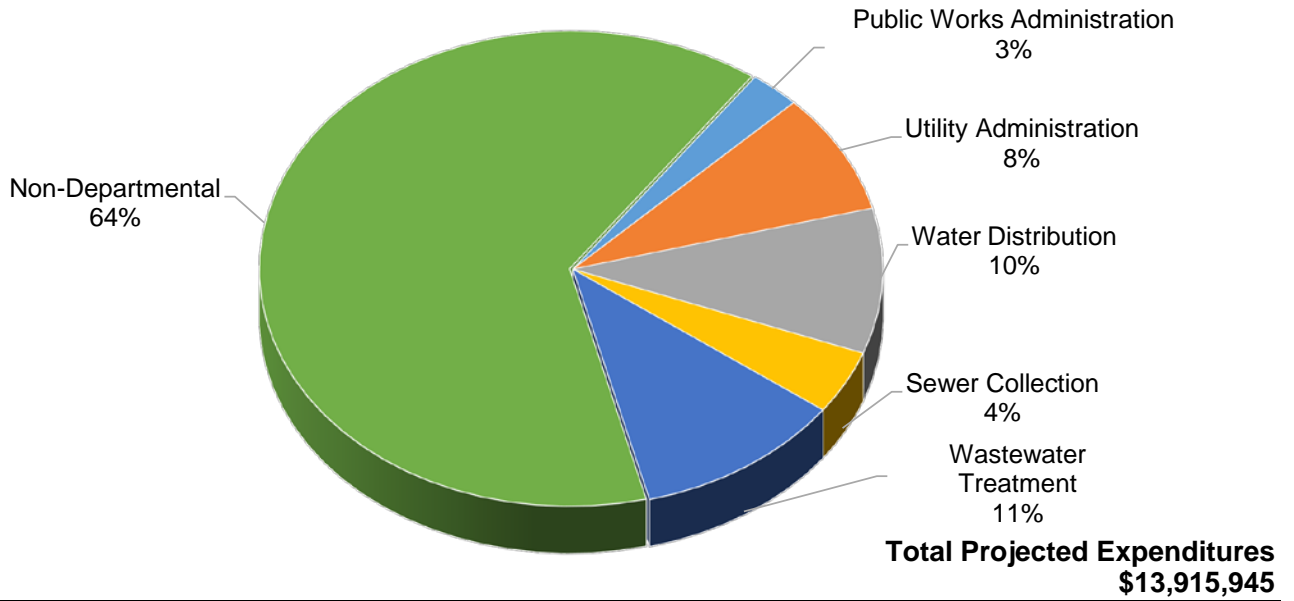


Fiscal Year 2019-2020 Adopted Revenue

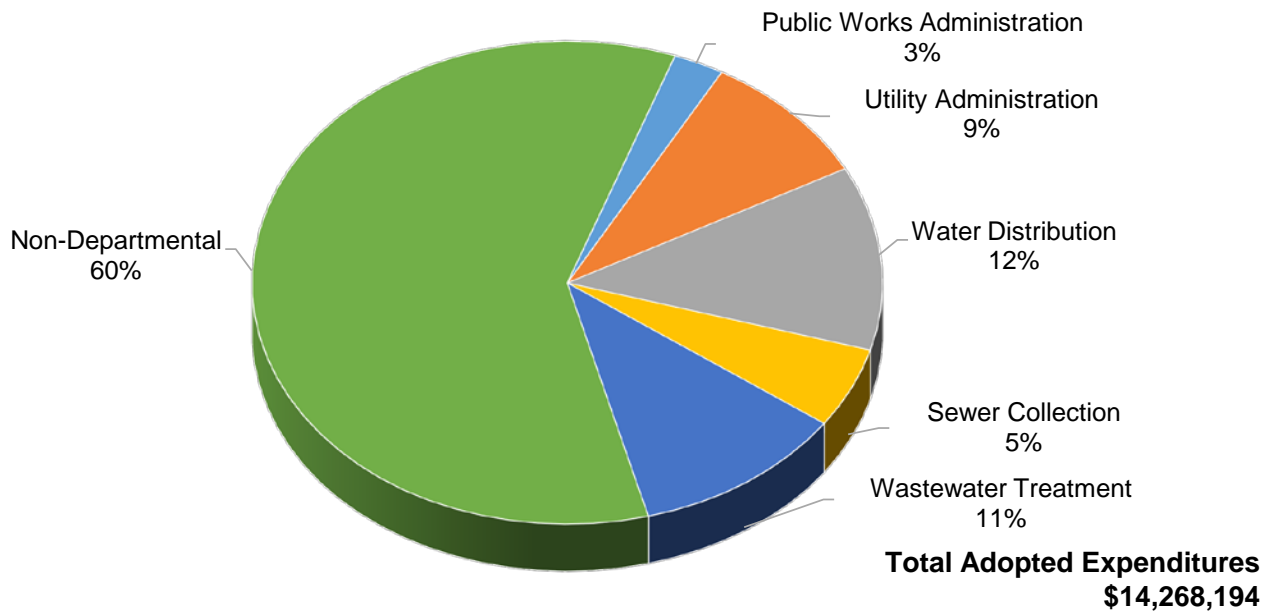


**City of Copperas Cove, Texas
 FY 2020 Adopted Budget
 Water and Sewer Fund
 Budgeted Expenditures by Function Comparison**

Fiscal Year 2018-2019 Projected Expenditures

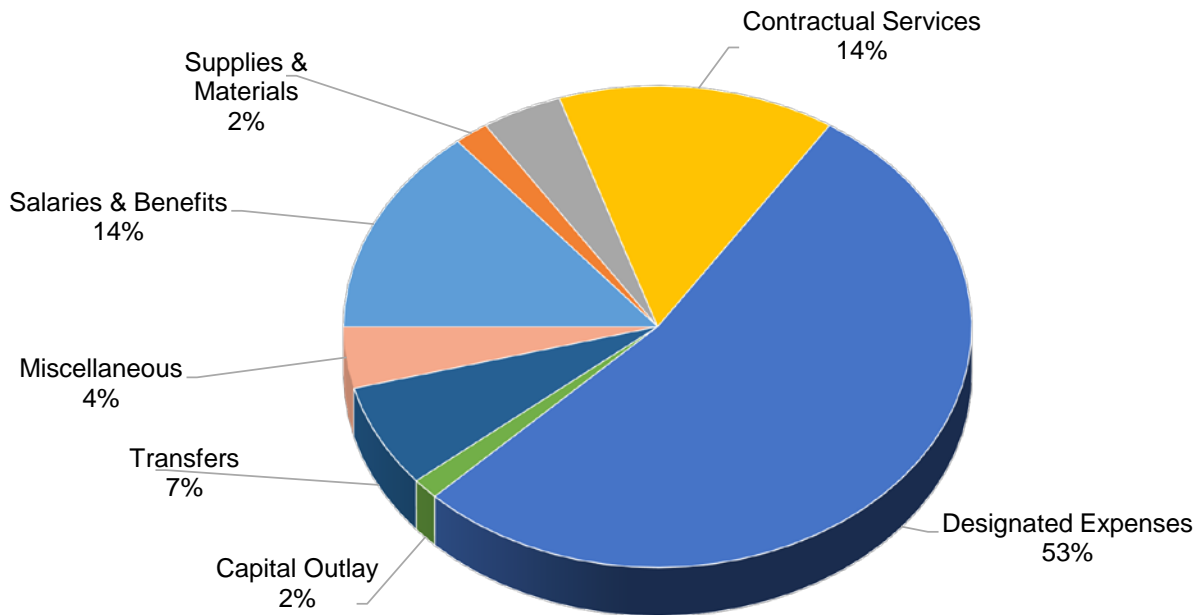


Fiscal Year 2019-2020 Adopted Expenditures



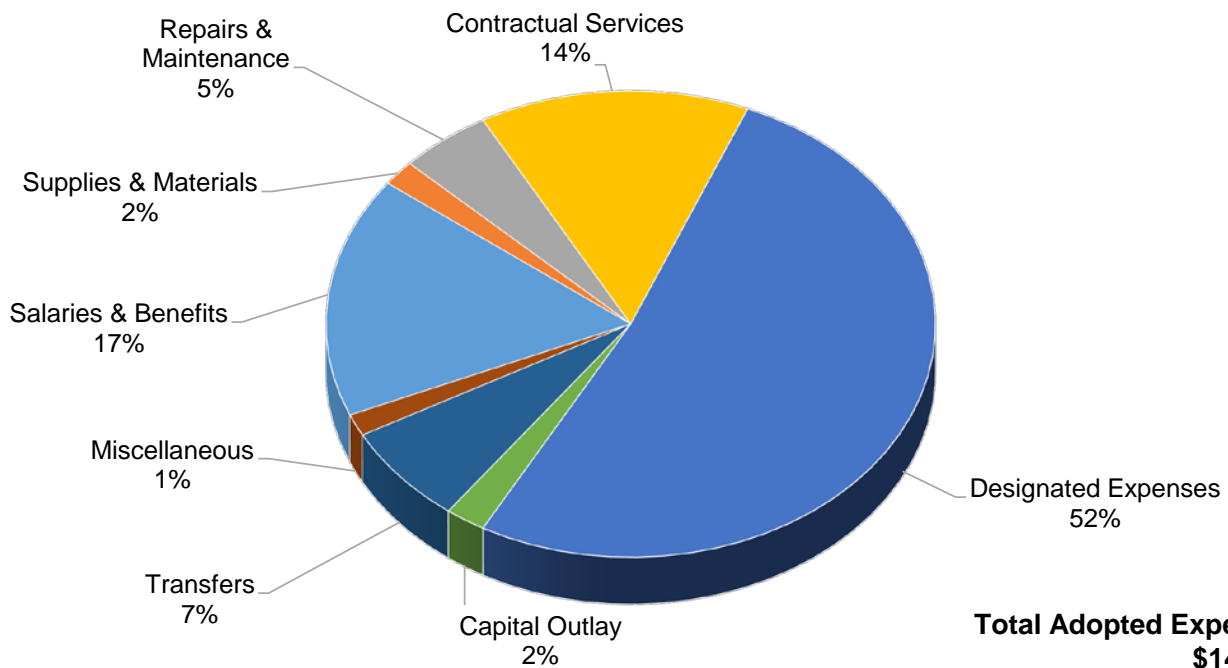
**City of Copperas Cove, Texas
FY 2020 Adopted Budget
Water and Sewer Fund
Budgeted Expenditures by Object Comparison**

Fiscal Year 2018-2019 Projected Expenditures



**Total Projected Expenditures
\$13,915,945**

Fiscal Year 2019-2020 Adopted Expenditures



**Total Adopted Expenditures
\$14,268,194**

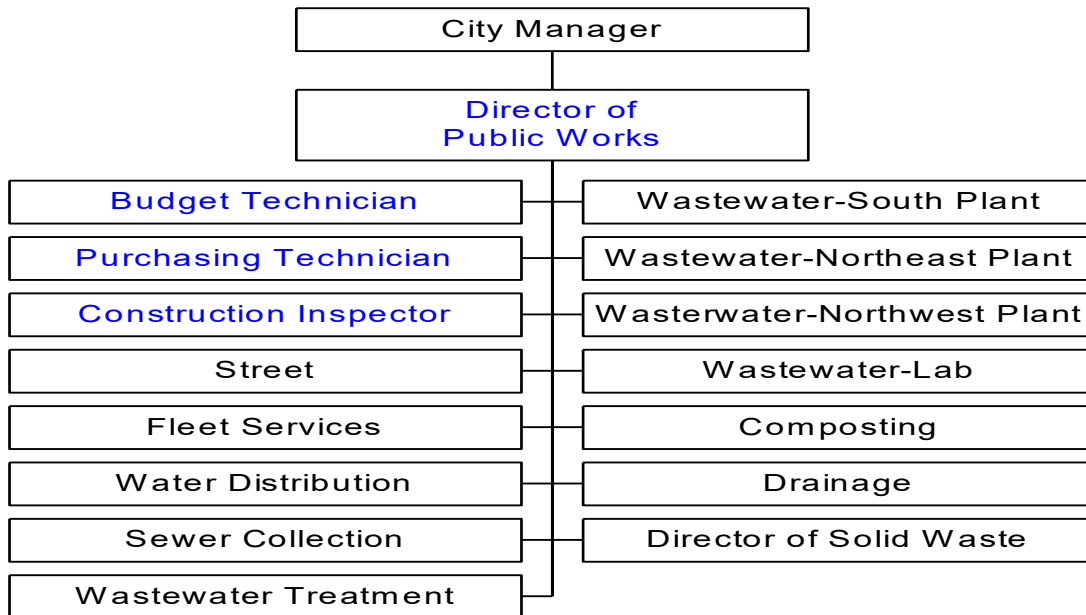


PUBLIC WORKS ADMINISTRATION



Left to Right:

Cynthia Taylor (Budget Technician); Scott Osburn (Director of Public Works); Tracy Molnes (Purchasing 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

The Public Works Administration office's primary mission is to provide executive-level leadership and project management, budgetary and purchasing support necessary 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, City policies and procedures are followed, and the departments' respective missions are realized. This office also ensures that the various departments operate effectively and efficiently within approved budgets, recommends capital improvements needed to maintain and enhance quality services, and ensures the best possible service is provided to the citizens of Copperas Cove.

MAJOR DEPARTMENT GOALS

- Ensure that all Public Works departments comply with and meet or exceed Federal, State, and local requirements.
- Plan for the future needs of the City using short and long-term Master Planning documents and the System Model as guides.
- Enhance, foster and encourage quality development within the City through streamlining processes, working towards solutions to overcome developmental constraints, and ensuring for the protection of the general health, safety and welfare of the community.
- Identify economies and efficiencies to enhance operations in all departments and foster a work environment focused on teamwork and collaboration.
- Develop and refine succession, retention and recruitment plans for all departments.
- Standardize and enhance project management processes to ensure effective and efficient capital improvement project advancement.
- Evaluate restructuring opportunities within the Public Works Department as necessary to provide the most effective oversight, management, leadership, coaching and mentoring to the departments under the Public Works umbrella.
- Advance and complete various capital improvement projects as necessary to facilitate continued growth and maintenance of existing infrastructure systems.

ACHIEVEMENTS FOR FISCAL YEAR 2019

- All Federal, State, and Local requirements were met.
- All departments maintained effective operations within budget constraints.
- Improved relations and service to our customers, both the citizens of Copperas Cove and other city departments.
- All personnel continued training for license/certification requirements.
- Renewed contract with Bell County Water Control and Improvement District #1 (BCWCID #1) to provide wastewater laboratory and composting services.
- Renewed contract with COMAL to handle the hauling and disposing of the City's Municipal Solid Waste.
- Renewed contract with Waste Management to ensure all cost increases are within contract guidelines.
- Educated citizens on all Public Works Operations via Focus Groups, PIO, and Website.
- Purchased replacement vehicles for Solid Waste residential and commercial collections.
- Continued to provide subdivision and development plan and plat review support.
- Provided development inspection service support to the Building Department, as requested.
- Inspected the construction of infrastructure related to the Creekside Hills Phase II development to include lift-station, water, sewer, streets and drainage.
- Updated drought contingency plan for water distribution.
- Revised the MS4 program and applied for new discharge permit through the Texas Commission on Environmental Quality.
- Completed five-year WWTP permits with UEG.
- Completed Oak Hill Drive Water Improvements with Jones-Heroy Associates, Inc.
- Completed the South WWTP Skimmer Pipe Replacement Project with LAN.
- Completed the South 19th Street Drainage Project with Walker Partners, LLC.

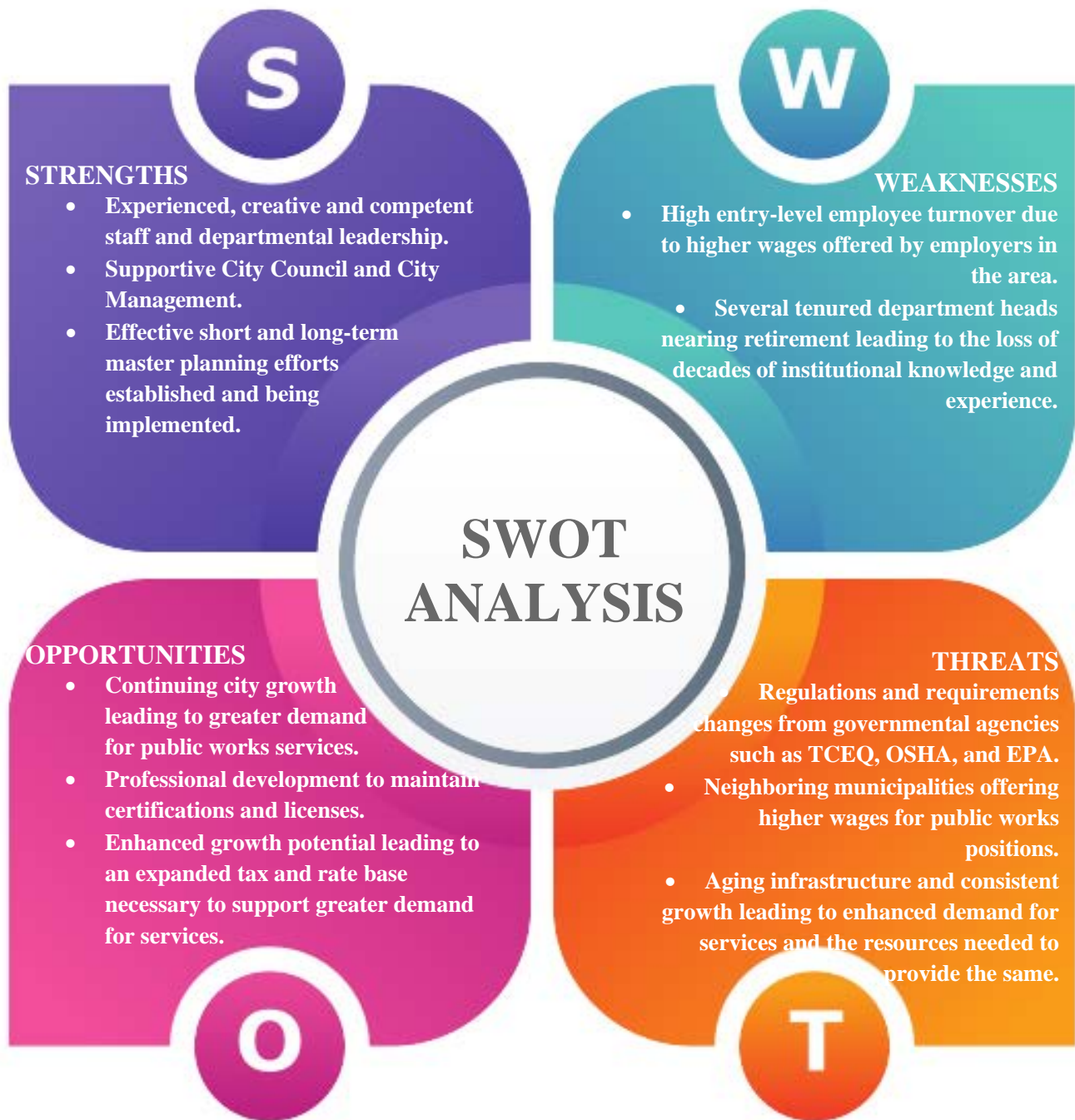
CONTINUING OBJECTIVES

- 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 permits for City Parks and Schools.
- Work with streets to identify street projects to be funded by the Street Maintenance Fund (Fund 8).

GOALS FOR FISCAL YEAR 2020

- Efficiently address citizen concerns and continue to educate citizens on all Public Works operations and services.
- Evaluate and utilize water and sewer system models to validate 5-year CIP for water and sewer as necessary to ensure adequate capacity for existing and future development.
- Continue to work with developers to explore and advance development within the City to ensure continued and sustainable growth.
- Continue to develop the MS4 (Municipal Separate Storm Sewer System) program to ensure compliance with all State and Federal regulatory requirements.
- Evaluate and revise backflow program to ensure regulatory compliance and the protection of the City's potable water system.
- Implement and refine construction inspection process for new development to ensure the City's receipt of properly constructed and tested infrastructure prior to acceptance of the same for perpetual maintenance.
- Advance and complete the replacement of the City's water distribution SCADA system.
- Advance and complete the construction of the City's Solid Waste Wash Rack building.
- Continue streamlining all Departments enabling more efficient day-to-day operations as necessary to enhance service to residents and minimize rate escalation.
- Complete the design and construction of the City Park Sewer Line Project, Phase 2.
- Complete the engineering and installation/construction for the Northeast Wastewater Treatment Plant UV Disinfection Upgrade Project.
- Advance, review and monitor the design and construction of the Rattlesnake Elevated Storage Tank.
- Advance, review and monitor the design and construction of the Valley of the Great Hills GST, EST and pump station.
- Advance, review and monitor the design and construction of the Southwest Water Improvement Project, Phases 2 and 3.
- Advance, review and monitor the design and construction of the Killeen-Cove Transmission Line relocation and abandonment Project.
- Advance, review and monitor the design and construction of the Pecan Cove Drive street and drainage reconstruction Project.
- Develop proactive maintenance plans for the City's water, sewer collection and wastewater treatment systems and operations as necessary to ensure service and reduce emergency costs.
- Develop and implement a street maintenance plan and budget following completion of a pavement condition survey and associated database.

PUBLIC WORKS ADMINISTRATION SWOT ANALYSIS



PUBLIC WORKS ADMINISTRATION

02
8000

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 265,193	\$ 270,596	\$ 270,368	\$ 340,040
Supplies & Materials	6,564	2,455	5,787	2,110
Maintenance & Repair	4,759	9,540	12,576	1,354
Contractual Services	65,097	81,252	78,040	27,045
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 341,613	\$ 363,843	\$ 366,771	\$ 370,549

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

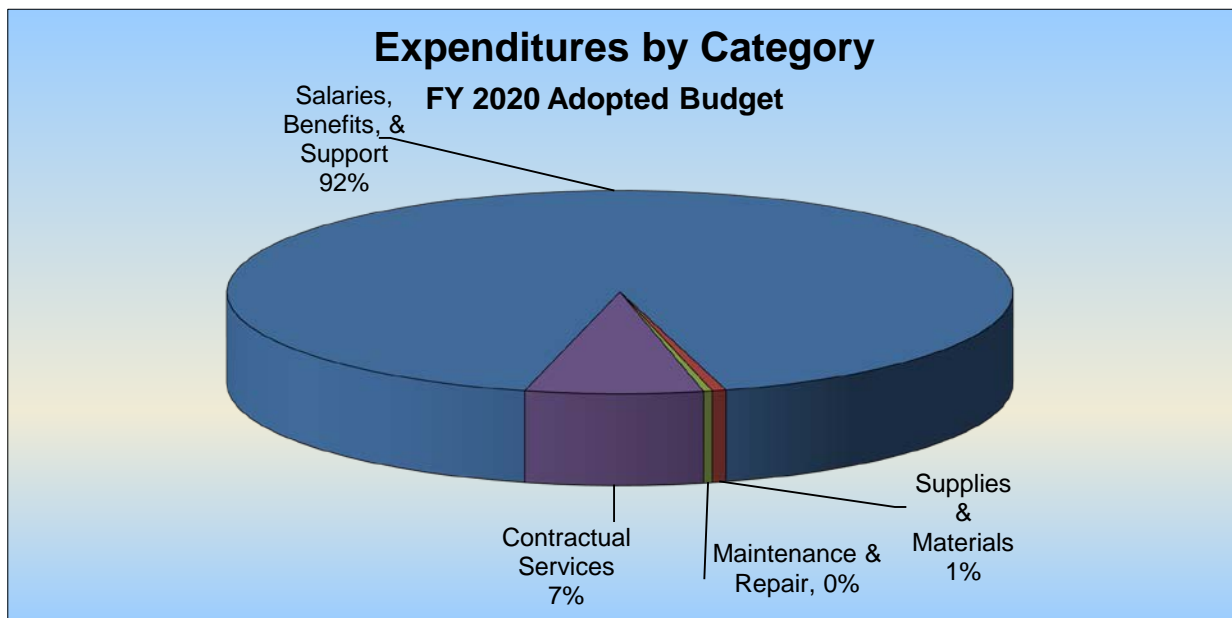
Salaries, Benefits, & Support: Includes salary increase for new Public Works Director; Also includes a 1% COLA increase.

Decreases:

Supplies & Materials: FY 2019 includes one-time funding to purchase chairs for the foyer and conference room.

Maintenance & Repair: FY 2019 includes one-time funding to repair and paint the inside and outside of the Public Works building.

Contractual Services: Contract labor cost is significantly reduced due to hiring an Engineer in FY 2020.



PUBLIC WORKS ADMINISTRATION**02-8000**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Director of Public Works	1	1	1	1
Budget Technician	1	1	1	1
Purchasing Technician	1	1	1	1
Construction Inspector	0	0	0	1
DEPARTMENT TOTAL	3	3	3	4

Note: FY 2019-20 Adopted Budget includes funding of a Construction Inspector position.

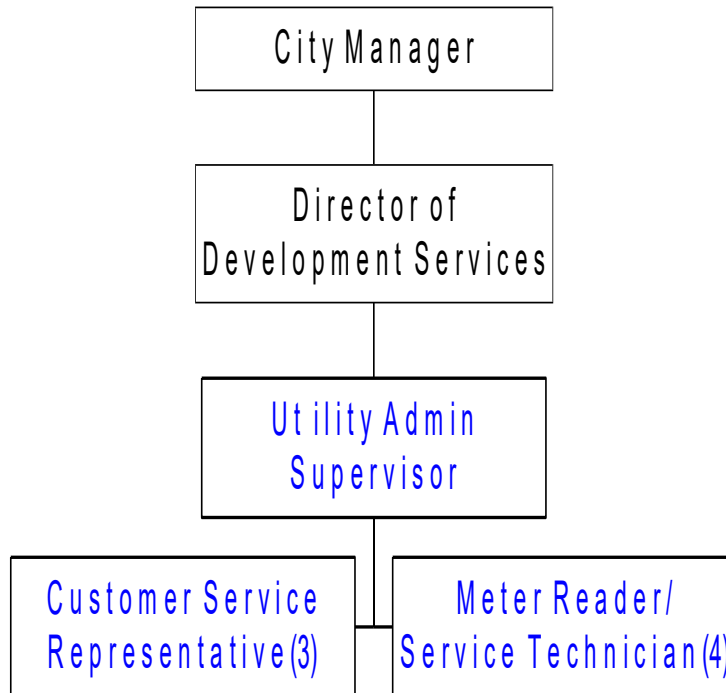
PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
# of Invoices Processed for All Public Works Departments	3,561	4,053	3,057	3,411
# of Purchase Order (PO) Requests Processed for All Public Works Departments	111	127	89	129
EFFICIENCIES				
Operating Cost per Invoice Processed	\$96	\$90	\$120	\$109
Operating Cost per PO Request Processed	\$3,078	\$2,865	\$4,121	\$2,872
EFFECTIVENESS				
% of Citizen Inquiries Responded to Favorably within 24 Hours	100.0%	100.0%	99.0%	100.0%

UTILITY ADMINISTRATION



Left to Right:

Brian Hendey (Meter Reader/Service Technician); Tiffany Rohrs (Customer Service Representative); Greg Higgins (Meter Reader/Service Technician); Edgardo Rodriguez (Supervisor); Lela Taylor (Customer Service Representative); Michele Adkins (Customer Service Representative);



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

8 Full Time Employees

UTILITY ADMINISTRATION

PROGRAM DESCRIPTION

The Utility Administration Department under the interim supervision of Development Services provides an interface for billing and collection between the City and Fathom Global Water for all City utility services. The department reviews for accuracy revenue associated with water, wastewater, solid waste and drainage accounts. The department processes locally generated account request and requests for additional services related to City utilities. The department preforms connects, disconnects, and utility service work orders, in cooperation with Fathom Global Water. The department provides customer counseling concerning conservation and water use recommendations.

MAJOR DEPARTMENT GOALS

- Review reports to ensure the timely and accurate billing and payment information provided by Fathom Global Water.
- Review reports provided by Fathom Global Water for accurate and timely monthly meter readings.
- Ensure prompt notification to customers regarding failure issues.
- Attract and retain quality employees.

ACHIEVEMENTS FOR FISCAL YEAR 2019

- Completed 98% 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.
- Identified and corrected discrepancies in City Ordinance related to Utility Administration Department for Senior Disc. Fees posted.
- Adding 2 Meter Technicians and 1 CSR to provide excellent customer services.
- Revised the Disconnect Notice verbiage.
- Acquired 2 new pick-up trucks for Meter Technicians.
- Worked with Fathom Global Water To revise the customer portal, thus ensuring prompt notification to customers regarding failure issues.

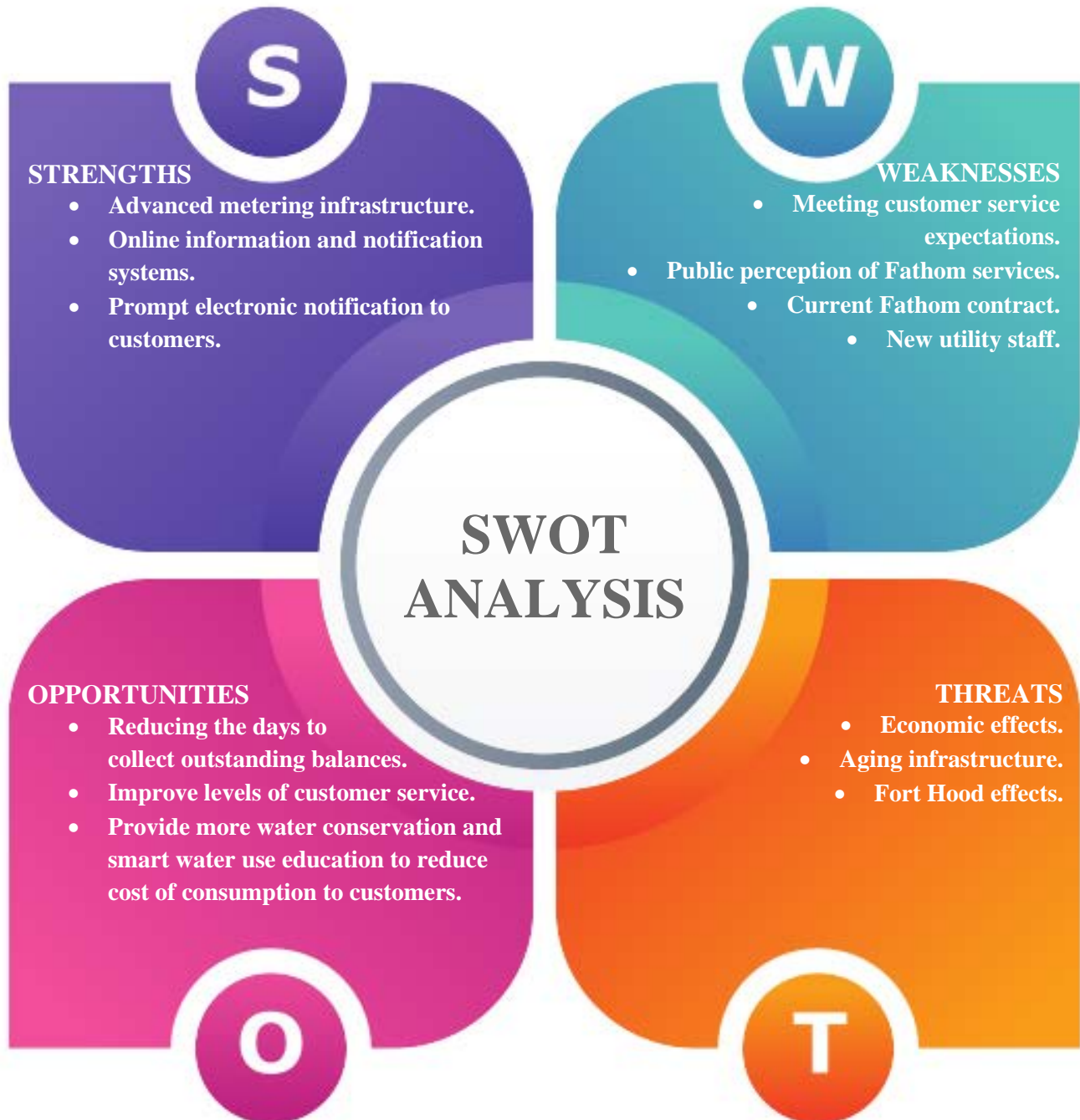
CONTINUING OBJECTIVES

- 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.
- Continue to provide excellent customer service.

GOALS FOR FISCAL YEAR 2020

- 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.
- Review current staffing levels to ensure adequate personnel is available to support the local utility office.
- Increase the number of disconnects and reconnects for Field Service Technicians per day.

UTILITY ADMINISTRATION SWOT ANALYSIS



EXPENDITURE SUMMARY

UTILITY ADMINISTRATION

02
8100

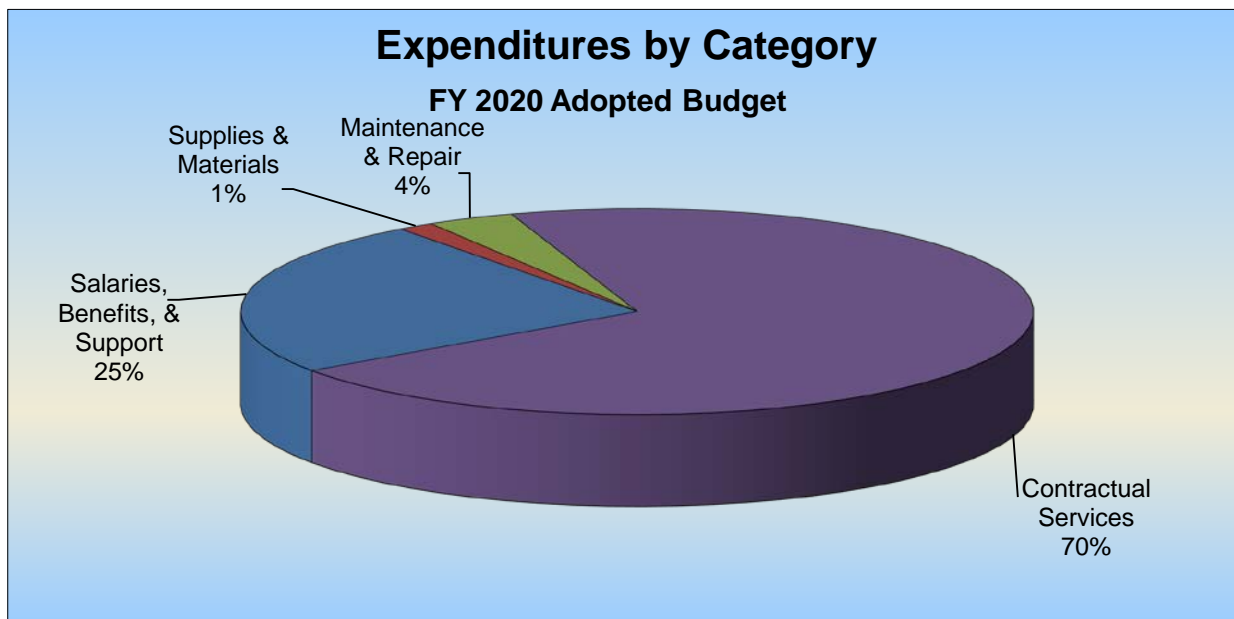
CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 179,387	\$ 214,418	\$ 256,394	\$ 315,622
Supplies & Materials	13,315	14,590	19,064	18,947
Maintenance & Repair	31,318	29,147	45,372	45,900
Contractual Services	771,346	749,094	824,206	906,344
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Advanced Meter Infrastructure	99,163	-	-	-
Total	\$ 1,094,529	\$ 1,007,249	\$ 1,145,036	\$ 1,286,813

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

Salaries, Benefits, & Support: Salary savings were realized in FY 2019 due to vacancies; Also includes a 1% COLA increase.

Contractual Services: Increase due to potentially being billed for excess calls through Fathom Utility Billing System.



UTILITY ADMINISTRATION**02-8100**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Supervisor - Utilities	1	1	1	1
Customer Service Representative	2	2	3	3
Meter Reader/Service Technician	2	2	4	4
DEPARTMENT TOTAL	5	5	8	8

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
# of Utility Customers	14,200	15,800	16,200	16,800
# of Meters Reads	182,000	195,000	200,000	202,000
# of Disconnects for Non-Payment	2,000	2,800	3,200	3,800
# of Payment Transactions	188,400	200,200	205,400	208,200
EFFICIENCIES				
# of Meter Reads per Month per Reader	7,583	8,125	8,800	9,200
# of Customers per Utility Customer Service Representative	4,733	5,267	5,800	6,200
# of Payment Transactions per Utility Customer Service Representative	62,800	66,733	51,350	52,050
EFFECTIVENESS				
Meter Reading Error Rate	0.4%	0.5%	2.7%	0.1%
% of Payments Received via Bank Draft / Credit Card	10%	25%	9.9%	10.0%
% of Payments Received Online	20%	30%	19.3%	24.0%

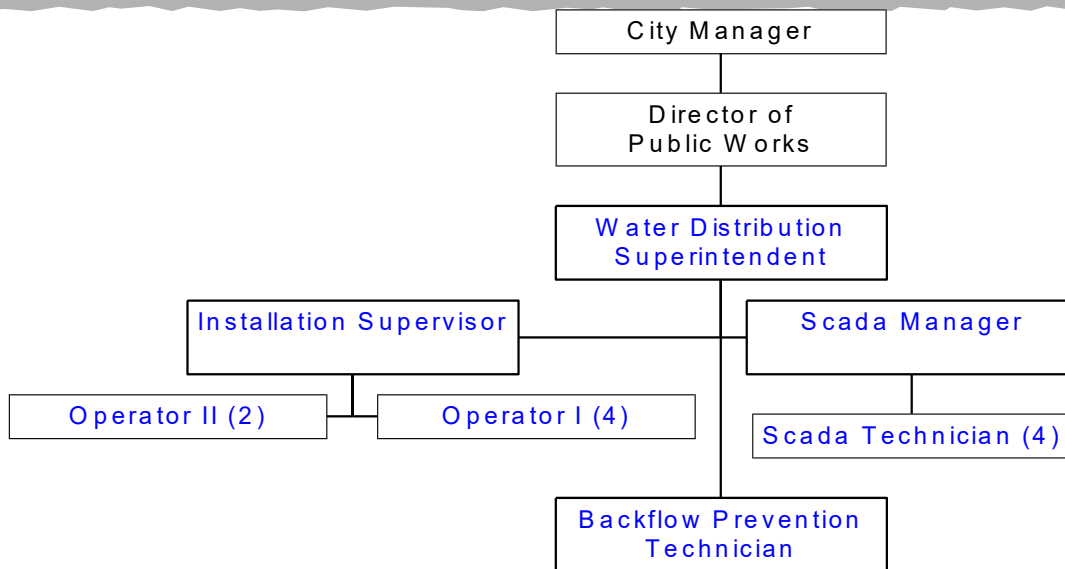
WATER DISTRIBUTION



Left to Right:

Front Row: Rick McMichael (SCADA Technician); Paul Reynolds (SCADA Technician); Corey Chambers (Superintendent); Jeff Leonard (Scada Manager).

Back Row: Stephen Schamberger (SCADA Technician); Tyler Combs (Operator I); Keith Fields (Installation Supervisor); Mark Untied (Operator II); Stephen Collins (Operator I); Josh Klenclo (Operator I); Greg Burran (Operator I).



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 operation 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 1,310 fire hydrants, 14,340 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 2019

- 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.
- Dunham Engineering completed a professional inspection of the .25 MG Ground Steel Storage Tank at Taylor Mt. to determine the condition and cost estimation to rehab tank.
- Advanced the design phase of the Rattlesnake Standpipe Storage Tank Replacement Project.
- Completed THM's & HAA's disinfectant by-products quarterly testing.
- Completed monthly bacteriological water sampling.
- Published the 2018 City of Copperas Cove Water Quality Report.
- Completed 459 work orders, repaired 32 water main breaks, 30 service line leaks, repaired 115 fire hydrants, replaced 75 curb stops, set 235 water meters for new construction, and replaced 93 water meters.
- Completed the TCEQ Lead/Copper Sampling Requirement in June 2019.
- Completed the Oakhill Water Improvement Project in July 2019.
- Advanced the engineering design phase of the Killeen 20" Transmission Line Relocation Project.
- Updated the Water Conservation/Drought Contingency Plan as required by TCEQ every 5 years.
- Completed the 2018 TWDB Water Use Survey & Water Loss Audit.

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 by the most practical and efficient manner 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.
- Continue to provide inspection support for new development and to provide project support for system related Capital Improvement Projects.

GOALS FOR FISCAL YEAR 2020

- Publish the 2019 Water Quality Report on schedule.
- Continue to provide excellent services.
- Advance the Rattlesnake Tank Replacement Project.
- Advance the SW Water Improvement Project-Phase II & III.

- Complete the South Meadows Water Improvement Project.
- Complete the 2019 TWDB Water Use Survey & Water Loss Audit.
- Complete the SCADA Replacement project.

WATER DISTRIBUTION SWOT ANALYSIS



WATER DISTRIBUTION

**02
8200**

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 487,342	\$ 607,184	\$ 598,489	\$ 676,185
Supplies & Materials	157,026	134,650	125,387	133,011
Maintenance & Repair	122,442	125,501	119,431	176,749
Contractual Services	476,210	466,619	462,958	473,325
Designated Expenses	53,821	47,010	49,143	46,920
Capital Outlay & Improvements	18,175	-	19,750	250,000
West Business 190 Waterline Extension	-	-	-	-
Total	\$ 1,315,016	\$ 1,380,964	\$ 1,375,158	\$ 1,756,190

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

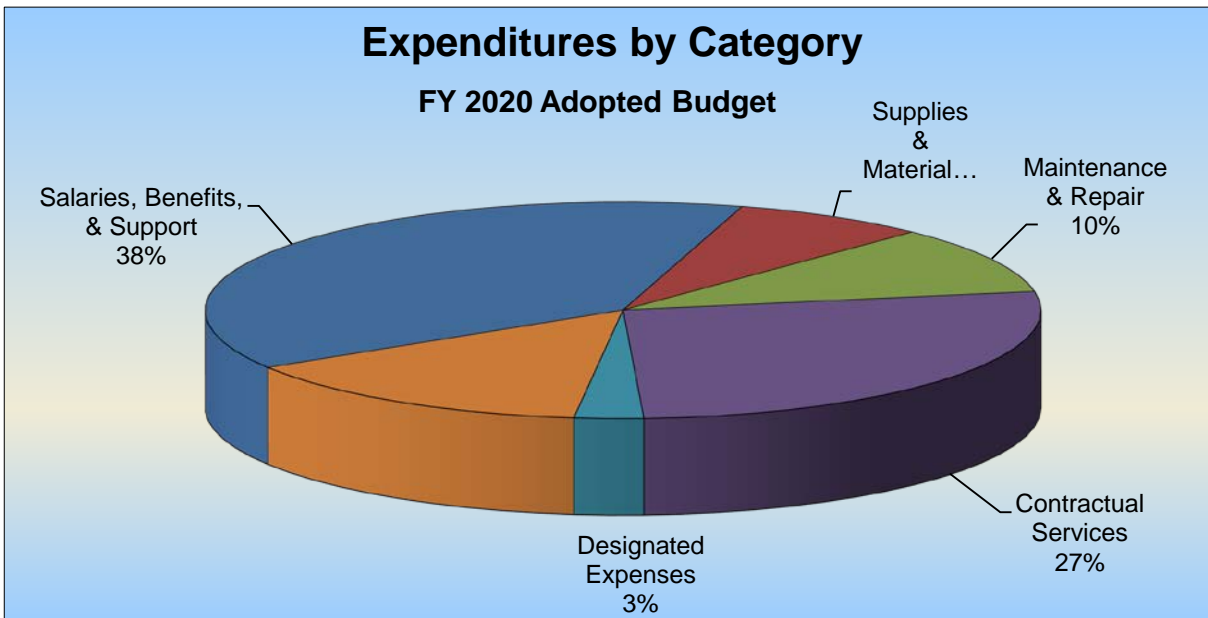
Increases:

Salaries, Benefits, & Support: Salary savings were realized in FY 2019 due to employees' insurance choices; Includes a 1% COLA increase.

Maintenance & Repair: FY 2019 includes funding to repair/replace water pump stations.

Supplies & Materials: Includes additional water meters and \$6,000 for a portable water analyzer.

Capital Outlay & Improvements: FY 2019 amount is funding for South Meadows Water Improvements project.



WATER DISTRIBUTION**02-8200**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Superintendent Water Distribution	1	1	1	1
Supervisor Installation	1	1	1	1
SCADA Manager	1	1	1	1
SCADA Technician	3	3	4	4
Operator II Water Distribution	2	3	2	2
Operator I Water Distribution	4	4	4	4
Backflow Prevention Technician	0	0	0	1
DEPARTMENT TOTAL	12	13	13	14

Note: FY 2019-20 Adopted Budget includes funding of a Backflow Prevention Technician position.

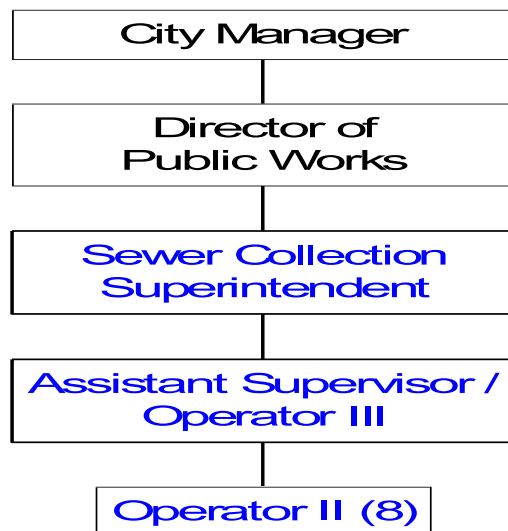
PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
# of Water Meters Installed for New Construction	150	200	235	250
Water Lines Maintained (in miles)	226	229	227	230
# of Service Lines Repaired	28	50	30	30
# of Water Mains Repaired	30	30	32	30
# of Fire Hydrants Repaired	137	30	115	120
Water Storage Capacity (gallons)	8.18 mg	8.48 mg	8.48 mg	8.48 mg
Replacements of Water Meters	130	100	93	90
Water Meters Tested for Accuracy	21	25	30	25
Curb Stops Replacements	75	100	114	115
Bacteriological Water Sampling	508	525	525	525
Chlorine Residual Monitoring	850	850	850	850
Monochloramines, Free Ammonia, Nitrite & Nitrate Sampling	890	950	885	890
Pumps Rebuilt / Replaced	1	2	2	2
New Pumps	0	0	0	3
Pump Motors Rebuilt / Replaced	1	2	2	2
New Pump Motors	0	0	0	3
Rehab / Replaced Water Storage Tanks	0	1	1	0
New Water Storage Tank	0	0	1	1
Inspection / Cleaning Water Storage Tanks	14	15	14	15
EFFICIENCIES				
Operating Cost per Mile of Water Lines	\$5,819	\$6,030	\$6,058	\$7,636
Maintain Chlorine Residual Required by TCEQ	\$35,000	\$39,400	\$38,500	\$39,000
Maintenance Cost for Pumps & Motors	\$20,000	\$27,500	\$23,000	\$23,500
Maintenance Cost for Storage Tanks	\$24,000	\$30,500	\$28,500	\$30,000
EFFECTIVENESS				
% of Unaccounted Water Loss	18.0%	20.0%	15.0%	10.0%
# of Bacteriological Water Sample Positives	1	0	1	0

SEWER COLLECTION



Left to Right:

Dennis Courtney (Superintendent); Buddy Marsh (Operator II); Jimmy Riria (Operator II); Tristen Marez (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.

10 Full Time Employees

SEWER COLLECTION

PROGRAM DESCRIPTION

The Sewer Collection Department maintains and repairs (as needed) approximately 386 miles of various size wastewater main and lateral lines, approximately 3,175 manholes and cleanouts and 15 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 the City sewer main network utilizing a 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.
- Institute a manhole replacement/rehabilitation CIP program.
- Reduce the frequency of wastewater overflows caused by grease blockages by performing preventive maintenance throughout the city by flushing the troubled areas regularly.

ACHIEVEMENTS FOR FISCAL YEAR 2019

- Inspected installation of sewer lines and manholes at Creek Side Hills Phase II subdivision.
- Concreted and adjusted to street level 14 manholes throughout the City for better commute.
- Added approximately 1.5 of 6" additional miles of sewer line at Creek Side Hills Phase II.
- Added approximately 0.5 of 10" at Creek Side Hills Phase II.
- Inspected installation of sewer lines and manholes at Liberty Star Phase II subdivision.
- Cleaned approximately 3,500 sewer manholes throughout the city.
- Cleaned approximately 1,700,000 linear feet of city sewer main.
- Cleaned approximately 320 miles of sewer line throughout the city.
- Trained two new employees to obtain CDL class B successfully.
- Operator Casey Jewell obtained his Class III wastewater collection license.
- Installation of fiber glass completed at technology center/Council chambers.
- Installation of dialers completed.
- Installation of new control panels.
- Added a new lift station to the system; Creek Side Hills lift station is online.
- Purchased a new TV Van sewer inspection system.
- Installation of yard lights at three lift stations.

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 2020

- Replace approximately 4,000 feet of 18' clay sewer line with 24' PVC sewer line at City Park Sewer Phase II.
- Start TV inspection of City sewer system throughout the city.
- Replace three additional control panels.
- Continue to collaborate with Building Department by inspecting new sewer installation.

SEWER COLLECTION SWOT ANALYSIS



SEWER COLLECTION

02
8300

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 326,223	\$ 364,415	\$ 349,803	\$ 481,346
Supplies & Materials	33,487	35,496	37,346	36,015
Maintenance & Repair	72,625	98,100	96,789	156,447
Contractual Services	29,051	33,904	35,238	39,465
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	10,850	86,000	84,000	54,000
Total	\$ 472,236	\$ 617,915	\$ 603,176	\$ 767,273

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

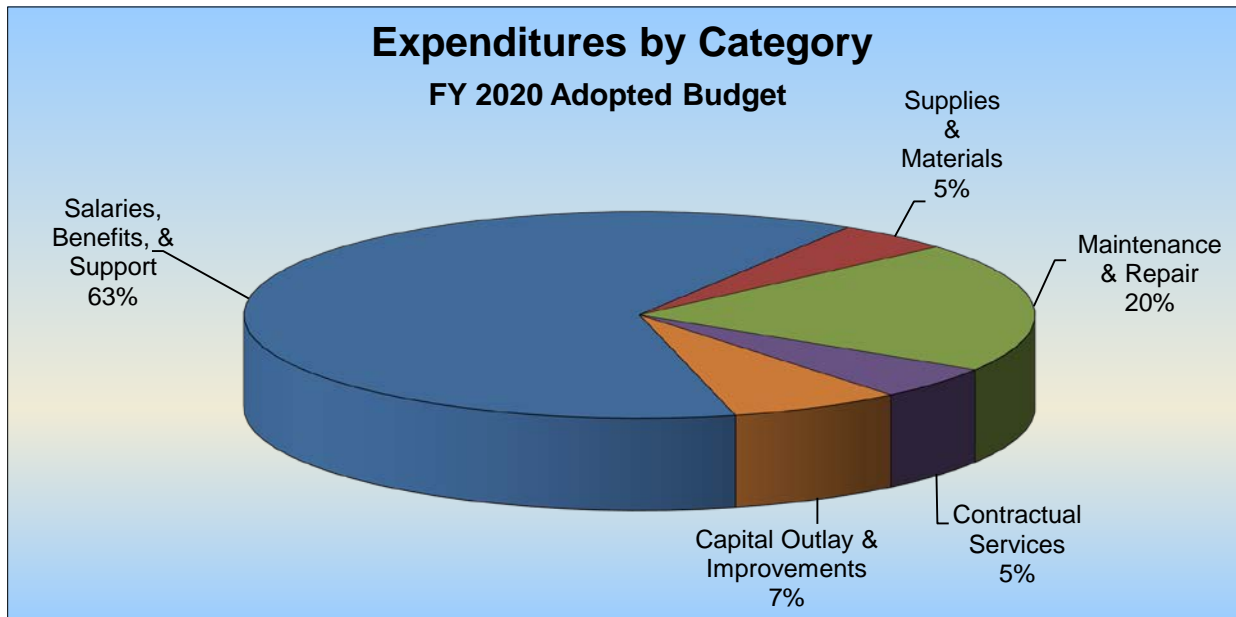
Salaries, Benefits, & Support: Additional Sewer Operator is authorized for FY 2020; Also includes a 1% COLA increase and incentive pay for employees acquiring sewer and commercial driver's licenses.

Maintenance & Repair: FY 2019 includes funding to replace sewer pumps.

Contractual Services: Increase includes additional training for department and uniform rental for new Sewer Operator.

Decreases:

Capital Outlay & Improvements: Reduction for control panels purchased in FY 2019; additional panels to be purchased in FY 2020.



SEWER COLLECTION**02-8300**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Superintendent - Sewer Collection	1	1	1	1
Assistant Supervisor/Operator III Sewer Collection	1	1	1	1
Operator Sewer	6	6	6	8
DEPARTMENT TOTAL	8	8	8	10

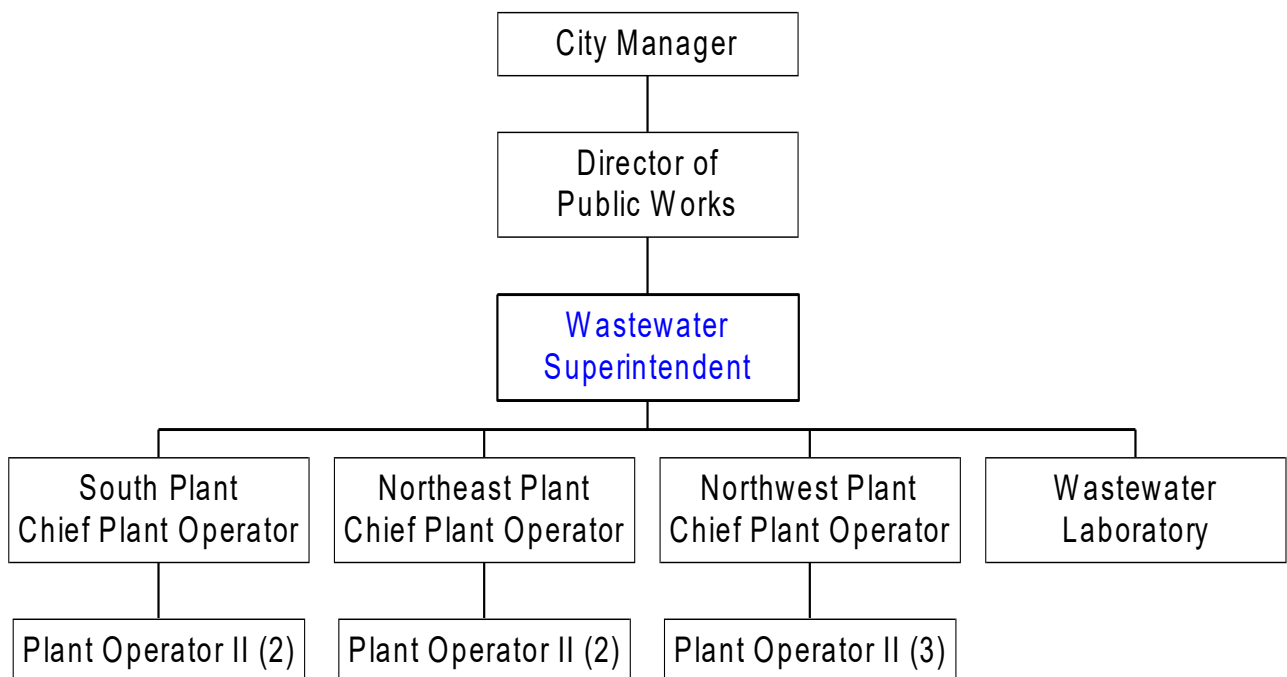
Note: FY 2019-20 Adopted Budget includes funding of two (2) Sewer Operator positions.

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
Sewer Lines Maintained (in miles)	386	425	320	420
# of Lift Stations	15	15	15	15
Sewer Lines Cleaned (in linear feet)	1,100,000	2,000,000	1,700,000	2,000,000
Manholes Cleaned / Inspected	2,700	3,800	3,500	3,700
Sewer Line Stoppages Cleared	23	25	30	25
EFFICIENCIES				
Maintenance Cost per Mile of Sewer Lines	\$1,223	\$1,454	\$1,885	\$1,827
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 all laws, rules, and permit requirements of EPA and TCEQ.

ACHIEVEMENTS FOR FISCAL YEAR 2019

- Managed the City's three wastewater treatment facilities in accordance with Federal and State permit requirements.
- Ensured laboratory tests were completed with superior results.
- Ensured required State certifications were obtained and maintained as a result of consistently training plant operators.
- Oversaw the completion of all preventative maintenance of electrical controls, mechanical devices, and pumps and motors.
- All Operators are trained in pH and Dissolved Oxygen (D.O.) lab testing.
- Assisted public works in creation of council agenda items.
- Added new improvement projects to the City's Capital Improvement Plan.
- Responded to numerous call-outs during emergency/alarm conditions related to weather and mechanical failures.
- Completed the South Plant Skimmer Pipe Project.
- Began design phase of Northeast Wastewater Treatment U.V. Upgrade and Sequencing Batch Reactor Door.
- Performed many duties for other City Departments and Committees.
- Oversaw the budget process for each of the Wastewater Departments.

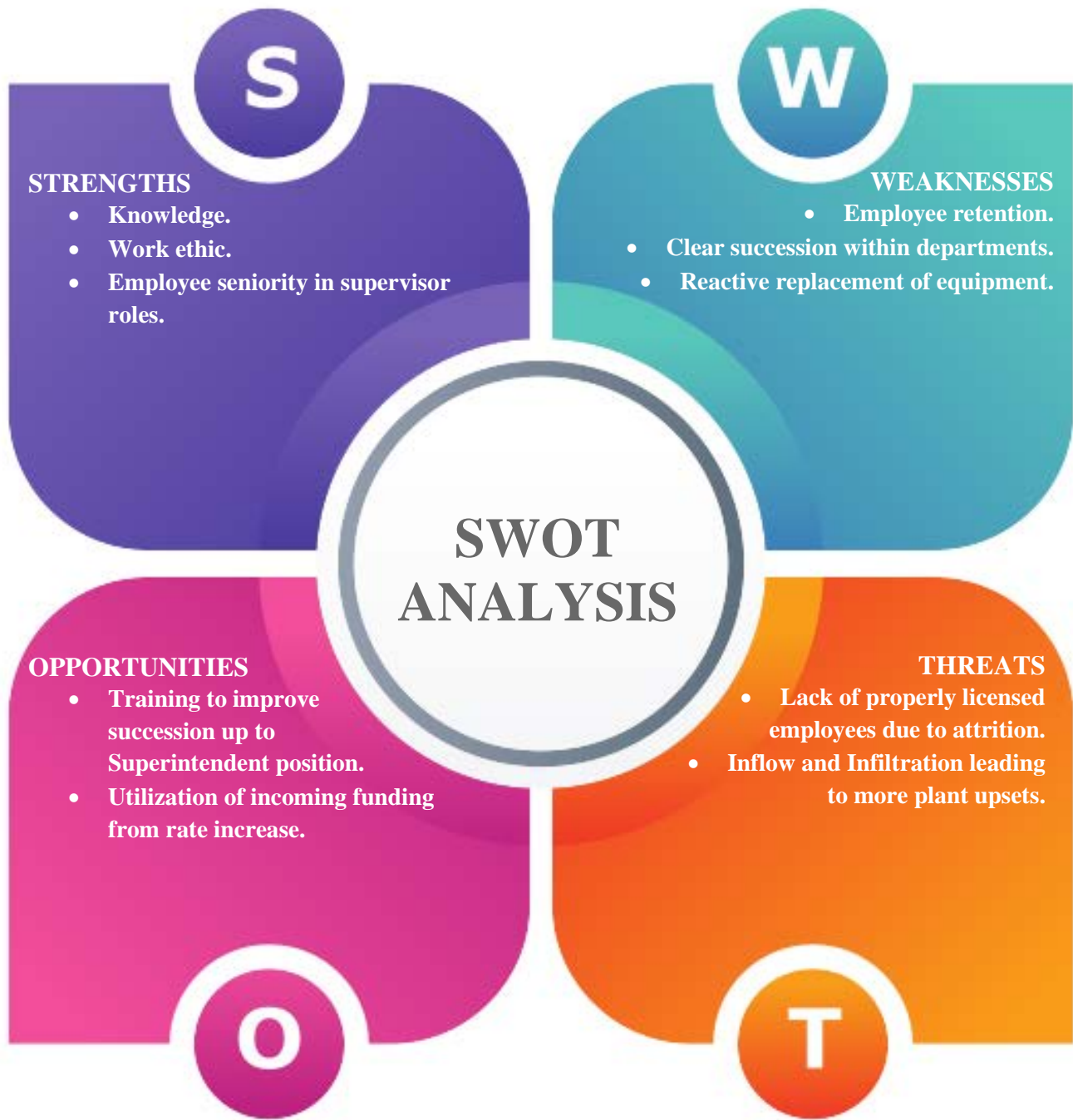
CONTINUING OBJECTIVES

- Reduce operational costs through effective and efficient operational techniques.
- Ensure that existing facilities and equipment are thoroughly maintained.
- Ensure the continuance of operator training to maintain State requirements and employee professionalism.
- Continue operations to meet all permit requirements contained within EPA and TCEQ operational permits.
- Identify ways to reduce operational costs at wastewater plants.

GOALS FOR FISCAL YEAR 2020

- Perform Annual Comprehensive Compliance Inspections for Storm water.
- Work with BCWCID to ensure land application process is efficient.
- Complete Northeast U.V. Upgrade.
- Utilize new funding for electrical component and pump replacement.
- Begin and complete South Plant Aeration Rehabilitation.

WASTEWATER TREATMENT SWOT ANALYSIS



EXPENDITURE SUMMARY

WASTEWATER TREATMENT

02
8400

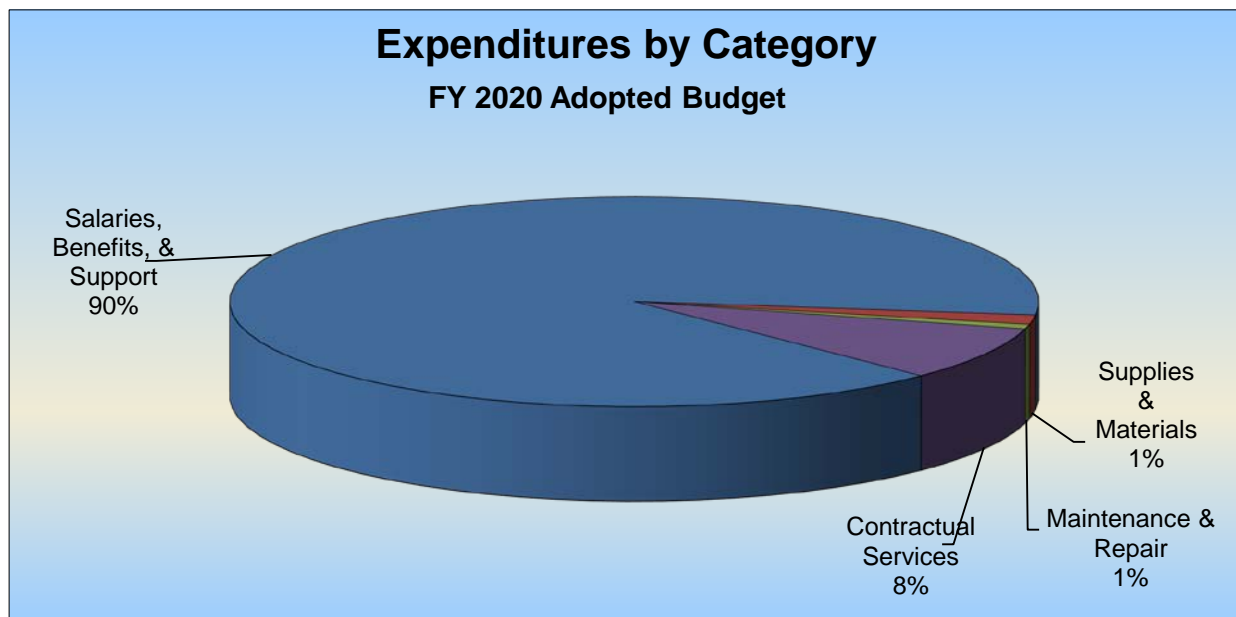
CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 70,522	\$ 70,660	\$ 65,045	\$ 74,578
Supplies & Materials	667	1,545	2,321	1,205
Maintenance & Repair	233	600	386	600
Contractual Services	80,481	3,484	2,484	6,894
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 151,903	\$ 76,289	\$ 70,236	\$ 83,277

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

Salaries & Benefits: Includes a 1% COLA increase and incentive pay for Superintendent acquiring wastewater and commercial driver's licenses.

Contractual Services: Increase in Professional Development training, allowing for Superintendent to attend the Certified Public Manager's Course (CPM).



WASTEWATER TREATMENT**02-8400**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Wastewater Superintendent	1	1	1	1
DEPARTMENT TOTAL	1	1	1	1

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
<i>OUTPUTS</i>				
Gallons of Actual Wastewater Treated per Day - All Plants (million)	2.87	2.95	4.12	3.58
Gallons of Actual Wastewater Treated Annually - All Plants (million)	1,048	1,077	1,504	1,307
<i>EFFICIENCIES</i>				
Total Wastewater Operating Cost per Million Gallons of Actual Wastewater Treated	\$1,062	\$1,229	\$918	\$1,081.97
<i>EFFECTIVENESS</i>				
In Full Compliance with all State and Federal Regulations (# of Minor Excursions) - All Plants	8	Yes	12	Yes

WASTEWATER SOUTH PLANT



Left to Right:

Mark Summerlin (Plant Operator II); Chad Cullar (Chief Plant Operator); Rob Camac (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.

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 2019

- Ensured all employees' certificates are up to date.
- One employee received "B" Operators License and moved into Chief Plant Operator Role.
- Reduced overall budget costs for department.
- Responded to numerous call outs during emergency/alarm conditions related to weather and mechanical failures.
- Limited plant permit excursions to unavoidable rain events produced by Inflow and Infiltration of collection system.
- Completed the South Plant Skimmer Pipe Project.
- Assisted during the budget process with Wastewater Superintendent.
- Replaced headworks screen due to emergency failure.

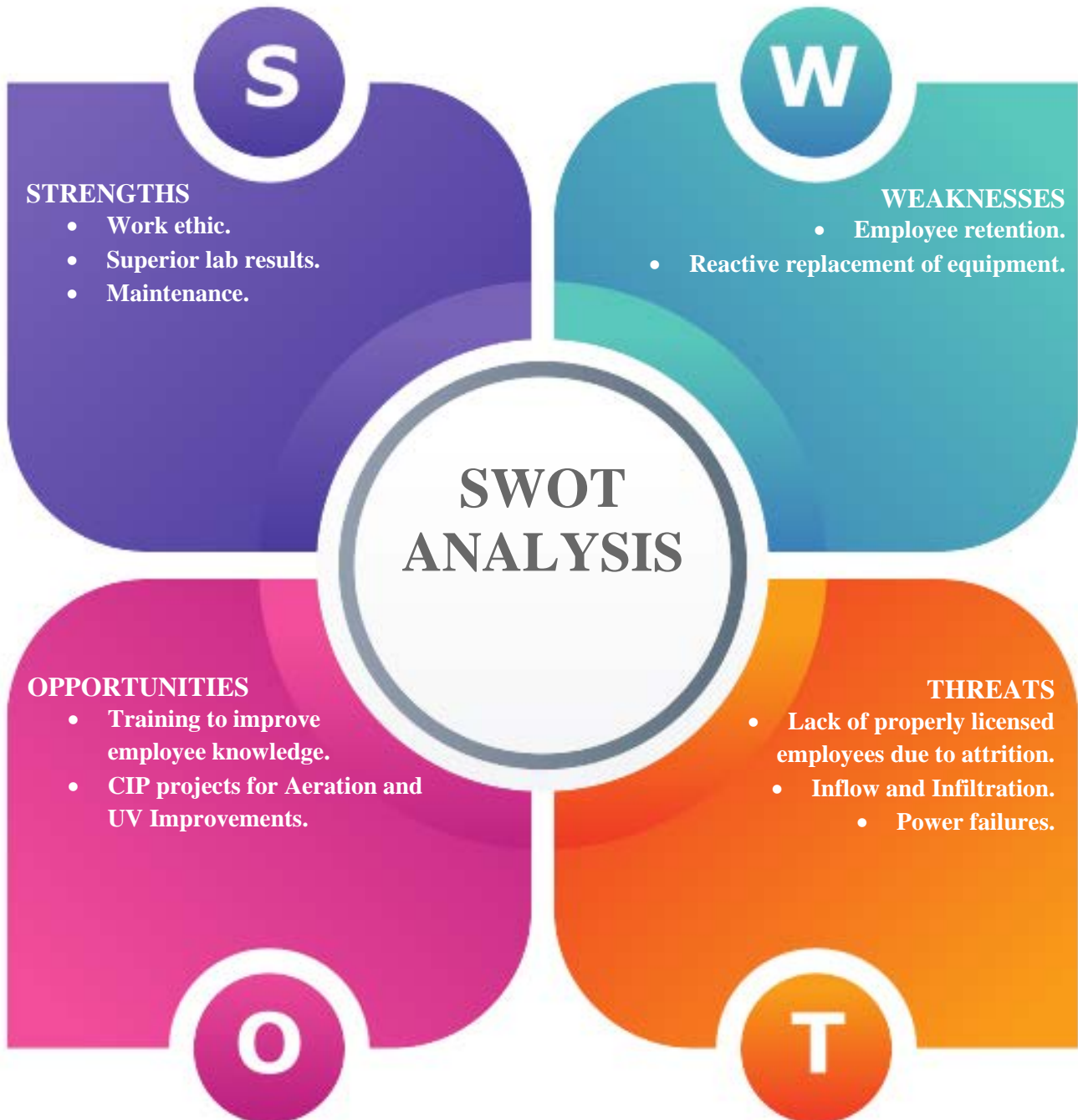
CONTINUING OBJECTIVES

- 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 2020

- Maintain zero permit violations.
- Begin and complete South Plant Aeration Rehabilitation.
- Begin and complete South Plant Thickner Blower replacement project.
- Replace flow meter at lift station with on hand replacement Hydro Ranger.
- Replace influent flow meter transducer.

WASTEWATER SOUTH PLANT SWOT ANALYSIS



EXPENDITURE SUMMARY

WASTEWATER SOUTH PLANT

02
8402

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 91,956	\$ 153,229	\$ 135,538	\$ 158,862
Supplies & Materials	9,031	14,034	14,476	15,824
Maintenance & Repair	8,646	67,840	68,483	112,245
Contractual Services	76,650	85,051	80,274	76,428
Designated Expenses	26,380	25,833	21,022	24,145
Capital Outlay & Improvements	-	-	85,000	-
Total	\$ 212,663	\$ 345,987	\$ 404,793	\$ 387,504

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

Salaries, Benefits, & Support: Salary savings were realized in FY 2019 due to vacancy; FY 2020 includes a full year funding for the Chief Plant Operator position; Also includes a 1% COLA increase and incentive pay for employees acquiring wastewater and commercial driver's licenses.

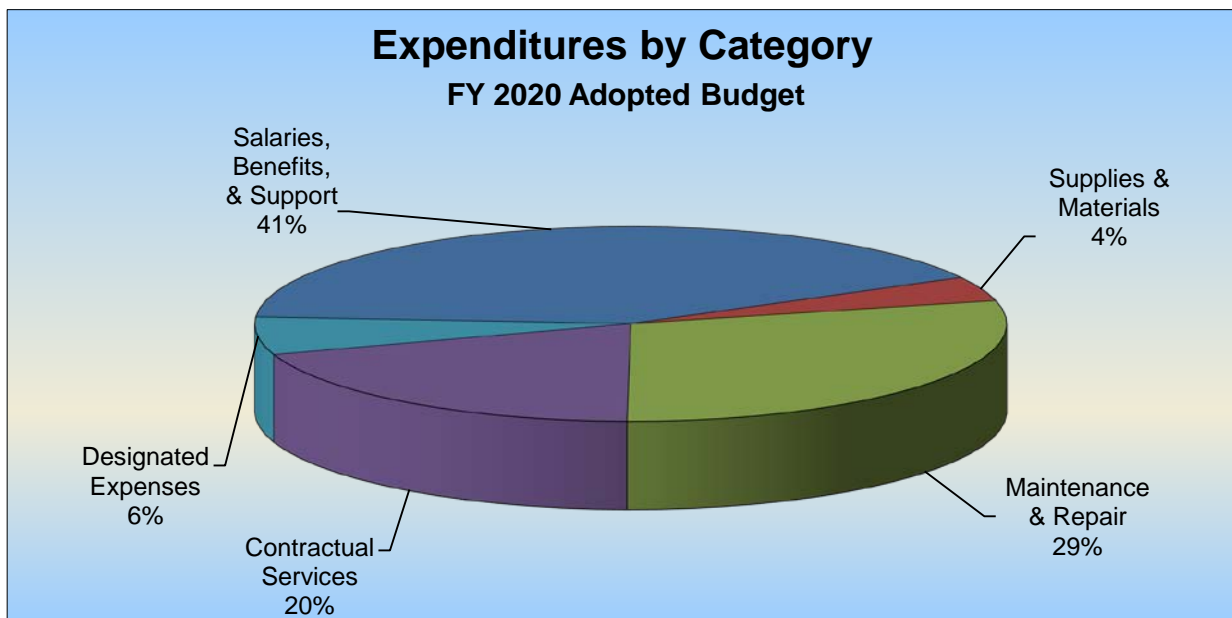
Maintenance & Repair: FY 2019 includes funding to replace control panels.

Decreases:

Capital Outlay & Improvements: FY 2019 Year End Projection is for the replacement of the Influent Screen at the South Plant.

As required by Local Government Code, Section 140.0045.:

(a) FY 2019 Year to date Expenditures for notices required by law to be published in the newspaper total \$938.



WASTEWATER SOUTH PLANT**02-8402**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Chief Plant Operator Wastewater	0	1	1	1
Operator Wastewater	2	2	2	2
DEPARTMENT TOTAL	2	3	3	3

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
Gallons of Actual Wastewater Treated per Day (million)	0.55	0.60	0.92	0.85
Gallons of Actual Wastewater Treated Annually (million)	201	219	336	310
EFFICIENCIES				
Operating Cost per Million Gallons of Actual Wastewater Treated	\$1,059	\$1,580	\$1,205	\$1,249.01
EFFECTIVENESS				
In Full Compliance with all State and Federal Regulations (# of Minor Excursions)	5	Yes	4	Yes

WASTEWATER NORTHEAST PLANT



Left to Right:

James Malone (Chief Plant Operator); David Compton (Plant Operator II); Ryan Stout (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.

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 2019

- Maintained TCEQ Municipal Separate Storm Sewer System (MS4) permit requirements, and collected storm water samples as rainfall permitted.
- Supplied the Golf Course with Effluent Reuse Water for Golf Course irrigation.
- Identified work needed to facilitate repairs of plant equipment.
- Trained operators to ensure required State certifications were obtained and maintained.
- Replaced SBR Basin 3 Effluent Valve.
- Replaced waste pump to #3 SBR Basin.
- Replaced pressure transducer for SBR Basin #2 and Basin #3.
- Installed replacement backflow prevention valve and butterfly valve for Blower #2.
- Assisted during the budget process with Wastewater Superintendent.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2020

- Complete U.V. Improvement and SBR Door Replacement Project.
- Identify and plan for future equipment and facility repairs and coordinate large improvements into Capital Improvement Plans.
- Replace Thickener #1 wasting valve to wet well.
- Perform needed maintenance and rehabilitation of Belt Press.
- Have zero minor excursions.

WASTEWATER NORTHEAST PLANT SWOT ANALYSIS



WASTEWATER - NORTHEAST PLANT

02
8403

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 112,008	\$ 142,916	\$ 145,595	\$ 150,793
Supplies & Materials	12,984	15,520	13,629	16,644
Maintenance & Repair	23,150	70,740	175,570	71,050
Contractual Services	163,648	163,946	156,374	158,070
Designated Expenses	26,130	27,915	23,009	25,996
Capital Outlay & Improvements	-	-	-	-
Total	\$ 337,920	\$ 421,037	\$ 514,177	\$ 422,553

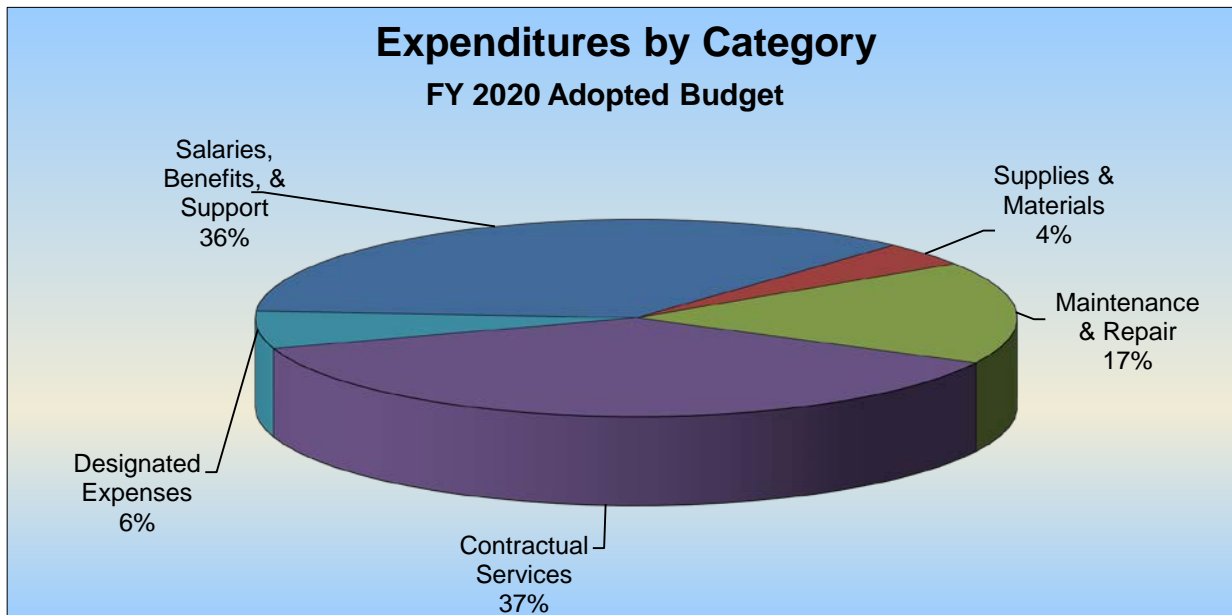
HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Decreases:

Maintenance & Repair: In FY 2019, a basin valve was replaced (\$78,240); Also included funding to replace two pumps (\$37,980).

As required by Local Government Code, Section 140.0045.:

(a) FY 2019 Year to date Expenditures for notices required by law to be published in the newspaper total \$938.



WASTEWATER - NORTHEAST PLANT**02-8403**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Chief Plant Operator Wastewater	1	1	1	1
Operator Wastewater	2	2	2	2
DEPARTMENT TOTAL	3	3	3	3

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
<i>OUTPUTS</i>				
Gallons of Actual Wastewater Treated per Day (million)	0.82	0.85	1.10	0.93
Gallons of Actual Wastewater Treated Annually (million)	299	310	402	339
<i>EFFICIENCIES</i>				
Operating Cost per Million Gallons of Actual Wastewater Treated	\$1,129	\$1,357	\$1,281	\$1,245
<i>EFFECTIVENESS</i>				
In Full Compliance with all State and Federal Regulations (# of Minor Excursions)	-	Yes	2	Yes

WASTEWATER NORTHWEST PLANT



Left to Right:

Thomas Brooks (Chief Plant Operator II); Jay Meno (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.

4 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 2019

- Limited plant permit violations to 1 due to unavoidable rain event.
- Conducted consistent laboratory testing well beyond TCEQ permit requirements.
- Ensured all employees' certifications were up to date.
- Responded to numerous call-outs during emergency/alarm conditions related to weather and mechanical failures.
- Passed all 48-hour bio-monitoring toxicity tests.
- One employee received "B" Operators License and moved into Chief Plant Operator Role.
- Assisted during the budget process with Wastewater Superintendent.

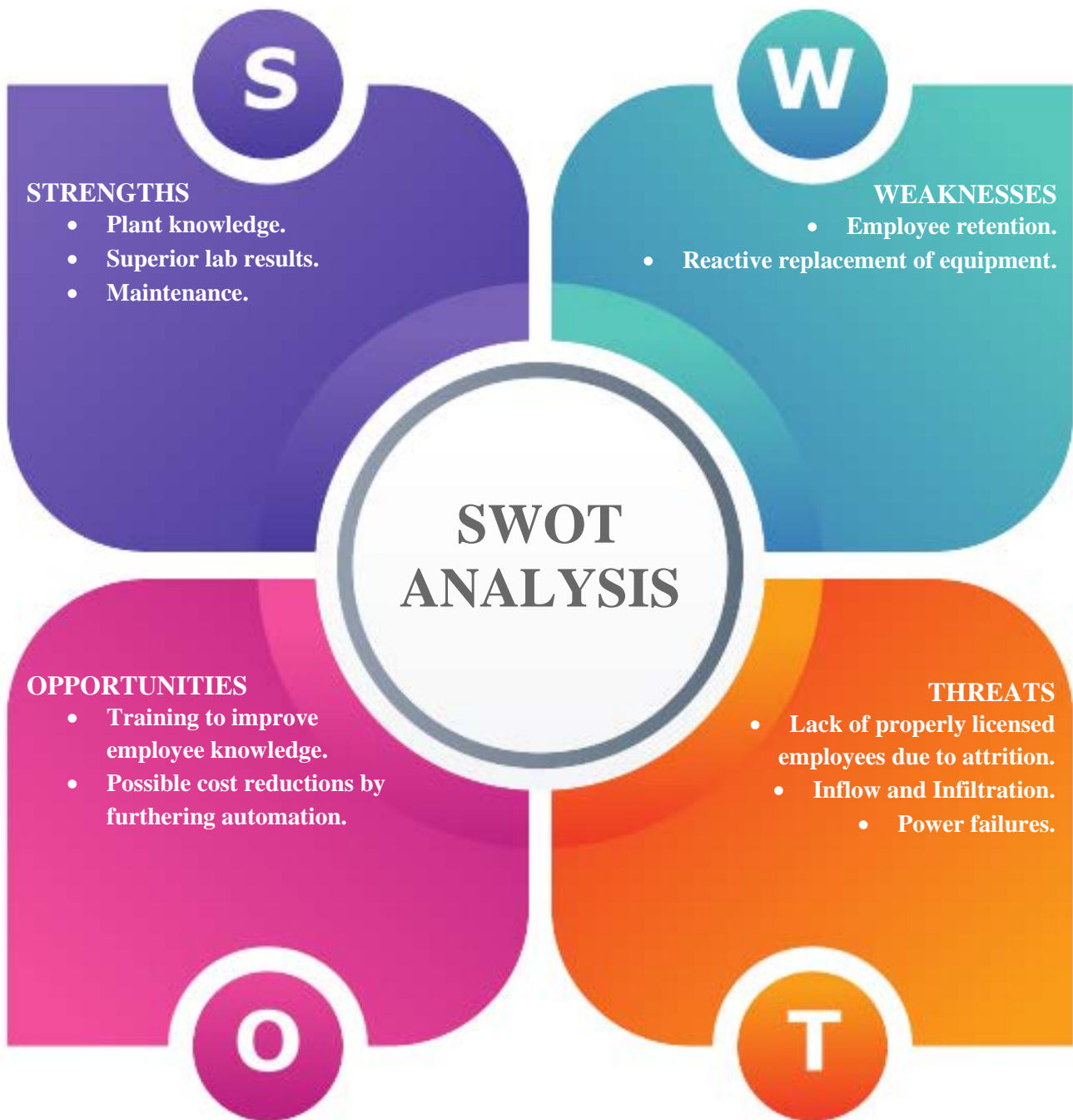
CONTINUING OBJECTIVES

- 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 2020

- Maintain compliance with plant permit requirements without violations.
- 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.
 - Improve drain system for ground water.
- Utilize funding from rate increase to hire floating plant operator.
- Utilize funding from rate increase to replace existing lift station pumps.

WASTEWATER NORTHWEST PLANT SWOT ANALYSIS



WASTEWATER - NORTHWEST PLANT

02
8404

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 159,134	\$ 153,475	\$ 126,516	\$ 185,037
Supplies & Materials	13,654	14,240	17,243	16,517
Maintenance & Repair	20,484	52,338	43,233	108,458
Contractual Services	183,263	224,121	173,425	175,485
Designated Expenses	33,877	35,615	31,189	34,979
Capital Outlay & Improvements	-	-	-	-
Total	\$ 410,412	\$ 479,789	\$ 391,606	\$ 520,476

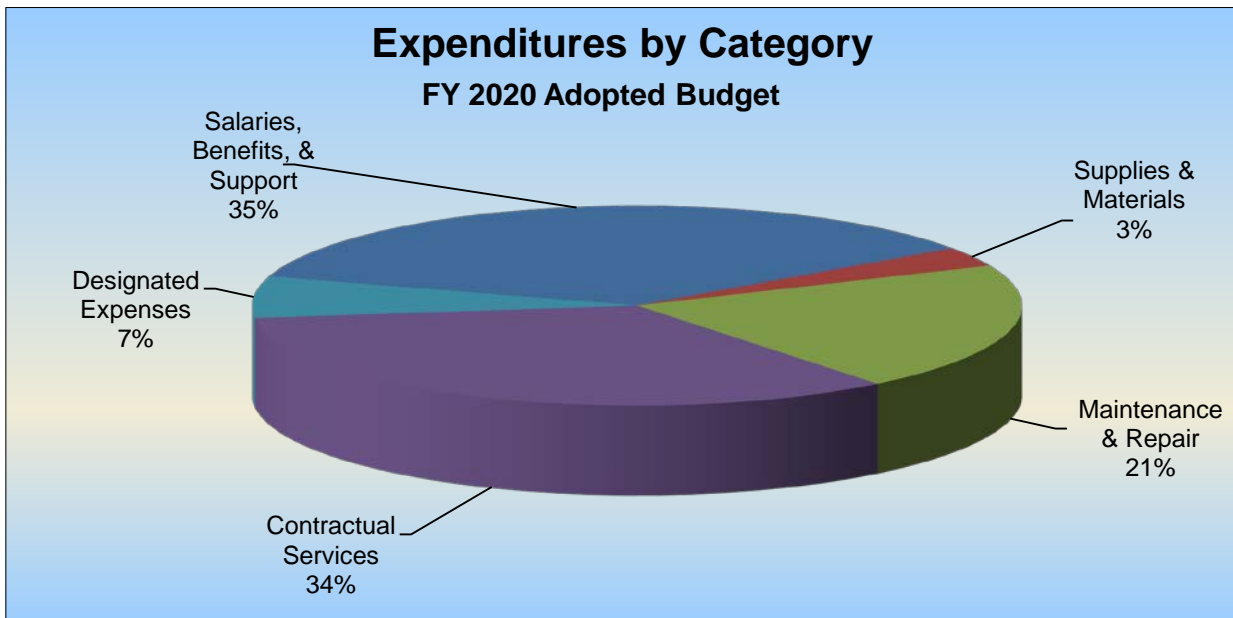
HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

Salaries, Benefits, & Support: Salary savings were realized in FY 2019 due to vacancy; Also includes a 1% COLA increase and incentive pay for employees acquiring wastewater and commercial driver's licenses.
 Maintenance & Repair: FY 2019 includes funding to replace two (2) pumps.

As required by Local Government Code, Section 140.0045.:

(a) FY 2019 Year to date Expenditures for notices required by law to be published in the newspaper total \$911.



STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Chief Plant Operator Wastewater	1	1	1	1
Operator Wastewater	2	2	2	3
DEPARTMENT TOTAL	3	3	3	4

Note: FY 2019-20 Adopted Budget includes funding of an Operator position.

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
Gallons of Actual Wastewater Treated per Day (million)	1.50	1.50	2.1	1.8
Gallons of Actual Wastewater Treated Annually (million)	548	548	767	657
EFFICIENCIES				
Operating Cost per Million Gallons of Actual Wastewater Treated	\$750	\$876	\$511	\$792
EFFECTIVENESS				
In Full Compliance with all State and Federal Regulations (# of Minor Excursions)	2	Yes	1	Yes

WASTEWATER LABORATORY



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

MAJOR DEPARTMENT GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2019

- 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.
- Performed plant permit renewal lab testing.

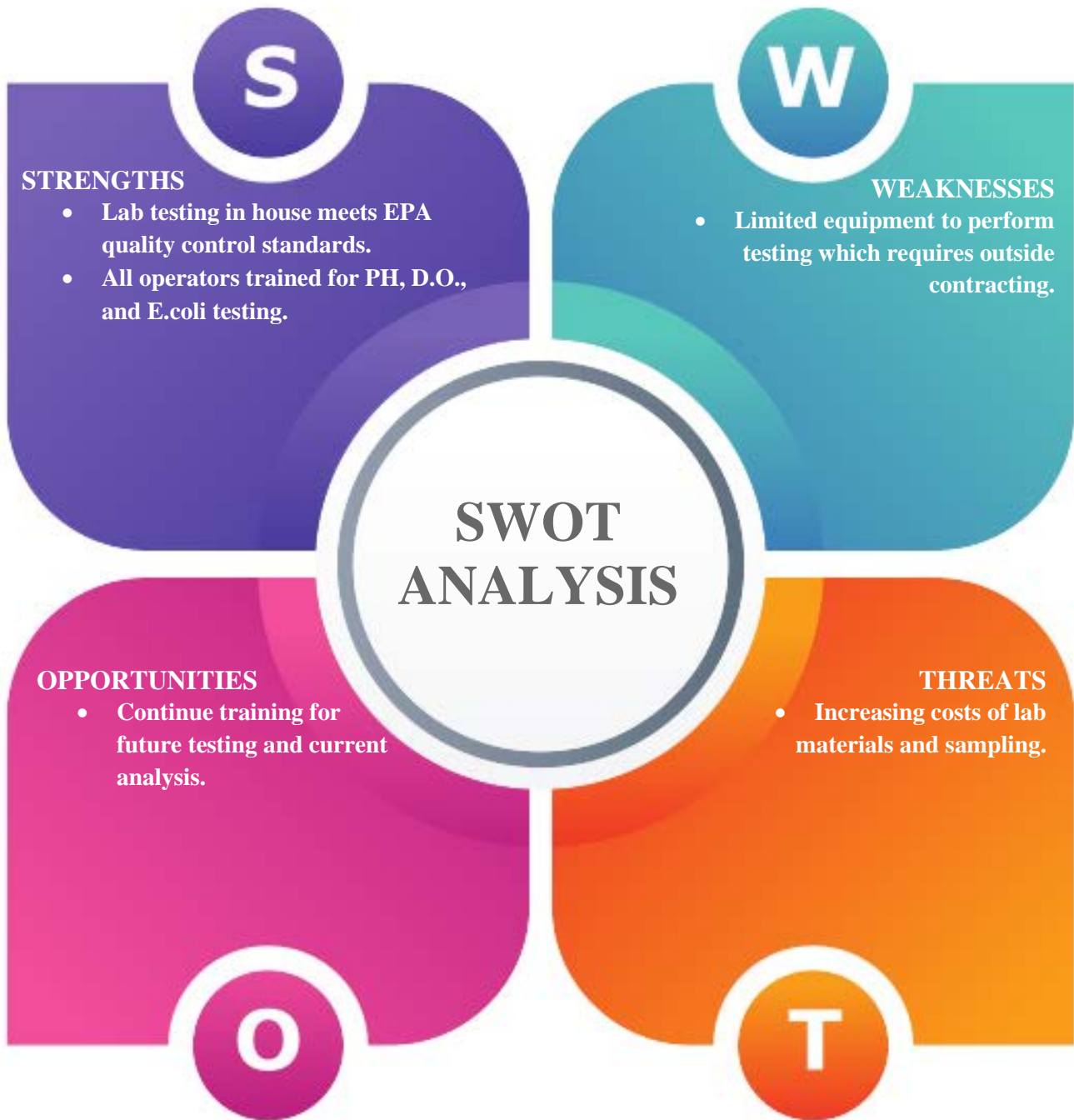
CONTINUING OBJECTIVES

- Reduce operational costs through effective and efficient operational techniques.
- Thoroughly maintain existing facilities and equipment.
- Continue operator training to maintain State requirements and employee professionalism.
- Continue operations to meet all permit requirements contained within EPA and TCEQ operational permits.
- Cross-train CPOs and operators among all three Wastewater Treatment Plants.
- Maintain a positive working relationship with BCWCID #1 as services provided to the City increase.

GOALS FOR FISCAL YEAR 2020

- 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.
- Research competitive pricing from related labs for some lab tests.

WASTEWATER LABORATORY SWOT ANALYSIS



WASTEWATER - LABORATORY

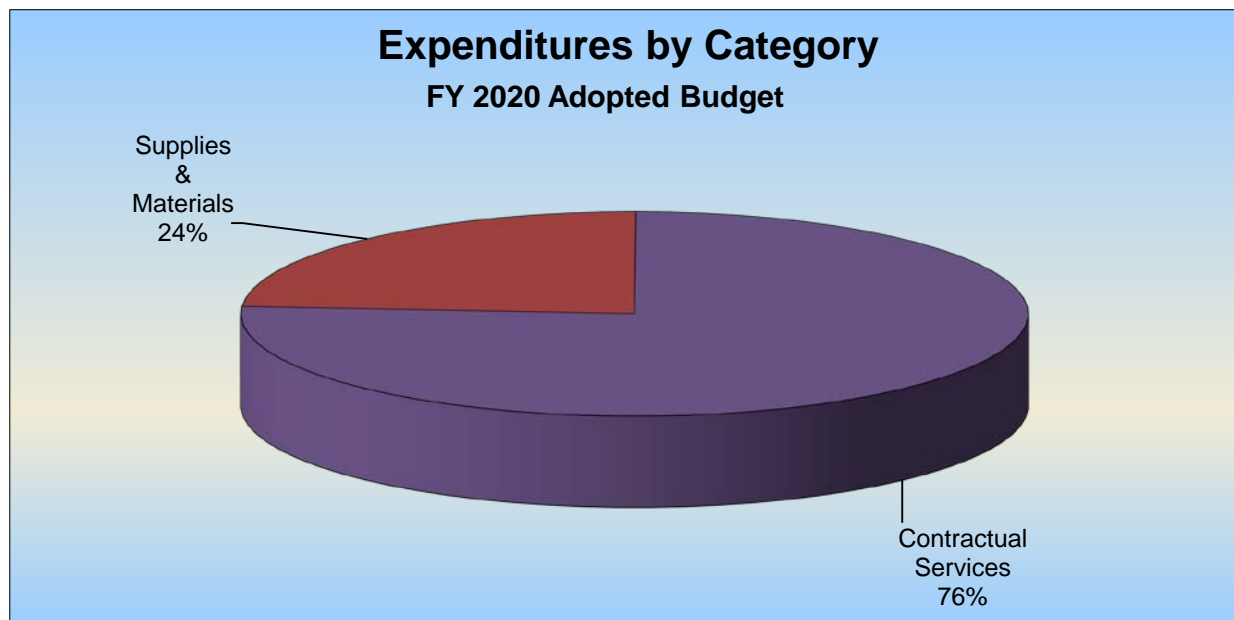
02
8405

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ -	\$ -	\$ -	\$ -
Supplies & Materials	9,771	10,545	10,440	11,628
Maintenance & Repair	-	-	-	-
Contractual Services	21,696	35,170	25,335	36,929
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 31,467	\$ 45,715	\$ 35,775	\$ 48,557

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

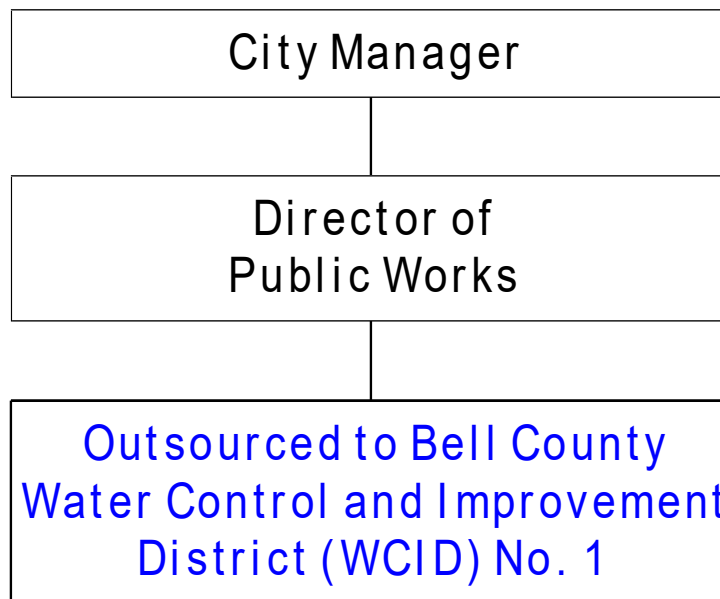
Increases:

Contractual Services: Increased cost for lab testing services.



PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 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	\$850	\$850
Cost per Toxicity Characteristic Leaching Procedure (TCLP) Report	\$1,000	\$1,325	\$1,325	\$1,400
<i>EFFECTIVENESS</i>				
In Full Compliance with all State and Federal Regulations (# of Minor Excursions)	Yes	Yes	Yes	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

Historically, Bell County Water Control and Improvement District #1 (BCWCID #1) was responsible for operating and maintaining the Compost Facility under an agreement with the City. BCWCID #1 was 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. Based on the current needs of both parties, the Composting operation was deemed to be infeasible and not cost effective. Public Works Administration is currently negotiating a revised agreement with BCWCID#1 to secure BCWCID#1's services for the necessary chipping and disposal of the City's annual collection of brush, grass and other compostable brushy materials, and the maintenance of the City's sludge land application site.

MAJOR DEPARTMENT GOALS

- Finalize updated contract with BCWCID#1 for City Council's consideration.

ACHIEVEMENTS FOR FISCAL YEAR 2019

- 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.

GOALS FOR FISCAL YEAR 2020

- Finalize contract with BCWCID#1 to ensure proper disposal of compostable materials and maintenance of the site.

COMPOSTING SWOT ANALYSIS



COMPOSTING

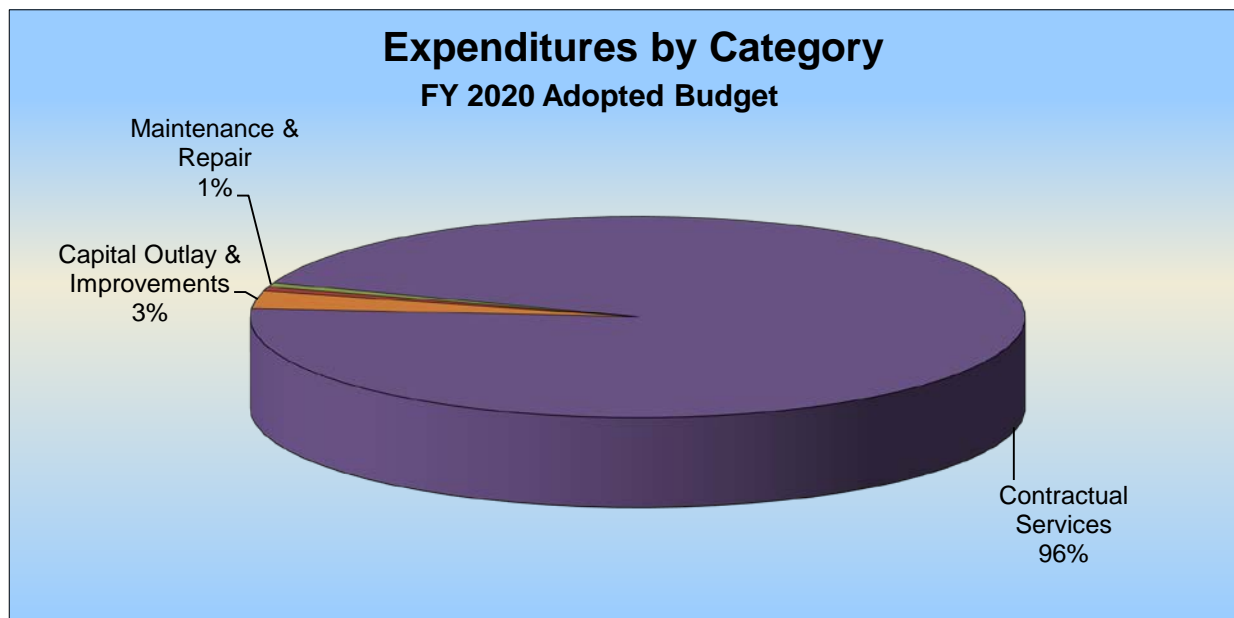
**02
8401**

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ -	\$ -	\$ -	\$ -
Supplies & Materials	-	-	700	700
Maintenance & Repair	1,611	450	729	750
Contractual Services	88,266	99,620	99,293	102,380
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	2,547	6,200	5,323	3,000
Total	\$ 92,424	\$ 106,270	\$ 106,045	\$ 106,830

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Decreases:

Capital Outlay & Improvements: Reduction in funds needed to repair the compost road.



COMPOSTING**02-8401**

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
<i>OUTPUTS</i>				
Finished Compost (cubic yards)	175	400	0	0
Brush Chipped (cubic yards)	960	1,500	0	0
Compost Used in City (cubic yards)	0	0	0	0
Compost Sold (cubic yards)	267	300	11	0
<i>EFFICIENCIES</i>				
Total Amount of Sludge Converted to Compost (wet tons)	-	-	0	0
<i>EFFECTIVENESS</i>				
% of Finished Compost Sold	152.6%	75.0%	-	-
% of Compost Used by the City	0.0%	0.0%	-	-

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.



WATER \$ SEWER NON-DEPARTMENTAL

02
8500

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ -	\$ -	\$ -	\$ -
Supplies & Materials	-	-	-	-
Maintenance & Repair	6,352	25,669	16,356	20,369
Contractual Services	45,346	43,284	52,719	42,990
Designated Expenses	68,933	68,495	63,861	68,495
Capital Outlay & Improvements	-	-	-	-
Admin Cost Reimbursement	939,750	964,380	964,380	984,501
Water Purchases	2,229,968	2,533,815	2,421,761	2,562,771
Debt Service	4,542,586	4,843,439	4,809,483	4,623,115
CCN Purchase & Filling Fees	77,389	-	516,628	61,031
Other	6,115	54,900	57,984	154,900
Total	\$ 7,916,439	\$ 8,533,982	\$ 8,903,172	\$ 8,518,172

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

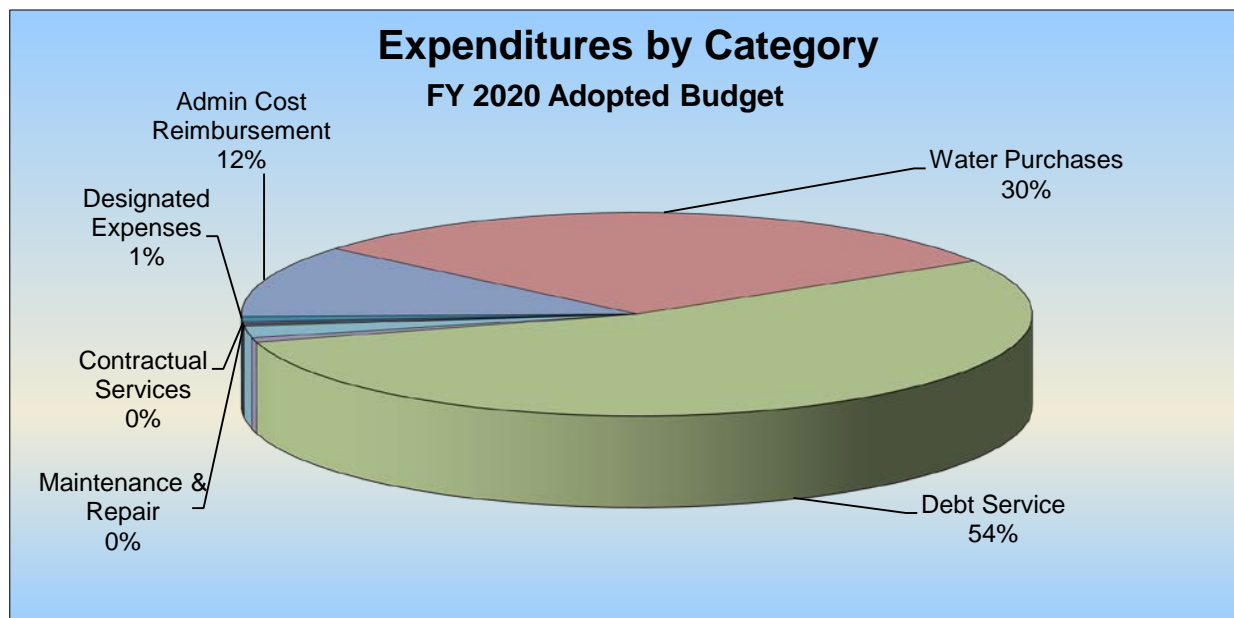
Water Purchases: Increase due to city growth, and water loss due to aging infrastructure.

Other: Increase includes \$150,000 for Economic Development Incentive and funding for future debt interest.

Decreases:

Debt Service: Payments decreasing due to acquiring less debt.

CCN Purchase & Filling Fees: FY 2019 includes funding for Valley at Great Hills, Foothills Ranch, Skyline Flats Subdivision, and CCISD Transportation Facility CCN purchases; Funding for FY 2020 is for no specified CCN, but set aside should one arise.







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 2020 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 12,842 residential and commercial customers through the Solid Waste Fund. Garbage Collection Fees provides 81% of the total revenue generated in the Solid Waste Fund. The City of Copperas Cove will make every effort to ensure the Solid Waste Fund stays self-sufficient while continuing implementation of single-stream recycling.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
REVENUES	Actual	Actual	Actual	Current	Adopted
Garbage Collection Fees	3,249,240	3,569,198	3,564,732	3,557,818	3,820,005
Sanitary Landfill Fees	575,433	706,173	621,853	649,282	704,000
Charges for Services	144,121	181,802	67,368	52,151	53,200
Late Payment Charges	167,626	16,873	35,277	33,504	34,000
Other Income	17,041	51,198	68,006	83,683	76,520
TOTAL	4,153,461	4,525,244	4,357,236	4,376,438	4,687,725
	-	-	-	-	-
EXPENSES					
Salaries & Benefits	989,826	931,960	1,006,370	1,121,114	1,263,901
Supplies & Materials	550,462	171,289	206,815	269,873	263,941
Repairs & Maintenance	140,544	156,472	221,515	284,943	257,748
Contractual Services	62,540	103,748	70,874	120,153	92,654
Designated Expenses	1,506,236	1,629,095	1,786,303	2,057,146	1,949,692
Capital Outlay	-	-	-	1,041,376	10,000
Transfers	487,000	497,210	504,000	881,472	881,472
Miscellaneous	732	1,050	-	-	-
TOTAL	3,737,340	3,490,824	3,795,877	5,776,077	4,719,408
Revenues Over/(Under)					
Expenses	416,121	1,034,420	561,359	(1,399,639)	(31,683)
TOTAL	4,153,461	4,525,244	4,357,236	4,376,438	4,687,725

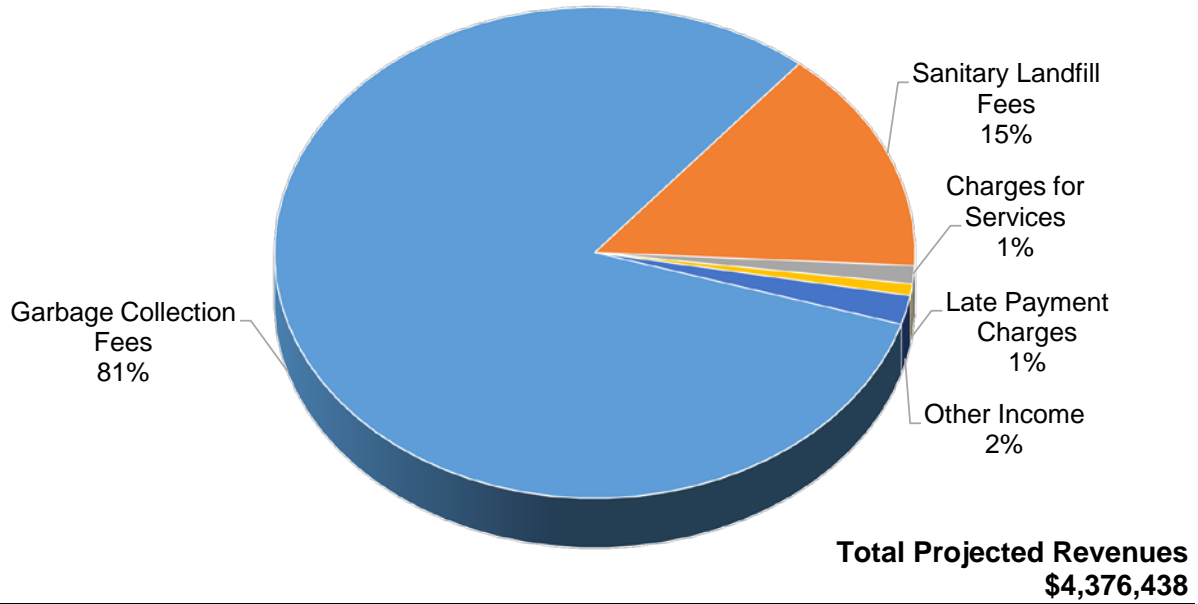
CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2019-20 ADOPTED BUDGET
SOLID WASTE FUND
SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE

Description	Actual FY 2017-18	Adopted Budget FY 2018-19	Current Budget FY 2018-19	Adopted Base Budget FY 2019-20	New Requests FY 2019-20	Adopted FY 2019-20
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 3,548,654	\$ 4,110,013	\$ 4,110,013	\$ 2,710,374	\$ -	\$ 2,710,374
TOTAL BEGINNING FUND BALANCE	\$ 3,548,654	\$ 4,110,013	\$ 4,110,013	\$ 2,710,374	\$ -	\$ 2,710,374
REVENUES:						
Refuse Collection Fees	\$ 3,629,251	\$ 3,464,260	\$ 3,623,965	\$ 3,887,005	\$ -	\$ 3,887,005
Senior Discount	(64,519)	(69,000)	(66,147)	(67,000)	-	(67,000)
Sanitary Landfill Fees	621,853	587,520	649,282	704,000	-	704,000
Recycling Proceeds	3,033	4,600	52	-	-	-
Sale of Scrap Metal	4,200	7,300	4,000	4,000	-	4,000
Sale of Kraft Bags	1,144	-	1,545	1,500	-	1,500
Return Service/Overload/Excess	-	-	-	-	-	-
Auto-Lid Locks	-	-	-	-	-	-
Rear Load Dumpster Rental	4,578	3,900	6,145	6,200	-	6,200
Roll-Off Rental Income	54,143	49,628	29,209	30,000	-	30,000
Customer Roll-Off Fee	270	300	11,200	11,500	-	11,500
Bulky/White Goods Collection	-	-	-	-	-	-
Container Removal from Curb	-	-	-	-	-	-
Miscellaneous Solid Waste Fees	-	-	-	-	-	-
Subtotal	\$ 4,253,953	\$ 4,048,508	\$ 4,259,251	\$ 4,577,205	\$ -	\$ 4,577,205
Interest Revenue	\$ 14,477	\$ 14,400	\$ 22,657	\$ 26,400	\$ -	\$ 26,400
Late Charge For Billing	35,277	36,742	33,504	34,000	-	34,000
Auction Proceeds	52,042	52,000	49,610	50,000	-	50,000
Miscellaneous Revenues	1,487	-	11,416	120	-	120
Subtotal	\$ 103,283	\$ 103,142	\$ 117,187	\$ 110,520	\$ -	\$ 110,520
TOTAL REVENUES	\$ 4,357,236	\$ 4,151,650	\$ 4,376,438	\$ 4,687,725	\$ -	\$ 4,687,725
TOTAL FUNDS AVAILABLE	\$ 7,905,890	\$ 8,261,663	\$ 8,486,451	\$ 7,398,099	\$ -	\$ 7,398,099
EXPENDITURES:						
Solid Waste Administration (90)	\$ 176,044	\$ 149,854	\$ 147,941	\$ 153,974	\$ -	\$ 153,974
Solid Waste Collection - Residential (91-01)	464,845	578,298	522,517	578,922	-	578,922
Solid Waste Collection - Recycling (91-02)	158,112	275,234	199,005	231,263	-	231,263
Solid Waste Collection - Brush (91-03)	161,654	190,796	188,448	186,434	-	186,434
Solid Waste Collection - Commercial (91-04)	225,053	348,658	319,951	360,628	-	360,628
Solid Waste Collection - KCCB (91-05)	15,087	23,145	36,951	39,696	-	39,696
Solid Waste Disposal (92)	1,552,508	1,713,145	1,802,864	1,745,624	-	1,745,624
Non-Departmental (95)	611,607	1,000,270	1,000,354	999,830	253	1,000,083
OPERATING EXPENDITURES	\$ 3,364,910	\$ 4,279,400	\$ 4,218,031	\$ 4,296,371	\$ 253	\$ 4,296,624
OTHER EXPENDITURES:						
Capital Outlay	\$ -	\$ 1,094,000	\$ 1,041,376	\$ -	\$ 10,000	\$ 10,000
Principal & Int Debt Pymts	430,967	518,197	516,670	412,784	-	412,784
TOTAL OTHER EXPENDITURES	\$ 430,967	\$ 1,612,197	\$ 1,558,046	\$ 412,784	\$ 10,000	\$ 422,784
TOTAL EXPENDITURES	\$ 3,795,877	\$ 5,891,597	\$ 5,776,077	\$ 4,709,155	\$ 10,253	\$ 4,719,408
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 4,110,013	\$ 2,370,066	\$ 2,710,374	\$ 2,688,944	\$ (10,253)	\$ 2,678,691
TOTAL ENDING FUND BALANCE	\$ 4,110,013	\$ 2,370,066	\$ 2,710,374	\$ 2,688,944	\$ (10,253)	\$ 2,678,691
IDEAL FUND BALANCE	\$ 841,228	\$ 1,069,850	\$ 1,054,508	\$ 1,074,093	\$ 63	\$ 1,074,156
OVER (UNDER) IDEAL FUND BALANCE	\$ 3,268,785	\$ 1,300,216	\$ 1,655,866	\$ 1,614,851	\$ (10,316)	1,604,535

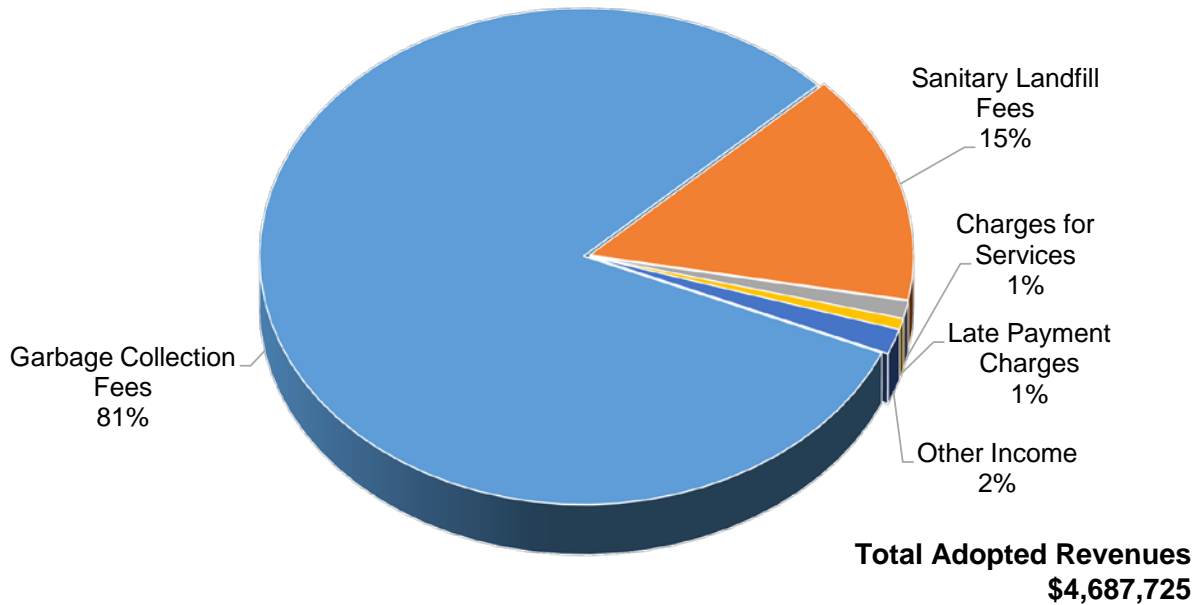
* The Current Budget Includes budget amendments approved by City Council throughout the fiscal year.

**City of Copperas Cove, Texas
FY 2020 Adopted Budget
Solid Waste Fund
Budgeted Revenues by Source Comparison**

Fiscal Year 2018-2019 Projected Revenue

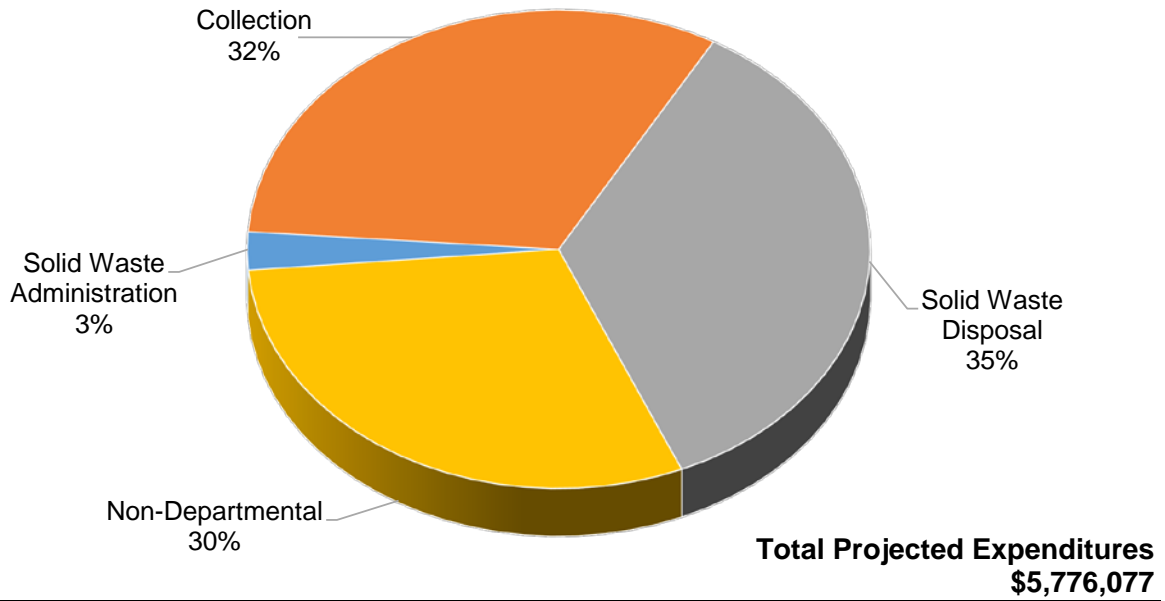


Fiscal Year 2019-2020 Adopted Revenue

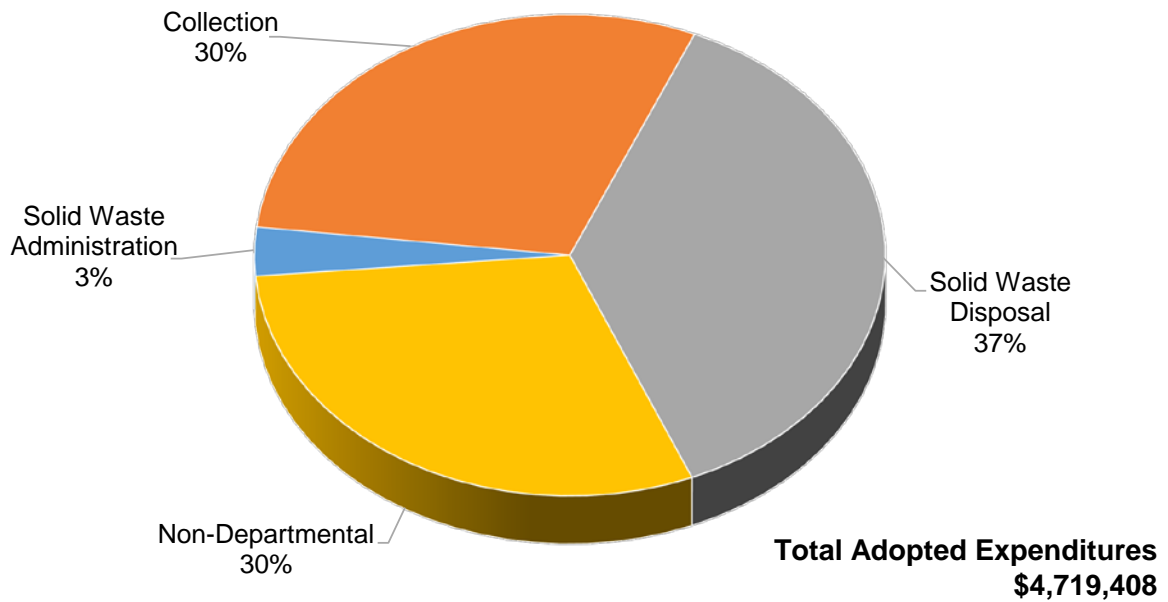


**City of Copperas Cove, Texas
FY 2020 Adopted Budget
Solid Waste Fund
Budgeted Expenditures by Function Comparison**

Fiscal Year 2018-2019 Projected Expenditures

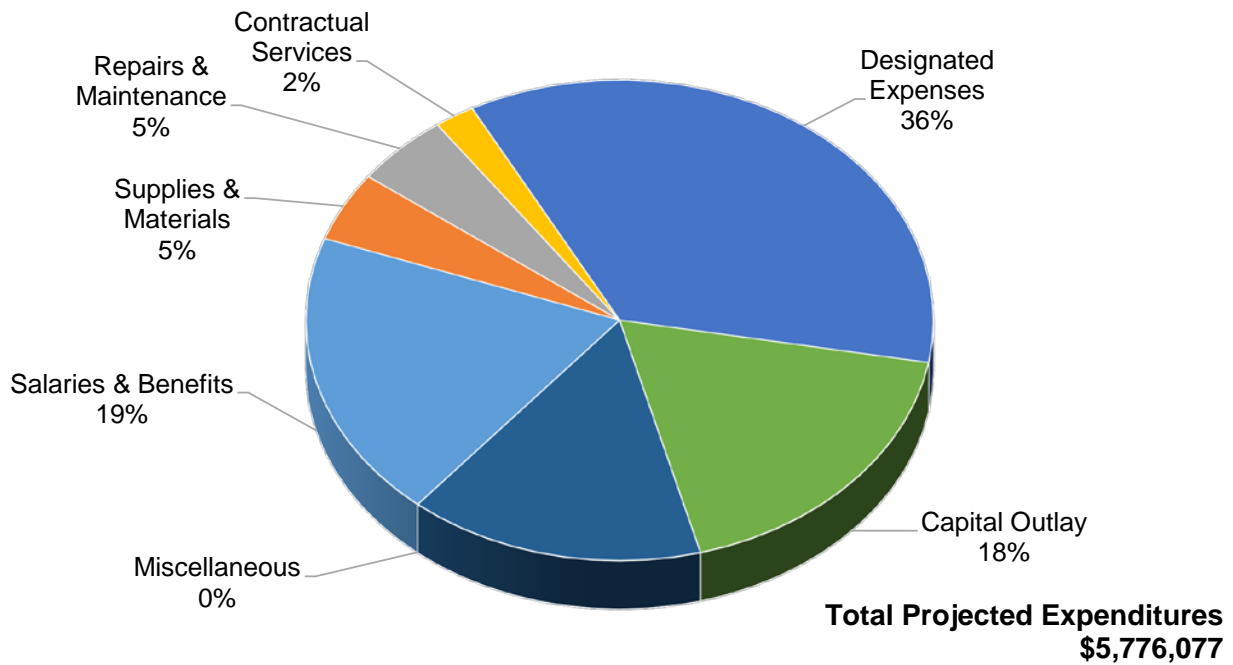


Fiscal Year 2019-2020 Adopted Expenditures

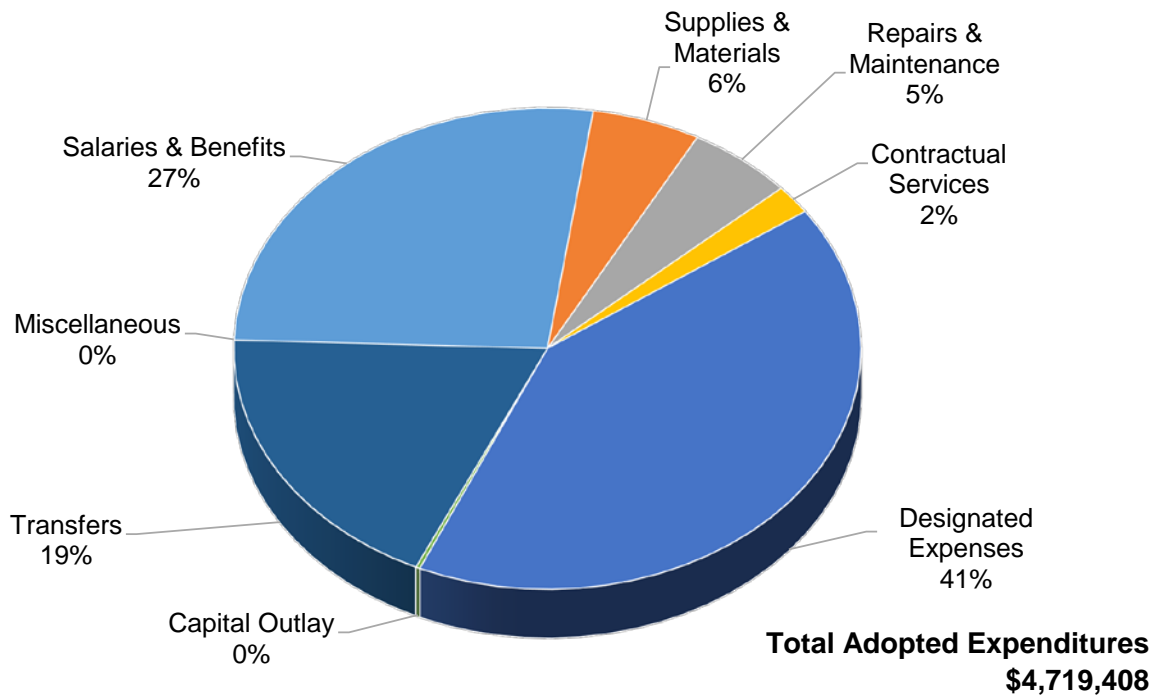


**City of Copperas Cove, Texas
FY 2020 Adopted Budget
Solid Waste Fund
Budgeted Expenditures by Object Comparison**

Fiscal Year 2018-2019 Projected Expenditures



Fiscal Year 2019-2020 Adopted Expenditures

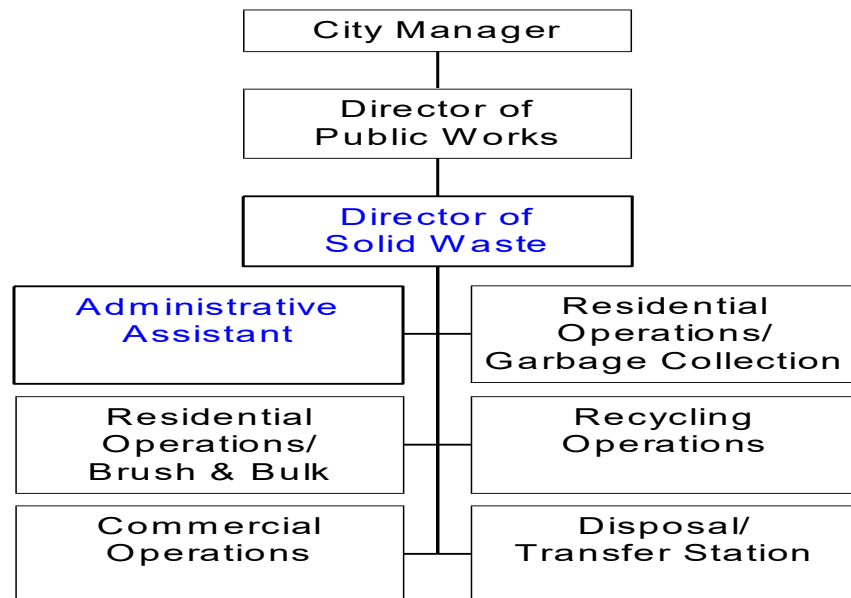




SOLID WASTE ADMINISTRATION



Larry Scott (Director of Solid Waste)



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

2 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 2019

- 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 Big Divide Tornado in June 2019.
- Opened the transfer station five Saturdays this year.
- Improved the Solid Waste safety program by implementing weekly safety meetings.
- Supported KCCB events throughout the year.

CONTINUING OBJECTIVES

- Improve container accountability in our residential division.
- Streamline collection routes to best utilize newly acquired garbage trucks.
- 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.
- Support the Plat and Plan committee on solid waste related matters.
- Oversee the construction of the large truck wash rack approved in the 2017-2018 CIP.

GOALS FOR FISCAL YEAR 2020

- 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.
- Continue to purchase equipment authorized on the City's COP.
- Decrease maintenance downtime on all solid waste equipment through a more aggressive preventive maintenance program.

SOLID WASTE ADMINISTRATION SWOT ANALYSIS



SOLID WASTE ADMINISTRATION

03
9000

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 157,682	\$ 134,196	\$ 123,293	\$ 135,952
Supplies & Materials	6,704	2,980	3,439	3,060
Maintenance & Repair	2,309	3,980	10,764	4,230
Contractual Services	9,349	8,698	10,445	10,732
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 176,044	\$ 149,854	\$ 147,941	\$ 153,974

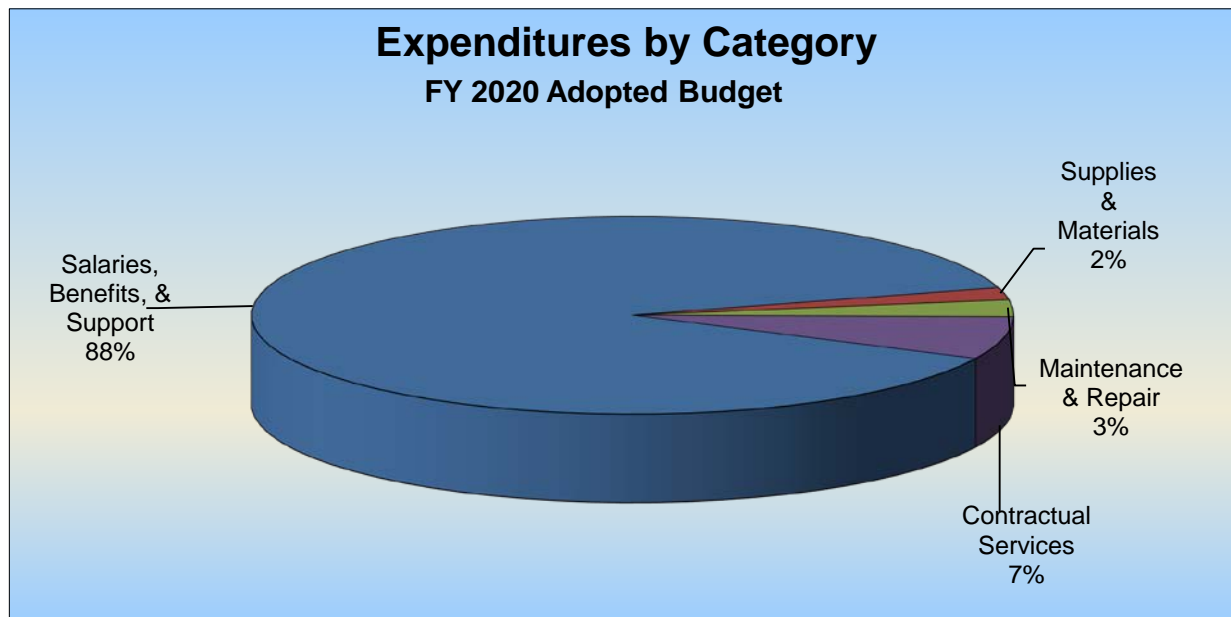
HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

Salaries, Benefits, & Support: Salary savings were realized in FY 2019 due to vacancy; Also includes a 1% COLA increase.

Decreases:

Maintenance & Repair: FY 2019 amount included a roof repair.



SOLID WASTE ADMINISTRATION**03-9000**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Director of Solid Waste	1	1	1	1
Administrative Assistant	1	1	1	1
DIVISION TOTAL	2	2	2	2

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
Total Tons Collected	18,395	19,752	19,274	20,575
Total # of Complaints	275	150	200	225
EFFICIENCIES				
Operating Cost to Collect One Ton of Garbage	\$9.57	\$7.59	\$7.68	\$7.48
EFFECTIVENESS				
% of Customer Service Complaints Resolved in 24 Hours or Less	90.0%	96.0%	95.0%	96.0%

SOLID WASTE RESIDENTIAL



Left to Right:

Robert Butler (Driver); Tyrell Braxton (Driver); John Hossler (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 approximately 11,600 residential customers within the City 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 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 2019

- Purchased 2 new 31-yard Automated Side Loader (ASL) trucks making the residential routes more efficient, both financially and logistically.
- Purchased 1,200 blue containers for new homes and replaced old, damaged containers.
- Supported various events beneficial to the City's image with Solid Waste services.
- Distributed containers and literature to new home sites incorporated into the routing schedule.
- Cross-trained employees across the different divisions to ensure adequate coverage and support of Solid Waste's various operations.

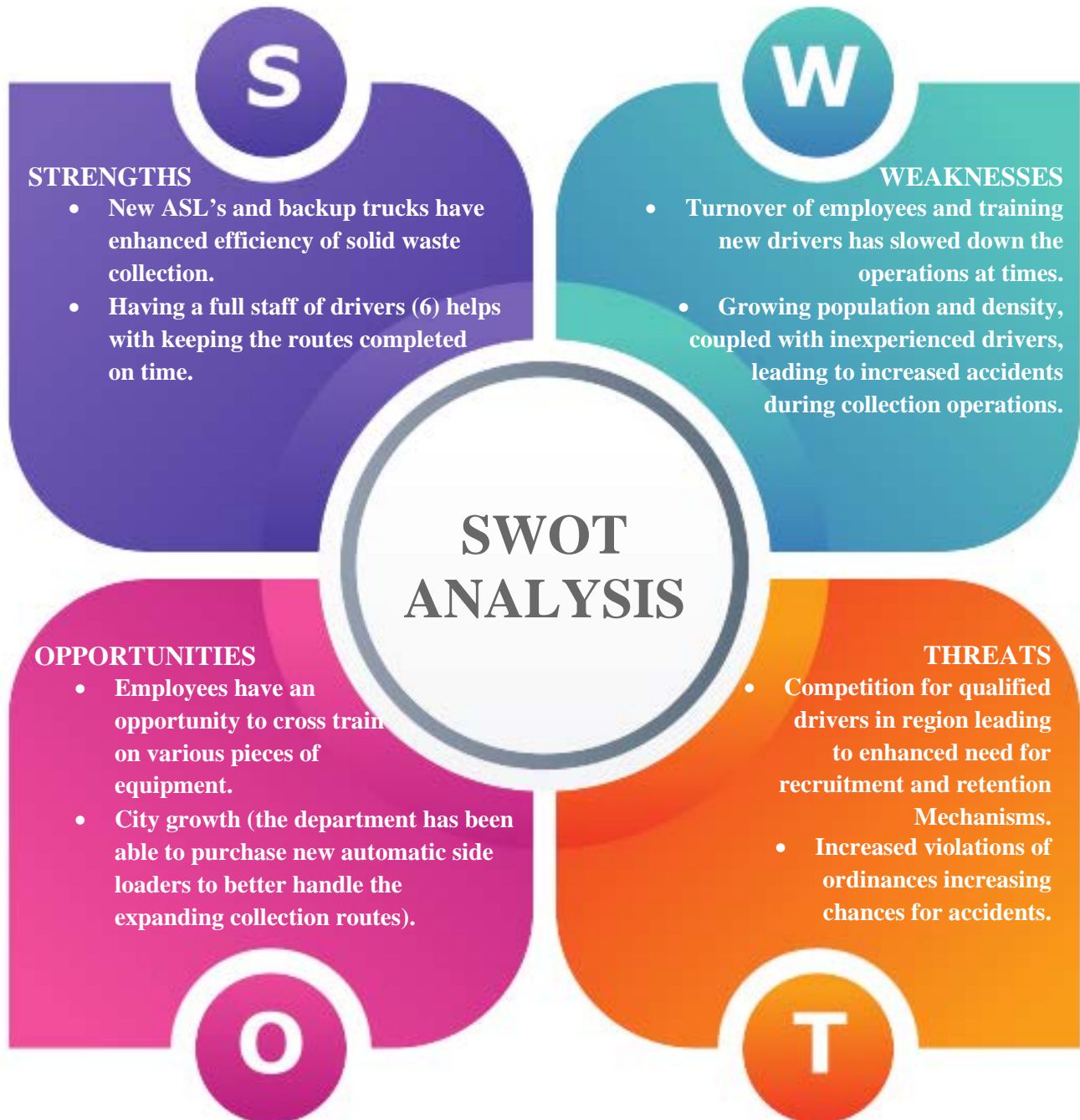
CONTINUING OBJECTIVES

- 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.

GOALS FOR FISCAL YEAR 2020

- Work on our safety and drivers training program in an effort to reduce the number of accidents and rising insurance costs.
- Maintain the highest level of customer satisfaction.

SOLID WASTE RESIDENTIAL COLLECTIONS SWOT ANALYSIS



SOLID WASTE COLLECTIONS - RESIDENTIAL

03
9101

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 275,918	\$ 355,124	\$ 314,291	\$ 367,098
Supplies & Materials	111,820	123,950	132,103	126,300
Maintenance & Repair	71,559	90,000	65,589	74,600
Contractual Services	5,548	9,224	10,534	10,924
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	303,000	303,149	-
Total	\$ 464,845	\$ 881,298	\$ 825,666	\$ 578,922

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

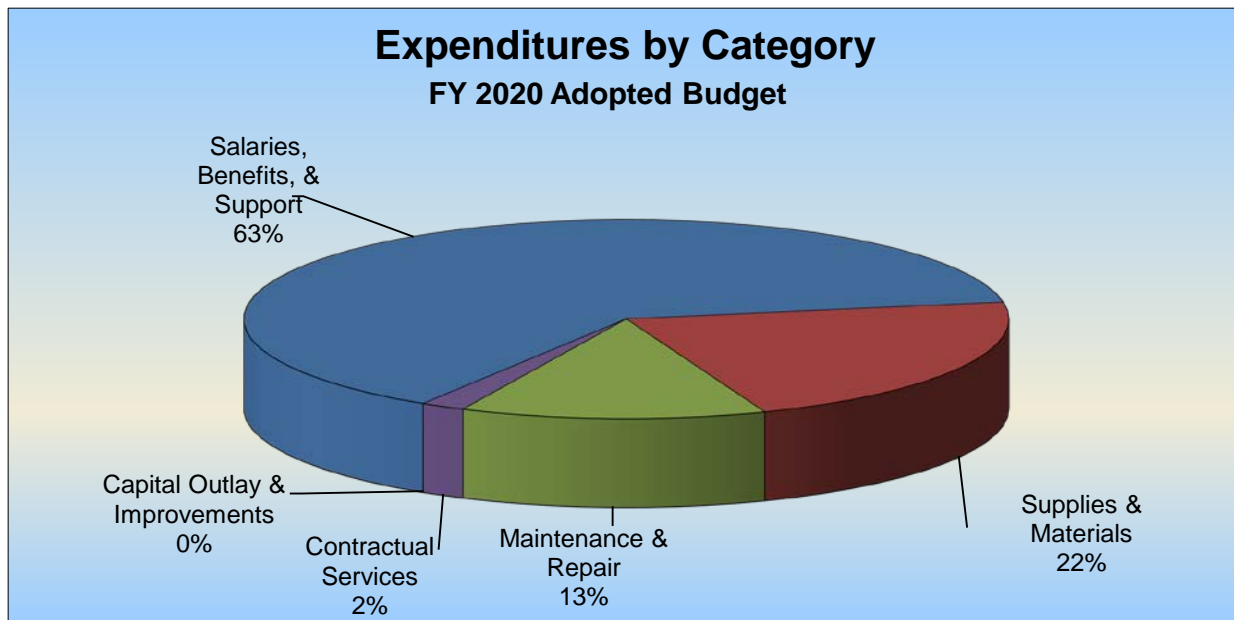
Increases:

Salaries, Benefits, & Support: Salary savings were realized in FY 2019 due to vacancies; Also includes a 1% COLA increase and incentive pay for employees acquiring Municipal Solid Waste (MSW) and commercial driver's licenses.

Decreases:

Maintenance & Repair: Decreased vehicle maintenance costs due to purchasing new vehicles.

Capital Outlay & Improvements: FY 2019 Year End Projection is funding for two Automatic Side Loaders (ASL).



SOLID WASTE COLLECTIONS - RESIDENTIAL**03-9101**

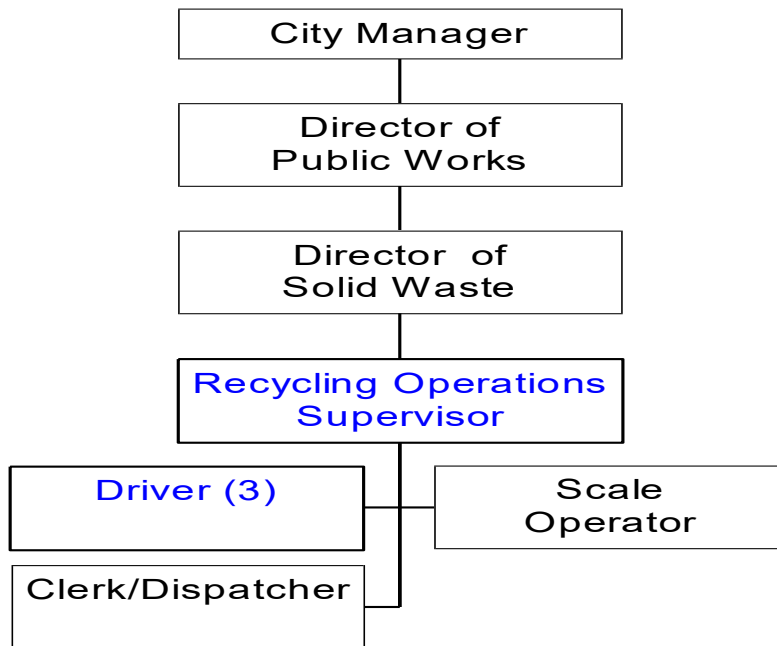
STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Residential Operations Superintendent	1	1	1	1
Residential Operations Supervisor	1	1	1	1
Driver	6	6	6	6
DEPARTMENT TOTAL	8	8	8	8

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
Tons Collected by Residential Collection Vehicles	10,100	11,000	10,750	11,000
EFFICIENCIES				
Cost to Collect One Ton of Residential Garbage	\$46.02	\$80.12	\$76.81	\$52.63
EFFECTIVENESS				
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%

SOLID WASTE RECYCLING



Left to Right:
James Mills (Driver); Steven Reeves (Driver); Travis Daniels (Supervisor).



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.

4 Full Time Employees

SOLID WASTE COLLECTIONS RECYCLING

PROGRAM DESCRIPTION

The mission of the Solid Waste Recycling Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for the collection of residential and commercial recyclable trash in a managed format that is timely, safe, environmentally sound, efficient, and in compliance with Federal, State, and City laws.

MAJOR DEPARTMENT GOALS

- Increase commercial and residential participation through education.
- Maintain professional driving and work safety records.
- Expand Single Stream Recycling to all areas.
- Maintain less than 10% contamination in the recycling stream.

ACHIEVEMENTS FOR FISCAL YEAR 2019

- Supported and participated in a City's Spring & Fall Cleanup.
- Conducted recycling education through speeches and classroom style education.
- Cut down on contamination in the SSR program.
- Collected 940 tons of recycling through the single stream program.
- Held a Household Hazardous Waste collection event in cooperation with the Central Texas Council of Governments.
- Collected 17 tons of household hazardous waste.

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 2020

- Maintain and increase recycling participation city wide.
- 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.
- Explore opportunity to partner with Fort Hood to enhance the financial feasibility of the recycling program.

SOLID WASTE RECYCLING COLLECTIONS SWOT ANALYSIS



SOLID WASTE COLLECTIONS - RECYCLING

03
9102

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 124,287	\$ 179,614	\$ 151,466	\$ 169,407
Supplies & Materials	18,591	59,226	24,243	30,982
Maintenance & Repair	11,881	31,000	17,254	25,600
Contractual Services	3,353	5,394	6,042	5,274
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 158,112	\$ 275,234	\$ 199,005	\$ 231,263

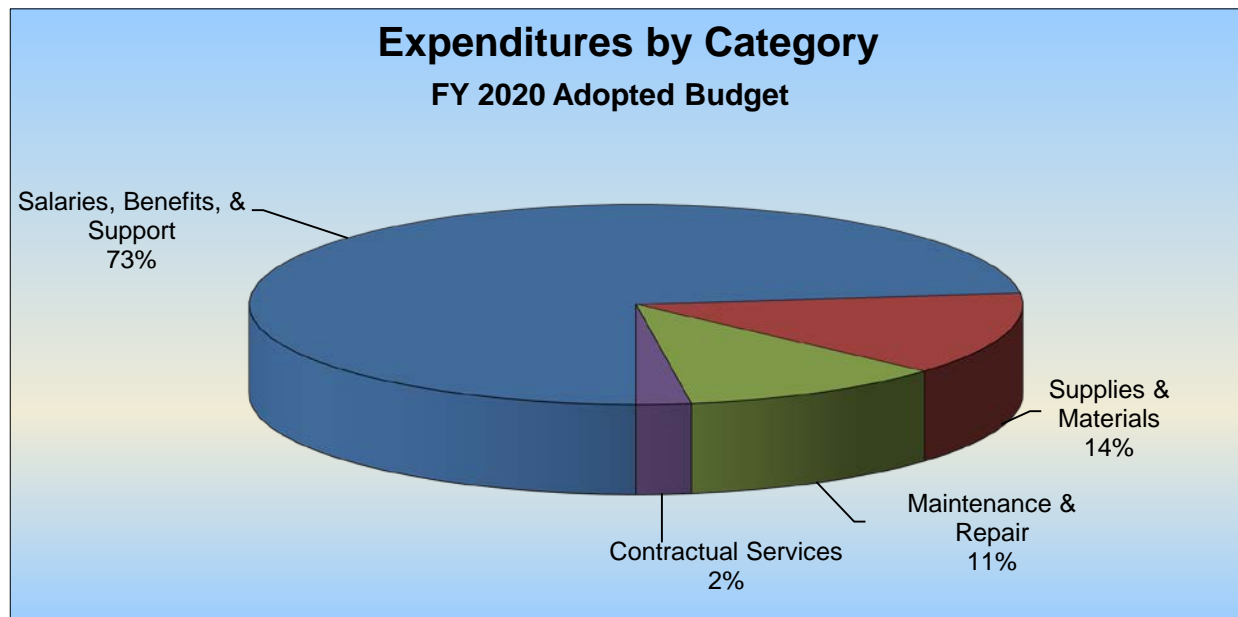
HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

Salaries, Benefits, & Support: Salary savings were realized in FY 2019 due to vacancies; Also includes a 1% COLA increase and incentive pay for employees acquiring Municipal Solid Waste (MSW) and commercial driver's licenses.

Decreases:

Supplies & Materials: Reduction in fuel and oil cost.



SOLID WASTE COLLECTIONS - RECYCLING**03-9102**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Recycling Superintendent	1	1	0	0
Recycling Supervisor	0	0	1	1
Driver	3	3	3	3
DEPARTMENT TOTAL	4	4	4	4

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
Tons of Recyclables Collected (excluding scrap metal)	988	1100	940	1100
Tons of Scrap Metal Collected	67	52	84	50
EFFICIENCIES				
Operating Cost per Ton to Process Recycled Materials	\$150	\$239	\$194	\$201
EFFECTIVENESS				
Solid Waste Diverted from the Landfill in Tons (Includes Recycled Brush)	1,830	2,500	2,200	2,500
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%

SOLID WASTE BRUSH AND BULK



Left to Right:

Jason Kuehn (Driver); Thomas Johnson (Driver); Blaise Hornaday (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 shredded and hauled away for composting purposes by Bell County WCID#1. 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 departmental safety policy and driver training program in an effort to reduce number of accidents and minimize increased 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 2019

- Brush diversion provided a savings to disposal costs and provided material for composting operations, thereby leading to decreased landfilling.
- Strictly enforced City Ordinance Sec.11-69.C "address side only" placement of solid waste; however, there is a brush variance application on the City's website for special exceptions.
- Supported the cleanup of the Big Divide Tornado in June 2019.

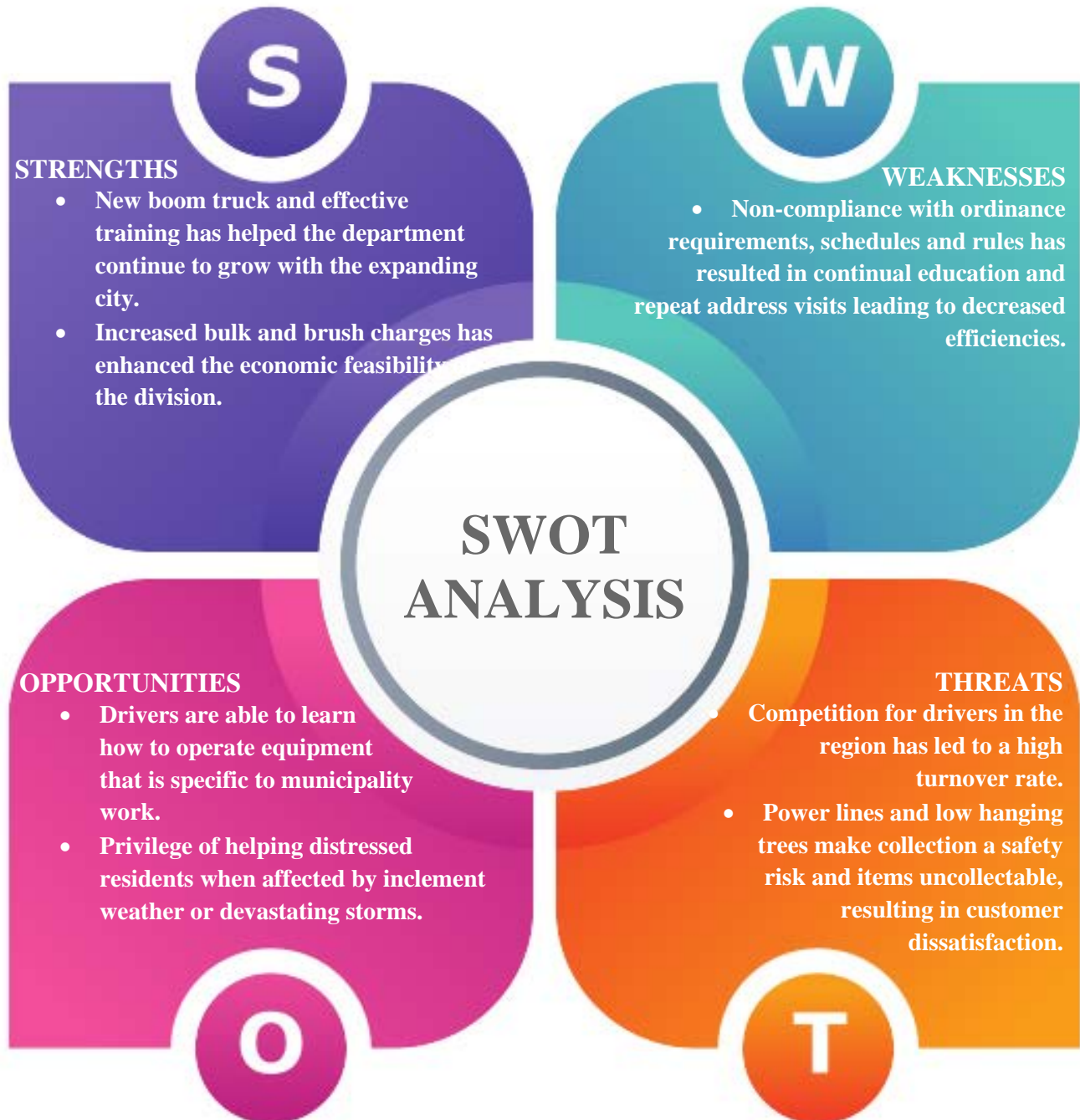
CONTINUING OBJECTIVES

- 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 2020

- Continue to provide enhanced customer service in an efficient and economical manner.
- Offer free bulky item drop off during two yearly City cleanup events.
- Continue to educate the public on the policies and procedures of brush and bulk collection.

SOLID WASTE BRUSH AND BULK COLLECTIONS SWOT ANALYSIS



SOLID WASTE COLLECTIONS - BRUSH AND BULK

03
9103

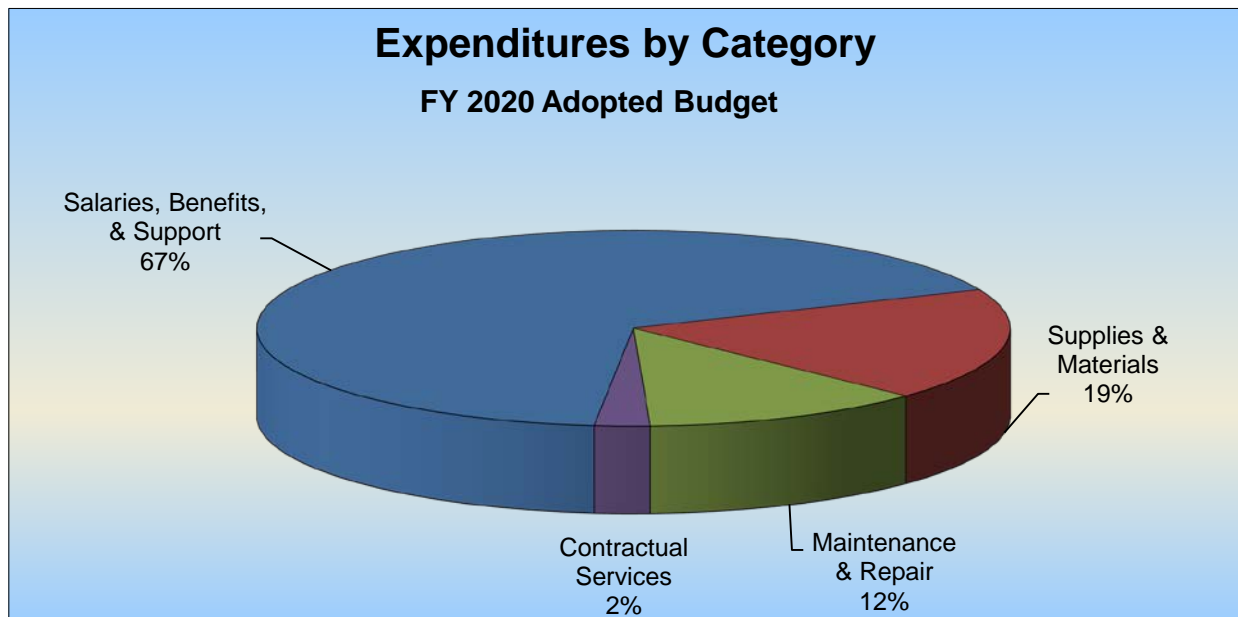
CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 123,820	\$ 123,220	\$ 128,303	\$ 124,687
Supplies & Materials	20,228	34,146	34,146	34,717
Maintenance & Repair	14,481	30,000	22,414	22,600
Contractual Services	3,125	3,430	3,585	4,430
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 161,654	\$ 190,796	\$ 188,448	\$ 186,434

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Decreases:

Salaries, Benefits, & Support: Additional amount in FY 2019 primarily due to moving employees during Solid Waste Fund restructuring. Also includes a 1% and incentive pay for employees acquiring Municipal Solid Waste (MSW) and commercial driver's licenses.

Maintenance & Repair: Decreased vehicle maintenance costs.



SOLID WASTE COLLECTIONS - BRUSH AND BULK

03-9103

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Driver	3	3	3	3
DEPARTMENT TOTAL	3	3	3	3

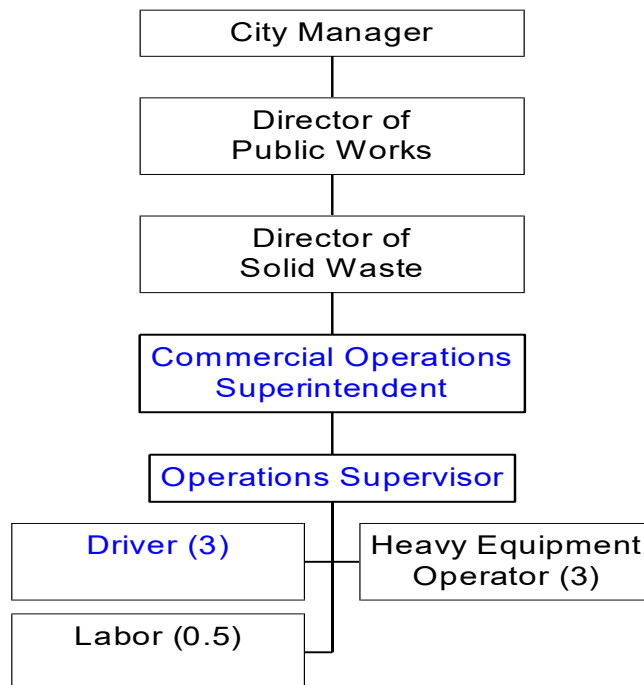
PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
<i>OUTPUTS</i>				
Tons of Brush Collected	1,300	1,400	1,380	1,400
Tons of Bulk Items Collected	640	700	620	825
<i>EFFICIENCIES</i>				
Cost per Ton to Collect Brush and Bulk	\$83.33	\$90.86	\$94.22	\$83.79
<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:

Terrell King (Driver); Noel Watson (Superintendent); RJ Lentz (Supervisor); 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 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.

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 2019

- 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 Department to deter illegal dumping.
- Increased customer satisfaction by adding new dumpsters to City inventory.
- Audited over 300 commercial accounts.

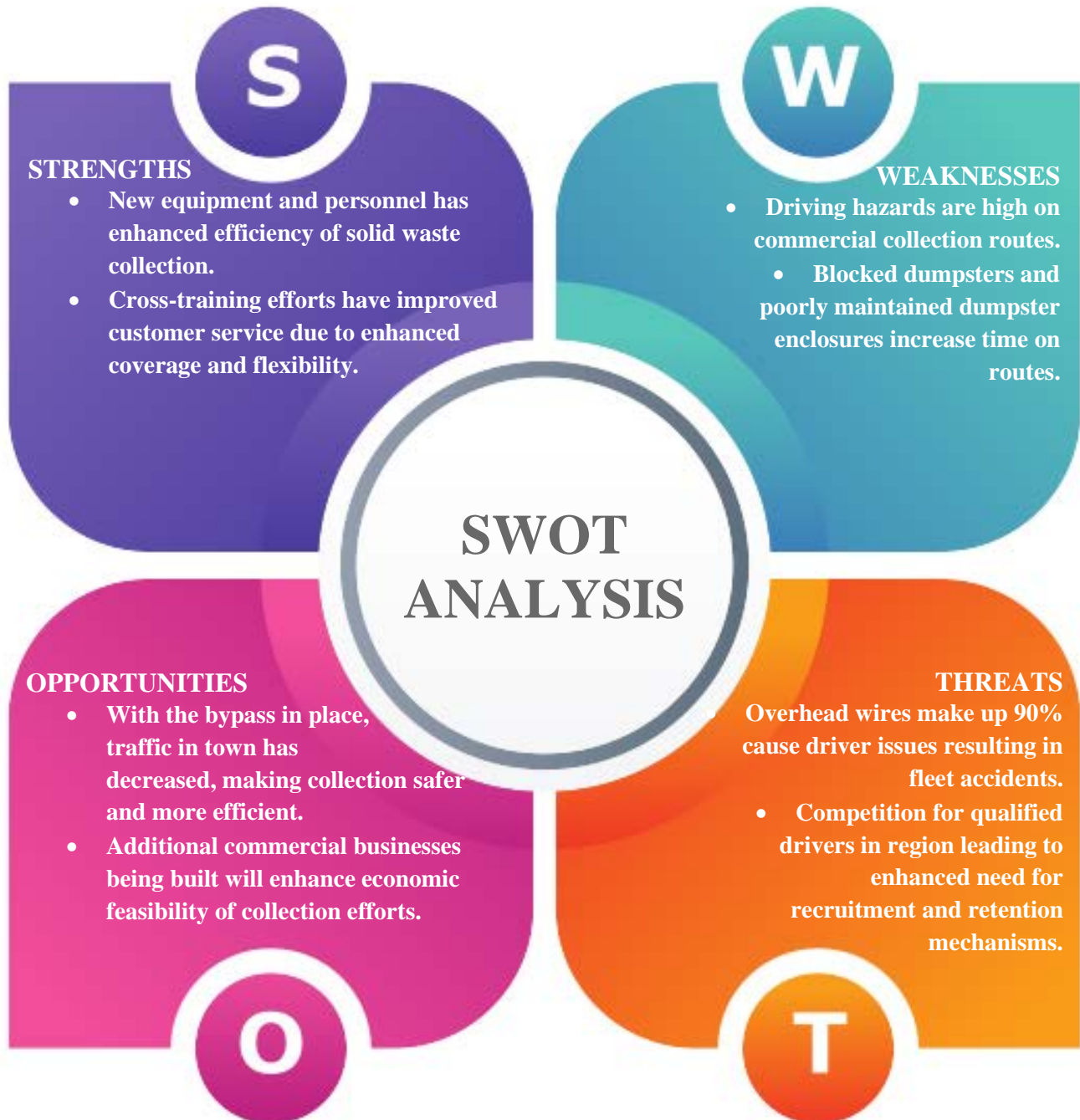
CONTINUING OBJECTIVES

- Continuously improve customer service and responsiveness.
- Reduce employee exposure to on-the-job injuries and safety issues.
- Continue improvement of Solid Waste's safety and drivers training programs to reduce accidents and minimize rising 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 2020

- Improve maintenance of vehicle and equipment.
- Continue to work with Code Compliance and the Police Department to deter illegal dumping.
- Increase dumpster refurbishment from approximately 32 to 42 per year.
- Order sufficient dumpsters to maintain growth of commercial business in the City.

SOLID WASTE COMMERCIAL COLLECTIONS SWOT ANALYSIS



SOLID WASTE COLLECTIONS COMMERCIAL

03
9104

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 149,438	\$ 232,990	\$ 214,999	\$ 242,120
Supplies & Materials	24,818	33,132	33,132	36,872
Maintenance & Repair	45,607	76,000	65,434	74,600
Contractual Services	5,190	6,536	6,386	7,036
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	300,000	284,749	-
Total	\$ 225,053	\$ 648,658	\$ 604,700	\$ 360,628

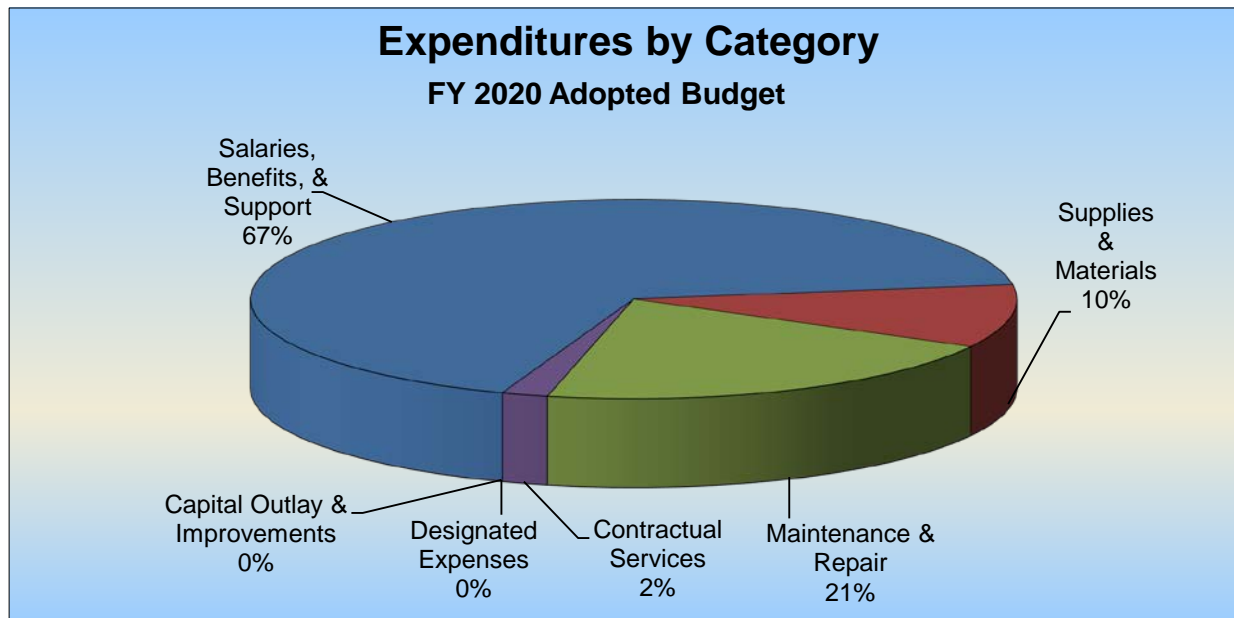
HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

- Salaries, Benefits, & Support: Salary savings were realized in FY 2019 due to vacancies; Also includes a 1% COLA increase and incentive pay for employees acquiring Municipal Solid Waste (MSW) and commercial driver's lice
- Supplies & Materials: Increased fuel needs.
- Maintenance & Repair: Increased maintenance cost for dumpsters.

Decreases:

- Capital Outlay & Improvements: FY 2019 Year End Projection is funding for two Front Loaders.



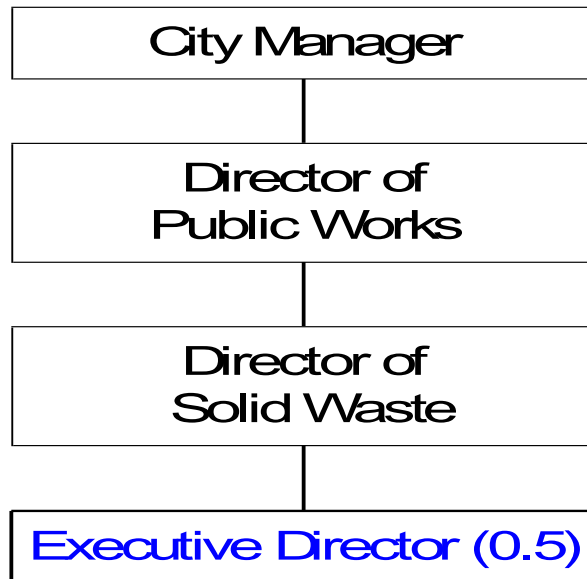
STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Commercial Operations Superintendent	1	1	1	1
Commercial Operations Supervisor	1	1	1	1
Driver	2	3	3	3
DEPARTMENT TOTAL	4	5	5	5

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
Tons Collected by Commercial Collection Vehicles	5,300	5,500	5,500	6,200
EFFICIENCIES				
Operating Cost to Collect One Ton of Commercial Garbage	\$42	\$118	\$110	\$58
EFFECTIVENESS				
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%

KEEP COPPERAS COVE BEAUTIFUL (KCCB)



Roxanne Flores-Achmad (Executive Director)



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

SOLID WASTE

KEEP COPPERAS COVE BEAUTIFUL

PROGRAM DESCRIPTION

The mission of Keep Copperas Cove Beautiful (KCCB) 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 2019

- Won the GCAA of Sustained Excellence for the 12th year in a row.
- Organized and took part in four (4) major cleanup events including two (2) waterway cleanup events, park cleanup and Don't Mess with Texas Trash-off. Four (4) roadways and four (4) waterways, and two (2) parks were cleaned where approximately 1,000 pounds of litter, tires, wood and recycle were collected by over 300 volunteers.
- Supported and participated in a City's Spring & Fall Cleanup and Household Hazardous Waste collection event.
- Educated more than 2,200 kids about sustainability and recycling at various regional events.
- Received a Keep America Beautiful grant for ten (10) Cigarette Butt litter stands.
- Hosted an Open House and composting class.
- Planned, organized, and hosted the ninth annual Eco Harvest, where 250 elementary students and over 400 others were educated about everything sustainable.
- Recognized a "Business" and "Residential" Yard of the Month award winner from May - September.
- Recognized 1st, 2nd, and 3rd place in two categories of the annual Christmas Decorating contest.
- Served as a representative on the Cen-Texas Sustainable Communities Partnership Staff Committee.
- Partnered with CCISD, Ft. Hood, the Rotary club, the Copperas Cove Five Hills Scholarship Pageant on various projects.
- Revised and updated KCCB committees to enhance committee function.
- Designed and created a float promoting Keep Copperas Cove Beautiful and their mission.
- Remained in good standing with Keep America Beautiful and won the President's Circle Award.
- Remained a Gold Star Affiliate of Keep Texas Beautiful.

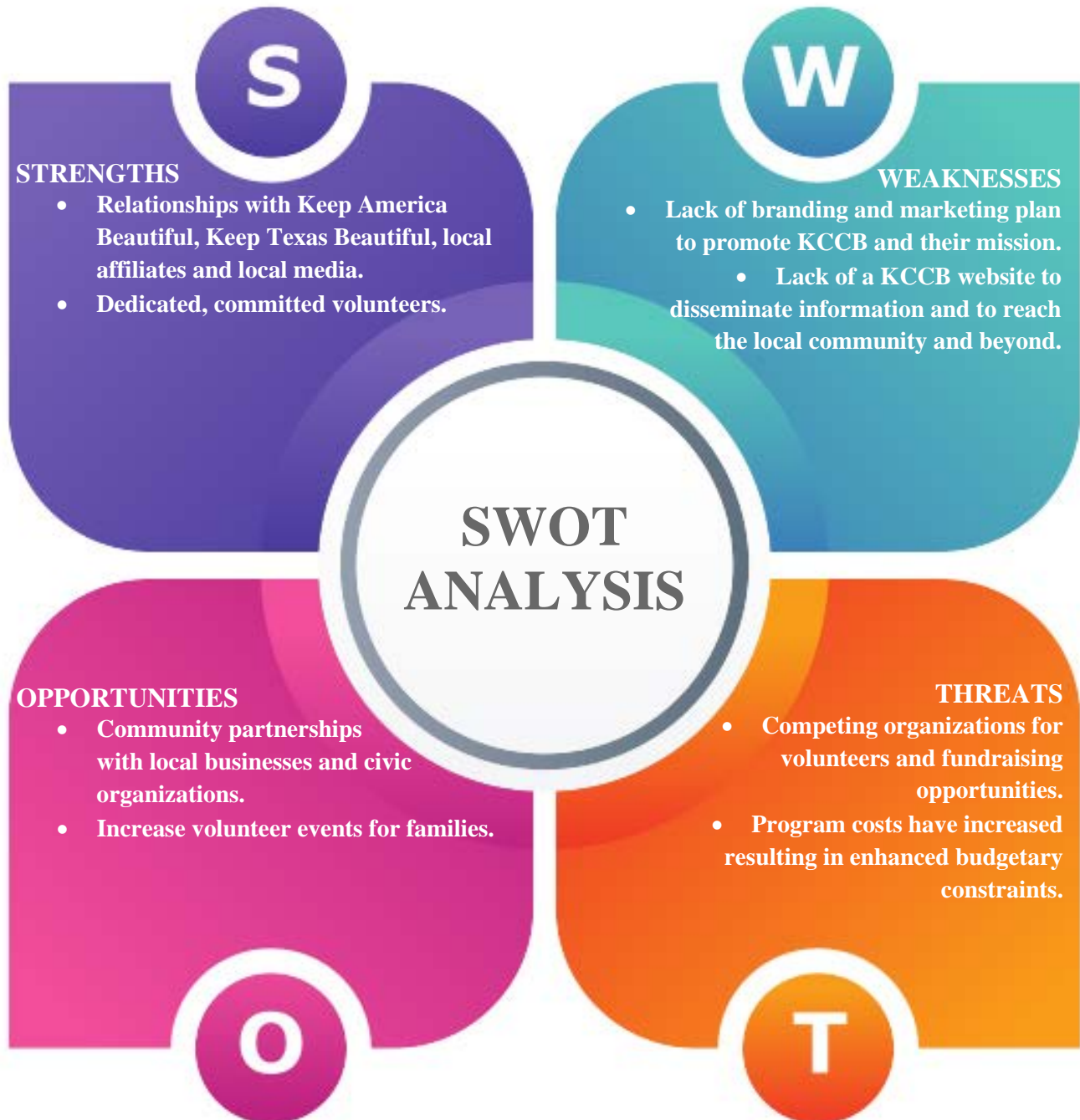
CONTINUING OBJECTIVES

- Enhance the beautification and safe environment of Copperas Cove through educational programs and citywide projects.
- 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 2020

- Complete at least one (1) beautification project.
- Increase and enhance new initiatives and projects to promote growth of commission.
- Enhance the Eco Harvest event activities for the 10th annual event.
- Award two \$500 scholarships to high school seniors.

SOLID WASTE KCCB SWOT ANALYSIS



KEEP COPPERAS COVE BEAUTIFUL (KCCB)

03
9105

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ -	\$ -	\$ 15,894	\$ 16,551
Supplies & Materials	8,176	16,450	13,981	15,555
Maintenance & Repair	-	-	-	-
Contractual Services	6,911	6,695	7,076	7,590
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 15,087	\$ 23,145	\$ 36,951	\$ 39,696

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

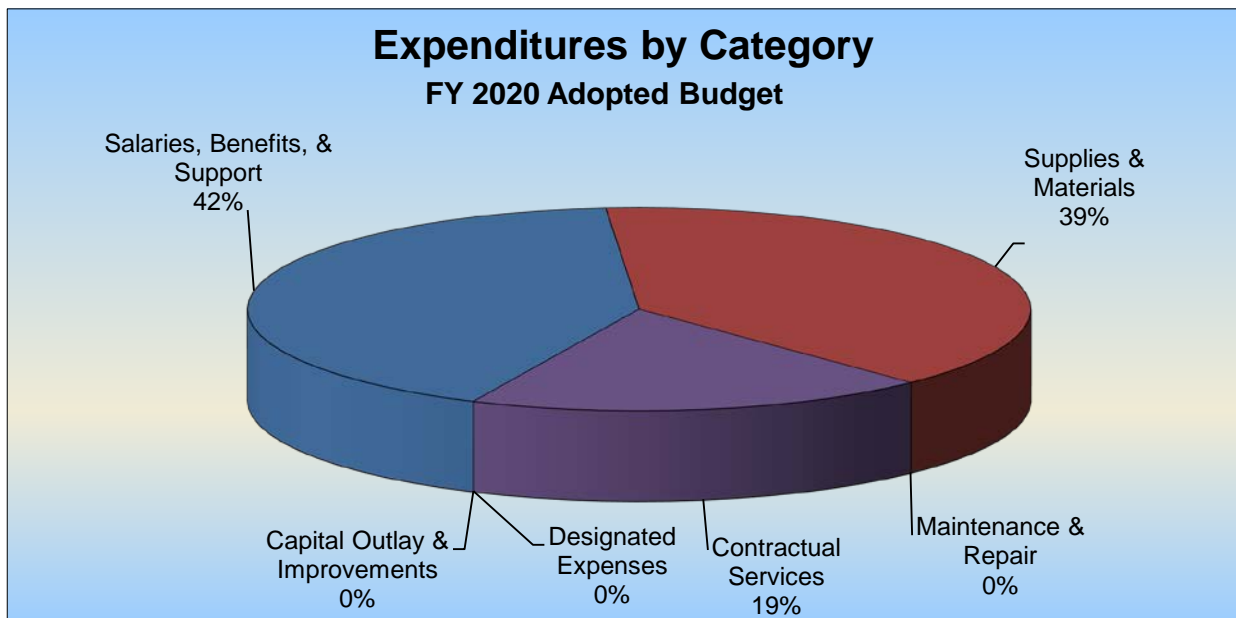
Supplies & Materials: Increase for program supplies and for printer ink.

Contractual Services: Increased cost for KTB and KAB conferences.

As required by Local Government Code, Section 140.0045.:

(a) FY 2020 Adopted Expenditures for notices required by law to be published in the newspaper total \$3,000.

FY 2019 Year to date Expenditures for notices required by law to be published in the newspaper total \$1,912.



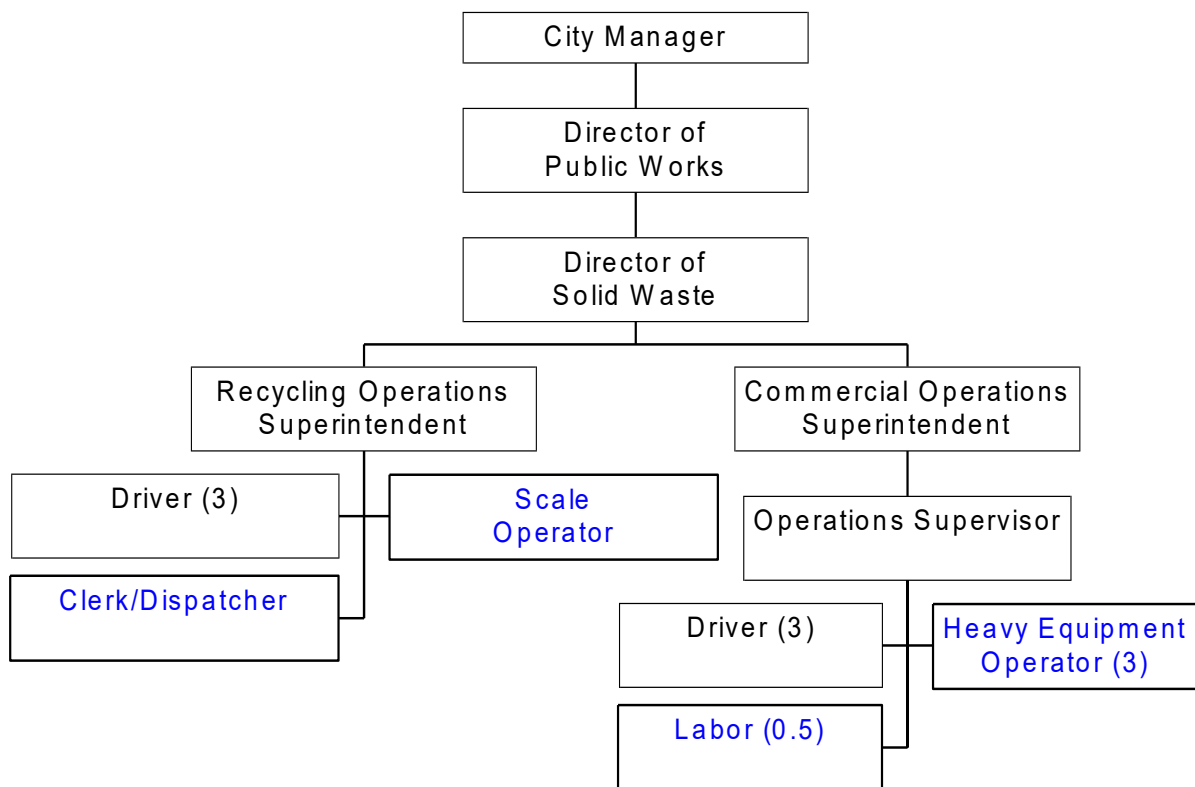
KEEP COPPERAS COVE BEAUTIFUL (KCCB)

03-9105

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Executive Director of KCCB	0	0	0.5	0.5
DEPARTMENT TOTAL	0	0	0.5	0.5

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
# of Clean-Up / Beautification Projects	14	18	16	16
# of Public Education Hours	87	80	94	90
EFFICIENCIES				
Funding Available per Project	\$1,078	\$1,286	\$2,309	\$2,481
EFFECTIVENESS				
% Increase in Memberships	5.0%	0.5%	5.0%	5.0%
% Increase in Projects	10.0%	19.0%	14.0%	12.0%
% Increase in Fund Raising	0.0%	5.0%	0.0%	5.0%

SOLID WASTE DISPOSAL



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 operated and maintained 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 applicable Site Operating Plans.
- Satisfactorily complete annual inspections and other requests by TCEQ without receiving warnings or violations.

ACHIEVEMENTS FOR FISCAL YEAR 2019

- 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 and responsiveness.
- Lessened illegal dumping in the recycle roll-off by moving roll-off containers to the transfer station.
- Hauled 28,864 tons of Municipal waste to the regional landfill in Temple, Texas.
- Transported 1,399 trailers of Municipal Solid Waste.
- Supported the cleanup of the Big Divide Tornado in June, 2019 and received bulk and brush on location.

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.
- Assist in the completion of the Wash Rack truck washing facility at the transfer station property.
- Maintain the grounds at the old landfill and ensure that all necessary post-closure measures are completed and maintained.

GOALS FOR FISCAL YEAR 2020

- Attain the most efficient transfer station in Texas.
- Provide the highest level of customer service to the customers and citizens.

SOLID WASTE DISPOSAL SWOT ANALYSIS



SOLID WASTE DISPOSAL

03
9200

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 175,225	\$ 203,764	\$ 172,868	\$ 208,086
Supplies & Materials	16,478	21,575	27,741	16,455
Maintenance & Repair	72,563	59,000	95,205	48,200
Contractual Services	17,788	62,046	46,856	22,083
Designated Expenses	1,270,454	1,366,760	1,460,194	1,450,800
Capital Outlay & Improvements	-	271,000	233,478	10,000
Total	\$ 1,552,508	\$ 1,984,145	\$ 2,036,342	\$ 1,755,624

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

Salaries, Benefits, & Support: Salary savings were realized in FY 2019 due to vacancies; Also includes a 1% COLA increase and incentive pay for employees acquiring Municipal Solid Waste (MSW) and commercial driver's lic

Decreases:

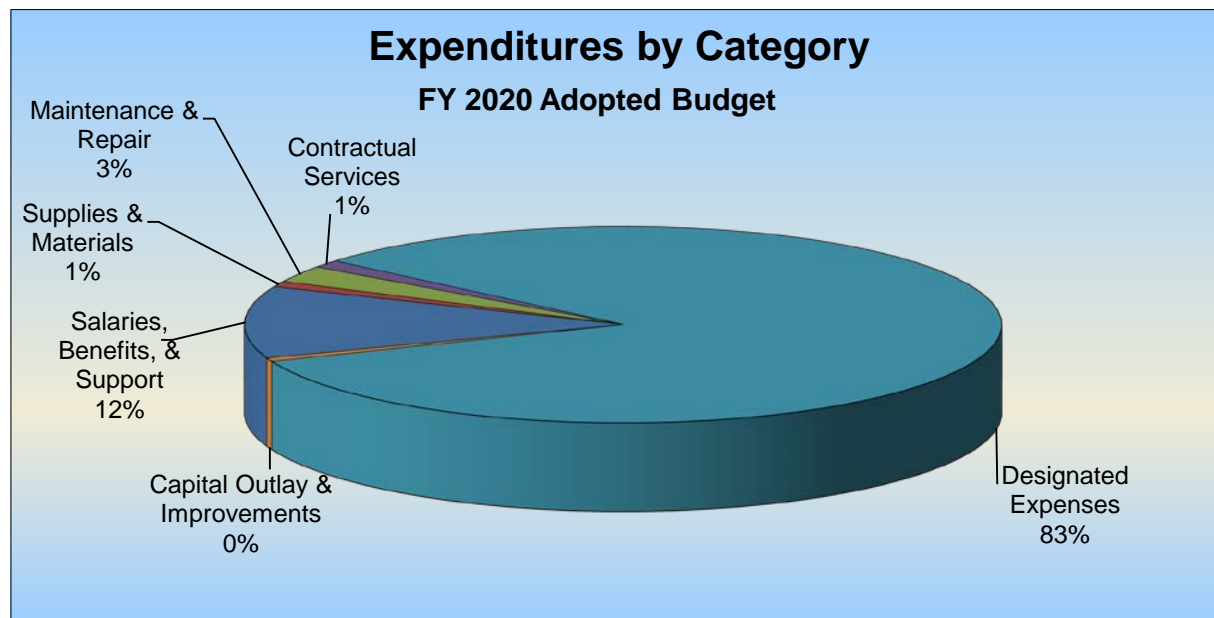
Supplies & Materials: FY 2019 includes minor equipment purchases.

Maintenance & Repair: Includes decreases in facilities and equipment maintenance costs.

Contractual Services: FY 2019 includes an one-time expense for a sewer leak repair.

Designated Expenses: Hauling & Disposal cost decrease.

Capital Outlay & Improvements: FY 2019 Year End Projection includes a Scale House window, a Wheel Loader, and a Gator; the \$10,000 in FY 2020 is to upgrade the lighting in the Transfer Station.



SOLID WASTE DISPOSAL**03-9200**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Clerk/Dispatcher	1	1	1	1
Scale Operator	1	1	1	1
Heavy Equipment Operator	3	3	3	3
Laborer	0.5	0.5	0.5	0.5
DEPARTMENT TOTAL	5.5	5.5	5.5	5.5

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
<i>OUTPUTS</i>				
# of Tons Transferred and Landfilled	28,733	28,000	28,864	26,000
# of City Vehicles Utilizing Transfer Station	4,965	4,850	4,800	4,850
# of Non-City Vehicles Utilizing Transfer Station	13,020	13,500	13,000	13,500
Contract Cost per Ton to Transport and Landfill	\$37	\$37	\$37	\$37
<i>EFFICIENCIES</i>				
Cost per Ton for Operation of Facility	\$54	\$71	\$71	\$68
<i>EFFECTIVENESS</i>				
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

SOLID WASTE NON-DEPARTMENTAL

03
9500

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ -	\$ -	\$ -	\$ -
Supplies & Materials	-	-	1,088	-
Maintenance & Repair	3,115	7,938	8,283	7,918
Contractual Services	19,610	24,752	29,229	24,585
Designated Expenses	84,882	86,108	80,282	86,108
Capital Outlay & Improvements	-	220,000	220,000	-
Admin Cost Reimbursement	504,000	881,472	881,472	881,472
Debt Service	430,967	518,197	516,670	412,784
Other	-	-	-	-
Total	\$ 1,042,574	\$ 1,738,467	\$ 1,737,024	\$ 1,412,867

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

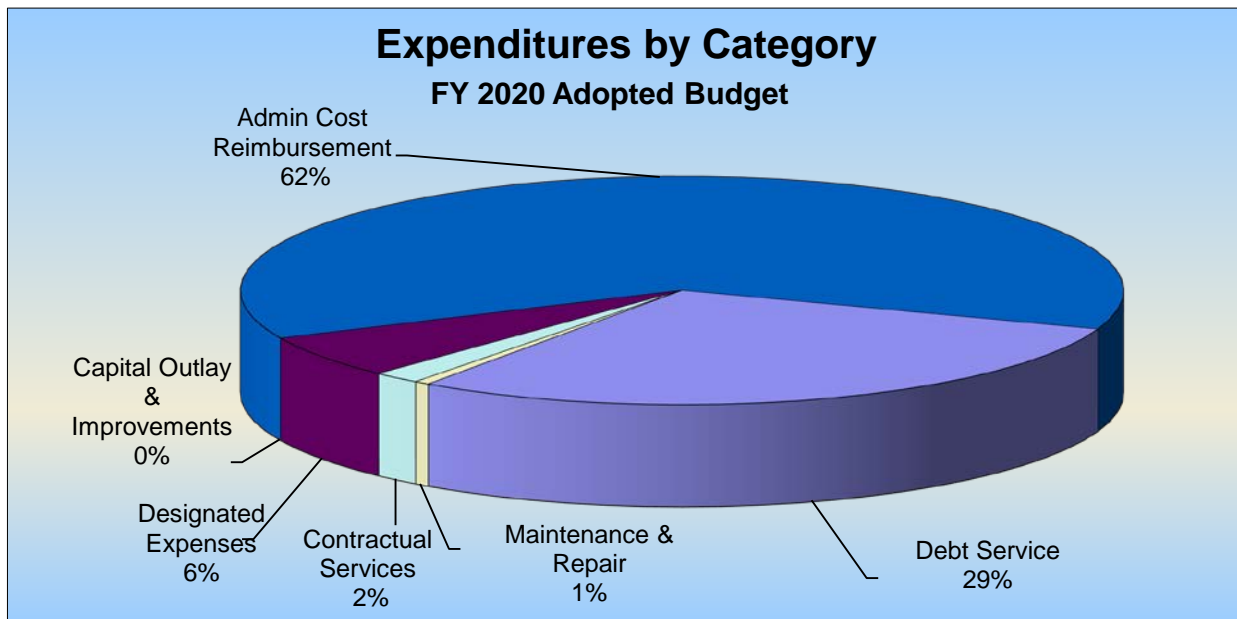
Increases:

Other: FY 2020 amount is funding for contingencies.

Decreases:

Capital Outlay & Improvements: FY 2019 Year End Projection is funding to purchase a wash rack.

Debt Service: Payments decreasing due to acquiring less debt.







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 2020 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 225 members. Green/Special Green fees and Cart Rental fees provide 46% of the total revenue generated in the Golf Course Fund. The activities at the golf course are closely monitored by staff, City Administration, and City Council on a regular basis in effort to continue improving the financial position of the fund.

REVENUES	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Current	FY 2020 Adopted
Green Fees	75,149	76,191	40,182	48,161	48,000
Special Green Fees	-	9,726	82,962	58,000	58,000
Cart Rental Fees	55,634	55,574	34,091	48,432	42,663
Membership Dues	47,104	53,516	47,230	60,000	58,489
Cart Storage Fees	33,631	29,551	26,082	37,740	38,480
Pro Shop Sales	29,861	32,757	27,429	35,790	30,492
Other Operating Income	44,030	47,041	49,755	46,533	46,166
TOTAL	285,409	304,356	307,731	334,656	322,290
EXPENSES					
Salaries & Benefits	259,336	62,639	50,474	69,717	67,565
Supplies & Materials	57,000	53,251	54,908	64,937	63,203
Repairs & Maintenance	75,648	57,634	38,349	59,996	55,858
Contractual Services	76,244	80,321	56,880	78,537	78,182
Designated Expenses	35,808	31,865	27,344	27,466	26,184
Capital Outlay	-	-	-	-	-
Miscellaneous	22,119	22,314	33,122	31,861	31,298
TOTAL	526,155	308,024	261,077	332,514	322,290
Revenues Over/(Under)					
Expenses	(240,746)	(3,668)	46,654	2,142	-
TOTAL	285,409	304,356	307,731	334,656	322,290

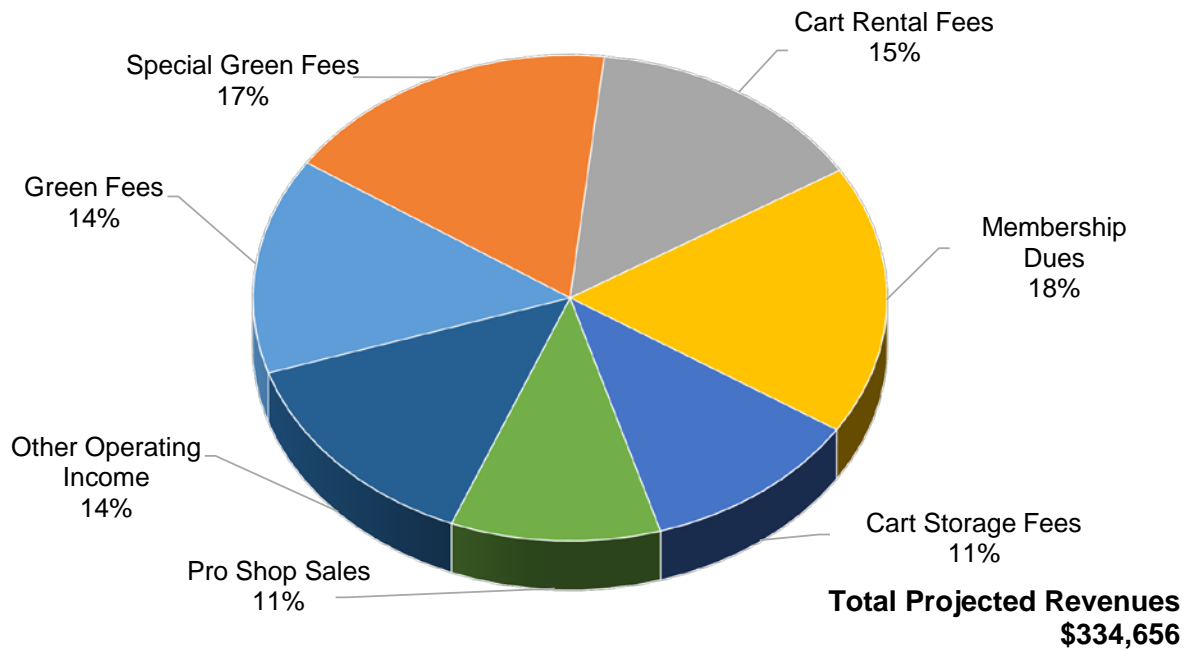
CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2019-20 ADOPTED BUDGET
GOLF COURSE FUND
SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE

Description	Actual FY 2017-18	Adopted Budget FY 2018-19	Current Budget FY 2018-19	Adopted Base Budget FY 2019-20	New Requests FY 2019-20	Adopted FY 2019-20
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ (1,448,526)	\$ (1,401,872)	\$ (1,401,872)	\$ (1,399,730)	\$ -	\$ (1,399,730)
TOTAL BEGINNING FUND BALANCE	\$ (1,448,526)	\$ (1,401,872)	\$ (1,401,872)	\$ (1,399,730)	\$ -	\$ (1,399,730)
REVENUES:						
Green Fees	\$ 40,182	\$ 33,174	\$ 48,161	\$ 48,000	\$ -	\$ 48,000
Special Green Fees	82,962	58,000	58,000	58,000	-	58,000
Cart Rental Fees	34,091	71,221	48,432	42,663	-	42,663
Membership Dues	47,230	57,364	60,000	58,489	-	58,489
Cart Storage Fees	26,082	37,740	37,740	38,480	-	38,480
Trail Fees	8,997	9,832	9,832	10,025	-	10,025
Pro Shop Sales	27,429	35,790	35,790	30,492	-	30,492
Driving Range Fees	9,616	11,286	11,286	11,507	-	11,507
Snack Bar Revenue-Food & Beverage	1,296	4,469	4,496	4,557	-	4,557
Tournament Fees - Green and Cart	6,011	6,631	7,831	6,761	-	6,761
Snack Bar Revenue-Alcohol Sale	8,541	12,530	12,530	12,776	-	12,776
Miscellaneous Revenue	15,294	530	558	540	-	540
TOTAL REVENUES	\$ 307,731	\$ 338,567	\$ 334,656	\$ 322,290	\$ -	\$ 322,290
TOTAL FUNDS AVAILABLE	\$ (1,140,795)	\$ (1,063,305)	\$ (1,067,216)	\$ (1,077,440)	\$ -	\$ (1,077,440)
EXPENDITURES:						
Golf Course - Operations	\$ 145,168	\$ 181,846	\$ 178,740	\$ 176,184	\$ -	\$ 176,184
Golf Course - Maintenance	82,787	118,807	121,913	114,808	-	114,808
Golf Course - Non-Departmental	-	-	-	-	-	-
OPERATING EXPENDITURES	\$ 227,955	\$ 300,653	\$ 300,653	\$ 290,992	\$ -	\$ 290,992
OTHER EXPENDITURES:						
Principal & Int Debt Pymts	33,122	31,861	31,861	31,298	-	31,298
TOTAL OTHER EXPENDITURES	\$ 33,122	\$ 31,861	\$ 31,861	\$ 31,298	\$ -	\$ 31,298
TOTAL EXPENDITURES	\$ 261,077	\$ 332,514	\$ 332,514	\$ 322,290	\$ -	\$ 322,290
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ (1,401,872)	\$ (1,395,819)	\$ (1,399,730)	\$ (1,399,730)	\$ -	\$ (1,399,730)
TOTAL ENDING FUND BALANCE	\$ (1,401,872)	\$ (1,395,819)	\$ (1,399,730)	\$ (1,399,730)	\$ -	\$ (1,399,730)
IDEAL FUND BALANCE	\$ 56,989	\$ 83,129	\$ 75,163	\$ 72,748	\$ -	\$ 72,748
OVER (UNDER) IDEAL FUND BALANCE	\$ (1,458,861)	\$ (1,478,948)	\$ (1,474,893)	\$ (1,472,478)	\$ -	\$ (1,472,478)

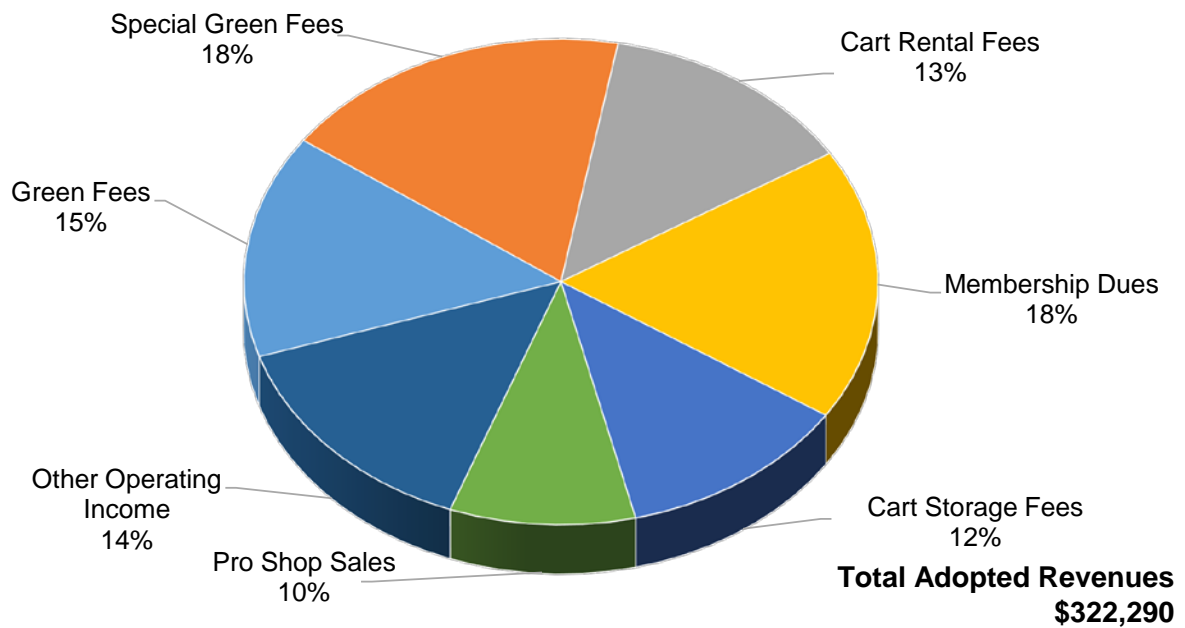
* The Current Budget Includes budget amendments approved by City Council throughout the fiscal year.

**City of Copperas Cove, Texas
FY 2020 Adopted Budget
Golf Course Fund
Budgeted Revenues by Source Comparison**

Fiscal Year 2018-2019 Projected Revenue

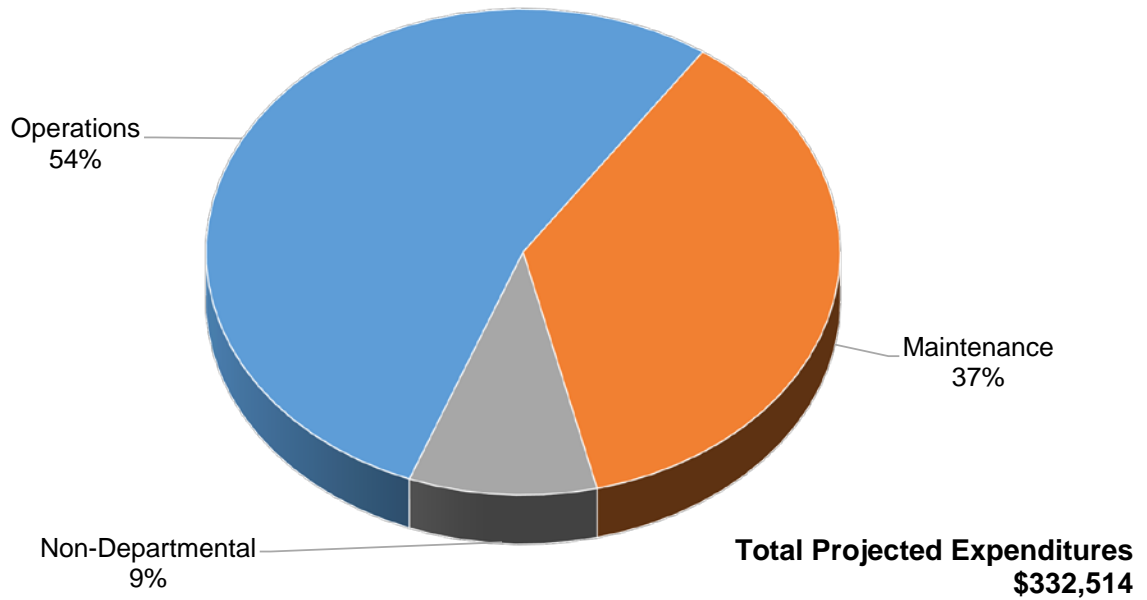


Fiscal Year 2019-2020 Adopted Revenue

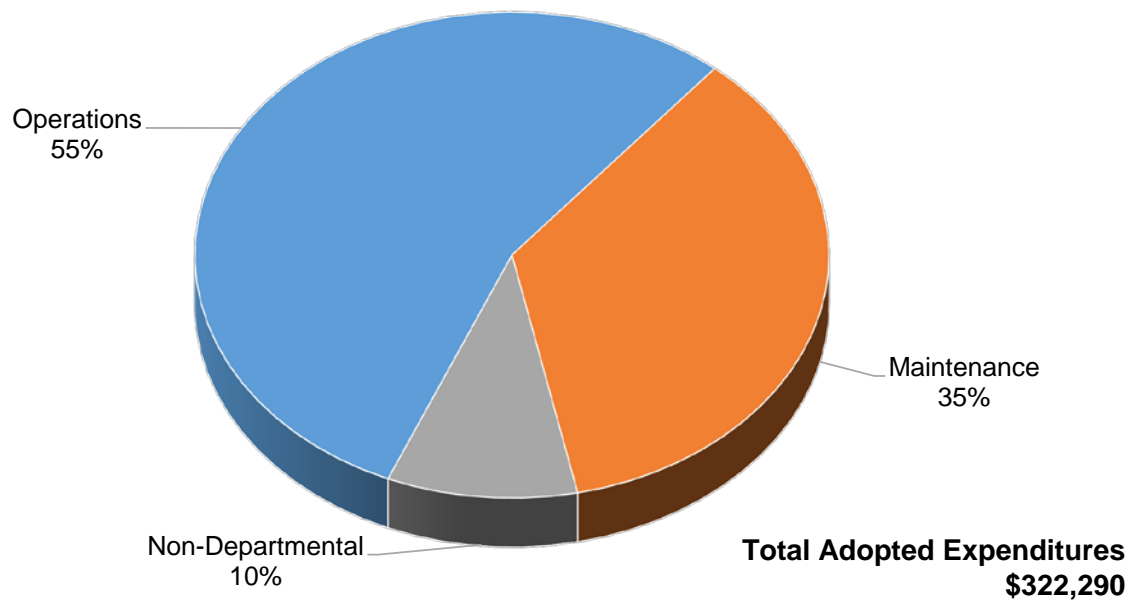


**City of Copperas Cove, Texas
FY 2020 Adopted Budget
Golf Course Fund
Budgeted Expenditures by Function Comparison**

Fiscal Year 2018-2019 Projected Expenditures

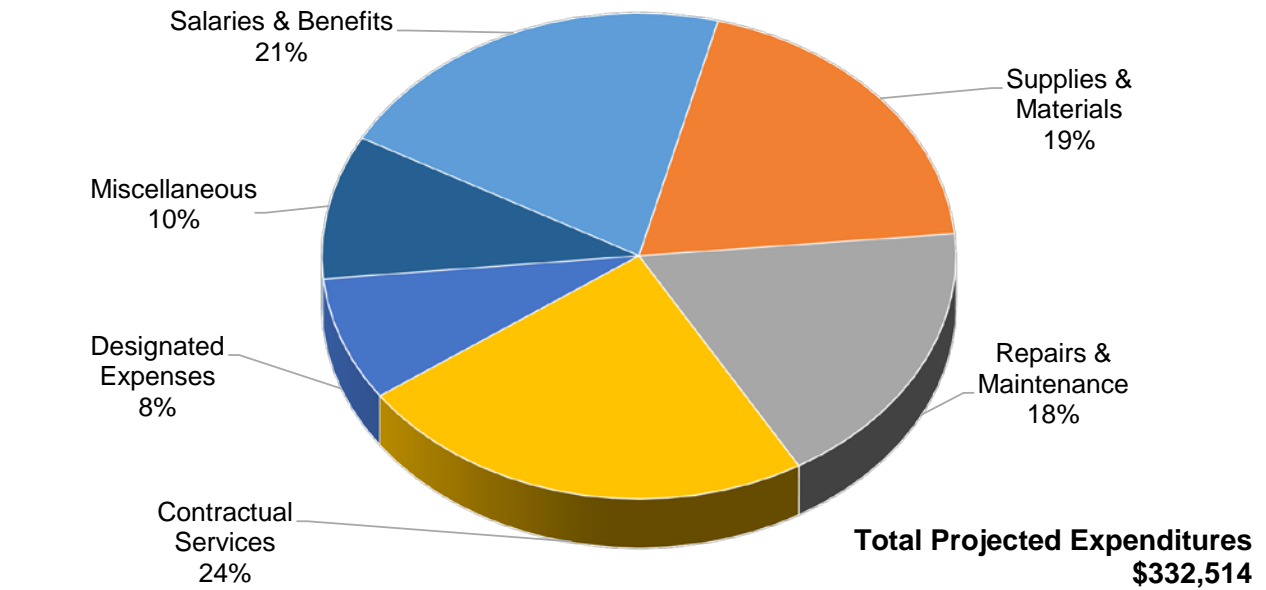


Fiscal Year 2019-2020 Adopted Expenditures

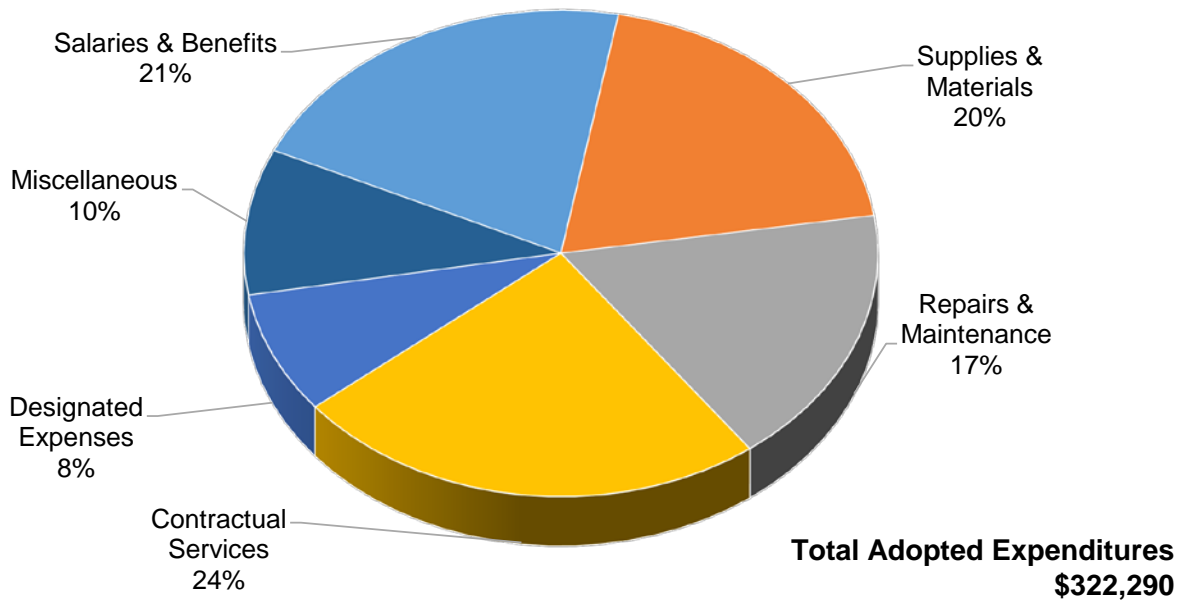


City of Copperas Cove, Texas FY 2020 Adopted Budget Golf Course Fund Budgeted Expenditures by Object Comparison

Fiscal Year 2018-2019 Projected Expenditures



Fiscal Year 2019-2020 Adopted Expenditures





GOLF COURSE OPERATIONS



Left to Right:

Charles Hughes (Pro-Shop Manager/Tournament Director); Bailey Ayala (Clerk/Golf Shop Assistant); Jeff Davis (Clerk/Golf Shop Assistant).



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

2 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 2019

- Hosted 13 Charity Fund Raiser Golf Outings.
- Hosted 9 Copperas Cove Golf Association Tournaments throughout the year.
- Maintained the Parks and Recreation/Golf Course Facebook Page.
- Continued to cross-train recreation aides to also work at the pro shop front desk and conduct various duties outside regarding the golf course (Operation efficiency).
- Continued to create and administer a quarterly youth golf camp.
- Hosted first ever Junior (ages 7-18) Golf Tournament.

CONTINUING OBJECTIVES

- Improve the working relationship between the Golf Course and Golf Association.
- Increase the rounds of golf played.
- Increase memberships.
- 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 2020

- Increase green fee sales by 2-8 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.

GOLF COURSE OPERATIONS SWOT ANALYSIS



EXPENDITURE SUMMARY

GOLF COURSE OPERATIONS

09
7400

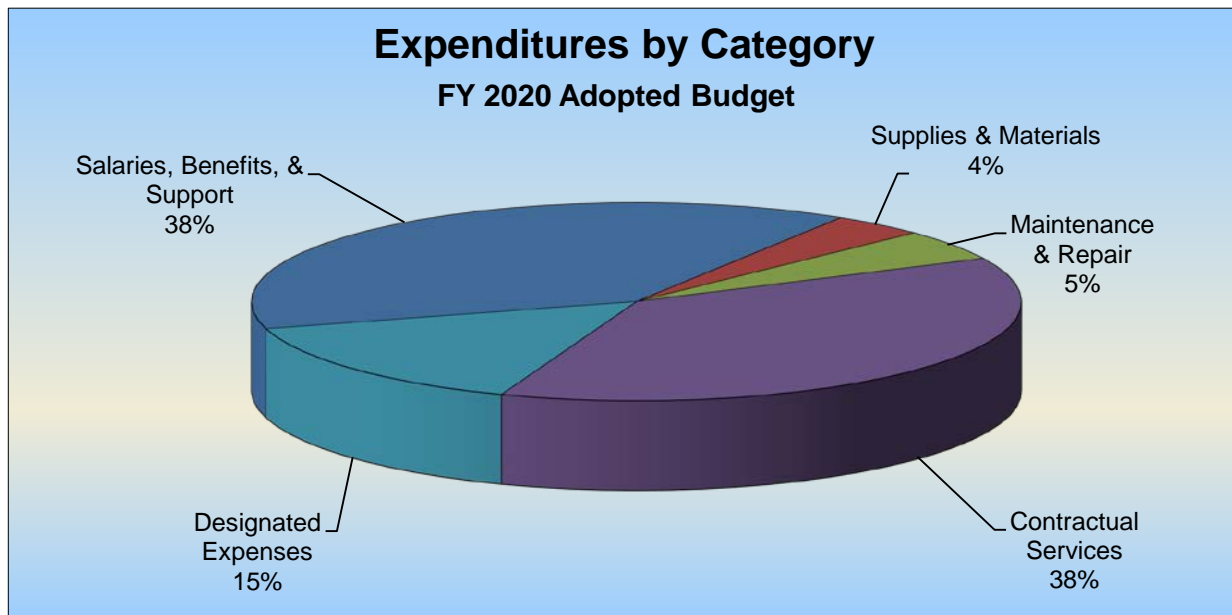
CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 50,474	\$ 68,727	\$ 69,717	\$ 67,565
Supplies & Materials	7,859	6,883	6,419	6,883
Maintenance & Repair	8,030	8,832	8,063	8,832
Contractual Services	51,461	68,220	67,075	66,720
Designated Expenses	27,344	29,184	27,466	26,184
Capital Outlay & Improvements	-	-	-	-
Total	\$ 145,168	\$ 181,846	\$ 178,740	\$ 176,184

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Decreases:

Salaries, Benefits, & Support: Part-time employees hours will be reduced in FY 2020 to offset the reduction in funding; Includes a 1% COLA increase.

Designated Expenses: Decrease is due to reducing merchandise cost by \$4,000, which is offset by the beer license for \$1,000.



GOLF COURSE OPERATIONS**09-7400**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Pro-Shop Manager/Tournament Director	1	1	1	1
Clerk/Golf Shop Assistant	0.5	1	1	1
DEPARTMENT TOTAL	1.5	2	2	2

Note: The Clerk/Golf Shop Assistant position consists of two (2) part-time positions.

PERFORMANCE MEASURES*	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
Rounds of Golf Played (annually)	17,251	13,000	12,940	16,000
# of Tournament Rounds per Year	385	500	431	600
# of Annual Dues (Memberships)	225	240	170	225
EFFICIENCIES				
Average Revenue per Round of Golf Played	\$17.84	\$26.04	\$25.86	\$20.14
Pro Shop Profit Margin	24.0%	18.5%	34.9%	31.1%
EFFECTIVENESS				
% Increase in Annual Dues	1.0%	0.0%	2.0%	0.0%
Customer Satisfaction Rating for Operations*	0.0%	0.0%	0.0%	0.0%
Customer Satisfaction Rating for Junior Camp*	0.0%	0.0%	0.0%	0.0%

* Currently the golf course doesn't have a survey in place to track these numbers

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 2019

- Turf aerification is now a consistent measure used to stimulate growth and maintain turf viability (Takes place (3) times annually).
- Phase 1 and 2 of the golf cart path projects completed.
- Replaced two mowers and one spray rig improving quality of turf maintenance.
- Improved greens and fairways by implanting annual turf plan.
- Continuing education of staff members on golf course maintenance.

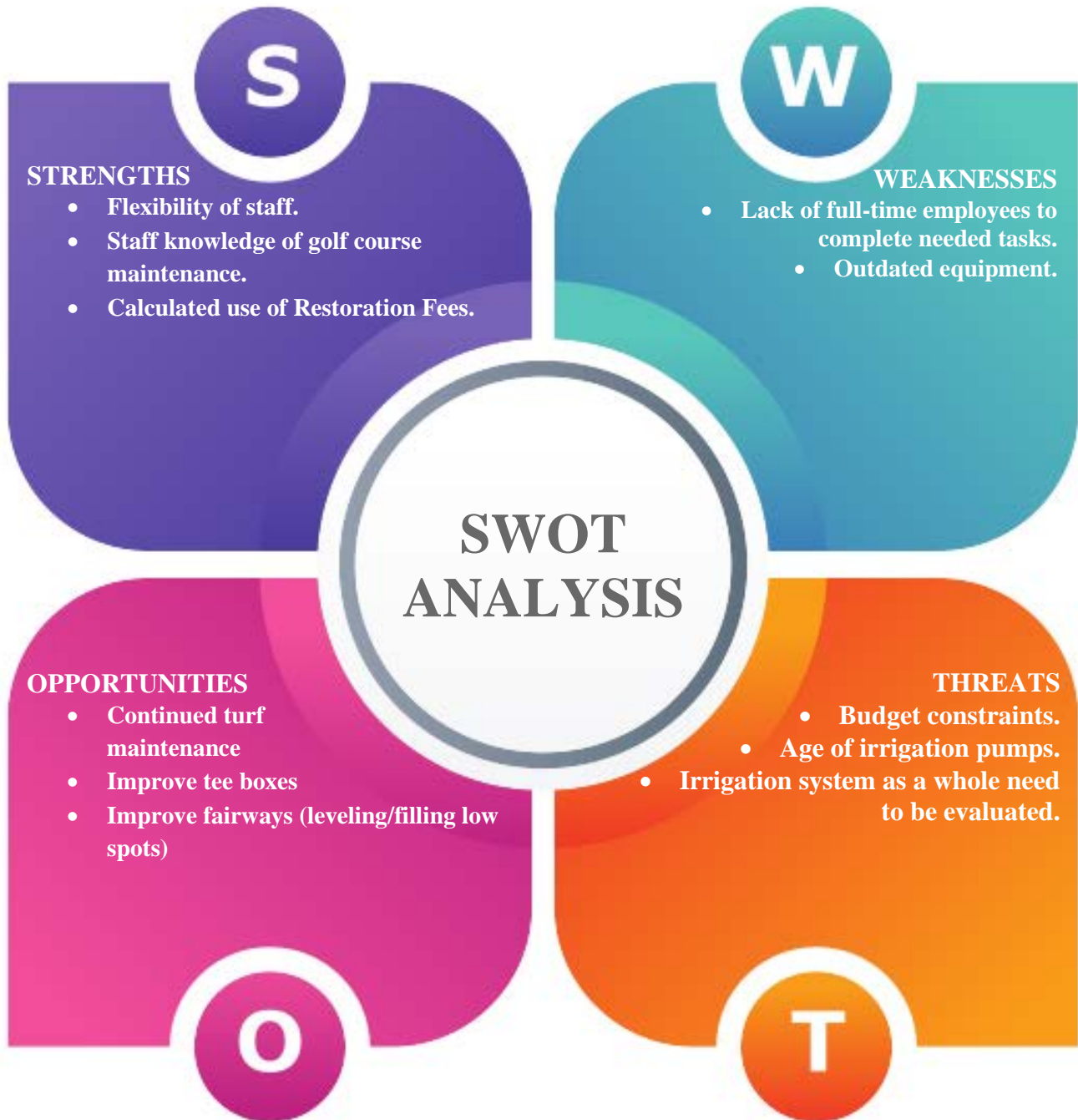
CONTINUING OBJECTIVES

- 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 (Drastic decrease in weeds throughout course).
- 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.

GOALS FOR FISCAL YEAR 2020

- Continue to maintain and administer an aggressive weed control program.
- Continue to leverage the restoration fund to fight deferred maintenance.
- 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 3 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.
- Re-establishing the number five retaining wall that is failing.

GOLF COURSE MAINTENANCE SWOT ANALYSIS



EXPENDITURE SUMMARY

GOLF COURSE MAINTENANCE

09
7402

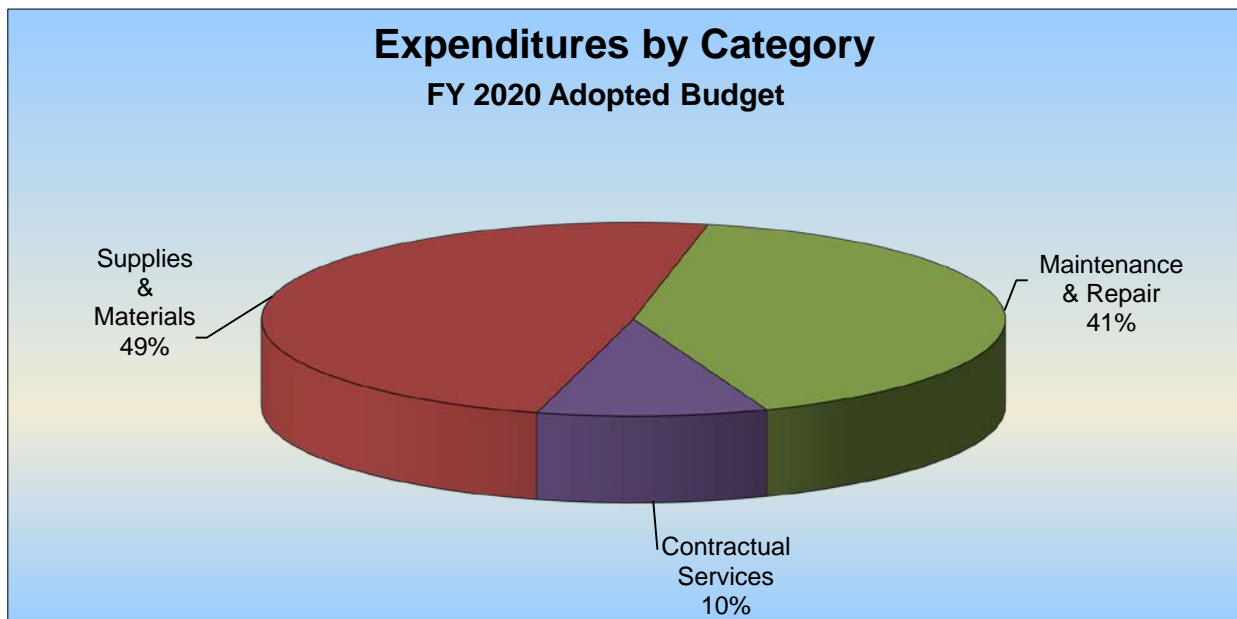
CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ -	\$ -	\$ -	\$ -
Supplies & Materials	47,049	52,435	58,518	56,320
Maintenance & Repair	30,319	54,910	51,933	47,026
Contractual Services	5,419	11,462	11,462	11,462
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 82,787	\$ 118,807	\$ 121,913	\$ 114,808

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Decreases:

Supplies & Materials: Decrease for chemicals, and sand & soil costs to offset the reduction in funding.

Maintenance & Repair: Includes decreases in facilities and equipment maintenance costs to offset the reduction in funding.



GOLF COURSE MAINTENANCE

09-7402

PERFORMANCE MEASURES*	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
<i>OUTPUTS</i>				
# of Acres Mowed and Maintained	122	122	122	122
# of Weed (Pest) Control Applications	4	4	4	4
<i>EFFICIENCIES</i>				
Operating Cost per Acre to Maintain	\$678.58	\$973.83	\$999.29	\$941.05
<i>EFFECTIVENESS</i>				
% of Golfers Rating the Course Overall as Good to Excellent	0.0%	85.0%	75.0%	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

GOLF COURSE NON-DEPARTMENTAL

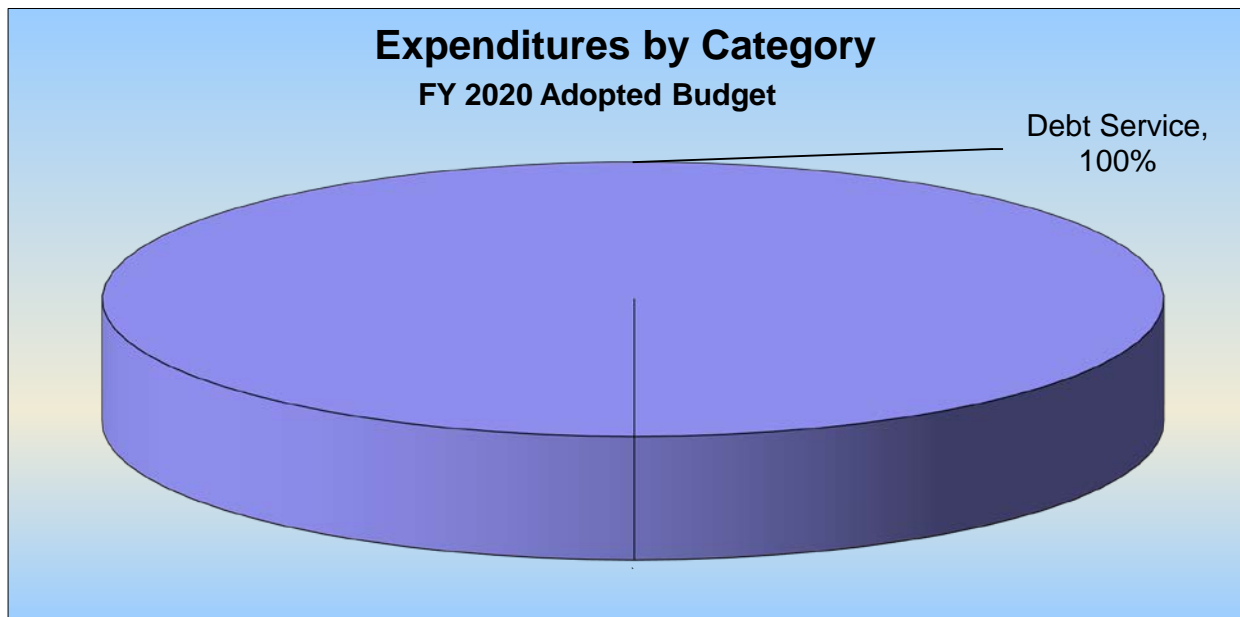
09
7500

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ -	\$ -	\$ -	\$ -
Supplies & Materials	-	-	-	-
Maintenance & Repair	-	-	-	-
Contractual Services	-	-	-	-
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Debt Service	33,122	31,861	31,861	31,298
Other	-	-	-	-
Total	\$ 33,122	\$ 31,861	\$ 31,861	\$ 31,298

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Decreases:

Debt Service: Reduction in debt payments.







Other Funds

OTHER FUNDS

Drainage Utility Fund – The Drainage Utility Fund is used to account for the receipts of the drainage assessment fees, as well as, expenditures incurred.

Parks Improvement Fund – The Parks Improvement Fund is used to account for capital improvement projects related to development of parks and recreation facilities.

Street Maintenance Fund – The Street Maintenance Fund is used to account for maintenance of city streets.

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.

Miscellaneous Funds – Include City-Wide Donation Fund, City-Wide Grant Fund, FEMA Grant Fund, Police State Seizure Fund, Police Federal Seizure Fund, Law Enforcement Explorer Fund, Law Enforcement Block Grant Fund and Tobacco Grant Fund.



City of Copperas Cove

The City Built for Family Living



CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2019-20 ADOPTED BUDGET
DRAINAGE UTILITY FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Description	Actual FY 2017-18	Adopted Budget FY 2018-19	Current Budget FY 2018-19	Adopted Base Budget FY 2019-20	New Requests FY 2019-20	Adopted FY 2019-20
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 2,254,372	\$ 2,627,672	\$ 2,627,672	\$ 1,591,270	\$ -	\$ 1,591,270
TOTAL BEGINNING FUND BALANCE	\$ 2,254,372	\$ 2,627,672	\$ 2,627,672	\$ 1,591,270	\$ -	\$ 1,591,270
REVENUES:						
Drainage Utility Fee	\$ 1,007,001	\$ 957,480	\$ 962,307	\$ 971,930	\$ -	\$ 971,930
Subtotal	\$ 1,007,001	\$ 957,480	\$ 962,307	\$ 971,930	\$ -	\$ 971,930
Interest Revenue	25,987	16,200	27,094	17,400	-	17,400
Auction Proceeds	-	-	-	9,000	-	9,000
Miscellaneous Revenue	11,881	-	10	10,157	-	10,157
Subtotal	\$ 37,868	\$ 16,200	\$ 27,104	\$ 36,557	\$ -	\$ 36,557
TOTAL REVENUES	\$ 1,044,869	\$ 973,680	\$ 989,411	\$ 1,008,487	\$ -	\$ 1,008,487
TOTAL FUNDS AVAILABLE	\$ 3,299,241	\$ 3,601,352	\$ 3,617,083	\$ 2,599,757	\$ -	\$ 2,599,757
EXPENDITURES:						
Drainage	\$ 332,221	\$ 557,187	\$ 451,174	\$ 444,552	\$ 6,740	\$ 451,292
Non-Departmental	124,042	183,175	185,294	191,299	135	191,434
OPERATING EXPENDITURES	\$ 456,263	\$ 740,362	\$ 636,468	\$ 635,851	\$ 6,875	\$ 642,726
OTHER EXPENDITURES:						
Capital Improvement Projects	\$ 75,180	\$ 885,500	\$ 1,346,148	\$ -	\$ 1,187,698	\$ 1,187,698
Capital Outlay	37,257	36,000	28,730	-	42,000	42,000
Capital Lease Payments	-	-	-	-	-	-
Principal & Int Debt Pymts	102,869	434,115	14,467	-	-	-
TOTAL OTHER EXPENDITURES	\$ 215,306	\$ 1,355,615	\$ 1,389,345	\$ -	\$ 1,229,698	\$ 1,229,698
TOTAL EXPENDITURES	\$ 671,569	\$ 2,095,977	\$ 2,025,813	\$ 635,851	\$ 1,236,573	\$ 1,872,424
ENDING FUND BALANCE						
Unreserved, Undesignated	\$ 2,627,672	\$ 1,505,375	\$ 1,591,270	\$ 1,963,906	\$ (1,236,573)	\$ 727,333
TOTAL ENDING FUND BALANCE	\$ 2,627,672	\$ 1,505,375	\$ 1,591,270	\$ 1,963,906	\$ (1,236,573)	\$ 727,333

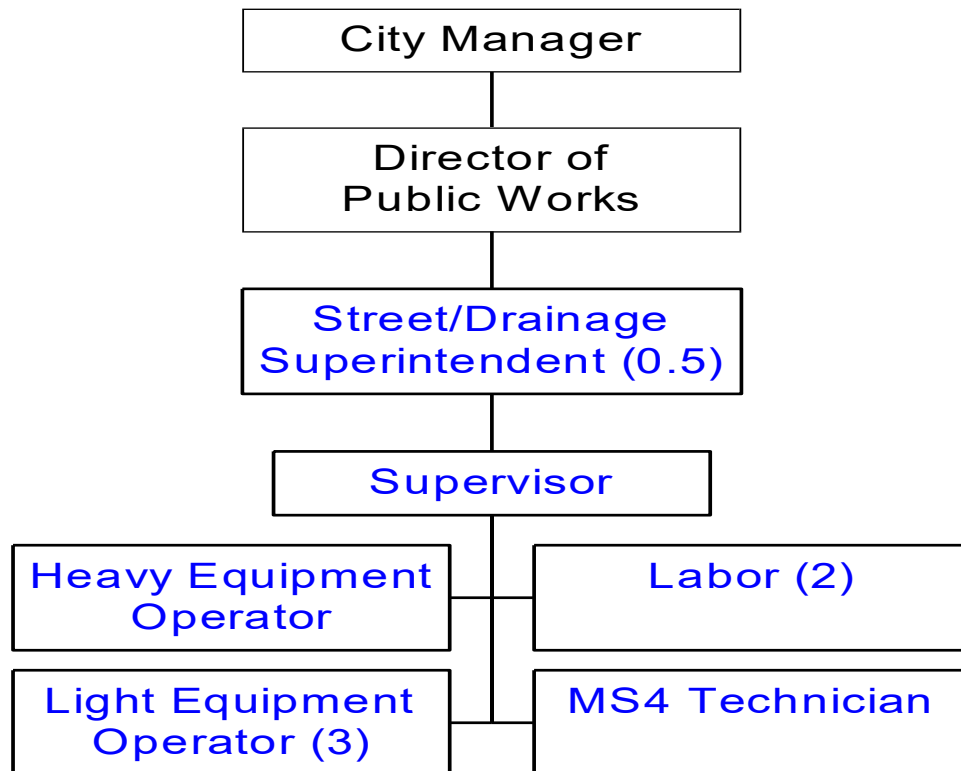
* The Current Budget Includes budget amendments approved by City Council throughout the fiscal year.

DRAINAGE UTILITY



Left to Right:

Vernon Thompson (Light Equipment Operator); Ronnie Jackson (MS4 Technician); Robert Mattocks (Laborer); John Field Sr. (Supervisor); Carlos Ramirez (Laborer); Luther Powell Jr. (Heavy Equipment Operator) .



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

DRAINAGE UTILITY

PROGRAM DESCRIPTION

The Drainage Department is responsible for the maintenance of the Municipal Separate Storm Sewer System (MS4). It consists of 553 inlet boxes, 102 earthen/concrete flumes, 63 grates, and 221 outflows. They are maintained by cleaning out sediment that has built up significantly throughout the years in some of the City's earthen channels. The Drainage Department also repairs the flow capacity of channels, flumes, and gutter section that may have been restricted or have created eroded areas by mowing and vegetation control. There are 45.54 miles of drainage / r.o.w. maintained. There is an annual program of mowing vegetation along the rights-of-way of major thoroughfares and the Texas Department of Transportation (TXDOT) rights-of-way.

MAJOR DEPARTMENT GOALS

- Manage Stormwater levels within the City's infrastructure.
- Control vegetation and erosion in drainage channels to acceptable levels.
- Inspect and remove debris in drainage inlets, flumes and grates throughout the City.
- Add or repair damaged MS4 markers on the drainage inlet boxes, flumes and grates.
- Continue with inspection of neighborhoods, construction sites and the business / school outreach programs for the MS4.

ACHIEVEMENTS FOR FISCAL YEAR 2019

- Reshaped earthen flumes and silt removal on Dennis Street and Pecan Cove Drive.
- Installed rip-rap, filled in washed out areas and reshaped banks in Ogletree Pass, South Drive and Courtney Lane channels.
- Used sweeper vacuum and manual means to clean out trash / debris built up in the inlet boxes.
- Removed brush and debris at the end of outflows throughout the City to maintain better storm water flow.
- Mowed 4 cycles this year for approximately of 182 linear miles.
- Supported static display at career day at Martin Walker, William-Ledger and Clements-Parson Elementary schools.
- Installed french drain system at Eagle Trail and Eichelberger Drive to enhance the storm water flow rate.
- Repaired handrail at Rhodes Park.
- Helped Solid Waste with removal of brush and debris from the tornado.
- Completed the Notice of Intent for the City's 5-year MS4 permit.
- Started the outreach program for the citizens, schools and businesses.

CONTINUING OBJECTIVES

- Control vegetation in channels, creeks, drainage ditches and r.o.w.'s by mowing and weed eating.
- Utilize sweeper and new jetter to clean out inlet boxes and concrete flumes.
- Enhance the MS4 outreach program to include schools, businesses and citizens.

GOALS FOR FISCAL YEAR 2020

- Develop detailed action plan for the City's MS4 Stormwater Pollution Prevention Program.
- Fill-in additional areas with dirt, rip-rap and new erosion matting to prevent water from standing preventing mosquito infestation.
- 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.

DRAINAGE UTILITY SWOT ANALYSIS



DRAINAGE UTILITY

05
7600

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ 235,747	\$ 427,896	\$ 317,581	\$ 378,805
Supplies & Materials	21,802	27,491	31,776	27,570
Maintenance & Repair	20,941	26,543	26,578	26,930
Contractual Services	53,731	74,857	74,839	17,587
Designated Expenses	-	400	400	400
Capital Outlay & Improvements	37,257	36,000	28,730	42,000
Ave D Drainage Improvements	1,680	-	-	-
South 19th Street Drainage	73,500	885,500	926,500	-
Indian Camp Drainage	-	15,000	15,000	-
Pecan Cove Drive Drainage	-	404,648	404,648	1,187,698
TOTAL	\$ 444,658	\$ 1,898,335	\$ 1,826,052	\$ 1,680,990

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

Salaries, Benefits, & Support: Salary savings were realized in FY 2019 due to vacancies and deciding to not fill the Administrative Assistant position; Includes a 1% COLA increase.

Capital Outlay & Improvements: FY 2020 amount is for the purchase of three zero turn mowers.

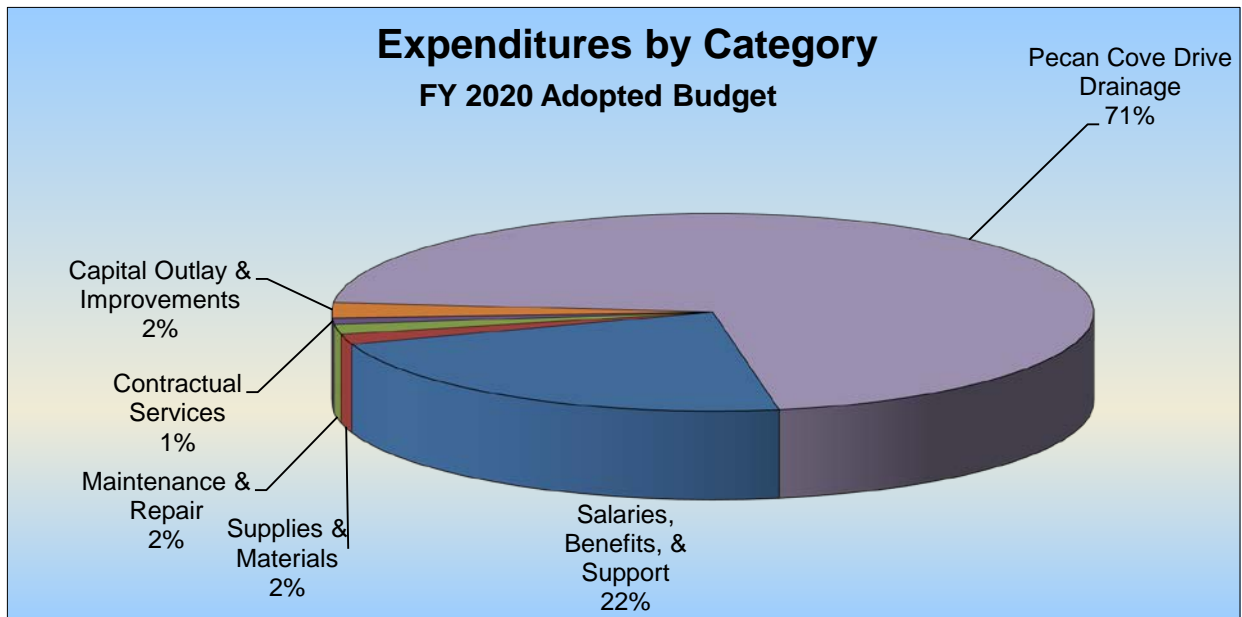
Pecan Cove Drive Drainage: The FY 2019 amount is funding for the drainage portion of Pecan Cove Road Reconstruction. The FY 2020 amount is for Hardeman Street (\$441,708) and MLK Jr. Blvd. (\$745,990) Drainage Projects.

Decreases:

Contractual Services: Decrease in legal services fees and engineering costs.

South 19th Street Drainage: Project to be completed in FY 2019.

Indian Camp Drainage: Project to be completed in FY 2019.



DRAINAGE UTILITY**05-7600**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Superintendent Street/Drainage	0.5	0.5	0.5	0.5
Supervisor - Drainage	0	1	1	1
Laborer	2	2	2	2
Light Equipment Operator	2	3	3	3
Heavy Equipment Operator	1	1	1	1
Administrative Assistant	1	1	1	0
MS4 Technician	0	1	1	1
DEPARTMENT TOTAL	6.5	9.5	9.5	8.5

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

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
Mowing Cycles per Year	4	5	4	4
Drainage Miles Maintained per Year*	104	228	182	180
Average Drainage Miles Mowed per Month**	12	25	20	20
# of Drainage Inlets Inspected, Cleaned, and Marked	458	550	553	553
# of Drainage outflows Inspected & Cleaned	215	225	221	221
EFFICIENCIES				
Drainage Miles Maintained per Drainage Employee	21	33	26	26
EFFECTIVENESS				
Average % of Drainage Miles Mowed per Month	37.4%	55.6%	65.7%	65.7%

*There are 45.54 miles of drainage/R.O.W. maintained.

**Average number of months of mowing per year is nine (9).

Note: There are currently 553 inlet boxes, 102 earthen/concrete flumes, 63 grates maintained and 221 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.



EXPENDITURE SUMMARY

DRAINAGE NON-DEPARTMENTAL

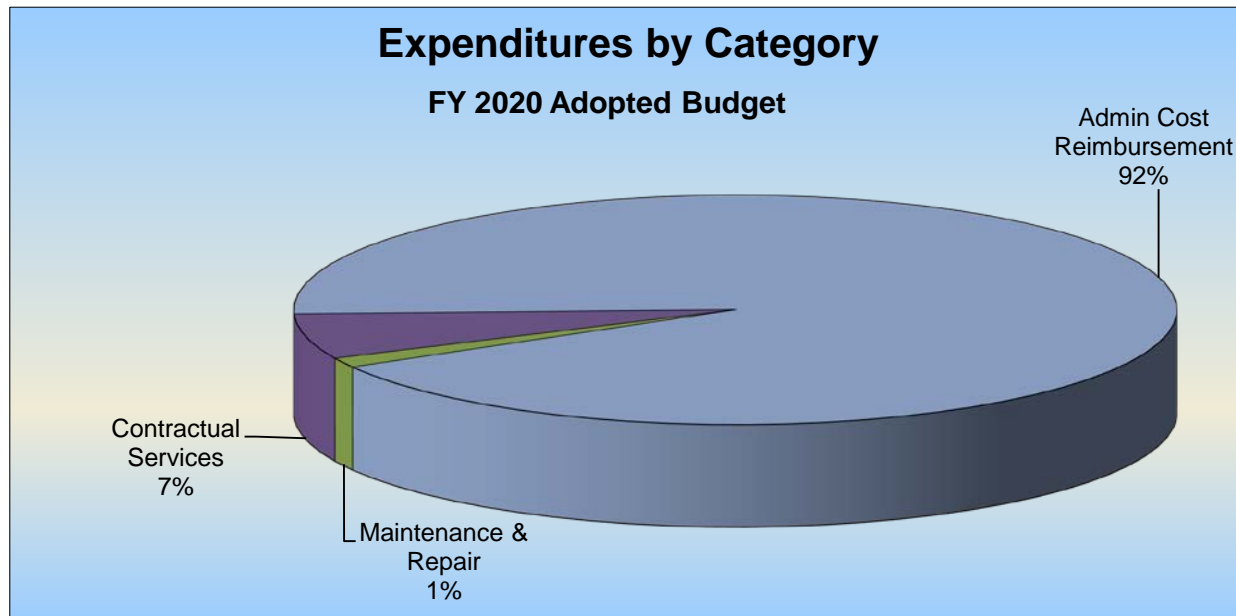
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8000

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ -	\$ -	\$ -	\$ -
Supplies & Materials	-	-	1,383	-
Maintenance & Repair	-	2,618	2,082	2,618
Contractual Services	8,515	12,332	13,604	12,197
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Admin Cost Reimbursement	115,361	168,225	168,225	176,619
Debt Service	102,869	14,467	14,467	-
Other	166	-	-	-
TOTAL	\$ 226,911	\$ 197,642	\$ 199,761	\$ 191,434

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Decreases:

Debt Service: Reduction in debt payments.





CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2019-20 ADOPTED BUDGET
PARKS IMPROVEMENT FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Description	Actual FY 2017-18	Adopted Budget FY 2018-19	Current Budget FY 2018-19	Adopted Base Budget FY 2019-20	New Requests FY 2019-20	Adopted FY 2019-20
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 26,609	\$ 16,076	\$ 16,076	\$ 25,075	\$ -	\$ 25,075
TOTAL BEGINNING FUND BALANCE	\$ 26,609	\$ 16,076	\$ 16,076	\$ 25,075	\$ -	\$ 25,075
REVENUES:						
Community Bldg Restoration Fee	\$ 1,143	\$ 500	\$ 690	\$ 600	\$ -	\$ 600
Youth Sport Restoration Fee	4,338	4,800	4,800	5,000	-	5,000
Aquatics Restoration Fee	5,799	8,000	8,001	8,500	-	8,500
Cemetery Restoration Fee	1,000	2,200	2,200	2,200	-	2,200
Golf Course Improvement Fees	25,063	32,500	42,126	33,000	-	33,000
Interest Revenue	9	-	28	-	-	-
Subtotal	\$ 37,352	\$ 48,000	\$ 57,845	\$ 49,300	\$ -	\$ 49,300
TOTAL REVENUES	\$ 37,352	\$ 48,000	\$ 57,845	\$ 49,300	\$ -	\$ 49,300
TOTAL FUNDS AVAILABLE	\$ 63,961	\$ 64,076	\$ 73,921	\$ 74,375	\$ -	\$ 74,375
EXPENDITURES:						
Grounds Maintenance	\$ -	\$ 500	\$ 499	\$ 600	\$ -	\$ 600
Athletics	5,202	4,800	4,800	5,000	-	5,000
Aquatics	7,389	8,000	8,000	8,500	-	8,500
Cemetery	670	2,200	3,047	2,200	-	2,200
Golf Maintenance	34,624	32,500	32,500	33,000	-	33,000
OPERATING EXPENDITURES	\$ 47,885	\$ 48,000	\$ 48,846	\$ 49,300	\$ -	\$ 49,300
OTHER EXPENDITURES:						
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Lease Payments	-	-	-	-	-	-
Principal & Int Debt Pymts	-	-	-	-	-	-
TOTAL OTHER EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 47,885	\$ 48,000	\$ 48,846	\$ 49,300	\$ -	\$ 49,300
ENDING FUND BALANCE						
Unreserved, Undesignated	\$ 16,076	\$ 16,076	\$ 25,075	\$ 25,075	\$ -	\$ 25,075
TOTAL ENDING FUND BALANCE	\$ 16,076	\$ 16,076	\$ 25,075	\$ 25,075	\$ -	\$ 25,075

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



CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2019-20 ADOPTED BUDGET
STREET MAINTENANCE FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Description	Actual FY 2017-18	Adopted Budget FY 2018-19	Current Budget FY 2018-19	Adopted Base Budget FY 2019-20	New Requests FY 2019-20	Adopted FY 2019-20
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 98,048	\$ 513,169	\$ 513,169	\$ 545,087	\$ -	\$ 545,087
TOTAL BEGINNING FUND BALANCE	\$ 98,048	\$ 513,169	\$ 513,169	\$ 545,087	\$ -	\$ 545,087
REVENUES:						
Sales Tax	\$ 414,602	\$ 431,044	\$ 431,044	\$ 439,665	\$ -	\$ 439,665
Transportation Fee Rev-Street Maintenance	-	-	-	-	-	-
Transportation Fee Rev-Street Reconstructi	-	-	-	-	-	-
Transportation Fee Rev-Sidewalks	-	-	-	-	-	-
Insurance Proceeds	-	-	-	-	-	-
Interest Revenue	519	470	874	490	-	490
Subtotal	\$ 415,121	\$ 431,514	\$ 431,918	\$ 440,155	\$ -	\$ 440,155
TOTAL REVENUES	\$ 415,121	\$ 431,514	\$ 431,918	\$ 440,155	\$ -	\$ 440,155
TOTAL FUNDS AVAILABLE	\$ 513,169	\$ 944,683	\$ 945,087	\$ 985,242	\$ -	\$ 985,242
EXPENDITURES:						
Street Maintenance	\$ -	\$ 400,000	\$ 400,000	\$ 609,746	\$ 272,822	\$ 882,568
Street Reconstruction	-	-	-	-	-	-
Sidewalk Improvements	-	-	-	-	-	-
OPERATING EXPENDITURES	\$ -	\$ 400,000	\$ 400,000	\$ 609,746	\$ 272,822	\$ 882,568
OTHER EXPENDITURES:						
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Lease Payments	-	-	-	-	-	-
Principal & Int Debt Pymts	-	-	-	-	-	-
TOTAL OTHER EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ -	\$ 400,000	\$ 400,000	\$ 609,746	\$ 272,822	\$ 882,568
ENDING FUND BALANCE						
Unreserved, Undesignated	\$ 513,169	\$ 544,683	\$ 545,087	\$ 375,496	\$ (272,822)	\$ 102,674
TOTAL ENDING FUND BALANCE	\$ 513,169	\$ 544,683	\$ 545,087	\$ 375,496	\$ (272,822)	\$ 102,674

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

STREET MAINTENANCE



The mission of the Copperas Cove Street Maintenance Department is to provide sufficient maintenance and improvements of pavement for the City streets and ensure high quality improvements are available and are highly functional for safe and efficient movement of traffic. This includes crack sealing of longitude / latitude cracks, removal of the grass plus spraying of herbicide in the curb and gutters systems, providing sufficient flow of storm water.

4 Full Time Employees

STREET MAINTENANCE

PROGRAM DESCRIPTION

The new Street Maintenance program consist of crack sealing team; which will be filling asphalt cracks with specialized materials to prevent the intrusion of water and incompressible material into the cracks and to reinforce the adjacent pavement. Along with crack sealing there will be spraying of herbicide to kill the grass and weeds growing in the gutter, which allows the water to seep under the asphalt and the root system, deteriorating the sub-structure base. The removal of the dead grass will allow the edges to also be sealed. Working with the Street Crew the other sections of the road can be repaired preparing the road for an overlay or slurry / sealcoat to be done.

MAJOR DEPARTMENT GOALS

- Provide pavement maintenance services by performing preventive maintenance repairs to various streets ensuring maximum street pavement life.

ACHIEVEMENTS FOR FISCAL YEAR 2019

- Set up budget and begun staffing the department.

CONTINUING OBJECTIVES

- With the addition of new personnel start a program for sealing cracks in streets and spraying herbicide to eliminate weeds in the gutter.

GOALS FOR FISCAL YEAR 2020

- Using the pavement condition survey for the Cities street system and implementing a new computerized program for data on streets allowing for the identification of streets that need cracks sealed and gutter work done.
- Update the road classification of the streets to set the priority for street maintenance overlay program and new fog/slurry seal program within the City.

STREET MAINTENANCE SWOT ANALYSIS



STREET MAINTENANCE

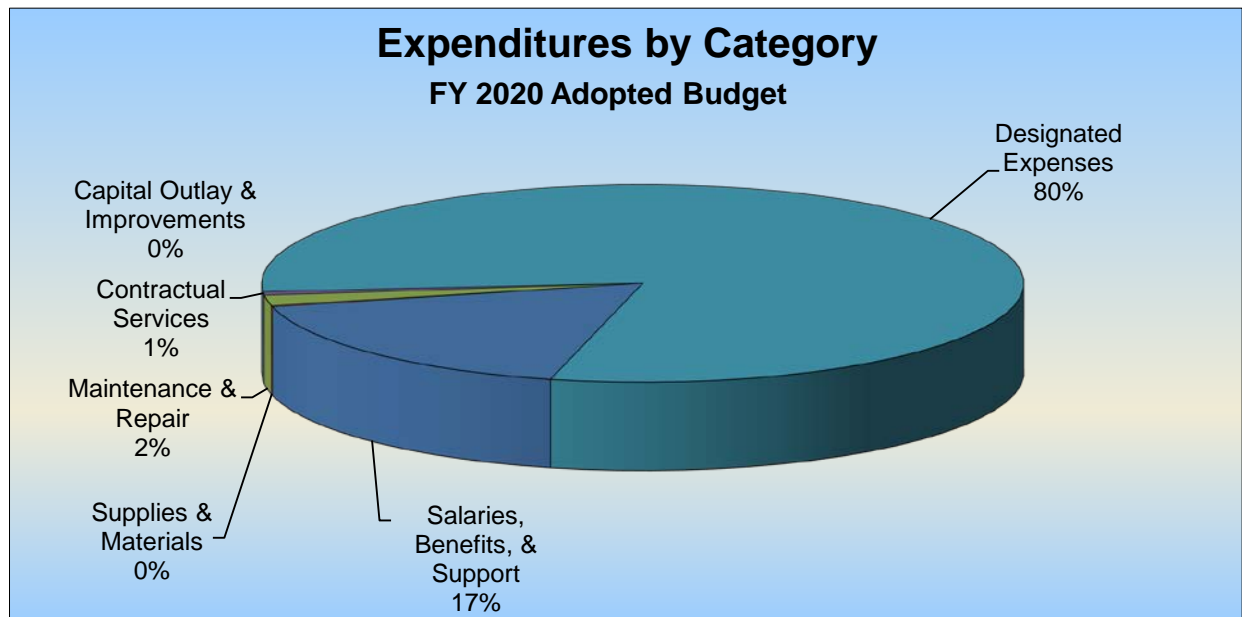
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5300

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ -	\$ -	\$ 20,943	\$ 152,313
Supplies & Materials	-	-	600	1,692
Maintenance & Repair	-	-	1,400	15,000
Contractual Services	-	-	3,228	5,216
Designated Expenses	-	400,000	373,829	708,347
Capital Outlay & Improvements	-	-	-	-
TOTAL	\$ -	\$ 400,000	\$ 400,000	\$ 882,568

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

Salaries, Benefits, & Support: FY 2020 is the first year employees will be assigned to the Street Maintenance Department. The department will consist of four employees: one Supervisor and three Light Equipment Operators.
 Maintenance & Repair: Funding for crack sealing to repair city streets.
 Designated Expenses: Funding for materials to maintain the city streets to include asphalt, emulsion, and sealant.



STREET MAINTENANCE**8-5300**

STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Supervisor	0	0	1	1
Light Equipment Operator-Crack Sealer/Herbicide	0	0	3	3
DEPARTMENT TOTAL	0	0	4	4

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
OUTPUTS				
Crack Sealing (lane miles) identified	0.0	N/A	0.0	0.0
Curb / gutter spraying (lane miles) identified	0.0	N/A	0.0	0.0
# of City Lane Miles*	137.3	N/A	147.7	154.7
EFFICIENCIES				
Operating Cost Budgeted per City Lane Mile	N/A	N/A	\$2,708	\$5,705
EFFECTIVENESS				
% of areas sealed or sprayed that are identified:				
Crack Sealing (lane miles)**	0.0%	N/A	0.0%	0.0%
Curb / Gutter Spraying (lane miles)	0.0%	N/A	0.0%	0.0%



CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2019-20 ADOPTED BUDGET
HOTEL OCCUPANCY TAX FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Description	Actual FY 2017-18	Adopted Budget FY 2018-19	Current Budget FY 2018-19	Adopted Base Budget FY 2019-20	New Requests FY 2019-20	Adopted FY 2019-20
BEGINNING FUND BALANCE						
Unreserved, Undesignated	\$ 140,735	\$ 119,774	\$ 119,774	\$ 105,059	\$ -	\$ 105,059
TOTAL BEGINNING FUND BALANCE	\$ 140,735	\$ 119,774	\$ 119,774	\$ 105,059	\$ -	\$ 105,059
REVENUES:						
Hotel Occupancy Tax - Best Western	\$ 41,628	\$ 37,198	\$ 37,198	\$ 37,942	\$ -	\$ 37,942
Hotel Occupancy Tax - Luxury Inn	4,938	5,200	5,200	5,500	-	5,500
Hotel Occupancy Tax - Cactus Lodge	6,804	11,249	11,249	11,418	-	11,418
Hotel Occupancy Tax - Motel 8	16,282	15,541	15,541	15,541	-	15,541
Hotel Occupancy Tax - Relax Inn	5,105	5,388	5,388	5,388	-	5,388
Hotel Occupancy Tax - Comfort Suites	63,000	63,735	63,735	64,372	-	64,372
Hotel Occupancy Tax - Days Inn	13,083	27,044	27,044	27,044	-	27,044
Interest Revenue	129	132	136	132	-	132
TOTAL REVENUES	\$ 150,969	\$ 165,487	\$ 165,491	\$ 167,337	\$ -	\$ 167,337
TOTAL FUNDS AVAILABLE	\$ 291,704	\$ 285,261	\$ 285,265	\$ 272,396	\$ -	\$ 272,396
EXPENDITURES:						
Tourism	\$ 59,733	\$ 74,215	\$ 68,576	\$ -	\$ -	\$ -
Tourism-Fall Festival	8,588	9,555	5,303	-	-	-
Tourism-Tree Lighting Ceremony	14,656	18,000	17,610	-	-	-
Tourism-Polar Bear Swim	10,106	5,300	5,299	-	-	-
Tourism-Food Truck Festival	11,022	12,000	13,641	-	-	-
Tourism-Farmers Market	1,415	1,200	1,258	-	-	-
Tourism-Quarterly Guide	8,295	11,200	14,142	-	-	-
Promo of Tourism - Chamber of Commerce	-	-	11,255	124,471	-	124,471
Promo Tourism - Boys & Girls	-	-	-	-	-	-
Texas Lodging Advertising	1,765	1,765	1,765	1,765	-	1,765
Five Hills Art Guild	9,000	14,000	14,000	16,000	-	16,000
Cove House Bike Classic	-	-	-	-	-	-
Lady Dawg Tip-Off Club	-	-	3,692	-	-	-
C.H.A.M.P.S.	47,350	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Utilities	-	-	5,785	-	-	-
Civic Center Operations	-	17,880	17,880	25,101	-	25,101
Miscellaneous	-	-	-	-	-	-
TOTAL EXPENDITURES	\$ 171,930	\$ 165,115	\$ 180,206	\$ 167,337	\$ -	\$ 167,337
LESS OTHER EXPENDITURES:						
Principal - 2009 Tax Notes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest - 2009 Tax Notes	-	-	-	-	-	-
Contingencies	-	9,477	-	-	-	-
TOTAL OTHER EXPENDITURES	\$ -	\$ 9,477	\$ -	\$ -	\$ -	\$ -
OPERATING EXPENDITURES	\$ 171,930	\$ 174,592	\$ 180,206	\$ 167,337	\$ -	\$ 167,337
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 119,774	\$ 110,669	\$ 105,059	\$ 105,059	\$ -	\$ 105,059
TOTAL ENDING FUND BALANCE	\$ 119,774	\$ 110,669	\$ 105,059	\$ 105,059	\$ -	\$ 105,059

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



CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2019-20 ADOPTED BUDGET
PEG FEES FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Description	Actual FY 2017-18	Adopted Budget FY 2018-19	Current Budget FY 2018-19	Adopted Base Budget FY 2019-20	New Requests FY 2019-20	Adopted FY 2019-20
BEGINNING FUND BALANCE						
Unreserved, Undesignated	\$ 225,572	\$ 275,218	\$ 275,218	\$ 275,662	\$ -	\$ 275,662
TOTAL BEGINNING FUND BALANCE	\$ 225,572	\$ 275,218	\$ 275,218	\$ 275,662	\$ -	\$ 275,662
REVENUES:						
Interest Revenue	\$ 448	\$ 444	\$ 444	\$ 444	\$ -	444
Peg Fee Revenue	62,436	59,604	63,232	63,900	-	63,900
TOTAL REVENUES	\$ 62,884	\$ 60,048	\$ 63,676	\$ 64,344	\$ -	\$ 64,344
TOTAL FUNDS AVAILABLE	\$ 288,456	\$ 335,266	\$ 338,894	\$ 340,006	\$ -	\$ 340,006
EXPENDITURES						
Designated Expenses	\$ 13,083	\$ 42,915	\$ 46,232	\$ 46,900	\$ -	\$ 46,900
TOTAL EXPENDITURES	\$ 13,083	\$ 42,915	\$ 46,232	\$ 46,900	\$ -	\$ 46,900
LESS OTHER EXPENDITURES:						
Capital Outlay & Improvements	\$ 155	\$ 16,689	\$ 17,000	\$ 17,000	\$ -	17,000
TOTAL OTHER EXPENDITURES	\$ 155	\$ 16,689	\$ 17,000	\$ 17,000	\$ -	\$ 17,000
OPERATING EXPENDITURES	\$ 13,238	\$ 59,604	\$ 63,232	\$ 63,900	\$ -	\$ 63,900
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 275,218	\$ 275,662	\$ 275,662	\$ 276,106	\$ -	\$ 276,106
TOTAL ENDING FUND BALANCE	\$ 275,218	\$ 275,662	\$ 275,662	\$ 276,106	\$ -	\$ 276,106

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



CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2019-20 ADOPTED BUDGET
COURT EFFICIENCY FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Description	Actual FY 2017-18	Adopted Budget FY 2018-19	Current Budget FY 2018-19	Adopted Base Budget FY 2019-20	New Requests FY 2019-20	Adopted FY 2019-20
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 11,653	\$ 10,827	\$ 10,827	\$ 10,207	\$ -	\$ 10,207
TOTAL BEGINNING FUND BALANCE	\$ 11,653	\$ 10,827	\$ 10,827	\$ 10,207	\$ -	\$ 10,207
REVENUES						
Interest Revenue	\$ 168	\$ 12	\$ 231	\$ 233	\$ -	\$ 233
Court Efficiency Revenue	1,929	2,040	2,000	2,040	-	2,040
TOTAL REVENUES	\$ 2,097	\$ 2,052	\$ 2,231	\$ 2,273	\$ -	\$ 2,273
TOTAL FUNDS AVAILABLE	\$ 13,750	\$ 12,879	\$ 13,058	\$ 12,480	\$ -	\$ 12,480
TOTAL EXPENDITURES	\$ 2,923	\$ 4,545	\$ 2,851	\$ 2,273	\$ -	\$ 2,273
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 10,827	\$ 8,334	\$ 10,207	\$ 10,207	\$ -	\$ 10,207
TOTAL ENDING FUND BALANCE	\$ 10,827	\$ 8,334	\$ 10,207	\$ 10,207	\$ -	\$ 10,207

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



CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2019-20 ADOPTED BUDGET
COURT TECHNOLOGY FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Description	Actual FY 2017-18	Adopted Budget FY 2018-19	Current Budget FY 2018-19	Adopted Base Budget FY 2019-20	New Requests FY 2019-20	Adopted FY 2019-20
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 8,877	\$ 14,421	\$ 14,421	\$ 22,074	\$ -	\$ 22,074
TOTAL BEGINNING FUND BALANCE	\$ 8,877	\$ 14,421	\$ 14,421	\$ 22,074	\$ -	\$ 22,074
REVENUES						
Interest Revenue	\$ 77	\$ 18	\$ 78	\$ 79	\$ -	\$ 79
Court Technology Revenue	19,663	18,000	21,000	21,085	-	21,085
TOTAL REVENUES	\$ 19,740	\$ 18,018	\$ 21,078	\$ 21,164	\$ -	\$ 21,164
TOTAL FUNDS AVAILABLE	\$ 28,617	\$ 32,439	\$ 35,499	\$ 43,238	\$ -	\$ 43,238
TOTAL EXPENDITURES	\$ 14,196	\$ 9,641	\$ 13,425	\$ 10,047	\$ 2,676	\$ 12,723
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 14,421	\$ 22,798	\$ 22,074	\$ 33,191	\$ (2,676)	\$ 30,515
TOTAL ENDING FUND BALANCE	\$ 14,421	\$ 22,798	\$ 22,074	\$ 33,191	\$ (2,676)	\$ 30,515

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



CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2019-20 ADOPTED BUDGET
COURT SECURITY FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Description	Actual FY 2017-18	Adopted Budget FY 2018-19	Current Budget FY 2018-19	Adopted Base Budget FY 2019-20	New Requests FY 2019-20	Adopted FY 2019-20
BEGINNING FUND BALANCE:						
Unreserved, Undesignated	\$ 1,121	\$ 13,001	\$ 13,001	\$ 13,027	\$ -	\$ 13,027
TOTAL BEGINNING FUND BALANCE	\$ 1,121	\$ 13,001	\$ 13,001	\$ 13,027	\$ -	\$ 13,027
REVENUES						
Interest Revenue	\$ 13	\$ 18	\$ 34	\$ 14	\$ -	\$ 14
Court Security Revenue	14,750	18,600	16,840	16,990	-	16,990
TOTAL REVENUES	\$ 14,763	\$ 18,618	\$ 16,874	\$ 17,004	\$ -	\$ 17,004
TOTAL FUNDS AVAILABLE	\$ 15,884	\$ 31,619	\$ 29,875	\$ 30,031	\$ -	\$ 30,031
TOTAL EXPENDITURES	\$ 2,883	\$ 16,858	\$ 16,848	\$ 16,998	\$ -	\$ 16,998
ENDING FUND BALANCE:						
Unreserved, Undesignated	\$ 13,001	\$ 14,761	\$ 13,027	\$ 13,033	\$ -	\$ 13,033
TOTAL ENDING FUND BALANCE	\$ 13,001	\$ 14,761	\$ 13,027	\$ 13,033	\$ -	\$ 13,033

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

COURT SECURITY

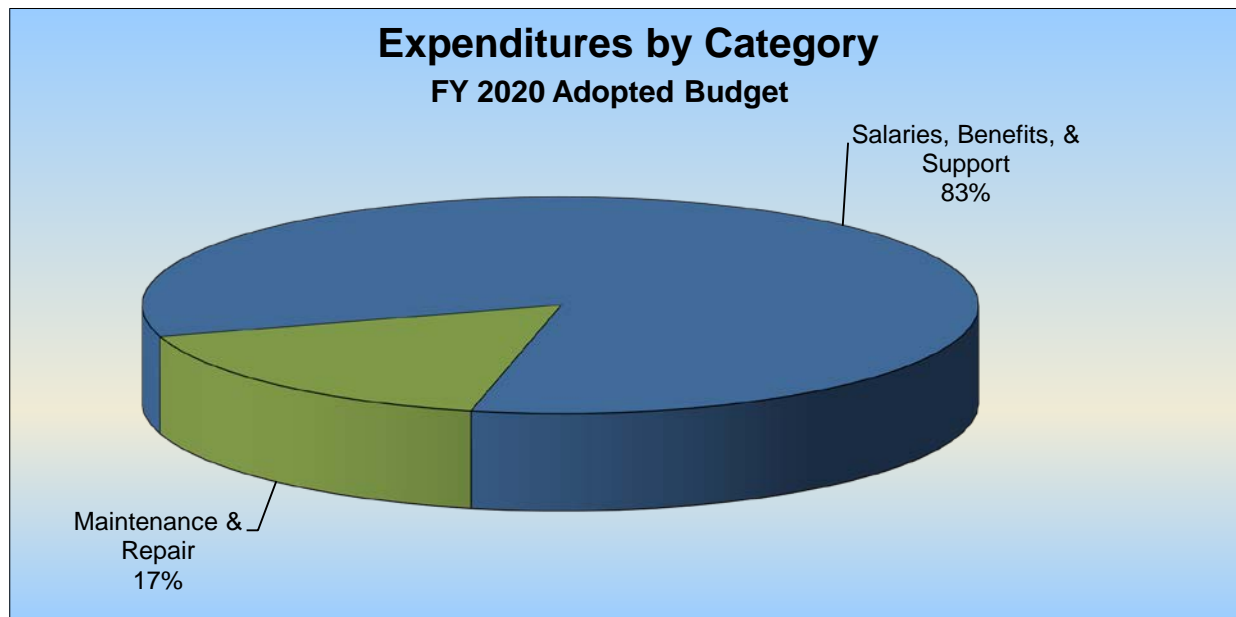
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4103

CATEGORY	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Salaries, Benefits, & Support	\$ -	\$ 13,998	\$ 13,988	\$ 14,138
Supplies & Materials	2,883	-	-	-
Maintenance & Repair	-	2,860	2,860	2,860
Contractual Services	-	-	-	-
Designated Expenses	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	\$ 2,883	\$ 16,858	\$ 16,848	\$ 16,998

HIGHLIGHTS (FY 2019 Projected Over/Under FY 2020 Adopted) **

Increases:

Salaries & Benefits: FY 2020 ncludes a 1% COLA increase.



COURT SECURITY

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STAFFING LEVEL	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Current Budget	FY 2020 Adopted Budget
Bailiff	0	0.25	0.25	0.25
DEPARTMENT TOTAL	0	0.25	0.25	0.25



**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2018-19 ADOPTED BUDGET
OTHER FUNDS**

SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Fund Description	Beginning Fund Balance	Revenues	Expenditures	Ending Fund Balance
City-Wide Donation Fund	3,584	52,692	56,276	-
City-Wide Grants	-	156,025	156,025	-
FEMA Grant Fund	3,906	-	-	3,906
Police State Seizure Fund	217	-	-	217
Police Federal Seizure Fund	2,104	-	-	2,104
Law Enforcement Explorer Fund	6	10,000	10,000	6
Law Enforcement Block Grant Fund	7	3,812	3,812	7
Tobacco Grant Fund	-	3,700	3,700	-
TOTAL OTHER FUNDS	\$ 167,060	\$ 226,229	\$ 229,813	\$ 163,476





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.

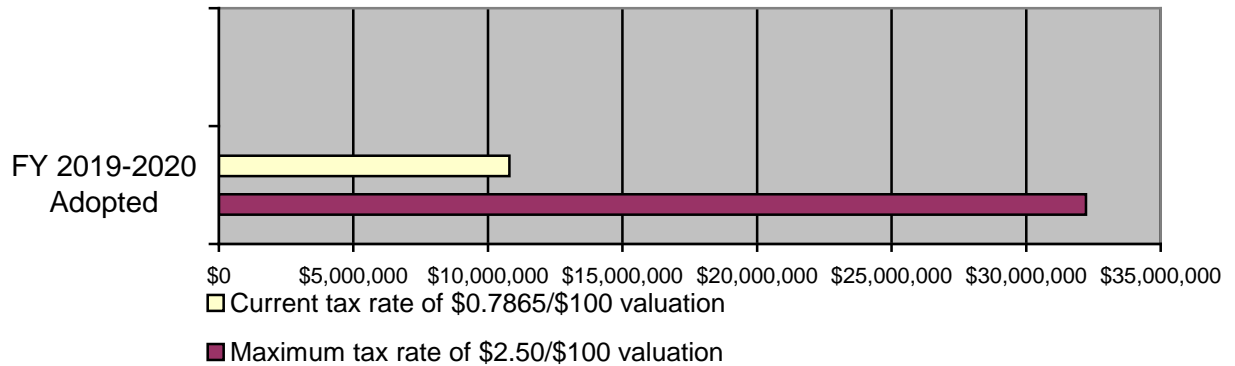
The most recent debt issues of the City of Copperas Cove have earned ratings from Standard & Poor’s and Moody’s.

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, 2019 CERTIFIED Tax Roll	\$1,262,934,875
Limit on amount designated for debt service	x 1.5%
Legal limit	\$18,944,023
Actual amount to be expended from ad valorem taxes for general obligation debt service during the Year Ending September 30, 2020	\$1,926,928



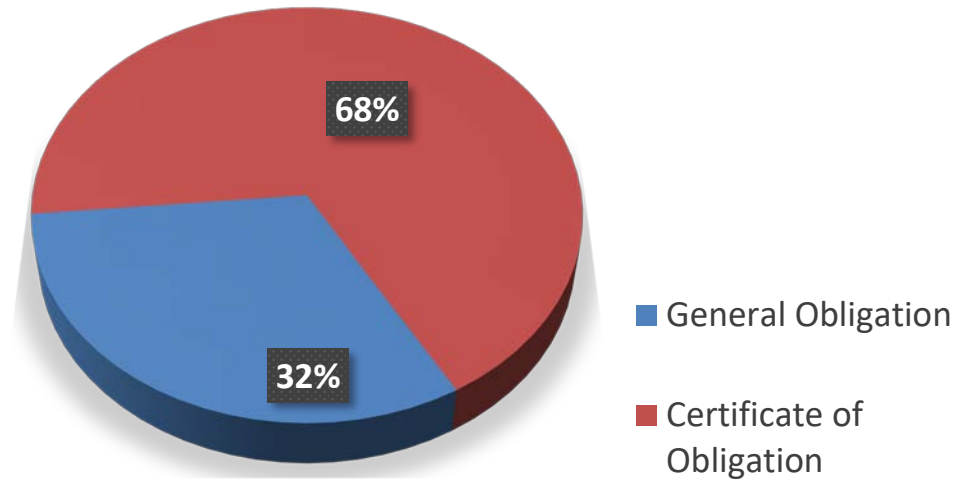
CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2019-20 ADOPTED BUDGET
TAX INTEREST AND SINKING FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Description	Actual FY 2017-18	Adopted Budget FY 2018-19	Current Budget FY 2018-19	Adopted Base Budget FY 2019-20	New Requests FY 2019-20	Adopted FY 2019-20
BEGINNING FUND BALANCE:						
	\$ 258,385	\$ 132,849	\$ 132,849	\$ 204,631	\$ -	\$ 204,631
TOTAL BEGINNING FUND BALANCE	\$ 258,385	\$ 132,849	\$ 132,849	\$ 204,631	\$ -	\$ 204,631
REVENUES:						
Current Ad Valorem Taxes	\$ 3,737,441	\$ 3,879,620	\$ 3,879,620	\$ 4,119,218	\$ -	\$ 4,119,218
Delinquent Ad Valorem Taxes	20,580	13,000	25,900	13,000	-	13,000
Penalty and Interest	22,108	16,000	16,000	16,000	-	16,000
Interest Revenue	32,218	25,104	29,730	25,200	-	25,200
EDC Debt Repayment	132,150	133,125	133,125	132,150	-	132,150
Miscellaneous Revenue	4,509	-	-	-	-	-
TOTAL REVENUES	\$ 3,949,006	\$ 4,066,849	\$ 4,084,375	\$ 4,305,568	\$ -	\$ 4,305,568
TOTAL FUNDS AVAILABLE	\$ 4,207,391	\$ 4,199,698	\$ 4,217,224	\$ 4,510,199	\$ -	\$ 4,510,199
EXPENDITURES:						
Principal(Aug) Ref 06 C/O	\$ 111,000	\$ 116,000	\$ 116,000	\$ 120,000	\$ -	\$ 120,000
Principal '07 CO Bonds	330,000	345,000	345,000	355,000	-	355,000
Principal-'07 CO Refunding	7,500	187,500	187,500	276,000	-	276,000
Principal-'09 GO	200,000	-	-	-	-	-
Principal-'10 GO	45,000	45,000	45,000	50,000	-	50,000
Principal-'10 Refunding	294,840	51,840	51,840	-	-	-
Principal-'11 GO Bonds	230,000	310,000	310,000	330,000	-	330,000
Principal-'12 Tax Note	265,000	-	-	-	-	-
Principal-'12 GO Refunding	93,000	78,000	78,000	87,000	-	87,000
Principal-'13 GO Refunding	135,000	-	-	-	-	-
Principal-'13 Tax Notes	225,000	235,000	235,000	-	-	-
Principal-'13 GO	195,000	205,000	205,000	210,000	-	210,000
Principal-'13 PPF CO	50,000	50,000	50,000	50,000	-	50,000
Principal-'14 CO	165,000	170,000	170,000	175,000	-	175,000
Principal-'15 CO	90,000	95,000	95,000	95,000	-	95,000
Principal-'15 GO Refunding	90,000	95,000	95,000	95,000	-	95,000
Principal-'16 CO	90,000	90,000	90,000	100,000	-	100,000
Principal-'16 GO Refunding	10,000	210,000	210,000	185,000	-	185,000
Principal-'17 CO	266,000	290,000	290,000	300,000	-	300,000
Principal-'18 CO	-	210,000	190,000	205,000	-	205,000
Principal-Future Debt Issu	-	-	-	325,000	-	325,000
Interest-'06 (Feb/Aug) C/O Ref	17,801	13,608	13,608	9,224	-	9,224
Interest '07 C.O. Bonds	155,433	142,432	142,432	128,838	-	128,838
Interest-'07 GO Refunding	52,304	52,008	52,008	44,622	-	44,622
Interest-'09 GO	8,000	-	-	-	-	-
Interest-'10 GO	49,213	47,864	47,864	46,288	-	46,288
Interest-'10 Refunding C/	8,794	1,426	1,426	-	-	-
Interest-'11 GO Bonds	262,050	254,000	254,000	241,600	-	241,600
Interest-'12 Tax Notes	4,547	-	-	-	-	-
Interest-'12 GO Refunding	13,830	11,040	11,040	9,480	-	9,480
Interest-'13 GO Refunding	2,700	-	-	-	-	-
Interest-'13 Tax Notes	5,469	2,938	2,938	-	-	-
Interest-'13 GO	86,994	84,070	84,070	80,994	-	80,994
Interest-'13 PPF CO	10,790	9,588	9,588	8,342	-	8,342
Interest-'14 CO	53,788	50,488	50,488	47,088	-	47,088
Interest-'15 CO	99,898	97,198	97,198	94,348	-	94,348
Interest-'15 GO Refunding	15,268	13,496	13,496	11,624	-	11,624
Interest-'16 CO	27,070	24,400	24,400	21,700	-	21,700
Interest-'16 GO Refunding	134,500	134,300	134,300	130,100	-	130,100
Interest-'17 CO	161,923	138,210	138,210	129,509	-	129,509
Interest-'18 CO	-	131,140	142,557	122,769	-	122,769
Interest-Future Debt Issu	-	-	-	183,542	-	183,542
Bond Paying Agent Fees	3,100	4,200	4,200	3,300	-	3,300
Arbitrage Rebate Service	8,730	17,000	25,430	10,000	-	10,000
OPERATING EXPENDITURES	\$ 4,074,542	\$ 4,012,746	\$ 4,012,593	\$ 4,281,368	\$ -	\$ 4,281,368
TOTAL ENDING FUND BALANCE	\$ 132,849	\$ 186,952	\$ 204,631	\$ 228,831	\$ -	\$ 228,831

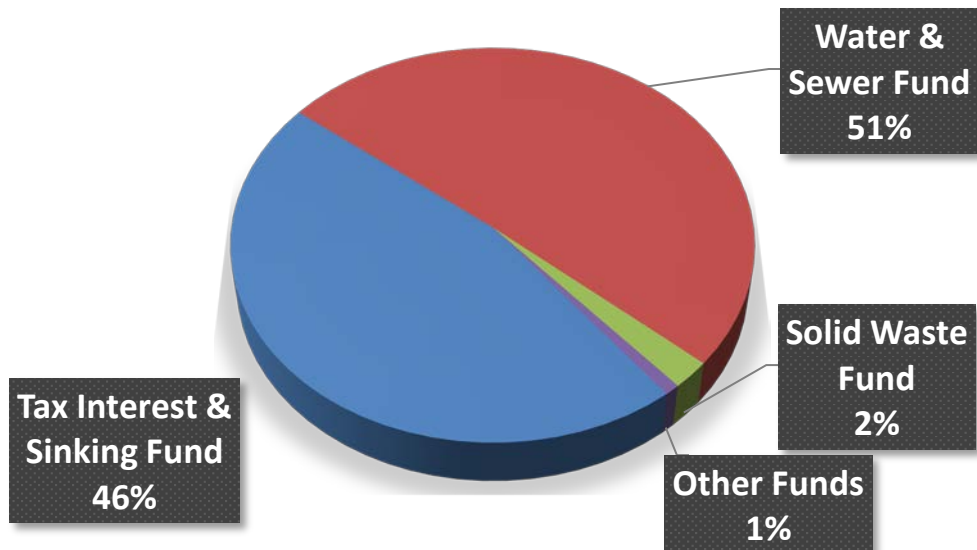
* The Current Budget Includes budget amendments approved by City Council throughout the fiscal year.



Total Debt Outstanding by Type of Debt



Total Debt Outstanding by Fund



Fund	General Obligation	Certificate of Obligation	Total Debt Service
Tax Interest & Sinking Fund	\$ 19,459,077	\$ 27,726,673	\$ 47,185,750
Water & Sewer Fund	12,774,309	38,909,218	51,683,526
Solid Waste Fund	331,769	1,979,000	2,310,769
Golf Course Fund	-	877,102	877,102
Court Technology Fund	-	18,450	18,450
Total All Funds	\$ 32,565,155	\$ 69,510,442	\$ 102,075,597

**CITY OF COPPERAS COVE, TEXAS
FUTURE INDEBTEDNESS SCHEDULE
FY 2019-2020**

Year	General Obligation	Certificates of Obligation	Total Debt Service
2019 - 2020	4,122,279	5,213,671	9,335,949
2020 - 2021	4,167,840	5,212,843	9,380,683
2021 - 2022	3,383,540	5,002,858	8,386,398
2022 - 2023	3,380,029	4,986,979	8,367,008
2023 - 2024	2,134,288	4,789,432	6,923,720
2024 - 2025	2,130,685	4,494,945	6,625,630
2025 - 2026	2,414,731	3,905,261	6,319,992
2026 - 2027	2,151,919	3,678,944	5,830,862
2027 - 2028	1,853,569	3,187,088	5,040,656
2028 - 2029	1,071,656	3,191,336	4,262,992
2029 - 2030	1,076,644	3,192,022	4,268,666
2030 - 2031	1,080,394	3,189,968	4,270,361
2031 - 2032	1,082,881	2,625,403	3,708,284
2032 - 2033	1,083,175	2,594,882	3,678,057
2033 - 2034	756,525	2,608,139	3,364,664
2034 - 2035	447,000	2,607,240	3,054,240
2035 - 2036	113,600	2,581,733	2,695,333
2036 - 2037	114,400	2,501,403	2,615,803
2037 - 2038	-	2,006,425	2,006,425
2038 - 2039	-	1,466,675	1,466,675
2039 - 2040	-	473,200	473,200
	32,565,155	69,510,442	102,075,597
Less Interest	6,355,155	16,975,442	23,330,597
TOTAL DEBT	26,210,000	52,535,000	78,745,000

Series Name

Series 2005 Combination Tax & Revenue Certificates of Obligation	1,195,000
Series 2006 General Obligation Refunding	1,220,000
Series 2007 Combination Tax & Revenue Certificates of Obligation	3,270,000
Series 2007 General Obligation Refunding	3,775,000
Series 2010 General Obligation	3,690,000
Series 2011 General Obligation	4,950,000
Series 2012 General Obligation Refunding	2,630,000
Series 2013 General Obligation	3,645,000
Series 2013 Public Property Financing Contract Obligation	335,000
Series 2014 Certificates of Obligation	7,410,000
Series 2015 Certificates of Obligation	7,315,000
Series 2015 General Obligation Refunding	900,000
Series 2016 Certificates of Obligation	7,030,000
Series 2016 General Obligation Refunding	5,400,000
Series 2017 Certificates of Obligation	8,565,000
Series 2018 Certificates of Obligation	9,095,000
Series 2019 Certificates of Obligation	8,320,000

TOTAL**78,745,000**

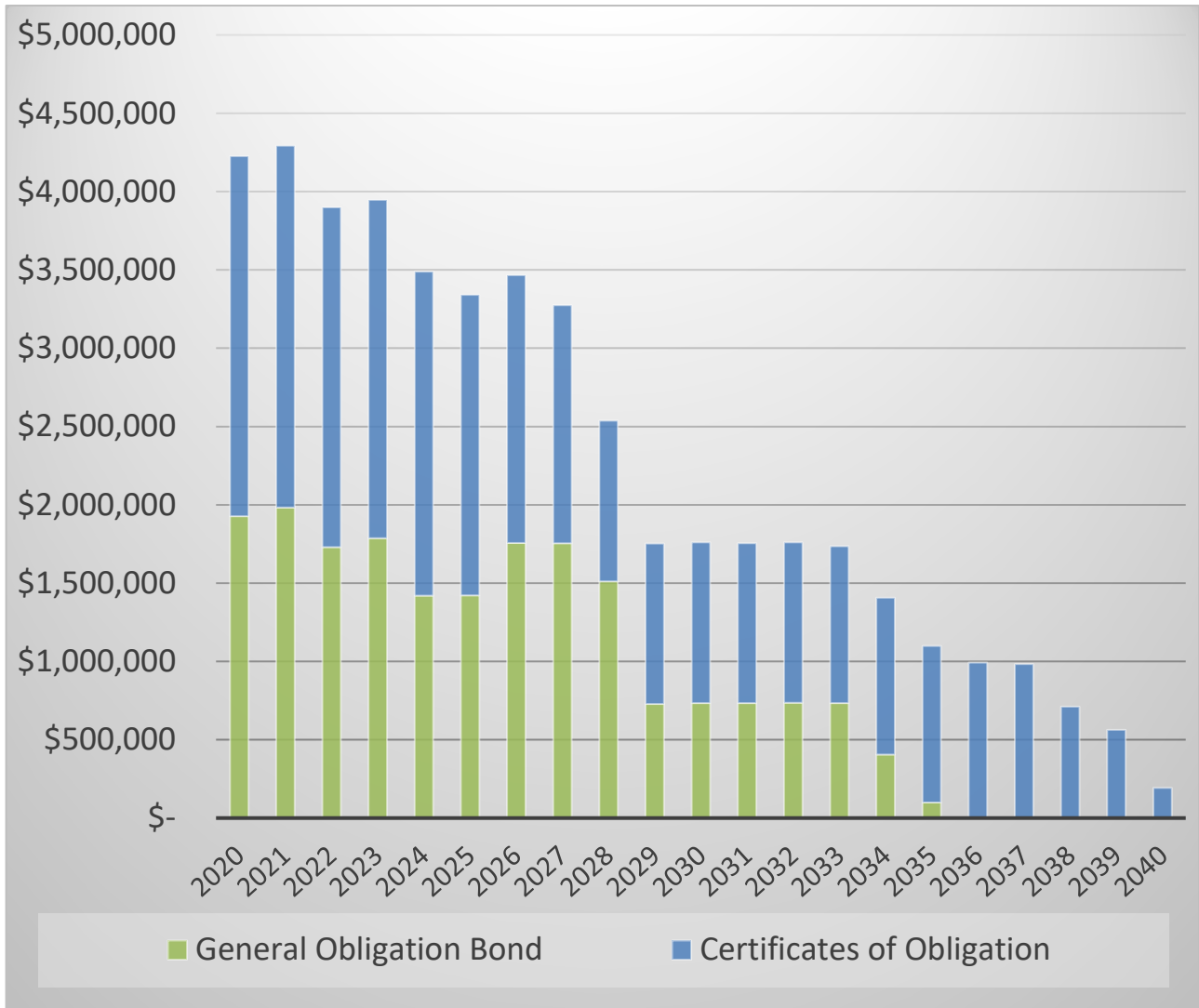
**CITY OF COPPERAS COVE, TEXAS
FUTURE INDEBTEDNESS SCHEDULE
FY 2019-2020**

TOTAL DEBT GENERAL OBLIGATION BONDS				TOTAL DEBT COMBINATION TAX & REVENUE CERTIFICATES OF OBLIGATION			
Year	Principal	Interest	Total	Year	Principal	Interest	Total
2019 - 2020	3,150,000	972,279	4,122,279	2019 - 2020	3,395,000	1,818,671	5,213,671
2020 - 2021	3,295,000	872,840	4,167,840	2020 - 2021	3,515,000	1,697,843	5,212,843
2021 - 2022	2,620,000	763,540	3,383,540	2021 - 2022	3,435,000	1,567,858	5,002,858
2022 - 2023	2,710,000	670,029	3,380,029	2022 - 2023	3,530,000	1,456,979	4,986,979
2023 - 2024	1,565,000	569,288	2,134,288	2023 - 2024	3,460,000	1,329,432	4,789,432
2024 - 2025	1,620,000	510,685	2,130,685	2024 - 2025	3,290,000	1,204,945	4,494,945
2025 - 2026	1,965,000	449,731	2,414,731	2025 - 2026	2,815,000	1,090,261	3,905,261
2026 - 2027	1,785,000	366,919	2,151,919	2026 - 2027	2,685,000	993,944	3,678,944
2027 - 2028	1,565,000	288,569	1,853,569	2027 - 2028	2,285,000	902,088	3,187,088
2028 - 2029	850,000	221,656	1,071,656	2028 - 2029	2,365,000	826,336	3,191,336
2029 - 2030	885,000	191,644	1,076,644	2029 - 2030	2,445,000	747,022	3,192,022
2030 - 2031	920,000	160,394	1,080,394	2030 - 2031	2,525,000	664,968	3,189,968
2031 - 2032	955,000	127,881	1,082,881	2031 - 2032	2,045,000	580,403	2,625,403
2032 - 2033	990,000	93,175	1,083,175	2032 - 2033	2,080,000	514,882	2,594,882
2033 - 2034	700,000	56,525	756,525	2033 - 2034	2,160,000	448,139	2,608,139
2034 - 2035	420,000	27,000	447,000	2034 - 2035	2,230,000	377,240	2,607,240
2035 - 2036	105,000	8,600	113,600	2035 - 2036	2,280,000	301,733	2,581,733
2036 - 2037	110,000	4,400	114,400	2036 - 2037	2,280,000	221,403	2,501,403
				2037 - 2038	1,865,000	141,425	2,006,425
				2038 - 2039	1,395,000	71,675	1,466,675
				2039 - 2040	455,000	18,200	473,200
TOTAL	26,210,000	6,355,155	32,565,155	TOTAL	52,535,000	16,975,442	69,510,442

Series Name	Principal Amount
Series 2005 Combination Tax & Revenue Certificates of Obligation	1,195,000
Series 2006 General Obligation Refunding	1,220,000
Series 2007 Combination Tax & Revenue Certificates of Obligation	3,270,000
Series 2007 General Obligation Refunding	3,775,000
Series 2010 General Obligation	3,690,000
Series 2011 General Obligation	4,950,000
Series 2012 General Obligation Refunding	2,630,000
Series 2013 General Obligation	3,645,000
Series 2013 Public Property Financing Contract Obligation	335,000
Series 2014 Certificates of Obligation	7,410,000
Series 2015 Certificates of Obligation	7,315,000
Series 2015 General Obligation Refunding	900,000
Series 2016 Certificates of Obligation	7,030,000
Series 2016 General Obligation Refunding	5,400,000
Series 2017 Certificates of Obligation	8,565,000
Series 2018 Certificates of Obligation	9,095,000
Series 2019 Certificates of Obligation	8,320,000
TOTAL	78,745,000

CITY OF COPPERAS COVE, TEXAS FUTURE INDEBTEDNESS SCHEDULE FY 2019-2020

Total Tax Supported Debt



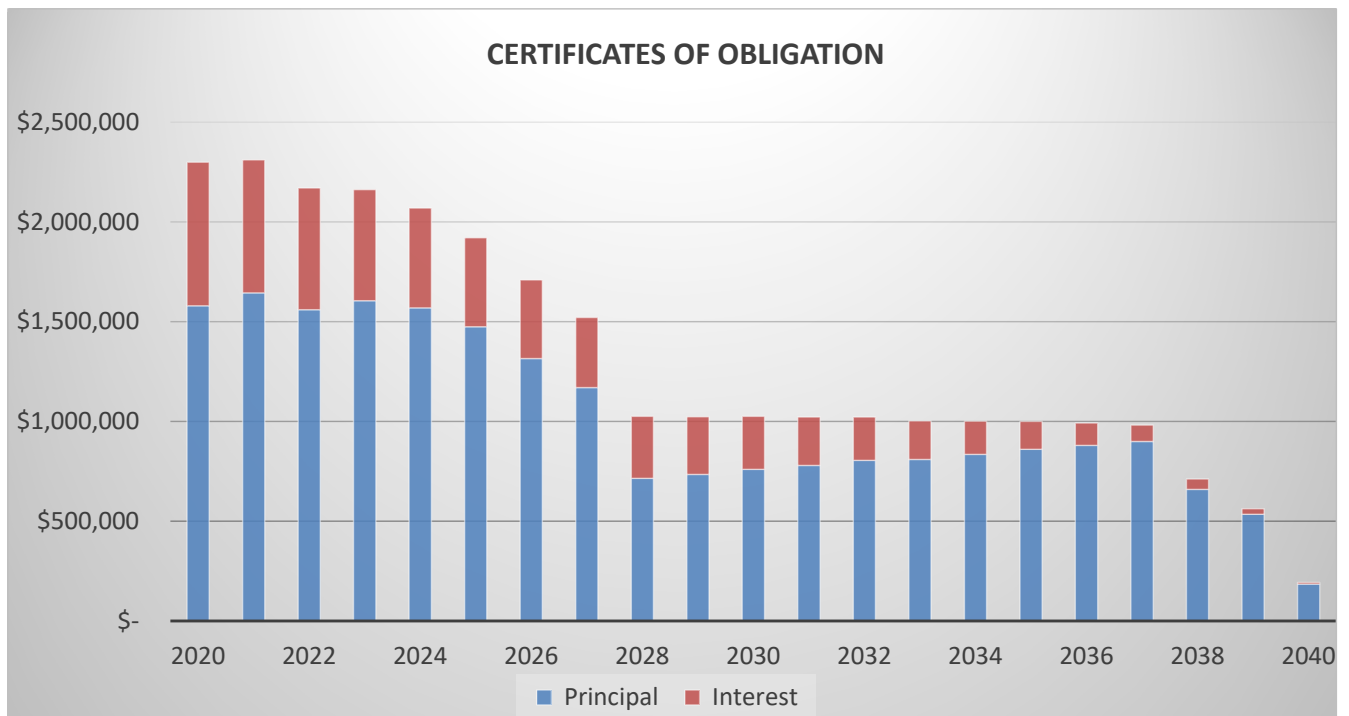
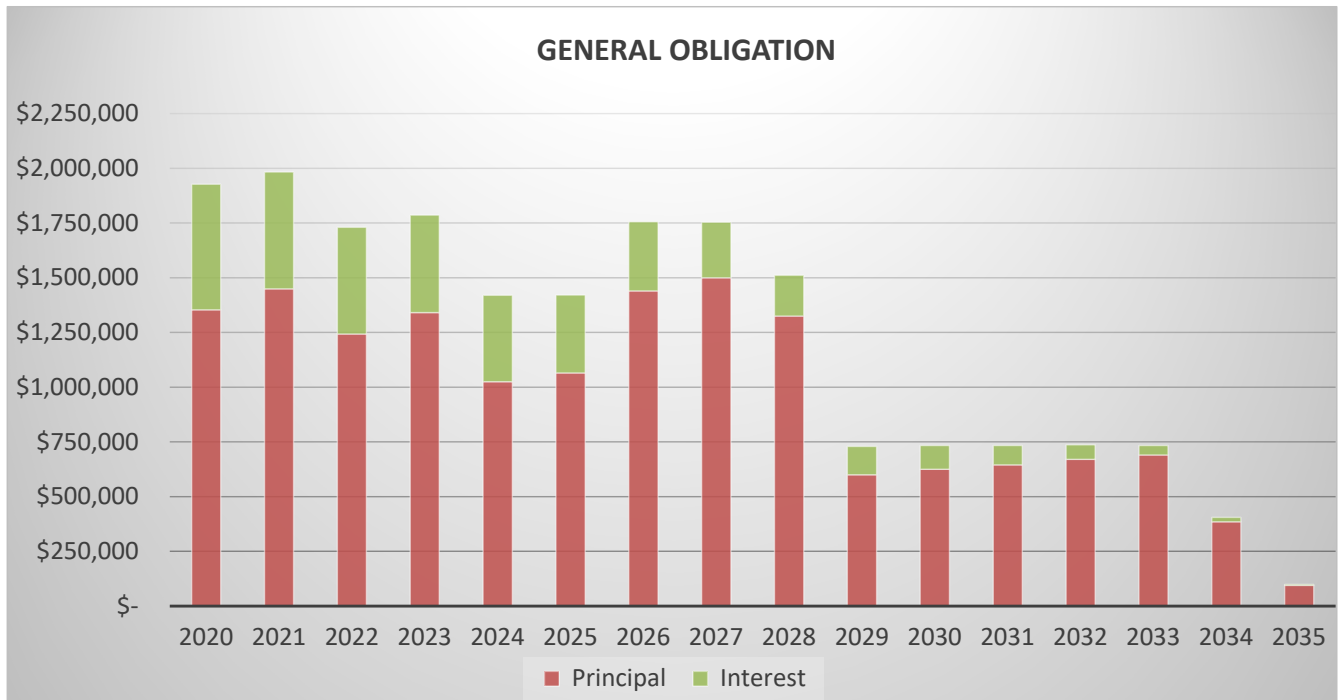
CITY OF COPPERAS COVE, TEXAS
FUTURE INDEBTEDNESS SCHEDULE
FY 2019-2020

TAX SUPPORTED DEBT GENERAL OBLIGATION BONDS			
Year	Principal	Interest	Total
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	15,451,500	4,007,577	19,459,077

TAX SUPPORTED DEBT CERTIFICATES OF OBLIGATION			
Year	Principal	Interest	Total
2019 - 2020	1,580,000	719,792	2,299,792
2020 - 2021	1,645,000	665,410	2,310,410
2021 - 2022	1,560,000	609,587	2,169,587
2022 - 2023	1,605,000	556,799	2,161,799
2023 - 2024	1,570,000	500,094	2,070,094
2024 - 2025	1,475,000	445,099	1,920,099
2025 - 2026	1,315,000	394,801	1,709,801
2026 - 2027	1,170,000	350,831	1,520,831
2027 - 2028	715,000	310,755	1,025,755
2028 - 2029	735,000	288,692	1,023,692
2029 - 2030	760,000	265,709	1,025,709
2030 - 2031	780,000	241,907	1,021,907
2031 - 2032	805,000	217,552	1,022,552
2032 - 2033	810,000	192,239	1,002,239
2033 - 2034	835,000	166,701	1,001,701
2034 - 2035	860,000	140,055	1,000,055
2035 - 2036	880,000	111,980	991,980
2036 - 2037	900,000	82,148	982,148
2037 - 2038	660,000	51,725	711,725
2038 - 2039	535,000	27,400	562,400
2039 - 2040	185,000	7,400	192,400
TOTAL	21,380,000	6,346,673	27,726,673

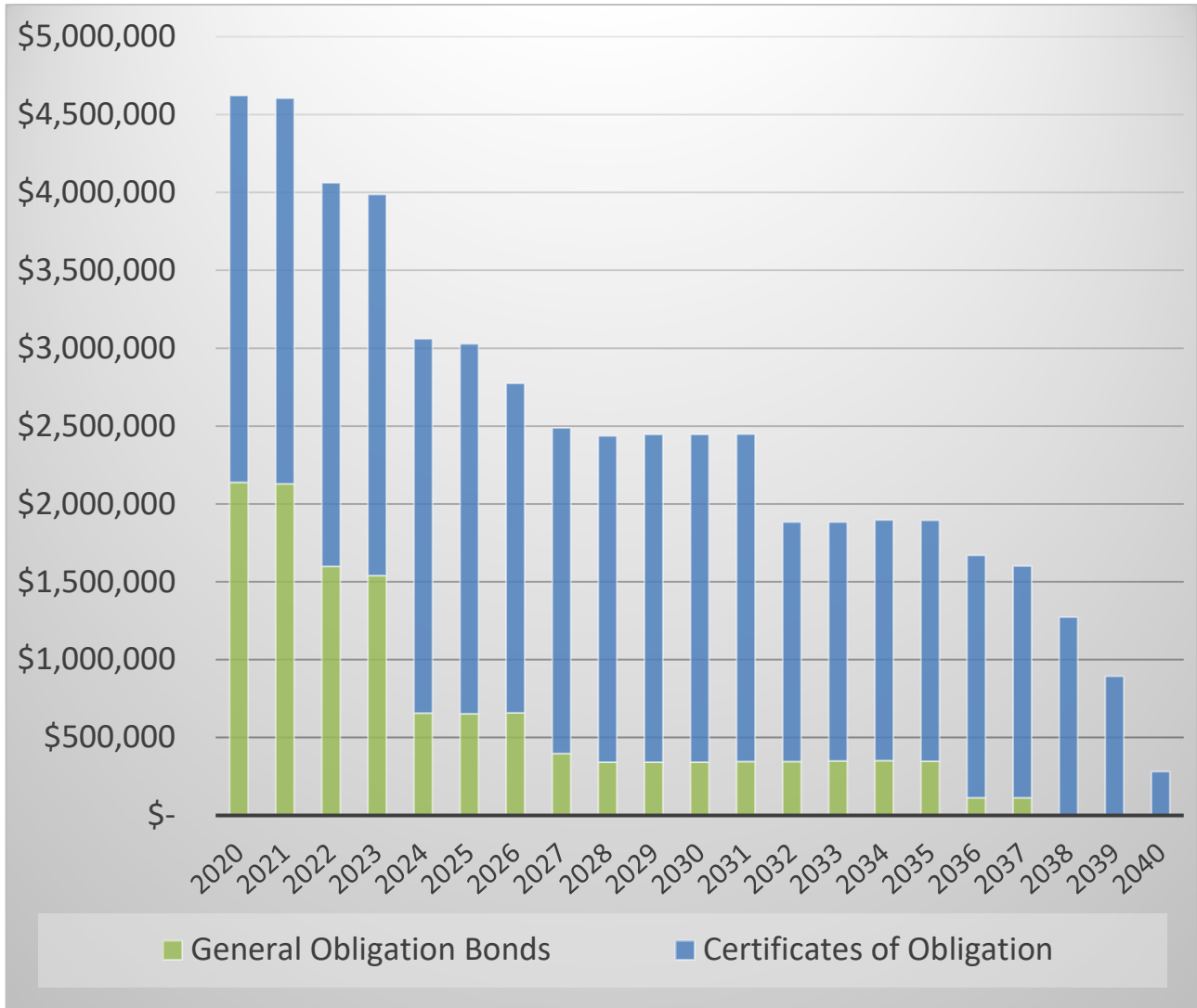
Series Name	Principal Amount
Series 2006 General Obligation Refunding	244,000
Series 2007 Combination Tax & Revenue	3,270,000
Series 2007 General Obligation Refunding	1,132,500
Series 2010 General Obligation	1,110,000
Series 2011 General Obligation	4,950,000
Series 2012 General Obligation Refunding	345,000
Series 2013 General Obligation	3,645,000
Series 2013 Public Property Financing Contract Obligation	335,000
Series 2014 Certificates of Obligation	1,505,000
Series 2015 Certificates of Obligation	2,780,000
Series 2015 General Obligation Refunding	590,000
Series 2016 Certificates of Obligation	595,000
Series 2016 General Obligation Refunding	3,435,000
Series 2017 Certificates of Obligation	4,650,000
Series 2018 Certificates of Obligation	2,865,000
Series 2019 Certificates of Obligation	5,380,000
TOTAL	36,831,500

**CITY OF COPPERAS COVE, TEXAS
TAX SUPPORTED DEBT TO MATURITY
FY 2019-2020**



CITY OF COPPERAS COVE, TEXAS FUTURE INDEBTEDNESS SCHEDULE FY 2019-2020

Total Water & Sewer Supported Debt



CITY OF COPPERAS COVE, TEXAS
FUTURE INDEBTEDNESS SCHEDULE
FY 2019-2020

WATER & SEWER FUND DEBT
GENERAL OBLIGATION BONDS

Year	Principal	Interest	Total
2019 - 2020	1,747,000	392,244	2,139,244
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	10,448,500	2,325,809	12,774,309

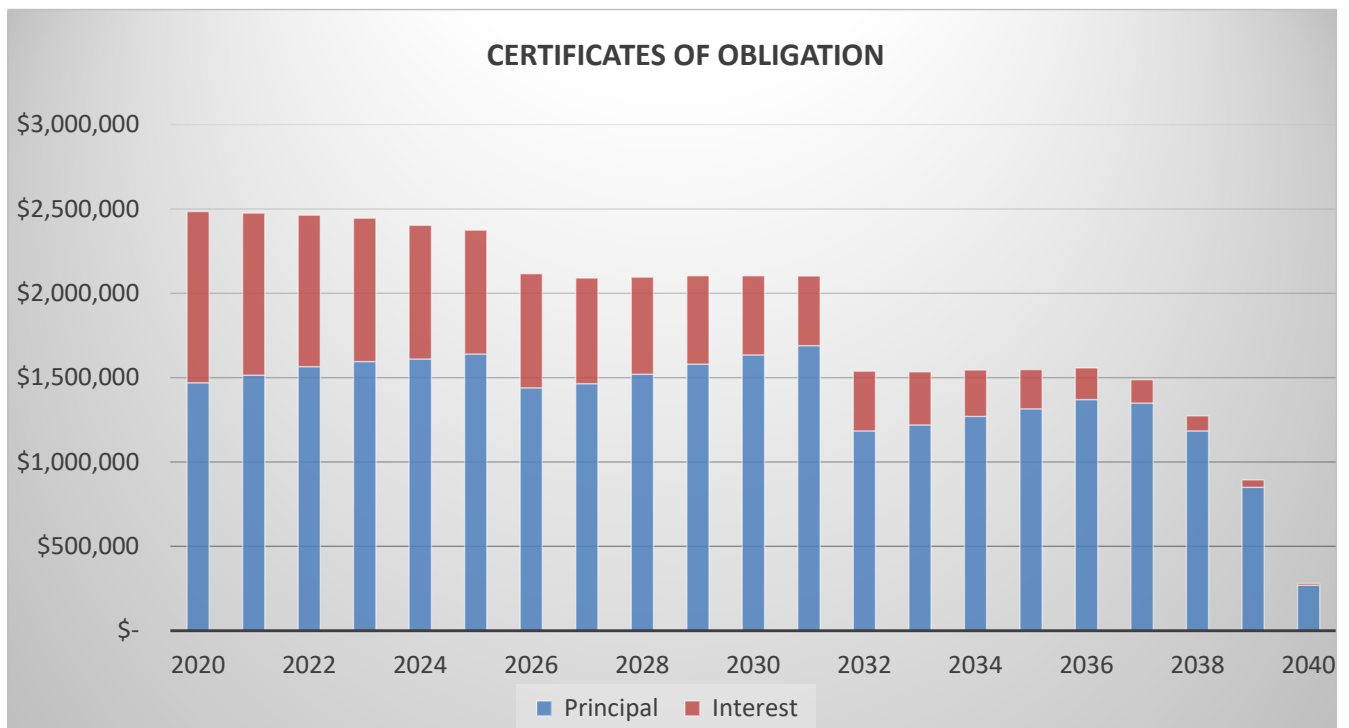
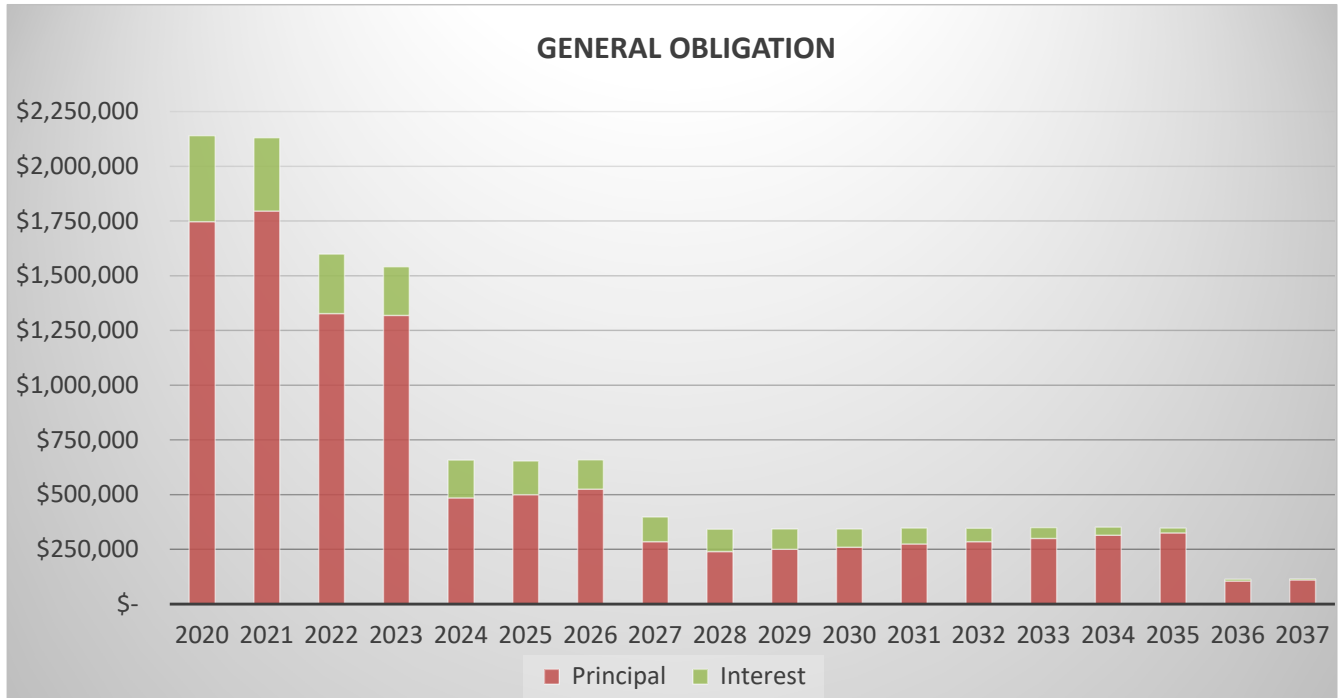
WATER & SEWER FUND DEBT
CERTIFICATES OF OBLIGATION

Year	Principal	Interest	Total
2019 - 2020	1,470,000	1,013,867	2,483,867
2020 - 2021	1,515,000	959,560	2,474,560
2021 - 2022	1,565,000	897,948	2,462,948
2022 - 2023	1,595,000	850,557	2,445,557
2023 - 2024	1,610,000	792,415	2,402,415
2024 - 2025	1,640,000	733,724	2,373,724
2025 - 2026	1,440,000	675,863	2,115,863
2026 - 2027	1,465,000	625,380	2,090,380
2027 - 2028	1,520,000	575,115	2,095,115
2028 - 2029	1,580,000	522,943	2,102,943
2029 - 2030	1,635,000	468,175	2,103,175
2030 - 2031	1,690,000	411,488	2,101,488
2031 - 2032	1,185,000	352,993	1,537,993
2032 - 2033	1,220,000	314,513	1,534,513
2033 - 2034	1,270,000	274,903	1,544,903
2034 - 2035	1,315,000	232,390	1,547,390
2035 - 2036	1,370,000	186,773	1,556,773
2036 - 2037	1,350,000	137,240	1,487,240
2037 - 2038	1,185,000	88,650	1,273,650
2038 - 2039	850,000	43,925	893,925
2039 - 2040	270,000	10,800	280,800
TOTAL	28,740,000	10,169,218	38,909,218

Series Name**Principal Amount**

Series 2005 Combination Tax & Revenue Certificates of Obligation	1,195,000
Series 2006 General Obligation Refunding	976,000
Series 2007 General Obligation Refunding	2,642,500
Series 2010 General Obligation	2,580,000
Series 2012 General Obligation Refunding	2,285,000
Series 2014 Certificates of Obligation	5,785,000
Series 2015 Certificates of Obligation	4,200,000
Series 2016 Certificates of Obligation	6,200,000
Series 2016 General Obligation Refunding	1,965,000
Series 2017 Certificates of Obligation	3,180,000
Series 2018 Certificates of Obligation	5,455,000
Series 2019 Certificates of Obligation	2,725,000
TOTAL	<u>39,188,500</u>

CITY OF COPPERAS COVE, TEXAS
WATER & SEWER FUND DEBT TO MATURITY
FY 2019-2020



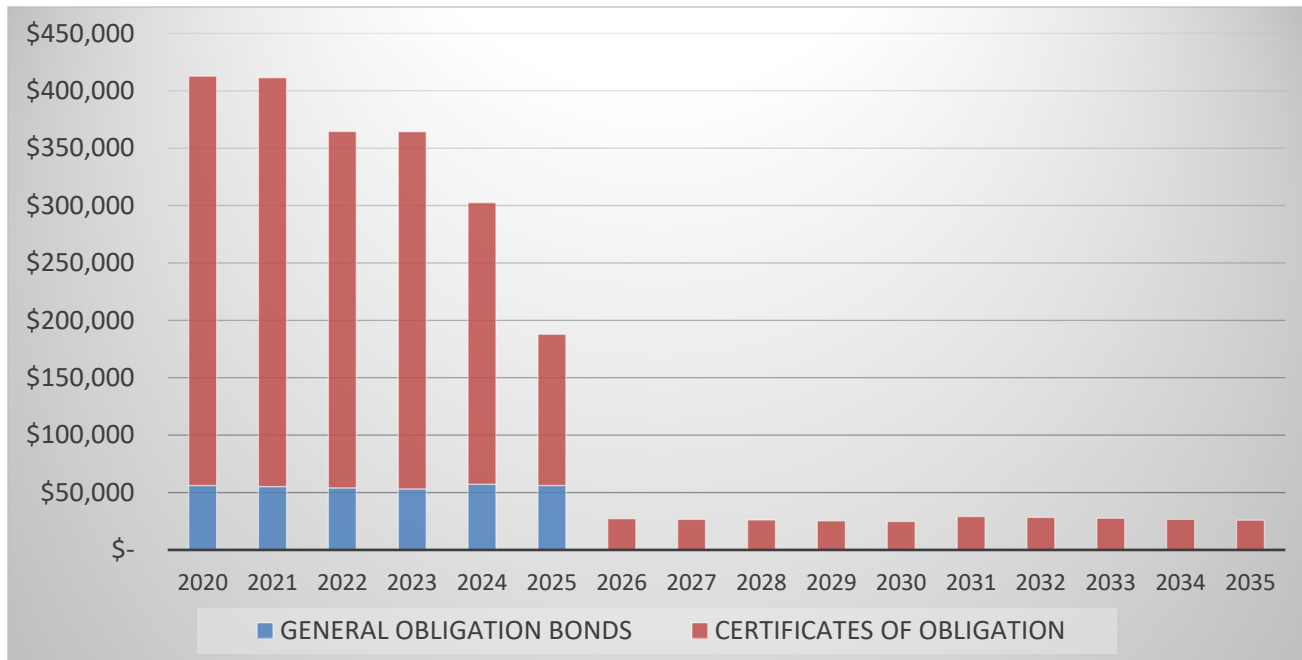
**CITY OF COPPERAS COVE, TEXAS
FUTURE INDEBTEDNESS SCHEDULE
FY 2019-2020**

SOLID WASTE DEBT

GENERAL OBLIGATION BONDS			
Year	Principal	Interest	Total
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	310,000	21,769	331,769

CERTIFICATES OF OBLIGATION			
Year	Principal	Interest	Total
2019 - 2020	295,000	61,675	356,675
2020 - 2021	305,000	51,275	356,275
2021 - 2022	270,000	40,425	310,425
2022 - 2023	280,000	31,225	311,225
2023 - 2024	225,000	20,425	245,425
2024 - 2025	120,000	11,775	131,775
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	1,720,000	259,000	1,979,000

Series Name	Principal Amount
Series 2014 Certificates of Obligation	100,000
Series 2015 Certificates of Obligation	335,000
Series 2015 General Obligation Refunding	310,000
Series 2016 Certificates of Obligation	235,000
Series 2017 Certificates of Obligation	525,000
Series 2018 Certificates of Obligation	525,000
TOTAL	2,030,000



**CITY OF COPPERAS COVE, TEXAS
FUTURE INDEBTEDNESS SCHEDULE
FY 2019-2020**

GOLF COURSE DEBT

CERTIFICATES OF OBLIGATION

Year	Principal	Interest	Total
2019 - 2020	50,000	22,637	72,637
2020 - 2021	50,000	20,898	70,898
2021 - 2022	40,000	19,198	59,198
2022 - 2023	45,000	17,698	62,698
2023 - 2024	50,000	16,048	66,048
2024 - 2025	50,000	14,148	64,148
2025 - 2026	40,000	12,423	52,423
2026 - 2027	30,000	11,158	41,158
2027 - 2028	30,000	10,243	40,243
2028 - 2029	30,000	9,327	39,327
2029 - 2030	30,000	8,413	38,413
2030 - 2031	30,000	7,498	37,498
2031 - 2032	30,000	6,583	36,583
2032 - 2033	25,000	5,656	30,656
2033 - 2034	30,000	4,860	34,860
2034 - 2035	30,000	3,920	33,920
2035 - 2036	30,000	2,980	32,980
2036 - 2037	30,000	2,015	32,015
2037 - 2038	20,000	1,050	21,050
2038 - 2039	10,000	350	10,350
TOTAL	680,000	197,102	877,102

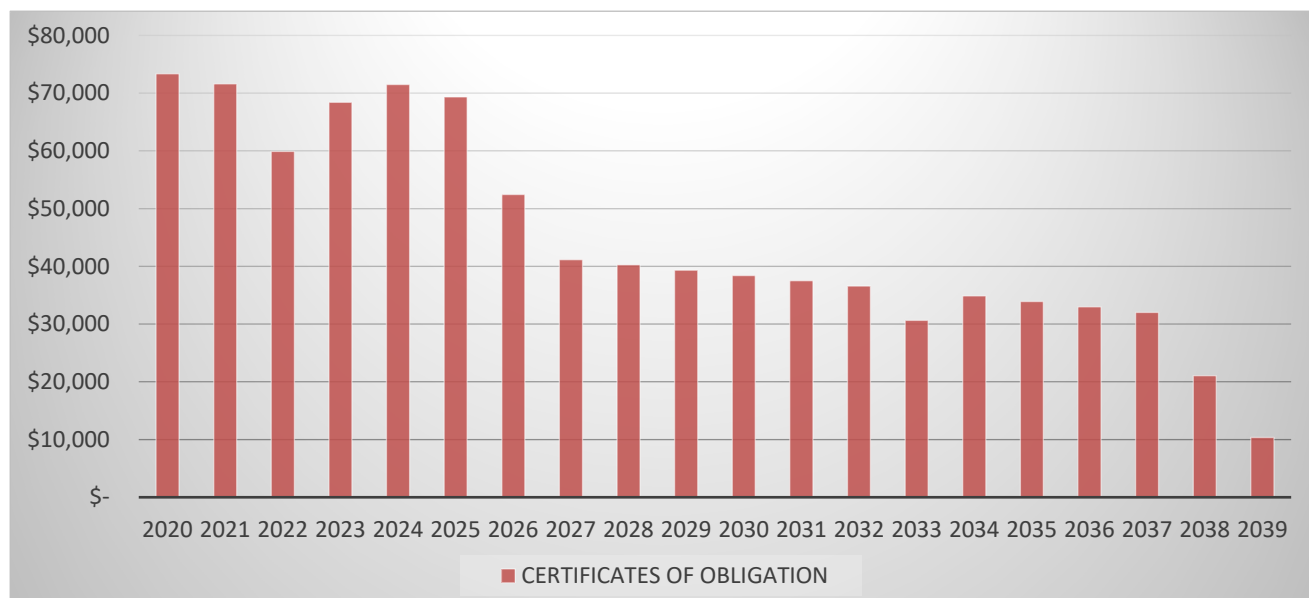
Series Name	Principal Amount
Series 2014 Certificates of Obligation	20,000
Series 2017 Certificates of Obligation	210,000
Series 2018 Certificates of Obligation	250,000
Series 2019 Certificates of Obligation	215,000
TOTAL	695,000

COURT TECHNOLOGY DEBT

CERTIFICATES OF OBLIGATION

Year	Principal	Interest	Total
2019 - 2020	-	700	700
2020 - 2021	-	700	700
2021 - 2022	-	700	700
2022 - 2023	5,000	700	5,700
2023 - 2024	5,000	450	5,450
2024 - 2025	5,000	200	5,200
TOTAL	15,000	3,450	18,450

Series Name	Principal Amount
Series 2018 Certificates of Obligation	15,000
TOTAL	15,000







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 2019-2020 Adopted Operating Budget and Plan of Municipal Services for capital outlay is \$3,601,670. Of that amount, \$396,000 is included in the operating funds. This represent an increase of \$1,132,943 above the amount of capital outlay that was budgeted in operating funds in FY 2018-19. 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 2019-2020**

Five Year Capital Outlay Plan Summary

Fund	FY 2018-19	Operating Budget	FY 2019-20 Future Debt Issue	Total	Increase/ (Decrease)
General Fund	\$ 973,000	\$ -	\$ 1,686,200	\$ 1,686,200	\$ 713,200
Water & Sewer Fund	172,000	-	740,500	740,500	568,500
Solid Waste Fund	965,961	-	663,170	663,170	(302,791)
Drainage Utility Fund	36,000	42,000	-	42,000	6,000
Golf Course Fund	42,000	-	87,800	87,800	45,800
Court Technology Fund	-	-	28,000	28,000	28,000
Total	\$ 2,188,961	\$ 42,000	\$ 3,205,670	\$ 3,247,670	\$ 1,058,709

Other Capital Outlay included in Operating Funds

Fund	FY 2018-19	FY 2019-20	Increase/ (Decrease)
General Fund	42,838	\$ 20,000	(22,838)
Water & Sewer Fund	92,200	307,000	214,800
Solid Waste Fund	128,039	10,000	(118,039)
Drainage Utility Fund	-	-	-
PEG Fee Fund	16,689	17,000	311
Total	\$ 279,766	\$ 354,000	\$ 74,234

City of Copperas Cove, Texas
Capital Outlay Detail - Operating Budget
Fiscal Year 2019-2020

Account	Description	Amount	Future Operating Impact		
			2020	2021	2022
GENERAL FUND					
Engineering					
01-4170-5100-8300	Vehicle	20,000	-	-	-
	Total	\$ 20,000	\$ -	\$ -	\$ -
TOTAL GENERAL FUND		\$ 20,000	\$ -	\$ -	\$ -
WATER & SEWER FUND					
Water Distribution Department					
02-4425-8200-8500	South Meadows Water Line Improvements	250,000	-	-	-
	Total	\$ 250,000	\$ -	\$ -	\$ -
Sewer Department					
02-4425-8300-8402	Control Panels (3)	48,000	-	-	-
02-4425-8300-8402	Auto Dialer	6,000	-	-	-
	Total	\$ 54,000	\$ -	\$ -	\$ -
Composting Department					
02-4425-8401-8500	Compost Road Repairs	3,000	132	135	137
	Total	\$ 3,000	\$ 132	\$ 135	\$ 137
TOTAL WATER & SEWER FUND		\$ 307,000	\$ 132	\$ 135	\$ 137
SOLID WASTE FUND					
Disposal/Transfer Station Department					
03-4424-9200-8100	Transfer Station Lights	10,000	-	-	-
	Total	\$ 10,000	\$ -	\$ -	\$ -
TOTAL SOLID WASTE FUND		\$ 10,000	\$ -	\$ -	\$ -
DRAINAGE FUND					
Drainage					
05-4410-7600-8400	Zero turn Mowers (3)	42,000	-	-	-
	Total	\$ 42,000	\$ -	\$ -	\$ -
TOTAL DRAINAGE FUND		\$ 42,000	\$ -	\$ -	\$ -
PEG FEE FUND					
Public Government Access Television Station					
16-4506-1600-8402	Audio/Video Equipment	17,000	200	206	212
	Total	\$ 17,000	\$ 200	\$ 206	\$ 212
TOTAL PEG FEE FUND		\$ 17,000	\$ 200	\$ 206	\$ 212
TOTAL ALL FUNDS		\$ 396,000	\$ 332	\$ 341	\$ 350

**City of Copperas Cove, Texas
Capital Outlay Detail - Capital Outlay Plan
Fiscal Year 2019-2020**

DEPARTMENT	CITY#	YEAR	CURRENT MAKE	MODEL	REPLACEMENT TYPE	CURRENT		LIFE EXPECTANCY		REPLACEMENT COST	PRIORITIZED YEAR TO REPLACE	FUNDING SOURCE	NOTES
						MILES	YEARS	MILES	YEARS				
GENERAL FUND													
FIRE		2015	PPE	PERSONAL PROTECTIVE CLOTHING	OTHER EQUIPMENT	N/A	4			31,000	2020	CO	20% OF GEAR
POLICE		2012	PANASONIC	ARBITRATOR (QTY 26)	SOFTWARE	N/A	7	-	8	350,000	2020	CO	MOBILE VIDEO SYSTEMS- 26 VEHICLES WITH MOBILE VIDEO.
POLICE		2013	PANASONIC	CF-53 TOUGHBOOKS (QTY 30)	LAPTOP/TABLET/IPAD	N/A	6	-	5	115,000	2020	CO	SEEKING TO FUND IN 2019 W/COUNCIL APPROVAL MOBILE DATA TERMINALS
FIRE		2011	SCBA	SELF CONTAINED BREATHING APPARATUS (30 UNITS)	OTHER EQUIPMENT	N/A	8			410,000	2020	CO	REPLACE ALL EXISTING SCBA. TO MEET NFPA STANDARDS
STREET		2020		GATOR ATV WITH TRAILER MOUNTED SPRAYER	SMALL ENGINE EQUIPMENT	N/A	0	-	5	15,500	2020	CO	PER CM REQUEST
POLICE		2013	TASER	X26P (QTY 30)	OTHER EQUIPMENT	N/A	6			33,000	2020	CO	SEEKING ADDITIONAL FUNDING FROM GRANT
FIRE		2011	AMBULANCE STRETCHER	FERNO POWER FLEX, FERNO 93 H C350	OTHER EQUIPMENT	N/A	8			150,000	2020	CO	3 REPLACEMENT COTS
FLEET	5514	1992	CHEVY		LIGHT DUTY TRUCK	46,948	27	100,000	10	50,000	2020	CO	
POLICE	4229	2008	DODGE	CHARGER	PASSENGER CAR	91,795	11	100,000	10	22,000	2020	CO	
POLICE		2012	DODGE	CHARGER	EMERGENCY RESPONSE CAR/SUV	85,291	7	100,000	7	50,000	2020	CO	SWAPED WITH 4213, WHICH WAS APPROVED IN 2019.
STREET	4243	2003	GRACO	PAINT MACHINE	EQUIPMENT - LIGHT	N/A	16	-	7	20,000	2020	CO	REPLACE WITH HEAT TAPE MACHINE
PARKS	54-08	1992	RHINO	FM15M MOWER	EQUIPMENT - LIGHT	N/A	27	-	7	16,000	2020	CO	
PARKS	54-40	2006	LAND PRIDE	AFM4014 TRIM MOWER	EQUIPMENT - LIGHT	N/A	13	-	7	19,500	2020	CO	
PARKS	54-50	2011	TORO	SAND PRO 3040 POTHOLE PATCH MACHINE TRUCK MOUNTED	SMALL ENGINE EQUIPMENT	N/A	8	-	5	16,500	2020	CO	
STREET		2020			EQUIPMENT - HEAVY	N/A	0	-	10	175,000	2020	CO	NEW REQUEST
STREET		2020		INFRA-RED 4 TON ASPHALT RECLAIMER TRAILER MOUNTED	EQUIPMENT - HEAVY	N/A	0	-	10	70,000	2020	CO	NEW REQUEST
POLICE		2009		BODY ARMOR-SWAT (QTY 15)	OTHER EQUIPMENT	N/A	10			40,000	2020	CO	
FIRE	44-05	2008	CHEVY	1500	LIGHT DUTY TRUCK	57,032	11	100,000	10	60,000	2020	CO	STATION #1 CHIEF'S VEHICLE
POLICE		2020		SHREDDER (QTY 2)	OTHER EQUIPMENT	N/A	0			10,300	2020	CO	
STREET	53-6	2003	KEMPNER	TRAILER	TRAILER	N/A	16	-	15	8,000	2020	CO	
STREET	N/A	2008	GERBER	SIGN PLOTTER	PRINTER	N/A	11	-	5	10,000	2020	CO	
POLICE		2010	INSPIRION (QTY12)		LAPTOP/TABLET/IPAD	N/A	9	-	5	14,400	2020	CO	EMERGENCY MANAGEMENT LAPTOPS

**City of Copperas Cove, Texas
Capital Outlay Detail - Capital Outlay Plan
Fiscal Year 2019-2020**

DEPARTMENT	CITY#	YEAR	MAKE	MODEL	CURRENT	REPLACEMENT	CURRENT		LIFE EXPECTANCY		REPLACEMENT	PRIORITIZED	FUNDING	NOTES
							MILES	YEARS	MILES	YEARS				
WASTEWATER-NE	N/A	2008	HUSTLER	MINI Z 927236	SMALL ENGINE EQUIPMENT	N/A	11	-	5	11,000	2020	CO		
WATER DISTRIBUTION	N/A	2020	N/A	EXCAVATION - VAC	EQUIPMENT - LIGHT	N/A	0	-	7	75,000	2020	CO	NEW REQUEST/COST ESTIMATE \$83,000/CONTINGENCY FUNDS	
SEWER	83-12	2009	INT'L	7400 VAC/CON	VAC-CON TRUCK	86,810	10	-	10	400,000	2020	CO		
UTILITY ADMIN	8104	2012	FORD	F-150	LIGHT DUTY TRUCK	84,896	7	100,000	10	30,000	2020	CO		
WATER DISTRIBUTION	802-8	2008	CAT	420E BACKHOE	EQUIPMENT - HEAVY	N/A	11	-	10	125,000	2020	CO		
WATER DISTRIBUTION	802-20	1989	N/A	TRAILER	TRAILER	N/A	30	-	15	12,500	2020	CO		
WATER DISTRIBUTION	802-19	1989	N/A	TRAILER	TRAILER	N/A	30	-	15	12,000	2020	CO		
SEWER	NEW	2020		BYPASS PUMP TRAILER MOUNTED	TRAILER	N/A	0	-	15	75,000	2020	CO		
												CO		TO BE USED BY SEWER & WASTEWATER DEPARTMENTS

SOLID WASTE FUND

COMMERCIAL BRUSH	91-31	2000	VOLVO	ROLL-OFF REAR LOADER	GARBAGE TRUCK-FRONT	N/A	19	-	7	215,000	2020	CO	UP FOR AUCTION/ NOT IN USE FOR KRAFT BAGS COLLECTION
COMMERCIAL TRANSFER STATION	91-6	2011	INT'L	CONTAINER HANDLER TRUCK	MEDIUM DUTY TRUCK	71,196	8	-	10	235,000	2020	CO	
	91-7	1995	INT'L	KUUIEWAKE SUP I WAKE	SUP I WAKE	109,800	24	100,000	10	103,000	2020	CO	
	NEW	2020	NEW			N/A	0	-	8	110,170	2020	CO	

DRAINAGE FUND

DRAINAGE	76-18	2013	GRAVELY	ZERO TURN	SMALL ENGINE EQUIPMENT	N/A	6	-	5	14,000	2020	CO	OPERATING HOURS GAUGE UNREADABLE; LAST READING IS LISTED.
DRAINAGE	76-13	2013	GRAVELY	ZERO TURN	SMALL ENGINE EQUIPMENT	N/A	6	-	5	14,000	2020	CO	
DRAINAGE	76-21	2013	GRAVELY	ZERO TURN	SMALL ENGINE EQUIPMENT	N/A	6	-	5	14,000	2020	CO	

GOLF COURSE

MAINTENANCE	74-02	2013	JD	GREENS MOWER-2500B DIESEL	SMALL ENGINE EQUIPMENT	N/A	6	-	5	32,000	2020	CO	
MAINTENANCE	74-46	2011	TORO	Z TRAC MOWER 60 INCH	SMALL ENGINE EQUIPMENT	N/A	8	-	5	9,000	2020	CO	
MAINTENANCE	74-98	2005	JD	BUNKER & FIELD RAKE MACHINE	SMALL ENGINE EQUIPMENT	N/A	14	-	5	12,000	2020	CO	
MAINTENANCE	74-86	2000	JD	TRACTOR	SMALL TRACTOR	N/A	19	-	7	25,000	2020	CO	BROKEN HOUR METER (EST 30 HRS/YR)
MAINTENANCE	74-19	2011	JD	TX GATOR	SMALL ENGINE EQUIPMENT	N/A	8	-	5	9,800	2020	CO	

COURT TECHNOLOGY FUND

COURT TECHNOLOGY	N/A	2012	MOTOROLA	MC75A TICKET WRITERS (QTY7)	TICKET WRITER	N/A	7	-	5	28,000	2020	CO	7 TICKET WRITERS
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Total General Fund	1,686,200
Total Water & Sewer Fund	740,500
Total Solid Waste Fund	663,170
Total Drainage Fund	42,000
Total Golf Course Fund	87,800
Total Court Technology Fund	28,000
Total Capital Outlay Plan - FY 2019-20	3,247,670





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 2020-2024 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 fiscal year 2008-09, the City of Copperas Cove implemented a Five-Year Capital Improvement Plan (CIP) that concluded in FY 2013-2014. The FY 2020-2024 Capital Improvement Plan was developed and adopted in FY 2018-2019 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 \$8 million annually or \$40 million in the next 5 (five) years. Limiting the amount of debt is crucial to ensuring the long-term financial standing of the City. The FY 2020-2024 was presented to City Council in summary and discussed projects with the greatest financial impact and citizen concern. The FY 2020-2024 CIP is the most comprehensive plan presented to City Council since its inception. City Council adopted the FY 2020-2024 Capital Improvement Plan on September 3, 2019.

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 two primary purposes. The first 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 2019-2020 are those included in the Adopted Capital Improvement Plan for FY 2020-2024.

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 2019-2020. 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 2019-2020 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 2019-2020 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		
					2020	2021	2022
2011 Revenue & Limited Tax Notes							
Southeast Bypass			7,176		-	-	-
2012 Limited Tax Notes							
Southeast Bypass			55,893		-	-	-
2012 General Obligation							
City Park Sewer Line- Phase II		174,195			-	-	-
2013 Limited Tax Notes							
SW Water Improvements			27,756				
2014 Certificates of Obligation							
Southeast Bypass				932,515	-	-	-
SW Water Improvements – Phase I & II				763,751	90,500	90,500	90,500
2015 Certificates of Obligation							
Information Systems Building				54,820	-	-	-
Southeast Bypass				600,000	-	-	-
Business US 190 Redesign				124,083	-	-	-
Building – Parks Maintenance				150,149	-	-	-
Ft. Hood 8 & 12 WL Abandonment				87,508	-	-	-

Fund/Project	Operating Funds	General Obligation Bonds	Limited Tax Notes	Certificates of Obligation	Annual Operating Impact in Future Years		
					2020	2021	2022
SW Water Improvements-Phase II				2,052,000	5,500	5,500	5,500
City Park Sewer Line-Phase II				31,795	-	-	-
2016 Certificates of Obligation							
Oak Hill Dr. Water Improvement				107,701	600	600	600
City Park Sewer Line-Phase II				463,634	-	-	-
2017 Certificates of Obligation							
South FM 116 Sidewalk				206,050	-	-	-
Transportation Improvements				1,633,950	-	-	-
Civic Center Renovation				6,800	-	-	-
Park Improvements-Phase II				399,726	3,000	3,000	3,000
SW Water Improvements-Ph III				1,601,341	5,950	5,950	5,950
Killeen/Cove 20" Transmission Line Relocation				757,907	2,000	3,000	4,000
City Park Sewer Line-Phase II				576,294	-	-	-
NE WWTP - UV Disinfection System				36,408	-	-	-
2018 Certificates of Obligation							
Business US 190 Median & Sidewalk Improvements				517,162	-	-	-
FM 116/ FM 3046 Sidewalk				103,672	-	-	-
Narrows Sidewalk Project-Phase I				335,056	-	-	-
Park Improvements				342,929	-	-	-
Killeen/Cove 20" Transmission Line				2,800,000	2,000	3,000	4,000
Rattlesnake Storage Tank Rehab				1,854,650	-	-	-
NE WWTP - UV Disinfection System				757,377	-	-	-
2019 Certificates of Obligation							
Pecan Cove Dr. Reconstruction				1,471,536			
Park Improvements				834,425	4,500	4,500	4,500
Radio Com. System Infrastructure				1,700,000		45,000	45,000
Turkey Run Tank Rehab				200,000			
Hogg Mountain Tank Rehab				200,000			
Killeen/Cove 20" Transmission Line				1,200,000	4,000	4,000	4,000
South WWTP - Oxidation Ditch Rehab				750,000			

Fund/Project	Operating Funds	General Obligation Bonds	Limited Tax Notes	Certificates of Obligation	Annual Operating Impact in Future Years		
					2020	2021	2022
South Plant Thickener Blower Rehab				150,000			
Golf Course Cart Path Renovation				170,000			
FY 2019-2020 Project Funding Requirements							
New Animal Kennel		7,473,000			3,200	3,200	3,200
Eagle Trail Reconstruction				449,982	-	-	-
Parks Improvements-Phase IV				431,250	-	4,500	4,500
Killeen/Cove 20" Transmission Line				1,700,000	4,000	4,000	4,000
Turkey Run Tank Rehab				450,000	-	-	-
South Meadows Water Line Improvement	250,000 (Water & Sewer)				150	150	150
Mickan Mountain Tank				500,000	-	-	-
South Main Vitrified Clay Pipe (VCP) Replacement				689,000	-	-	-
South WWTP and NE Belt Press Rehab	45,000 (Water & Sewer)				-	-	-
South - UV Disinfection System Replacement				1,000,000	-	-	-
Transfer Station Lights	10,000 (Solid Waste)				-	-	-
Hardeman Street Drainage Improvements	441,708 (Drainage)				-	-	-
Martin Luther King Boulevard Drainage Improvements	745,990 (Drainage)				-	-	-
Golf Course-Cart Path Improvements				170,000	-	-	-

(See 2020-2024 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:

- **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.
- **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 included Courtney Lane improvements, City Hall roof improvements, Hogg Mountain land purchase and the Southeast Bypass. 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 were used to finish the Mountaintop water tank and Phase II of City Park Sewer project. Payment of the debt service for this issuance will be derived from the Water & Sewer Fund. The issue was for \$1,865,000.
- **2013 Limited Tax Notes** – The purchase of the new City Hall, building improvements to other municipal buildings, trucks and equipment for Water and Sewer, garbage loaders for Solid Waste, and lawn equipment for the Golf Course. Other projects include design of the Taylor Mountain Tank Rehabilitation, grant match for CDBG projects and Southwest Water 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 \$2,630,000.
- **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 included Southeast Bypass, 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 included 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, Fort Hood 8" & 12" water line abandonment, Southwest Water improvements (phase II), City Park Sewer Line, 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, sidewalk improvements (South FM 116), 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.
- **2018 Certificate of Obligation** - The purchase of vehicles and equipment for various City departments to include patrol cars, a van and body armors for Police, ambulance vehicles and PPE gear for Fire, a garbage truck for Solid Waste Residential and Commercial, light duty trucks for Streets, Water Distribution, Wastewater (NE and NW Plants), Solid Waste Administration, Recycling, a passenger car for Planning, a van for Janitorial Services, Sewer Collection, and various equipment for Streets, Parks, Library, Water Distribution, and Golf Course departments. Replacement of City Council laptops and laptops used for Emergency Services, tickets writers, portable radios are also included. Other projects include constructing and improving City parks and recreational facilities, Business Hwy 190 design, sidewalk improvements (South FM 116, Narrows and South FM 1113), Killeen/Cove 20" transmission line relocation, construction of a new elevated storage tank at Rattlesnake mountain, Northeast plant UV disinfection system, and constructing and improving City golf course facilities. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund, Water & Sewer Fund, Solid Waste Fund, Golf Course Fund, and Court Technology Fund. The issue was for \$9,545,000.

- **2019 Certificate of Obligation** - The purchase of vehicles and equipment for various City departments to include patrol cars, and CAD system software for Police, ambulance, brush truck, mobile/portable radios, cardiac monitors and PPE gear for Fire, light duty trucks for Building, Streets, Parks, Sewer, and Water Distribution, and various equipment to include tractors, mowers, HVAC system for Library, Parks, Water Distribution, South and NW wastewater plants, and Golf Course departments. Upgrade of the current financial system is also included. Other projects include constructing and improving City parks, reconstruction of Pecan Cove drive, upgrade of the current radio communication system infrastructure, Killeen/Cove 20" transmission line relocation, water storage tank rehabilitation (Hogg Mountain, Turkey Run), rehabilitation of the oxidation ditch and thickener blower at the south wastewater plant, and constructing and improving City golf course facilities. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund, Water & Sewer Fund, and Golf Course Fund. The issue was for \$7,690,000.





City of Copperas Cove, Texas
2011 Revenue & Limited Tax Notes
Tax Supported
FY 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
94-300-0001	Fund Balance	\$ 1,287	-	\$ 19,607
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	-	2,838	-
94-390-6005	Miscellaneous Revenue	-	10,880	-
Total Revenues		<u>\$39,289,641</u>	<u>\$39,303,359</u>	<u>\$ -</u>
Expenditures				
94-4190-7500-9033	Southeast Bypass Project	39,065,928	39,058,753	7,176
94-4190-7500-9500	Bond Issuance Cost	225,000	225,000	-
94-4190-7500-9920	Contingency	-	-	12,431
Total Expenditures		<u>\$39,290,928</u>	<u>\$39,283,753</u>	<u>\$ 19,607</u>
Ending Fund Balance				
94-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 19,607</u>	<u>\$ (0)</u>

* This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.

** Prior year expenditures have been reconciled to the fund cash balance.

City of Copperas Cove, Texas
2011 General Obligation Bonds
Tax Supported
FY 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
95-300-0001	Fund Balance	\$ 4,775	-	\$ 931
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	-	286	-
95-390-6005	Miscellaneous Revenue	-	6,009	-
Total Revenues		<u>\$ 5,561,770</u>	<u>\$ 5,568,065</u>	<u>\$ -</u>
Expenditures				
95-4190-7500-9033	Southeast Bypass Project	5,499,245	5,499,245	-
95-4190-7500-9400	Interest-'11 GO	-	-	931
95-4190-7500-9500	Bond Issuance Costs	67,300	67,300	-
Total Expenditures		<u>\$ 5,566,545</u>	<u>\$ 5,566,545</u>	<u>\$ 931</u>
Ending Fund Balance				
95-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 1,520</u>	<u>\$ (0)</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
2012 Limited Tax Notes
Tax Supported
FY 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
96-300-0001	Fund Balance	\$ 5,703	-	\$ 59,149
Revenues				
96-390-1001	Bond Proceeds	1,055,540	1,055,540	-
96-370-6001	Interest Revenue	-	4,199	-
96-390-6005	Miscellaneous Revenues	-	4,760	-
Total Revenues		\$ 1,055,540	\$ 1,064,499	\$ -
Expenditures				
96-4190-3500-8402	Equipment - Electronic	69,809	69,809	-
96-4190-3500-8404	Equipment - Software	25,816	25,816	-
96-4190-4210-2842	Minor Equipment - Electronic	1,383	1,383	-
96-4190-4210-8300	Vehicles	285,666	285,666	-
96-4190-4210-8400	Equipment - General	16,997	16,997	-
96-4190-4210-8402	Equipment - Electronic	164,194	164,194	-
96-4190-4210-8500	Facilities	-	-	-
96-4190-4400-2842	Minor Equipment - Electronic	1,876	1,876	-
96-4190-4400-8100	Building-Fire Station #2	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	Document Imaging	300	300	-
96-4190-5300-8300	Vehicles	27,906	27,906	-
96-4190-5300-8400	Equipment - General	28,268	28,268	-
96-4190-5410-2842	Minor Equipment - Electronic	1,383	1,383	-
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	-
96-4190-5500-2842	Minor Equipment - Electronic	1,383	1,383	-
96-4190-7500-6800	Professional Services	18,973	18,973	-
96-4190-7500-8100	Building and Fixtures	-	-	-
96-4190-7500-8505	Land Improvements	55,893	-	55,893
96-4190-7500-9049	Courtney Ln Improvements	100,660	100,660	-
96-4190-7500-9920	Contingency	-	-	3,256
96-4610-7500-8600	Bond Issuance Cost	20,599	20,599	-
Total Expenditures		\$ 1,061,243	\$ 1,005,350	\$ 59,149
Ending Fund Balance				
96-300-0001	Fund Balance	\$ -	\$ 59,149	\$ 0

* 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
2012 GO Bonds
Water & Sewer
FY 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
93-300-0001	Fund Balance	\$ 4,700	-	\$ 296,909
Revenues				
93-390-1003	Bond Proceeds	1,865,000	1,865,000	-
93-370-6001	Interest Revenue	-	37,807	-
93-390-6005	Miscellaneous Revenues	-	4,700	-
Total Revenues		<u>\$ 1,865,000</u>	<u>\$ 1,907,508</u>	<u>\$ -</u>
Expenditures				
93-4425-8300-9091	City Park Sewer Line-Phase II	258,491	84,296	174,195
93-4616-8500-9041	Mountaintop Water-Phase II	642,244	642,244	-
93-4616-8500-9084	Liberty Star Water Improvement	-	-	-
93-4616-8500-9187	NE Water Line (Eastside Infrastructure)	967,465	967,465	-
93-4616-8500-9500	Bond Issuance Cost	-	-	-
93-4425-8500-9920	Contingency	1,500	-	122,714
Total Expenditures		<u>\$ 1,869,700</u>	<u>\$ 1,694,005</u>	<u>\$ 296,909</u>
Ending Fund Balance				
93-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 213,502</u>	<u>\$ 0</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
2013 Limited Tax Notes
Tax Supported
FY 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
84-300-0001	Fund Balance	\$ 1,177	-	\$ 231
Revenues				
84-390-1001	Bond Proceeds	1,142,989	1,142,989	-
84-370-6001	Interest Revenue	-	1,183	-
Total Revenues		\$ 1,142,989	\$ 1,144,172	\$ -
Expenditures				
84-4190-3500-2100	Minor Equipment - Electronic	-	-	-
84-4190-3500-2844	Minor Equipment - Software	-	-	-
84-4190-3500-8402	Equipment - Electronic	-	-	-
84-4190-4200-8300	Vehicles	-	-	-
84-4190-4200-8400	Equipment - General	-	-	-
84-4190-4200-8402	Equipment - Electronic	-	-	-
84-4190-4200-8404	Equipment - Software	-	-	-
84-4190-4200-8500	Facilities	33,231	33,231	0
84-4190-4300-8500	Facilities	2,447	2,447	0
84-4190-4400-2842	Minor Equipment - Electronic	-	-	-
84-4190-4400-8100	Building-Fire Station #2	278,898	278,898	-
84-4190-4400-8300	Vehicles	-	-	-
84-4190-4400-8400	Equipment - General	-	-	-
84-4190-4400-8402	Equipment - Electronic	-	-	-
84-4190-5200-8300	Vehicles	-	-	-
84-4190-5200-8404	Document Imaging	-	-	-
84-4190-5300-2840	Minor Equipment - General	-	-	-
84-4190-5300-8300	Vehicles	-	-	-
84-4190-5300-8400	Equipment - General	-	-	-
84-4190-5300-9065	West Monument Sign	-	-	-
84-4190-5410-8300	Vehicles	-	-	-
84-4190-5410-8400	Equipment - General	-	-	-
84-4190-7100-8100	Building and Fixtures	60,002	59,778	224
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 - Electronic	7,419	7,419	-
84-4190-7500-4100	Repairs & Maint-Building	41,130	41,129	1
84-4190-7500-4200	Repairs & Maint-Facilities	369	369	-
84-4190-7500-4400	Repairs & Maint-Equipment	721	721	-
84-4190-7500-6800	Professional Service	9,489	9,489	-
84-4190-7500-8100	Building and Fixtures	9,800	9,800	-
84-4190-7500-8200	Furniture	5,071	5,071	-
84-4190-7500-8402	Equipment - Electronic	12,900	12,900	-
84-4190-7500-8510	Property Purchase	663,267	663,267	-
84-4190-7500-9043	Content Manager	-	-	-
84-4190-7500-9049	Courtney Ln Improvements	-	-	-
84-4190-7500-9400	Interest-'13 Tax Notes	-	-	6
84-4190-7500-9500	Bond Issuance Cost	17,723	17,723	-
84-4190-7500-9920	Contingency	-	-	-
84-4190-7500-9970	Grant Match	-	-	-
84-4190-7500-9971	Grant Match-TXDOT ADA Sidewalk	-	-	-
Total Expenditures		\$ 1,144,166	\$ 1,143,941	\$ 231
Ending Fund Balance				
84-300-0001	Fund Balance	\$ -	\$ 231	\$ 0

* 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
2013 Limited Tax Notes
Water and Sewer
FY 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
85-300-0001	Fund Balance	\$ -	-	\$ 230,718
Revenues				
85-390-1001	Bond Proceeds	830,591	830,591	-
85-370-6001	Interest Revenue	-	2,961	-
Total Revenues		\$ 830,591	\$ 833,552	\$ -
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 - General	847	847	-
85-4425-8200-8300	Vehicles	26,276	26,276	-
85-4425-8200-8400	Equipment - General	125,690	125,690	-
85-4425-8200-8402	Equipment - Electronic	200,000	-	200,000
85-4425-8200-9057	Taylor Mountain Tank Rehab	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	211,036	183,279	27,756
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	-	-	2,961
85-4425-8500-9970	Grant Match	60,288	60,288	-
Total Expenditures		\$ 830,591	\$ 602,834	\$ 230,717
Ending Fund Balance				
85-300-0001	Fund Balance	\$ -	\$ 230,718	\$ 0

* 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
2013 GO Bonds
Tax Supported
FY 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
59-300-0001	Fund Balance	\$ 39,120	-	\$ 607
Revenues				
59-390-1001	Bond Proceeds	4,685,000	4,685,000	-
59-390-1002	Bond Discount or Premium	-	-	-
59-370-6001	Interest Revenue	-	39,141	-
59-390-1002	Bond Discount or Premium	-	-	-
Total Revenues		\$ 4,685,000	\$ 4,724,141	\$ -
Expenditures				
59-4190-4400-2840	Minor Equipment - General	2,021	2,020	-
59-4190-4400-2842	Minor Equipment - Electronic	1,383	1,383	-
59-4190-4400-8100	Building-Fire Station #2	3,260,298	3,260,298	-
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 Cost	62,705	62,705	607
59-4190-7500-9920	Contingency	-	-	-
Total Expenditures		\$ 4,724,120	\$ 4,724,119	\$ 607
Ending Fund Balance				
59-300-0001	Fund Balance	\$ -	\$ 22	\$ 0

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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 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
36-300-0001	Fund Balance	\$ 732	-	\$ 145
Revenues				
36-390-1001	Bond Proceeds	630,000	630,000	-
36-370-6001	Interest Revenue	-	864	-
Total Revenues		<u>\$ 630,000</u>	<u>\$ 630,864</u>	<u>\$ -</u>
Expenditures				
36-4190-4400-2840	Minor Equipment - General	5,241	5,241	-
36-4190-4400-8300	Vehicles	503,990	503,990	-
36-4190-4400-8400	Equipment - General	78,617	78,617	-
36-4190-4400-8402	Equipment - Electronic	16,296	16,283	-
36-4190-7500-9500	Bond Issuance Cost	26,588	26,588	-
36-4190-7500-9920	Contingency	-	-	145
Total Expenditures		<u>\$ 630,732</u>	<u>\$ 630,719</u>	<u>\$ 145</u>
Ending Fund Balance				
36-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 145</u>	<u>\$ 0</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
Tax Supported
FY 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
31-300-0001	Fund Balance	\$ 736	-	\$ 673,144
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	-	31,579	-
31-390-6060	Reimbursements	-	712	-
Total Revenues		\$ 2,358,881	\$ 2,391,172	\$ -
Expenditures				
31-4190-2100-8100	Building and 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	Building and Fixtures	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	Building and Fixtures	295,640	295,640	-
31-4190-4400-8300	Vehicles	49,024	49,024	-
31-4190-4400-8400	Equipment - General	28,389	28,389	-
31-4190-5300-8300	Vehicles	126,842	126,842	-
31-4190-5300-8400	Equipment - General	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	27,452	27,452	0
31-4190-5410-8400	Equipment - General	8,889	8,889	-
31-4190-5500-8300	Vehicles	47,569	47,569	-
31-4190-7200-8300	Vehicles	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	3,383	-	34,938
31-4190-7500-9500	Bond Issuance Cost	44,745	44,745	-
Total Expenditures		\$ 2,359,617	\$ 1,718,028	\$ 673,144
Ending Fund Balance				
31-300-0001	Fund Balance	\$ -	\$ 673,144	\$ 0

* 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 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
32-300-0001	Fund Balance	\$ -	-	\$ 1,142,013
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	-	82,303	-
Total Revenues		\$ 6,860,238	\$ 6,942,541	\$ -
Expenditures				
32-4425-8100-8300	Vehicles	16,871	16,871	-
32-4425-8100-9071	Utilities Relocation	2,853	2,853	-
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	3,598,780	3,598,780	(0)
32-4425-8400-9093	NE WWTP Improvements	14,600	14,600	-
32-4425-8500-9042	Water Model Update	16,740	16,740	-
32-4425-8500-9500	Bond Issuance Cost	148,400	148,400	-
32-4425-8500-9920	Contingency	1,650	-	83,953
Total Expenditures		\$ 6,860,238	\$ 5,800,528	\$ 1,142,013
Ending Fund Balance				
32-300-0001	Fund Balance	\$ -	\$ 1,142,013	\$ (0)

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** Prior year expenditures have been reconciled to the fund cash balance.

City of Copperas Cove, Texas
2015 Certificates of Obligation
Tax Supported
FY 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
37-300-0001	Fund Balance	\$ -	-	\$ 1,001,714
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	-	56,912	-
Total Revenues		\$ 3,153,217	\$ 3,210,129	\$ -
Expenditures				
37-4190-3500-8100	Building - Info Systems	1,336,570	1,281,749	54,820
37-4190-3500-8200	Furniture	13,430	13,430	0
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	370,000	245,917	124,083
37-4190-5320-9066	Ave D Sidewalk Improvements	149,173	149,172	0
37-4190-5320-9068	South FM 116 Sidewalk Improvements	-	-	-
37-4190-5410-8100	Building - Parks Maintenance Shop	164,000	13,851	150,149
37-4190-7500-9500	Bond Issuance Cost	34,295	34,295	-
37-4190-7500-9920	Contingency	15,749	15,749	72,663
Total Expenditures		\$ 3,153,217	\$ 2,224,164	\$ 1,001,714
Ending Fund Balance				
37-300-0001	Fund Balance	\$ -	\$ 985,965	\$ 0

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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 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
38-300-0001	Fund Balance	\$ -	-	\$ 3,381,295
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	-	160,248	-
38-390-6005	Miscellaneous Revenue	-	376,674	-
Total Revenues		\$ 4,814,980	\$ 5,351,902	\$ -
Expenditures				
38-4425-8100-8300	Vehicles	19,529	19,529	-
38-4425-8200-8300	Vehicles	92,068	92,068	-
38-4425-8200-8400	Equipment - General	-	-	-
38-4425-8200-8701	West Bus 190 Waterline Ext	88,186	88,186	-
38-4425-8200-9024	Ft. Hood 8 & 12 WL Abandonment	96,770	9,262	87,508
38-4425-8200-9063	SW Water Improvements-Phase II	2,052,000	-	2,052,000
38-4425-8200-9074	Oak Hill Dr Water Improvement	131,707	130,444	1,263
38-4425-8300-8300	Vehicles	20,000	20,000	-
38-4425-8300-8402	Equipment - Electronic	100,000	100,000	-
38-4425-8300-9069	City Park Sewer Line-Phase I	221,137	221,137	0
38-4425-8300-9091	City Park Sewer Line-Phase II	31,795	-	31,795
38-4425-8402-9070	South Plant - Skimmer Pipe Rehab	162,072	162,072	(0)
38-4425-8500-9042	Water Model Update	8,260	8,260	-
38-4425-8500-9064	FM 116 Utilities Relocation	1,072,999	1,072,999	0
38-4190-7500-9500	Bond Issuance Cost	46,650	46,650	-
38-4425-8500-9920	Contingency	671,807	-	1,208,728
Total Expenditures		\$ 4,814,980	\$ 1,970,607	\$ 3,381,294
Ending Fund Balance				
38-300-0001	Fund Balance	\$ -	\$ 3,381,295	\$ 0

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** Prior year expenditures have been reconciled to the fund cash balance.

City of Copperas Cove, Texas
2015 Certificates of Obligation
Solid Waste
FY 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
39-300-0001	Fund Balance	\$ -	-	\$ 95,870
Revenues				
39-390-1001	Bond Proceeds	380,000	380,000	-
39-390-1004	Bond Premium	12,276	12,276	-
39-370-6001	Interest Revenue	-	5,218	-
Total Revenues		\$ 392,276	\$ 397,494	\$ -
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	6,733	6,733	-
39-4430-9500-9920	Contingency	91,519	-	95,870
Total Expenditures		\$ 392,276	\$ 300,757	\$ 95,870
Ending Fund Balance				
39-300-0001	Fund Balance	\$ -	\$ 96,737	\$ 0

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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 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
26-300-0001	Fund Balance	\$ -	-	\$ 6,100
Revenues				
26-390-1001	Bond Proceeds	600,000	600,000	-
26-390-1004	Bond Premium	53,025	53,025	-
26-370-6001	Interest Revenue	-	5,342	-
Total Revenues		\$ 653,025	\$ 658,367	\$ -
Expenditures				
26-4190-4200-8300	Vehicles	163,660	163,660	-
26-4190-4400-8400	Equipment - General	32,732	32,732	(0)
26-4190-4400-8402	Equipment - Electronic	98,432	98,432	-
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	139,243	757
26-4190-7200-8300	Vehicles	1,175	1,175	-
26-4190-7500-9500	Bond Issuance Cost	6,141	6,141	-
26-4190-7500-9920	Contingency	-	-	5,343
Total Expenditures		\$ 653,025	\$ 652,268	\$ 6,100
Ending Fund Balance				
26-300-0001	Fund Balance	\$ -	\$ 6,099	\$ 0

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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 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
27-300-0001	Fund Balance	\$ 2,766	-	\$ 616,055
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	-	47,484	-
Total Revenues		\$ 8,205,712	\$ 8,253,196	\$ -
Expenditures				
27-4425-8000-8300	Vehicles	22,816	22,816	-
27-4425-8100-8300	Vehicles	25,019	25,019	-
27-4425-8100-9076	Advanced Meter Infrastructure	7,000,000	7,000,000	0
27-4425-8200-2842	Minor Equipment - Electronic	1,383	1,383	-
27-4425-8200-9074	Oak Hill Dr Water Improvement	165,000	57,299	107,701
27-4425-8200-9075	Killeen 500K Gal Tank Rehab	67,500	67,500	-
27-4425-8200-9084	Liberty Star Water Improvement	28,865	28,865	-
27-4425-8300-2842	Minor Equipment - Electronic	1,383	1,383	-
27-4425-8300-8300	Vehicles	120,656	120,656	-
27-4425-8300-9069	City Park Sewer Line-Phase I	133,285	133,284	(0)
27-4425-8300-9091	City Park Sewer Line-Phase II	463,634	-	463,634
27-4425-8403-9073	NE Plant UV System	100,000	100,000	-
27-4425-8500-9042	Water Model Update-Phase II	4,116	4,116	0
27-4425-8500-9500	Bond Issuance Costs	74,821	74,821	-
27-4425-8500-9920	Contingency	-	-	44,720
Total Expenditures		\$ 8,208,478	\$ 7,637,142	\$ 616,055
Ending Fund Balance				
27-300-0001	Fund Balance	\$ -	\$ 616,054	\$ (0)

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** Prior year expenditures have been reconciled to the fund cash balance.

City of Copperas Cove, Texas
2016 Certificates of Obligation
Golf Course
FY 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
29-300-0001	Fund Balance	\$ -	-	\$ 15,874
Revenues				
29-390-1001	Bond Proceeds	175,000	175,000	-
29-390-1004	Bond Premium	14,291	14,291	-
29-370-6001	Interest Revenue	-	3,465	-
Total Revenues		\$ 189,291	\$ 192,756	\$ -
Expenditures				
29-4190-7402-8400	Equipment - General	83,866	83,866	-
29-4190-7402-9077	Golf Course Improvements	103,634	102,054	1,580
29-4190-7500-9500	Bond Issuance Cost	1,791	1,791	-
29-4190-7500-9920	Contingency	-	-	14,294
Total Expenditures		\$ 189,291	\$ 187,711	\$ 15,874
Ending Fund Balance				
29-300-0001	Fund Balance	\$ -	\$ 5,045	\$ 0

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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 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
74-300-0001	Fund Balance	\$ -	-	\$ 2,394,923
Revenues				
74-390-1001	Bond Proceeds	5,210,000	5,210,000	-
74-390-1002	Bond Discount or Premium	146,152	146,152	-
74-370-6001	Interest Revenue	-	95,789	-
Total Revenues		\$ 5,356,152	\$ 5,451,941	\$ -
Expenditures				
74-4190-3500-8402	Equipment - Electronics	166,000	160,953	5,047
74-4190-4200-8300	Vehicles	246,000	246,000	0
74-4190-4200-8400	Equipment - General	12,104	12,104	(0)
74-4190-4200-8402	Equipment - Electronics	70,000	64,397	5,603
74-4190-4300-8300	Vehicles	57,669	57,669	(0)
74-4190-4400-8300	Vehicles	322,600	321,564	1,036
74-4190-4400-8400	Equipment - General	31,000	30,876	124
74-4190-5300-8300	Vehicles	143,859	143,859	(0)
74-4190-5300-8400	Equipment - General	42,242	42,242	0
74-4190-5300-9068	South FM 116 Sidewalk Improvements	206,050	-	206,050
74-4190-5300-9083	Business US 190 Median & Sidewalk Impr	-	-	-
74-4190-5300-9088	Narrows Sidewalk Improvements	-	-	-
74-4190-5300-9097	Transportation Improvement Projects	1,633,950	-	1,633,950
74-4190-5400-8300	Vehicles	23,477	23,477	0
74-4190-5400-8400	Equipment - General	62,074	62,074	(0)
74-4190-5400-8501	Civic Center Renovation	38,000	31,200	6,800
74-4190-5400-9080	Park Improvements	1,872,689	1,472,963	399,726
74-4190-7100-9081	Library Interior Renovation	305,035	303,738	1,297
74-4190-7200-8300	Vehicles	19,720	19,720	0
74-4190-7500-9500	Bond Issuance Cost	54,183	54,183	-
74-4190-7500-9916	Transfer out	10,000	10,000	-
74-4190-7500-9920	Contingency	39,500	-	135,289
Total Expenditures		\$ 5,356,152	\$ 3,057,018	\$ 2,394,923
Ending Fund Balance				
74-300-0001	Fund Balance	\$ -	\$ 2,394,923	\$ 0

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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 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
75-300-0001	Fund Balance	\$ -	-	\$ 3,103,110
Revenues				
75-390-1001	Bond Proceeds	3,480,000	3,480,000	-
75-390-1002	Bond Discount or Premium	77,931	77,931	-
75-370-6001	Interest Revenue	-	131,091	-
75-390-6005	Miscellaneous Revenues	-	-	-
Total Revenues		\$ 3,557,931	\$ 3,689,022	\$ -
Expenditures				
75-4425-8100-8300	Vehicles	19,602	19,602	-
75-4425-8200-8300	Vehicles	61,984	61,984	0
75-4425-8200-8400	Equipment - General	27,957	27,957	(0)
75-4425-8200-8402	Equipment - Electronic	-	-	-
75-4425-8200-9063	SW Water Improvements-Phase III	1,670,000	68,659	1,601,341
75-4425-8200-9082	Killeen/Cove 20" Transmission Line	1,000,000	242,094	757,907
75-4425-8300-9069	City Park Sewer Line-Phase I	-	-	-
75-4425-8300-9091	City Park Sewer Line-Phase II	576,294	-	576,294
75-4425-8400-8300	Vehicles	22,785	22,785	-
75-4425-8402-8300	Vehicles	20,611	20,611	-
75-4425-8402-8400	Equipment - General	25,875	25,875	-
75-4425-8403-9073	NE Plant UV System	50,000	13,592	36,408
75-4425-8404-8400	Equipment - General	25,875	25,875	-
75-4425-8500-8402	Equipment - Electronic	20,688	20,688	(0)
75-4425-8500-9500	Bond Issuance Cost	36,192	36,192	-
75-4425-8500-9920	Contingency	68	-	131,160
Total Expenditures		\$ 3,557,931	\$ 585,913	\$ 3,103,110
Ending Fund Balance				
75-300-0001	Fund Balance	\$ -	\$ 3,103,109	\$ (0)

* 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
2017 Certificates of Obligation
Solid Waste
FY 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
76-300-0001	Fund Balance	\$ -	-	\$ 38,862
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	-	15,489	-
76-390-6005	Miscellaneous Revenues	-	-	-
Total Revenues		\$ 750,384	\$ 765,873	\$ -
Expenditures				
76-4430-9000-8300	Vehicles	2,764	2,764	-
76-4430-9101-8300	Vehicles	294,658	294,658	(0)
76-4430-9102-8300	Vehicles	1,205	1,205	-
76-4430-9103-8300	Vehicles	144,496	144,496	(0)
76-4430-9104-8300	Vehicles	276,504	276,504	0
76-4615-8500-9500	Bond Issuance Cost	7,384	7,384	-
76-4430-9500-9920	Contingency	23,373	-	38,862
Total Expenditures		\$ 750,384	\$ 727,010	\$ 38,862
Ending Fund Balance				
76-300-0001	Fund Balance	\$ -	\$ 38,863	\$ 0

* 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
2017 Certificates of Obligation
Golf Course
FY 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
77-300-0001	Fund Balance	\$ -	-	\$ 28,900
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	-	4,942	-
77-390-6005	Miscellaneous Revenues	-	-	-
Total Revenues		\$ 235,142	\$ 240,084	\$ -
Expenditures				
77-4190-7402-8400	Equipment - General	44,834	44,834	0
77-4190-7402-8402	Equipment - Electronic	45,985	45,985	-
77-4190-7402-9077	Golf Course Improvements	120,750	117,972	2,778
77-4190-7500-9500	Bond Issuance Cost	2,392	2,392	-
77-4190-7500-9920	Contingency	21,181	-	26,122
Total Expenditures		\$ 235,142	\$ 211,183	\$ 28,900
Ending Fund Balance				
77-300-0001	Fund Balance	\$ -	\$ 28,900	\$ 0

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** Prior year expenditures have been reconciled to the fund cash balance.

City of Copperas Cove, Texas
2018 Certificates of Obligation
Tax Supported
FY 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
79-300-0001	Fund Balance	\$ -	-	\$ 1,972,635
Revenues				
79-390-1001	Bond Proceeds	3,040,000	3,040,000	-
79-390-1004	Bond Premium	156,795	156,795	-
79-370-6001	Interest Revenue	-	69,179	-
Total Revenues		\$ 3,196,795	\$ 3,265,974	\$ -
Expenditures				
79-4190-2100-8402	Equipment - Electronic	5,600	5,440	160
79-4190-3500-8402	Equipment - Electronic	45,000	-	45,000
79-4190-4100-2842	Minor Equipment - Electronic	2,800	2,800	-
79-4190-4100-8402	Equipment - Electronic	20,300	-	20,300
79-4190-4200-8300	Vehicles	217,000	187,170	29,830
79-4190-4200-8400	Equipment - General	32,540	32,096	444
79-4190-4400-8300	Vehicles	105,000	4,173	100,827
79-4190-4400-8400	Equipment - General	35,000	33,335	1,665
79-4190-4400-8403	Equipment - Communication	232,000	-	232,000
79-4190-4420-8402	Equipment - Electronic	14,400	-	14,400
79-4190-5300-8100	Building and Fixtures	21,778	21,778	-
79-4190-5300-8300	Vehicles	28,157	28,157	(0)
79-4190-5300-8400	Equipment - General	53,935	53,935	-
79-4190-5300-9094	South FM 1113 Sidewalk Project-Phase II	1,850	1,849	(0)
79-4190-5330-9085	Business US 190 Median & Sidewalk Impr	1,065,212	548,050	517,162
79-4190-5330-9086	FM 116/ FM 3046 Sidewalk Project	206,050	102,378	103,672
79-4190-5330-9088	Narrows Sidewalk Project-Phase I	416,838	81,781	335,056
79-4190-5400-8400	Equipment - General	72,500	70,977	1,523
79-4190-5400-9080	Park Improvements	378,029	35,100	342,929
79-4190-6100-8300	Vehicles	18,000	17,049	951
79-4190-7100-8400	Equipment - General	30,000	8,955	21,045
79-4190-7500-8300	Vehicles	61,795	-	61,795
79-4190-7500-9500	Bond Issuance Cost	58,316	58,316	-
79-4190-7500-9920	Contingency	74,695	-	143,876
Total Expenditures		\$ 3,196,795	\$ 1,293,339	\$ 1,972,635
Ending Fund Balance				
79-300-0001	Fund Balance	\$ -	\$ 1,972,635	\$ (0)

* 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
2018 Certificates of Obligation
Water and Sewer
FY 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
80-300-0001	Fund Balance	\$ -	-	\$ 5,646,087
Revenues				
80-390-1001	Bond Proceeds	5,645,000	5,645,000	-
80-390-1004	Bond Premium	198,977	198,977	0
80-370-6001	Interest Revenue	-	156,598	-
Total Revenues		<u>\$ 5,843,977</u>	<u>\$ 6,000,575</u>	<u>\$ 0</u>
Expenditures				
80-4425-8100-8300	Vehicles	4,981	-	4,981
80-4425-8200-8300	Vehicles	31,738	31,738	0
80-4425-8200-8400	Equipment - General	18,079	18,078	(0)
80-4425-8200-8402	Equipment - Electronic	33,137	405	32,732
80-4425-8200-9082	Killeen/Cove 20" Transmission Line	2,800,000	-	2,800,000
80-4425-8200-9095	Rattlesnake Storage Tank Rehab	1,920,000	65,350	1,854,650
80-4425-8300-8300	Vehicles	43,868	43,868	-
80-4425-8300-8402	Equipment - Electronic	20,791	20,791	0
80-4425-8403-8300	Vehicles	24,944	24,943	(0)
80-4425-8403-9073	NE Plant UV System	771,100	13,723	757,377
80-4425-8404-8300	Vehicles	27,715	27,715	-
80-4425-8500-9500	Bond Issuance Cost	107,877	107,877	0
80-4425-8500-9920	Contingency	39,747	-	196,347
Total Expenditures		<u>\$ 5,843,977</u>	<u>\$ 354,488</u>	<u>\$ 5,646,087</u>
Ending Fund Balance				
80-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 5,646,087</u>	<u>\$ (0)</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
2018 Certificates of Obligation
Solid Waste
FY 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
81-300-0001	Fund Balance	\$ -	-	\$ 14,795
Revenues				
81-390-1001	Bond Proceeds	595,000	595,000	-
81-390-1004	Bond Premium	57,907	57,907	(0)
81-370-6001	Interest Revenue	-	10,432	-
Total Revenues		<u>\$ 652,907</u>	<u>\$ 663,339</u>	<u>\$ (0)</u>
Expenditures				
81-4430-9000-8300	Vehicles	25,000	25,000	-
81-4430-9101-8300	Vehicles	301,019	301,018	(0)
81-4430-9102-8300	Vehicles	25,000	25,000	-
81-4430-9104-8300	Vehicles	282,619	282,618	(0)
81-4430-9500-9500	Bond Issuance Cost	14,907	14,907	(0)
81-4430-9500-9920	Contingency	4,362	-	14,796
Total Expenditures		<u>\$ 652,907</u>	<u>\$ 648,544</u>	<u>\$ 14,795</u>
Ending Fund Balance				
81-300-0001	Fund Balance	<u>-</u>	<u>14,795</u>	<u>(0)</u>

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** Prior year expenditures have been reconciled to the fund cash balance.

City of Copperas Cove, Texas
2018 Certificates of Obligation
Golf Course
FY 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
82-300-0001	Fund Balance	\$ -	-	\$ 19,982
Revenues				
82-390-1001	Bond Proceeds	250,000	250,000	-
82-390-1004	Bond Premium	12,888	12,888	0
82-370-6001	Interest Revenue	-	4,630	-
Total Revenues		<u>\$ 262,888</u>	<u>\$ 267,518</u>	<u>\$ 0</u>
Expenditures				
82-4190-7400-8400	Equipment - General	-	-	-
82-4190-7402-8400	Equipment - General	81,800	66,448	15,352
82-4190-7402-9096	Cart Path Renovation	178,250	178,250	-
82-4190-7500-9500	Bond Issuance Cost	2,838	2,838	0
82-4190-7500-9920	Contingency	-	-	4,630
Total Expenditures		<u>\$ 262,888</u>	<u>\$ 247,535</u>	<u>\$ 19,983</u>
Ending Fund Balance				
82-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 19,982</u>	<u>\$ 0</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
2018 Certificates of Obligation
Court Technology
FY 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
83-300-0001	Fund Balance	\$ -	-	\$ 15,619
Revenues				
83-390-1001	Bond Proceeds	15,000	15,000	-
83-390-1004	Bond Premium	1,841	1,841	(0)
83-370-6001	Interest Revenue	-	419	-
Total Revenues		\$ 16,841	\$ 17,260	\$ (0)
Expenditures				
83-4190-4102-8402	Equipment - Electronic	15,200	-	15,200
83-4190-4102-9400	Interest-'18 CO	-	-	419
83-4190-4102-9500	Bond Issuance Cost	1,641	1,641	(0)
Total Expenditures		\$ 16,841	\$ 1,641	\$ 15,619
Ending Fund Balance				
83-300-0001	Fund Balance	\$ -	\$ 15,619	\$ (0)

* 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
2019 Certificates of Obligation
Tax Supported
FY 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
90-300-0001	Fund Balance	\$ -	-	\$ 5,263,161
Revenues				
90-390-1001	Bond Proceeds	4,950,000	4,950,000	-
90-390-1004	Bond Premium	427,706	427,706	-
90-370-6001	Interest Revenue	-	-	-
Total Revenues		\$ 5,377,706	\$ 5,377,706	\$ -
Expenditures				
90-4190-3500-8402	Equipment - Electronic	12,000	-	12,000
90-4190-3500-8404	Equipment - Software	83,200	-	83,200
90-4190-4200-8300	Vehicles	227,000	-	227,000
90-4190-4200-8404	Equipment - Software	10,000	-	10,000
90-4190-4400-8300	Vehicles	335,000	-	335,000
90-4190-4400-8400	Equipment - General	121,000	-	121,000
90-4190-4400-8403	Equipment - Communication	189,000	-	189,000
90-4190-5200-8300	Vehicles	25,000	-	25,000
90-4190-5300-8300	Vehicles	30,000	-	30,000
90-4190-5300-9103	Pecan Cove Dr Recon	1,477,156	5,620	1,471,536
90-4190-5400-8300	Vehicles	30,000	-	30,000
90-4190-5400-8400	Equipment - General	105,000	-	105,000
90-4190-5400-9080	Park Improvements	834,425	-	834,425
90-4190-7100-8400	Equipment - General	5,000	-	5,000
90-4190-7500-8500	Facilities	1,700,000	-	1,700,000
90-4190-7500-9500	Bond Issuance Cost	108,925	108,925	-
90-4190-7500-9920	Contingency	85,000	-	85,000
Total Expenditures		\$ 5,377,706	\$ 114,545	\$ 5,263,161
Ending Fund Balance				
90-300-0001	Fund Balance	\$ -	\$ 5,263,161	\$ -

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** Prior year expenditures have been reconciled to the fund cash balance.

City of Copperas Cove, Texas
2019 Certificates of Obligation
Water and Sewer
FY 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
91-300-0001	Fund Balance	\$ -	-	\$ 2,672,000
Revenues				
91-390-1001	Bond Proceeds	2,540,000	2,540,000	-
91-390-1004	Bond Premium	188,433	188,433	-
91-370-6001	Interest Revenue	-	-	-
Total Revenues		\$ 2,728,433	\$ 2,728,433	\$ -
Expenditures				
91-4425-8200-8300	Vehicles	75,000	-	75,000
91-4425-8200-8400	Equipment - General	20,000	-	20,000
91-4425-8200-9082	Killeen/Cove 20" Transmission	1,200,000	-	1,200,000
91-4425-8200-9036	Hogg Mountain Tank	200,000	-	200,000
91-4425-8200-9034	Turkey Run Project	200,000	-	200,000
91-4425-8300-8300	Vehicles	55,000	-	55,000
91-4425-8402-8400	Equipment - General	11,000	-	11,000
91-4425-8402-9098	South WW Oxidation Ditch Rehab	750,000	-	750,000
91-4425-8402-9099	South WW Thickner Blower Rehab	150,000	-	150,000
91-4425-8404-8400	Equipment - General	11,000	-	11,000
91-4425-8500-9500	Bond Issuance Cost	56,433	56,433	0
Total Expenditures		\$ 2,728,433	\$ 56,433	\$ 2,672,000
Ending Fund Balance				
91-300-0001	Fund Balance	\$ -	\$ 2,672,000	\$ -

* 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
2019 Certificates of Obligation
Golf Course
FY 2019-2020

Account	Description	Total Project Budget	As of FY 2018-2019	FY 2019-2020 Budget
Beginning Fund Balance				
92-300-0001	Fund Balance	\$ -	-	\$ 212,000
Revenues				
92-390-1001	Bond Proceeds		-	-
92-390-1004	Bond Premium	200,000	200,000	-
92-370-6001	Interest Revenue	15,762	15,762	-
Total Revenues		\$ 215,762	\$ 215,762	\$ -
Expenditures				
92-4190-7402-8400	Equipment - General	42,000	-	42,000
92-4190-7402-9096	Cart Path Renovation	170,000	-	170,000
92-4190-7500-9500	Bond Issuance Cost	3,762	3,762	(0)
Total Expenditures		\$ 215,762	\$ 3,762	\$ 212,000
Ending Fund Balance				
92-300-0001	Fund Balance	\$ -	\$ 212,000	\$ -

* 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 2020-2024 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 2019-2020 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

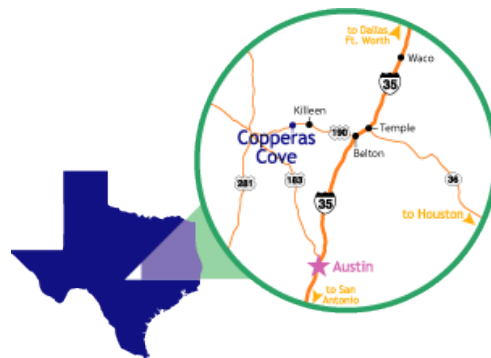
Copperas Cove at a Glance





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

2019 Total Population 34,787
 Males 45%
 Females 55%

Population by Age Distribution

Age	Total	Percent
Under 3	1,459	4.2%
3 - 5	1,683	4.8%
6 - 8	1,949	5.6%
9 - 11	1,287	3.7%
12 - 14	1,448	4.2%
15 - 17	1,548	4.5%
18 - 14	3,181	9.1%
25 - 34	6,921	19.9%
35 - 44	4,780	13.7%
45 - 54	4,495	12.9%
55 - 64	3,002	8.7%
65+	3,034	8.7%
Total	34,787	100.0%

Race/Ethnic Characteristics

Race	Percent
White Alone	66%
Black Alone	17%
Some other races	17%
Total	100%
Hispanic Ethnicity	20%

Crime Rates:

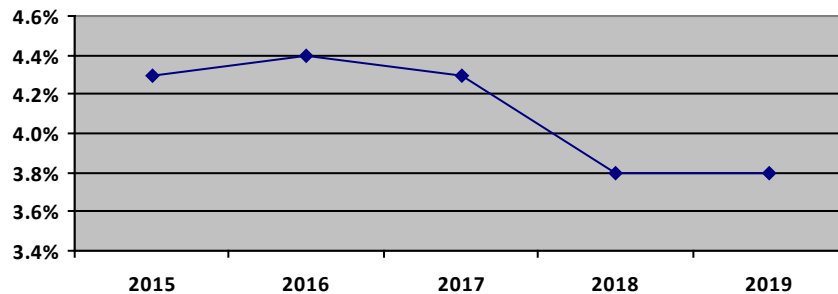
Calendar Year 2018 Crime Rate per 100,000:

Copperas Cove: 1,549 Killeen: 7,856 Temple: 4,361 State: 2,975

Labor Force

	Copperas Cove	Coryell County	Killeen-Temple MSA	Texas
Total Labor Force	12,913	24,647	177,420	14,015,573
Total Employment	12,423	23,670	170,674	13,508,756
Unemployment Rate	3.8%	4.0%	3.8%	3.6%

Unemployment Rate



Employers

Employer	Product	Employees
Fort Hood	Military Soldiers	36,739
	Civilian (Federal & Contract)	14,445
Copperas Cove ISD	School Administration	1,300
GC Services	Collection Agency	1,250
H.E.B. Grocery Store	Grocery - Retail	333
Wal-Mart Supercenter	Department Store	297
City of Copperas Cove	City Government	294
Copperas Cove Nursing & Rehabilitation	Nursing & Convalescent Home	112
Hill Country Nursing & Rehabilitation Center	Nursing & Convalescent Home	80
Cinergy	Movie Theater	77
McAlister's Deli	Deli Restaurant & Sandwich Shop	30

Operating Indicators by Functions

Government Facilities

Fire Protection

Use or Nature: Public Safety

Number of stations:	3
Number of hydrants (approx.):	1,310
Number of volunteer firefighters:	-
Number of paid firefighters:	48
Fire officers per 1,000 population:	1.38

Police Protection

Use or Nature: Public Safety

Stations	1
Number of reserve police officers:	-
Number of sworn officers:	54
Officers per 1,000 population:	1.55

Libraries

Use or Nature: Community Services

Number of public libraries:	1
Circulated items (physical and digital):	101,000
Circulated items per capita:	2.90

Parks and Recreation

Use or Nature: Community Services

Park acreage developed:	389
Playgrounds:	7

Street

Use or Nature: Public Works

Paved streets:	155 miles
Unpaved streets:	0 miles

Utilities

Water System

Use or Nature: Public Works

Miles of water maintained:	230
Daily average consumption:	3.7 MGD
Maximum daily capacity:	8.48 MGD
Number of service connections:	14,320
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:	3.6 MGD
Maximum capacity of treatment plants:	9.0 MGD
Number of service connections:	13,411

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 8,153 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. It 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, 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 two major airlines, American Eagle, and United, located at the Killeen-Fort Hood Regional Airport. These commuter airlines offer daily flights to 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 & Suites, Luxury Inn & Suites, Cactus Inn & Suites, Quality 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 3/8 of a 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 is usually held late January at the City Park Pool. All participants that register and dare to run and take the plunge will receive a “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 mid-February 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 are held at the Copperas Cove Civic Center during month of March.





Easter Egg Round-Up – The Annual Parks and Recreation 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 late March.

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 thru October 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.



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.



Food Truck Festival – The Food Truck Festival is usually held in August 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 during month of October 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.



Christmas Tree Lighting Ceremony - The Annual Tree Lighting Ceremony will be held beginning of December 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 annual Krist Kindl Markt will be held beginning of December at the City Park. The festivities include tree lighting, 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

2020-2024 Personnel
Improvement Plan - Adopted

Employee Position & Salary Ranges

Schedule of Incentives



City of Copperas Cove
Personnel Improvement Plan
Fiscal Years 2020-2024

Summary of Positions and Financial Impact

**City of Copperas Cove
Personnel Improvement Plan
Fiscal Years 2020-2024**

**Summary of Total Positions
by Department**

	FY 2017-18 ACTUAL FUNDED	FY 2018-19 CURRENT FUNDED	FY 2019-20 PROPOSED		FY 2020-21	FUTURE NEEDS		
			FUNDED	FINAN IMPACT		FY 2021-22	FY 2022-23	FY 2023-24
GENERAL FUND								
City Manager Department	1	1	1	\$ -	4	4	4	4
City Secretary Department	2	2	2	-	3	3	3	3
Public Information Department	1	1	1	-	2	2	2	2
Finance Department	4	4	4	-	4	7	7	7
Budget Department	2	2	2	-	2	3	3	3
Human Resources Department	3	3	3	-	4	4	4	4
Information Systems Department	3	3	4	61,436	4	4	4	4
Municipal Court Department	5.5	5.25	5.25	-	6.25	7.25	8.25	8.25
Police-Admin Department	5	5	7	-	7	7	7	7
Police-Services Department	68	68	66	-	86	87	87	87
Animal Control Department	5.5	5.5	5.5	-	8	8	8	8
Fire Department - Administration	3	2	2	-	2	2	2	2
Fire Department - Operations	45	46	46	-	52	52	52	52
Fire Department - Training	0	0	0	-	1	1	1	1
Fire Department - Prevention	1	1	1	-	2	2	2	2
Engineering Department	0	1	1	-	1	1	1	1
Building and Development Department	5	5	5	-	5	5	5	5
Street Department	5.5	5.5	5.5	-	5.5	5.5	5.5	5.5
Parks and Recreation - Admin Department	2	2	2	-	2	2	2	2
Parks and Recreation - Maintenance Department	15	15.5	15.5	-	20.5	22.5	22.5	22.5
Athletics Department	4.5	4.5	4.5	-	4.5	4.5	4.5	4.5
Aquatics Department	1	1	1	-	1	1	1	1
Fleet Services Department	5.5	5.5	5.5	-	6	6	6	6
Development Services Department	3	3	3	-	3	3	3	3
Library Department	8	8	8	-	12	12	12	12
Code and Health Compliance	3	3	3	-	5.5	5.5	5.5	5.5
SUBTOTAL GENERAL FUND	201.5	202.75	203.75	\$ 61,436	253.25	261.25	262.25	262.25
WATER AND SEWER FUND								
Public Works Administration	3	3	4	\$ 54,838	4	4	4	4
Utility Administration Department	5	8	8	-	8	8	8	8
Water Distribution Department	12	13	14	40,221	16	16	16	16
Sewer Collection Department	8	8	10	77,199	10	10	10	10
Wastewater Treatment Department	1	1	1	-	1	1	1	1
Wastewater Treatment Department - South	2	3	3	-	3	3	3	3
Wastewater Treatment Department - Northeast	3	3	3	-	3	3	3	3
Wastewater Treatment Department - Northwest	3	3	4	38,633	4	4	4	4
SUBTOTAL WATER AND SEWER FUND	37.0	42.0	47.0	\$ 210,891	49.0	49.0	49.0	49.0

* Unfunded is equal to unauthorized positions.

**City of Copperas Cove
Personnel Improvement Plan
Fiscal Years 2020-2024**

**Summary of Total Positions
by Department**

	FY 2017-18 ACTUAL FUNDED	FY 2018-19 CURRENT FUNDED	FY 2019-20 PROPOSED		FY 2020-21	FUTURE NEEDS		
			FUNDED	FINAN IMPACT		FY 2021-22	FY 2022-23	FY 2023-24
SOLID WASTE FUND								
Solid Waste Administration	2	2	2	\$ -	2	2	2	2
Residential Operations - Garbage Collection	8	8	8	-	8	8	8	8
Residential Operations - Brush & Bulk	3	3	3	-	3	3	3	3
Recycling Operations	4	4	4	-	4	4	4	4
Commercial Operations	4	5	5	-	5	5	5	5
Solid Waste Disposal/Transfer Station	3.5	3.5	3.5	-	3.5	3.5	3.5	3.5
Support Services	2	2	2	-	2	2	2	2
Keep Copperas Cove Beautiful	0	0.5	0.5	-	0.5	0.5	0.5	0.5
SUBTOTAL SOLID WASTE FUND	26.5	28	28	\$ -	28	28	28	28
GOLF COURSE FUND								
Golf Course Operations	1.5	2	2	\$ -	3.5	3.5	3.5	3.5
SUBTOTAL GOLF COURSE FUND	1.5	2	2	\$ -	3.5	3.5	3.5	3.5
DRAINAGE FUND								
Drainage Utilities	6.5	9.5	8.5	\$ (37,809)	8.5	8.5	8.5	8.5
SUBTOTAL DRAINAGE FUND	6.5	9.5	8.5	\$ (37,809)	8.5	8.5	8.5	8.5
STREET MAINTENANCE FUND								
Street Maintenance	0	4	4	\$ -	4	4	4	4
SUBTOTAL STREET MAINTENANCE FUND	0	4	4	\$ -	4	4	4	4
HOTEL OCCUPANCY TAX FUND								
Hotel Occupancy Tax Activities	1.5	1.5	0	\$ (58,518)	0	0	0	0
SUBTOTAL HOTEL OCCUPANCY TAX FUND	1.5	1.5	0	\$ (58,518)	0	0	0	0
MUNICIPAL COURT SECURITY FUND								
Municipal Court Security	0	0.25	0.25	\$ -	0.25	0.25	0.25	0.25
SUBTOTAL MUNICIPAL COURT FUND	0	0.25	0.25	\$ -	0.25	0.25	0.25	0.25
TOTAL EMPLOYEES ALL FUNDS	274.5	290.0	293.5	\$ 176,000	346.5	354.5	355.5	355.5

* Unfunded is equal to unauthorized positions.

**City of Copperas Cove
Personnel Improvement Plan
Fiscal Years 2020-2024**

FISCAL IMPACT BY FUND	FY 2018-19		FY 2019-20	
	CURRENT		PROPOSED	
	FUNDED (F)	UNFUNDED*(UF)	FUNDED (F)	UNFUNDED*(UF)
GENERAL FUND	\$ 13,730,797	\$ 1,985,998	\$ 14,039,131	\$ 3,109,765
WATER AND SEWER FUND	1,976,893	74,966	2,331,403	80,374
SOLID WASTE FUND	1,228,908	-	1,233,781	
GOLF COURSE FUND	68,727	30,440	67,205	33,260
DRAINAGE FUND	427,896	-	373,045	-
STREET MAINTENANCE FUND	-	-	148,173	-
HOTEL OCCUPANCY TAX FUND	60,390	-	-	58,518
MUNICIPAL COURT SECURITY FUND	13,998	-	14,138	-
TOTAL FISCAL IMPACT	\$ 17,507,609	\$ 2,091,404	\$ 18,206,876	\$ 3,281,917

* Unfunded/Unmet Needs is equal to unauthorized positions.

City of Copperas Cove
Personnel Improvement Plan
Fiscal Years 2020-2024

Funded Positions

**City of Copperas Cove
Personnel Improvement Plan
Fiscal Years 2020-2024**

Funded Positions

DEPARTMENT/POSITION	FY 2017-18 ACTUAL	FY 2018-19 CURRENT	DEPARTMENT REQUESTS	APPROVED BY COUNCIL	FY 2019-20 PROPOSED	FINANCIAL IMPACT
GENERAL FUND						
City Manager Department						
1 City Manager	1	1			1	
Subtotal Department	1	1	0	0	1	\$ -
City Secretary Department						
1 City Secretary	1	1			1	
2 Records Clerk	1	1			1	
Subtotal Department	2	2	0	0	2	\$ -
Public Information Department						
1 Public Information Officer	1	1			1	
Subtotal Department	1	1	0	0	1	\$ -
Finance Department						
1 Director of Financial Services	1	1			1	
2 Staff Accountant III	1	1			1	
3 Staff Accountant II	1	1			1	
4 Staff Accountant I	1	1			1	
Subtotal Department	4	4	0	0	4	\$ -
Budget Department						
1 Budget Director/Deputy City Manager	1	1			1	
2 Budget Analyst	1	1			1	
Subtotal Department	2	2	0	0	2	\$ -
Human Resources Department						
1 Director of Human Resources	1	1			1	
2 Risk/Human Resource Generalist	1	1			1	
3 Human Resource Generalist	1	1			1	
Subtotal Department	3	3	0	0	3	\$ -

**City of Copperas Cove
Personnel Improvement Plan
Fiscal Years 2020-2024**

Funded Positions

DEPARTMENT/POSITION	FY 2017-18 ACTUAL	FY 2018-19 CURRENT	DEPARTMENT REQUESTS	APPROVED BY COUNCIL	FY 2019-20 PROPOSED	FINANCIAL IMPACT
Information Systems Department						
1 Director of Information Systems	1	1			1	
2 Information Systems Supervisor	1	1			1	
3 Information Systems Specialist II	1	1			1	
4 Information Systems Specialist I	0	0	1	1	1	\$ 61,436
Subtotal Department	3	3	1	1	4	\$ 61,436

Justification - Information Systems Specialist I - Funding this position will allow the IS Department to dedicate a position to Public Safety. Support requests in FY 2017-18 just from the PD and FD accounted for 27.8% of all service requests. The Police Department currently has 73 desktops, 44 laptops, 4 tablets and 8 servers. The Fire Department currently has 20 desktops, 5 laptops, 13 tablets and 1 server. 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: 255 desktops, 69 laptops, 26 tablets, 33 servers, 79 pieces of network hardware, phone systems, City email system, and City web server and web sites.

Municipal Court Department

1 Court Clerk	1	1			1	
2 Deputy Court Clerk II	1	1			1	
3 Deputy Court Clerk I	3	3			3	
4 Bailiff	0.5	0.25			0.25	
Subtotal Department	5.5	5.25	0	0	5.25	\$ -

Police-Admin Department

1 Chief of Police	1	1			1	
2 Police Deputy Chief	2	2			2	
3 Police Captain	0	0	2	2	2	\$ -
4 Executive Secretary	1	1			1	
5 Custodian	1	1			1	
Subtotal Department	5	5	2	2	7	\$ -

Justification - Police Captain - The two current Police Lieutenants oversee the majority of the Uniform and Support Services Divisions with a wide span of control. The current industry standard identifies a Lieutenant having midlevel supervisory responsibilities. Reclassifying to Captain would allow the position to be moved into the Police Administration and better reflect their responsibilities as a member of the Command Staff. The change would not require an increase in salary or benefits.

Police-Services Department

1 Police Sergeant	9	9	-2	-2	7	
2 Police Lieutenant	2	2	7	7	9	
3 Police Corporal	7	7	-7	-7	0	
4 Patrol Officer - Certified	33	33			33	
5 Records Supervisor	1	1			1	
6 Senior Records Clerk	2	2			2	
7 Evidence Technician	1	1			1	

**City of Copperas Cove
Personnel Improvement Plan
Fiscal Years 2020-2024**

Funded Positions

DEPARTMENT/POSITION	FY 2017-18 ACTUAL	FY 2018-19 CURRENT	DEPARTMENT REQUESTS	APPROVED BY COUNCIL	FY 2019-20 PROPOSED	FINANCIAL IMPACT
8 Communications Supervisor	1	0			0	
9 Communications Supervisor/Jailer	0	1			1	
10 Police Communications/Operator/Jailer	0	6			6	
11 Police Communications/Operator	12	6			6	
Subtotal Department	68	68	-2	-2	66	\$ -

Justification - Police Sergeants - The Corporal position was introduced in 2005 to meet the need for additional midlevel supervision with patrol and criminal investigations. The need for this midlevel supervisor position still exists but the position title does not properly define the degree of accountability that comes with their responsibilities. Corporals manage patrol shifts and crime scenes in the absence of Sergeants and Lieutenants. They regularly manage public safety needs for the entire City when all nonessential staff are off duty. When handling issues or complaints, the citizen does not always place value in working with a Corporal to help solve their problem. This can especially be challenging in a military community where most people see the rank of Corporal as less significant when associated with leadership. There are also scenarios where the Corporal must take the lead in working with other law enforcement agencies. The agency's confidence in our Department's ability to handle a task can be limited since few agency's identify a Corporal as a supervisor that can make important decisions. Through future attrition, the plan would include increasing the number of Sergeants while decreasing the number of Lieutenants to allow for other assignment opportunities. Currently, a Corporal only has the option to serve as one of the six patrol shift supervisors or the one criminal investigation position. This change would further assist in our efforts to meet the demands of recruiting and retention while also reducing personnel costs. **Police Lieutenants** - For obvious reasons, a change in the Police Corporal classification would require all employees serving as Police Sergeants to be reclassified as Police Lieutenants. In addition, many of the justifications for reclassifying Corporals also applies to reclassifying Sergeants to Lieutenants. Sergeants have a higher level of accountability and the requirements of running a patrol shift or criminal investigations are better identified with the Lieutenant title. **Police Officer** - 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. An increase in police officers has not occurred in 20 years with a decrease occurring in 2016.

Animal Control Department

1 Senior Animal Control Officer	1	1			1	
2 Animal Control Officer I	2	0			0	
3 Animal Control Officer II	2	4			4	
4 Kennel Assistant	0.5	0.5			0.5	
Subtotal Department	5.5	5.5	0	0	5.5	\$ -

Fire Department - Administration

1 Fire Chief	1	1			1	
2 Deputy Fire Chief	1	0			0	
3 Administrative Assistant	1	1			1	
Subtotal Department	3	2	0	0	2	\$ -

Justification -

Fire Department - Operations

1 Deputy Fire Chief Operations	0	1			1	
2 Battalion Chief	0	0	3	3	3	
3 Fire Captain (2904 hour work year)	3	3	3	3	6	

**City of Copperas Cove
Personnel Improvement Plan
Fiscal Years 2020-2024**

Funded Positions

DEPARTMENT/POSITION	FY 2017-18 ACTUAL	FY 2018-19 CURRENT	DEPARTMENT REQUESTS	APPROVED BY COUNCIL	FY 2019-20 PROPOSED	FINANCIAL IMPACT
4 Fire Lieutenant (2904 hour work year)	6	6	-6	-6	0	
5 Firefighter I (2904 hour work year)	5	0			0	
6 Firefighter II (2904 hour work year)	31	36			36	

Subtotal Department	45	46	0	0	46	\$ -
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Justification - Battalion Chief - Reclassify the job titles from three (3) Fire Captain positions to Battalion Chief to conform to industry standards in job responsibilities to job title (no fiscal impact). **Fire Captain** - Reclassify the job titles of the six (6) Lieutenant positions to Captain positions (without fiscal impact). This change in job title will align their job responsibilities more appropriately to the industry norms for Company Officers at the rank of Captain. Whereas Captains typically supervise multiple apparatus with a single station, Battalion Chiefs supervise multiple fire stations for a 24 hours shift.

Fire Department - Prevention

1 Deputy Chief - Fire Marshal	1	1			1	
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Subtotal Department	1	1	0	0	1	\$ -
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Engineering Department

1 City Engineer	0	1			1	
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Subtotal Department	0	1	0	0	1	\$ -
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Justification -

Building and Development Department

1 Chief Building Official	1	1			1	
2 Senior Inspector	1	1			1	
3 Building Inspector	2	2			2	
4 Administrative Assistant	1	1			1	

Subtotal Department	5	5	0	0	5	\$ -
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Street Department

1 Superintendent Street/Drainage	0.5	0.5			0.5	
2 Supervisor - Street	0	0			0	
3 Light Equipment Operator	2	2			2	
4 Lt. Equip. Opr Crack Sealer/Herbicide	0	0			0	
5 Heavy Equipment Operator	2	2			2	
6 Traffic Control Technician	1	1			1	

Subtotal Department	5.5	5.5	0	0	5.5	\$ -
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**City of Copperas Cove
Personnel Improvement Plan
Fiscal Years 2020-2024**

Funded Positions

DEPARTMENT/POSITION	FY 2017-18 ACTUAL	FY 2018-19 CURRENT	DEPARTMENT REQUESTS	APPROVED BY COUNCIL	FY 2019-20 PROPOSED	FINANCIAL IMPACT
Parks and Recreation - Admin Department						
1 Director of Parks & Recreation/Deputy City Manager	1	0			0	
2 Director of Parks & Recreation	0	1			1	
3 Recreation Specialist/Administrative Assistant	1	1			1	
Subtotal Department	2	2	0	0	2	\$ -
Parks and Recreation - Maintenance Department						
1 Grounds Superintendent	1	1			1	
2 Assistant Supt./Irrigation Tech	1	1			1	
3 Crew Leader	2	2			2	
4 Light Equipment Operator	2	2			2	
5 Light Equipment Operator/HVAC Technician	1	0			0	
6 Maintenance Technician	0	1			1	
7 Mechanic/Small Engine	0.5	0.5			0.5	
8 Laborer	7.5	8			8	
Subtotal Department	15	15.5	0	0	15.5	\$ -
Athletics Department						
1 Recreation Superintendent	1	1			1	
2 Recreation Specialist	1	1			1	
3 Recreation Aide	2.5	2.5			2.5	
Subtotal Department	4.5	4.5	0	0	4.5	\$ -
Aquatics Department						
1 Recreation Specialist	1	0			0	
2 Recreation Aquatics Coordinator	0	1			1	
Subtotal Department	1	1	0	0	1	\$ -
Fleet Services Department						
1 Supervisor - Fleet Services	1	1			1	
2 Lead Mechanic	1	1			1	
3 Mechanic	3	3			3	
4 Parts Technician	0.5	0.5			0.5	
Subtotal Department	5.5	5.5	0	0	5.5	\$ -

**City of Copperas Cove
Personnel Improvement Plan
Fiscal Years 2020-2024**

Funded Positions

DEPARTMENT/POSITION	FY 2017-18 ACTUAL	FY 2018-19 CURRENT	DEPARTMENT REQUESTS	APPROVED BY COUNCIL	FY 2019-20 PROPOSED	FINANCIAL IMPACT
Development Services Department						
1 Director of Development Services	1	1			1	
2 Development Liaison	1	1			1	
3 GIS Technician	1	1			1	
Subtotal Department	3	3	0	0	3	\$ -
Library Department						
1 Director of Library	1	1			1	
2 Library Supervisor	1	1			1	
3 Library Assistant	3	3			3	
4 Community Outreach Specialist	1	1			1	
5 Library Clerk	1	1			1	
6 Technical Services Assistant	1	1			1	
Subtotal Department	8	8	0	0	8	\$ -
Code and Health Compliance						
1 Senior Code Compliance Officer	1	1			1	
2 Code Compliance Officer	2	2			2	
Subtotal Department	3	3	0	0	3	\$ -
SUBTOTAL GENERAL FUND	201.5	202.75	1.00	1.00	203.75	\$ 61,436

**City of Copperas Cove
Personnel Improvement Plan
Fiscal Years 2020-2024**

Funded Positions

DEPARTMENT/POSITION	FY 2017-18 ACTUAL	FY 2018-19 CURRENT	DEPARTMENT REQUESTS	APPROVED BY COUNCIL	FY 2019-20 PROPOSED	FINANCIAL IMPACT
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WATER AND SEWER FUND

Public Works Administration

1 Director of Public Works	1	1			1	
2 Budget Technician	1	1			1	
3 Purchasing Technician	1	1			1	
4 Construction Inspector	0	0	1	1	1	\$ 54,838

Subtotal Department	3	3	1	1	4	\$ 54,838
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Justification - Construction Inspector - Currently, the City of Copperas Cove has no Construction Inspector position. This position will be responsible for physically inspecting construction sites/projects to ensure safe working conditions, ensure structural integrity and the long-term maintainability of dedicated infrastructure.

Utility Administration Department

1 Supervisor - Utilities	1	1			1	
2 Customer Service Representative	2	3			3	
3 Meter Reader/Service Technician	2	4			4	

Subtotal Department	5	8	0	0	8	\$ -
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Water Distribution Department

1 Superintendent Water Distribution	1	1			1	
2 Supervisor Installation	1	1			1	
3 SCADA Manager	1	1			1	
4 SCADA Technician	3	4			4	
5 Operator II Water Distribution	2	2			2	
6 Operator I Water Distribution	4	4			4	
7 Backflow Prevention Technician	0	0	1	1	1	\$ 40,221

Subtotal Department	12	13	1	1	14	\$ 40,221
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Justification - Backflow Prevention Technician - Currently, the City of Copperas Cove has no Backflow Prevention Technician position. This position will be responsible primarily for ensuring the City meets all regulatory requirements pertaining to cross-connection control and backflow prevention according to TCEQ guidelines, the city ordinance, and the city plumbing code as necessary to protect the City's water system from contamination associated with backflow and cross-connections.

Sewer Collection Department

1 Superintendent - Sewer Collection	1	1			1	
2 Assistant Supervisor/Operator III Sewer Collection	1	1			1	
3 Operator Sewer	6	6	2	2	8	\$ 77,199

Subtotal Department	8	8	2	2	10	\$ 77,199
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**City of Copperas Cove
Personnel Improvement Plan
Fiscal Years 2020-2024**

Funded Positions

DEPARTMENT/POSITION	FY 2017-18 ACTUAL	FY 2018-19 CURRENT	DEPARTMENT REQUESTS	APPROVED BY COUNCIL	FY 2019-20 PROPOSED	FINANCIAL IMPACT
<p>Justification - Operator - The new Operator position will allow for more serviceability in our collection system. Specifically the Operator will allow for 2 Vac-Con Trucks to be operated on Thursday and Friday. Currently the scheduling has an Operator off during those two days to compensate for the on call schedule. This will also allow for further flexibility in the On Call roster as well by adding another individual to the rotation.</p>						
Wastewater Treatment Department						
1 Wastewater Superintendent	1	1			1	
Subtotal Department	1	1	0	0	1	\$ -
Wastewater Treatment Department - South						
1 Chief Plant Operator Wastewater	0	1			1	
2 Operator Wastewater	2	2			2	
Subtotal Department	2	3	0	0	3	\$ -
Wastewater Treatment Department - Northeast						
1 Chief Plant Operator Wastewater	1	1			1	
2 Operator Wastewater	2	2			2	
Subtotal Department	3	3	0	0	3	\$ -
Wastewater Treatment Department - Northwest						
1 Chief Plant Operator Wastewater	1	1			1	
2 Operator Wastewater	2	2	1	1	3	\$ 38,633
Subtotal Department	3	3	1	1	4	\$ 38,633
<p>Justification - Wastewater Operator - The additional Wastewater Operator II will float between plants for cross training and relief of operations if personnel are off of work. The Operator will also allow for more flexibility with the On-Call roster currently limited to a 5 week rotation due to required training and licensing after turnover. This addition will enhance operational effectiveness and prevent the degradation of employee morale.</p>						
SUBTOTAL WATER AND SEWER FUND	37.0	42.0	5.0	5.0	47.0	\$ 210,891

**City of Copperas Cove
Personnel Improvement Plan
Fiscal Years 2020-2024**

Funded Positions

DEPARTMENT/POSITION	FY 2017-18 ACTUAL	FY 2018-19 CURRENT	DEPARTMENT REQUESTS	APPROVED BY COUNCIL	FY 2019-20 PROPOSED	FINANCIAL IMPACT
SOLID WASTE FUND						
Solid Waste Administration						
1 Director of Solid Waste	1	1			1	
2 Administrative Assistant	1	1			1	
Subtotal Department	2	2	0	0	2	\$ -
Residential Operations - Garbage Collection						
1 Residential Operations Superintendent	1	1			1	
2 Residential Operations Supervisor	1	1			1	
3 Driver	6	6			6	
Subtotal Department	8	8	0	0	8	\$ -
Residential Operations - Brush & Bulk						
1 Driver	3	3			3	
Subtotal Department	3	3	0	0	3	\$ -
Recycling Operations						
1 Recycling Superintendent	1	0			0	
2 Recycling Supervisor	0	1			1	
3 Driver	3	3			3	
Subtotal Department	4	4	0	0	4	\$ -
Commercial Operations						
1 Commercial Operations Superintendent	1	1			1	
2 Commercial Operations Supervisor	1	1			1	
3 Driver	2	3			3	
Subtotal Department	4	5	0	0	5	\$ -
Solid Waste Disposal/Transfer Station						
1 Heavy Equipment Operator	3	3			3	
3 Laborer	0.5	0.5			0.5	
Subtotal Department	3.5	3.5	0	0	3.5	\$ -

**City of Copperas Cove
Personnel Improvement Plan
Fiscal Years 2020-2024**

Funded Positions

DEPARTMENT/POSITION	FY 2017-18 ACTUAL	FY 2018-19 CURRENT	DEPARTMENT REQUESTS	APPROVED BY COUNCIL	FY 2019-20 PROPOSED	FINANCIAL IMPACT
Solid Waste Support Services						
1 Clerk/Dispatcher	1	1			1	
2 Scale Operator	1	1			1	
Subtotal Department	2	2	0	0	2	\$ -
Keep Copperas Cove Beautiful						
1 Executive Director - KCCB	0	0.5			0.5	
Subtotal Department	0	0.5	0	0	0.5	\$ -
SUBTOTAL SOLID WASTE FUND	26.5	28	0	0	28	\$ -
GOLF COURSE FUND						
Golf Course Operations						
1 Pro-Shop Manager/Tournament Director	1	1			1	
2 Clerk/Golf Shop Assistant	0.5	1			1	
Subtotal Department	1.5	2	0	0	2	\$ -
SUBTOTAL GOLF COURSE FUND	1.5	2	0	0	2	\$ -
DRAINAGE FUND						
Drainage Utilities						
1 Superintendent Street/Drainage	0.5	0.5			0.5	
2 Supervisor - Drainage	0	1			1	
3 Laborer	2	2			2	
4 Light Equipment Operator	2	3			3	
5 Heavy Equipment Operator	1	1			1	
6 Administrative Assistant	1	1	-1	-1	0	\$ (37,809)
7 MS4 Technician	0	1			1	
Subtotal Department	6.5	9.5	-1	-1	8.5	\$ (37,809)
Justification -						
SUBTOTAL DRAINAGE FUND	6.5	9.5	-1	-1	8.5	\$ (37,809)

**City of Copperas Cove
Personnel Improvement Plan
Fiscal Years 2020-2024**

Funded Positions

DEPARTMENT/POSITION	FY 2017-18 ACTUAL	FY 2018-19 CURRENT	DEPARTMENT REQUESTS	APPROVED BY COUNCIL	FY 2019-20 PROPOSED	FINANCIAL IMPACT
STREET MAINTENANCE FUND						
Street Maintenance						
1 Supervisor	0	1			1	
2 Light Equipment Operator-Crack Sealer/Herbicide	0	3			3	
Subtotal Department	0	4	0	0	4	\$ -
SUBTOTAL STREET MAINTENANCE FUND	0	4	0	0	4	\$ -
HOTEL OCCUPANCY TAX FUND						
Tourism Activities						
1 Tourist and Information Coordinator	1	1		-1	0	\$ (47,455)
2 Laborer	0.5	0.5		-0.5	0	\$ (11,063)
Subtotal Department	1.5	1.5	0	-1.5	0	\$ (58,518)
Justification - Per City Council direction these positions have been unfunded starting October 1st, 2019.						
SUBTOTAL HOTEL OCCUPANCY TAX FUND	1.5	1.5	0	-1.5	0	\$ (58,518)
MUNICIPAL COURT SECURITY FUND						
Municipal Court Security						
1 Bailiff	0	0.25			0.25	
Subtotal Department	0	0.25	0	0	0.25	\$ -
SUBTOTAL MUNICIPAL COURT FUND	0	0.25	0	0	0.25	\$ -
TOTAL EMPLOYEES ALL FUNDS	274.5	290.0	5.0	3.5	293.5	176,000

City of Copperas Cove
Personnel Improvement Plan
Fiscal Years 2020-2024

Unfunded/Unmet Needs
and Future Needs

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2020-2024

Unfunded/Unmet Needs and Future Needs

<u>DEPARTMENT/POSITION</u>	UNFUNDED/ UNMET NEEDS	FUTURE NEEDS			
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24

GENERAL FUND

City Manager Department

1 Assistant City Manager	1	1	1	1	1
2 Secretary to the City Manager	1	1	1	1	1
3 Administrative Assistant	1	1	1	1	1

Subtotal Department

3	3	3	3	3
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Justification - Assistant City Manager - Having a full-time Assistant to the City Manager will not only reduce the direct supervisory responsibilities of the City Manager, it will provide a short term succession plan to ensure the management of the daily operations of the City continue until the governing body is able to complete the hiring process for the position of the City Manager. **Secretary to the City Manager** - provide support to the City Manager's Office; relieve City Manager of administrative work including investigating and answering complaints and providing assistance in resolving operational and administrative problems; determines level of importance on issues to be addressed by the City Manager. **Administrative Assistant** - Provide greater level of administrative assistance to the City Manager including records management and organization communication.

City Secretary Department

1 Deputy City Secretary	0	1	1	1	1
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Subtotal Department

0	1	1	1	1
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Justification - Deputy City Secretary - Would allow for a succession plan for the City Secretary Department as well as allow that individual to fill in at a Regular City Council Meeting in the absence of the City Secretary.

Public Information Office

1 Public Information Specialist	1	1	1	1	1
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Subtotal Department

1	1	1	1	1
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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.

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2020-2024

Unfunded/Unmet Needs and Future Needs

<u>DEPARTMENT/POSITION</u>	UNFUNDED/ UNMET NEEDS	FUTURE NEEDS			
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Finance Department					
1 Senior Accountant	0	0	1	1	1
2 Purchasing Officer	0	0	1	1	1
3 Buyer	0	0	1	1	1
Subtotal Department	0	0	3	3	3

Justification - Senior Accountant - Employee will manage the accounts payable function, payroll function, monthly closing of accounts. Responsible for fixed assets activity and preparation of audit work-papers. **Purchasing Officer** - Procure goods and services on behalf of the City. Prepares and assist all departments in the development of specifications for equipment, products, or substitute materials. Coordinate and resolves problems with end user departments and suppliers. Review, evaluate, and approve specifications for issuing and awarding bids. Prepare bid awards requiring City Council approval. Arrange for disposal of surplus. Maintains a bidder's list and other related records for the efficient operation of the purchasing function. Assist in resolving Accounts Payable invoice discrepancies. **Buyer** - 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	0	0	1	1	1
Subtotal Department	0	0	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 Benefits Coordinator	1	1	1	1	1
Subtotal Department	1	1	1	1	1

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2020-2024

Unfunded/Unmet Needs and Future Needs

DEPARTMENT/POSITION	UNFUNDED/ UNMET NEEDS	FUTURE NEEDS			
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24

Justification - HR Benefits Coordinator - Funding this position will allow the HR Department to improve efficiency in onboarding our employees and assisting employees with benefit options. Best practices would employ an HR staff of 1 per 100 employees served. This would equate to 3 Human Resource Generalist type positions. The City of Copperas Cove authorized complement is 282 and we hire an average of 45 seasonal employees each summer. We lose efficiency when we have peak workloads, seasonal hiring, training events, employee and volunteer recognition, etc. This position would maintain efficiency and improve service to our employees and applicants during these periods as opposed to limiting availability to services by appointment.

Municipal Court Department

1 Deputy Court Clerk I	1	1	2	2	2
2 Warrant Officer	0	0	0	1	1
Subtotal Department	1	1	2	3	3

Justification - Deputy Court Clerk I - Due to an increased work volume, this position is needed to assist in handling the daily operations of processing citations, assisting defendants and the public in person or via phone, processing mail, email, and faxes, collecting payments, logging incoming correspondence, preparing files for court, and mailing court notices. Funding this position would improve efficiency. **Warrant Officer** - This position is needed to increase compliance through clearing cases that would otherwise remain unresolved. This individual will be responsible for contacting defendants with outstanding warrants and for performing warrant service locally and with neighboring local law enforcement agencies. This also includes participation in the city's annual Warrant Roundup event.

Police-Services Department

1 Patrol Officer - Certified	17	16	16	16	16
2 Police Communications/Operator	4	4	4	4	4
3 Administrative Assistant	0	0	1	1	1
Subtotal Department	21	20	21	21	21

* Unfunded is equal to unauthorized positions.

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2020-2024

Unfunded/Unmet Needs and Future Needs

DEPARTMENT/POSITION	UNFUNDED/ UNMET NEEDS	FUTURE NEEDS			
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24

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. An increase in police officers has not occurred in 20 years with a decrease occurring in 2016. **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. **Administrative Assistant** - This position was unfunded in January 2017 to fund the second Senior Records Clerk position as it was considered a higher priority. The need for an assistant to Criminal Investigations still exists as the duties will be absorbed by the Records Section until the future need can be met.

Animal Control Department

1 Animal Control Officer II	1	1	1	1	1
2 Full-Time Clerk	1	1	1	1	1
3 Kennel Assistant	0.5	0.5	0.5	0.5	0.5
Subtotal Department	2.5	2.5	2.5	2.5	2.5

Justification - Animal Control Officers - Positions needed due to increase in population, coverage area and demands for service. **Full-Time Clerk** - Position needed to greet and assist customers calling in and coming to the Animal Shelter who need to reclaim their animal, adopt, purchase license, report lost animal, or any other animal related issues. Dispatches ACO's as necessary. Collect money and prepare check requests and all additional paperwork and various logs related to the operations of the shelter allowing ACO's to complete their assigned duties in the field and caring for the animals. **Kennel Assistant** - The part time kennel technician currently works a morning shift because the initial daily cleaning is generally the most tedious in the mornings; however, maintenance and cleaning of the kennels goes on throughout the day. In the afternoon an animal control officer takes on the kennel duties in the absence of the kennel technician. The kennel technician is vital to animal control because of the number of animals housed at the shelter and the constant cleanup associated with them. Having a full time technician would allow more time for the animal control officers to complete patrol duties, investigations, and reports.

Fire Department - Operations

1 Fire Lieutenant (2904 hour work year)	3	0	3	3	3
2 Firefighter II (2904 hour work year)	11	6	3	3	3
Subtotal Department	14	6	6	6	6

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2020-2024

Unfunded/Unmet Needs and Future Needs

DEPARTMENT/POSITION	UNFUNDED/ UNMET NEEDS	FUTURE NEEDS			
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24

Justification - Lieutenant - Three (3) Lieutenants are needed in Fiscal Year 2020 to staff the expanded Station 3 which currently has no supervisor assigned on any of the 3 shifts. Firefighter II - Three (3) positions are needed in Fiscal Year 2020 to make Station 3 fully staffed. Six (6) Firefighter II for Phase I of staffing for Station #4 Fiscal Year 2020. Also need to factor in two (2) vacation positions for Firefighter II Fiscal Year 2020 to compensate for the additional personnel. Three (3) Lieutenants Fiscal Year 2022 (3 FFII would promote from for supervisory position in Fiscal Year 2022). **Firefighter II** - Six (6) Firefighter II for Phase I of staffing for Station #4 Fiscal Year 2020. Six (6) Firefighter II for Phase II staffing of Station #4 Fiscal Year 2021, Three (3) Firefighter II for Phase III Fiscal Year 2022 for Station 4. Once Station #4 opens Fiscal Year 2022, 3 Firefighter II would transition to Lieutenant in Fiscal Year 2022. Also need to factor in two (2) vacation positions for Firefighter II Fiscal Year 2020 to compensate for the additional personnel.

Fire Department - Training

1 Training Captain	0	1	1	1	1
Subtotal Department	0	1	1	1	1

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.

Fire Department - Prevention

1 Fire Inspector	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. There are currently 1,369+ inspectable occupancies in the City of Copperas Cove. If given the opportunity to add a Fire Inspector/Investigator position in the Fire Prevention Office, it would greatly enhance the number of fire inspections conducted, therefore ensuring a higher level of fire safety in our city. In my estimation, fire/life safety inspections would constitute at least 75 percent of the day to day job duties of this position.

Parks and Recreation - Maintenance Department

1 Light Equipment Operator	2	2	3	3	3
2 Laborer	2	3	4	4	4

* Unfunded is equal to unauthorized positions.

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2020-2024

Unfunded/Unmet Needs and Future Needs

DEPARTMENT/POSITION	UNFUNDED/ UNMET NEEDS	FUTURE NEEDS			
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Subtotal Department	4	5	7	7	7

Justification - Light Equipment Operator / Laborer - Our parks maintenance level of service is in need of improving and with over 380 acre's that we currently maintain to include (100 acres of golf course), 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 added Regular PT laborer to the cemetery in FY19, which will prove to be a very positive addition to the grounds maintenance operations.

Fleet Services Department

1 Parts Technician	0.5	0.5	0.5	0.5	0.5
Subtotal Department	0.5	0.5	0.5	0.5	0.5

Justification - Parts Technician - Upon the departure of the current part-time Parts Technician, a full-time Parts Technician will be needed to handle the current job duties of this position as well as manage the additional responsibilities to be added to the Parts Technician position, to include picking up vehicles, equipment, and parts within the city and out of town.

Library Department

1 Reference/Adult Programs Librarian	1	1	1	1	1
2 Library Clerk	1	1	1	1	1
3 Library Assistant	2	2	2	2	2
Subtotal Department	4	4	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. **Library Assistant** - This position is intended to improve quality of customer service and the customer experience at the circulation desk. Adding this position will free up the Library Clerks and other Library Assistants to complete inventory, shelf checking, missing item identification/re-ordering and other essential collection management tasks that have been neglected or under-emphasized due to staff shortage.

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2020-2024

Unfunded/Unmet Needs and Future Needs

<u>DEPARTMENT/POSITION</u>	UNFUNDED/ UNMET NEEDS	FUTURE NEEDS			
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Code and Health Compliance					
1 Code Compliance Officer	2	2	2	2	2
2 Administrative Assistant	0.5	0.5	0.5	0.5	0.5
Subtotal Department	2.5	2.5	2.5	2.5	2.5

Justification - Code Compliance Officer – Positions needed due to increase in both residential and commercial properties, coverage area and demand for service. **Administrative Assistant** - Position needed to greet and assist customers coming to the Code Compliance Officer 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. This need can be currently satisfied if duties are shared with Building Department Administrative Assistant.

SUBTOTAL GENERAL FUND	55.5	49.5	57.5	58.5	58.5
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WATER AND SEWER FUND

Water Distribution Department

1 Operator II Water Distribution	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.

SUBTOTAL WATER AND SEWER FUND	2.0	2.0	2.0	2.0	2.0
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GOLF COURSE FUND

Golf Course Operations

1 Clerk/Golf Shop Assistant	1.5	1.5	1.5	1.5	1.5
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* Unfunded is equal to unauthorized positions.

City of Copperas Cove Personnel Improvement Plan Fiscal Years 2020-2024

Unfunded/Unmet Needs and Future Needs

DEPARTMENT/POSITION	UNFUNDED/ UNMET NEEDS	FUTURE NEEDS			
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Subtotal Department	1.5	1.5	1.5	1.5	1.5
Justification - Clerk/Golf Shop Assistant - 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 FY18/19 and beyond this position will prove to be essential to our department increasing the quality of our services.					
SUBTOTAL GOLF COURSE FUND	1.5	1.5	1.5	1.5	1.5
HOTEL OCCUPANCY TAX FUND					
Tourism Activities					
1 Tourist and Information Coordinator	1	0	0	0	0
2 Laborer	0.5	0	0	0	0
Subtotal Department	1.5	0	0	0	0
Justification - Per City Council direction these positions have been unfunded starting October 1st, 2019.					
SUBTOTAL HOTEL OCCUPANCY TAX FUND	1.5	0.0	0.0	0.0	0.0
TOTAL EMPLOYEES ALL FUNDS	60.5	53.0	61.0	62.0	62.0

* Unfunded is equal to unauthorized positions.



City of Copperas Cove FY 2019-2020
Position Listing and Salary Ranges by Department
October 1, 2019

Fund	Dept	Funded	DEPARTMENT/POSITION	Hourly Salary	
				Minimum	Maximum
01	2200	1	City Manager	Unclassified	
01	2300	1	City Secretary	Unclassified	
01	2300	1	Records Clerk	\$ 9.93	\$ 14.63
01	2500	1	Public Information Officer	\$ 27.06	\$ 39.86
01	3100	1	Director of Financial Services	Unclassified	
01	3100	1	Staff Accountant III	\$ 23.50	\$ 34.62
01	3100	1	Staff Accountant II	\$ 17.70	\$ 26.07
01	3100	1	Staff Accountant I	\$ 12.71	\$ 18.72
01	3200	1	Director of Budget/Deputy City Manager	Unclassified	
01	3200	1	Budget Analyst	\$ 26.47	\$ 38.99
01	3400	1	Director of Human Resources	Unclassified	
01	3400	1	Risk/Human Resources Generalist	\$ 22.90	\$ 33.73
01	3400	1	Human Resources Generalist	\$ 14.66	\$ 21.59
01	3500	1	Director of Information Systems	Unclassified	
01	3500	1	Information Systems Supervisor	\$ 24.90	\$ 36.68
01	3500	1	Information Systems Specialist II	\$ 22.78	\$ 33.55
01	3500	1	Information Systems Specialist I	\$ 21.96	\$ 32.35
01	4100	1	Court Clerk	\$ 21.55	\$ 31.74
01	4100	1	Deputy Court Clerk II	\$ 14.05	\$ 20.70
01	4100	3	Deputy Court Clerk I	\$ 11.28	\$ 16.62
01	4100	0.25	Bailiff	\$ 18.49	\$ 27.24
01	4200	1	Chief of Police	Unclassified	
01	4200	2	Police Deputy Chief	\$ 41.52	\$ 61.16
01	4200	2	Police Captain	\$ 34.78	\$ 51.24
01	4200	1	Executive Secretary	\$ 14.19	\$ 20.90
01	4200	1	Custodian	\$ 9.99	\$ 14.72
01	4210	1	Records Supervisor	\$ 17.23	\$ 25.38
01	4210	2	Senior Records Clerk	\$ 12.50	\$ 18.41
01	4210	1	Evidence Technician	\$ 12.37	\$ 18.22
01	4210	6	Communications Operator / Jailer	\$ 16.96	\$ 24.98
01	4210	6	Police Communications/Operator	\$ 16.15	\$ 23.79
01	4210	1	Communications Supervisor / Jailer	\$ 21.55	\$ 31.74
01	4210		Patrol Officer - Non Certified in Academy	\$ 17.44	\$ 25.69
01	4210		Patrol Officer - Certified In Field Training Program	\$ 20.66	\$ 30.44
01	4210	33	Patrol Officer - Certified	\$ 22.06	\$ 32.49
01	4210	7	Police Sergeant	\$ 25.92	\$ 38.18
01	4210	9	Police Lieutenant	\$ 29.57	\$ 43.56
01	4300	0.5	Kennel Assistant	\$ 9.99	\$ 14.72
01	4300		Animal Control Officer I	\$ 11.51	\$ 16.95
01	4300	4	Animal Control Officer II	\$ 12.04	\$ 17.73
01	4300	1	Senior Animal Control Officer	\$ 14.79	\$ 21.79
01	4400	1	Administrative Assistant	\$ 12.37	\$ 18.22
01	4400	1	Fire Chief	Unclassified	
01	4417	1	Deputy Fire Chief Operations	\$ 37.68	\$ 55.51
01	4417		Firefighter I (2904 hour work year)	\$ 14.79	\$ 21.78
01	4417	36	Firefighter II (2904 hour work year)	\$ 17.85	\$ 26.29
01	4417	6	Fire Captain (2904 hour work year)	\$ 19.65	\$ 28.95
01	4417	3	Battalion Chief (2904 hour work year)	\$ 21.85	\$ 32.18
01	4419	1	Deputy Chief - Fire Marshal	\$ 37.25	\$ 54.87
01	5100	1	City Engineer	Unclassified	
01	5200	1	Administrative Assistant	\$ 12.37	\$ 18.22
01	5200	2	Building Inspector	\$ 17.70	\$ 26.07
01	5200	1	Senior Inspector	\$ 21.13	\$ 31.12
01	5200	1	Chief Building Official	\$ 30.83	\$ 45.41
01	5300	2	Light Equipment Operator	\$ 10.79	\$ 15.89
01	5300	1	Traffic Control Technician	\$ 12.48	\$ 18.38
01	5300	2	Heavy Equipment Operator	\$ 12.48	\$ 18.38
01	5300	0.5	Superintendent Street/Drainage	\$ 23.06	\$ 33.97
01	5400	1	Recreation Specialist/Administrative Assistant	\$ 12.80	\$ 18.85
01	5400	1	Director of Parks & Recreation	Unclassified	
01	5410	8	Laborer	\$ 9.99	\$ 14.72

City of Copperas Cove FY 2019-2020
Position Listing and Salary Ranges by Department
October 1, 2019

Fund	Dept	Funded	DEPARTMENT/POSITION	Hourly Salary Minimum	Hourly Salary Maximum
01	5410	1	Maintenance Technician	\$ 10.79	\$ 15.89
01	5410	2	Light Equipment Operator	\$ 10.79	\$ 15.89
01	5410	0.5	Mechanic/Small Engine	\$ 12.39	\$ 18.25
01	5410	2	Crew Leader	\$ 16.17	\$ 23.82
01	5410	1	Assistant Superintendent/Irrigation Tech.	\$ 15.60	\$ 22.98
01	5410	1	Superintendent - Grounds	\$ 23.06	\$ 33.97
01	5420	2.5	Recreation Aide	\$ 8.44	\$ 12.43
01	5420	1	Recreation Specialist	\$ 12.80	\$ 18.85
01	5420	1	Recreation Superintendent	\$ 23.06	\$ 33.97
01	5430	1	Recreation Aquatics Coordinator	\$ 12.80	\$ 18.85
01	5500	0.5	Parts Technician	\$ 9.99	\$ 14.72
01	5500	3	Mechanic	\$ 14.20	\$ 20.92
01	5500	1	Lead Mechanic	\$ 16.26	\$ 23.95
01	5500	1	Supervisor - Fleet Services	\$ 21.95	\$ 32.33
01	6100	1	Development Liaison	\$ 21.85	\$ 32.19
01	6100	1	GIS Technician	\$ 19.93	\$ 29.36
01	6100	1	Director of Development Services		Unclassified
01	7100	1	Community Outreach Specialist	\$ 10.33	\$ 15.22
01	7100	1	Library Clerk	\$ 10.33	\$ 15.22
01	7100	1	Technical Services Assistant	\$ 10.67	\$ 15.72
01	7100	3	Library Assistant	\$ 12.08	\$ 17.79
01	7100	1	Library Supervisor	\$ 16.17	\$ 23.82
01	7100	1	Director Library	\$ 31.68	\$ 46.66
01	7200	2	Code Compliance Officer	\$ 15.09	\$ 22.23
01	7200	1	Senior Code Compliance Officer	\$ 15.60	\$ 22.98
02	8000	1	Construction Inspector	\$ 18.96	\$ 27.93
02	8000	1	Budget Technician - Capital Projects	\$ 13.60	\$ 20.03
02	8000	1	Budget Technician - Purchasing	\$ 13.60	\$ 20.03
02	8000	1	Director of Public Works		Unclassified
02	8100	1	Supervisor - Utility Administration	\$ 16.17	\$ 23.82
02	8100	3	Customer Service Representative	\$ 10.54	\$ 15.53
02	8100	4	Meter Reader/Service Technician	\$ 10.10	\$ 14.88
02	8200	1	Backflow Prevention Technician	\$ 13.29	\$ 19.58
02	8200	2	Operator II	\$ 13.29	\$ 19.58
02	8200	4	Operator I	\$ 12.78	\$ 18.82
02	8200	4	SCADA Technician	\$ 13.29	\$ 19.58
02	8200	1	SCADA Supervisor	\$ 19.49	\$ 28.71
02	8200	1	Supervisor Installation	\$ 19.49	\$ 28.71
02	8200	1	Superintendent Water Distribution	\$ 23.06	\$ 33.97
02	8300	8	Operator - Sewer Collection	\$ 12.78	\$ 18.82
02	8300	1	Assistant Supervisor/Operator III Sewer Collection	\$ 16.17	\$ 23.82
02	8300	1	Superintendent - Sewer Collection	\$ 23.06	\$ 33.97
02	8400	1	Wastewater Superintendent	\$ 23.06	\$ 33.97
02	8402	2	Operator Wastewater	\$ 12.78	\$ 18.82
02	8402	1	Chief Plant Operator Wastewater	\$ 22.03	\$ 32.45
02	8403	2	Operator Wastewater	\$ 12.78	\$ 18.82
02	8403	1	Chief Plant Operator Wastewater	\$ 22.03	\$ 32.45
02	8404	3	Operator Wastewater	\$ 12.78	\$ 18.82
02	8404	1	Chief Plant Operator Wastewater	\$ 22.03	\$ 32.45
03	9000	1	Director of Solid Waste		Unclassified
03	9000	1	Administrative Assistant	\$ 12.37	\$ 18.22
03	9101	6	Driver	\$ 12.39	\$ 18.25
03	9101	1	Residential Operations Supervisor	\$ 16.17	\$ 23.82
03	9101	1	Residential Operations Superintendent	\$ 23.06	\$ 33.97
03	9102	3	Driver	\$ 12.39	\$ 18.25
03	9102	1	Recycling Supervisor	\$ 16.17	\$ 23.82
03	9103	3	Driver	\$ 12.39	\$ 18.25
03	9104	3	Driver	\$ 12.39	\$ 18.25
03	9104	1	Commercial Operations Supervisor	\$ 16.17	\$ 23.82
03	9104	1	Commercial Operations Superintendent	\$ 23.06	\$ 33.97
03	9105	0.5	Executive Director - KCCB	\$ 12.67	\$ 18.66

City of Copperas Cove FY 2019-2020
Position Listing and Salary Ranges by Department
October 1, 2019

Fund	Dept	Funded	DEPARTMENT/POSITION	Hourly Salary Minimum	Hourly Salary Maximum
03	9200	0.5	Laborer	\$ 9.99	\$ 14.72
03	9200	1	Scale Operator	\$ 9.99	\$ 14.72
03	9200	1	Clerk/Dispatcher	\$ 10.90	\$ 16.06
03	9200	3	Heavy Equipment Operator	\$ 12.48	\$ 18.38
05	7600	2	Laborer	\$ 9.99	\$ 14.72
05	7600	3	Light Equipment Operator	\$ 10.79	\$ 15.89
05	7600	1	Heavy Equipment Operator	\$ 12.48	\$ 18.38
05	7600	1	MS4 Technician	\$ 16.00	\$ 23.57
05	7600	1	Supervisor	\$ 16.17	\$ 23.82
05	7600	0.5	Superintendent Street/Drainage	\$ 23.06	\$ 33.97
08	5300	1	Supervisor	\$ 16.17	\$ 23.82
08	5300	1	Light Equipment Operator-Crack Sealer/Herbicide	\$ 10.79	\$ 15.89
08	5300	1	Light Equipment Operator-Crack Sealer/Herbicide	\$ 10.79	\$ 15.89
08	5300	1	Light Equipment Operator-Crack Sealer/Herbicide	\$ 10.79	\$ 15.89
09	7400	1	Clerk/Golf Shop Assistant	\$ 9.99	\$ 14.72
09	7400	1	Pro-Shop Manager/Tournament Director	\$ 16.17	\$ 23.82
55	4103	0.25	Bailiff	\$ 18.49	\$ 27.24



**CITY OF COPPERAS COVE, TEXAS
INCENTIVE/REIMBURSEMENT PAY
FY 2019-2020**

<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
BUILDING	
Building Inspector - Commercial	\$ 10
Building Inspector - Residential	\$ 10
Building Plans Examiner	\$ 20
Commercial Energy Inspector	\$ 10
Commercial Energy Plans Examiner	\$ 20
Electrical Inspector – Residential	\$ 10
Plumbing Inspector - Commercial	\$ 10

Plumbing Inspector - Residential	\$ 10
Residential Energy Plans Examiner/Inspector	\$ 15
State Licensed Plumbing Inspector-Certified	\$ 50
Permit Technician	\$ 15

ALL PUBLIC WORKS DEPARTMENTS

Commercial Driver's License Class B	\$ 50
Commercial Driver's License Class A	\$ 75

FLEET

ASE* Certified Mechanic	\$ 50
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*Automotive Service Excellence

WATER DISTRIBUTION

Backflow Prevention Assembly Tester License	\$ 25
Water Class C	\$ 50
Water Class B	\$ 100
Water Class A	\$ 150
Backflow Prevention Assembly Tester (BPAT)	\$ 50
Customer Service Inspection (CSI)	\$ 50
TWDB Water Loss/Leak Detection	\$ 50

SEWER

Collections Class I	\$ 50
Collections Class II	\$ 75
Collections Class III	\$ 100

WASTEWATER

Wastewater Class C	\$ 50
Wastewater Class B	\$ 100
Wastewater Class A	\$ 150

STREET MAINTENANCE

Herbicide	\$ 30
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ALL SOLID WASTE DEPARTMENTS

Commercial Driver's License Class B	\$ 50
Commercial Driver's License Class A	\$ 75
Municipal Solid Waste (MSW) Class B License	\$100



APPENDIX C

Fee Schedule & Definition



**CITY OF COPPERAS COVE
FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2019**

Ordinance 2019-48

POLICE DEPARTMENT

Wrecker Surcharge Fee - Per Call (Charged only if Notification Letter Sent by City)	\$10.00
Disposition of Abandoned Vehicle	\$10.00
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
Plus (if necessary) utilizing a front loader	\$75.00/hr
Plus disposal fee	\$0.0235/pound
Microchip Fee (Cats & Dogs)	\$20.00
Deer Feeding Violation (Ord 2007-03) - 1st Offense	\$50.00
Deer Feeding Violation (Ord 2007-03) - 2nd Offense	\$100.00
Deer Feeding Violation (Ord 2007-03) - 3rd Offense & Beyond	\$150.00

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>	

**CITY OF COPPERAS COVE
FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2019**

Ordinance 2019-48

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
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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
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Permit covers plans review, necessary meetings, witnessing tests

Above & Below Ground Fuel Storage Tank Installation and Removal

Permit covers plans review, necessary meetings, witnessing tests, final inspection/approval	\$125.00
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Fireworks Display (Public Display) Permit

Permit covers plans review, necessary meetings, witnessing tests, final inspection/approval	\$500.00
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- 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
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BUILDING & DEVELOPMENT

Technology Fee (per permit):	\$10.00
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New Construction Permit:

- Single Family Residence	\$30.00 + \$3.00/100 sq. ft.
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- 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	Building	Electrical	Mechanical ⁽¹⁾	Plumbing ⁽²⁾	Plans
500 or less	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
501--1,000	\$70.00	\$40.00	\$40.00	\$40.00	\$60.00
1,001--1,500	\$100.00	\$40.00	\$40.00	\$40.00	\$85.00
1,501--2,000	\$130.00	\$50.00	\$40.00	\$50.00	\$110.00
2,001--2,500	\$160.00	\$60.00	\$40.00	\$60.00	\$140.00
2,501--3,000	\$190.00	\$70.00	\$40.00	\$70.00	\$160.00
3,001--3,500	\$220.00	\$80.00	\$45.00	\$80.00	\$185.00
3,501--4,000	\$250.00	\$90.00	\$50.00	\$90.00	\$210.00
4,001--4,500	\$280.00	\$100.00	\$55.00	\$100.00	\$235.00
4,501--5,000	\$310.00	\$110.00	\$60.00	\$110.00	\$260.00
5,001--5,500	\$340.00	\$120.00	\$65.00	\$120.00	\$285.00

**CITY OF COPPERAS COVE
FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2019**

Ordinance 2019-48

5,501--6,000	\$370.00	\$130.00	\$70.00	\$130.00	\$310.00
6,001--6,500	\$400.00	\$140.00	\$70.00	\$140.00	\$335.00
6,501--7,000	\$430.00	\$150.00	\$80.00	\$150.00	\$360.00
7,001--7,500	\$460.00	\$160.00	\$85.00	\$160.00	\$385.00
7,501--8,000	\$490.00	\$170.00	\$90.00	\$170.00	\$410.00
8,001--8,500	\$520.00	\$180.00	\$95.00	\$180.00	\$435.00
8,501--9,000	\$550.00	\$190.00	\$100.00	\$190.00	\$460.00
9,001--9,500	\$580.00	\$200.00	\$105.00	\$200.00	\$485.00
9,501--10,000	\$610.00	\$210.00	\$110.00	\$210.00	\$510.00
10,001--15,000	\$915.00	\$315.00	\$165.00	\$315.00	\$765.00
15,001--20,000	\$1,215.00	\$415.00	\$215.00	\$415.00	\$1,015.00
20,001--25,000	\$1,515.00	\$515.00	\$265.00	\$515.00	\$1,265.00
25,001--30,000	\$1,815.00	\$615.00	\$315.00	\$615.00	\$1,515.00
30,001--35,000	\$2,115.00	\$715.00	\$365.00	\$715.00	\$1,765.00
35,001--40,000	\$2,415.00	\$815.00	\$415.00	\$815.00	\$2,015.00
40,001--45,000	\$2,715.00	\$915.00	\$465.00	\$915.00	\$2,265.00
45,001--50,000	\$3,015.00	\$1,015.00	\$515.00	\$1,015.00	\$2,515.00

The fee for structures over 50,000 square feet is determined by combining fees to equal the square footage.

- Duplexes additional permit fees:

Electrical	\$30.00
Mechanical	\$30.00
Plumbing	\$30.00

- Apartments, hotels and motels additional permit fees per unit:

Building	\$10.00
Electrical	\$10.00
Mechanical	\$10.00
Plumbing	\$10.00
Fire Sprinkler	\$10.00

- Note:

⁽¹⁾ Mechanical--Air conditioning, heating, ventilation, exhaust and refrigeration systems.

⁽²⁾ Plumbing--All connections to a water or sewerage system. Fire sprinkler and gas pipe systems are to be permitted separately.

- Shell buildings, etc.

All fees are based on total square footage of building area. The fees for shell buildings without interior finish, warehouses and parking garages shall be as follows:

- Square Feet	Building	Electrical	Mechanical ⁽¹⁾	Plumbing ⁽²⁾	Plans
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
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.

- Commercial Finishing, Repairs, Maintenance, Other

The fee for commercial remodeling, alterations, repairs, finish-out of shell buildings, and other commercial construction, including public occupancy swimming pools, fences, flatwork (concrete/asphalt), signs, gas tanks/pumps, irrigation, 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 permit fee shall exceed 50% of the commercial value.

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<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.

Residential Alterations/Repairs Permits:

(Accessory buildings, Detached Garages, Asphalt or Paving, Driveways, Sidewalks, etc.) fees based on total linear or square footage. In the event construction has commenced prior to a permit being issued, the permit fee shall be doubled.

Minimum Permit Fee:	\$30.00
Solar panels:	\$5.00 per solar panel.
Alterations & Additions:	\$0.40 per square ft.
Fences:	\$0.25 per linear ft.
Residential Roofs:	\$1.00 per 100 sq. ft.
Accessory Structures:	\$0.30 per square ft.
Windows & Doors:	\$3.00 per window or door.
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 Permits:	
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 Permits:	
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

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Over 3,330,000	\$35.00
Reinspection Fee	\$50.00
Gas Permits:	
Inspection of Consumers Piping (rough and final piping)	\$50.00
Mobile Home Gas Test	\$50.00
Reinspection Fee	\$50.00
Electrical Permits:	
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 License Fee	\$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
Mobile Home Park License	\$125.00
Adult Oriented Business License	\$300.00
Oil/Gas Drilling Fee (per well)	\$1,000.00
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<u>STREETS</u>	
Street Cuts	\$200.00 + 10.15/sq.ft.
Signs:	
Street Sign (each)	\$105.00
Stop or Yield Sign (each)	\$105.00
Combination (stop & street)	\$155.00
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<u>PARKS AND RECREATION</u>	
Buildings/Facilities:	
Civic Center:	
- Deposit	\$400.00
- All Day Rental (7 a.m. - Midnight)	\$250.00
- Stage Rental / Set-up	\$100.00
- Kitchen Rental	\$100.00
- Sound System Rental	\$100.00
- Restoration Fee	\$40.00
Ogletree Pavilion:	
- Deposit	\$200.00

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- All Day Rental (7 a.m. - Midnight)	\$200.00
- Restoration Fee	\$20.00
City Park Pavilion: (all day)	
- Fee	\$58.00
- Restoration Fee	\$5.00
Fester's House: (All day rental)	
- Deposit	\$50.00
- Fee	\$100.00
- Restoration Fee	\$5.00
South Park Walking Trail Event (minimum 4 hour rental)	
- Fee	\$100.00
- Fee each additional hour	\$25.00
City Park Commercial Activities Permit (annual):	\$50.00
Tourism Events:	
Farmers Market:	
- Application Fee (applied toward first market day)	\$25.00
- Market Booth Fee per day	Free
- Community Booth Fee per day	Free
<i>Applications will not be accepted without payment</i>	
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
Water and Land Aerobics, AquaZumba, Lap Swim (10 class punch card)	\$27.00
Swim Lessons	\$60.00
Swim Lessons Restoration Fee	\$2.00
Life Guard Certification Class	
- Parks and Recreation Staff	\$100.00
- General Population	\$175.00
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:	
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
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

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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
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
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):	
- Registration Blitz Discount (first 5 business days after registration opens)	\$10.00
- Soccer, Basketball, Flag Football, Volleyball	\$60.00
- Softball, Baseball	\$60.00
- Football	\$150.00
- 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
- Futsal (per team - based on type and structure of the league)	\$150.00-\$400.00
- 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	
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

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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	\$300.00 +\$10/lot
Minor Plats - Preliminary	\$300.00 +\$10/lot
Minor Plats - Final	\$300.00 +\$10/lot
Minor Replats - Preliminary	\$300.00 +\$10/lot
Minor Replats - Final	\$300.00 +\$10/lot
Amended Plats	\$200.00 +\$3/lot
Vacated Plats	\$150.00
Major Plat - Preliminary	\$400.00 +\$10/lot
Major Plat - Final	\$400.00 +\$10/lot
Land Use Plan Amendment	\$200.00
Rezoning Application Fee	\$220.00
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	\$20.00
Custom Zoning Verification	\$100 + reproduction & mailing cost
<i>Information requested in a custom format or involves research beyond the verification of zoning or verification of a certificate of occupancy.</i>	

Electronic File:

Street Map AutoCAD File \$60.00

Other Fees:

Conditional Use Permit Fee	\$220.00
Site Plan Review Fee	\$100.00
Expedited Review Fee*	Double Fees

*Initial review and comments complete within 5 business days, except for required public agenda notification requirements.

Other Fees:

Public Hearing USPS Mailing Fee	\$0.55 per notice
Public Hearing Legal Notice/Map Exhibit Fee	\$35.00
Public Hearing Newspaper Publication Fee	\$105.00

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

Fines:

- Overdue Books (per day)	\$0.25
- Overdue Maximum Fine	\$10.00
- 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
Overdue Postage - Regular (per notice)	\$0.65
Inter Library Loan Postage	\$3.75

Miscellaneous Repair/Replacement Costs:

- Video Cover (Video/DVD Case)	\$1.50
- Small Kit Plastic Bag	\$1.75
- Medium Kit Plastic Bag	\$2.00
- Large Kit Plastic Bag	\$2.50
- Book Jacket/Cover	\$1.50
- Replacement Bar Code Label	\$0.50
- Replacement Discs (DVDs, CDs)	Actual Cost
- Audiocassette Kit	\$2.00

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- 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
Computer Printout (per page)	\$0.10
Computer Printout - Color (per page)	\$0.15
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**Fees:**

Garage Sale Sign Fee	\$10.00
One Day Car Wash Fee:	
- In City Resident/Organization	\$15.00
- Non-Resident/Organization	\$100.00
Peddler/Itinerant Vendor Fee:	
- 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 Inspection Fee	\$75.00
Health Inspection Fee (for Non-Profit use)	\$25.00
Temporary Health Inspection Fee (Up to Three Days)	\$35.00
Temporary Health Inspection Fee (Up to Three Days) (for Non-Profit use)	\$12.50
Retail Food Store Inspection Fee	\$60.00

Food Handlers Card:

- Two Year - Classroom training	\$15.00
- Two Year - Online training	\$14.00
- Non-Profit use card - Classroom training	\$2.00/student
Registration of non-city-provided Food Handler Cards with the City	\$10.00
Replacement of Lost Food Handlers Card	\$15.00

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

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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
1st Dependent (semi annual payment)	\$150.00
Each additional Dependent (semi annual payment)	\$87.50
Single Senior (annual payment)	\$475.00
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
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<u>CITY SECRETARY</u>	
Amusement Permit	\$150.00
Amusement Deposit	\$300.00
Gameroom License	\$350.00
Coin-operated Machine Occupation Tax	\$15.00
Coin-operated Machine Sealing Release Fee	\$5.00
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<u>ADMINISTRATIVE FEES-NON DEPARTMENTAL</u>	
Tax Abatement Application Fee	\$1,500.00
Returned Checks Fee	\$30.00
NSF Electronic Draft Fee	\$30.00

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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	\$1,800.00
Fire Hydrant Meter Monthly Rental Charge	\$50.00
Unauthorized Service	\$100.00
<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	\$20.00
Reconnect Fee	\$30.00
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.)	\$930.00
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	\$450.00
New Water Tap 1" and larger srv. Connection for an existing water service.	3/4" tap fee + add'l time and materials
Meter Set for 3" or Larger Meter: Meters exceeding 3" in size will be installed by the developer. The meter will be housed in a vault with a by-pass. The builder will be responsible for ordering and purchasing the installation of the meter. The City will approve the type and model of the meter to be installed. The developer installing the meter does not alleviate the developer from complying with other sections of the fee schedule such as a water tap fee, street cut or other necessary steps and or fees to make the install.	

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

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Automatic Blanket Deposit	\$100.00
Non-Automatic Blanket Deposit	\$100.00

Minimum fees for the meter size (monthly):

3/4" meter	\$14.00
1" meter	\$19.73
1-1/2" meter	\$29.27
2" meter	\$43.27
3" meter	\$114.54
4" meter	\$179.45
6" meter	\$304.17
Contractor	\$14.00
Bulk	\$14.00

Rate per 1,000 Gallons of Water:

Residential	\$4.75
<i>(Residential customers only: Senior Citizen Discount - 5,000 gallon cap)</i>	
Sprinkler	\$4.75
Commercial	\$5.82
Bulk Water	\$8.52
Contractor	\$7.10

Minimum Fees for the meter size (outside city limits):

Non-residential water services requires contract with Approval by Governing Body.

3/4" meter	\$20.36
1" meter	\$28.00
1-1/2" meter	\$43.27
2" meter	\$63.63
3" meter	\$152.72
4" meter	\$254.54
6" meter	\$445.44

Rate per 1,000 Gallons of Water (outside city limits):

Non-residential water services requires contract with Approval by Governing Body.

Residential	\$6.17
Sprinkler	\$6.14
Commercial	\$7.24
Bulk Water	\$9.94
Contractor	\$8.52

Drainage (residential):

Residential Single Family	\$6.00
Master Meter multi-family (bill to owner/property mgr.) - minimum ***	\$6.00
Individual Meter Duplex (per unit) ***	\$3.60
Individual Metered 3-4 unit (per unit) ***	\$3.60
5 or more units (Individual Metered) - minimum ***	\$6.00

***For the exact amount please refer to the City Ordinance - Article I, Sec. 11-5 & 11-6. City uses a formula to assess the charge.

Drainage (non-residential) - minimum ***

	\$6.00
***For the exact amount please refer to the City Ordinance - Article I, Sec. 11-5 & 11-6. City uses a formula to assess the charge.	\$17.86/acre

Sewer

Sewer minimum rate (all customers)	\$14.00
Rate per 1,000 Gallons of Water (all customers)	\$5.75
<i>(Residential customers only: Winter average - 8,000 gallon floor)</i>	
<i>(Residential customers only: Senior Citizen Discount - 5,000 gallon cap)</i>	
Sewer Connect Fee*	\$80.00
6" Sewer Tap **	\$800.00
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

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SOLID WASTE

Solid Waste Deposit (residential)	\$40.00
Solid Waste Deposit (commercial)	\$65.00

Residential Monthly Rates:

Garbage Collection:	
- Single-family residence	\$19.00
- Multi-family residence based on the number of units with one water meter	\$19.00/unit
- Multi-family residence on separate water meters	\$19.00
- Additional container	\$19.00
Bulky items/White goods at the curb pick up (3 cubic yards)	No Charge
Bulky items/White goods in excess of 3 cubic yards - per cubic yard	\$7.00
Construction debris at the curb (minimum fee for service includes one cubic yard)	\$7.00
Construction debris at the curb (per cubic yard in excess of minimum)	\$7.00
Missed service fee	\$10.00
Non payment container confiscation	\$25.00
Service fee to replace lost, stolen, or damaged container	\$25.00
Service fee to find lost container	\$25.00
Fee for overloaded container	\$4.50
Automated container reload for excess garbage	\$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	\$10.00
- Mixed brush/recycling/bulk fee	\$10.00
- Recycling contamination fee	\$18.00

Commercial Monthly Rates for 96 Gallon Garbage Containers:

Twice-a-week pickup of one automated container - Garbage Collection	\$39.58
Twice-a-week pickup for one additional container - Garbage Collection	\$73.89
Twice-a-week pickup for two additional containers - Garbage Collection	\$109.25
Automated container reload for excess garbage	\$4.50
Fee for overloaded container	\$4.50

Commercial Collection Dumpster Rates:

3 cubic yard for 1 day Pickup	\$82.43
4 cubic yard for 1 day Pickup	\$109.89
6 cubic yard for 1 day Pickup	\$137.40
8 cubic yard for 1 day Pickup	\$169.95
10 cubic yard for 1 day Pickup	\$217.29
3 cubic yard for 2 day Pickup	\$155.96
4 cubic yard for 2 day Pickup	\$190.19
6 cubic yard for 2 day Pickup	\$244.68
8 cubic yard for 2 day Pickup	\$302.59
10 cubic yard for 2 day Pickup	\$382.00
3 cubic yard for 3 day Pickup	\$211.49
4 cubic yard for 3 day Pickup	\$259.05
6 cubic yard for 3 day Pickup	\$336.15
8 cubic yard for 3 day Pickup	\$430.32
10 cubic yard for 3 day Pickup	\$546.04
3 cubic yard for 4 day Pickup	\$275.74
4 cubic yard for 4 day Pickup	\$338.78
6 cubic yard for 4 day Pickup	\$440.42
8 cubic yard for 4 day Pickup	\$565.34
10 cubic yard for 4 day Pickup	\$711.48
3 cubic yard for 5 day Pickup	\$338.22
4 cubic yard for 5 day Pickup	\$418.50
6 cubic yard for 5 day Pickup	\$541.22
8 cubic yard for 5 day Pickup	\$695.66
10 cubic yard for 5 day Pickup	\$876.93

Commercial Collection Compactor Rates:

3 cubic yard for 1 day Pickup	\$248.12
4 cubic yard for 1 day Pickup	\$330.99
6 cubic yard for 1 day Pickup	\$475.05
3 cubic yard for 2 day Pickup	\$496.25
4 cubic yard for 2 day Pickup	\$661.97
6 cubic yard for 2 day Pickup	\$950.10
3 cubic yard for 3 day Pickup	\$744.37
4 cubic yard for 3 day Pickup	\$992.96
6 cubic yard for 3 day Pickup	\$1,425.16
3 cubic yard for 4 day Pickup	\$992.50
4 cubic yard for 4 day Pickup	\$1,323.95
6 cubic yard for 4 day Pickup	\$1,900.22

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3 cubic yard for 5 day Pickup	\$1,240.62
4 cubic yard for 5 day Pickup	\$1,654.94
6 cubic yard for 5 day Pickup	\$2,375.28
20 cubic yard or larger compactor	\$161.53 + 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	\$400.00
Disposal Fees:	
- Minimum Charge (up to 240 lbs.)	\$7.39
- Per Ton	\$73.90
Weighing Vehicles	\$8.00
Rear Load Dumpster Rental includes the following	
- Delivery	\$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
Kraft Bags	\$.34 + sales tax
Tire Disposal:	
- Passenger/light truck tire, less than 17.5 " rim diameter	\$3.00
- Truck Tire, between 18" -24.5" rim diameter	\$7.00
- Truck Tire, greater than 24.5 " rim diameter (to include agriculture tires)	\$20.00
Surcharge for uncovered load	\$12.00
Roll Offs:	
- Delivery/Service/Pull fee	\$145.69
- Customer Rental Fee (monthly, partial months pro-rated as required)	\$200.00
- Disposal (per ton)	\$73.90
- 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	\$14.80
4 yard container	\$18.57
6 yard container	\$24.71
8 yard container	\$30.34
10 yard container	\$35.62
<i>Return Service</i>	
3 yard container	\$30.24
4 yard container	\$34.02
6 yard container	\$40.15
8 yard container	\$45.78
10 yard container	\$51.06
Commercial missed service fee	\$20.00
Deposit for recurring use of the Transfer Station	\$750.00

APPENDIX D

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

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

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

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



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.

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 ensure 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.

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.

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.

Source of Revenue – Revenues are classified according to their source or point of origin.

Special Revenue Funds – Special revenue funds are used to account for resources allocated to specific purposes. A special revenue fund continues in existence as long as governmental resources are allocated to its specific purpose.

Strategy – A strategy is a specific, measurable and observable result of an organization's activity which advances the organization toward its goal.

Tax Levy – The total amount to be raised by general property taxes for operating and debt service purposes specified in the annual tax ordinance.

Tax Rate – The amount of tax levied for each \$100 of assessed valuation.

Transfers – Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

Trust Fund – The trust fund was established to account for all assets received by the city that are in the nature of a trust and not accounted for in other funds. The trust fund is accounted for as an expendable trust fund.

Unencumbered Balance – The amount of an appropriation that is not expended or encumbered. It is essentially the amount of money still available for future purchases.

Working Capital – The equivalent number to the fund balance of a governmental fund in the proprietary fund is working capital. The working capital is calculated to be current assets less current liabilities.





City of Copperas Cove

