



City of Copperas Cove

FISCAL YEAR 2013-14

ADOPTED BUDGET &

PLAN OF MUNICIPAL SERVICES



Construction of Interchange
with US 190, State Highway 9
and Southeast Bypass



Southeast Bypass Construction



State Highway 9 Construction

Photos by Kevin Keller, PIO

City of Copperas Cove, Texas Declarations required by the State of Texas

Required by Section 102.005, Local Government Code

This budget will raise more total property taxes than last year's budget by \$690,906 (7.8%), and of that amount \$272,451 is tax revenue to be raised from new property added to the tax roll this year.

Required by Section 102.007, Local Government Code

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

City Council Place 1	Cheryl Meredith	<u>Aye</u>
City Council Place 2	Mark Peterson	<u>Aye</u>
City Council Place 3	Gary Kent	<u>Aye</u>
City Council Place 4	Danny Palmer	<u>Aye</u>
City Council Place 5	Kenn Smith	<u>Aye</u>
City Council Place 6	Jim Schmitz	<u>Nay</u>
City Council Place 7	Frank Seffrood	<u>Aye</u>
/Mayor Pro Tem		

Information regarding the City's property tax rates follows:

Fiscal Year 2011-2012 (preceding)	\$0.7639/\$100 valuation
Fiscal Year 2012-2013 (current)	\$0.7600/\$100 valuation
Fiscal Year 2013-2014	\$0.7893/\$100 valuation
Adopted Rate	\$0.7774/\$100 valuation
Effective Tax Rate	\$0.7553/\$100 valuation
Effective Maintenance and Operations Tax Rate	\$0.5655/\$100 valuation
Rollback Tax Rate	\$0.8652/\$100 valuation
Debt Tax Rate	\$0.2545/\$100 valuation

TABLE OF CONTENTS



Pictures taken at the 2013 Meet the City event,
held at the Copperas Cove Civic Center on September 25, 2013

**CITY OF COPPERAS COVE, TEXAS
ANNUAL BUDGET AND PLAN OF MUNICIPAL SERVICES
FISCAL YEAR 2013-2014**

TABLE OF CONTENTS

Preface

Vision and Mission Statements 1
 List of Principle Officials 2
 GFOA Budget Award 3
 Acknowledgements..... 4
 Budget Format 5

City Manager’s Message

Letter of Transmittal 7

Budget Summary

Organization Structure..... 26
 Organizational Matrix – Department/Division Assigned by Fund 27
 Budget Overview 28
 Reader’s Guide to the Budget 34
 Budget Process 37
 Budget Calendar 38
 State Statues – Local Government Code 40
 Local Law – City Charter Article VI 43
 Financial Policies 46
 Debt Management Policy 50
 Summary of Fund Balances, Revenues & Expenses..... 53
 New/Deleted/Unfunded/Reclassified Personnel Schedule..... 72
 Recap of New Programs and Services – City’s Operating Budget 74
 Recap of New Programs and Services – Adopted as Part of the 2014 Debt Issue 76
 Recap of Unfunded Unmet Needs Requested in Operating Funds by City Departments 78
 Combined Schedule of Revenues, Expenditures/Expenses and Changes in Fund Balance 79
 Combined Schedule of Revenues, Expenditures/Expenses and Changes in Fund Balance - Illustration 80
 Adopted Budget Summary for all Funds..... 81
 Adopted Budget Summary for all Funds – Illustration 82
 Consolidated Schedule of Receipts of all Funds by Source 83
 Consolidated Schedule of Receipts of all Funds by Source – Illustration 84
 Consolidated Schedule of Expenditures/Expenses of all Funds by Object Class 85
 Consolidated Schedule of Expenditures/Expenses of all Funds by Object Class – Illustration 86
 Ad Valorem Tax Analysis 87
 Budget Adoption Ordinance 88
 Tax Rate Adoption Ordinance 91

General Fund

General Fund Description..... 96
 Revenue & Expenditure Summary 97
 Summary of Revenues, Expenditures and Changes in Fund Balance 98
 Budgeted Revenues Comparison by Source – Illustration..... 100
 Budgeted Expenditures Comparison by Function – Illustration 101
 Budgeted Expenditures Comparison by Object – Illustration 102
 General Fund Revenue Detail 103

Departmental: Organizational Chart, Goals, Expenditure Summary and Performance Measures

City Council107
City Manager111
City Secretary115
City Attorney119
Finance123
Budget127
Human Resources131
Information Systems135
Municipal Court139
Police Department143
Animal Control149
Fire/EMS – Administration153
Fire/EMS – Operations157
Fire/EMS – Training.....161
Fire/EMS – Prevention.....165
Emergency Management169
Engineering173
Street177
Fleet Services181
Planning.....185
Building and Development189
Code and Health Compliance.....193
Parks and Leisure – Administration197
Parks and Leisure – Maintenance201
Parks and Leisure – Athletics205
Parks and Leisure – Aquatics.....209
Parks and Leisure – Special Events.....213
Library217
Non-Departmental221

Water & Sewer Fund

Water & Sewer Fund Description224
Revenue & Expense Summary225
Summary of Revenues, Expenses and Changes in Fund Balance226
Budgeted Revenues Comparison by Source – Illustration.....228
Budgeted Expenses Comparison by Function – Illustration.....229
Budgeted Expenses Comparison by Object – Illustration230

Departmental: Organizational Chart, Goals, Expenditure Summary and Performance Measures

Public Works.....231
Utility Administration235
Water Distribution239
Sewer Collection.....243
Wastewater Treatment247
Composting.....251
Wastewater – South Plant255
Wastewater – Northeast Plant.....259
Wastewater – Northwest Plant263
Wastewater – Lab.....267
Non-Departmental271

Solid Waste Fund

Solid Waste Fund Description274
Revenue & Expense Summary275
Summary of Revenues, Expenses and Changes in Fund Balance276
Budgeted Revenues Comparison by Source – Illustration.....278
Budgeted Expenses Comparison by Function – Illustration.....279

Budgeted Expenses Comparison by Object – Illustration	280
<i>Departmental: Organizational Chart, Goals, Expenditure Summary and Performance Measures</i>	
Solid Waste Administration.....	281
Solid Waste – Residential	285
Solid Waste – Recycling.....	289
Solid Waste – Brush and Bulk.....	293
Solid Waste – Commercial	297
Keep Copperas Cove Beautiful (KCCB).....	301
Solid Waste Disposal.....	305
Non-Departmental	309

Golf Course Fund

Golf Course Fund Description	312
Revenue & Expense Summary	313
Summary of Revenues, Expenses and Changes in Fund Balance	314
Budgeted Revenues Comparison by Source – Illustration.....	315
Budgeted Expenses Comparison by Function – Illustration.....	316
Budgeted Expenses Comparison by Object – Illustration	317
<i>Departmental: Organizational Chart, Goals, Expenditure Summary and Performance Measures</i>	
Golf Course Operations.....	319
Golf Course Maintenance.....	323
Non-Departmental	327

Other Funds

Other Funds Description.....	330
Special Revenue Funds	
Drainage Utility Fund	331
<i>Departmental: Organizational Chart, Goals, Expenditure Summary and Performance Measures</i>	
Drainage Utility	333
Drainage – Non-Departmental.....	337
Hotel Occupancy Tax Fund	339
Animal Shelter Fund	340
PEG Fee Fund.....	341
Court Efficiency Fund	342
Court Security Fund.....	343
Court Technology Fund	344
Other Funds – Summary of Revenues, Expenditures and Changes in Fund Balance	345

Debt Service Requirements

Debt Service Requirements.....	348
Tax Interest and Sinking Fund.....	349
Outstanding Debt Schedule.....	351
Future Indebtedness Schedule.....	353
Tax Supported Future Indebtedness Schedule – General Obligation Debt.....	356
General Obligation Tax Debt to Maturity – Illustration.....	357
Tax Supported Future Indebtedness Schedule – Certificates of Obligation Debt.....	358
Tax Supported Future Indebtedness Schedule – Tax Notes Debt.....	359
Future Indebtedness Schedule for Water & Sewer Fund Debt	360
Water & Sewer Fund Debt to Maturity – Illustration	361
Future Indebtedness Schedules for Solid Waste, Drainage, Golf Course, Hotel Occupancy, and Court Technology Funds.....	362

Capital Outlay

Capital Outlay Description	364
Capital Outlay Summary.....	365

Capital Outlay Detail – Operating Budget.....	366
Capital Outlay Detail – Capital Outlay Plan.....	367

Capital Improvements

Capital Improvements Description.....	370
Capital Improvement Projects – Summary.....	371
Financial Statements for Bond Construction Funds.....	377
2006 Limited Tax Notes – Tax Supported.....	379
2008 Limited Tax Notes – Tax Supported.....	380
2009 General Obligation – Tax Supported.....	381
2009 Limited Tax Notes – Water & Sewer.....	381
2009 Limited Tax Notes – Hotel Occupancy Tax.....	382
2010 General Obligation – Water & Sewer.....	382
2010 Limited Tax Notes – Water & Sewer.....	383
2010 Limited Tax Notes – Tax Supported.....	384
2010A Limited Tax Notes – Tax Supported.....	385
2010A Limited Tax Notes – Water & Sewer.....	386
2011 Contract Revenue & Limited Tax Bonds – Tax Supported.....	386
2011 General Obligation – Tax Supported.....	387
2012 Limited Tax Notes – Tax Supported.....	388
2012 Limited Tax Notes – Water & Sewer.....	389
2012 Limited Tax Notes – Solid Waste.....	389
2012 Limited Tax Notes – Municipal Court.....	390
2012 General Obligation – Water & Sewer.....	390
2013 Limited Tax Notes – Tax Supported.....	391
2013 Limited Tax Notes – Water & Sewer.....	392
2013 Limited Tax Notes – Solid Waste.....	392
2013 Limited Tax Notes – Golf Course.....	393
2013 General Obligation – Tax Supported.....	393

Appendix

Appendices Description.....	396
Appendix A	
Copperas Cove at a Glance.....	397
Appendix B	
Personnel Improvement Plan.....	408
Position Listing and Salary Ranges by Department.....	426
Incentive Pay Schedule.....	429
Appendix C	
Fee Schedule.....	432
Fee Schedule Definitions.....	449
Appendix D	
Budget Acronyms.....	451
Appendix E	
Budget Glossary.....	457



City of Copperas Cove

Foundations of Progress



CITY OF COPPERAS COVE, TEXAS

VISION STATEMENT

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

MISSION STATEMENT

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

Adopted by the City Council on April 19, 2011



City of Copperas Cove, Texas

List of Principal Officials

City Council

John Hull - Mayor
Frank Seffrood - Mayor Pro Tem

Cheryl L. Meredith - Council Member
Mark E. Peterson - Council Member
Gary L. Kent - Council Member

Danny Palmer - Council Member
Kenn Smith - Council Member
Jim Schmitz - Council Member

City Staff

Reporting to City Council

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

Reporting to the City Manager

Tim V. Molnes, Police Chief/Assistant City Manager
Burney Baskett, Fire Chief/EMC
Velia M. Key, Director of Financial Services
Ryan D. Haverlah, Budget Director
Daryl Uptmore, Public Works Director
Kelli T. Sames, Human Resources Division Head
Joseph Pace, Parks & Recreation Director
Michael T. Morton, Chief Building Official
Lisa Wilson, Secretary to the City Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Copperas Cove
Texas**

For the Fiscal Year Beginning

October 1, 2012

Christopher P. Morini

President

Jeffrey R. Snow

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **City of Copperas Cove, Texas**, for the Annual Budget beginning **October 1, 2012**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



ACKNOWLEDGEMENTS

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

City Manager
Andrea Gardner
Lisa Wilson

City Secretary
Jane Lees

Finance Department
Velia Key
Tracy Molnes
Stephanie Potvin
Tre'Manielle Cofield
April Skipper

Budget Department
Ryan Haverlah
Cynthia Taylor

Human Resources
Kelli Sames
Linda Hernandez

Information Systems
Greg Mitchell
Adam Wolf
Robert Browning
Toussaunt Thomas

Municipal Court
Jennifer Henry

Police Department
Tim Molnes
Mike Heintzeman
Eddie Wilson
Cheryl Forester

Animal Control
David Wellington

Fire Department
Burney Baskett
Gary Young
Michael Ramminger
Michael Fleming
Katy Wolf

Street
James Mullen

Fleet Services
Mike King

Planning
Benjamin Smith
Chris Stewart

Building Development
Mike Morton
Kathy Weber

Code & Health Compliance
Beau Brabbin

Parks & Recreation
Joseph Pace
Ashley Borchers
Mark Willingham
Gene Williams
Kari Dominowski

Library
Kevin Marsh

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

Utility Administration
Deanna Sloan

Solid Waste
Aaron Paul
Silvia Rhoads

Golf Course
Mike Chandler
Davis Dewald

Budget Format

This budget document is divided into eleven sections: Table of Contents, City Manager's Message, Budget Summary, General Fund, Water & Sewer Fund, Solid Waste Fund, Golf Course Fund, Other Funds, Debt Service Requirements, Capital Outlay, Capital Improvements and Appendix.

The **Table of Contents** section is provided to assist the reader with locating topics of special interest. The table of contents is structured in the same order as the tabs appear in the document. Specific topics appearing behind the tabs are listed with corresponding page numbers.

The **City Manager's Message** provides the reader with insight into the composition of the financial information provided throughout the budget along with explanations for salient changes from the previous fiscal year in expenditures and revenue items, and explains major changes in financial policy.

The **Budget Summary** serves as an introduction to the budget and the process and basis on which the budget was constructed. This section includes the budget foundation, the budget process, the budget calendar, State Statutes, Local Laws, economic factors, financial policies, the budget adoption ordinance, tax rate adoption ordinance and the budget overview.

The **General Fund** section through the **Golf Course Fund** section provides the reader with more detailed financial and operational information by department. The financial information provided depicts the manner in which resources are to be utilized during the fiscal year. The operational information provided includes a program description, achievements, continuing objective, goals, staffing levels and performance measures. Charts and graphs are provided for comparative purposes.

Other Funds section includes detailed information of the revenues collected and expenses budgeted for each Special Revenue Fund.

The **Debt Service Requirements** section provides detailed information pertaining to the outstanding debt obligations of the City. This section includes detailed information of the revenues collected and expenses budgeted for the Debt Service Fund. This section also provides the Standard & Poor's and Moody's debt ratings, the scheduled principal and interest payments due by year for each issue and the outstanding capital leases of the City. Graphs and charts are also located in this section to provide further analysis of the outstanding debt of the City.

The **Capital Outlay** section provides a quick reference of all capital outlay included in the budget by fund. This section also provides comparative data of the capital outlay approved in prior fiscal years to the current fiscal year.

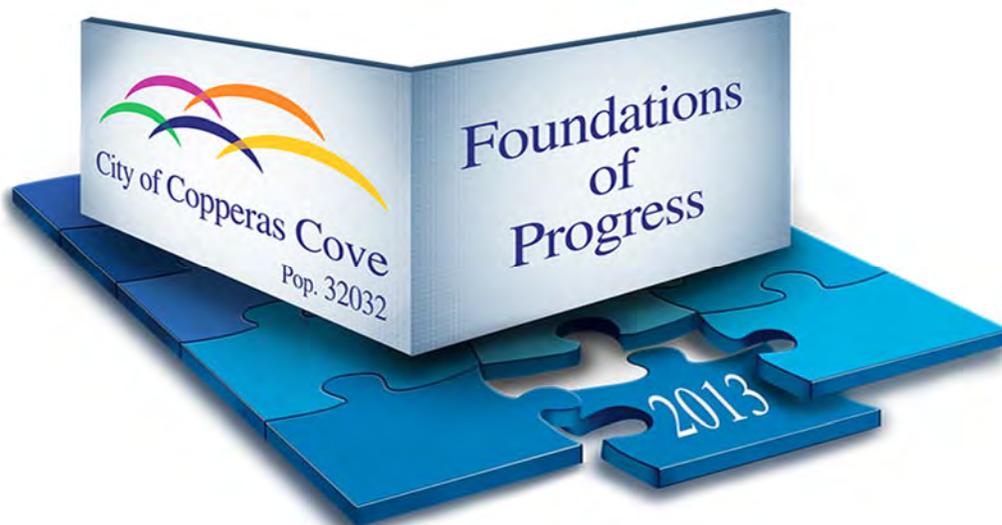
Capital Improvements includes improvements that are not normally funded in the operating budgets. This section is divided into two distinct parts. The first part provides a brief discussion of the City's capital improvement program including ongoing projects and the new five-year Capital Improvement Plan that was adopted by City Council. In the second part, a financial statement detailing revenues and expenditures for each bond construction fund the City accounts for is provided.

The **Appendix** includes Copperas Cove at a Glance, the City's Personnel Schedule, Employee Position Listing and Pay Scale by Department, and Schedule of Incentives, the City's Fee Schedule, a list of acronyms, and a glossary.



City of Copperas Cove

Foundations of Progress



CITY MANAGER'S MESSAGE



City Manager presenting the Employee Service Award to Patrol Officer Thomas Williams for 5 years of service



City Manager speaking at the 2013 State of the City Event, held at Cinergy Cinemas September 25, 2013



“The City Built for Family Living”

September 3, 2013

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

Presented together with this budget message is the City Manager’s proposed budget and plan of municipal services for fiscal year October 1, 2013 through September 30, 2014. This document contains spending plans and revenue estimates for the General Fund, the Water & Sewer Fund, the Solid Waste Fund, the Drainage Fund, the Debt Service Fund, the Golf Course Fund and the Special Revenue Funds.

The total proposed operating budget is **\$30,983,466**. This total includes \$16,130,404 for the General Fund, \$10,985,775 for the Water & Sewer Fund, \$3,334,012 for the Solid Waste Fund and \$533,275 for the Golf Course Fund.

The municipal services plan totaling **\$21,842,737** are provided for the Other Funds of the City to include the Special Revenue Funds with expenditures as follows: \$20,122,980 for the Interest and Sinking Fund, \$162,916 for the Hotel Occupancy Tax Fund, \$1,282,344 for the Drainage Fund, \$6,842 for the Court Efficiency Fund, \$29,060 for the Court Technology Fund, \$17,616 for the Animal Shelter Fund and \$61,538 for the PEG Fee Fund with the remaining funds totaling \$159,441 for the Miscellaneous Other Funds.

City staff concluded the FY 2013 budget process flow improved considerably due to the earlier involvement of the governing body in the budget pre-development process, thus staff conducted a series of planning sessions to review the operating budget, Capital Improvement Plan (CIP), Capital Outlay Plan (COP) and Personnel Improvement Plan (PIP) with the Council in April just prior to the routine budget kickoff. Subsequent to the planning session, staff obtained further direction in June just before finalizing the proposed budget. Following the direction of the governing body, the City’s Strategic Plan Initiatives, departmental operating plans and a particular guiding philosophy issued by the City Manager, the operating departments developed the basic spending plan contained in the document. The municipal services plan provides funding for basic services, essential needs, equipment replacement and minor facility improvements as discussed throughout the document.

The City’s operating departments have continued the development of single year budgets this year along with the update of the City’s multiple year CIP, COP and PIP. This budget plan adheres to the City’s financial policies, charter, and state law requirements and preserves the City’s strong financial position while continuing to provide excellent levels of service.

Document Organization and Presentation

This budget document along with its companion documents, the CIP, COP and PIP are intended to provide the reader with a comprehensive view of funding for the City's daily operations to include personnel, scheduled capital improvement projects, capital outlay needs, and principal and interest payments for outstanding long-term debt. The operations are organized into functional areas of service or operating departments to provide the citizens with a clear vision of how resources are allocated.

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

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

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

The **Other Funds tab** includes a plan of municipal services for various special revenue funds not limited to but including Drainage, hotel occupancy tax and municipal court funds.

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

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

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

Vision Statement for the City

The City's Vision Statement, reviewed and adopted by City Council on April 19, 2011, is as follows:

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

City Council Goals

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

- Conduct long range planning.
- Continue sustainability initiatives.

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

The City's Strategic Plan was adopted on January 3, 2012 and is reviewed and updated annually. The strategic plan includes a series of strategic initiatives that correlate to the expenses proposed in the attached documents. A copy of the strategic plan was provided to and reviewed by every City director prior to the preparation of this budget. One of the Strategic Plan Initiatives that seeks feedback from stakeholders is the bi-annual citizen and employee surveys. The survey results for the employee survey were reviewed with the governing body and City Executive Staff during the April planning session. Results from the citizen survey were reviewed with the governing body on September 3, 2013. Addressing some of the results of the surveys will be considered in future actions and budgets.

Budget Priorities and Changes in Funding

The development of the budget for fiscal year 2013-2014 was established by the Council's expressed direction during the Planning Sessions held with the Body in April and June of this year. Specific feedback included:

- Increasing the City's tax rate consistent with the impact of the 2013 General Obligation bond by 0.0293, thereby including a tax rate of 0.7893 per \$100 of assessed valuation;
- Funding an Assistant City Manager, two part-time Phone Receptionists, a full-time Records Clerk, and a part-time Benefits Clerk;
- Utilizing compromised recommendations from the Utility Rate Study for FY 2013 for water and sewer rates;
- Including residential and 96-gallon container commercial rates similar to those recommended in the Rate Study for FY 2013;
- Including roll-off customer and disposal fees reflective of the rates recommended in the Rate Study for FY 2014;
- Including a 10% increase in dumpster fees;
- Continuing the phase-in of single-stream recycling; and
- Continuing a customer call-in request for brush collection services that provides the benefit of three collections of eight cubic yards each at no charge and pick up of brush in excess of the eight cubic yards and in excess of the three collections to be fee based.

Furthermore, the members of the governing body completed a budget survey that resulted in additional direction not to increase the number of police officers or fire fighters if an increase in the tax rate would result.

In an effort to ensure the vision of the City, the goals of the Council and the budget direction provided by the Council were met during an uncertain economic environment; a conservative budget strategy was applied to the development of the proposed budget and plan of municipal services. A mix of positive and negative budget impacts such as increasing property valuations,

increasing debt service payments, increasing sales tax receipts, new economic development rebates, the over 65/disabled persons tax freeze, disabled veterans exemption and unfunded mandates created unique challenges for departments when developing spending plans for the upcoming year. The General Fund's dependency on property tax revenue coupled with the Council's initial directive to maintain the existing tax rate, served as a requirement to reduce spending as a result of increased debt service payments. With the need to reduce operating expenses to offset the projected reduction of \$468,682 in property tax revenues, City Administration along with the Executive Staff began prioritizing the many functions of the City and determined the essential needs in order to reduce expenses without jeopardizing services. The strategy deployed to reduce personnel costs, which began in December 2009 and continues currently, has positioned the City to be able to effectively overcome deficits such as the property tax revenue reduction. City Administration evaluates the need of each vacant position in the City and places a "hold" on those positions not considered essential to achieving the department goals. Many of the responsibilities of the vacant positions have been assumed by existing personnel. While this short term strategy has served a valuable purpose, the future plan is to restore the funding of the positions once economically feasible. Furthermore, to assist with the long term personnel planning, City staff presented proposed updates to the Personnel Improvement Plan in April 2013. The five year plan provides the governing body an opportunity to communicate the desired personnel levels throughout the organization and allow staff to plan accordingly throughout the fiscal year and during the budget planning process. Adoption of the updated Plan is expected prior to the adoption of the Annual Budget and Plan of Municipal Services and will continue to be reviewed each spring.

Sales tax revenue estimates remain conservative with a 1% increase from past experience and estimated revenue from new economic developments such as the 5 Hills Shopping Center. Over the past twelve months, sales tax revenues have increased each month from the same month in the prior year for ten of those months. The estimated revenue and rebates tied to a Chapter 380 Agreement executed between the City and a major retail developer during FY 2012 are also included in the budget.

Budget Development Process

Development of the FY 2014 Budget is primarily a managerial process that is influenced by the political aspects of local government and the involvement of the elected officials in the planning and adoption process. The process also includes financial and technical dimensions that are rather complex in nature, thus the document filed with the City Secretary and presented to the governing body as required by state law takes months of planning, preparation and discussion among the operating departments of the City and with the governing body. The governing body continued its enhanced involvement in the budget planning process as evidenced by their participation in the Budget, CIP, COP and PIP Planning Sessions held in April 2013 and the completion of the elected official's budget survey.

Following the April 2013 planning session, the operating departments worked with the City Manager to determine the best way to provide services to the community that are considered a good value for the tax dollar. The budget kickoff followed the Budget Planning sessions and set the tone for the development of the operating budgets. A budget calendar, instructions and guidelines were provided to the operating departments during the kickoff.

The City Manager, Budget and Finance Departments and operating departments worked to develop revenue and expense projections for the current fiscal year. The review of the projected current year revenue and expenses was completed by the City Manager and followed by the submission of the operating departments' draft budget spending plans. After the submission of

the initial operating requirements and new requests, the budget team consisting of the City Manager, Budget Director and Finance Director worked together to develop a budget proposal that fit within the revenue expectations and key department goals.

Upon completion of the budget team review, the City Manager sought further reductions from each General Fund department in order to close the gap between revenues and expenses and balance the budget. Additional direction was sought from City Council on June 18, 2013 after reducing the deficit to \$152,348, which included new positions requested by City Council. Direction received by Council at that time included funding the new positions and increasing the property tax rate to \$0.7893 per \$100 of assessed valuation. City Council later reduced the tax rate to \$0.7774 per \$100 of assessed valuation and requested corresponding reductions in expenditures.

The City Manager is to file the proposed budget with the City Secretary 30 days before the governing body levies a tax for the fiscal year. Copies of the proposed budget are made available at the City's Public Library and on the City's website. The City Council considers the proposed budget during multiple budget workshops with staff and provides an opportunity for public input as required by state law and the City Charter. Additional communication on the budget and the budget process is provided on the government access channel, City website and through the local newspaper.

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

Significant Dates for Budget Adoption Process

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

Trend Analysis

The City of Copperas Cove utilizes conservative strategies when projecting revenues and expenditures. Revenue and expenditure trends are monitored on a monthly basis so necessary adjustments can be made to control spending. As evidenced in 2013, regular monitoring of revenues and expenditures can limit extreme fluctuations in available funds from one fiscal year to the next.

In 2009, the legislature passed a bill that amended the Texas Property Tax Code to provide a homestead exemption to disabled veterans equaling one hundred percent. In 2011, the legislature expanded the one hundred percent homestead exemption to the surviving spouses of disabled veterans. The impact of these actions was tremendous and resulted in the creation of unfunded positions and reductions in various service related expenditures. In August of 2011 and September 2013, the City Council passed a Texas Municipal League (TML) resolution seeking the introduction of legislation that helps offset the losses incurred by cities as a result of H.B. 3613 adopted by the 81st Texas Legislature. The TML delegates assembled in October 2011 and the Legislative Policy Committee on Municipal Revenue and Finance met in May 2012 and agreed that TML should support legislation that would help offset the losses incurred by cities disparately impacted as a result of H.B. 3613 adopted in 2009. However a sponsor never materialized to introduce the legislation in 2013. The TML delegates will again meet in October 2013 to discuss TML's support of the resolution once again.

Contrary to the City's efforts, legislation was introduced in 2013 to expand assistance to one hundred percent disabled veterans and their families by exempting them and their households of all sales taxes. Though the legislation did not pass in 2013, as City Manager, I feel it is necessary to begin planning for further reductions in revenues as more taxpayers are likely to qualify for exemptions, thus creating the need for adjustments to expenditures in the current and upcoming fiscal years.

Revenue Trends

The revenues in the General Fund steadily increased from 2004 through 2009; however, in 2010 revenues decreased and leveled off in 2012. The property tax revenue decreased over FY 2013 due to an increase in the repayment of property tax backed debt that conversely affects the operations and maintenance portion of the property tax revenue. City Council's direction to include in the proposed budget a property tax increase of 2.93 cents per \$100 property valuation, the direct impact of the 2013 General Obligation Bonds to reconstruct Fire Station #2, allowed a modest increase in General Fund revenues in 2014. Subsequent City Council direction reduced the property tax increase to 1.74 cents per \$100 property valuation. The changes in revenue since 2009 have generated the need for change in expenditure budgets. Personnel changes and innovative efficiencies to reduce expenditures are critical until revenues begin to improve. In the Water and Sewer Fund, revenues increases have been staggered between different years and the impact of severe weather, both flooding and drought, on water and sewer revenues. Even with conservatively budgeted revenues in 2014, a significant increase is apparent; however, staff and Council have taken steps to outsource the composting service, wastewater laboratory service, and City engineering services to reduce operating expenses. Additionally, the governing body realized the need to increase water and sewer rates in a manner consistent with the increase in expenditures of past years and to successfully meet the ideal fund balance policy. The Solid Waste Fund revenues have remained relatively steady since 2002 with rate increases included in 2013 to effectively increase revenues consistent with expenditure levels.

The 5 Hills Shopping Center in east Copperas Cove began generating sales tax revenues in 2013 and will continue well into the future. The types of projected increases are anticipated to reduce the City's dependency on property tax revenues to fund operating expenses. The retail developers expect increases in property tax revenue of \$5.8M and sales tax revenue of \$9.8M over the ten year period from 2013 to 2022 not including any rebates of property tax or sales tax as a result of the proposed retail development. However, property tax revenues and sales tax receipts have not met the developer's projects in the first year of assessed property values and first six months of taxable sales. Staff will closely monitor these revenue trends and adjust future projections.

Cities with large numbers of disabled veterans residing in their communities continue experiencing the impact of the property tax exemption for 100 percent disabled veterans' and their spouses on property tax revenues. The City is working with federal and state elected officials to seek relief in the near future from the losses encountered as a result of the exemption. While the City of Copperas Cove supports and appreciates the sacrifices of those serving in the military, it has quickly realized the impact on City operations is tremendous and request all states and cities in the nation participate in providing the deserved benefits to those serving. Cities with a high dependency on property tax revenues will be forced to consider raising user fees, reducing service levels or generating sufficient increases in sales tax revenue to offset the loss. For FY 2014, the impact on the City's property tax revenue is to be \$402,889 with the exemption being provided to Copperas Cove residents having property values qualifying for the exemption of \$51,825,197.

Expenditure Trends

The expenditures in the major operating funds are being closely monitored on a monthly basis. Consistent with Council direction to fund two full-time positions and two part-time positions and increase the property tax rate by the impact from the 2013 General Obligation bonds, as approved by the City's residents, expenses for FY 2014 increased 8.7% from FY 2013 projected expenditures. According to the U.S. Energy Information Administration (EIA), the City's spending plan for FY 2014 includes \$3.70 per gallon for regular unleaded gasoline and \$4.05 per gallon for diesel gasoline. Unfunded mandates, such as new testing requirements for drinking water and new requirements for building inspectors require additional allocation of resources. The Environmental Protection Agency requires water utilities to begin testing and recording results for unregulated contaminants. The Texas Department of Licensing and Regulation now require building inspectors to have a separate certification to inspect and certify interior sprinkler systems. These new requirements may be necessary, but the lack of federal or state funding places 100% of the financial burden on the municipality at a cost to the taxpayers.

A total of 70.5 full-time equivalent (FTE) positions, of which 28 were previously funded, are included in the spending plan to be unfunded for 2014. Thirty-seven capital improvement projects were also pushed to future years in the CIP in order to provide financial relief to the operating funds and keep the debt issuance in 2014 as a bank-qualified instrument. This type of spending control is being utilized by state and local governments across the nation. Of the 28 unfunded positions, the General Fund includes 20 FTE positions for total savings of \$980,426 and other funds account for eight FTE positions for savings of \$350,826. Total savings from these unfunded positions is \$1,331,252. City Administration worked countless hours to develop a personnel plan that allowed impacted employees to transfer to a currently vacant and essential position in the organization that is closely aligned with the skill sets possessed by the employee. As a result, only one employee is faced with losing a job with the City. Without this type of planning, the City could face the need for reductions in force in the future.

Economic Outlook and Revenue Projections for Fiscal Year 2013-2014

Although the nationwide economy impacts the local economy, the troop movement on Fort Hood, the single largest military installation in the free world, has a greater impact on the Copperas Cove economy. As of April 2013, Fort Hood's assigned strength was 48,000 soldiers. Currently, Fort Hood supports a population of 395,000. Of that population, 82,700 live and work on post, there are 61,400 family members off-post and an additional 250,600 retirees and survivors. Fort Hood also employs 21,500 civilian personnel and contractors. The Texas State Comptroller states

“the Fort Hood Army post had an economic impact of \$25.3 billion in Texas during fiscal year 2011. Projects at the installation and surrounding communities help bring investment and jobs to the Central Texas region.”

Sequestration went into effect February 2013 and will affect numerous federal organizations, including Fort Hood. Director Ron Perry from Fort Hood Mission Support stated 370 temporary employees will be terminated and 170 permanent civilian garrison positions will be affected by a reduction in force on Fort Hood. Nationwide, a reduction of 106,000 Army troops and civilian positions will occur and an additional 100,000 Army troops will be reduced if sequestration, resulting from the Budget Control Act of 2011 (BCA), continues through 2021. If the United States Congress does not address sequestration, the Heart of Texas Defense Alliance stated the Army strength at Fort Hood will be impacted; however, the severity of the impact is unknown at this time. The Office of Management and Budget only considers the sequestration to have a shortened impact on military spending. On a positive note, staff from Washington, D.C. reportedly were impressed by the surrounding communities’ support of Fort Hood during a Listening Session in early 2013. Staff will continue to maintain dialogue with officials from Fort Hood and adjust the City’s budget accordingly to remain conservative fiscally.

With home sales showing improvement and additional residential additions being constructed, the City is anticipating a more drastic improvement in revenues for future years. “2012 was a strong year for Texas real estate and, based on these first-quarter results, 2013 looks to be even stronger. We’ve heard a lot about the growth of Texas and now we’re starting to really see the impact on our real estate market.” (The Texas Quarterly Housing Report, 2013 Q1). In Copperas Cove, for Heartwood Park housing development is expected to begin soon with the initial plat of 222 lots. A development at FM 116 and Lutheran Church Road to construct 1,158 homes is expected to begin in 2014. The City will not begin receiving the financial impact on the property tax rolls until 2016.

In considering the spending plan for the City, it is important to keep in mind the impact the troop levels have on our local economy. A measure utilized by staff to monitor the levels is the number of utility connections. Economic indicators are monitored by staff on a monthly basis since the impact to our local economy is tremendous. Changes in the indicators can have a large impact on the three major operating funds of the City. The increase in the number of utility connections (accounts) is indicative of the troop movement from Fort Hood. The increase in the number of utility accounts impacts water, sewer, solid waste and drainage revenues.

Sales tax revenues show increases from October 2010 to April 2012 with a slight decrease in FY 2011 and consistent increases through June 2013. Consumer confidence has slowly increased in the past year as reflected in the sales tax revenues. Though the sales tax revenue as a result of the 5 Hills Shopping Center are being realized, the full impact as originally presented by the developer have not materialized. Therefore, the need to project sales tax revenues with only a 1% increase in FY 2014 and include only a portion of the amount estimated by the developer is conservative.

The sales tax revenue source is extremely important to the City in that it reduces the general fund’s dependency on property taxes. Sales tax comprises 21.6% of the general fund revenue, compared to 18% in FY 2013. The sales tax as a revenue source is subject to the economic cycles and discretionary purchasing power of the consumer, thus it must be monitored carefully and projected conservatively during this volatile economic environment.

Property tax revenues for maintenance and operations are budgeted to decrease in FY 2014 mainly due to increased debt service payments, but also as a result of the lost property tax revenue from the over-65 tax freeze and the disabled veterans exemption. Property tax rates are comprised of two components, the portion of the tax dedicated to interest & sinking (debt service) and that dedicated for maintenance & operations (General Fund). The two have an inverse relationship, thus maintaining the current tax rate requires one portion to decrease if the other increases. The taxable property value was projected to increase by 1.36% in FY 2013 and according to the certified assessed values, the valuations for FY 2014 (tax year 2013) are up 2.79%. The major impact to the property tax values is added improvements and newly developed property.

The decline in net taxable value from 2009 through 2011 is attributed to an increased number of qualified exemptions for the tax freeze and disabled veterans exemption in addition to a decrease in appraised values. The spending controls in place remain essential to the future budgets for the City. Council reduced in November 2011 the previously authorized exemption of \$12,000 (section 16-3 of the Code of Ordinances) for residence homesteads of persons sixty-five (65) years of age or older to equal that amount authorized for all taxpayers, \$5,000 of the assessed value of such person's residence homestead. The homestead exemption amount is in addition to the tax freeze provided to those taxpayers age sixty-five (65) or older or disabled. The action, effective January 2012, reduced the revenue impact from \$122,485 in 2012 to \$51,338 in 2014. However, the eligible tax freeze increased from \$66,446 to \$117,206 in the same time period.

Though revenues in the general fund increased 1.5% from the current year, expenditures increased for FY 2014 by 7% over the FY 2013 revised budget. A multitude of options were considered and implemented as a result of the economic impact on current and future year budgets, including twenty-eight (28) unfunded FTE positions in the proposed budget.

Fund Summaries for the Major Operating Funds

The City of Copperas Cove utilizes four major funds in its financial accounting. These four funds have been designated as the City's major operating funds because of their size and nature. These funds include the General Fund, Water & Sewer Fund, Solid Waste Fund and the Golf Course Fund. A highlight of each of these funds follows.

General Fund

The General Fund is the primary operating fund for the City of Copperas Cove. This fund accounts for all financial resources not restricted to special or specific projects and/or funds that are not to be accounted for in a different fund. The General Fund's purpose is to fund operations, such as police services, streets maintenance, fire protection, library services, parks and recreation and emergency medical services.

Comprising 42 percent of the total projected General Fund revenues in FY 2014 and 46 percent in FY 2013, property tax is the major revenue source for funding General Fund operations. The total certified value of all taxable property was rendered by the Coryell Central Appraisal District and the Lampasas Central Appraisal District on or before July 25, 2013. Once the certified values were provided, staff conducted a discussion with the Council on property tax. During the discussion, Council provided direction on changes to the spending plan. A calculation of the tax rate levy is provided further in the **Budget Summary tab** section of this document.

To fund operations, such as paving of streets, police services, fire and emergency medical services, building and maintaining our parks, preparing 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 77.74 cents per \$100 of property value, which is an increase of 1.74 cents from the FY 2013 and is the direct impact of the 2013 General Obligation Bonds to reconstruct Fire Station #2.

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

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

While attention on the property tax rate is normally centered on the cost to the taxpayer, it is also important to understand the technical aspects of setting the tax rate. Under state law, five separate tax rates are calculated by the County tax assessor/collector.

1. The Effective Tax Rate

The rate that provides the same amount of revenue collected in the current year from properties on the tax roll last year. This rate calculation requires the taxing entity to account for changes in the value of existing properties, but isn't affected by new properties. This is the tax rate that would be needed to raise the amount the unit levied in the preceding year.

2. The Maintenance and Operations (M&O) Rate

This rate is one of two component rates that make up the total tax rate. Revenue generated by this rate is utilized to fund such things as salaries, utilities and day-to-day operations of the City.

3. The Debt Service Rate

This rate is the second of two component rates that make up the total tax rate. This rate is set by law as the amount required for generating sufficient revenue to pay the City's current debt obligation.

4. The Rollback Rate

This rate provides the same amount of revenue collected for the current year plus 8%. If a City elects to adopt a tax rate that exceeds the rollback rate, it is subject to being rolled back through a petition and vote of the electorate.

5. The Proposed Tax Rate

This is the rate considered by the City Council for adoption and is determined necessary to fund operations and pay principal and interest on outstanding debt.

A summary of the proposed tax rate calculation is provided in the **Budget Summary tab** section of this document.

The City's economy is anticipated to generate approximately \$2.99 million in sales tax revenue for fiscal year 2012-2013. This amount does not include the ½ cent in sales and use tax for economic development. The one cent retained by the City is utilized for General Fund operations and capital projects. This figure is 15% above the prior year actual collections, which includes a current increasing trend of 7.5% prior to receipts related to new retail development plus the anticipated increase in sales tax directly related to the new retail development. For 2013-2014,

the budget is \$3,239,811 in sales tax revenue for General Fund operations, an 8.4% increase from the FY 2012-2013 expectations.

Franchise fee revenue represents 8.4% of the general fund revenue. This revenue is generated from major public utilities operating within the City and reimburses the City for use of public streets and rights of way. The fee is applicable to Oncor Electric, ATMOS energy, Time Warner Cable, telecommunications companies and other cable providers. The fee is generally computed as a percentage of gross receipts.

Licenses, permits and fees are intended to cover the costs of general government services such as building inspections, plat recording, subdivision review, site plan fees and fire inspection fees. Although the building permit fees show signs of slightly decreased construction, no significant changes are planned for these revenue sources.

Municipal Court fines and traffic violation fines revenue is produced through the payment of citations, warrants and court costs. The citations issued by the Police Department are processed by and collected or adjudicated by the Municipal Court. Traffic law enforcement remains a priority in hopes of changing driver behavior and the continuation of a local warrant roundup have improved the collection of fines. Revenues are projected to remain relatively flat with the FY 2012-2013 original budget.

The transfer from the Water & Sewer Fund, Solid Waste Fund and Drainage Fund to the General Fund is \$795,000, \$453,000 and \$80,000, respectively and is designed to reimburse the General Fund for services that fund provides financial services, administrative services, engineering services, planning and plat review services, information technology and other various services and benefits.

As a general rule, in all funds, revenues and expenditures are budgeted conservatively to enhance sound financial management. To do otherwise could weaken the City's ability to continue providing quality services to the citizens and negatively impact the City's bond rating. In fiscal year 2013-2014, the General Fund budget includes revenues of \$14,978,111, which is \$475,987 or 3.3% more than the amount adopted in the 2012-2013 budget. General Fund expenditures are proposed to reach \$16,130,404, which is \$862,880 or 5.7% more than the amount appropriated at adoption of the 2012-2013 Budget.

Fund balance is considered excess funds that the City Council has available for appropriation. The City Council has adopted, by ordinance, a very strict fund balance policy, that limits the expenditure of these funds. This fund balance policy dictates that the major operating funds must carry a fund balance equivalent to three months operating expenditures (ideal fund balance). Beginning fund balance projected for fiscal year 2013-2014 in the General Fund is \$5,339,990, which after adjusting for projected revenues and proposed appropriations for each operating department, leaves an estimated ending fund balance of \$4,187,697. This amount is \$146,229 higher than the ideal fund balance needed to comply with the mandate of the fund balance policy after including the deficit from the Golf Course Fund, thus continuing to meet the overall goal of maintaining the fiscal integrity of the City. Ideal fund balance has been met in the General Fund for the previous fifteen years. City Council and staff continue efforts of maintaining ideal fund balance within the General Fund.

The proposed budget includes a total of 199 authorized and funded full-time equivalents for fiscal year 2013-2014 in the General Fund budget with 54.5 full-time equivalents being authorized, but unfunded. The proposed budget includes four new funded positions, or three full-time equivalents,

for fiscal year 2013-2014. City Council authorized the conversion of the part-time Records Clerk in the City Secretary's office to a full-time position, a part-time Open Records Clerk to handle all open records requests, a part-time Benefits Clerk in the Human Resources Department to assist with compliance of the new federal health care reform act and a firefighter position to provide appropriate personnel coverage in the third Fire Department shift.

The Police Department operating budget comprises 33.5% of the total General Fund expenditures as proposed for fiscal year 2013-2014. This department's spending plan includes increases in expenditures for pay increases, health insurance and maintenance contracts. Purchasing a community patrol cruiser for the 5 Hills Shopping Center and community events is the only capital outlay expenditures included in the proposed budget for the Police Department. Other capital outlay needs for the department are planned for funding through the issuance of certificates of obligation in the second quarter of the fiscal year and the demolition of the old Police Department building was not funded. The Fire Department operating budget consumes 24.4% of the proposed General Fund appropriations. Like the Police Department, the Fire Department's spending plan includes increases in expenditures for pay increases, health insurance, certification pays, incentives and training opportunities. One additionally funded firefighter position is included in the proposed budget to provide appropriate personnel coverage on all shifts. Of the three shifts firefighters work, one of the shifts is short one position and causes unnecessary overtime to cover that shift. The purchase of a KNOX Key Keeper vault is the only capital outlay expenditure included in the proposed budget for the Fire Department. All other capital needs for the Fire Department will also be met with the issuance of certificates of obligation. Two other major capital purchases included in the proposed budget spending plan are books for the municipal library and an evaluation tracking software for Human Resources. The remaining expense budget includes those items essential to the daily operations of the General Fund operating departments. Any reductions in the proposed spending plan could result in the recommended reduction of services or increase in user fees.

As demand for services increases, population grows and economic growth continues, the amount of resources necessary to provide quality services also grows. However, the current service needs, department reorganizations and the economic impact gave cause for City Management to increase the number of unfunded full-time equivalents positions to twenty for fiscal year 2013-2014. City Administration conducted position evaluations of all positions in which a vacancy existed or was created, thus several vacant positions were not authorized to be filled and have remained vacant since early in the current fiscal year. Even if the economy improves as anticipated, City Administration will continue to assess the need for filling vacancies based on the merits and classification of the positions.

Water & Sewer Fund

The Water & Sewer Fund is one of three enterprise funds that the City of Copperas Cove utilizes in accounting for services provided to its citizens. This fund provides for costs associated with providing clean, safe and reliable drinking water that protect the public health, aid in protecting the environment, provide fire protection and ensure an adequate water supply exists to support the growing population and commercial customers. Sewer collection and wastewater treatment facilities prevent pollutants from reaching our rivers and lakes. Because adequate water and sewer supply is often a major determining factor for economic development opportunities, it is important to continue improvements to the City's existing water and sewer infrastructure and expansion of the system. The City of Copperas Cove continues to struggle with the costs of complying with increasingly stringent federal and state unfunded mandated regulations. Non-compliance with the mandated regulations only results in stiff fines from the regulating agencies.

Revenues and expenses within the Water & Sewer Fund are also estimated conservatively and are continually monitored by City Administration for necessary adjustments to ensure that revenues always cover the cost of services being provided to utility customers. The Water & Sewer Fund generates revenues primarily from the sale of water and the collection and treatment of wastewater. Revenues are projected at \$11,598,252 for fiscal year 2013-2014, which is \$1,544,056 or 15.4% more than the amount of revenues adopted for fiscal year 2012-2013. The increase is attributed to the current governing body's direction to continue utilizing the 2011 Utility Rate Study. By holding the revenues steady in prior years and not following the recommended rates per a prior rate study, the fund was unable to meet ideal fund balance for the past several years. In addition, this summer has again been extremely hot, thus creating the need for increased watering. Both the water and sewer revenues for the current year are projected to end the year above the amount included in the adopted budget as a result of weather patterns. Staff also recognizes there is a balance between the need for greater water usage as a result of weather conditions and the imposition of water restrictions to conserve our water source. The 2013 State Legislature created a state-wide Watermaster Program that could, in severe weather conditions, threaten the rights of our water provider by causing less water to be available than what is entitled to the City. Staff will closely monitor the impact of the Watermaster Program in the future.

The total water revenues projected for fiscal year 2013-2014 includes a recommended rate adjustment for water usage by 8 cents per 1,000 gallons increase for residential customers, 39 cents for bulk water customers and 38 cents for contractor customers. The sewer rate includes an adjustment of 3 cents per 1,000 gallons water increase. Fee increases stem from the 2011 Utility Rate Study to ensure sufficient revenue is generated to cover not only operating expenses, but also to provide sufficient water supply to meet fire protection requirements and fund capital improvements identified in the Water Mater Plan. The Water System Study provides "a list of recommended improvements [that] has been developed to address immediate concerns and deficiencies in the Copperas Cove water system. These improvements are referred to as Phase I Improvements [in the total amount of \$11.3 million and] are necessary for the water distribution system to provide an adequate level of service and satisfy design criteria under current existing conditions. Phase I Improvements consists of four projects whose primary goal is to address the water storage deficiencies and improve water transmission capabilities." Phase II and III projects are longer term and total \$27.6 million to address population growth.

Total expenses are estimated at \$10,985,775, which is \$428,690 or 4.1% more than the amount adopted for the fiscal year 2012-2013. The water and wastewater debt service continues to experience significant increases as a result of the implementation of a three phase, five year, capital improvement program. It is anticipated the Water & Sewer Fund will begin realizing some relief in debt service requirements in year 2016-2017 after refunding some outstanding debt. A summary of the City's debt requirements is provided in the **Debt Service Requirements tab** section of this document. The governing body approved the issuance of refunding water and sewer bonds in the second quarter of FY 2013; however, the impact of the refunding is expected to extend debt service requirements and lower total interest paid in future years. City Administration continues to evaluate the potential for refunding the remaining water and sewer debt and the need of capital improvements that would create additional debt for the fund against the anticipated benefit to the City. As such, several projects in the CIP for FY 2014 were recommended for future allocation of funds.

The Water & Sewer Fund is also restricted by the City's fund balance policy. The estimated ending fund balance for fiscal year 2013-2014 is \$1,935,058. The ideal fund balance for the Water & Sewer Fund is calculated at \$1,900,113 for fiscal year 2013-2014, which means this is the first

year since 2005 that the budgeted funded balance is anticipated to exceed the ideal fund balance. The Water & Sewer Fund's historical inability to maintain ideal fund balance is the result of multiple circumstances, including an accounting error created in FY 2005, severe weather in 2007 and continual increases in debt service requirements resulting from debt issuances in 2001, 2003 and 2005. In the upcoming fiscal year, the GIS Technician was moved back into the General Fund, three vacant full-time positions will be unfunded that were previously filled, and City engineering services, wastewater lab services, and composting services will be outsourced to create savings. Even though the composting services will be moved back to the Water & Sewer Fund from the Solid Waste Fund, outsourcing the service will save the City approximately \$92,574 in the first year. Additionally, a maintenance position will be funded and filled to respond readily to emergency problems at the three wastewater treatment facilities.

The fiscal year 2013-2014 Proposed Budget includes 43 full-time positions in the Water & Sewer Fund. This spending plan does not include funding for capital outlay purchases, but as was the case last year, low interest rates lend to a recommendation to include capital projects and capital outlay items for the Water & Sewer Fund in an issuance scheduled for the second quarter of fiscal year 2013-2014. The budget for 2013-2014 includes only those items considered essential to the daily operations of the Water & Sewer Fund departments.

Solid Waste Fund

The Solid Waste Fund is another enterprise fund within the City's accounting system that has been established to account for all revenues earned in the process of providing solid waste collection, recycling and disposal services to the public. The City implemented automation, recycling, disposal and mandatory waste reduction in 2000. A front load automated collection system for commercial customers was implemented in 2004-2005 without a rate increase. However, due to increasing operational costs related to hauling and disposal, as well as fuel and oil, the City increased commercial rates in fiscal year 2006-2007 and increased rates for base service to residential and commercial customers in the 2009-2010 Budget. In fiscal year 2010-2011, a utility rate study was completed and included all of the collection and disposal fees for Solid Waste. City Council began the implementation of those rates in the 2012-2013 budget.

Revenues are projected at \$3,347,244, which is \$24,552 or 0.7% increase in total revenues included in the 2012-2013 Adopted Budget. City Council provided direction to adjust the residential fees, 96 gallon commercial fees, roll-off customer and disposal fees and dumpster fees in close accordance to the 2011 Utility Rate Study. Total expenses are estimated at \$3,334,012, which is \$5,690 or 0.2% less than the amount adopted for fiscal year 2012-2013.

There are a total of 24.5 full-time equivalent funded positions included in the Solid Waste Fund budget for fiscal year 2013-2014. The fiscal year 2013-2014 spending plan includes the addition of one driver for residential collection beginning April 2014. The residential driver position will provide more effective residential waste collection and assist in the other collection functions as necessary. Three employees in the Composting Department were removed from the Solid Waste Fund and moved back to the Water & Sewer Fund as unfunded due to outsourcing of the Composting service. The 2013-2014 spending plan includes no major capital outlay purchases funded through Solid Waste operating funds; however, two garbage trucks are recommended for replacement and funding through the issuance of certificates of obligation in 2014.

Golf Course Fund

Appropriations for the Hills of Cove Golf Course are established in the City's third proprietary fund. The challenge of making this activity a self-sustaining one remains difficult at best. This activity is vulnerable to uncontrollable weather conditions, competition from other area golf courses, a limited budget and many other factors, such as Fort Hood troop deployments, directly impacting its success. During fiscal year 200620-07, City staff reviewed and implemented various costs reducing measures to improve the financial position of this fund. Again in the current year, costs saving measures were implemented to include four full-time equivalent unfunded positions and the continued outsourcing of the restaurant operations.

Revenues for the 2013-2014 fiscal year are projected at \$411,850, which is \$213 lower than the amount adopted for fiscal year 2012-2013. Staff considers this level of revenue as realistic and conservative based on historical sales and fees. Though a transfer from the General Fund is not included in the 2013-2014 spending plan, calculation of the General Fund fund balance includes the annual deficit of the Golf Course Fund. The objective for this fund may require a shift from self-sustainment to elimination of the fund as an enterprise fund and transfer of the golf course operations to the General Fund. While the transfer appears to be inevitable, City Administration cautions the governing body about such change without proper planning and analysis.

Expenses at the golf course are projected at \$533,275, which is \$17,403 or 3.4% more than the amount adopted in fiscal year 2012-2013. After several years of reductions and prioritization, staff feels the current level of expenditures includes the bare essentials to operate the golf course. Reducing the expenditures any more would be detrimental to the potential success of the course. The fund balance policy also applies to this fund; however, achieving ideal fund balance will not be possible this fiscal year. Reaching a break-even point will continue to be a struggle for this fund. Ideal fund balance for this fund is \$129,194 and the projected ending fund balance is (\$1,000,474), which is \$1,129,668 less than the amount necessary to achieve ideal fund balance. The Golf Course Fund is being and will continue to be monitored closely to determine if further changes will be necessary throughout the fiscal year.

The fiscal year 2013-2014 Proposed Budget includes a total of eleven authorized full-time equivalent employees, which includes two unfunded full-time positions and four unfunded part-time positions. The spending plan for this fund only includes those purchases essential to the daily operations of the course.

Future Planning

During the 2012-2013 fiscal year, a number of City ordinances and plans were reviewed, revised and adopted by the City Council prior to the writing of this document. The ordinances and plans include the 2010-2014 Capital Improvement Plan Update, Capital Outlay Plan, Personnel Improvement Plan, Strategic Plan, Code Compliance Ordinances, Unsafe Buildings and Structures Ordinance, Graffiti Abatement Ordinance, and RV Park Ordinance. Other ordinances being reviewed, but not planned for presentation to the Council prior to fiscal year end include the Drainage Master Plan, Wastewater Master Plan, the subdivision ordinance, the zoning ordinance and a Street Maintenance Master Plan.

Continued planning for the future, is expected to render many rewards for the City of Copperas Cove and ease the budget process with more clearly defined goals and priorities set by the governing body.

2010-2014 Capital Improvement Plan

The City's first Five-Year Capital Improvement Plan was adopted by the City Council in October 2009 with Council appropriating funds for projects included in fiscal year 2009-10. The adopted CIP includes projects from streets, fire, water, sewer, drainage, parks and general government. The CIP provides a large amount of detail (project description, project justification, funding sources and uses and maps depicting the locale of the project) designed to provide the governing body and citizens with valuable information. The plan was presented each year to the governing body for review, discussion and update. Such review and discussion occurred in April 2013 and the plan was amended on August 27, 2013, prior to the adoption of the annual operating budget. The CIP is included as a component document to the operating budget.

The following projects are currently included in FY 2014 Capital Improvement Plan:

- Southeast Bypass Construction – Change orders
- Courtney Lane Road Improvements – Phase II
- Veterans Sidewalk Improvements
- Roadway Beautification Project
- Fire Station #2 Relocation
- Northeast Water Line – Phase II
- Southwest Water Improvements – Phase I
- Taylor Mountain Complete Tank Rehabilitation
- Northeast Sewer Line – Phase I
- Northwest Wastewater Treatment Plant Improvements
- Hughes Gardens Drainage Improvements

City Employees

Personnel

The 2013-2014 budget includes 279 authorized and funded full-time equivalent employees allocated among the operating departments. As part of the cost reduction measures mentioned in the spending plan, funding for 70.5 positions, of which 28 were previously filled, has not been included in this budget. These positions may be funded during the year if the local economy will support them. This employment level allows the City to maintain our current level of service to the citizens of Copperas Cove.

Personnel Compensation

In anticipation of the expected increase in sales tax revenue, the 2013-2014 budget includes employee pay increases up to 3% based on individual performance evaluations. Due to the limited funds available, management will determine at the beginning of the fiscal year the breakdown for actual increases.

Texas Municipal Retirement System (TMRS)

The City provides pension benefits for all of its full-time employees through the state-wide Texas Municipal Retirement System. Along with employee contributions, the City has allocated approximately \$1,410,945 in this spending plan for funding of future retirement benefits for employees. In 2013-2014, the City will continue to contribute the full rate as required by TMRS.

Educational Assistance

In an effort to allow employees the advantage of further education, the City offers all regular full-time qualifying employees educational assistance. This budget includes approximately \$1,500 for the 2013-2014 fiscal year.

Healthcare Benefits

The City provides healthcare, dental and vision benefits to all of its full-time employees through the Scott & White Health Plan and Met Life Dental. Along with employee contributions payroll deducted, the City has allocated approximately \$1,630,878 in this spending plan for funding of healthcare, dental and vision benefits for employees. Additionally, employees opting not to participate in the healthcare plan are provided contributions by the City of \$185 per month that is deposited into a flexible spending account.

Twenty-one to fifty-eight percent (21-58%) of employee health costs are associated with behavioral risk factors, thus FY 2014 marks the second year of a multi-year Employee Wellness Program that is designed to control health costs and improve the overall health and wellness of our City employees. For FY 2014, the City will contribute \$250 into an employee's flexible spending account or health savings account and provide employees a wellness day off after the completion of a series of wellness initiatives. As is customary, the City will conduct Employee Benefit meetings to provide plan details and premium requirements for all medical and dental benefits.

Long Term Disability

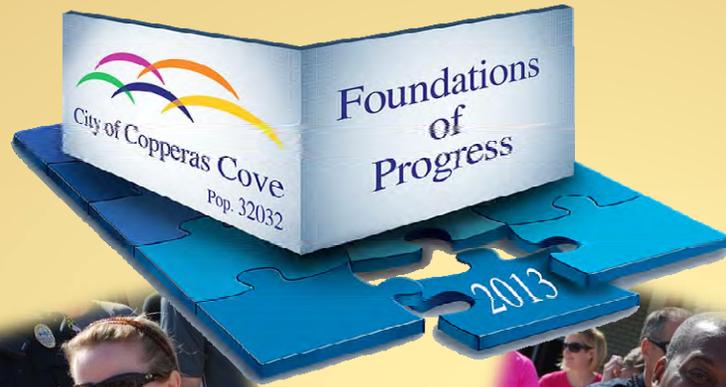
In an effort to provide employees with salary protection benefits at the expiration of the short term disability coverage provided, the City began providing long term disability coverage for its employees in fiscal year 2007-2008. This budget includes approximately \$24,629 for the 2013-2014 fiscal year.

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

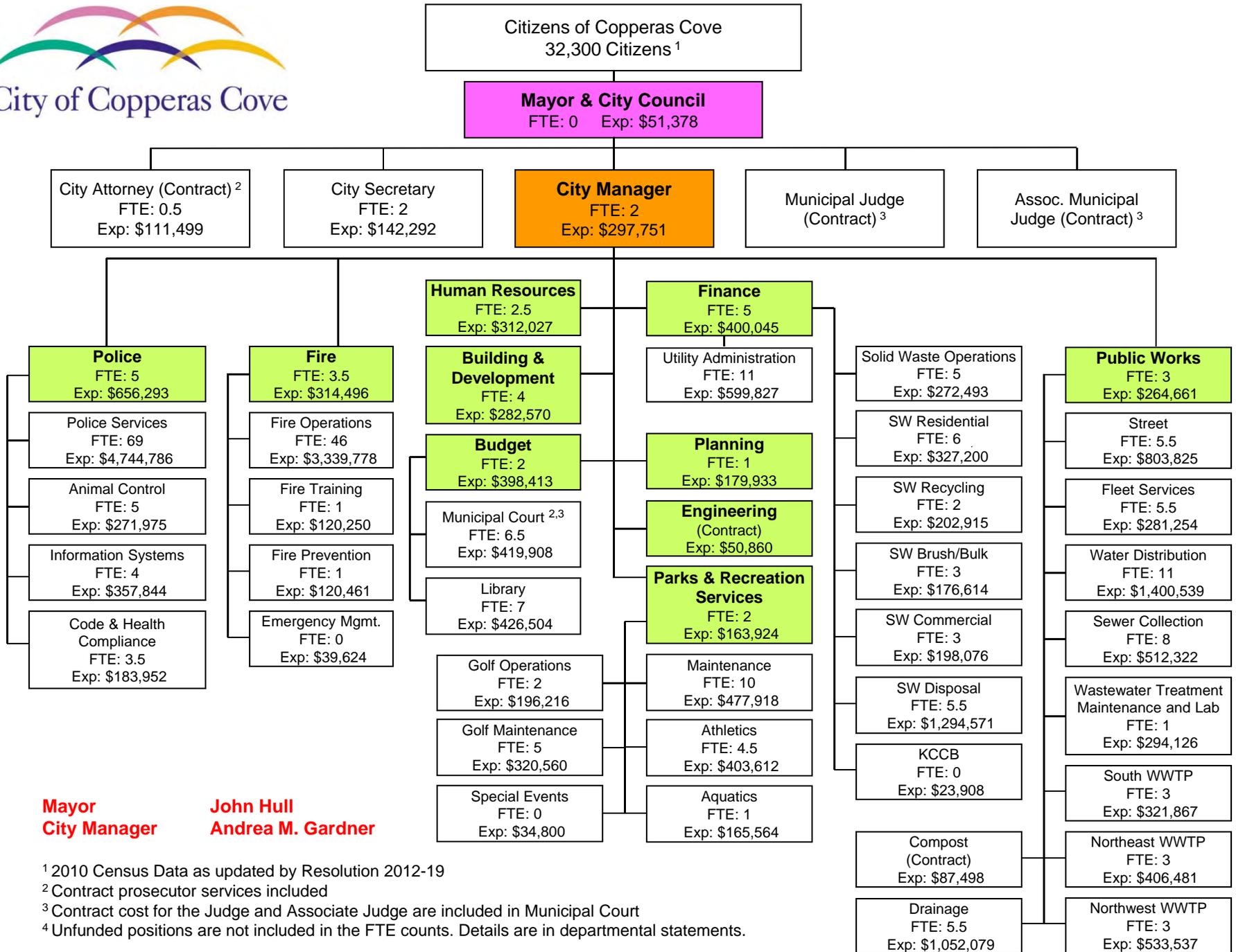
Sincerely,

Andrea M. Gardner
City Manager

BUDGET SUMMARY



City of Copperas Cove 1st Employee
Wellness Run – April 13, 2013



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

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

City of Copperas Cove

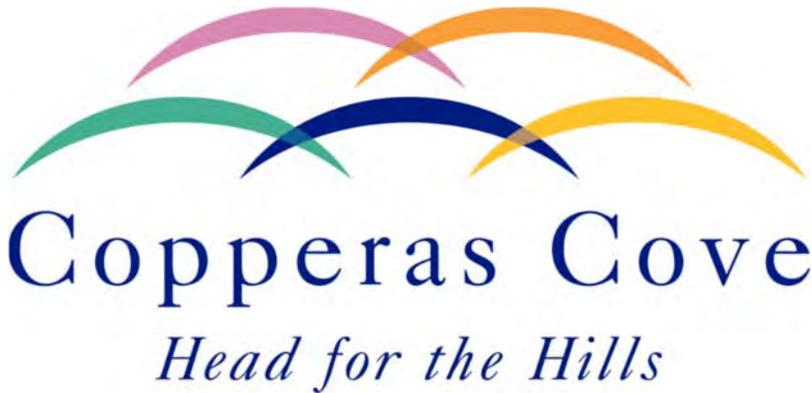
2013-2014 Annual Budget

Organizational Matrix – Department/Division Assignment by Fund

This annual budget is presented by fund. This matrix shows the assignment of departments by fund within the budget. Listed across the top of the matrix are the operating funds. The departments are shown in the left column of the matrix. The divisions are listed within the matrix as they correspond to their present department and operating fund.

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

**FY 2013-2014
BUDGET OVERVIEW**



Vision Statement

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

Mission Statement

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

Top 10 Goals

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

Copperas Cove Elected Officials

John Hull
Mayor

Frank Seffrood
Mayor Pro Tem

Cheryl L. Meredith
Council Member

Danny Palmer
Council Member

Mark E. Peterson
Council Member

Kenn Smith
Council Member

Gary L. Kent
Council Member

Jim Schmitz
Council Member

Copperas Cove Appointed Officials

Andrea M. Gardner
City Manager

Denton, Navarro, Rocha & Bernal
City Attorney

Jane Lees
City Secretary

William "Bill" Price
Municipal Judge

FY 2014 Budget Calendar

- April 18, 2013 - Budget Kickoff Meeting with City Departments.
- May 1, 2013 - Revenue forecasts due.
- May 8, 10, 13-14, 2013 - First Round Department Meetings with City Manager.
- May 15, 2013 - Proposed Budgets due to Budget Department.
- May 24, 2013 - Department Supplemental Requests due to Budget Department.
- June 4, 12-13, 2013 - Second Round Department Meetings with City Manager.
- July 16, 2013 - City Manager presents Proposed Budget to City Council.
- July 25, 2013 - Chief Appraiser certifies approved appraisal roll.
- July 23 & 30, & August 1, 2013 - City Council Workshops to discuss Proposed Budget.
- August 1, 2013 - Public Hearing on City Manager's Proposed Budget.
- August 13, 2013 - Review City Council recommended changes to the Proposed Budget.
- August 27, 2013 - Public Hearing on changes to the Proposed Budget.
- September 3, 2013 - Approval of Budget, City's Fee Schedule, and Tax Rate for Fiscal Year 2014.
- October 1, 2013 - Fiscal Year 2014 begins.

FY 2014 Budget Approved by Copperas Cove Elected Officials

On September 3, 2013 the members of the Copperas Cove City Council voted to approve the Annual Budget and Plan of Municipal Services for fiscal year 2013-2014. City Council adopted a tax rate equal to \$0.7774 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 \$111,948.

The City's total operating budget equals \$30,983,466. The General Fund is the main operating fund of the City and was adopted with revenues totaling \$14,978,111. Taxes, which include both property taxes and sales taxes, comprise 74% or \$11,070,565 of the total General Fund revenue. The total revenue budgeted in the General Fund includes revenues similar to previous fiscal years and expected revenues from the approved fee increases (see the appendix for the new fee schedule). Total expenses for the General Fund equal \$16,130,404. Thirty-three percent (33%) of total expenses is utilized for Police protection, 24% for Fire and EMS services, and 8% for Parks & Recreation activities.

For FY 2014, in spite of the property tax rate increase, the General Fund will receive \$358,820, or 5% less in property taxes when compared to property taxes originally budgeted in FY 2013. This decrease in property taxes is due to increased payments required in the Interest and Sinking Fund in FY 2014. Alternatively, the General Fund will benefit from an anticipated increase of \$639,811, or 25% in sales tax revenue from the original FY 2013 budget. This increase to the General Fund is the result of the growth and retail progress currently taking place in the City. The increased sales tax revenue will offset the decreased property tax revenue as well as cover cost increases for required services and materials.

The number of unfunded positions will increase for the fourth straight year. Thirty (30) existing full-time equivalent positions will be unfunded and 24.5 newly requested positions will be unfunded in FY 2014. Duties of unfunded positions will be borne by the remaining funded positions. It is a focus of the city administration to fund previously unfunded positions in the future.

City Council included salary increases for all employees in the FY 2014 budget. The salary increases will be based on merit during annual evaluations. The City's Fund Balance Policy requires the General Fund, Water and Sewer Fund, Solid Waste Fund and the Golf Course Fund to maintain the ideal fund balance. Including the salary increases the General Fund, Water and Sewer Fund and Solid Waste Fund will still allow the projected ending fund balance in those funds to comply with the ideal fund balance policy, which is a 25% reserve fund balance. As approved by City Council, the ideal fund balance calculation in all major funds excludes capital outlay, capital lease payments and debt service as approved in FY 2009-2010.

In fiscal year 2013-2014, the budget includes increasing volumetric water and sewer rates for all customer types consistent with the 2011 Utility Rate Study, though a hybrid of the 2013 and 2014 rates were used. The Water & Sewer Fund budget totaled \$10,985,775 with revenues budgeted at \$11,598,252. The Water and Sewer Fund adopted budget meets the ideal fund balance for time since FY 2007-2008. Substantial progress was been made over the past three years to increase the fund balance including raising rates consistent with the needs and controlling costs.

City Council included increases for garbage collection in this budget. Residential customers will see a monthly \$0.25 increase. Business will experience a greater increase ranging from \$0.25 per month up to a 10% increase for dumpster service. Garbage disposal fees and roll off customer fees will be increased by \$0.86 and \$0.10, respectively. The Solid Waste Fund total budget is \$3,334,012 for fiscal year 2013-2014. Revenues total \$3,347,244, with Garbage Collection Fees comprising 84% of the total revenues. Projected ending fund balance is \$770,982, which exceeds the 25% reserve ideal fund balance requirement.



The revenues are budgeted in the Golf Course Fund at \$411,850, which is slightly less than the adopted revenues in FY 2013. Expenses are budgeted at \$516,776 which includes paying for the funds own debt service payments. The Golf Course continues to receive scrutiny over its negative fund balance and deficit-building financial performance. Budgeted costs were reduced for six year prior to this budget. After evaluating the operational and maintenance needs of the Golf Course, it is clear the budgeted expenses are at the lowest level before greatly impacting service. City Council agreed to begin funding a portion of a maintenance position from the General Fund in FY 2013-2014 to begin moving the Golf Course into a financial positive situation. Additional adjustments will be recommended in future budgets. Staff anticipates increased played at the course as a result the renovation of greens. City Council acknowledges the Golf Course Fund not be self-sufficient on a normal basis.

In the "Other Funds" section, the Debt Service Fund revenues consist of ad valorem taxes, interest earnings and contract payments from the State. This fund is used to record income sources used to make the debt service payments required for prior bonds issued.

The Special Revenue Funds consist of the Drainage Utility Fund, the Municipal Court Funds, the Hotel Occupancy Tax Fund and the Animal Shelter Fund. A detailed description of each fund is located in the "Other Funds" section of this document.

The Drainage Utility Fund revenues consist of drainage utility charges and interest earnings. The total revenue budgeted for fiscal year 2013-2014 is \$890,500. The revenue sources in this fund are used to provide maintenance of existing drainage facilities, cover the debt payments required on prior issued debt, and the construction of capital improvement projects. The Drainage Fund expenditure budget totals \$1,282,344. The budget for fiscal year 2013-2014 includes funding for the Hughes Garden Drainage capital improvement project. Progress to improve the City's drainage has been successful to help prevent stormwater damage caused by the severe weather events such as the event during fiscal year 2006-2007. The capital improvement plan, prepared by City staff and adopted by the governing body, includes several drainage projects that will be evaluated by the City engineer in fiscal year 2013-2014.



The Hotel Occupancy Tax Fund is used to account for hotel occupancy taxes collected from each hotel within the City limits. The revenue resources of this fund, including interest earnings, must be utilized for specific purposes according to State Law. State Law requires every expenditure to directly enhance and promote tourism and the convention and hotel industry, and every expenditure must clearly fit into one of six statutorily provided categories. The six categories include: (1) funding the establishment, improvement, or maintenance of a convention center or visitor information center, (2) paying the administrative expenses for facilitating convention registration, (3) paying for advertising, solicitations, and promotions that attract tourists and convention delegates to the city or its vicinity, (4) expenses that promote the arts, (5) funding historical restoration or preservation programs, and (6) funding costs in certain counties to hold sporting events that substantially increase hotel activity. Chapter 351 of the Tax Code provides greater details regarding the authorized use of hotel occupancy tax. Funding for the Chamber of Commerce to generate tourism within the City, for the C.H.A.M.P.S. (Communities Helping Americans Mature Progress and Succeed) to promote the Heart of Texas Bowl, for a combined advertising program to promote local tourism and debt service payments for the Civic Center renovations are provided in the fiscal year 2013-2014 budget.



2013 Christmas Parade



Funding in the FY 2013-2014 Budget for the projects listed below is provided for through the various Capital Project Funds. The list of projects that follows is not all inclusive; however, a complete accounting for all capital project funds is located in the "Capital Improvements" section of this document and in the adopted 2010-2014 Capital Improvement Plan.

The 2006 Limited Tax Notes includes funding for design and architecture services for a police facility.

The 2008 Limited Tax Notes include funding for park renovations.

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

The 2009 Limited Tax Notes include grant match for the Allen Street waterline replacement project and renovations to the Civic Center.

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

The 2010 Limited Tax Notes were issued in May 2010. Funded projects include the Northeast Water Line, Mountaintop Water Line and Storage Tank, CDBG match for waterline project, and road improvements.

The 2010A Limited Tax Notes were issued in November 2010. Funded projects include content manager, a time keeping system, Police vehicles, and construction for the Northeast Sewer Line.

The 2011 Revenue and Limited Tax Bonds were issued in February 2011. Funding for the Southeast Bypass project is the sole purpose of the funds.

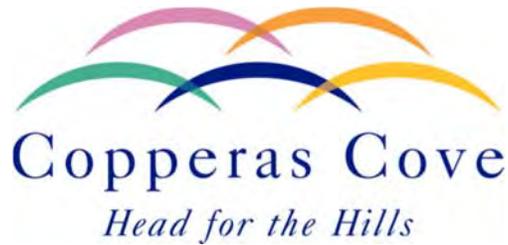
The 2011 General Obligation Bonds were issue in February 2011. The use of these funds are also solely for the Southeast Bypass project.

The 2012 Limited Tax Notes were issued in February 2012. The debt includes projects for Police facilities and vehicles, Fire equipment, Library facility improvement and road improvements. Projects for the Water & Sewer fund and Solid Waste fund include Compost Road improvements.

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

The 2013 Limited Tax Notes were issued in February 2013. The debt includes funding for Information System, Police, Fire, Building, Street, Parks and Recreation and Library projects and equipment. Purchase of the new City Hall and grant matches for transportation projects are also funded. Projects for the Water & Sewer fund include equipment, vehicles, design for the Taylor Mountain rehabilitation and match for a CDBG waterline project. The Solid Waste fund includes the purchase of a replacement garbage truck.

The 2013 General Obligation Bonds were issued in February 2013 to fund the reconstruction of Fire Station #2 and replacement fire apparatus.



“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 Ogle-tree serving as postmaster. The spelling of the name of the City was changed to Copperas Cove in 1901. The residents of Copperas Cove elected its first Mayor in 1913 and in the late 1940s the United States Government located a military training facility known as Camp Hood in Bell and Coryell counties. This facility helped provide a much needed boost to Copperas Cove. The military established Fort Hood as a permanent base in 1950. Job opportunities at Fort Hood and military personnel retiring from the military choosing to remain in the area helped bring about the population growth in Copperas Cove. Copperas Cove is the largest municipality in Coryell County with an estimated population of 32,300. Copperas Cove is approximately 17.3 square miles, with 13.9 square miles located in Coryell County. Copperas Cove’s crime rate of 3,251 per 100,000 is among the lowest in the Central Texas area and is below the state crime rate of 3,767. The 2011 estimated median household income is \$51,850 and the average home market value is \$103,747. The major employers in the area are Fort Hood (military soldiers) with 42,000 employees, Fort Hood Civilian (federal and contract) with 20,749 employees, Copperas Cove ISD with 1,300 employees, GC Services (credit collection agency) with 1,248 employees, Wal-Mart Supercenter with 445 employees, City of Copperas Cove with 278 employees, H.E.B. Grocery Store with 170 employees, Windcrest Nursing Center with 100 employees, McDonald’s with 95 employees, and Hill Country Rehabilitation Center with 90 employees.

Copperas Cove is home to Copperas Cove ISD and the Copperas Cove Bull Dawgs. Copperas Cove Independent School District (CCISD) serves over 8,200 students and consists of 11 campuses, including a new elementary school that opened in 2011. Seven of the ten schools are elementary schools serving pre-kindergarten through fifth grade, two junior high schools that serve sixth, seventh and eighth grades, an alternative school of choice, and Copperas Cove High School. Copperas Cove High School (CCHS) has served as a Texas mentor school since 1993 because of its innovative education and social programs. Educators from across the state regularly visit CCHS to learn more about its programs and services. CCISD is a Recognized Rated District that includes one Exemplary Campus.





Key Topics

- Fund Accounting
- Basis of Accounting
 - Modified Accrual
 - Full Accrual
- Budget Process
- Budget Calendar
- State Statutes
- Local Law
- Financial Policies
- Debt Management Policy
- Summary of Fund Balances, Revenues & Expenses
- New/Unfunded Personnel Schedule
- Recap of New Requests
- Recap of New Requests and Capital Outlay Plan Requests as Part of the 2014 Debt Issue
- Recap of Unfunded Unmet Needs
- Combined Schedule of Revenues, Expenditures and Changes in Fund Balance
- Adopted Budget Summary
- Consolidated Schedule of Receipts
- Consolidated Schedule of Expenditures
- Ad Valorem Taxes Analysis
- Budget Adoption Ordinance
- Adoption of Tax Rate Ordinance

FUND ACCOUNTING

The City of Copperas Cove utilizes fund accounting as prescribed by the Governmental Accounting Standards Board. Fund accounting consists of three fund types: governmental, proprietary and fiduciary. Of the three fund types, the City of Copperas Cove utilizes governmental and proprietary fund types. Governmental fund types are comprised of a general fund, special revenue funds, debt service funds, nonexpendable trust funds, and capital projects funds. Proprietary fund types include enterprise funds and internal service funds. Fiduciary fund types include agency funds, expendable trust funds, investment trust funds and pension trust funds. The City's governmental funds include:

General Fund: This fund is the primary operating fund of the City and is used to account for all financial resources not restricted to special or specific projects and/or funds that are not required to be accounted for in a different fund. The primary funding sources are property tax, sales tax and franchise fee revenues. Other resources are derived from fines and fees, permits and licenses, and intergovernmental receipts. Expenditures are incurred as result of services provided to the citizenry. These services include, but are not limited to, fire and polices protection, parks and leisure facilities and activities, code enforcement, and infrastructure maintenance.

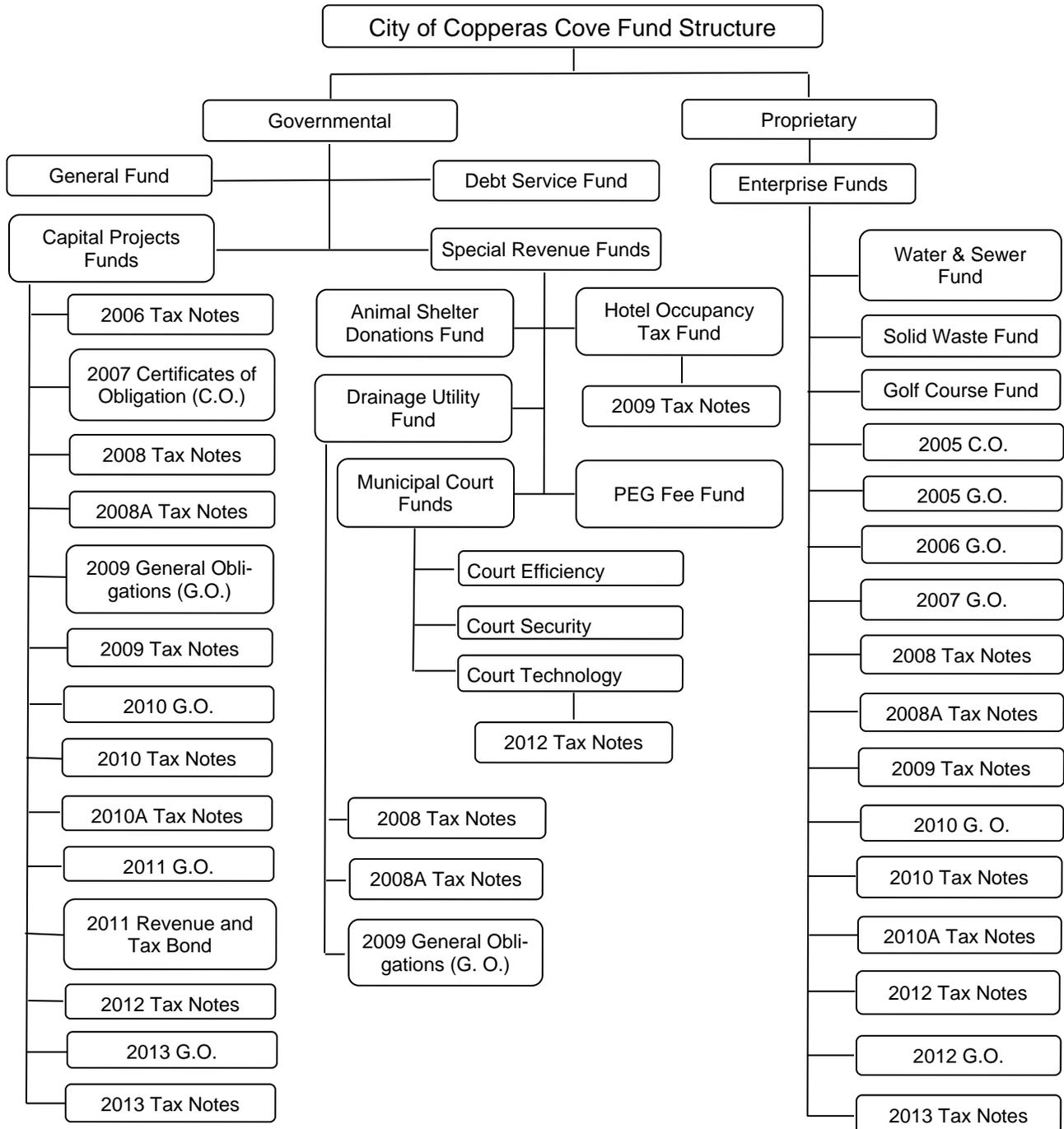
Special Revenue Funds: These funds are budgeted to account for revenue sources that are restricted for specific purposes. This includes hotel occupancy taxes collected, which are used to promote tourism, preserve historical sites, and promote the arts. It also includes drainage utility fees collected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

Debt Service Fund: This fund is used for the accumulation of resources (property tax revenue) necessary to pay the City's annual debt service requirements (principal & interest) related to general obligation debt. The City of Copperas Cove accounts for all interest and sinking fund requirements related to governmental fund types in one debt service fund.

Capital Projects Funds: These funds are created to account for the financial resources used for the acquisition of fixed assets and/or construction of major capital projects in tax supported areas (i.e. police, fire, streets, parks and library).

The City's proprietary funds include:

Enterprise Funds: Funds established to account for the operations financed and operated in a manner similar to private business enterprises. In this case, the governing body intends that the costs of providing goods and services to the general public on a continuing basis be financed and recovered primarily through user charges. Furthermore, the funds were established because the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes. The City of Copperas Cove maintains three different enterprise funds: a water & sewer fund, a solid waste fund and a golf course fund. Following is a chart that depicts the fund structure for the City of Copperas Cove.



Note: Several Certificates of Obligation, Tax Notes, and General Obligations were issued for tax supported (governmental), enterprise, and drainage utility fund projects, thus some debt appear under more than one fund type on this organizational chart.

Basis of Accounting

The City of Copperas Cove utilizes the modified accrual basis of accounting for all governmental fund types and the full accrual basis of accounting for proprietary funds as promulgated by the Governmental Accounting Standards Board (GASB) and the Financial Accounting Standards Board (FASB). Nevertheless, there are differences between Generally Accepted Accounting Principles (GAAP) and the manner in which the City's budget is developed. These differences are primarily made up of basis differences, perspective differences and in some cases timing differences. Encumbrances, for budgetary purposes, at year end are viewed as expenditures for the current year because they were budgeted as such; however, for GAAP purposes they are not recognized as expenditures until a liability is incurred. This causes both a basis difference as well as a timing difference between the budget basis and GAAP basis of accounting.

The City budgets certain capital projects for enterprise funds in separate capital projects funds. This causes a perspective difference between budget and GAAP because for GAAP purposes these funds are combined and accounted for as one fund. This form of budgetary accounting also presents a basis difference.

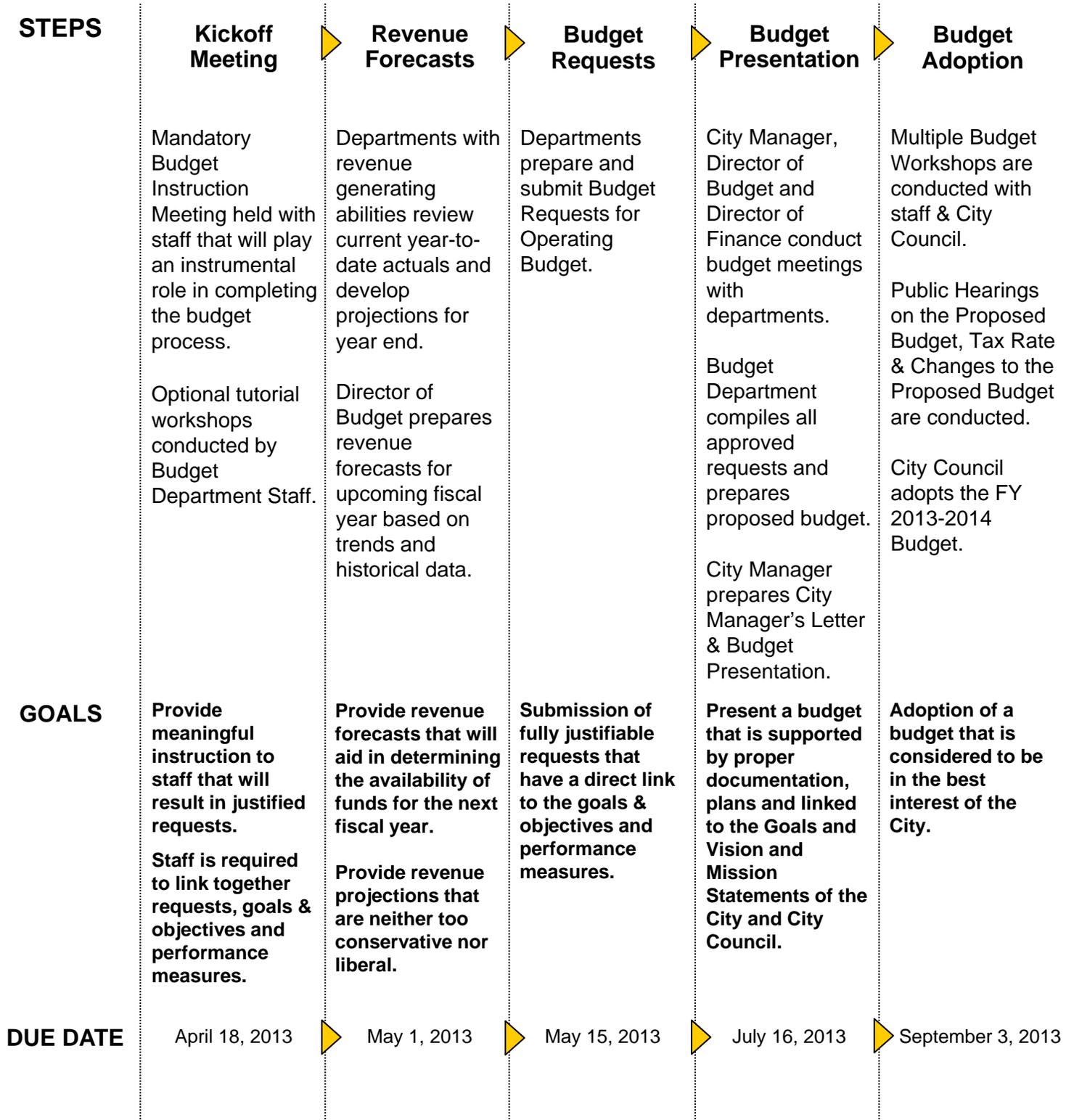
As mentioned above, governmental fund types are accounted for on the modified accrual basis of accounting which recognizes revenues when they are "susceptible to accrual." "Susceptible to accrual" means that the revenue is both measurable and available. Available means that the revenues are collectible in the current period or soon enough thereafter (generally within 60 days after the end of the current fiscal year) to be used to pay liabilities of the current period. Expenditures, not expenses, are recognized when incurred except for (1) inventories of materials and supplies that may be considered expenditures either when purchased or when used, and (2) prepaid insurance and similar items that may be considered expenditures either when paid or consumed. Additionally, these fund types operate under a flow of financial resources measurement focus which inhibits them from recognizing depreciation expense, bad debt expense or accounting for any long term debt or fixed assets. Long term debt and fixed assets of governmental fund types are accounted for in two account groups, the general long term debt account group and the general fixed asset account group respectively.

Proprietary fund types are accounted for on the full accrual basis of accounting where revenues are recognized when earned and expenses, not expenditures, are recognized when incurred. In addition, these fund types operate under a flow of economic resources measurement focus which requires them to recognize the effects of depreciation expense and bad debt expense as well as account for long term debt and fixed assets.

According to GASB a "fund" is a fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

City of Copperas Cove, Texas

FY 2013-2014 Budget Process



**City of Copperas Cove, Texas
FY 2013-2014 Budget Calendar**

Date	Council Meeting	Required Activity	Legal Requirement Reference
March 27, 2013		City Council Retreat	
April 5, 2013		Begin budget process with instructions and schedule email to Departments	
April 8, 2013		City Council Budget/CIP Planning Session	
April 18, 2013		Budget Kickoff Meeting for City Departments	
May 1, 2013		FY 2012-13 Revenue and Expenditure projections due to Budget Department	*City Charter Article VI, Sec 6.04
May 1, 2013		Revenue forecasts for FY 2013-14 due to Budget Department	*City Charter Article VI, Sec 6.03
May 8,10,13&14, 2013		Department Budget Meetings with City Manager to review revenue forecasts and expenditure projections.	*State Statute Sec 102.004
May 15, 2013		FY 2014 Proposed budgets due to Budget Department	*City Charter Article VI, Sec 6.04 *State Statute Sec 102.002
May 16, 2013		Budget documents emailed to non-City organizations	
May 24, 2013		Department New Requests due to Budget Department	*City Charter Article VI, Sec 6.04
June 4,12,&13, 2013		Budget Meetings with City Manager to discuss budget submissions including New Program Requests	*State Statute Sec 102.004
June 7, 2013		General Fund budget requests from Non-City Organizations due to Budget Department	
July 1, 2013		Proposed Budget due to City Manager from Budget Department	
July 16, 2013		FY 2014 Proposed Budget filed with City Secretary	*City Charter Article VI, Sec 6.05 *State Statute Sec 102.005
July 16, 2013	Council Workshop	Presentation of FY 2014 Proposed Budget by City Manager	*City Charter Article VI, Sec 6.02 & 6.05 *State Statute Sec 102.001, 102.003(a) & 102.003(b)
July 16, 2013	Council Meeting	Set Public Hearing on Proposed Budget for August 1, 2013	*City Charter Article VI, Sec 6.06
July 23, 2013	Special Council Workshop	Budget Workshop (Departmental Presentations) - Major Operating Funds	
July 23, 2013		Public Notice of Meeting to Discuss Tax Rate	*Texas Property Tax Code 26, Article VIII Sec 21
July 25, 2013		Chief Appraiser Certifies Approved Appraisal Roll	*Texas Property Tax Code 26, Article VIII Sec 21
July 26, 2013		Publication of Effective and Rollback Tax Rates, Statements, and Schedules (Tax Collector prepares for newspaper)	*Texas Property Tax Code 26, Article VIII Sec 21
July 26, 2013		Publish Notice of Public Hearing on Proposed Budget	*City Charter Article VI, Sec 6.06 *State Statute Sec 102.006
July 30, 2013	Special Council Workshop/ Meeting	Budget Workshop (Departmental Presentations) Discuss Tax Rate	*Texas Property Tax Code 26, Article VIII Sec 21

**City of Copperas Cove, Texas
FY 2013-2014 Budget Calendar**

Date	Council Meeting	Required Activity	Legal Requirement Reference
August 1, 2013	Special Council Meeting	Public Hearing on Proposed Budget	*City Charter Article VI, Sec 6.07 *State Statute Sec 102.006
August 1, 2013	Special Council Meeting	Take a record vote on tax rate and set date to adopt the tax rate	*Texas Property Tax Code 26, Article VIII Sec 21
August 1, 2013	Special Council Meeting	Set Public Hearings on the Tax Increase for August 13, 2013 and August 27, 2013	*Texas Property Tax Code 26, Article VIII Sec 21
August 1, 2013	Special Council Meeting	Set meeting to Adopt Tax Rate for September 3, 2013	*Texas Property Tax Code 26, Article VIII Sec 21
August 1, 2013	Special Council Meeting	Budget Meeting (Hotel Occupancy Tax Committee Presentation and Outside Organization Presentations) and Fee Schedule Changes	
August 6, 2013		Publication of "Notice of Public Hearing on Tax Increase"	*Texas Property Tax Code 26, Article VIII Sec 21
August 6, 2013		Public Notice for First Public Hearing on Tax Increase	*Texas Property Tax Code 26, Article VIII Sec 21
August 13, 2013	Special Council Workshop	Review City Council Recommended Changes to the Proposed Budget	*City Charter Article VI, Sec 6.08
August 20, 2013	Council Meeting (6:00pm)	First Public Hearing on Tax Increase	*Texas Property Tax Code 26, Article VIII Sec 21
August 20, 2013		Public Notice of the Changes to the Proposed Budget with Notification of Public Hearing on August 27, 2013	*City Charter Article VI, Sec 6.08
August 20, 2013		Public Notice for Second Public Hearing on Tax Increase	*Texas Property Tax Code 26, Article VIII Sec 21
August 27, 2013		Publication of "Notice of Tax Revenue Increase" (Tax Collector prepares for newspaper)	*Texas Property Tax Code 26, Article VIII Sec 21
August 27, 2013		Public Notice for Meeting to Adopt Tax Rate	*Texas Property Tax Code 26, Article VIII Sec 21
August 27, 2013	Special Council Meeting (5:00pm)	Second Public Hearing on Tax Increase	*Texas Property Tax Code 26, Article VIII Sec 21
August 27, 2013	Special Council Meeting (5:30pm)	Public Hearing on Changes to Proposed Budget	*City Charter Article VI, Sec 6.08
September 3, 2013	Council Meeting	Adoption of FY 2014 Proposed Budget - Record Vote Required	*City Charter Article VI, Sec 6.09 & 6.10 *State Statute Sec 102.007
September 3, 2013	Council Meeting	Action on Amending the City's "Fee Schedule" Ordinance	
September 3, 2013	Council Meeting	Adoption of 2013-14 Tax Rate	*City Charter Article VI, Sec 6.10 *Texas Property Tax Code Sec 26.05a&b
September 3, 2013	Council Meeting	Ratify the Vote Approving and Adopting the Budget and the Vote to Adopt the Tax Rate	*City Charter Article VI, Sec 6.10

State Statutes – Local Government Code

Local Government Code Section	Title	Statute
102.001	Budget Officer	The City Manager of a council-manager form of government serves as the budget officer.
102.002	Annual Budget Required	Requires the budget officer of the municipality to prepare, on an annual basis, a municipal budget covering the proposed expenditures of the municipal government for the succeeding year.
102.003(a)	Itemized Budget; Contents	The budget officer shall itemize the budget to allow as clear a comparison as practicable between expenditures included in the proposed budget and actual expenditures for the same or similar purposes made for the preceding year. The budget must show as definitely as possible each of the projects for which expenditures are set up in the budget and the estimated amount of money carried in the budget for each project.
102.003(b)	Itemized Budget; Contents	<p>The budget must contain a complete financial statement of the municipality that shows:</p> <ol style="list-style-type: none"> 1. the outstanding obligations of the municipality; 2. the cash on hand to the credit of each fund; 3. the funds received from all sources during the preceding year; 4. the funds available from all sources during the ensuing year; 5. the estimated revenue available to cover the proposed budget; and 6. the estimated tax rate required to cover the proposed budget.
102.004	Information Furnished by Municipal Officers and Boards	In preparing the budget, the budget officer may require any municipal officer or board to furnish information necessary for the budget officer to properly prepare the budget.
102.005	Proposed Budget Filed with Municipal Clerk; Public Inspection	<ol style="list-style-type: none"> a. The budget officer shall file the proposed budget with the municipal clerk before the 30th day before the date the governing body of the municipality makes its tax levy for the fiscal year. b. A proposed budget that will require raising more revenue from property taxes

State Statutes – Local Government Code

Local Government Code Section	Title	Statute
		<p>than in the previous year must contain a cover page with the following statement in 18-point or larger type: "This budget will raise more total property taxes than last year's budget by (insert total dollar amount of increase and percentage increase), and of that amount (insert amount computed by multiplying the proposed tax rate by the value of new property added to the roll) is tax revenue to be raised from new property added to the tax roll this year."</p> <p>c. The proposed budget shall be available for inspection by any person. If the municipality maintains an Internet website, the municipal clerk shall take action to ensure that the proposed budget is posted on the website.</p>
102.006	Public Hearing on Proposed Budget	<p>a. The governing body of a municipality shall hold a public hearing on the proposed budget. Any person may attend and may participate in the hearing.</p> <p>b. The governing body shall set the hearing for a date occurring after the 15th day after the date the proposed budget is filed with the municipal clerk but before the date the governing body makes its tax levy.</p> <p>c. The governing body shall provide for public notice of the date, time, and location of the hearing. The notice must include, in type of a size at least equal to the type used for other items in the notice, any statement required to be included in the proposed budget under Section 102.005(b).</p>
102.0065	Special Notice by Publication for Budget Hearing	<p>a. The governing body of a municipality shall publish notice before a public hearing relating to a budget in at least one newspaper of general circulation in the county in which the municipality is located.</p> <p>b. Notice published under this section is in addition to notice required by other law,</p>

State Statutes – Local Government Code

		<p>except that if another law requires the governing body to give notice, by publication, of a hearing on a budget this section does not apply.</p> <ul style="list-style-type: none"> c. Notice under this section shall be published not earlier than the 30th or later than the 10th day before the date of the hearing. d. Notice under this section must include, in type of a size at least equal to the type used for other items in the notice, any statement required to be included in the proposed budget under Section 102.005(b).
102.007	Adoption of Budget	<ul style="list-style-type: none"> a. At the conclusion of the public hearing, the governing body of the municipality shall take action on the proposed budget. b. The governing body may make any changes in the budget that it considers warranted by the law or by the best interest of the municipal taxpayers. c. Adoption of a budget that will require raising more revenue from property taxes than in the previous year requires a separate vote of the governing body to ratify the property tax increase reflected in the budget. A vote under the subsection is in addition to and separate from the vote to adopt the budget or a vote to set the tax rate required by Chapter 26, Tax Code, or other law.

Local Law – City Charter Article VI

Section 6.01

Fiscal Year

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

Section 6.02

Preparation and Submission of Proposed Operating Budget

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

Section 6.02.1

Amending the Operating Budget

- a. If, at any time, the council desires to amend the operating budget it will post such amendments in accordance with the Texas Open Meetings Act.
- b. In those cases where the council desires to move funds or make appropriations from reserve accounts, two (2) public hearings, held a minimum of five (5) days apart, must be held prior to such action being taken and cause to be published, in a local newspaper of general circulation in the city, at least five (5) days prior to the first public hearing the dates of both public hearings and a description of the proposed amendment(s).
- c. In those cases where state law requires that a state of grave public necessity be declared prior to amending the operating budget, the actual fact of the grave public necessity may be established by an unanimous vote of the council or by the certification in writing by not less than one hundred fifty (150) resident qualified voters. If a grave public necessity is established as herein required, then the operating budget may be amended by customary council action.
- d. Transfers of appropriations authorized in section 8.02 are budget actions that do not require the amendment procedures required elsewhere in this article. (Ord. No. 2012-34, § 1, 8-14-12, approved 11-6-12)

Section 6.03

Preparation and Submission of the Capital Improvement Plan

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

- a. Summary of the capital improvements.

Local Law – City Charter Article VI

- 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)

Local Law – City Charter Article VI

Section 6.05

Preparation and Submission of the Personnel Plan

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

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

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

Section 6.05.1

Amending the Personnel Plan

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

Financial Policies

Fund Balance and Operating Procedures

In the Administration section of the Copperas Cove, Texas, Code of Ordinance, the City Council has designated a fiscal policy for maintaining adequate levels of reserves in the city's general fund, utility funds, and other funds.

Sec. 2-122. Definitions.

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

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

Sec. 2-123. Maintenance of adequate reserves in order to provide several important benefits to the city.

The purposes of the fund balance policy and operating reserves fiscal policy shall include:

Financial Policies

1. Providing a measure of stability during economic cycles. Adequate reserves to help protect the city against significant tax increases or dramatic budget cuts during periods of low economic activity.
2. Interest income from the investment of the cash reserves to provide a significant source of revenue.
3. Adequate reserves to provide the foundation for a strong credit rating reducing the cost of long-term borrowing. (Ord. No. 2010-42, § 1(Exh. A), 9-7-10)

Sec. 2-124. Fiscal policy for maintaining adequate levels of reserves in the city's general fund, utility funds, and other funds per designation by city council.

- a. The general fund unencumbered fund balance should be at least twenty-five (25) percent of the general fund annual budget expenditures excluding capital lease payments and those expenditures planned for capital outlay purchases. This percentage is equivalent to three (3) months operating expenditures.
- b. The utility funds and other funds per city council designation should maintain an unencumbered fund balance (working capital) reserve of at least twenty-five (25) percent of the total annual budget expenditures excluding debt service payments, capital lease payments and those expenditures planned for capital outlay purchases or the equivalent of three (3) months' operating expenditures. (Ord. No. 2010-42, § 1(Exh. A), 9-7-10)

Sec. 2-125. Obtaining the maximum reserves balances as established in section 2-124.

- a. The City of Copperas Cove shall designate the unencumbered fund balances in the following percentages per the stated funds until the maximum balances, as defined in section 2-124 have been obtained:
 1. General Fund—No less than fifty (50) percent annually.
 2. Utility Funds—No less than forty (40) percent annually.
 3. Other Funds—No less than twenty (20) percent annually.
- b. Upon obtaining the section 2-124 fund balances, this section will not apply. (Ord. No. 2010-42, § 1(Exh. A), 9-7-10)

Sec. 2-126. No operating deficits.

Current expenditures will be paid with current revenues. Deferrals, short-term loans, or one-time sources will be avoided as budget balancing techniques. Reserves will be used only for emergencies or nonrecurring expenditures, except when balances can be reduced because their levels exceed guideline minimums. (Ord. No. 2010-42, § 1(Exh. A), 9-7-10)

Investments

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

1. Obligations of the United States or its agencies and instrumentalities which have a stated maturity on the date of purchase of two years or less.
2. Direct obligations of the State of Texas or its agencies and instrumentalities.

Financial Policies

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.

Financial Policies

- b. In those cases where the council desires to move funds or make appropriations from reserve accounts, two (2) public hearings, held a minimum of five (5) days apart, must be held prior to such action being taken and cause to be published, in a local newspaper of general circulation in the city, at least five (5) days prior to the first public hearing the dates of both public hearings and a description of the proposed amendment(s).
- c. In those cases where state law requires that a state of grave public necessity be declared prior to amending the operating budget, the actual fact of the grave public necessity may be established by an unanimous vote of the council or by the certification in writing by not less than one hundred fifty (150) resident qualified voters. If a grave public necessity is established as herein required, then the operating budget may be amended by customary council action.
- d. Transfers of appropriations authorized in [section 8.02](#) are budget actions that do not require the amendment procedures required elsewhere in this article. (Ord. No. 2012-34, § 1, 8-14-12, approved 11-6-12)

Lapse of Appropriations

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

Debt Management Policy

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

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

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

Debt Management Policy

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

Debt Management Policy

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

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

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

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

Summary of Fund Balances, Revenues & Expenses

FUND BALANCE

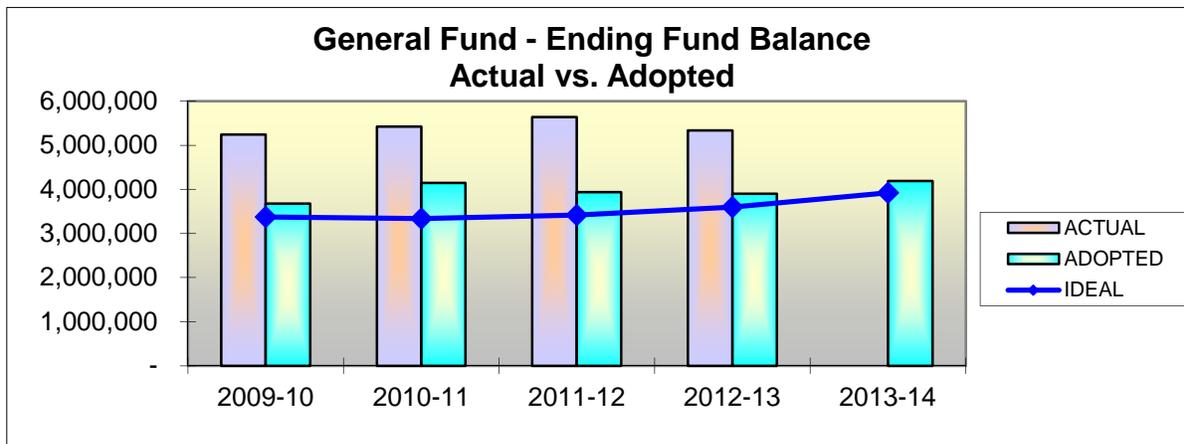
Fund Balance is the amount of fund equity that the City has available for appropriation. The City of Copperas Cove strives to maintain a policy of having a minimum of three (3) months operating fund balance in each major fund. Fund Balance amounts for the proprietary funds represent the working capital of each fund. Since proprietary funds are accounted for on the full accrual basis of accounting and utilize the flow of economic resources measurement focus, the Comprehensive Annual Financial Report (CAFR) reports retained earnings rather than fund balance.

As a result, working capital is the most comparable calculation to fund balance available. In fiscal year 2008-2009, City Council approved a revision to the City's Fund Balance Policy that excluded debt service payments and capital outlay from the ideal fund balance calculation. The policy was revised again in fiscal year 2009-2010 to exclude capital lease payments from the ideal fund balance calculation. These numbers typically differ from amounts reported in the CAFR or prior year reports due to changes resulting from prior period adjustments, budget to GAAP adjustments, encumbrances and cancelled encumbrances.

General Fund

Over the past nine years, the fund balance in the General Fund has remained at ideal levels, covering, at a minimum, three months operating expenditures. Maintaining a strong fund balance is a result from the implementation of proactive fiscal policies which are being consistently followed. Once ideal fund balance has been attained, any future reductions of fund balance can be attributed to the utilization of excess fund balance. Typically, the City attempts to utilize excess fund balance toward one-time purchases (e.g. capital outlay and improvements). Additionally, the policy permits the funding of operating deficits with the excess fund balance if necessary.

If the excess fund balance is not used in the current fiscal year, then it is rolled forward into the next fiscal year and used to achieve a balanced budget while keeping the fund balance at or above the ideal fund balance level. As you can see below, the actual fund balance consistently exceeds the budgeted fund balance due to revenues exceeding budget projections and expenditures realized below budget. This conservative way of budgeting allows the City to maintain a healthy fund balance.



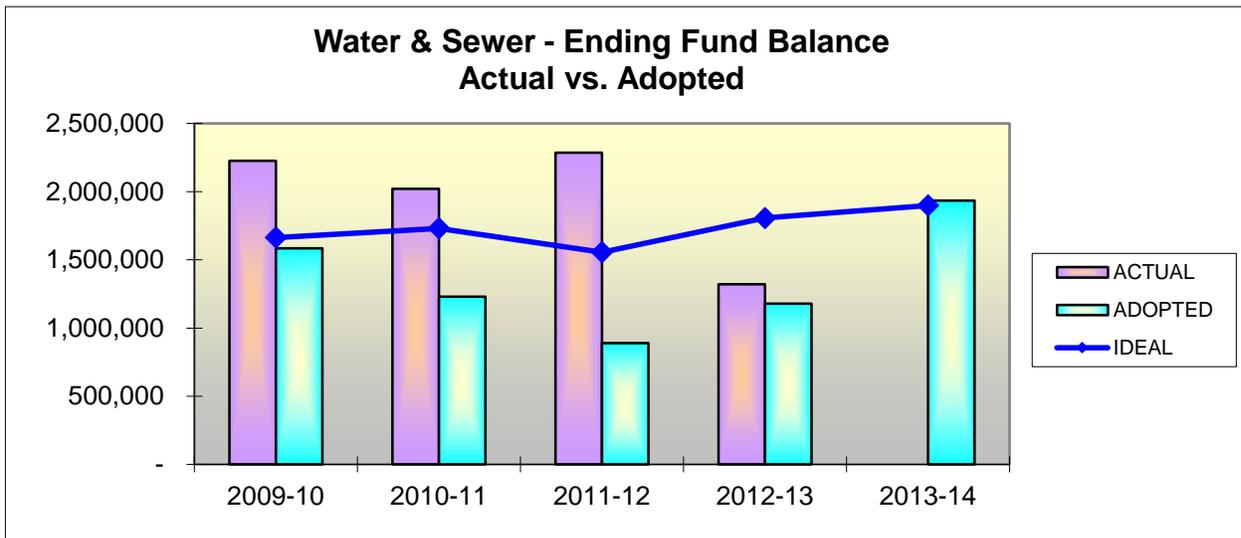
*Note: The actual amount provided for fiscal year 2012-13 is a projection.
The ideal fund balance represented above is calculated on actual expenditures if available.*

Summary of Fund Balances, Revenues & Expenses

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

Water & Sewer Fund

The fund balance position in the Water and Sewer Fund is budgeted to achieve the ideal fund balance in fiscal year 2013-2014. The ideal fund balance policy was last met in fiscal year 2007-2008. Increases in electric utility costs, rising fuel costs, debt service payments and unfunded mandates contributed to the fund balance not being met between 2008 and 2013. Though the ideal fund balance has remained fairly consistent since fiscal year 2008-2009, the actual fund balance decreased more significantly in fiscal year 2010-2011 and 2011-2012. The adopted fund balance in fiscal year 2013-2014 is above the ideal fund balance by \$34,945. Increased fees and a revised customer fee structure were approved in fiscal year 2012-2013 for all water and sewer volumetric rates in accordance with a utility rate study conducted in 2011. The 2012 rates were adopted in the fee schedule for fiscal year 2013-2014. Revenues are budgeted based on a normal yearly customer usage. City staff will continue working with the City Council to maintain an ideal fund balance through critical expenditure reviews and utility rate reviews.



*Note: The actual amount provided for fiscal year 2012-13 is a projection.
The ideal fund balance represented above is calculated on actual expenses if available.*

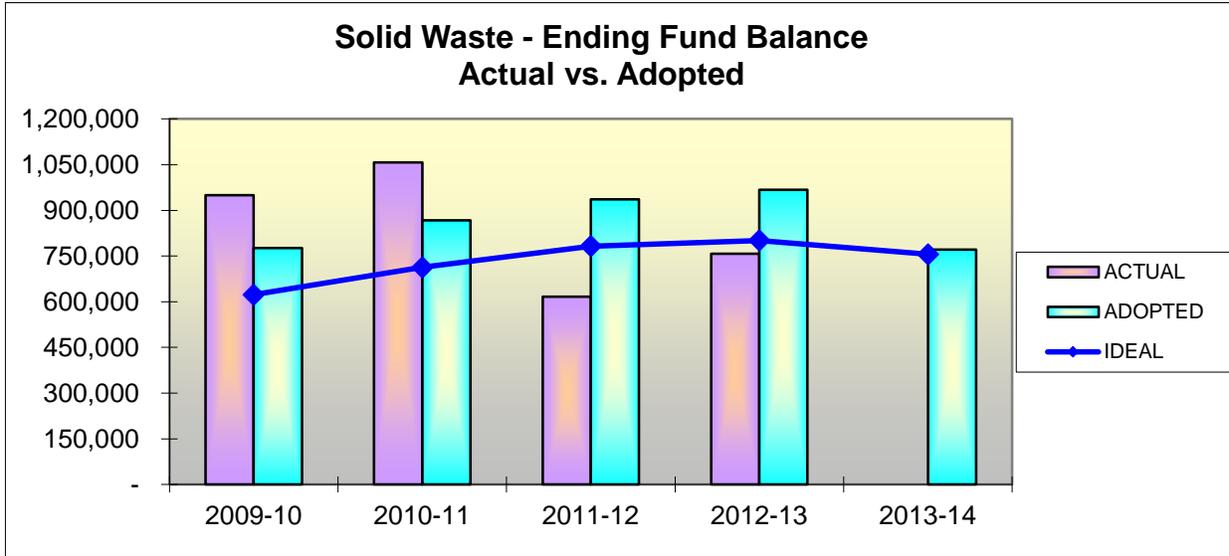
Solid Waste Fund

The fund balance position in the Solid Waste Fund has improved over the past seven years and is expected to help the fund remain stable in future years. The Solid Waste Fund has maintained or exceeded an ideal fund balance level in the past seven years and is budgeted to exceed the ideal fund balance in fiscal year 2013-2014 by \$15,304. 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 \$970,000 for fiscal year 2013-2014 which is a 26% increase. However, single-stream recycling was introduced to residents and businesses in a pilot program in FY 2012-2013. The

Summary of Fund Balances, Revenues & Expenses

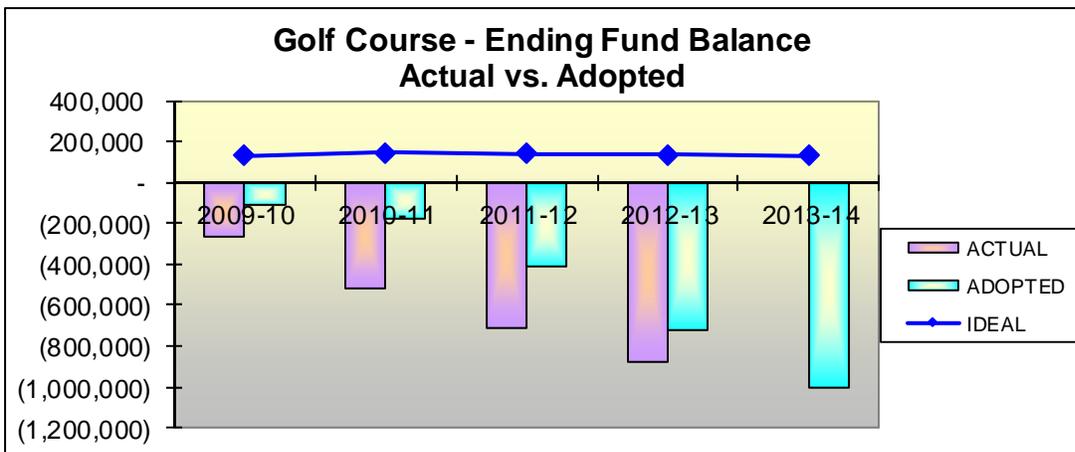
preliminary results are encouraging. After full implementation of the program, it is anticipated garbage disposal cost will stabilize and possibly decrease. Ideal fund balance has been achieved within this fund and will continue to be achieved in future years.



*Note: The actual amount provided for fiscal year 2012-13 is a projection.
The ideal fund balance represented above is calculated on actual expenses if available.*

Golf Course Fund

The Municipal Golf Course was accounted for in the General Fund prior to fiscal year 1996-1997. A major renovation of the Golf Course that began in the 1996-1997 fiscal year was completed in May of 1999. This major renovation project included the addition of nine holes to the Golf Course, acquisition of a new clubhouse, irrigation of the Golf Course, renovation of cart paths and other projects. Upon completion of the renovation, significant increases in rates at the Golf Course were implemented. The fund balance for the Golf Course is dynamic and reflects the financial difficulties the fund has faced and continues to face. While the financial picture provided in the graph below is significantly below the ideal fund balance, it is important to note that all of the day to day operations are being funded by the golf course.



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

Summary of Fund Balances, Revenues & Expenses

The weather and a weary economy have significantly impacted the Golf Course beginning with fiscal year 2008-2009. Operational changes implemented in fiscal year 2008-2009 and 2009-2010 and constant criticism of expenditures have set the Operations and Maintenance of the Golf Course at the lowest reasonable levels without drastically impacting the long-term viability of the course. A concession vendor agreed to begin providing services in the grill and bar in fiscal year 2012-2013, and the agreement has thus far been a successful operation. After a wind storm damaged the driving range net, staff capitalized on the replacement of the net by also adding an automated golf ball dispenser to enhance services. Additionally, staff continues to draw new tournaments and programs to boost play at the course.



SIGNIFICANT REVENUES

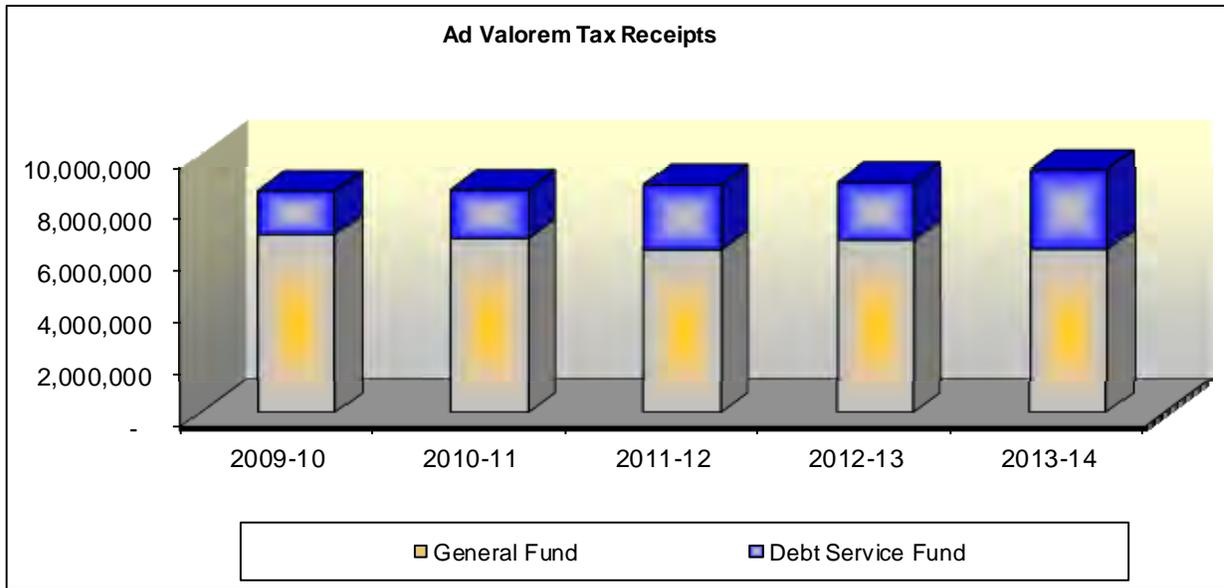
General Fund

The majority of the General Fund's revenue is derived from ad valorem taxes, sales and use taxes, franchise taxes and transfers from other funds.

Ad Valorem Taxes

Ad Valorem Taxes are levied, at a tax rate determined annually by the City Council, on the assessed value of all real business and personal property within the city limits. Assessed valuation of real business and personal property is determined by the Coryell Central Appraisal District and Lampasas Central Appraisal District. Tax revenue is divided between the General Fund and the Debt Service Fund according to the amount of outstanding debt that is due each budget year. Ad valorem tax receipts (current & delinquent) in the General Fund and Debt Service Fund are budgeted at \$9,357,620 which represents an increase of \$469,261 or 5.3%. A significant portion of the General Fund's revenue is derived from this source at \$6,293,694 or 42%, and represents a 5.4% decrease in General Fund revenue.

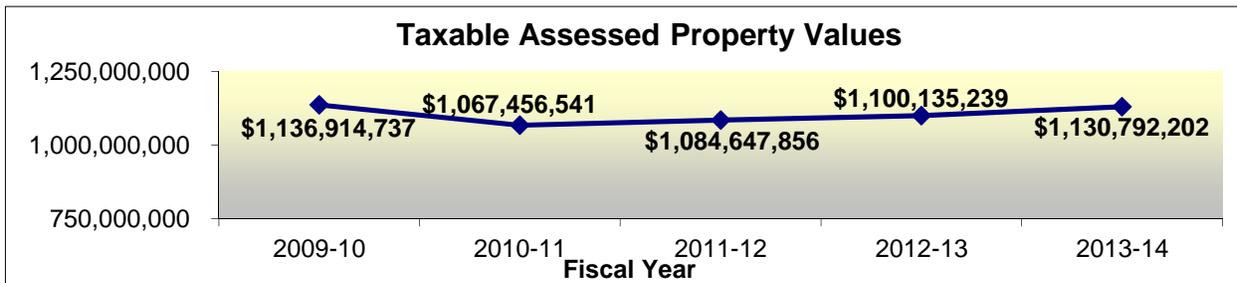
Summary of Fund Balances, Revenues & Expenses



Note: Actual revenues are provided for FY 2009-10 to FY 2011-12, projected revenues are provided for FY 2012-13 and budgeted revenues are provided for FY 2013-14.

The 2013-2014 tax rate approved by the City Council is 77.74 cents per \$100 of assessed valuation. This is a 1.74 cent increase from the previous year. The adopted tax rate includes the tax rate increase from the 2012 Special Bond Proposition to reconstruct Fire Station #2 as approved by the Copperas Cove residents. The tax rate has two components: 25.450 cents or 32.74% going to the Debt Service Fund and 52.290 cents or 67.26% to the General Fund. The adopted tax rate adopted is less than the rollback tax rate of 86.52 cents per \$100 valuation.

Legislation providing a property tax exemption for disabled veterans and their surviving spouses enacted within the last five 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, followed by a list of the top ten tax payers for the City, are provided below.



Note: Actual values are provided for FY 2009-10 to FY 2011-12, projected revenues are provided for FY 2012-13 and budgeted revenues are provided for FY 2013-14.

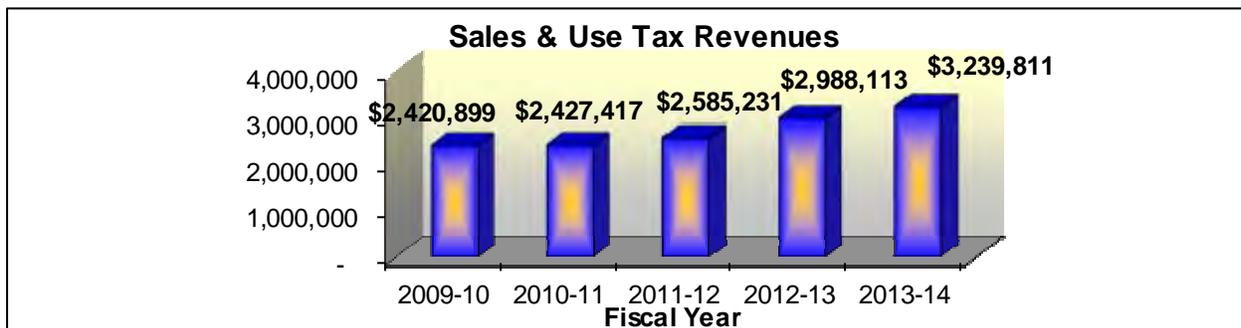
Summary of Fund Balances, Revenues & Expenses

Top 10 Property Tax Payers for the City of Copperas Cove

Taxpayer Name	Market Value	Taxable Value
Oncor Electric Delivery Co. (FKA TXU)	12,080,450	12,080,450
Wal-Mart Real Estate	11,150,000	11,150,000
H E Butt Grocery Company LP	9,000,000	9,000,000
Wal-Mart Properties Stores East	8,503,540	8,503,540
Colonial Plaza Partnership	5,750,000	5,750,000
Cove Terrace Associates LTD	5,675,000	5,675,000
Cinergy Cinemas LP	5,424,030	5,424,030
Judy Lane Properties	5,045,000	5,045,000
C-Cove 90 Partners LTD	4,942,840	4,942,840
H E Butt Grocery Company	4,887,050	4,887,050

Sales & Use Taxes

The City of Copperas Cove, along with the State of Texas, collects sales and use taxes on most retail and commercial sales and services. The State Comptroller collects the entire 8.25% tax of which 2.0% is remitted to the local governments: 0.5% to Coryell County and 1.5% to the City of Copperas Cove. The City uses 1.0% for maintenance and operations in the General Fund while the other 0.5%, according to Texas Statute, must be remitted to the Copperas Cove Economic Development Corporation for the development and growth of the City's economy. The City is budgeting to collect \$3,239,811 2,600,000 in sales and use taxes for fiscal year 2013-2014, which is \$251,698 more than the amount projected to be collected in fiscal year 2012-2013. Sales and use taxes represent 21.6% of the General Fund's total revenues, making it one of the primary sources of revenue. Budgeting an 8.4% increase over the 2012-2013 projected amount includes existing and potential impact of commercial development in the community, in addition to the stability of modest growth over the past four years. The overall growth of \$164,332 or 6.7% between fiscal years 2009-2010 and 2011-2012 can be attributed to the relatively healthy economy that has been enjoyed by Texas over the past two decades. The growth since 2011-2012 is a direct result of the commercial growth in the City.

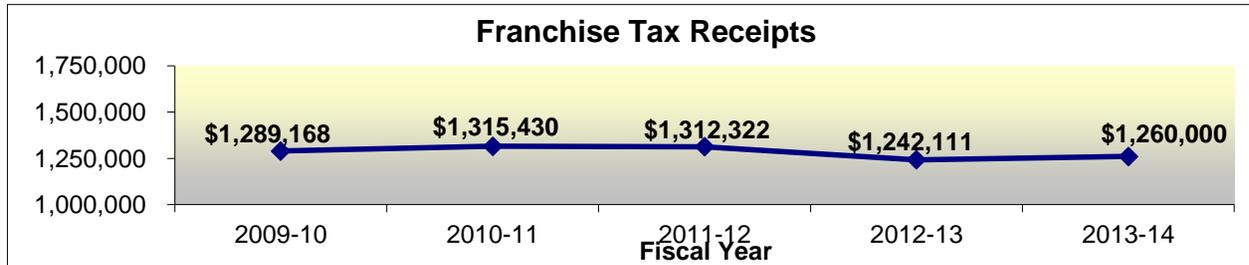


Note: Actual revenues are provided for FY 2009-10 to FY 2011-12, projected revenues are provided for FY 2012-13 and budgeted revenues are provided for FY 2013-14.

Summary of Fund Balances, Revenues & Expenses

Franchise Taxes

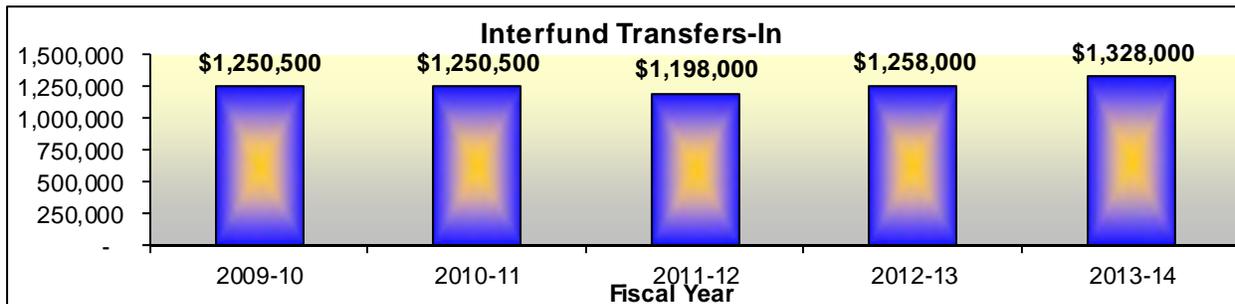
Franchise taxes represent a major source of revenue for the general fund making up approximately 8.4% of the total General Fund revenue. The City taxes the gross receipts of utility providers throughout the City for the privilege of operating in the City of Copperas Cove as well as for the use of the City's "right-of-way." The City is budgeting \$1,260,000 1,272,500 in franchise tax receipts for fiscal year 2013-2014 which is slightly over fiscal year 2012-2013 projected collections. Franchise tax receipts have remained relatively consistent over the last four years since 2009-2010 showing an overall drop of \$29,168 or 2.3%.



Note: Actual revenues are provided for FY 2009-10 to FY 2011-12, projected revenues are provided for FY 2012-13 and budgeted revenues are provided for FY 2013-14.

Interfund Transfers-In

Interfund transfers-in represent a significant source of revenue for the General Fund amounting to \$1,328,000 or 8.9% of total General Fund receipts budgeted in fiscal year 2013-2014. In order for the General Fund to recover its cost of administering the municipality, each major fund transfers an administrative reimbursement to the General Fund. City Council adopted an Inter-Fund Transfer Policy in May 2003 to establish specific guidelines in the amount to be budgeted and transferred on an annual basis to the General Fund from the Enterprise Funds and Other Funds. The increase of \$70,000 in fiscal year 2012-2013 is due to the shifting responsibilities and personnel from the Water and Sewer Fund into the General Fund, but accounting for the activities performed for the Water and Sewer Fund. Additionally, staff turnover in the Solid Waste Fund reduced the transfer from that fund by \$30,000. 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 2009-10 to FY 2011-12, projected revenues are provided for FY 2012-13 and budgeted revenues are provided for FY 2013-14.

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-

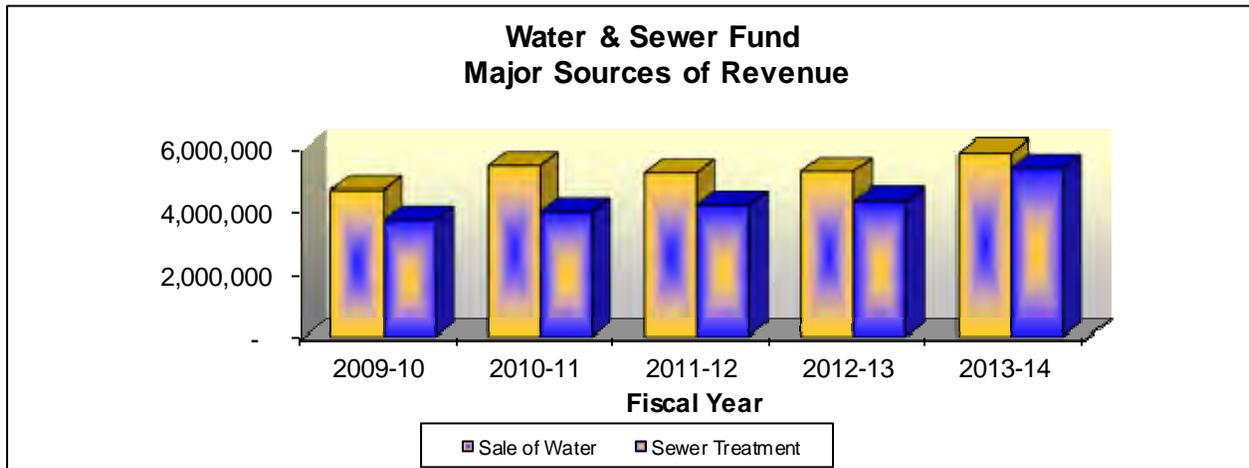
Summary of Fund Balances, Revenues & Expenses

2012. A total of \$1,373,705 or 9.2% of total General Fund revenue will be derived from charges for services. Individuals and organizational entities are charged for specific services used such as building permits, reimbursement for police services at a private function, and parks and leisure services. The largest revenue source in this category is Ambulance Fees. Ambulance fees are projected to increase \$240,000 or 36% as a result of changing billing and collection vendors. Charges for services increased \$204,185 or 17.5% from FY 2012-2013 projected receipts.

Water & Sewer Fund

Sale of Water Revenue and Sewer Treatment Revenue

The Water & Sewer Fund has two primary sources of revenue, fees collected from the sale of water and charges for the treatment of sewer water. Receipts from the sale of water make up \$5,927,788 or 51.1% (net of the 20% senior citizen discount) of the total revenue budgeted by the Water & Sewer Fund for the 2013-2014 fiscal year. This amount is \$584,913 or 10.9% higher than the amount projected to be collected in fiscal year 2012-2013. Charges for the collection of sewer make up \$5,440,860 or 46.9% (net of the 20% senior citizen discount) of the total revenues to be collected by the Water & Sewer Fund for the 2013-2014 fiscal year. This amount is \$1,039,539 or 23.6% higher than the amount projected to be collected in fiscal year 2012-2013. 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). Rate were raised by City Council mostly consistent with fiscal year 2012-2013 rates identified in the 2011 utility rate study. These increases have helped stabilize the fund from increased water purchase costs, utilities, maintenance and unfunded federal and state mandates.



Note: Actual revenues are provided for FY 2009-10 to FY 2011-12, projected revenues are provided for FY 2012-13 and budgeted revenues are provided for FY 2013-14.

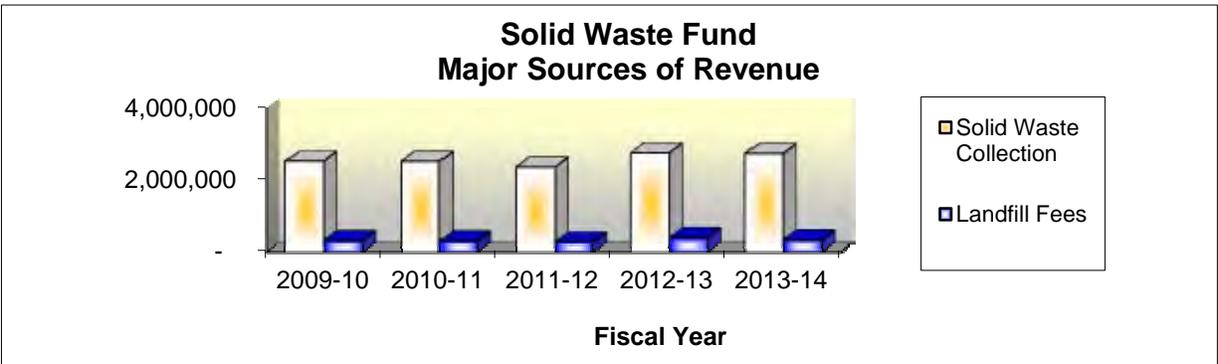
Summary of Fund Balances, Revenues & Expenses

Solid Waste Fund

Solid Waste Collection and Landfill Fees

Solid waste collection and landfill fees are the two primary sources of revenue for the Solid Waste Fund. Solid waste collection revenues are derived from charges to citizens and businesses as a result of the solid waste collection services provided. Solid waste collection revenues are expected to be \$2,754,012 or 82.3% (net of the 20% discount given to senior citizens age 65 or older) of the total Solid Waste revenues for fiscal year 2013-2014 which is \$16,599 or 0.6% lower than the amount projected to be collected in fiscal year 2012-2013. Refuse collection rates will increase slightly for residential customers and will increase up to 10% for business customers in fiscal year 2013-2014.

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 \$360,000 or 10.8% of the total revenues for the 2013-2014 fiscal year, which is \$59,937 or 14.3% less than the amount projected to be collected in fiscal year 2012-2013. The 2011 utility rate study called for a 50% fee increase in landfill fees in fiscal year 2012-2013; however, approved fees only increased by 20% as part of a three year phase-in strategy. Therefore, disposal fees will increase 20% in fiscal year 2013-2014.



Note: Actual revenues are provided for FY 2009-10 to FY 2011-12, projected revenues are provided for FY 2012-13 and budgeted revenues are provided for FY 2013-14.

Golf Course Fund

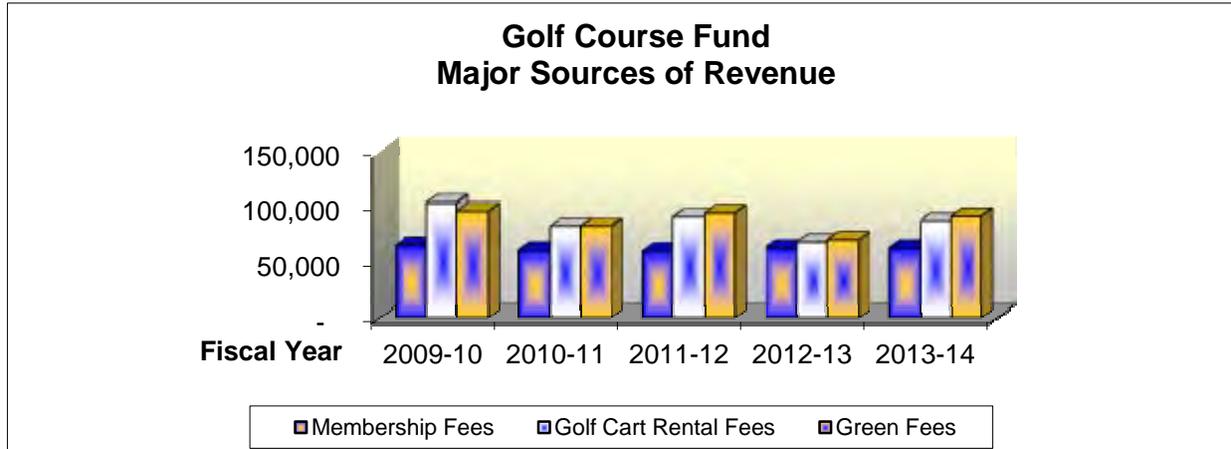
Membership Dues, Cart Rental Fees and Green Fees

As mentioned in the preceding paragraphs, the Municipal Golf Course was accounted for in the General Fund in years prior to fiscal year 1996-1997 and is now accounted for in its own enterprise fund. The three major sources of revenue for the Golf Course are derived from membership dues, cart rental fees, and green fees.

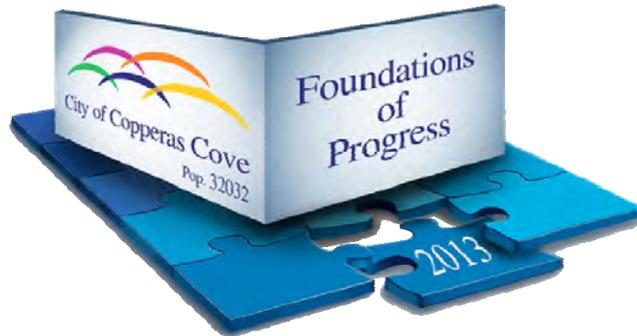
During fiscal year 2013-2014 it is expected that the Golf Course will generate \$62,500 in membership dues. This amount is approximately 15.2% of the total Golf Course revenue and is equal to the membership dues projected in fiscal year 2012-2013. Cart rental fees are generated when golfers rent carts from the City and make up \$87,500 or 21.2% of total Golf Course receipts for fiscal year 2013-2014. This amount, budgeted conservatively, is also equal to fiscal year 2012-2013 golf cart rental fees projected to be collected. Green fees are budgeted at \$92,000 for fiscal year 2013-2014. The fiscal year 2012-2013 amount budgeted for green fees is \$22,000 above the green fees projected to be collected in fiscal year 2012-2013. Green renovations impeded play on several fairways in summer months of fiscal year 2012-2013, the

Summary of Fund Balances, Revenues & Expenses

peak golfing season. With the renovations complete and another renovation project not anticipated until fiscal year 2014-2015 revenues are anticipated to rebound.



Note: Actual revenues are provided for FY 2009-10 to FY 2011-12, projected revenues are provided for FY 2012-13 and budgeted revenues are provided for FY 2013-14.



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 2012-2013 and fiscal year 2013-2014.

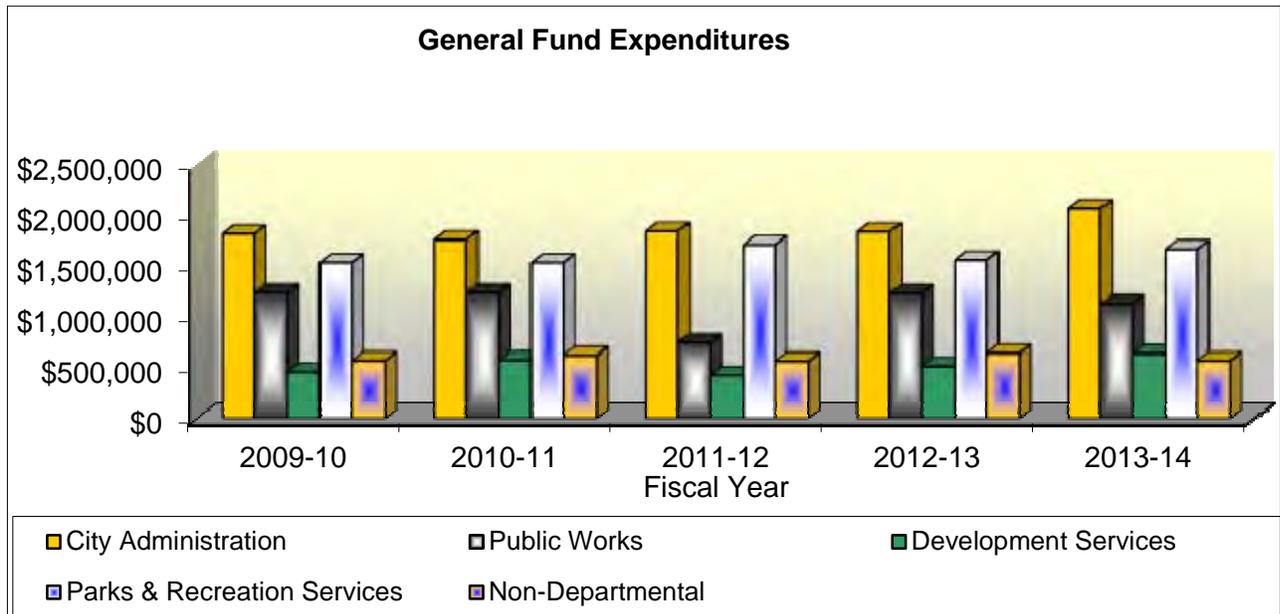
General Fund

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

Summary of Fund Balances, Revenues & Expenses

department, however, has been grouped into its related function (e.g. police department is in public safety). The grouping of departments into functions is presented below. Note that functions do not represent the organizational structure of the municipality.

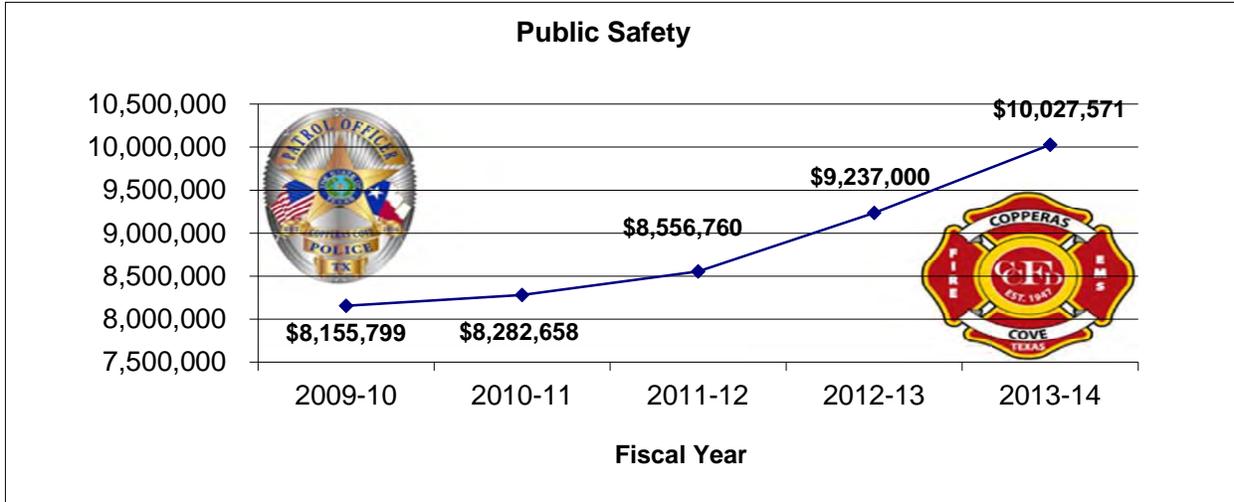
<u>City Administration</u>	<u>Public Safety</u>	<u>Public Works</u>	<u>Non-Dept.</u>
City Council	Municipal Court	Engineering	Non-Dept.
City Manager	Police Admin.	Street	
City Secretary	Police Services	Fleet Services	<u>Parks & Rec. Svcs.</u>
City Attorney	Animal Control		Parks & Rec. Admin.
Finance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



Note: Actual expenditures are provided for FY 2009-10 to FY 2011-12, projected expenditures are provided for FY 2012-13 and budgeted expenditures are provided for FY 2013-14.

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

Summary of Fund Balances, Revenues & Expenses



Note: Actual expenditures are provided for FY 2009-10 to FY 2011-12, projected expenditures are provided for FY 2012-13 and budgeted expenditures are provided for FY 2013-14.

The table below is a breakdown by function that depicts the expenditures by fiscal year along with a percent comparison in the far right column between the budgeted expenditures for fiscal year 2013-2014 and the projected expenditures for fiscal year 2012-2013. Further detail regarding these increases is located in the “Expenditure Summary” found after each fund tab. The summary following the table provides a detailed explanation of the differences by function, while the “Expenditure Summary” for each department found behind each fund tab provides an explanation of the differences by department.

Function	2009-10	2010-11	2011-12	2012-13	2013-14	% Variance 2014 to 2013
City Administration	\$ 1,818,886	\$ 1,761,208	\$ 1,844,653	\$ 1,839,445	\$ 2,071,249	12.6%
Public Works	1,241,219	1,239,367	751,960	1,236,039	1,135,939	-8.1%
Development Services	467,836	583,457	435,086	524,407	646,455	23.3%
Parks & Recreation Services	1,540,994	1,540,982	1,715,851	1,565,459	1,672,322	6.8%
Non-Departmental	577,981	629,372	573,275	649,420	576,868	-11.2%
Public Safety	8,155,799	8,282,658	8,556,760	9,237,000	10,027,571	8.6%
Totals	\$ 13,802,715	\$ 14,037,044	\$ 13,877,585	\$ 15,051,770	\$ 16,130,404	7.2%

Note: Actual expenditures are provided for FY 2009-10 to FY 2011-12, projected expenditures are provided for FY 2012-13 and budgeted expenditures are provided for FY 2013-14.

City Administration:

The City Administration function increased by 12.6% or (\$231,804) compared to what was projected to be expended in fiscal year 2012-2013. The increase is due to new programs in Human Resources and Information Systems, reestablishing the professional development budget for City Council and salary adjustments.

Summary of Fund Balances, Revenues & Expenses

Public Works:

The Public Works function is reflecting a decrease of 8.1% or 100,100. This decrease is reflected because the street overlay from fiscal year 2011-2012 was delayed and carried into fiscal year 2012-2013.

Development Services:

The Development Services function decreased by 23.3% or \$122,048 compared to the amount projected to be expended in fiscal year 2012-2013. This increase is due to moving the GIS Technician from Public Works Administration in the Water and Sewer Fund into the Planning Department and salary adjustments.

Parks and Recreation Services:

The Parks and Recreation Services function includes the Parks and Recreation departments and the Library. These departments cumulatively increased 6.8% or \$106,863 in comparison to the fiscal year 2012-2013 projections. The majority of the net increase is due to unfilled staff positions at the Library for a large part of the 2012-2013 fiscal year, a greater level of maintenance required by Parks Maintenance for city facilities and salary adjustments.

Non-Departmental:

The Non-Departmental budget reflects an 11.2% or \$72,552 decrease compared to fiscal year 2012-2013 year end projection. The primary changes in fiscal year 2013-2014 include a decrease in salaries and benefits since salary adjustments were included in the department budgets, a decrease in the need for contractual services, an increase of economic development incentives and elimination for the need to transfer funds to the Grants Fund as grant match.

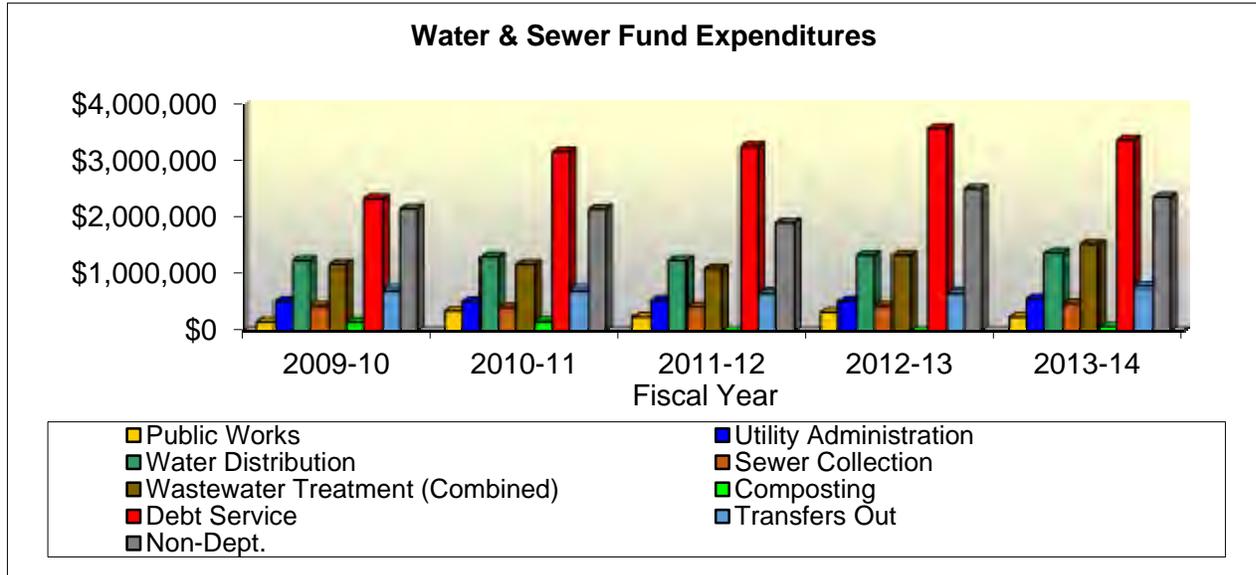
Public Safety:

The Public Safety function of the City reflects an increase of 8.6% or \$790,571 over the 2012-2013 projected expenditures. The increase is attributed to an increase in personnel costs related to vacancies in fiscal year 2012-2013, personnel salary adjustments, increased maintenance and repair for the Police Department and Animal Shelter, and the addition of one Firefighter I position, training, and equipment for the Fire Department.

Summary of Fund Balances, Revenues & Expenses

Water & Sewer Fund

The Water & Sewer Fund's appropriated budget reflects a 0.6% or \$70,284 increase above projected 2012-2013 expenses. This net increase results from a variety of issues, which are discussed in this section.



Note: Actual expenditures are provided for FY 2009-10 to FY 2011-12, projected expenditures are provided for FY 2012-13 and budgeted expenditures are provided for FY 2013-14.

Public Works Administration:

The Public Works Administration budget reflects a decrease of 25% or \$88,425. The decrease is due to moving the GIS Technician into the Planning Department in the General Fund, reclassifying the Public Works Division Head to Public Works Director and distributing the cost of the City Engineer among the major funds.

Utility Administration:

The fiscal year 2013-2014 budget for Utility Administration presents a 7.6% or \$42,579 increase over the 2012-2013 projection. The increase is attributed to an increase in personnel costs related to vacancies in fiscal year 2012-2013.

Water Distribution:

The budget for Water Distribution includes an increase of 3.5% or \$47,447. The increase is attributed to increases in personnel costs and additional testing of the City's water system as a result of new unfunded mandates from TCEQ.

Sewer Collection:

The increase of 8.8% or \$41,253 in Sewer Collection is primarily attributed to increases to personnel cost and utility cost.

Wastewater Treatment:

The Wastewater Treatment budget reflects an increase of 14.5% or \$197,035. Several actions contributed to the increase in Wastewater. The Wastewater budget was split this fiscal year similar to Police, Fire, and Parks and Recreation in years past. Each wastewater plant, the

Summary of Fund Balances, Revenues & Expenses

laboratory and composting each have separate budgets beginning in fiscal year 2013-2014. An Electrical Maintenance Technician position was added to help maintain the electric technology-driven wastewater treatment plants. Electricity cost continues to challenge the Wastewater budget, but separating each plant into a different budget will help control costs. Lastly, a wastewater master plan will be prepared in fiscal year 2013-2014 to guide staff in maintaining and improving the current facilities.

Composting:

The Composting function was moved back into the Water and Sewer Fund from the Solid Waste Fund. In comparison, the Composting budget is \$87,966 or 50.1% less than the projected expenditures in fiscal year 2012-2013 in the Solid Waste Fund.

Debt Service and Transfers Out:

Debt Service payment requirements will decrease 5.8% or \$211,465. The transfer to the General Fund in fiscal year 2013-2014 increased 14.4% or \$100,000. The transfer increased as a result of moving the GIS Technician from the Water and Sewer Fund into the General Fund, additional management oversight and capital project support.

Non-Departmental:

A decrease of 5.8% or \$147,140 is reflected in the Non-Departmental budget as attributed to only budgeting for 12 months of water purchases in fiscal year 2013-2014 compared to the 13 months of water purchases in 2012-2013. Additionally, the adopted budget does not include funding for a land purchase and CDBG match.

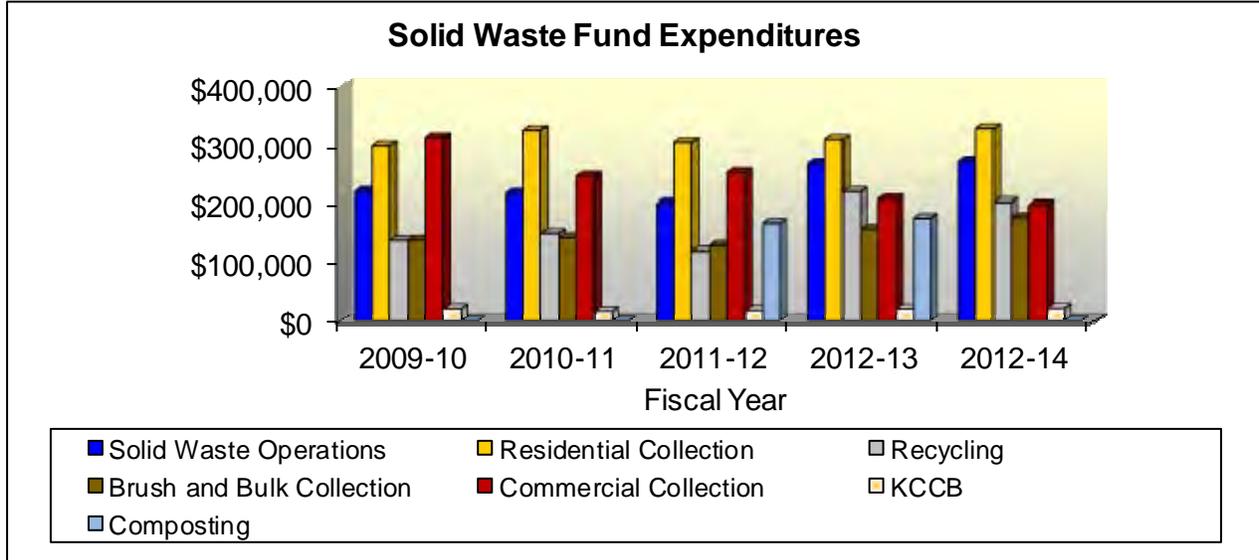
Function	2009-10	2010-11	2011-12	2012-13	2013-14	% Variance 2014 to 2013
Public Works	\$ 175,969	\$ 375,751	\$ 267,956	\$ 353,086	\$ 264,661	-25.0%
Utility Administration	555,385	548,300	572,234	557,248	599,827	7.6%
Water Distribution	1,263,615	1,325,996	1,263,089	1,353,092	1,400,539	3.5%
Sewer Collection	471,264	441,147	450,390	471,069	512,322	8.8%
Wastewater Treatment (Combined)	1,189,825	1,190,948	1,108,328	1,358,976	1,556,011	14.5%
Composting	172,480	185,763	-	-	87,498	N/A
Debt Service	2,353,088	3,171,842	3,274,770	3,596,790	3,386,825	-5.8%
Transfers Out	742,500	742,500	690,000	695,000	795,000	14.4%
Non-Departmental	2,167,439	2,160,142	1,913,670	2,530,232	2,383,092	-5.8%
Totals	\$ 9,091,565	\$ 10,142,389	\$ 9,540,437	\$ 10,915,493	\$ 10,985,775	0.6%

Note: Actual expenditures are provided for FY 2009-10 to FY 2011-12, projected expenditures are provided for FY 2012-13 and budgeted expenditures are provided for FY 2013-14.

Summary of Fund Balances, Revenues & Expenses

Solid Waste Fund

The Solid Waste Fund's budget reflects a 1.9% decrease or \$62,878 in appropriations over the 2012-2013 projected expenses. Moving the Composting expenditures out of the Solid Waste Fund and greater debt service payments contribute to the net decrease in the fiscal year 2013-2014 budget.



Note: Actual expenditures are provided for FY 2009-10 to FY 2011-12, projected expenditures are provided for FY 2012-13 and budgeted expenditures are provided for FY 2013-14.

Solid Waste Administration:

The Solid Waste Administration budget is showing an increase of 1.4% or \$3,672 due to salary adjustments.

Residential Collection:

In Residential, a 6.3% or \$19,252 increase is primarily a result of adding an additional driver for collection routes scheduled to begin mid-year.

Recycling:

The Recycling budget includes a 7.9% or \$17,361 decrease primarily due to a decrease in number of planned recycling bin purchases.

Brush and Bulk Collection:

The Brush and Bulk budget includes a 13.2% or \$20,554 increase as a result of an additional collection route driver.

Commercial Collection:

In Commercial, there is a 4.7% or \$9,685 decrease related to reductions in equipment purchases and dumpster repairs.

Summary of Fund Balances, Revenues & Expenses

Keep Copperas Cove Beautiful (KCCB):

KCCB has an increase in the budget of 4.4% or \$1,003 for more engaging advertising and professional development.

Solid Waste Disposal:

In Disposal, there is a 0.7% or \$8,966 budget increase. The increase is primarily due to salary adjustments.

Debt Service and Transfers Out:

Debt service reflects an increase of 62.5% or \$119,754 when compared to fiscal year 2012-2013 payments. Debt service payments include a planned debt issuance in 2014. The Transfer to the General Fund decreased by 6.2% or \$30,000 as a result of reclassify the Solid Waste Director to a Solid Waste Superintendent requiring less supervision from management.

Non-Departmental:

The Non-Departmental budget includes a 4.6% or \$3,569 decrease primarily due to lower maintenance requirements and lower insurance premiums.

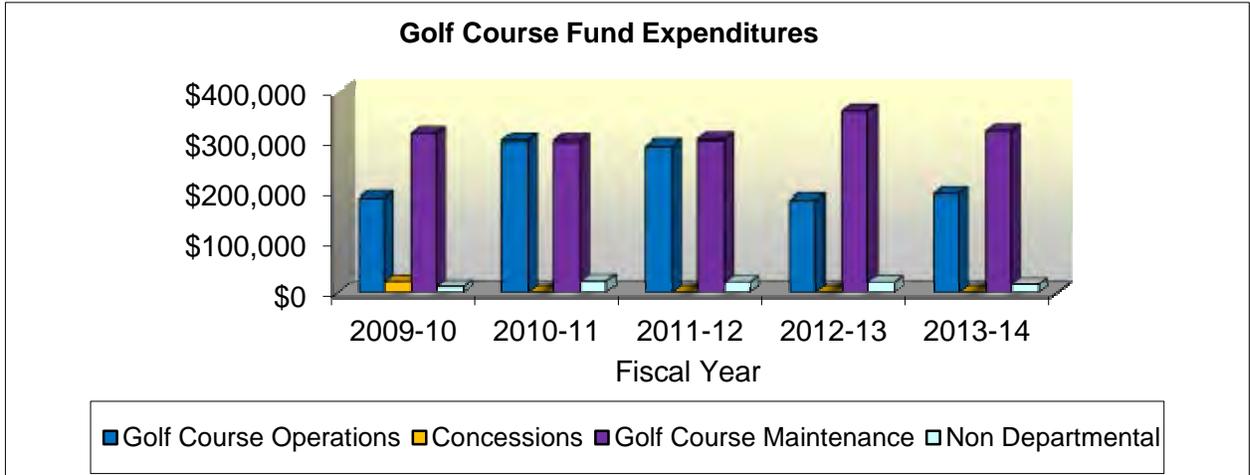
Function	2009-10	2010-11	2011-12	2012-13	2013-14	% Variance 2014 to 2013
Solid Waste Administration	220,617	216,918	200,514	268,821	272,493	1.4%
Residential Collection	296,907	323,787	302,758	307,948	327,200	6.3%
Recycling	137,026	149,194	120,427	220,276	202,915	-7.9%
Brush and Bulk Collection	137,638	141,837	128,909	156,060	176,614	13.2%
Commercial Collection	311,214	247,113	253,398	207,761	198,076	-4.7%
KCCB	23,426	18,626	20,300	22,905	23,908	4.4%
Composting	-	-	166,839	175,464	-	-100.0%
Solid Waste Disposal	1,131,849	1,141,281	1,125,906	1,285,605	1,294,571	0.7%
Debt Service	106,253	147,191	188,812	191,546	311,300	62.5%
Transfer Out	428,000	428,000	428,000	483,000	453,000	-6.2%
Non-Departmental	72,932	343,614	417,487	77,504	73,935	-4.6%
Totals	\$ 2,865,862	\$ 3,157,561	\$ 3,353,350	\$ 3,396,890	\$ 3,334,012	-1.9%

Note: Actual expenditures are provided for FY 2009-10 to FY 2011-12, projected expenditures are provided for FY 2012-13 and budgeted expenditures are provided for FY 2013-14.

Summary of Fund Balances, Revenues & Expenses

Golf Course Fund

The Golf Course Fund's appropriated budget reflects a decrease of 5.8% or \$33,109 from the 2012-2013 projected expense. The overall decrease is an effort to control costs in light of deficits in the past several years.



Note: Actual expenditures are provided for FY 2009-10 to FY 2011-12, projected expenditures are provided for FY 2012-13 and budgeted expenditures are provided for FY 2013-14.

Golf Course Operations:

The Operations division reflects a 6.4% or \$11,849 increase. This increase is primarily due to personnel costs related to vacancies in fiscal year 2012-2013 and a new contract for leasing golf carts.

Golf Course Maintenance:

The Maintenance division shows a decrease of 11.2% or \$40,400. The decrease is attributable to facility maintenance related to the greens renovation in fiscal year 2012-2013.

Non-Departmental:

The Non-Departmental budget debt service payments for the 2013 General Obligation Refunding Bonds and Tax Notes and 2014 debt decreased \$4,558 in FY 2013-2014.

Summary of Fund Balances, Revenues & Expenses

Function	2009-10	2010-11	2011-12	2012-13	2013-14	% Variance 2014 to 2013
Golf Course Operations	188,863	301,798	291,469	184,367	196,216	6.4%
Golf Course Concessions	22,472	-	-	-	-	0.0%
Golf Course Maintenance	315,631	301,141	304,084	360,960	320,560	-11.2%
Non-Departmental	11,735	23,812	21,336	21,057	16,499	-21.6%
Totals	\$ 538,701	\$ 626,751	\$ 616,889	\$ 566,384	\$ 533,275	-5.8%

Note: Actual expenditures are provided for FY 2009-10 to FY 2011-12, projected expenditures are provided for FY 2012-13 and budgeted expenditures are provided for FY 2013-14.

Long Range Financial Outlook

MAJOR OPERATING FUNDS				
FUND	FISCAL YEAR			
	2014	2015	2016	2017
General Fund				
Total Revenues	14,978,111	15,300,928	15,843,309	16,376,166
Total Expenditures	16,130,404	16,646,663	16,934,142	17,635,973
Water & Sewer Fund				
Total Revenues	11,598,252	11,888,208	12,185,414	12,490,049
Total Expenditures	10,985,775	11,275,688	11,589,300	11,912,069
Solid Waste Fund				
Total Revenues	3,347,244	3,430,925	3,516,698	3,604,616
Total Expenditures	3,334,012	3,426,435	3,527,982	3,641,656
Golf Fund				
Total Revenues	411,850	422,146	432,700	443,517
Total Expenditures	533,275	554,206	572,422	593,923

The long range financial outlook for the major operating funds is depicted above. Annual revenue assumptions are as follows: property values – 1% increase; sales tax – 2% increase; all other revenues – 2.5% increase. On the expenditure side, the following annual assumptions are used:

- In order to stay competitive in keeping the most qualified staff working for the City, we plan to increase wages and salaries for all FTE by 3% in FY 2014, 4% in FY 2015 and 5% in FY 2016 and FY 2017.
- Apart from salaries and wages, an average increase of 2.5% growth for all other expense related items.

Revenues and expenditures will be monitored regularly and appropriate adjustments will be made as they come up on an ongoing basis. The chart above demonstrates slight adjustments will be required in future budgets to eliminate any deficits. It also helps departments develop new and efficient methods to maintain current services.

**CITY OF COPPERAS COVE
NEW / DELETED / UNFUNDED PERSONNEL SCHEDULE
FY 2013-2014 BUDGET**

Department	New Positions	Newly Authorized	FTE ¹	Salary	Benefits	Total
GENERAL FUND						
City Secretary	Records Clerk	Y	1	\$ 19,843	\$ 9,276	\$ 29,119
City Attorney	Open Records Clerk	Y	0.5	\$ 9,540	\$ 750	\$ 10,290
Human Resources	Benefits Clerk	Y	0.5	\$ 9,540	\$ 750	\$ 10,290
Fire - Operations	Firefighter	Y	1	\$ 31,575	\$ 18,464	\$ 50,039
Total General Fund			3	\$ 70,498	\$ 29,240	\$ 99,738
WATER AND SEWER FUND						
Wastewater Treatment	Electrical Maintenance Technician	Y	1	\$ 27,165	\$ 11,208	\$ 38,373
Total Water and Sewer Fund			1	\$ 27,165	\$ 11,208	\$ 38,373
SOLID WASTE FUND						
Solid Waste - Residential	Driver (6 months)	Y	1	\$ 12,386	\$ 5,150	\$ 17,536
Total Solid Waste Fund			1	\$ 12,386	\$ 5,150	\$ 17,536
DRAINAGE FUND						
Drainage	Light Equipment Operator	Y	2	\$ 45,772	\$ 23,022	\$ 68,794
Total Drainage Fund			2	\$ 45,772	\$ 23,022	\$ 68,794

Department	Deleted Positions	Newly Authorized	FTE ¹	Salary	Benefits	Total
GENERAL FUND						
City Secretary	Records Clerk		0.5	\$ (10,030)	\$ (789)	\$ (10,819)
Total General Fund			0.5	\$ (10,030)	\$ (789)	\$ (10,819)
DRAINAGE FUND						
Drainage Utilities	Laborer		2	\$ (43,620)	\$ (22,570)	\$ (66,190)
Total Drainage Fund			2	\$ (43,620)	\$ (22,570)	\$ (66,190)

Department	Unfunded Positions	Newly Authorized	FTE ¹	Salary	Benefits	Total
GENERAL FUND						
City Manager	Assistant City Manager		1	\$ (100,006)	\$ (25,962)	\$ (125,968)
City Manager	Administrative Assistant		1	(24,731)	(10,294)	(35,025)
City Manager	Receptionist	Y	1	(19,080)	(1,501)	(20,581)
City Secretary	Deputy Secretary		1	(30,160)	(11,424)	(41,584)
Finance	Senior Accountant		1	(29,411)	(11,268)	(40,679)
Budget	Financial Plans Specialist	Y	1	(34,840)	(12,398)	(47,238)
Municipal Court	Assistant Court Administrator		1	(31,782)	(11,762)	(43,544)
Municipal Court	Court Clerk	Y	0.5	(10,840)	(853)	(11,693)
Police	Captain		1	(60,174)	(18,658)	(78,832)
Police	Patrol Officer - Certified		7	(262,514)	(94,752)	(357,266)
Police	Patrol Officer - Certified	Y	3	(112,506)	(40,608)	(153,114)
Police	Police Communications/Operator		2	(50,625)	(20,850)	(71,475)
Police	Police Communications/Operator	Y	1	(25,313)	(10,425)	(35,738)
Police	Senior Records Clerk		1	(22,547)	(9,848)	(32,395)
Animal Control	Animal Control Officer I	Y	1	(23,266)	(10,383)	(33,649)
Animal Control	Clerk		1	(20,800)	(9,829)	(30,629)
Fire - Administration	Administrative Assistant		1	(24,731)	(11,333)	(36,064)
Fire - Operations	Battalion Chief		3	(147,262)	(99,748)	(247,010)
Fire - Operations	Firefighter		2	(63,151)	(34,840)	(97,991)
Fire - Operations	Firefighter II		3	(98,799)	(77,726)	(176,525)

**CITY OF COPPERAS COVE
NEW / DELETED / UNFUNDED PERSONNEL SCHEDULE
FY 2013-2014 BUDGET**

Department	Unfunded Positions	Newly Authorized	FTE ¹	Salary	Benefits	Total
Fire - Operations	Fire Lieutenant	Y	3	(113,216)	(86,903)	(200,119)
Fire - Prevention	Fire Inspector/Investigator		2	(80,704)	(41,349)	(122,053)
Building & Development	Inspector		1	(33,613)	(12,236)	(45,849)
Street	Light Equipment Operator		1	(21,570)	(10,698)	(32,268)
Street	Light Equip. Operator/Crack Sealer/Herbicide		3	(64,709)	(32,096)	(96,805)
Street	Traffic Control Technician II	Y	1	(26,853)	(12,058)	(38,911)
Parks & Leisure - Maintenance	Laborer		1	(19,968)	(9,666)	(29,634)
Parks & Leisure - Maintenance	Laborer	Y	0.5	(9,600)	(930)	(10,530)
Fleet Services	Parts Technician		0.5	(12,182)	(7,682)	(19,864)
Planning	Planner I		1	(70,720)	(19,866)	(90,586)
Planning	Administrative Assistant		1	(24,731)	(10,294)	(35,025)
Library	Library Assistant		3	(72,384)	(30,500)	(102,884)
Library	Reference/Adult Programs Librarian	Y	1	(45,011)	(14,513)	(59,524)
Code Compliance	Code Enforcement Officer	Y	1	(30,160)	(11,507)	(41,667)
Code Compliance	Registered Sanitarian	Y	1	(31,990)	(11,894)	(43,884)
Total General Fund			54.5	\$ (1,849,949)	\$ (836,654)	\$ (2,686,603)
WATER AND SEWER FUND						
Public Works - Administration	City Engineer		1	\$ (62,400)	\$ (19,498)	\$ (81,898)
Utility Administration	Assistant Supervisor		1	(26,790)	(8,300)	(35,090)
Water Distribution	Operator II Water Distribution	Y	2	(51,085)	(22,054)	(73,139)
Sewer Collection	Operator II Sewer Collection		1	(25,542)	(10,847)	(36,389)
Composting	Composting Supervisor		1	(36,008)	(14,226)	(50,234)
Composting	Heavy Equipment Operator		2	(49,546)	(21,348)	(70,894)
Wastewater Treatment	Senior Lab Technician		1	(37,190)	(13,461)	(50,651)
Wastewater Treatment	Lab Technician		1	(28,683)	(11,559)	(40,242)
Total Water and Sewer Fund			10	\$ (317,244)	\$ (121,293)	\$ (438,537)
SOLID WASTE FUND						
Solid Waste - Recycling	Driver		1	\$ (24,773)	\$ (11,328)	\$ (36,101)
Solid Waste - Commercial	Driver	Y	1	\$ (24,773)	\$ (11,328)	\$ (36,101)
Total Solid Waste Fund			2	\$ (49,546)	\$ (22,656)	\$ (72,202)
GOLF COURSE FUND						
Golf Course Operations	Clerk/Golf Shop Assistant		2	\$ (42,080)	\$ (12,287)	\$ (54,367)
Golf Course Maintenance	Heavy Equipment Operator		0.5	(11,910)	(1,183)	(13,093)
Golf Course Maintenance	Laborer		1.5	(29,568)	(10,667)	(40,235)
Total Golf Course Fund			4	\$ (83,558)	\$ (24,137)	\$ (107,695)
TOTAL ALL FUNDS		Net Cost/Savings		\$ (2,198,126)	\$ (959,479)	\$ (3,157,605)

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

¹FTE - Full-Time Equivalent

**CITY OF COPPERAS COVE, TEXAS
 RECAP OF FUNDED NEW REQUESTS
 CITY'S OPERATING BUDGET
 FISCAL YEAR 2013-2014**

Fund/Dept-Division	Description	Cost
General Fund		
City Secretary	Code Bank	150
Human Resources	Wellness Incentive	25,000
Human Resources	Succession Plan Review	10,600
Human Resources	Employee Service Award Program	3,000
Human Resources	Performance Evaluation Software	12,000
Information Systems	VMWare Workstation and Service Licenses	2,305
Information Systems	Opmanager with 10 licenses	479
Information Systems	Service Desk with 200 licenses	1,772
Information Systems	GFI Mailarchiver license	550
Information Systems	Broadband service for laptop	588
Information Systems	Granicus Speakup Service	8,160
Police - Admin	Computer Monitor	468
Police - Services	Traffic Cones	2,350
Police - Services	Digital Camera	800
Police - Services	Tablet with Case (3) & broadband service	3,096
Police - Services	GPS Tracking Device	3,618
Police - Services	Digital Video Cameras	1,000
Police - Services	CID Vehicle Modifications	800
Police - Services	Community Patrol Cruiser	11,500
Fire/EMS - Admin	Fire Service Chief Executive Officer Symposium	3,000
Fire/EMS - Operations	Overtime for Confined Space Rescue Class	2,025
Fire/EMS - Operations	Overtime for Wildland Fire Refresher Course	700
Fire/EMS - Operations	Incentive pay for Field Training Officers	1,800
Fire/EMS - Operations	All Purpose Tool Sets	920
Fire/EMS - Operations	Paint Sprayer for Hydrant Mains	603
Fire/EMS - Operations	SCBA RIT Hoses	3,300
Fire/EMS - Operations	Command Cabinet for Command Vehicle	3,000
Fire/EMS - Operations	Station Mounted Narcotics Vault	1,500
Fire/EMS - Operations	Digital Cameras (3)	552
Fire/EMS - Operations	SCBA Second Stage Regulator	1,213
Fire/EMS - Operations	SCBA Technician Certification	3,400
Fire/EMS - Operations	TEEX Fire Service Chief Executive Officer Class	2,700
Fire/EMS - Operations	IAFC FRI Annual Conference	2,800
Fire/EMS - Operations	Class A Uniforms for Captains	2,550
Fire/EMS - Operations	Honor Guard Uniforms	6,350
Fire/EMS - Operations	Class A Bell Cap & Insignia for Lieutenant	600
Fire/EMS - Operations	Class A Bell Cap & Insignia for Firefighter	4,025
Fire/EMS - Operations	Motion Tablet with broadband service	3,500
Fire/EMS - Training/EMS	Training Fire Shelters	564
Fire/EMS - Training/EMS	Pride & Ownership Series Lecture	6,000
Fire/EMS - Training/EMS	Aerial Apparatus Training	3,600
Fire/EMS - Prevention	Tablet with Case (2) & broadband service	2,914
Fire/EMS - Prevention	Firehouse Software for Tablet	1,500
Fire/EMS - Prevention	KNOX Key Keeper Mobile Device	8,550
Fire/EMS - Emergency Mgmt	Weather Radios (2)	150
Fire/EMS - Emergency Mgmt	GPS Handheld Devices (2)	650
Fire/EMS - Emergency Mgmt	HF Amateur Radio Antenna	700
Fire/EMS - Emergency Mgmt	HF Antenna Tuner	300
Fire/EMS - Emergency Mgmt	Weather Bug Internet Based Weather Service	1,500
Fire/EMS - Emergency Mgmt	Weather Station with Internet Reporting Capability	1,000
Streets	Individual wall lockers	1,575

**CITY OF COPPERAS COVE, TEXAS
 RECAP OF FUNDED NEW REQUESTS
 CITY'S OPERATING BUDGET
 FISCAL YEAR 2013-2014**

Fund/Dept-Division	Description	Cost
Code Compliance	Office Chairs	520
Code Compliance	Digital Cameras (3)	450
Code Compliance	Emergency Lights	200
Code Compliance	Car Washes	216
Code Compliance	Graffiti Abatement	4,800
General Fund Total		<u>167,963</u>
Drainage Fund		
Drainage Utility	Individual wall lockers	1,575
Drainage Fund Total		<u>1,575</u>
Court Technology Fund		
Court Technology	Digital Sound Processor, Mix/Minus, Speakers	4,100
Court Technology Fund Total		<u>4,100</u>
 Total Proposed New Requests in City Operating Funds		 <u>\$ 173,638</u>

Recap of New Requests in City Operating Funds:		
General Fund Total		\$ 167,963
Drainage Fund Total		\$ 1,575
Court Technology Fund Total		\$ 4,100
Total All Operating Funds		<u>\$ 173,638</u>

**CITY OF COPPERAS COVE, TEXAS
 RECAP OF NEW REQUESTS AND CAPITAL OUTLAY PLAN REQUESTS
 ADOPTED AS PART OF THE 2014 DEBT ISSUE*
 FISCAL YEAR 2013-2014**

Fund/Dept-Division	Description	Cost
Tax Supported		
Streets	Southeast Bypass	638,206
Fire	Fire Station #2-3rd Bay	230,000
City Council	Council Chamber Construction (EDC)	129,500
Information Systems	Toughbook Laptop with Software and Internet Service	3,620
Information Systems	Dell AppAssure	27,031
Municipal Court	Foundation Repair	13,000
Municipal Court	Security Software & Hardware Upgrade	30,955
Police - Services	RIMS Mobile Software	39,740
Animal Control	Light Duty Truck	25,000
Animal Control	Light Duty Truck	20,000
Code Compliance	Light Duty Truck	16,000
Fire	Personal Protective Clothing	31,800
Fire	Van	53,753
Fleet	Light Duty Truck	60,000
Parks	Small Engine Equipment	9,000
Police - Services	Patrol Car	40,000
Police - Services	Patrol Car	40,000
Police - Services	Patrol Car	40,000
Police - Services	Patrol Car	40,000
Police - Services	Patrol Car	40,000
Streets	Equipment - Heavy	185,000
Streets	Heavy Duty Truck	123,000
Streets	Light Duty Truck	30,000
Streets	Light Duty Truck	22,880
Tax Supported Total		<u>1,888,485</u>
Water & Sewer Fund		
Wastewater Treatment	Northwest WWTP Improvements	3,615,000
Water Distribution	Southwest Water Improvements - Phase I	2,612,000
Water Distribution	Southeast Bypass	294,309
Water Distribution	Taylor Mountain 1 MG Tank Rehab	375,000
Water Distribution	16" Inserta Valve	35,000
Water Distribution	6" Inserta Valve	11,000
Sewer	Light Duty Truck	21,000
Sewer	Light Duty Truck	25,000
Utility Administration	Light Duty Truck	22,631
Water Distribution	Medium Duty Truck	52,000
Water & Sewer Fund Total		<u>7,062,940</u>
Solid Waste Fund		
Commercial	Garbage Truck	239,000
Recycling	Garbage Truck	140,000
Solid Waste Fund Total		<u>379,000</u>
Golf Course Fund		
Maintenance	Small Engine Equipment	32,000
Maintenance	Small Engine Equipment	43,000
Golf Course Fund Total		<u>75,000</u>
Bond Issues Costs		92,500

**CITY OF COPPERAS COVE, TEXAS
 RECAP OF NEW REQUESTS AND CAPITAL OUTLAY PLAN REQUESTS
 ADOPTED AS PART OF THE 2014 DEBT ISSUE*
 FISCAL YEAR 2013-2014**

<u>Fund/Dept-Division</u>	<u>Description</u>	<u>Cost</u>
Total Proposed 2014 Debt Issue		<u>\$ 9,497,925</u>
Recap of New Requests and Capital Outlay Plan Requests Proposed in the 2014 Debt Issue:		
	Tax Supported	\$ 1,888,485
	Water & Sewer Fund	7,062,940
	Solid Waste Fund	379,000
	Golf Course Fund	75,000
	Bond Issue Costs	92,500
	Total Proposed 2014 Debt Issue	<u>\$ 9,497,925</u>

* Tax Note Issue will require future governing body action planned for after January 2014 prior to funding of requests.

**CITY OF COPPERAS COVE, TEXAS
 RECAP OF UNFUNDED UNMET NEEDS REQUESTED BY CITY DEPARTMENTS
 CITY'S OPERATING BUDGET
 FISCAL YEAR 2013-2014**

Fund/Dept-Division	Description	Cost
General Fund		
Police - Admin	Demolish old Police Department building	55,000
Police - Services	Scanstation	135,000
Fire/EMS - Emergency Mgmt	Weather Radios (2)	150
Fire/EMS - Emergency Mgmt	GPS Handheld Devices (2)	650
Streets	Leonhard Street Sidewalk	12,049
	General Fund Total	<u>202,849</u>

Total Proposed New Programs in City Operating Funds \$ 202,849

Recap of Unfunded Unmet Needs in City Operating Funds:		
	General Fund	\$ 202,849
	Total All Operating Funds	\$ 202,849

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

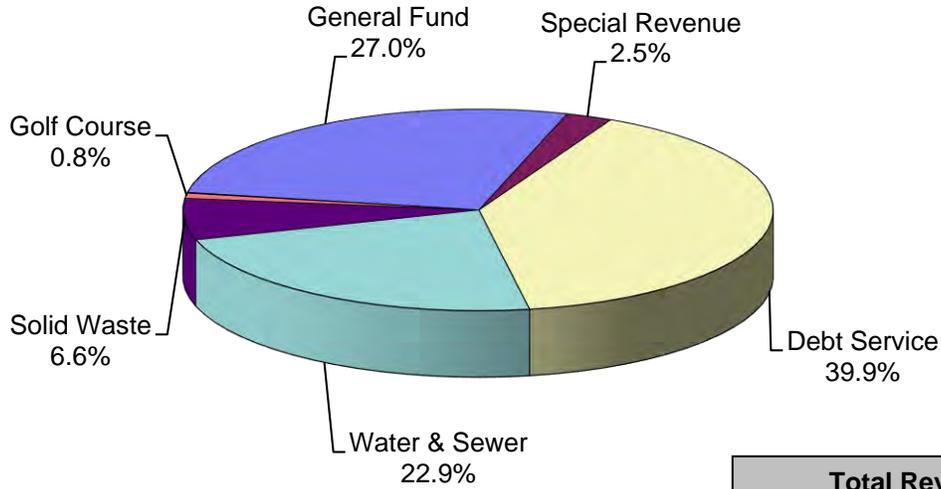
Fiscal Year 2013-2014

(With Comparative Totals for the Years Ended September 30, 2012 and 2013, actual and projected, respectively)

	General	Special Revenue	Debt Service	Capital Projects	Water & Sewer	Solid Waste	Golf Course	Total Adopted Budget 2013-14	Projected Budget 2012-13	Actual 2011-12
REVENUES										
Taxes	\$ 11,070,565	\$ 167,900	\$ 3,063,926	\$ -	\$ -	\$ -	\$ -	\$ 14,302,391	\$ 13,556,027	\$ 13,090,825
Permits & Licenses	176,221	-	-	-	-	-	-	176,221	183,727	223,143
Charges for Services	1,373,705	888,000	-	-	11,350,648	3,203,344	411,850	17,227,547	14,642,578	14,017,866
Fees	-	61,500	-	-	159,000	140,000	-	360,500	1,250,878	1,218,375
Fines	742,818	40,800	-	-	-	-	-	783,618	776,280	756,929
Miscellaneous	286,802	117,980	17,079,050	61,415	68,604	3,900	-	17,617,751	13,552,626	868,379
Total Revenues	<u>13,650,111</u>	<u>1,276,180</u>	<u>20,142,976</u>	<u>61,415</u>	<u>11,578,252</u>	<u>3,347,244</u>	<u>411,850</u>	<u>50,468,028</u>	<u>43,962,116</u>	<u>30,175,516</u>
EXPENDITURES										
Current:										
City Administration	2,071,249	-	-	18,604	264,661	272,493	-	2,627,007	2,462,355	2,313,123
Public Works	1,135,939	1,065,394	-	4,656,937	4,156,197	2,223,284	-	13,237,751	8,194,449	6,614,336
Parks and Recreation Services	1,672,322	156,655	-	96,999	-	-	516,776	2,442,752	2,300,650	2,486,811
Development Services	646,455	-	-	816	-	-	-	647,271	524,407	435,086
Public Safety	10,027,571	172,792	-	4,918,613	-	-	-	15,118,976	9,484,850	8,994,054
Non-Departmental	576,868	71,466	-	63,221	2,384,592	73,935	-	3,170,082	3,367,429	2,821,826
Debt service:										
Principal retirement	-	133,465	17,672,628	-	2,389,116	269,245	15,000	20,479,454	15,430,049	4,195,235
Interest and fiscal charges	-	19,985	2,450,352	2,891	996,209	42,055	1,499	3,512,991	3,725,739	4,037,540
Bond issuance Costs	-	-	-	58,198	-	-	-	58,198	5,851	4,375
Total Expenditures	<u>16,130,404</u>	<u>1,619,757</u>	<u>20,122,980</u>	<u>9,816,279</u>	<u>10,190,775</u>	<u>2,881,012</u>	<u>533,275</u>	<u>61,294,482</u>	<u>45,495,779</u>	<u>31,902,386</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	<u>(2,480,293)</u>	<u>(343,577)</u>	<u>19,996</u>	<u>(9,754,864)</u>	<u>1,387,477</u>	<u>466,232</u>	<u>(121,425)</u>	<u>(10,826,454)</u>	<u>(1,533,663)</u>	<u>(1,726,870)</u>
OTHER FINANCING SOURCES (USES)										
Operating transfers in	1,328,000	-	-	-	20,000	-	-	1,348,000	1,302,335	1,394,156
Operating transfers (out)	-	(100,000)	-	-	(795,000)	(453,000)	-	(1,348,000)	(1,304,335)	(1,394,156)
Proceeds from bond issue	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	<u>1,328,000</u>	<u>(100,000)</u>	<u>-</u>	<u>-</u>	<u>(775,000)</u>	<u>(453,000)</u>	<u>-</u>	<u>-</u>	<u>(2,000)</u>	<u>0</u>
EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	<u>(1,152,293)</u>	<u>(443,577)</u>	<u>19,996</u>	<u>(9,754,864)</u>	<u>612,477</u>	<u>13,232</u>	<u>(121,425)</u>	<u>(10,826,454)</u>	<u>(1,535,663)</u>	<u>(1,726,870)</u>
FUND BALANCES BEGINNING OF YEAR	5,339,990	1,249,055	81,359	9,790,792	1,322,581	757,750	(879,049)	17,662,477	9,407,345	11,128,003
RESIDUAL EQUITY TRANSFER IN (OUT)										
FUND BALANCES END OF YEAR	<u>\$ 4,187,697</u>	<u>\$ 805,478</u>	<u>\$ 101,355</u>	<u>\$ 35,928</u>	<u>\$ 1,935,058</u>	<u>\$ 770,982</u>	<u>\$ (1,000,474)</u>	<u>\$ 6,836,023</u>	<u>\$ 7,871,682</u>	<u>\$ 9,401,133</u>

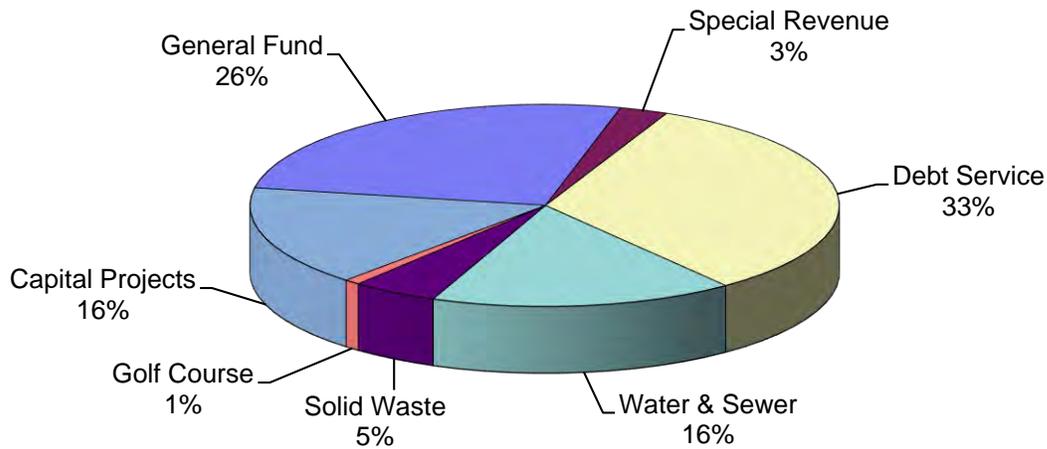
City of Copperas Cove
Combined Schedule of Revenues, Expenditures/Expenses and Changes in Fund
Balances All Fund Types (by Funds)
Fiscal Year 2013-2014

Total Revenues



Total Revenues:
\$50,468,028

Total Expenditures / Expenses



Total Expenditures / Expenses:
\$61,294,482

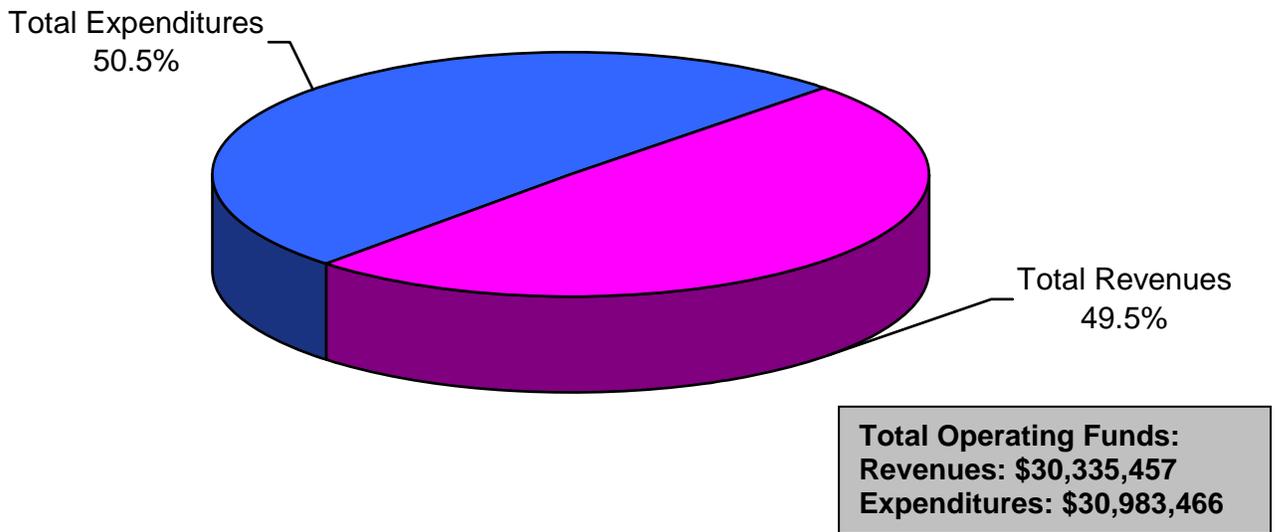
City of Copperas Cove, Texas
Adopted Budget Summary for all Funds
Fiscal Year 2013-2014

Fund	Estimated Beginning Balance	Revenues	Total Resources Available	Total Operating Expenses/ Expenditures	Total Other Expenses/ Expenditures	Estimated Ending Balance	Ideal Fund Balance	Over/(Under) Ideal Fund Balance
Operating Funds								
General Fund	\$ 5,339,990	\$ 14,978,111	\$ 20,318,101	\$ 15,680,170	\$ 450,234	\$ 4,187,697	\$ 3,920,043	\$ 267,654
Water & Sewer Fund	1,322,581	11,598,252	12,920,833	7,600,450	3,385,325	1,935,058	1,900,113	34,945
Solid Waste Fund	757,750	3,347,244	4,104,994	3,022,712	311,300	770,982	755,678	15,304
Golf Course Fund	(879,049)	411,850	(467,199)	516,776	16,499	(1,000,474)	129,194	(1,129,668)
Total Operating Funds	\$ 6,541,272	\$ 30,335,457	\$ 36,876,729	\$ 26,820,108	\$ 4,163,358	\$ 5,893,263	\$ 6,705,028	\$ (811,765)
Other Funds*								
Drainage Utility Fund	\$ 958,917	\$ 890,500	\$ 1,849,417	\$ 489,007	\$ 793,337	\$ 567,073		
Interest & Sinking Fund	81,359	20,142,976	20,224,335	20,122,980	-	101,355		
Hotel Occupancy Tax Fund	26,766	167,950	194,716	-	162,916	31,800		
Animal Shelter Fund	17,616	-	17,616	-	17,616	-		
PEG Fee Fund	61,538	61,500	123,038	-	61,538	61,500		
Municipal Court Efficiency Fund	14,715	3,320	18,035	6,842	-	11,193		
Municipal Court Technology Fund	33,084	20,545	53,629	29,060	-	24,569		
Municipal Court Security Fund	33,061	17,030	50,091	-	-	50,091		
Miscellaneous Other Funds	103,357	115,335	218,692	159,441	-	59,251		
Total Other Funds	\$ 1,330,414	\$ 21,419,156	\$ 22,749,570	\$ 20,807,330	\$ 1,035,407	\$ 906,833		
Capital Projects Funds*								
2006 Ltd. Tax Notes (Cap. Imprvmt.)	\$ 11,479	\$ -	\$ 11,479	\$ -	\$ 11,444	\$ 35		
2008 Ltd. Tax Notes (Tax Suptd)	\$ 4,126	-	4,126	-	4,118	8		
2009 G. O. (Tax Supported)	\$ 69,667	-	69,667	-	69,480	187		
2009 Ltd. Tax Notes (All Funds)	\$ 54,964	-	54,964	-	54,811	153		
2010 General Obligation (W&S)	\$ 178,945	-	178,945	-	176,995	1,950		
2010 Ltd. Tax Notes (All Funds)	\$ 1,782,960	-	1,782,960	-	1,776,846	6,114		
2010A Ltd. Tax Notes (All Funds)	\$ 51,109	-	51,109	-	50,281	828		
2011 Contr. Rev. & LTN (Tax Suptd)	\$ 42,847	-	42,847	-	31,814	11,033		
2011 G. O. (Tax Supported)	\$ 8,672	-	8,672	-	2,647	6,025		
2012 Ltd. Tax Notes (All Funds)	\$ 220,329	-	220,329	-	218,814	1,515		
2012 General Obligation (W&S)	\$ 1,871,046	-	1,871,046	-	1,865,000	6,046		
2013 Ltd. Tax Notes (All Funds)	\$ 916,249	-	916,249	-	915,521	728		
2013 G. O. (Tax Supported)	\$ 4,578,399	61,415	4,639,814	-	4,638,508	1,306		
Total Capital Projects Funds	\$ 9,790,792	\$ 61,415	\$ 9,852,207	\$ -	\$ 9,816,279	\$ 35,928		
Total Funds	\$ 17,662,477	\$ 51,816,028	\$ 69,478,505	\$ 47,627,438	\$ 15,015,044	\$ 6,836,023		

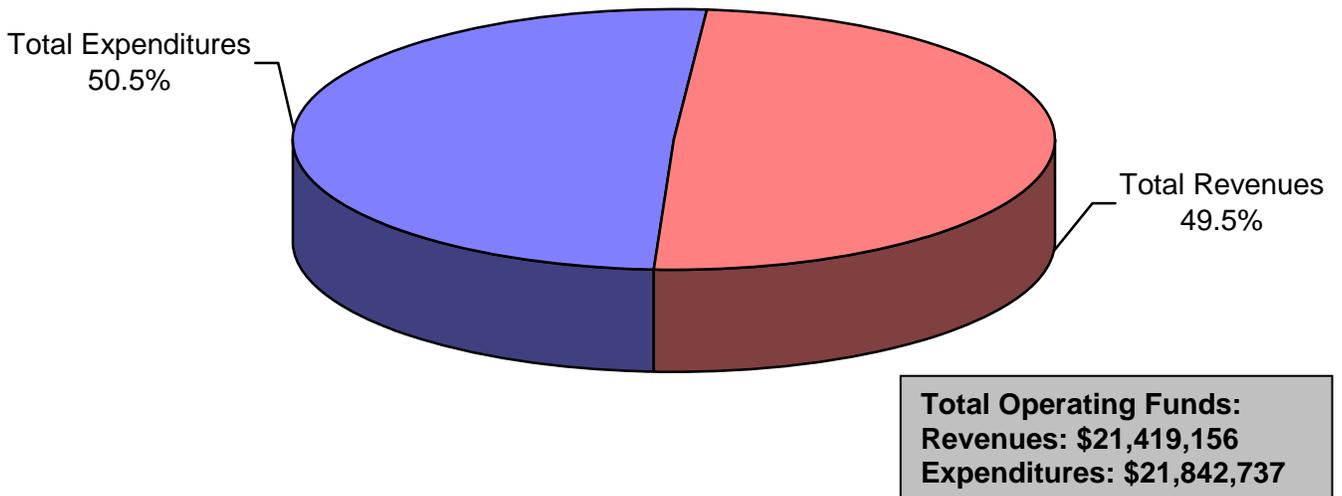
* Ideal fund balances do not apply.

City of Copperas Cove
Adopted Budget Summary for all Funds
Fiscal Year 2013-2014

Fiscal Year 2013-2014 Operating Funds



Fiscal Year 2013-2014 Other Funds

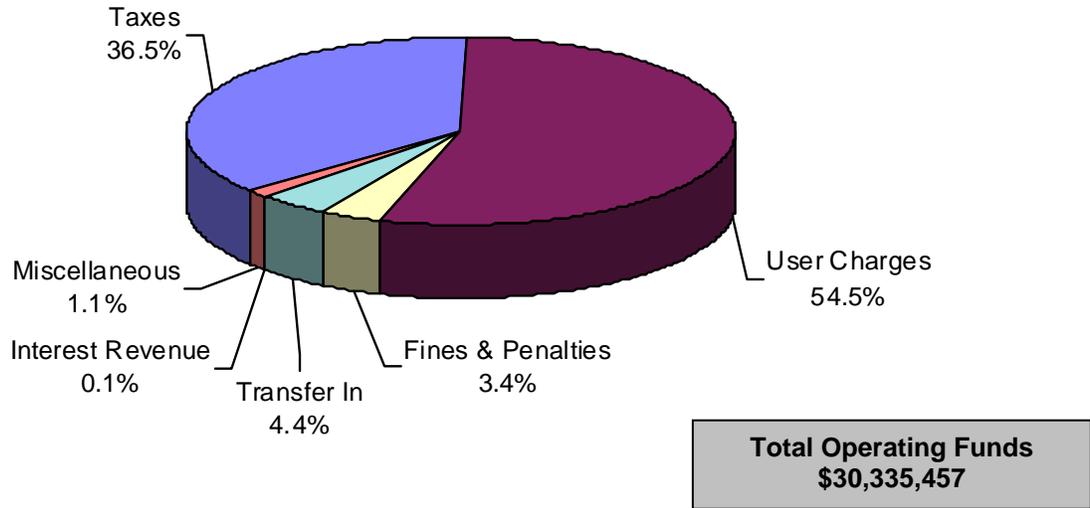


City of Copperas Cove, Texas
Consolidated Schedule of Receipts of all Funds by Source
Fiscal Year 2013-2014

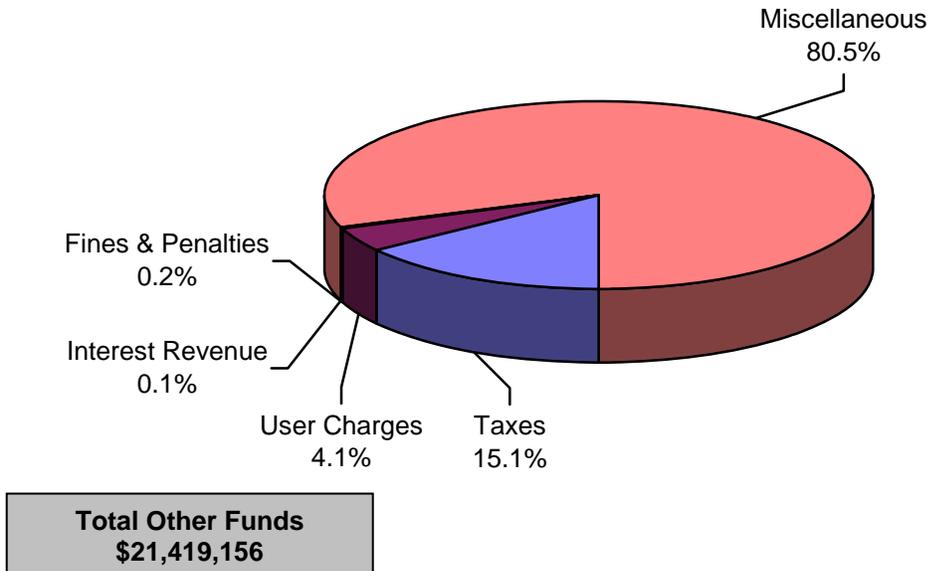
Fund	Taxes	User Charges	Fines & Penalties	Transfer-in	Interest Revenue	Bond Proceeds	Miscellaneous	Total
Operating Funds								
General Fund	\$ 11,070,565	\$ 1,549,926	\$ 742,818	\$ 1,328,000	\$ 20,436	\$ -	\$ 266,366	\$ 14,978,111
Water & Sewer Fund	-	11,350,648	159,000	20,000	6,504	-	62,100	11,598,252
Solid Waste Fund	-	3,203,344	140,000	-	2,400	-	1,500	3,347,244
Golf Course Fund	-	411,850	-	-	-	-	-	411,850
Total Operating Funds	\$ 11,070,565	\$ 16,515,768	\$ 1,041,818	\$ 1,348,000	\$ 29,340	\$ -	\$ 329,966	\$ 30,335,457
Other Funds								
Drainage Utility Fund	\$ -	\$ 888,000	\$ -	\$ -	\$ 2,500	\$ -	\$ -	\$ 890,500
Interest & Sinking Fund	3,063,926	-	-	-	20,000	-	17,059,050	20,142,976
Hotel Occupancy Tax Fund	167,900	-	-	-	50	-	-	167,950
Animal Shelter Fund	-	-	-	-	-	-	-	-
PEG Fee Fund	-	-	-	-	-	-	61,500	61,500
Municipal Court Efficiency Fund	-	-	3,300	-	20	-	-	3,320
Municipal Court Technology Fund	-	-	20,500	-	45	-	-	20,545
Municipal Court Security Fund	-	-	17,000	-	30	-	-	17,030
Miscellaneous Other Funds	-	-	-	-	100	-	115,235	115,335
Bond Funds	-	-	-	-	-	-	61,415	61,415
Total Other Funds	\$ 3,231,826	\$ 888,000	\$ 40,800	\$ -	\$ 22,745	\$ -	\$ 17,297,200	\$ 21,480,571
Total Funds	\$ 14,302,391	\$ 17,403,768	\$ 1,082,618	\$ 1,348,000	\$ 52,085	\$ -	\$ 17,627,166	\$ 51,816,028

City of Copperas Cove
Consolidated Schedule of Receipts of all Funds by Source
Fiscal Year 2013-2014

Fiscal Year 2013-2014 Operating Funds



Fiscal Year 2013-2014 Other Funds



City of Copperas Cove, Texas
Consolidated Schedule of Expenditures/Expenses of all Funds by Object Class
Fiscal Year 2013-2014

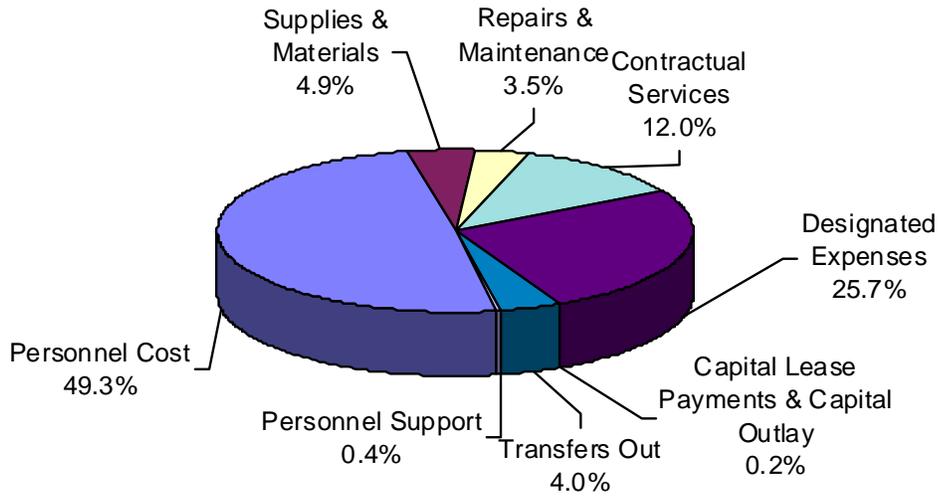
Fund	Personnel Costs	Personnel Support	Supplies & Materials	Repairs & Maintenance	Contractual Services	** Designated Expenses	Capital Lease Payments, Capital Outlay & Improvements	Transfers Out	Total
Operating Funds									
General Fund	\$ 11,952,026	\$ 121,933	\$ 854,577	\$ 559,812	\$ 1,793,416	\$ 802,090	\$ 46,550	\$ -	\$ 16,130,404
Water & Sewer Fund	2,036,019	864	330,741	351,035	1,755,284	5,716,832	-	795,000	10,985,775
Solid Waste Fund	1,011,927	-	270,064	124,681	71,890	1,402,450	-	453,000	3,334,012
Golf Course Fund	283,803	-	65,393	46,783	87,905	49,391	-	-	533,275
Total Operating Funds	\$ 15,283,775	\$ 122,797	\$ 1,520,775	\$ 1,082,311	\$ 3,708,495	\$ 7,970,763	\$ 46,550	\$ 1,248,000	\$ 30,983,466
Other Funds									
Drainage Utility Fund	\$ 251,480	\$ -	\$ 35,544	\$ 36,890	\$ 65,093	\$ 120,337	\$ 673,000	\$ 100,000	\$ 1,282,344
Interest & Sinking Fund	-	-	-	-	-	20,122,980	-	-	20,122,980
Hotel Occupancy Tax Fund	-	-	-	-	-	162,916	-	-	162,916
Animal Shelter Fund	-	-	-	-	-	17,616	-	-	17,616
PEG Fees Fund	-	-	-	-	-	61,538	-	-	61,538
Municipal Court Efficiency Fund	-	-	3,342	-	3,500	-	-	-	6,842
Municipal Court Technology Fund	-	-	4,570	20,516	3,374	600	-	-	29,060
Miscellaneous Other Funds	5,400	-	52,751	-	16,673	18,699	65,918	-	159,441
Total Other Funds	\$ 256,880	\$ -	\$ 96,207	\$ 57,406	\$ 88,640	\$ 20,504,686	\$ 738,918	\$ 100,000	\$ 21,842,737
Capital Projects Funds									
2006 Ltd. Tax Notes (Cap. Imprvmt.)	\$ -	\$ -	\$ -	\$ -	\$ 11,444	\$ -	\$ -	\$ -	\$ 11,444
2008 Ltd. Tax Notes (Tax Suptd)	-	-	-	-	-	-	4,118	-	4,118
2009 G. O. (Tax Supported)	-	-	-	-	-	-	69,480	-	69,480
2009 Ltd. Tax Notes (All Funds)	-	-	-	-	-	-	54,811	-	54,811
2010 General Obligation (W&S)	-	-	-	-	-	-	176,995	-	176,995
2010 Ltd. Tax Notes (All Funds)	-	-	-	-	-	-	1,776,846	-	1,776,846
2010A Ltd. Tax Notes (All Funds)	-	-	-	-	-	-	50,281	-	50,281
2011 Contr. Rev. & LTN (Tax Suptd)	-	-	-	-	-	-	31,814	-	31,814
2011 G. O. (Tax Supported)	-	-	-	-	-	-	2,647	-	2,647
2012 Ltd. Tax Notes (All Funds)	-	-	-	-	-	-	218,814	-	218,814
2012 General Obligation (W&S)	-	-	-	-	-	-	1,865,000	-	1,865,000
2013 Ltd. Tax Notes (All Funds)	-	-	-	-	-	-	915,521	-	915,521
2013 G. O. (Tax Supported)	-	-	-	-	-	-	4,638,508	-	4,638,508
Total Capital Projects Funds	\$ -	\$ -	\$ -	\$ -	\$ 11,444	\$ -	\$ 9,804,835	\$ -	\$ 9,816,279
Total Funds	\$ 15,540,655	\$ 122,797	\$ 1,616,982	\$ 1,139,717	\$ 3,808,579	\$ 28,475,449	\$ 10,590,303	\$ 1,348,000	\$ 62,642,482

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

Note: Beginning FY 2010-11, Capital Improvements Projects started after 2009 are represented in a separate five-year Adopted Capital Improvement Plan.

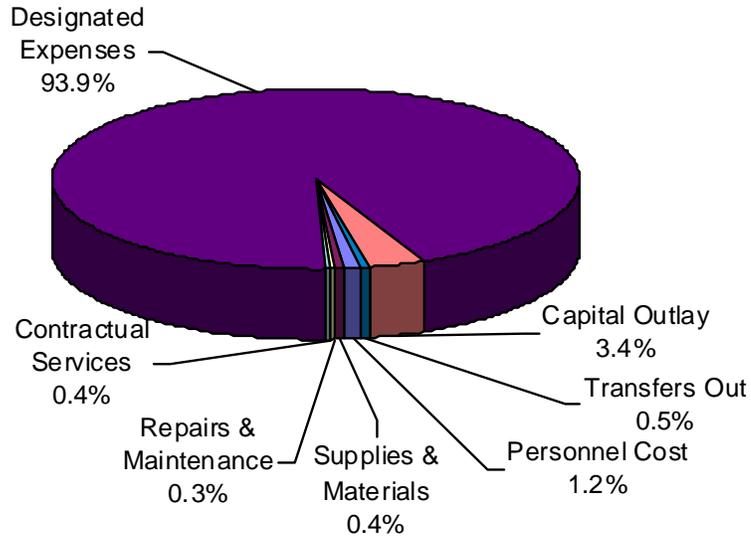
City of Copperas Cove
Consolidated Schedule of Expenditures/Expenses of all Funds by Object Class
Fiscal Year 2013-2014

Fiscal Year 2013-2014 Operating Funds



Total Operating Funds
\$30,983,466

Fiscal Year 2013-2014 Other Funds



Total Other Funds
\$21,842,737

City of Copperas Cove, Texas
FY 2013-2014 Ad Valorem Taxes Analysis
Estimated Revenue and Proposed Distribution of Collections

	Certified CCAD & LCAD
Taxable Assessed Valuation	1,130,792,202
Proposed Tax Rate of \$100 Valuation	0.777400
Non-Freeze Tax Levy	8,790,779
Freeze Tax Levy	661,363
Total Tax Levy	9,452,142
Estimated Percent of Collections	99%
Estimated Funds from Tax Levy	9,357,620

PROPOSED DISTRIBUTION OF ALL TAX COLLECTIONS

	% of Total	Tax Rate	Collections
General Fund	67.26%	0.522900	6,293,695
Interest & Sinking	32.74%	0.254500	3,063,926
Total	100.00%	0.777400	9,357,621

COMPARISON OF PREVIOUS YEARS TAX RATES

	Fiscal Years				
	2009-10	2010-11	2011-12	2012-13	2013-14
General Fund	0.612852	0.583500	0.544800	0.568800	0.522900
Interest & Sinking	0.147148	0.176500	0.219100	0.191200	0.254500
Total	0.760000	0.760000	0.763900	0.760000	0.777400

PROPERTY VALUE ANALYSIS

Tax Year	Assessed Value	Percentage Increase	Amount Collected	Percentage Collected
1990	\$368,161,345	1.45%	\$2,507,339	97.29%
1991	\$363,098,757	-1.38%	\$2,660,196	96.40%
1992	\$367,262,172	1.15%	\$2,724,254	98.11%
1993	\$396,852,652	8.06%	\$2,964,341	98.94%
1994	\$423,799,207	6.79%	\$3,178,888	99.35%
1995	\$472,928,469	11.59%	\$3,537,442	99.07%
1996	\$546,764,501	15.61%	\$3,811,739	99.68%
1997	\$565,699,472	3.46%	\$3,967,828	99.49%
1998	\$578,775,314	2.31%	\$4,050,984	99.28%
1999	\$592,338,964	2.34%	\$4,149,031	99.35%
2000	\$609,313,400	2.87%	\$4,494,472	99.16%
2001	\$642,285,232	5.41%	\$4,673,658	98.66%
2002	\$670,544,556	4.40%	\$4,955,417	99.20%
2003	\$683,946,827	2.00%	\$5,260,214	99.24%
2004	\$716,954,411	4.83%	\$5,490,827	98.82%
2005	\$778,807,966	8.63%	\$5,972,044	98.94%
2006	\$919,785,031	18.10%	\$6,738,114	99.00%
2007	\$1,035,057,214	12.53%	\$7,607,685	99.32%
2008	\$1,138,536,871	10.00%	\$8,331,105	98.88%
2009	\$1,136,914,737	-0.14%	\$8,467,715	99.33%
2010	\$1,067,456,541	-6.11%	\$8,450,978	98.47%
2011	\$1,084,647,856	1.61%	\$8,721,837	98.22%
2012	\$1,100,135,239	1.43%	\$8,805,049	98.14%
2013	\$1,130,792,202	2.79%	\$0	0.00%

ORDINANCE NO. 2013-49

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, 2013 AND ENDING ON SEPTEMBER 30, 2014; APPROPRIATING MONEY FOR THE VARIOUS FUNDS AND PURPOSES OF SUCH BUDGET INCLUDING APPROPRIATIONS OF MONEY TO PAY INTEREST AND PRINCIPAL SINKING FUND REQUIREMENTS ON ALL INDEBTEDNESS; PROVIDING A SAVINGS AND SEVERABILITY CLAUSE; REPEALING ALL ORDINANCES AND APPROPRIATIONS IN CONFLICT WITH THE PROVISIONS OF THIS ORDINANCE; AND ESTABLISHING AN EFFECTIVE DATE.

THIS BUDGET WILL RAISE MORE TOTAL PROPERTY TAXES THAN LAST YEAR'S BUDGET BY \$469,262 (5.28%), AND OF THAT AMOUNT \$272,451 IS TAX REVENUE TO BE RAISED FROM NEW PROPERTY ADDED TO THE TAX ROLL THIS YEAR.

WHEREAS, a budget for operating the municipal government of City of Copperas Cove for the fiscal year October 1, 2013, to September 30, 2014, has been prepared by Andrea M. Gardner, City Manager, as Budget Officer for the City of Copperas Cove, Texas; and

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

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

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

WHEREAS, the City Manager's Proposed Budget has been amended in accordance City Council direction; 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, 2013, to September 30, 2014, 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 2013-2014 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.

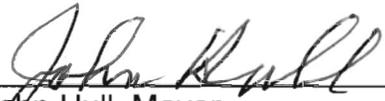
SECTION 4.

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.

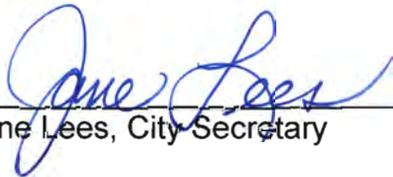
That this ordinance shall take effect and be in full force and effect from and after its passage and approval according to law.

PASSED, APPROVED AND ADOPTED this 3rd day of September 2013, at a regular meeting of the City Council of the City of Copperas Cove, Texas, which meeting was held in compliance with the Open Meetings Act, *Tex. Gov't Code* 551.001, et.seq., at which meeting a quorum was present and voting.



John Hull, Mayor

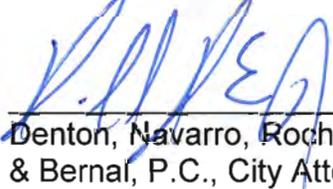
ATTEST:



Jane Lees, City Secretary



APPROVED AS TO FORM:



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

ORDINANCE NO. 2013-50

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 2013 TAX YEAR FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF COPPERAS COVE FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2013 AND ENDING ON SEPTEMBER 30, 2014; APPORTIONING SAID LEVY AMONG THE VARIOUS FUNDS AND ITEMS FOR WHICH REVENUE MUST BE RAISED INCLUDING PROVIDING A SINKING FUND FOR THE RETIREMENT OF THE BONDED DEBT OF THE CITY; AND ESTABLISHING AN EFFECTIVE DATE.

WHEREAS, the Chief Appraiser of the Coryell County Tax Appraisal District has prepared and certified the appraisal roll of the City of Copperas Cove, Texas, said roll being that portion of the approved appraisal roll of the Coryell County Tax Appraisal District which lists property taxable by the City of Copperas Cove, Texas; and

WHEREAS, the Chief Appraiser of the Lampasas County Tax Appraisal District has prepared and certified the appraisal roll of the City of Copperas Cove, Texas, said roll being that portion of the approved appraisal roll of the Lampasas County Tax Appraisal District which lists property taxable by the City of Copperas Cove, Texas; and

WHEREAS, the Tax Assessor of Coryell and Lampasas Counties and the Tax Collector of Coryell County has performed the statutory calculations required by Section 26.04 of the Texas Property Tax Code, and has published the effective tax rate, the rollback tax rate, an explanation of how they were calculated, and has fulfilled all other requirements for publication as contained in Section 26.04(e) of the Texas Property Tax Code, in a manner designated to come to the attention of all residents of said City and has submitted said rates to the City Council of said City prior to the regular City Council meeting of September 3, 2013; and

WHEREAS, the City Council has complied with all applicable requirements of the Texas Property Tax Code prior to the setting of the tax rate for said City for 2013.

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 2013 be, and is hereby, set at 77.7400 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 2013 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) 52.2900 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:

25.4500 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 2.93 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY SEVENTEEN DOLLARS AND FORTY CENTS (\$17.40).

SECTION 4.

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

SECTION 5.

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

SECTION 6.

That monies collected pursuant to this Ordinance shall be expended as set forth in the City of Copperas Cove Annual Budget for FY 2013-2014.

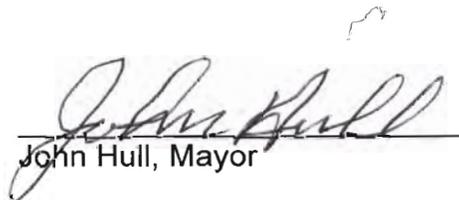
SECTION 7.

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.

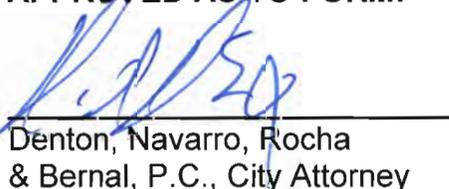
PASSED, APPROVED AND ADOPTED this 3rd day of September 2013, at a regular meeting of the City Council of the City of Copperas Cove, Texas, which meeting was held in compliance with the Open Meetings Act, *Tex. Gov't Code* 551.001, et.seq., at which meeting a quorum was present and voting.


John Hull, Mayor

ATTEST:


Jane Lees, City Secretary

APPROVED AS TO FORM:


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



RESOLUTION NO. 2013-29

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF COPPERAS COVE, TEXAS, RATIFYING THE VOTES TO ADOPT TO THE 2013-2014 BUDGET AND PLAN OF MUNICIPAL SERVICES AND THE 2013-2014 TAX RATE.

WHEREAS, Pursuant to the Texas Local Government Code, §102.007, City Council has adopted the 2013-2014 Budget and Plan of Municipal Services; and

WHEREAS, Pursuant to the Texas Tax Code, §26.06, City Council has adopted the 2013-2104 Ad Valorem Tax Rate; and

WHEREAS, The adoption of the 2013-2014 Budget and the 2013-2014 Tax Rate raises more revenue from property taxes than in the previous year requires a separate vote of the governing body to ratify the property tax increase reflected in the budget.

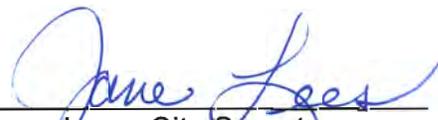
NOW, THEREFORE, BE IT RESOLVED, that the City Council of the City of Copperas Cove, Texas ratify the votes approving and adopting the 2013-2014 Budget and Plan of Municipal Service and the 2013-2014 Property Tax Rate.

PASSED, APPROVED, AND ADOPTED on this 3rd day of September 2013, at a regular meeting of the City Council of the City of Copperas Cove, Texas which meeting was held in compliance with the Open Meetings Act, *Tex. Gov't Code*, §551.001, et.seq. at which meeting a quorum was present and voting.



John Hull, Mayor

ATTEST:



Jane Lees, City Secretary

APPROVED AS TO FORM:



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



GENERAL FUND



Top Picture: Mariela Altott, Municipal Court Senior Court Clerk
Bottom Picture: Toussaunt Thomas, Information Systems Specialist I
(standing), and Robert Browning, Information Systems Specialist II

Copperas Cove, Texas

GENERAL FUND

The primary operating fund of the City of Copperas Cove is the General Fund. The General Fund is used to account for all financial resources not restricted to special or specific projects and/or funds that are not required to be accounted for in a different fund. The use of this fund is outlined by the *Codification of Governmental Accounting and Financial Reporting Standards*, Section 1300.104. The Governmental Accounting Standards Board *Codification*, Section 1300.106, prohibits the use of more than one general fund.

The General Fund's primary source of revenue is derived from tax levies. This includes ad valorem taxes, sales and use taxes, and franchise taxes. Other resources are derived from fines and fees, permits and licenses, and intergovernmental receipts. Expenditures of this fund are incurred from services provided to the citizenry. These services include, among other services, fire and police protection, parks and recreation facilities, code and health compliance, and infrastructure maintenance. In addition, the General Fund accounts for expenditures necessary for the administration of the municipality.

The City Built for Family Living

**FY 2014 ADOPTED BUDGET
GENERAL FUND
REVENUE & EXPENDITURE SUMMARY**

OVERVIEW

The General Fund provides the financing for all of the City of Copperas Cove's basic services except Water and Wastewater, Solid Waste, Golf Course and Drainage operations. The General Fund is comprised of five major functional areas, City Administration, Public Safety, Public Works, Development Services, Parks and 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 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 ADOPTED
Property Taxes	6,729,680	6,611,244	6,328,963	6,747,624	6,396,194
Sales Taxes	2,420,899	2,427,417	2,585,231	2,988,113	3,239,811
Franchise Fees	1,289,168	1,315,430	1,312,322	1,242,111	1,260,000
Other Taxes	177,883	211,050	157,213	160,000	174,560
Licenses & Permits	239,555	193,340	223,143	183,727	176,221
Fines & Forfeitures	796,724	578,117	687,020	723,605	742,818
Charges for Services	853,828	864,224	1,277,900	1,169,520	1,373,705
Miscellaneous	379,056	556,118	321,002	281,458	286,802
Transfers	1,250,500	1,250,500	1,198,000	1,258,000	1,328,000
TOTAL	14,137,292	14,007,440	14,090,792	14,754,158	14,978,111
EXPENDITURES					
Salaries & Benefits	10,757,324	10,492,047	10,733,722	11,183,800	12,073,959
Supplies & Materials	442,162	532,998	665,314	735,553	854,577
Repairs & Maintenance	375,816	460,313	434,124	518,242	559,812
Contractual Services	1,252,233	1,440,978	1,427,726	1,545,798	1,793,416
Designated Expenditures	432,734	670,349	417,545	967,766	802,090
Capital Lease Payments & Capital Outlay	303,271	157,817	31,068	77,111	46,550
Transfers	239,174	282,540	168,086	23,500	-
TOTAL	13,802,715	14,037,044	13,877,585	15,051,770	16,130,404
Revenues Over/(Under) Expenditures	334,577	(29,604)	213,207	(297,612)	(1,152,293)
TOTAL	14,137,292	14,007,440	14,090,792	14,754,158	14,978,111

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2013-14 ADOPTED BUDGET
GENERAL FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

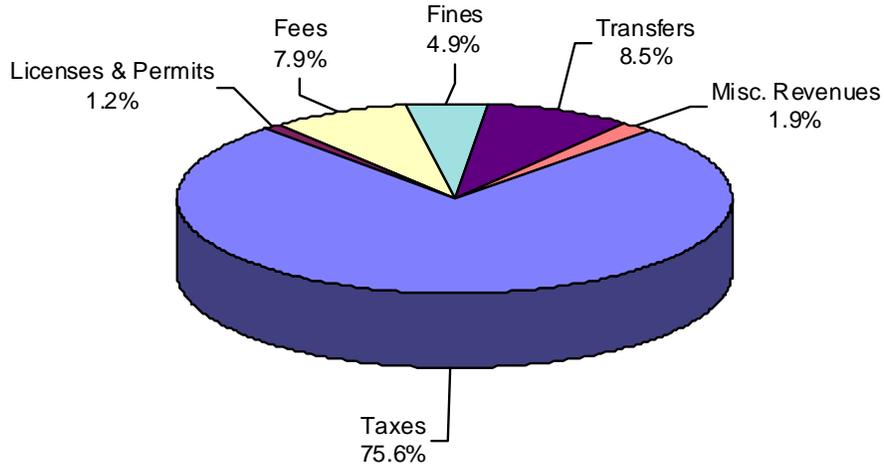
Description	Actual FY 2011-12	Budget* FY 2012-13	Projected FY 2012-13	Adopted FY 2013-14
BEGINNING FUND BALANCE:				
Unreserved, Undesignated	\$ 4,424,395	\$ 3,668,606	\$ 4,637,602	\$ 4,339,990
Unreserved, Designated	1,000,000	1,000,000	1,000,000	1,000,000
TOTAL BEGINNING FUND BALANCE	\$ 5,424,395	\$ 4,668,606	\$ 5,637,602	\$ 5,339,990
REVENUES:				
Taxes	\$ 10,383,729	\$ 11,137,848	\$ 11,137,848	\$ 11,070,565
Permits & Licenses	223,143	183,727	183,727	176,221
Charges for Services	1,277,900	1,169,520	1,169,520	1,373,705
Fines	687,019	723,605	723,605	742,818
Administrative Reimbursements	1,206,070	1,258,000	1,258,000	1,328,000
Miscellaneous Revenue	312,931	281,458	281,458	286,802
TOTAL REVENUES	\$ 14,090,792	\$ 14,754,158	\$ 14,754,158	\$ 14,978,111
TOTAL FUNDS AVAILABLE	\$ 19,515,187	\$ 19,422,764	\$ 20,391,760	\$ 20,318,101
EXPENDITURES:				
City Council (21)	\$ 26,312	\$ 34,356	\$ 34,356	\$ 51,378
City Manager (22)	319,469	270,803	270,803	297,751
City Secretary (23)	103,775	128,740	128,740	142,292
City Attorney (24)	105,707	96,650	96,650	111,499
Finance (31)	253,672	377,418	377,418	400,045
Budget (32)	499,788	375,293	375,293	398,413
Human Resources (34)	259,913	244,065	244,065	300,027
Information Systems (35)	271,118	312,120	312,120	357,844
Municipal Court (41)	390,631	393,127	393,127	419,908
Police-Admin (42)	448,204	607,922	607,922	656,293
Police-Services (4210)	4,269,883	4,405,437	4,405,437	4,733,286
Animal Control (43)	191,225	227,202	227,202	271,975
Fire/EMS-Admin (44)	3,240,762	163,060	163,060	314,496
Fire/EMS-Operations (4417)	-	3,085,464	3,085,464	3,339,778
Fire/EMS-Training (4418)	-	182,364	182,364	120,250
Fire/EMS-Prevention (4419)	-	98,439	98,439	111,911
Emergency Management (4420)	3,265	42,705	42,705	39,624
Engineering (51)	-	-	-	50,860
Street (53)	525,945	540,965	540,965	596,775
Fleet Services (55)	216,234	260,394	260,394	281,254
Planning (61)	-	105,890	105,890	179,933
Building Development (52)	286,111	265,467	265,467	282,570
Code & Health Compliance (72)	148,975	153,050	153,050	183,952
Parks and Leisure - Admin (54)	283,673	205,216	205,216	163,924
Parks and Leisure - Maintenance (5410)	435,076	432,989	432,989	477,918
Parks and Leisure - Athletics (5420)	367,281	377,969	378,069	403,612
Parks and Leisure - Aquatics (5430)	154,145	144,937	144,837	165,564
Parks and Leisure - Special Events (5440)	33,403	30,000	30,000	34,800
Parks and Leisure - Cemetery (5450)	500	-	-	-
Library (71)	441,773	345,423	345,423	400,504
Non-Departmental (75)	379,021	462,214	478,758	391,734
TOTAL OPERATING EXPENDITURES	\$ 13,655,860	\$ 14,369,679	\$ 14,386,223	\$ 15,680,170

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2013-14 ADOPTED BUDGET
GENERAL FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2011-12	Budget* FY 2012-13	Projected FY 2012-13	Adopted FY 2013-14
OTHER EXPENDITURES:				
Capital Outlay	\$ 43,858	\$ 112,626	\$ 96,082	\$ 58,050
Grant Match	-	10,000	10,000	3,741
Street/Sidewalk Maintenance	9,780	434,680	434,680	207,050
Economic Development Incentives	-	101,285	101,285	181,393
Transfers Out	168,086	23,500	23,500	-
TOTAL OTHER EXPENDITURES	<u>\$ 221,725</u>	<u>\$ 682,091</u>	<u>\$ 665,547</u>	<u>\$ 450,234</u>
TOTAL EXPENDITURES	<u>\$ 13,877,585</u>	<u>\$ 15,051,770</u>	<u>\$ 15,051,770</u>	<u>\$ 16,130,404</u>
ENDING FUND BALANCE:				
Unreserved, Undesignated	\$ 4,637,602	\$ 3,370,994	\$ 4,339,990	\$ 3,187,697
Unreserved, Designated	1,000,000	1,000,000	1,000,000	1,000,000
TOTAL ENDING FUND BALANCE	<u>\$ 5,637,602</u>	<u>\$ 4,370,994</u>	<u>\$ 5,339,990</u>	<u>\$ 4,187,697</u>
IDEAL FUND BALANCE	\$ 3,413,965	\$ 3,592,420	\$ 3,596,556	\$ 3,920,043
OVER (UNDER) IDEAL FUND BALANCE	\$ 2,223,637	\$ 778,574	\$ 1,743,434	\$ 267,654
* Includes budget amendments that were approved by City Council on 12/4/12, 1/3/13, 1/15/13, 2/5/13, 3/19/13, 5/7/13, 6/18/13, and 8/20/13.				
Golf Fund FY 2014 Deficit				<u>\$ (121,425)</u>
Total General Fund Over Ideal Fund Balance				<u>\$ 146,229</u>

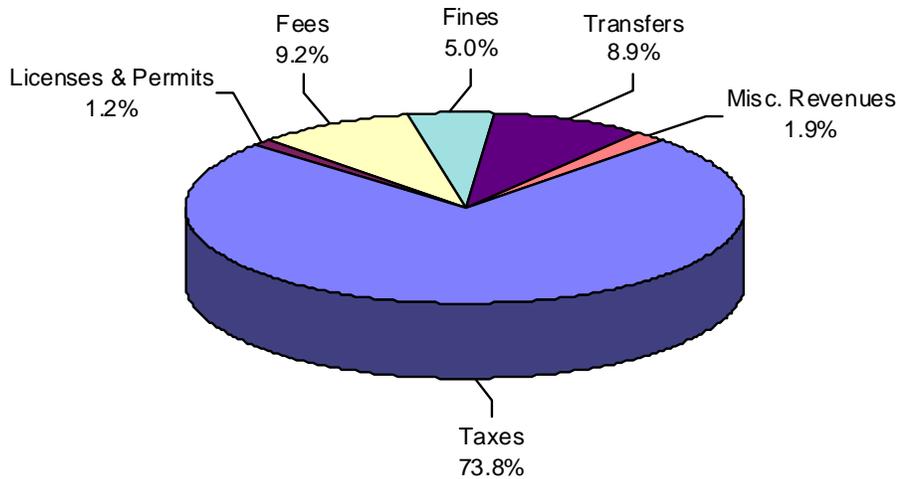
City of Copperas Cove, Texas
General Fund
Comparison of Fiscal Years 2012-2013 and 2013-2014
Budgeted Revenues by Source

Fiscal Year 2012-2013 Budgeted Revenues



Total Budgeted Revenues for Fiscal Year 2012-2013 are **\$14,754,158**

Fiscal Year 2013-2014 Budgeted Revenues



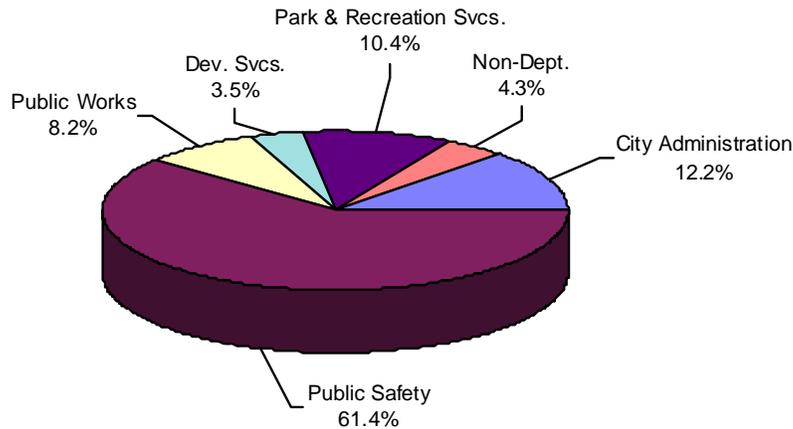
Total Budgeted Revenues for Fiscal Year 2013-2014 are **\$14,978,111**

City of Copperas Cove, Texas

General Fund

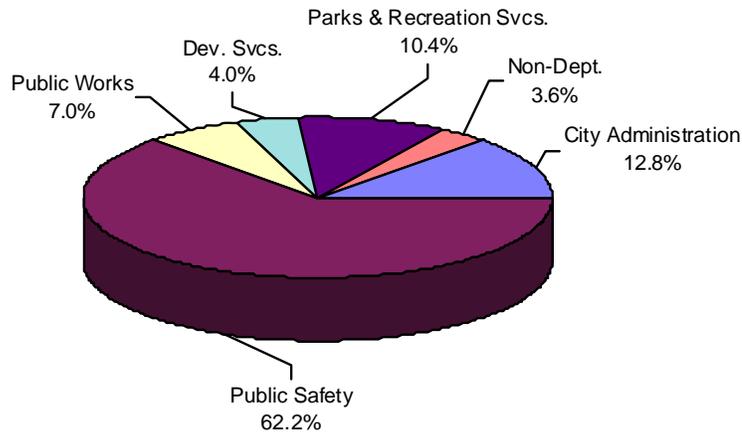
Comparison of Fiscal Years 2012-2013 and 2013-2014 Budgeted Expenditures by Function

Fiscal Year 2012-2013 Budgeted Expenditures



Total Budgeted Expenditures for Fiscal Year 2012-2013 are **\$15,051,770**

Fiscal Year 2013-2014 Budgeted Expenditures



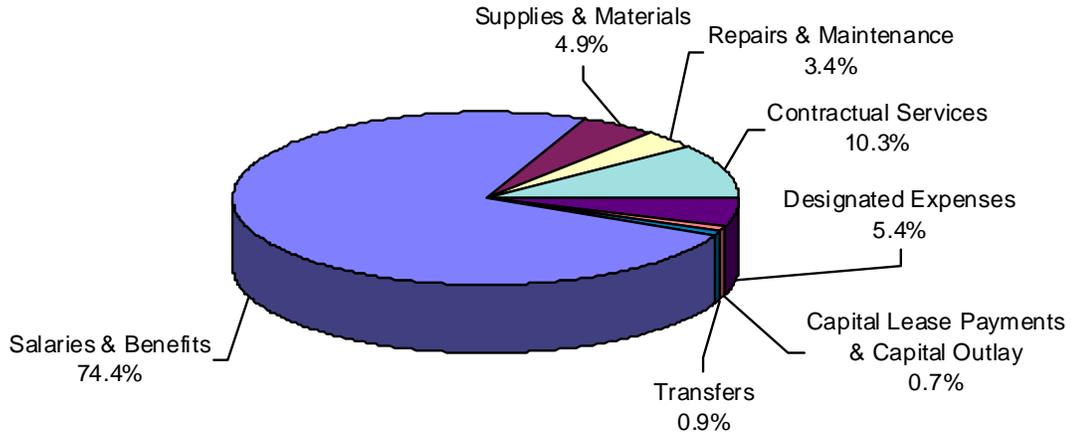
Total Budgeted Expenditures for Fiscal Year 2013-2014 are **\$16,130,404**

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

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

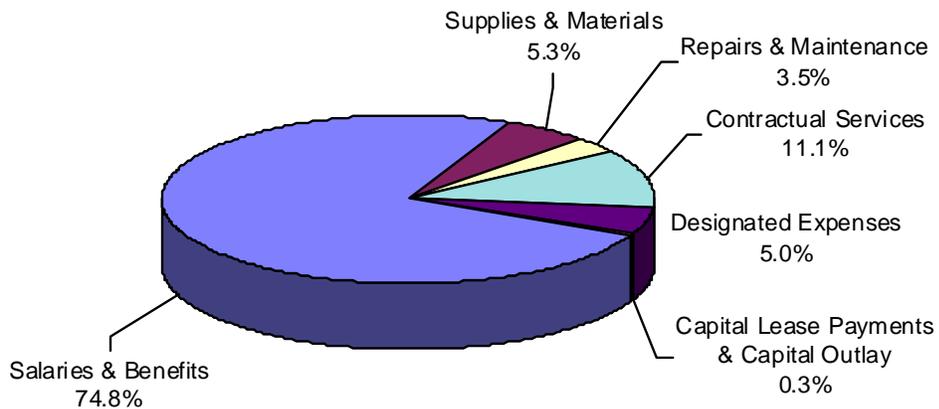
City of Copperas Cove, Texas
General Fund
Comparison of Fiscal Years 2012-2013 and 2013-2014
Budgeted Expenditures By Object

Fiscal Year 2012-2013 Budgeted Expenditures



Total Budgeted Expenditures for Fiscal Year 2012-2013 are **\$15,051,770**

Fiscal Year 2013-2014 Budgeted Expenditures



Total Budgeted Expenditures for Fiscal Year 2013-2014 are **\$16,130,404**

CITY OF COPPERAS COVE, TEXAS
GENERAL FUND REVENUES
FISCAL YEAR 2013-2014

Account	Description	Actual 2011-12	Budget* 2012-13	Projected 2012-13	Adopted 2013-14
01-310-1001	Current Ad Valorem Taxes	\$ 6,227,121	\$ 6,652,514	\$ 6,652,514	\$ 6,293,694
01-310-1002	Delinquent Ad Valorem Taxes	54,400	47,271	47,271	56,500
01-310-1003	Penalty & Interest	47,442	47,839	47,839	46,000
01-310-1004	Sales Tax	2,585,231	2,988,113	2,988,113	3,239,811
01-310-1005.1	Franchise Tax-Telephone	52,756	51,721	51,721	52,000
01-310-1005.2	Franchise Tax-Cable	326,051	311,412	311,412	320,000
01-310-1005.3	Franchise Tax-Electric	848,562	790,000	790,000	790,000
01-310-1005.4	Franchise Tax-Gas	84,953	88,978	88,978	98,000
01-310-1007	Mixed Drink Tax	11,767	14,000	14,000	14,000
01-310-1008	Bingo Tax	144,019	145,000	145,000	160,000
01-310-1012	Used Oil-H&H Waste Oil	1,427	1,000	1,000	560
Subtotal Taxes		\$ 10,383,729	\$ 11,137,848	\$ 11,137,848	\$ 11,070,565
01-320-2002	License-Bicycle	\$ -	\$ 2	\$ 2	\$ 10
01-320-2003	License-Contractors	30,710	25,000	25,000	25,000
01-320-2004	License-Animal	5,912	3,100	3,100	5,000
01-320-2006	Permits-Building	66,881	50,000	50,000	48,000
01-320-2008	Permits-Street Cuts	5,990	7,000	7,000	6,000
01-320-2009	Permits-Electrical	18,290	16,500	16,500	14,000
01-320-2010	Permits-Solicitors	2,960	1,000	1,000	1,000
01-320-2011	Permits-Natural Gas Lines	2,275	2,000	2,000	2,000
01-320-2012	Permits-Garage Sales	8,550	8,000	8,000	8,000
01-320-2013	Permits-Plumbing	42,873	35,000	35,000	35,000
01-320-2014	Permits-Mechanical	19,162	15,000	15,000	15,000
01-320-2015	License-Taxicabs	600	600	600	600
01-320-2017	License-Vicious/Dangerous Animal	2,200	400	400	600
01-320-2018	Sign-Dangerous Animal	150	125	125	-
01-320-2021	Permits-Car Washes	530	500	500	500
01-320-2022	Permits-Signs	1,475	1,800	1,800	1,500
01-320-2023	Permits-Swimming Pools	400	200	200	200
01-320-2025	Permit-Ambulance License	5,500	-	-	-
01-320-2026	License-Wrecker	765	765	765	765
01-320-2027	Permit-Certificate of Occupancy	2,080	2,500	2,500	2,000
01-320-2030	Permits-Alarms	4,000	4,000	4,000	4,000
01-320-2031	False Alarm Penalties	-	-	-	-
01-320-2032	Permits-Alcohol License	240	9,035	9,035	4,546
01-320-2034	Permits-Burn Permits	1,600	1,200	1,200	2,500
Subtotal Permits and Licenses		\$ 223,143	\$ 183,727	\$ 183,727	\$ 176,221
01-340-1001	Cemetery Plot Sales	\$ 12,648	\$ 7,000	\$ 7,000	\$ 7,000
01-340-1002	Football Revenue	20,165	25,500	25,500	25,500
01-340-1004	Basketball Revenue	16,928	21,940	21,940	19,750
01-340-1005	Volleyball Entry Fees	4,000	4,600	4,600	5,000
01-340-1006	Youth Baseball Fees	45,067	45,500	45,500	41,625
01-340-1007	Adult Softball Fees	9,475	8,525	8,525	9,600
01-340-1008	Soccer Registration Fees	36,695	40,000	40,000	41,100
01-340-1012	Special Events Revenue	1,219	905	905	1,250
01-340-1015	Concession Sales	18,304	20,000	20,000	20,000
01-340-1016	Flag Football Fees	10,676	12,000	12,000	13,750
01-340-1017	Track Revenue	-	200	200	4,410
01-340-1020	Summer Camp Registration Fees	32,305	41,250	41,250	42,000
01-340-1030	Recreational Classes Revenue	5,318	5,625	5,625	5,600
01-340-1060	Cheerleader Revenue	155	200	200	200
01-340-1400	Swimming Lessons	15,025	17,500	17,500	20,000
01-340-3001	Swimming Pool Receipts	49,779	50,500	50,500	50,500

* Includes budget amendments that were approved by City Council on 12/4/12, 1/3/13, 1/15/13, 2/5/13, 3/19/13, 5/7/13, 6/18/13, and 8/20/13.

**CITY OF COPPERAS COVE, TEXAS
GENERAL FUND REVENUES
FISCAL YEAR 2013-2014**

Account	Description	Actual 2011-12	Budget* 2012-13	Projected 2012-13	Adopted 2013-14
01-340-3002	Community Building Rental	30,158	31,825	31,825	31,000
01-340-3003	Permits-City Park Community Activities	-	-	-	-
01-340-3004	Miscellaneous Library Receipts	12,473	11,948	11,948	13,000
01-340-3005	Animal Shelter Fees	22,979	25,000	25,000	25,000
01-340-3006	Ambulance Fee Revenue	799,962	660,000	660,000	900,000
01-340-3007	Notary Fee Revenue	700	400	400	-
01-340-3008	Copy Machine	4,832	4,000	4,000	4,000
01-340-3009	Mowing/Mowing Liens Revenue	11,226	10,000	10,000	10,000
01-340-3010	Sale of City Maps	20	38	38	-
01-340-3012	Service Charge-NSF Checks	4,530	120	120	150
01-340-3013	Plat Filing Fee Revenue	5,050	5,050	5,050	5,050
01-340-3014	Permits-Land Disturbance	-	35	35	-
01-340-3015	RV Park Fees	22,924	21,960	21,960	22,000
01-340-3016	Permits-Floodplain Development	140	-	-	-
01-340-3019	Police Overtime Reimbursement	4,195	34,000	34,000	3,500
01-340-3020	Police Restitution Revenue	3,154	13,000	13,000	4,000
01-340-3021	Festival Reimbursements	13,043	15,000	15,000	15,000
01-340-3022	Special Events Seniors	1,598	780	780	1,000
01-340-3023	Library Meeting Room Rental	7,240	4,535	4,535	4,000
01-340-3024	Open Records Revenue	894	700	700	700
01-340-3027	Pool Rental Revenue	9,880	10,000	10,000	10,000
01-340-3030	Micro Chip of Animals Revenue	1,999	4,000	4,000	4,000
01-340-3031	Re-Inspection Fees	10,550	9,000	9,000	7,000
01-340-3032	Fire Related Response Revenue	26,323	-	-	-
01-340-3033	Animal Tranquilization Fee	680	120	120	120
01-340-3035	Fire Inspection Fees	1,545	2,000	2,000	2,000
01-340-3036	Fire Testing Fees	250	1,000	1,000	1,000
01-350-4105	Rezone Request Fees	800	1,700	1,700	1,600
01-350-4110	Variance Request Fees	2,995	2,064	2,064	2,300
Subtotal Fees		\$ 1,277,899	\$ 1,169,520	\$ 1,169,520	\$ 1,373,705
01-350-4001	Municipal Court Fines	\$ 241,648	\$ 260,000	\$ 260,000	\$ 265,000
01-350-4002	Traffic Violation Fines	147,483	152,000	152,000	156,000
01-350-4003	Library Fines	13,040	11,750	11,750	12,000
01-350-4004	Arrest Warrant Fees	50,261	62,500	62,500	63,000
01-350-4005	Child Safety Funds	10,838	10,500	10,500	11,500
01-350-4006	City's % of State Court Fees	50,803	54,000	54,000	50,000
01-350-4007	HB 70 Fees	11,803	10,500	10,500	11,000
01-350-4010	Arresting Officer Fees	27,195	28,000	28,000	29,000
01-350-4011	Civil Justice Fee	32	32	32	30
01-350-4012	Child Safety Seats Fee	(1)	-	-	-
01-350-4042	CCISD Liaison Funding	123,773	123,773	123,773	134,038
01-350-4101	Admin Fee-Teen Court	550	550	550	750
01-350-4102	Admin Fee-Defensive Driving	9,595	10,000	10,000	10,500
Subtotal Fines		\$ 687,020	\$ 723,605	\$ 723,605	\$ 742,818
01-360-5001	Admin. Reimb.-W/S Fund	\$ 690,000	\$ 695,000	\$ 695,000	\$ 795,000
01-360-5002	Admin. Reimb-Solid Waste Fund	428,000	483,000	483,000	453,000
01-360-5004	Admin. Reimb. Drainage Utility	80,000	80,000	80,000	80,000
01-360-5007	Transfer from Other Funds	8,070	-	-	-
Subtotal Intergovernmental		\$ 1,206,070	\$ 1,258,000	\$ 1,258,000	\$ 1,328,000
01-370-6001	Interest Revenue	\$ 9,398	\$ 15,000	\$ 15,000	\$ 20,400
01-370-6001.1	Interest Revenue-PD Confid	14	36	36	36

* Includes budget amendments that were approved by City Council on 12/4/12, 1/3/13, 1/15/13, 2/5/13, 3/19/13, 5/7/13, 6/18/13, and 8/20/13.

**CITY OF COPPERAS COVE, TEXAS
GENERAL FUND REVENUES
FISCAL YEAR 2013-2014**

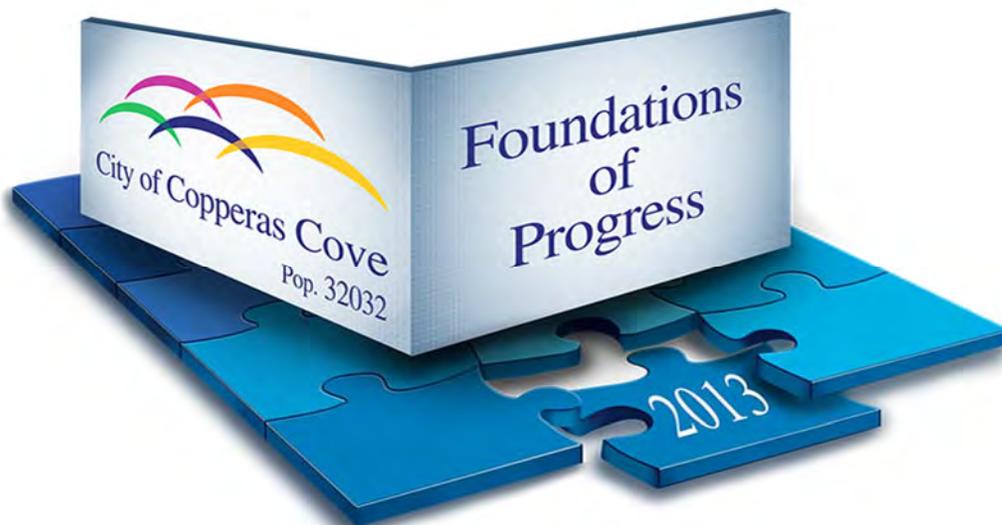
Account	Description	Actual 2011-12	Budget* 2012-13	Projected 2012-13	Adopted 2013-14
01-390-6001	Admin Fees	201	355	355	-
01-390-6002	Rental Income	27,594	27,341	27,341	27,383
01-390-6004	Sale of City Property & Equip.	29	-	-	-
01-390-6005	Miscellaneous Revenues	37,267	73,707	73,707	75,000
01-390-6006	Insurance Proceeds	8,714	1,825	1,825	-
01-390-6007	Cash Over/(Short)	266	120	120	-
01-390-6009	Food Workers' Registration	3,678	4,000	4,000	4,000
01-390-6010	Food Establishment Licenses	10,075	8,000	8,000	8,000
01-390-6012	Police Misc. Revenues	4,087	3,500	3,500	3,500
01-390-6015	Misc. Grant Revenue	2,900	-	-	-
01-390-6016	Street Sign revenue	720	632	632	770
01-390-6031	Community Agency Lease Agreement	7,200	7,213	7,213	7,213
01-390-6032	County Mutual Aid Revenue	46,217	47,021	47,021	47,500
01-390-6033	Bell County Fire Runs Revenue	3,702	978	978	2,000
01-390-6034	County EMS Revenue	100,000	85,000	85,000	85,000
01-390-6036	Emergency Management Perf Grant	29,794	694	694	-
01-390-6040	Confidential Funds	3,000	-	-	-
01-390-6060	Reimbursements	4,000	1,500	1,500	-
01-392-1001	Auction Proceeds	14,075	4,536	4,536	6,000
Subtotal Miscellaneous Revenue		\$ 312,931	\$ 281,458	\$ 281,458	\$ 286,802
Total General Fund Revenues		\$ 14,090,792	\$ 14,754,158	\$ 14,754,158	\$ 14,978,111

* Includes budget amendments that were approved by City Council on 12/4/12, 1/3/13, 1/15/13, 2/5/13, 3/19/13, 5/7/13, 6/18/13, and 8/20/13.



City of Copperas Cove

Foundations of Progress



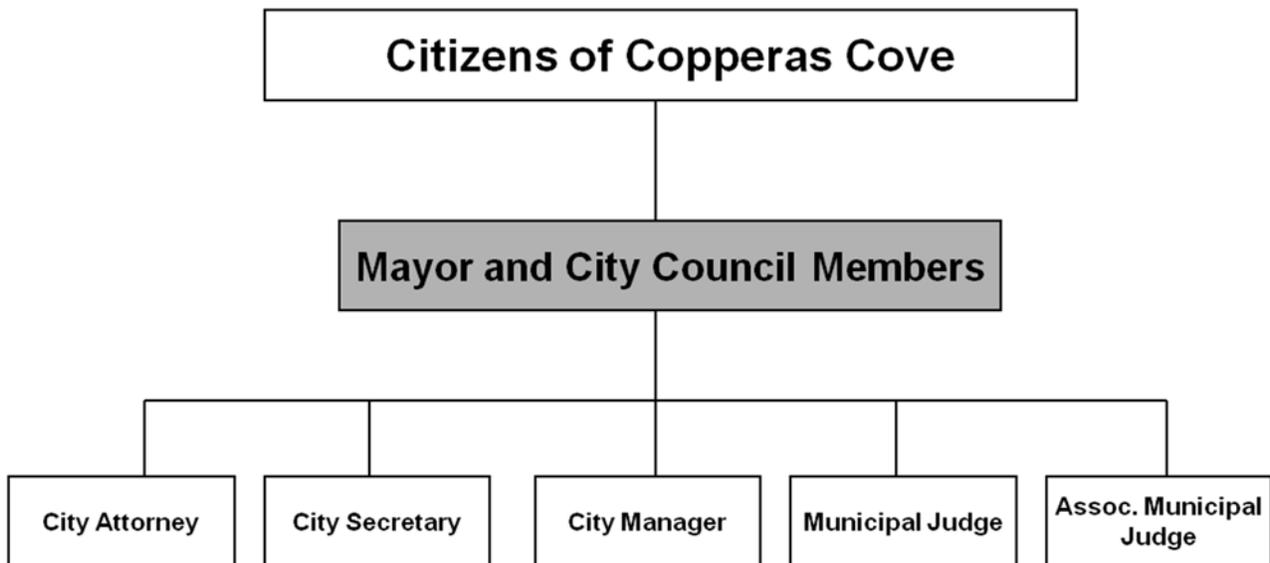
CITY COUNCIL



Left to Right:

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

Standing: Jim Schmitz; Kenn Smith; Mark E. Peterson; Danny Palmer; Gary L. Kent



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

7 Council Members and a Mayor

CITY COUNCIL

PROGRAM DESCRIPTION

The City Council for the City of Copperas Cove consists of the Mayor and seven Council Members, all elected at large. The City Council is the policy making body for the City under the Council-Manager form of government.

MAJOR DEPARTMENT GOALS

- Monitor progress toward achieving the City's goals and make decisions that facilitate that progress.
- Monitor and ensure the financial integrity of the City is maintained through policy decisions.
- Measure the effectiveness and efficiency of ongoing municipal services through the annual operating and capital improvement budget processes.

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Adopted the FY 2013-2014 Budget that is fiscally responsible and ensures continued quality services to the public.
- Approved the City's official Capital Improvement Plan, Personnel Improvement Plan and Capital Outlay Plan for FY 2014.
- Adopted the FY 2013-2014 Strategic Plan and the Debt Policy of the City.
- Authorized a single-stream recycling pilot program.
- Authorized the construction of water service improvements in the Southwest portion of the City to spur development.
- Awarded bids for the construction of water improvements on Mountaintop for residential development.
- Participated in the annual Council/Staff retreat, a Capital Improvements Project Planning Session and FY 2013-2014 Budget Planning Session to provide direction for the City.
- Approved a 380 Economic Development Agreement for the development of a residential neighborhood in North Copperas Cove.
- Issued General Obligation Bonds, Series 2013 in the amount of \$4,685,000; Limited Tax Notes, Series 2013 in the amount of \$2,630,000; and General Obligation Refunding Bonds, Series 2013 in the amount of \$1,350,000.

CONTINUING OBJECTIVES

- Strive to represent all citizens of Copperas Cove equitably and fairly in all decisions of policy concerning the operations of the City.
- Continue to support all issues pertaining to quality growth of the City's infrastructure, economy and population.
- Proceed with the governing philosophy of "The City Built for Family Living."
- Conduct Regular Meetings and Workshops of the City as required by the City Charter.

GOALS FOR FISCAL YEAR 2014

- Pursue priorities established for the current fiscal year.
- Review and adopt the FY 2015 Budget and Plan of Municipal Services.
- Review and adopt the FY 2015-2019 Capital Improvement Plan.
- Review and adopt the FY 2015-2019 Personnel Improvement Plan.
- Review and adopt the FY 2015-2019 Capital Outlay Plan.
- Participate in the annual Council/Staff Retreat.

CITY COUNCIL

01-2100

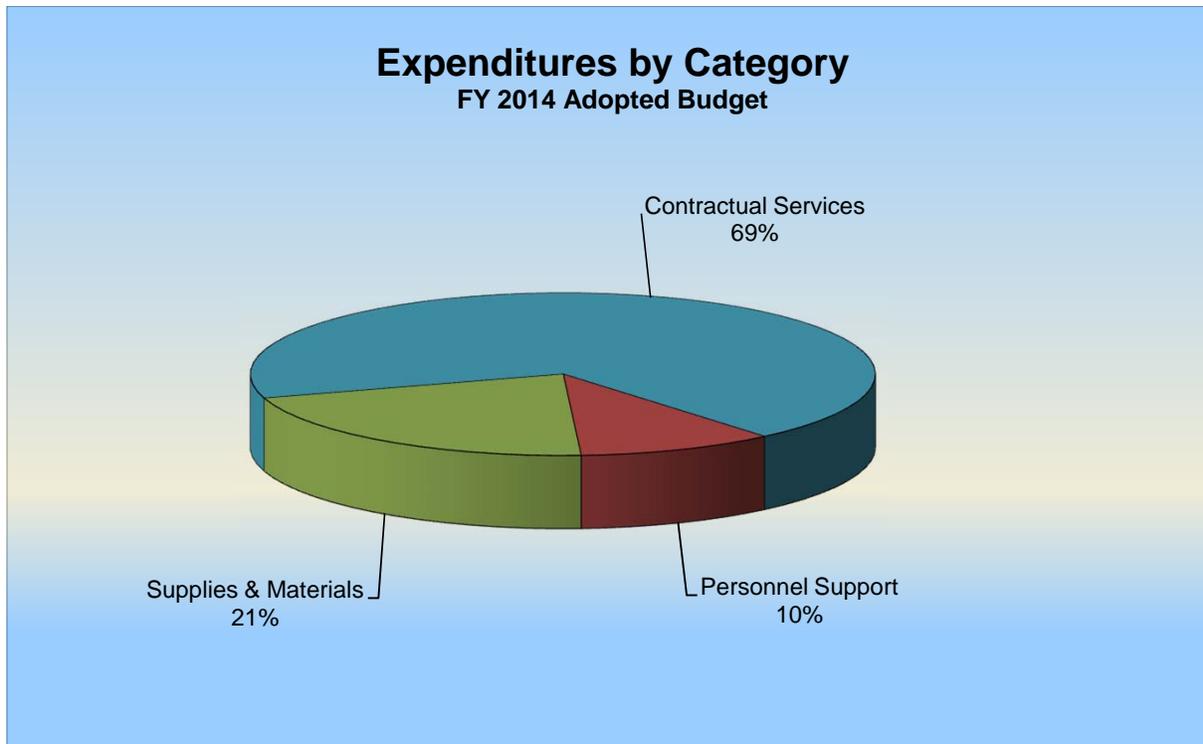
EXPENDITURE SUMMARY

CITY COUNCIL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	4,806	5,867	5,892	5,240
Supplies & Materials	4,006	7,917	7,975	10,853
Repairs & Maintenance	-	-	-	-
Contractual Services	14,782	20,365	20,282	35,285
Designated Expenses	2,718	207	207	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	26,312	34,356	34,356	51,378

HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Contractual Services: Increase in professional development costs.



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

CITY COUNCIL

01-2100

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Council Member Position No. 1	1	1	1	1
Council Member Position No. 2	1	1	1	1
Council Member Position No. 3	1	1	1	1
Council Member Position No. 4	1	1	1	1
Council Member Position No. 5	1	1	1	1
Council Member Position No. 6	1	1	1	1
Council Member Position No. 7	1	1	1	1
Mayor	1	1	1	1
DIVISION TOTAL	8	8	8	8

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
<i>OUTPUTS</i>				
# of Regular City Council Meetings	23	23	23	23
# of Ordinances / Resolutions Passed	104	104	104	104
# of Special Meetings	5	10	13	8
<i>EFFICIENCIES</i>				
Adopt a Strategic Plan that is Aligned with City Council Goals	Yes	Yes	Yes	Yes
Adopt a Five-Year Capital Improvement Plan that is Aligned with City Council Goals	Yes	Yes	Yes	Yes
Adopt a Personnel Improvement Plan that is Aligned with City Council Goals	Yes	Yes	Yes	Yes
Adopt a Capital Outlay Plan that is Aligned with City Council Goals	Yes	Yes	Yes	Yes
<i>EFFECTIVENESS</i>				
Citizens Overall Satisfaction (Good to Excellent)	**	**	Good	Excellent

* New Performance Measure - Data not available.

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

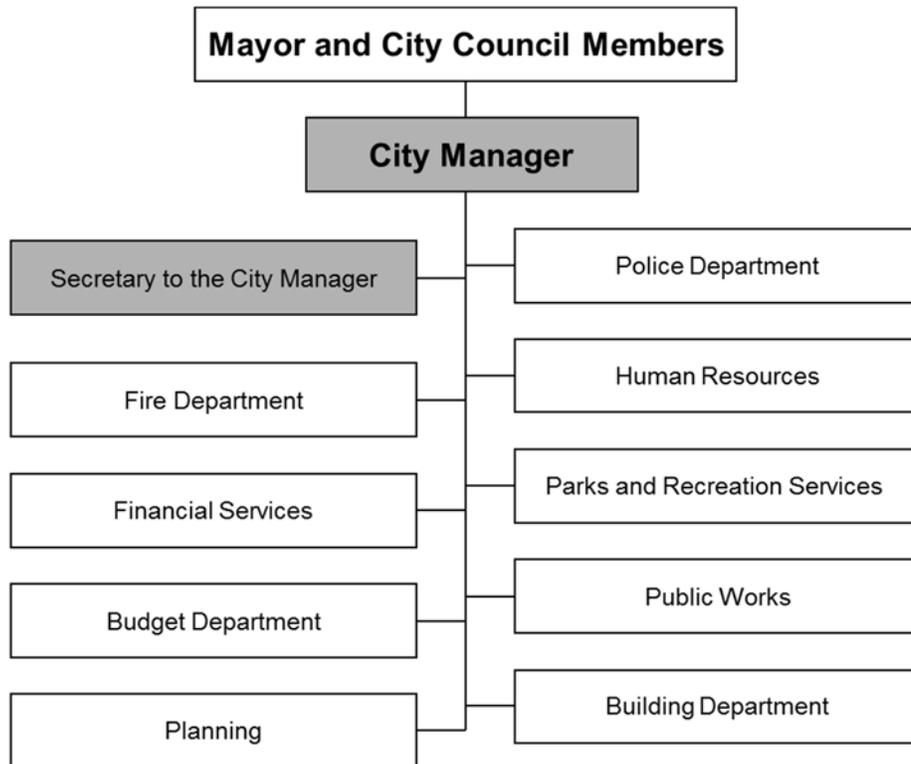
CITY MANAGER



Andrea M. Gardner (City Manager)



Lisa Wilson (Secretary to the City Manager)



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

2 Full Time Employees Funded

CITY MANAGER

PROGRAM DESCRIPTION

The City Manager's office is directly responsible for eight (8) departments and the various operations. As the Chief Executive Officer, reporting to the City Council, the City Manager provides leadership and direction for implementation of those policies set by the City Council, the laws of the State of Texas and of the United States.

MAJOR DEPARTMENT GOALS

- Serve as a facilitator for the City with outside entities and stakeholders.
- Ensure fiscal responsibility.
- Ensure council goals and objectives are met.
- Provide appropriate levels of information and feedback to staff, council, and citizens.

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Conducted the 2013 Annual Council/Staff Retreat.
- Facilitated the bid of the Mountain Top Water project.
- Conducted a planning session with the City Council prior to the development of the operating budget and updates to the multi-year planning documents.
- Facilitated the completion of an easement from the Department of the Army for the completion of the NE Sewer Line project and the NE Water Line project.
- Facilitated the creation of an Internal Audit Committee.
- Facilitated the completion of the Water Model update.
- Facilitated the development of an ordinance regulating dangerous structures.
- Facilitated the development of an ordinance regulating graffiti abatement.
- Facilitated the update of the City's Purchasing Policy.
- Facilitated the submission of the City's Category 9 Funding Application to the Killeen Temple Metropolitan Planning Organization (KTMPO) Policy Board.

CONTINUING OBJECTIVES

- Develop annual Budget and Plan of Municipal Services.
- Conduct/participate in quarterly "Summit Meetings and host annual Developer Luncheons."
- Prepare and distribute Annual Report of the City.
- Facilitate the preparation of the City's Quarterly Newsletter.
- Deliver the Annual State of the City Address and host the annual Meet the City Event.
- Host the annual Volunteer Appreciation Reception.
- Facilitate the update and amendment of the City's Five Year Capital Improvement Plan.
- Facilitate the update and amendment of the City's Five Year Personnel Improvement Plan.
- Facilitate the update and amendment of the City's Five Year Capital Outlay Plan.
- Ensure the City's Facebook Page is properly updated and maintained.
- Conduct Employee Focus Group meetings.

GOALS FOR FISCAL YEAR 2014

- Facilitate the construction of the Relocation of Fire Station 2 Project.
- Facilitate the construction of the Western Hills Drainage Project.
- Facilitate the construction of the Hughes Garden Drainage Project.
- Facilitate the construction of the NE Water Line Project final phase.
- Facilitate the construction of the NE Sewer Line Project final phase.
- Facilitate the update of the City's Zoning Ordinance.
- Facilitate the completion of the City's FY 2015-2019 Capital Improvement Plan.
- Facilitate the completion of the City's Street Maintenance Plan.
- Facilitate the construction of the Courtney Lane Road Improvements Project.
- Develop a Citizen Focus Group and conduct regular meetings.

CITY MANAGER

01-2200

EXPENDITURE SUMMARY

CITY MANAGER	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	232,722	243,762	243,762	270,995
Personnel Support	11,262	11,000	11,000	11,000
Supplies & Materials	1,114	2,396	2,396	1,185
Repairs & Maintenance	816	2,231	2,231	1,811
Contractual Services	71,184	11,245	11,245	12,760
Designated Expenses	2,370	169	169	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	319,469	270,803	270,803	297,751

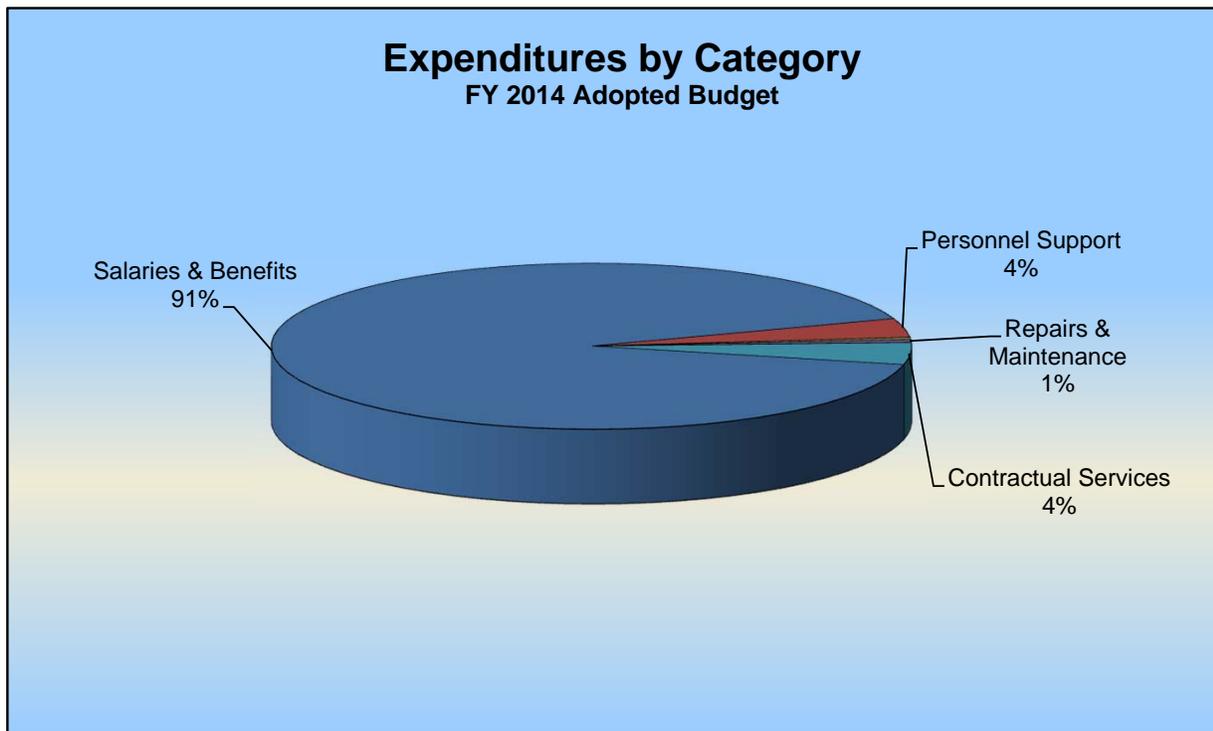
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Additional amount due to merit increase.

Decreases:

- Designated Expenses: Paid off computer lease in FY 2013.



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

CITY MANAGER

01-2200

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
City Manager	1	1	1	1
Secretary to the City Manager	1	1	1	1
Administrative Assistant	0	1	1	1
Assistant City Manager	0	1	1	1
Receptionist*	0	0	0	1
DIVISION TOTAL	2	4	4	5

* Receptionist position is two part-time positions.

Note: Assistant City Manager, Administrative Assistant, and Receptionist positions are unfunded positions.

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
Developer Meetings Hosted	1	1	1	1
Council Meetings/Workshops Attended	55	58	56	58
Public Meetings Hosted	0	0	1	1
EFFICIENCIES				
Operating Budget (General Fund) \$ per Capita	\$422.78	\$444.88	\$445.39	\$485.45
Full-Time Employees per 1,000 Population	8.53	8.59	8.59	8.65
EFFECTIVENESS				
# of Responses to Citizen Survey	N/A*	N/A*	551	N/A*
Citizens Overall Satisfaction ¹	N/A*	N/A*	56	N/A*

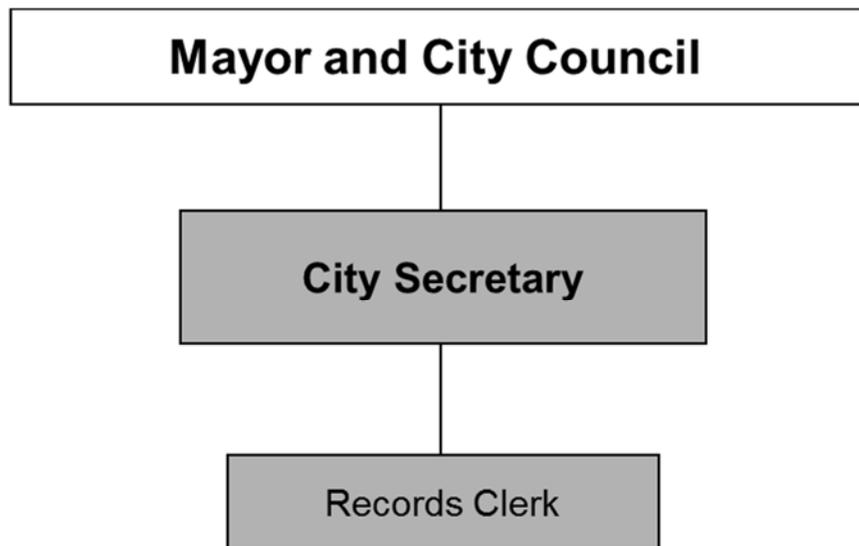
¹ Satisfaction is measured on a scale from 1 to 100 by the American Customer Satisfaction Index (ACSI).

* Citizen surveys are completed every other year. In 2011, the survey received 606 responses and the ACSI score was 54.

CITY SECRETARY



Jane Lees
(City Secretary)



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

2 Full Time Employees Funded

CITY SECRETARY

PROGRAM DESCRIPTION

The City Secretary's office is committed to professionalism, efficiency and a high work ethic. The office is responsible for recording and maintaining all city records, to include city council minutes, agendas, ordinances, resolutions, deeds, contracts, and all other legal documents in accordance with the policies set by the City Council, the Code of Ordinances and the laws of the State of Texas. The City Secretary, with the help of other City staff, prepares the agendas, council packets and other documents for City Council consideration. The City Secretary coordinates and administers all elections of the City.

MAJOR DEPARTMENT GOALS

- Timely publication and codification of ordinances.
- Timely completion of council meeting minutes.
- Conduct municipal election(s).
- Organize, maintain and dispose of City records in accordance with State laws.

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Continued assistance to City staff with AgendaQuick software program.
- Successfully conduct jointly with Coryell and Lampasas Counties one general election, a special bond election and a special City Charter amendment election, in accordance with Texas Election Law statutes; conduct a runoff election, if necessary.
- Successfully reorganized and indexed records in the Records Room and legally disposed of many older records incorrectly marked as permanent, making more space available for storage.
- Ensured compliance of operating budgets for City Secretary and City Council Departments.
- Coordinated three supplements for the City of Copperas Cove Code of Ordinances.
- City Secretary to complete requirements for recertification in the Texas Registered Municipal Clerk (TRMC) program through the Texas Municipal Clerks Association and the University of North Texas.

CONTINUING OBJECTIVES

- Maintain the integrity of City records and complete scheduled destruction of municipal records in accordance with State law.
- Process and maintain all ordinances, resolutions, minutes, contracts and all other official documents in an efficient manner.
- Administer City elections jointly with Coryell and Lampasas Counties in accordance with State law.
- Monitor all expenditures of the City Secretary and City Council budgets.
- Maintain a professional and cooperative relationship with citizens, City Council and City staff.
- Attend seminars and conferences to enhance knowledge of municipal laws and procedural changes and for recertification purposes.
- Represent the City at various social and professional events.

GOALS FOR FISCAL YEAR 2014

- Successfully conduct one general election jointly with Coryell and Lampasas Counties, in accordance with Texas Election Law statutes; conduct a runoff election, if necessary.
- Begin using electronic records system for records storage that complies with State law.
- Begin certification through the Texas Registered Municipal Clerk (TRMC) program through the Texas Municipal Clerks Association and the University of North Texas.
- Fully exploit and implement the uses of the AgendaQuick Program.

CITY SECRETARY

01-2300

EXPENDITURE SUMMARY

CITY SECRETARY	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	86,581	92,092	92,092	112,679
Personnel Support	-	-	-	-
Supplies & Materials	541	1,621	1,621	1,769
Repairs & Maintenance	89	1,490	1,490	1,949
Contractual Services	3,608	6,381	6,338	3,907
Designated Expenses	12,956	27,156	27,199	21,988
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	103,775	128,740	128,740	142,292

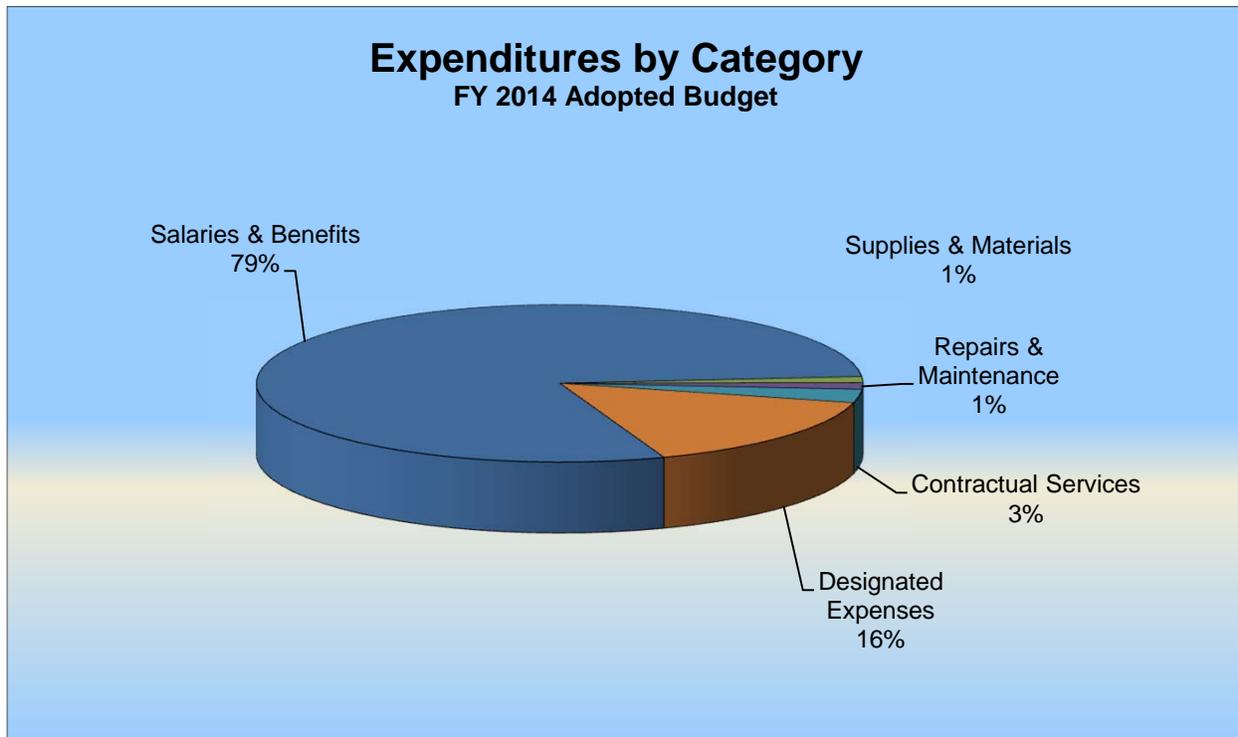
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

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

Decreases:

- Contractual Services: Reduction due to no longer having copier rental.
- Designated Expenses: Reduction in election expenses.



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

CITY SECRETARY

01-2300

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
City Secretary	1	1	1	1
Deputy City Secretary	1	1	1	1
Records Clerk*	0.5	0.5	0.5	1
DIVISION TOTAL	2.5	2.5	2.5	3

* Records Clerk position is reclassified from part-time to full-time in FY 2014.

Note: The Deputy City Secretary position is unfunded in FY 2014.

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
<i>OUTPUTS</i>				
Council Meetings Organized / Records Maintained	23	23	23	23
Workshops Organized / Records Maintained	27	25	29	28
Special Meetings Organized / Records Maintained	5	10	13	8
Elections Conducted	1	2	1	1
<i>EFFICIENCIES</i>				
Average Cost per Council Meeting / Workshop for Record Management	\$2,075.50	\$2,682.08	\$2,475.77	\$2,790.04
<i>EFFECTIVENESS</i>				
% of Time Council Minutes are Completed for Approval at the next Regular Council Meeting	100.0%	100.0%	92.9%	100.0%
% of Time Adopted Ordinance Titles are Published within 15 Days of Passage	100.0%	100.0%	100.0%	100.0%
Supplements to the City's Code of Ordinances Coordinated Annually	3.0	3.0	3.0	3.0
Provide Annual Statistical Report to City Council on Records Management Program	N/A*	Yes	Yes	Yes

* New Performance Measure - Data not available.

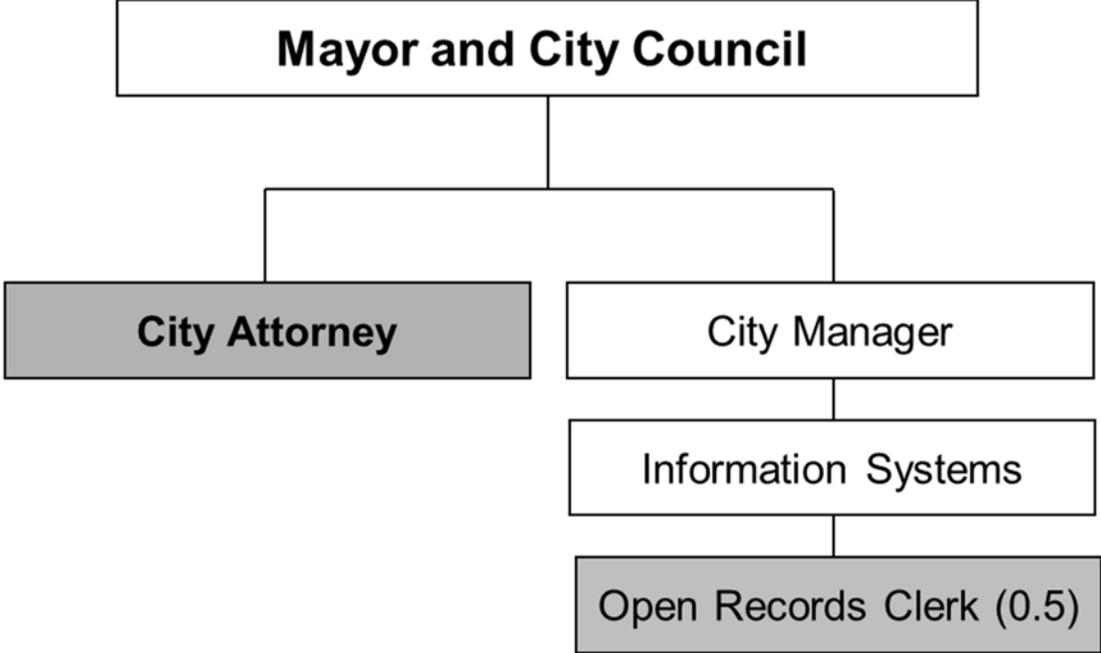
CITY ATTORNEY



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



Habib Erkan Jr.



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

0.5 Full Time Employee Funded
1 Contract Position

CITY ATTORNEY

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Provided Council and Staff with legal opinions and interpretations.
- Reviewed proposed ordinance changes.
- Reviewed letter of agreements for various city departments.
- Prepared and filed privileged liens against real properties to collect code enforcement violation expenses paid by the city.
- Provided legal assistance on State Legislative Action.
- Prepared a Development and Annexation Agreement for proposed 1,000 lot residential development.

CONTINUING OBJECTIVES

- Continue a comprehensive review of all ordinances and policies.
- Draft or review all contracts and leases.
- Provide full time access for legal services to Council and staff.
- Continue to aid in preparing a section of the code of ordinances that deals specifically with code enforcement matters.
- Monitor changes in state and federal law and ensure compliance at departmental level.
- Provide review of City Council meeting agendas and supporting materials, including cover memorandums, ordinances and resolutions.
- Provide contracting support, including drafting, review and negotiation as necessary, of various contracts for professional and other services, as well as goods.
- Provide support for protection of the City's interest in litigation, including coordinating with outside counsel, keeping City Council and staff informed and facilitating input from City Council and staff at key junctures.
- Prepare 10-Day and 15-Day Briefs to Texas Attorney General for Public Information Requests.

GOALS FOR FISCAL YEAR 2014

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

CITY ATTORNEY

01-2400

EXPENDITURE SUMMARY

CITY ATTORNEY	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	-	-	-	10,920
Personnel Support	-	-	-	-
Supplies & Materials	811	450	450	475
Repairs & Maintenance	44	-	-	-
Contractual Services	104,464	96,170	96,170	100,104
Designated Expenses	387	30	30	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	105,707	96,650	96,650	111,499

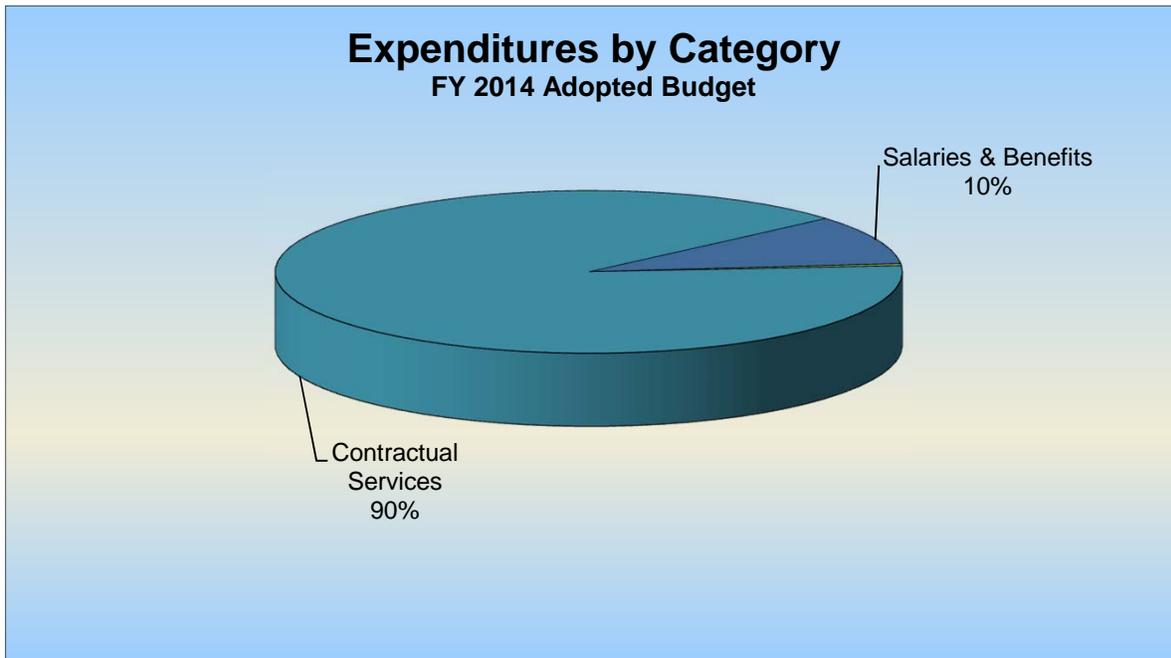
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Expenses for part-time Open Records Clerk position.

Decreases:

- Designated Expenses: Paid off computer lease in FY 2013.



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

CITY ATTORNEY

01-2400

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
City Attorney (Contract)	1	1	1	1
Open Records Clerk	0	0	0	0.5
DIVISION TOTAL	1	1	1	1.5

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
<i>OUTPUTS</i>				
Disposition Prior to Trial - Fined	3,774	3,500	3,475	3,200
Disposition Prior to Trial - Dismissed	1,339	1,400	2,633	2,700
Disposition at Trial by Judge - Guilty	1,176	1,300	834	960
Disposition at Trial by Judge - Not Guilty	2	2	0	1
Trial by Jury - Guilty	6	5	5	5
Trial by Jury - Not Guilty	3	2	2	2
# of Council Meetings/Council Meetings Attended	23/17	23/17	23/21	23/21
Open Records Requests Received and Responded	315	320	352	355
Attorney General Opinion Sought	58	50	38	40
<i>EFFICIENCIES</i>				
% of Open Records Requests where Attorney General Ruling/Opinion was Sought	18.4%	15.6%	10.8%	11.3%
<i>EFFECTIVENESS</i>				
% of Public Information Requests Completed within 10 Business Days	100.0%	100.0%	100.0%	100.0%

FINANCE



Left to Right:

Sitting: April Skipper (Accounting Technician); Stephanie Potvin (Project Accountant)

Standing: Tre'Manielle Cofield (Accounting Technician); Velia Key (Director of Financial Services); Tracy Molnes (Purchasing Officer)



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

5 Full Time Employees Funded

FINANCE DEPARTMENT

PROGRAM DESCRIPTION

The Finance Department is responsible for providing quality financial services to the citizens and customers of the City of Copperas Cove in a professional manner. Specific responsibilities include, but are not limited to, debt and cash management, the review of technical specifications and preparation of documentation required to comply with legal regulations pertaining to the bid process, monthly financial and quarterly investment reporting, grant reporting, budget preparation assistance, and providing bid proposal recommendations to the City Council. In addition, the Finance Department provides general supervision of Municipal Utilities and Solid Waste Department.

MAJOR DEPARTMENT GOALS

- Achieve reserve capacities in all funds as established in the City's Fund Balance Policy.
- Maximize earnings on investment of funds.
- Plan the City's future financial growth.
- Monitor and protect the City's assets by maximizing available resources, minimizing costs, and protecting the cash.
- Attract and retain quality employees.
- Implement internal control City-wide.

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Completed the CAFR for FY 2012 and received the Certificate of Achievement for Excellence in Financial Reporting Award from GFOA.
- Provided accurate and timely financial reporting to the City Council.
- Issued Limited Tax Note Series 2013.
- Issued General Obligation Refunding Bonds, Series 2013.
- Issued General Obligation Bonds, Series 2013.
- Provided Quarterly Investment Reports to the City Council.
- Re-structured job duties.
- Implemented Audit Committee.
- Implemented Positive Pay.
- Trained several departments in Time Clock Plus, the new payroll system.
- Purchasing Officer prepared and published 14 request for bids, request for proposal, competitive seal proposal, and construction manager at risk.

CONTINUING OBJECTIVES

- Continue to maintain the high standard and level of financial reporting in obtaining GFOA "Certification of Achievement for Excellence in Financial Reporting."
- Continue monitoring cash management practices to ensure timely billing and collections and continue prudent investment and payment schedule.
- Continue to provide timely financial reports to the City Council.
- Set up procedures related to system controls.
- Continue to review and update the Finance Department's policies and procedures.
- Continue internal audit of CIP expenditures.

GOALS FOR FISCAL YEAR 2014

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

FINANCE

01-3100

EXPENDITURE SUMMARY

FINANCE	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	209,726	321,667	321,667	343,439
Personnel Support	-	-	-	-
Supplies & Materials	8,447	12,446	9,622	8,942
Repairs & Maintenance	1,302	732	1,236	2,224
Contractual Services	33,183	42,457	44,777	45,440
Designated Expenses	1,015	116	116	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	253,672	377,418	377,418	400,045

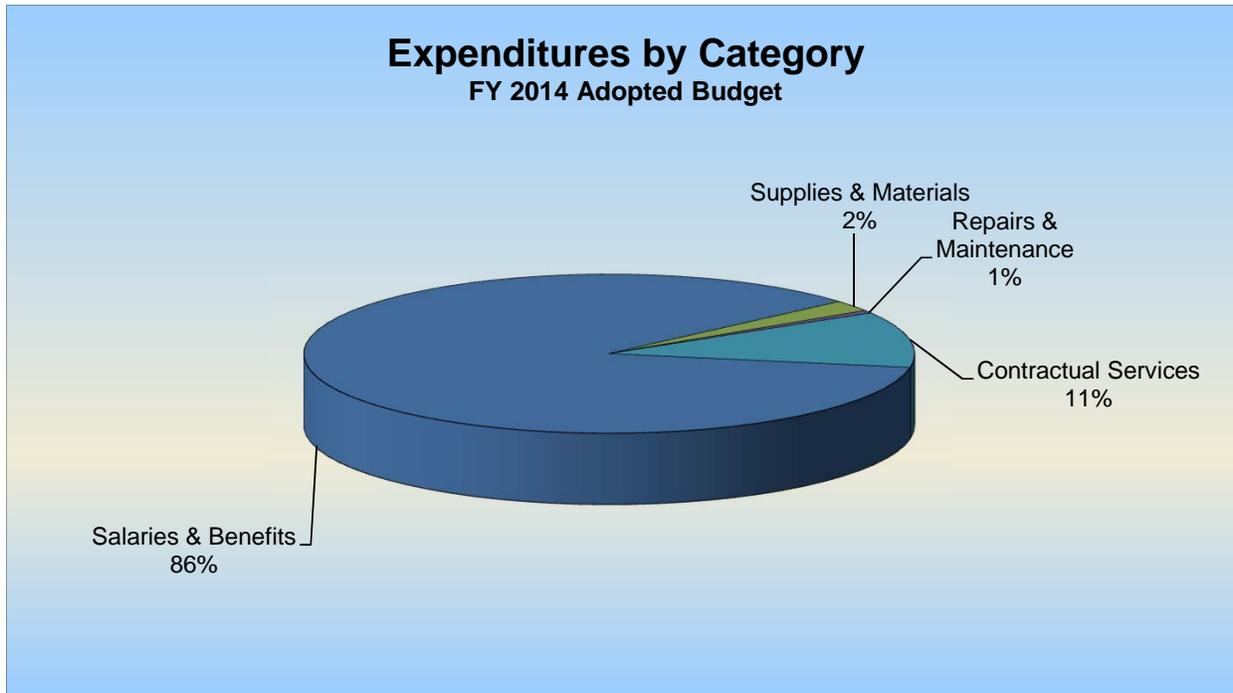
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Additional amount due to merit increase.

Decreases:

- Designated Expenses: Paid off computer lease in FY 2013.



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

FINANCE

01-3100

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Senior Accountant	1	1	1	1
Accounting Technician	2	2	2	2
Purchasing Officer	0	1	1	1
Director of Financial Services	1	1	1	1
Project Accountant	0	1	1	1
DIVISION TOTAL	4	6	6	6

Note: For FY 2014, Senior Accountant position is unfunded. Purchasing Officer and Project Accountant positions was in the Budget Department in FY 2012.

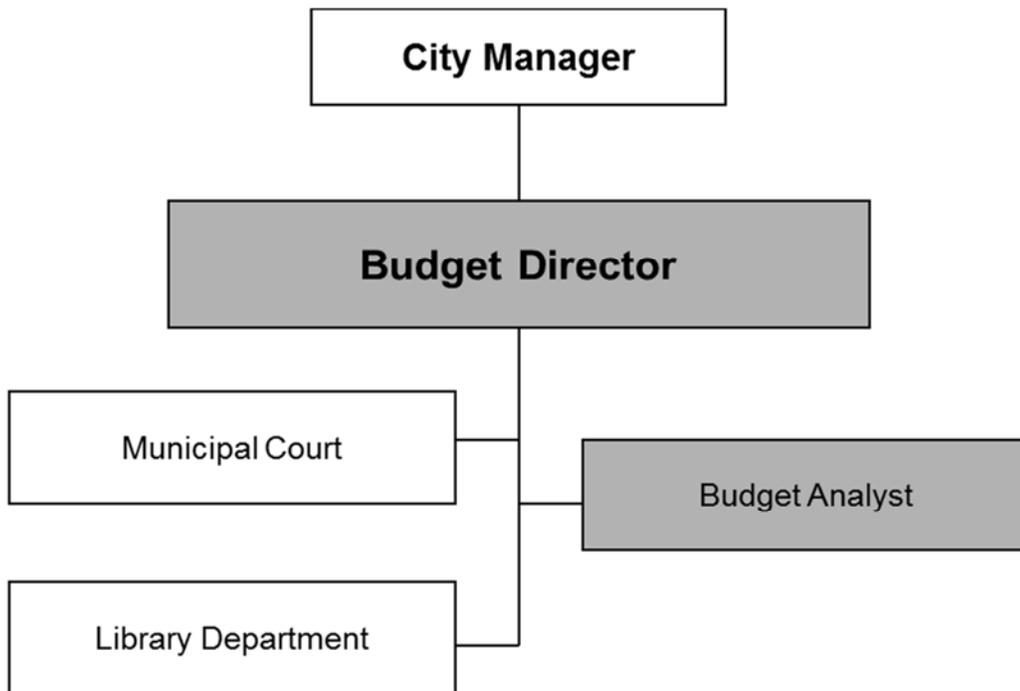
PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
# of Internal Audits Performed	15	15	15	15
# of Accounts Receivables Invoiced	680	680	1,000	1,100
Accounts Payable Checks Processed	5,100	5,100	6,000	6,000
Accounts Payable Invoices Processed	10,587	11,000	11,000	12,000
EFFICIENCIES				
% of Accounts Payable Customers Setup with Automatic Draft Payment	21.0%	21.0%	21.0%	20.0%
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	43.0%	33.0%	37.0%	27.0%
Water and Sewer Fund	26.0%	18.0%	14.0%	19.0%
Solid Waste Fund	37.6%	32.0%	37.0%	38.0%
Golf Course Fund*	-118.0%	-136.0%	-135.0%	-166.0%

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

BUDGET



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



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

2 Full Time Employees Funded

BUDGET DEPARTMENT

PROGRAM DESCRIPTION

The Budget Department is responsible for providing excellent budgetary and long-range planning, financial and organization information, and guidance to management, City Council, citizens and internal customers of the City of Copperas Cove in a professional manner. Responsibilities include development of the annual operating budget, five-year Capital Improvement Plan, five-year Personnel Improvement Plan and five-year Capital Outlay Plan. Reviewing monthly financial and budget comparison reporting for operating and capital funds, the quarterly investment reports, and budget and project progress and providing financial proposal recommendations to the City Manager and City Council are all duties for the Budget Department. The Budget Department also is entrusted to research and analysis of a wide array of operational and financial issues and provides general supervision of Municipal Court and the Public Library.

MAJOR DEPARTMENT GOALS

- Assist the City Manager in developing a balance budget.
- Prepare and update the Capital Improvement Plan.
- Prepare and update the Personnel Improvement Plan.
- Prepare and update the Capital Outlay Plan.
- Monitoring the progress of budgetary goals throughout the year.
- Achieve reserve capacities in all funds as established in the City's Fund Balance Policy.
- Plan the City's future financial growth.
- Assist in the implementation of internal control City wide.

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Completed the budget book for FY 2013 and received the Distinguished Budget Presentation Award from GFOA.
- Prepared for adoption the 2013 Property Tax Rate and FY 2014 Budget in accordance with the City Charter and Texas State Law.
- Prepared for adoption the 2010-2014 Capital Improvement Plan.
- Prepared for adoption the 2012-2016 Personnel Improvement Plan.
- Prepared for adoption the 2013-2017 Capital Outlay Plan.
- Assisted in the issuance of the 2013 Tax Notes and General Obligation Bonds.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2013

- Restructure the Capital Improvement Plan to be a more reader friendly and better planning document.
- Develop a five year street maintenance plan in coordination with all pertinent departments.
- Prepare federal and state legislative items for consideration in 2014 and 2015.
- Revise the Personnel Improvement Plan and Capital Outlay Plan to rolling five year plans.
- Release education literature for the residents of Copperas Cove to become more informed on the financial issues.

BUDGET

01-3200

EXPENDITURE SUMMARY

BUDGET	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	287,040	163,431	163,431	182,629
Personnel Support	-	-	-	-
Supplies & Materials	3,077	1,849	1,849	716
Repairs & Maintenance	178	93	93	124
Contractual Services	11,428	7,917	7,917	10,844
Designated Expenses	198,065	202,003	202,003	204,100
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	499,788	375,293	375,293	398,413

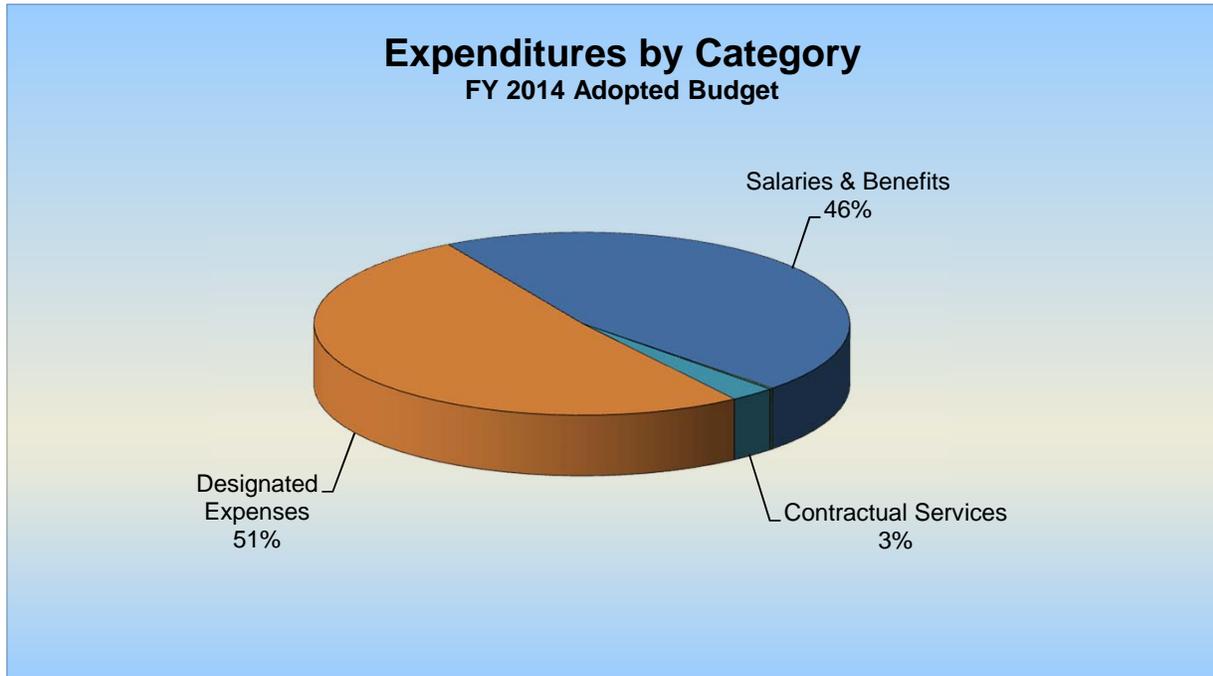
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Additional amount due to merit increase.
- Contractual Services: Department's portion of copier rental.

Decreases:

- Supplies & Materials: Decrease due to no printing costs budgeted for FY 2014.



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

BUDGET

01-3200

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Assistant Director of Financial Svcs./Budget Director	1	0	0	0
Budget Director	0	1	1	1
Budget Analyst	1	1	1	1
Financial Plans Specialist	0	0	0	1
Purchasing Officer	1	0	0	0
Project Accountant	1	0	0	0
DIVISION TOTAL	4	2	2	3

Note: Purchasing Officer and Project Accountant positions moved to the Finance Department in FY 2013. Financial Plans Specialist position is unfunded in FY 2014.

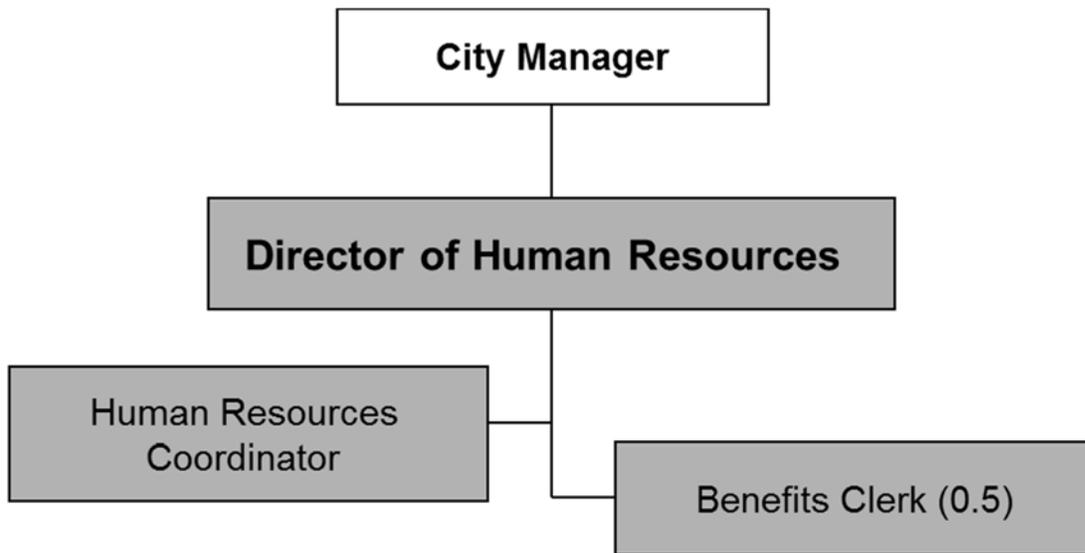
PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
<i>OUTPUTS</i>				
# of Budget Amendments/Transfers Processed	317	300	320	310
# of Capital Improvement Amendments Processed	9	5	3	2
# of Personnel Improvement Plan Amend. Processed*	N/A	2	2	2
<i>EFFICIENCIES</i>				
Actual General Fund Revenue as a Percentage of Original Budget	99.3%	100.0%	100.0%	100.0%
<i>EFFECTIVENESS</i>				
Receive GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes
Capital Improvement Plan Prepared in Accordance with Charter Requirements	Yes	Yes	Yes	Yes

* New Performance Measure - Data not available.

HUMAN RESOURCES



Left to Right: Kelli Sames (Human Resources Director); Linda Hernandez (Human Resources Coordinator)



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

2.5 Full Time Employees Funded

HUMAN RESOURCES

PROGRAM DESCRIPTION

The Human Resources Department develops and administers programs and activities to ensure organizational needs are met pertaining to personnel services. In addition, Human Resources manages employee benefits, compensation, training and development, volunteer opportunities, risk management, wellness initiatives, and recruiting activities for the City of Copperas Cove.

MAJOR DEPARTMENT GOALS

- Ensure the City's compensation practices and benefits offered are competitive with the market and related industry.
- Provide effective human resource training and development opportunities for all levels of employees.
- Maintain and update personnel policies and procedures.
- Explore options available concerning benefit insurance coverage to ensure employees have access to the best offering at a competitive price.
- Provide employees access to programs targeted toward their improved wellness.
- Ensure the development, maintenance and management of a cost effective risk management program.
- Effectively recruit and utilize volunteers.

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Participated with the Workforce Solutions of Central Texas summer hiring program providing job training for four students.
- Planned, coordinated, and facilitated the annual employee Wellness Program, to include wellness seminars, a health fair, an on-line health assessment, biometric screenings for employees, and fitness initiatives.
- Coordinated annual Customer Service Training for employees.
- Coordinated annual Defensive Driving Training for employees.
- Updated various personnel policies to incorporate new regulations, legislative changes, and procedure changes.
- Assisted the Employee Activities Committee and Employee Recognition Committee in coordinating several employee appreciation events.
- Facilitated the hiring and in-processing of 101 new full time, part time and temporary employees.
- Posted 90 positions.
- Received and reviewed 6,008 job applications.
- Coordinated the "United Way" drive for all City employees.
- Coordinated a monthly and annual employee service awards recognition program and reception.
- Coordinated open enrollment for all City employee benefit elections.

CONTINUING OBJECTIVES

- Continue to fill all personnel vacancies within target.
- Continue to facilitate wellness and risk management initiatives for City employees.
- Continue to review employee benefit and salary plans to determine market competitiveness.
- Continue to provide supervisory and employee personnel training opportunities.
- Continue with wellness initiatives.

GOALS FOR FISCAL YEAR 2014

- Implement the next phase of a wellness initiative to include a personal fitness challenge.
- Implement an on-line performance appraisal system for evaluating employee performance.
- Enhance the use of the financial system (Content Manager) for improved effectiveness in the Human Resources Department.
- Staff new part time position to assist with providing human resources related support regarding employee benefits.

HUMAN RESOURCES

01-3400

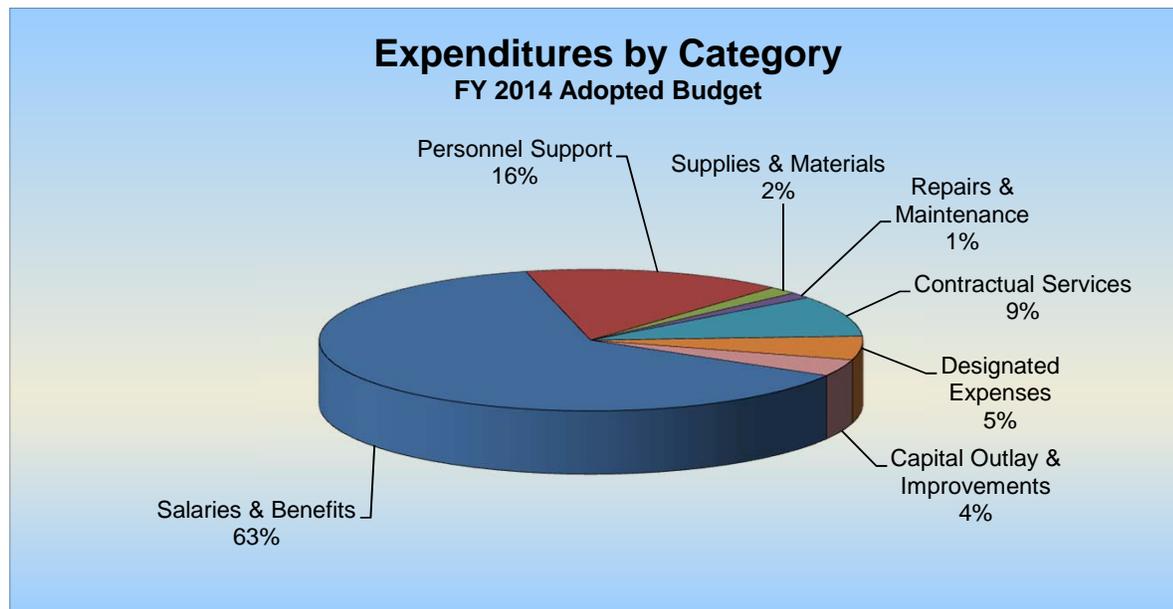
EXPENDITURE SUMMARY

HUMAN RESOURCES	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	196,613	181,609	181,609	196,002
Personnel Support	15,406	19,466	19,466	48,516
Supplies & Materials	3,546	6,697	6,697	5,364
Repairs & Maintenance	2,873	4,753	4,753	4,108
Contractual Services	18,131	18,586	18,403	29,237
Designated Expenses	23,343	12,954	13,137	16,800
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	12,000
Total	259,913	244,065	244,065	312,027

HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Decreases:

- Salaries & Benefits: Additional amount due to merit increase.
- Personnel Support: Increase due to additional Wellness Incentives offered to employees.
- Contractual Services: Include an increase of \$10,600 for a Succession Plan Review.
- Capital Outlay & Improvements: Expense for Performance Evaluation Software.



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

HUMAN RESOURCES

01-3400

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Division Head of Human Resources	1	0	0	0
Director of Human Resources	0	1	1	1
Human Resources Coordinator	1	1	1	1
Receptionist	1.5	1	1	0
Benefits Clerk	0.25	0.5	0.5	0.5
DIVISION TOTAL	3.75	3.5	3.5	2.5

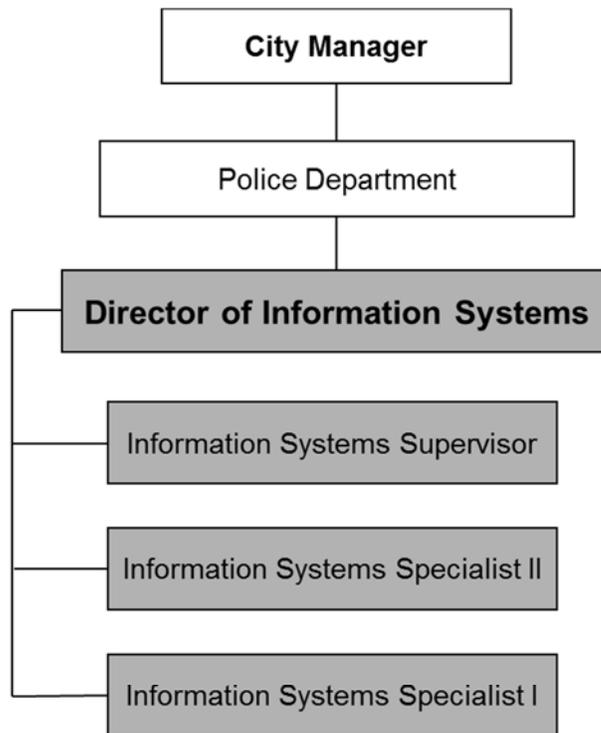
PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
<i>OUTPUTS</i>				
# of Full-Time Positions Filled	30	30	53	45
# of Workers Compensation Claims Processed	42	38	47	50
# of Employee Grievances	0	0	0	0
# of Personnel Training Programs Offered/Attended*	1146	1044	276	500
# of Employees Experiencing Lost Time From Work Per Workers Compensation Claim Filed	12.0	6.0	6.0	5.0
<i>EFFICIENCIES</i>				
% of Employees Participating in Health Care Plan	71.0%	70.0%	72.0%	72.0%
% of Employees Participating in 125 Cafeteria Plan	29.0%	30.0%	28.0%	28.0%
<i>EFFECTIVENESS</i>				
City Employee Turnover Rate (Full Time)	15.0%	15.0%	20.0%	18.0%

* Includes on-line learning opportunities.

INFORMATION SYSTEMS



Left to Right: Greg Mitchell (Director of Information Systems); Adam Wolf (Information Systems Supervisor); Robert Browning (Information Systems Specialist II); Toussaunt Thomas (Information Specialist I)



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.

4 Full Time Employees Funded

INFORMATION SYSTEMS

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Implemented broadband internet access at the Parks Maintenance office.
- Configured, setup and put into service new Exchange email servers.
- Configured, setup and put into service new file server/domain controller and Records Management server at the Police Department.
- Refurbished server and put into service at Public Works as a file server/domain controller.
- Setup and put into service fifty new computers for various departments.
- Changed out fifty of the oldest computers with computers taken out of service for the new ones.
- Setup and put into service new iPrism and installed five new public computers at the Library.
- Installed network connectivity from the Wastewater Office to the Fleet Services Building.
- Created new database for Solid Waste to use for management of Brush pickups.
- Coordinated and completed project to install fiber infrastructure to the new City Hall Buildings.
- Worked with vendor to setup and install new phones in the new City Hall Buildings.
- Configured, setup and installed new network hardware in the new City Hall Buildings.
- Installed network cable in the new City Hall Buildings.
- Configured, setup and installed cameras and moved servers to the new City Hall Buildings.
- Installed and setup computer and projector in the conference room of the new City Hall.
- Coordinated installation of security systems in the new City Hall Buildings.
- Removed fiber cable from the Administration Building and installed it at the Finance Building.
- Installed fiber cable between City Hall Building 1 and Building 2.
- Installed time clock appliances with network connectivity at various City buildings.
- Completed upgrade of the Firehouse software at the Fire Department.
- Configured, setup and installed three new WiFi routers for Fire Department Med Vaults.
- Implemented broadband internet access at the Wastewater Treatment South Plant.

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 2014

- Complete the MDT project for the Police Department.
- Complete the MDT project for the Fire Department.
- Install network connectivity and move A/V hardware for Council Chambers remodel.
- Install, configure and put into service new server backup software.
- Auction old computer and server hardware and update assets inventory.

INFORMATION SYSTEMS

01-3500

EXPENDITURE SUMMARY

INFORMATION SYSTEMS	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	242,785	281,099	281,099	307,497
Personnel Support	-	-	-	-
Supplies & Materials	4,404	5,876	5,876	6,200
Repairs & Maintenance	17,449	19,700	19,700	30,207
Contractual Services	4,063	5,261	5,261	13,940
Designated Expenses	2,416	184	184	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	4,900	-	-	-
Total	276,017	312,120	312,120	357,844

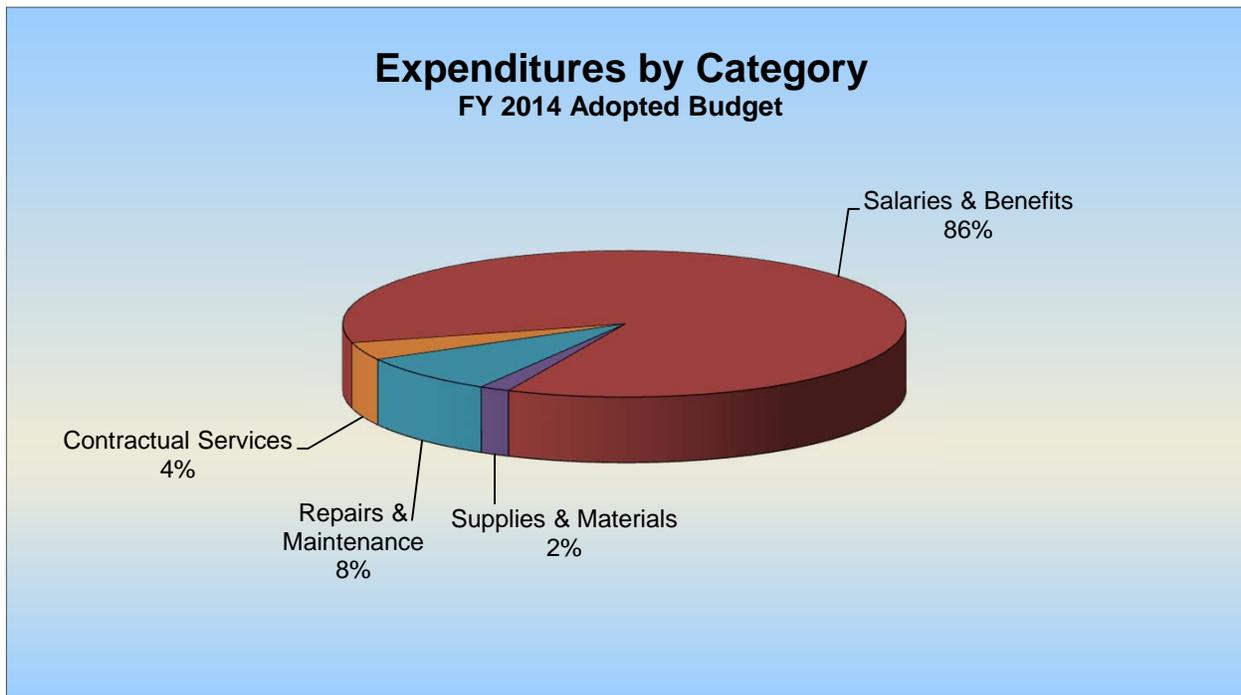
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Additional amount due to merit increase.
- Repairs & Maintenance: Increase for additional licenses and technical support.
- Contractual Services: Increase for a hosted citizen engagement website and broadband service for laptops.

Decreases:

- Designated Expenses: Paid off computer lease in FY 2013.



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

INFORMATION SYSTEMS

01-3500

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Director of Information Systems	1	1	1	1
Information Systems Supervisor	1	1	1	1
Information Systems Specialist I	1	1	1	1
Information Systems Specialist II	1	1	1	1
DIVISION TOTAL	4	4	4	4

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
<i>OUTPUTS</i>				
# of Personal Computers and Laptops Supported	303	300	300	325
# of Network/Email/Web/File/Application Servers Administered and Supported	22	22	22	23
# of Tech Support/Service Requests	4,000	4,000	3,000	3,500
# of Additions/Changes to the City Website	1,000	1,000	1,000	1,000
<i>EFFICIENCIES</i>				
Average Response Time for Support Requests (in minutes)	15	15	15	15
# of Service Requests and Computer/Network Related Tasks Completed per Information Systems Department Employee	1,333	1,333	750	875
<i>EFFECTIVENESS</i>				
% of Desktop/Tech/User Support Calls Resolved within 24 Hours	95.0%	95.0%	93.0%	95.0%
% of Network System Availability (Network Hardware and Servers)	99.5%	99.5%	99.6%	99.5%

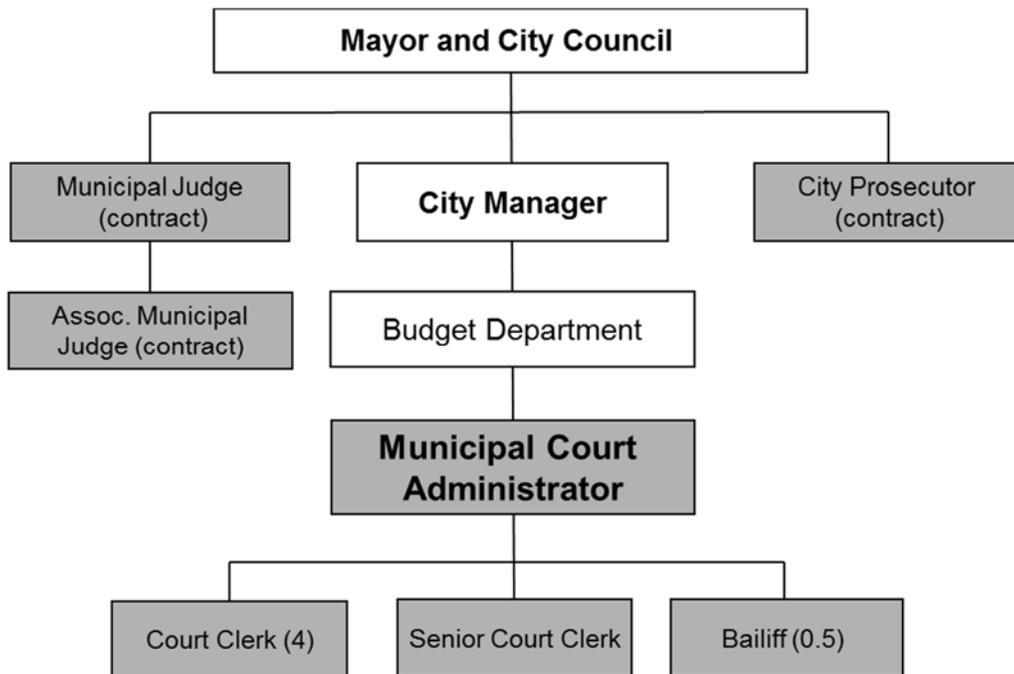
MUNICIPAL COURT



Left to Right:

Front Row: Theresa Davis (Court Clerk); Mariela Altott (Senior Court Clerk); Juanita Epperson (Court Clerk); Jennifer Henry (Municipal Court Administrator)

Back Row: F. W. Price (Judge); Tiffany Gutierrez-Truque (Court Clerk); Alfredo Chavez (Part-time Bailiff)



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

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

MUNICIPAL COURT

PROGRAM DESCRIPTION

The objective of the Copperas Cove Municipal Court is to serve the public in a fair, courteous, and accountable manner while preserving the dignity and rights of each defendant by impartially administering justice.

MAJOR DEPARTMENT GOALS

- Provide efficient case flow management while protecting the constitutional rights during the judicial process by an impartial, professional, and knowledgeable staff.
- Collect fines and cost due to the City and State to disperse to local merchants, remit to the state, and deposit in the Efficiency of the Administration of the Justice Fund, the Court Technology Fund, the Court Security Fund, and the City's General Fund.

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Updated the Municipal Court Procedures Manual.
- Implemented and created queues to enable Incode Content Management Software to allow distribution through the Incode program, thus reducing the amount of work hours to process outstanding warrants.
- Reduced paper consumption by 50%, aligned with City's "going green" initiative.
- Enriched partnership with the Copperas Cove ISD Debate team via Teen Court.
- Conducted a Copperas Cove Warrant Round-up that cleared 356 warrants that resulted in a net collection of \$45,357 and clearing over \$101,239 in total face value of warrants.
- Cleared approximately 1,948 warrants through the collection program with Linebarger Goggan Blair & Simpson and the purge program for delinquent cases, under strict guidelines set forth by the City Prosecutor.
- All staff attended Court Clerk Training through Texas Municipal Court Education Center (TMCEC).
- One clerk obtained Level II Court Clerk Certification and two clerks obtained Level I Court Clerk Certification.
- Collected \$924,613 to be dispersed to local merchants, remitted to the state, and deposited in the Efficiency of the Administration of Justice Fund, the Court Technology Fund, the Court Security Fund, and the City's General Fund.
- Filed an estimated 8,331 complaints.
- Issued an estimated 1,950 warrants.

CONTINUING OBJECTIVES

- Examine and evaluate dockets to ensure efficient case flow management.
- Promptly and accurately process all citations from various agencies.
- Provide a randomly selected pool of jurors for defendants selecting to exercise their rights to trial by jury.
- Continue to reduce outstanding warrants through the debt collection and purge program.
- Implement more effective methods to educate citizens on public safety and awareness.
- Continue to reduce the Court's dependence on paper through its use of a digitized document management system.
- Maintain our ongoing relationship with the Copperas Cove ISD.

GOALS FOR FISCAL YEAR 2014

- Provide the necessary training for the Municipal Court staff through the Texas Municipal Court Education Center (TMCEC) and INCODE Regional Training.
- Participate in State Wide Warrant Roundup Program in 2014.
- Explore new and innovative ways to expand the Teen Court program.
- Strengthen the Court's relationship with the public by streamlining court-related websites such as Department of Public Safety (DPS), Alcohol and Tobacco Awareness classes.

MUNICIPAL COURT

01-4100

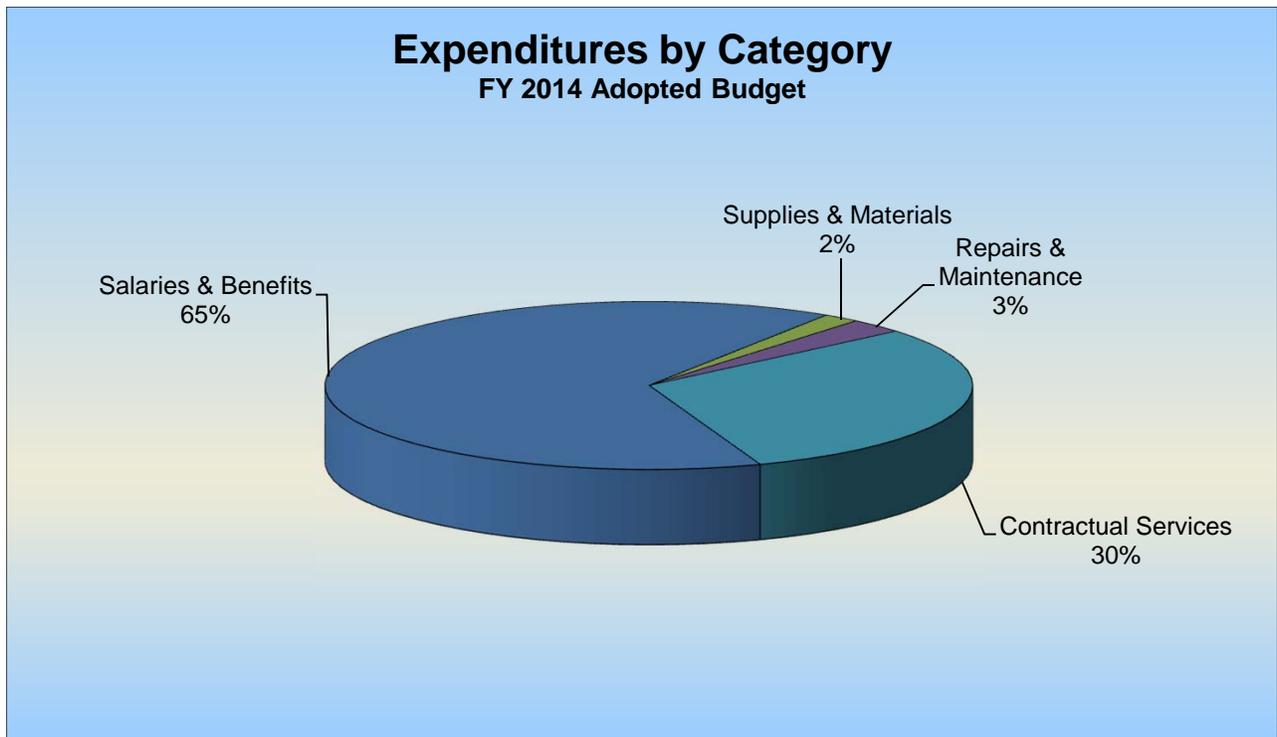
EXPENDITURE SUMMARY

MUNICIPAL COURT	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	256,390	257,066	257,066	271,957
Personnel Support	-	-	-	-
Supplies & Materials	9,207	7,254	7,294	7,623
Repairs & Maintenance	11,902	15,837	15,837	11,698
Contractual Services	112,745	112,940	112,900	128,630
Designated Expenses	387	30	30	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	390,631	393,127	393,127	419,908

HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Additional amount due to merit increase.
- Contractual Services: Increase primarily due to warrant round-up expenses.



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

MUNICIPAL COURT

01-4100

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Municipal Court Administrator	1	1	1	1
Assistant Administrator of Municipal Court	1	1	1	1
Court Clerk	5	4	4	4.5
Senior Municipal Court Clerk	0	1	1	1
Contract Municipal Judge	1	1	1	1
Contract Assoc. Municipal Judge	1	1	1	1
Contract Prosecutor	1	1	1	1
Bailiff*	0.5	0.5	0.5	0.5
DIVISION TOTAL	10.5	10.5	10.5	11

Note: In FY 2014, the Court Clerk positions are made up of four full-time positions and one part-time position. The Assistant Court Administrator position and the part-time Court Clerk position are unfunded in FY 2014.

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
# of Warrants Issued	1,345	1,700	1,950	1,850
# of Warrants Cleared	3,202	4,000	1,948	2,800
# of Violations/Complaints Processed	9,500	9,600	8,331	8,900
EFFICIENCIES				
Average Collections per Clerk	4,750	4,800	4,166	4,450
Online Payments	1,040	1,200	1,200	1,300
EFFECTIVENESS				
% of Total Warrants Cleared	18.9%	30.0%	11.3%	15.7%

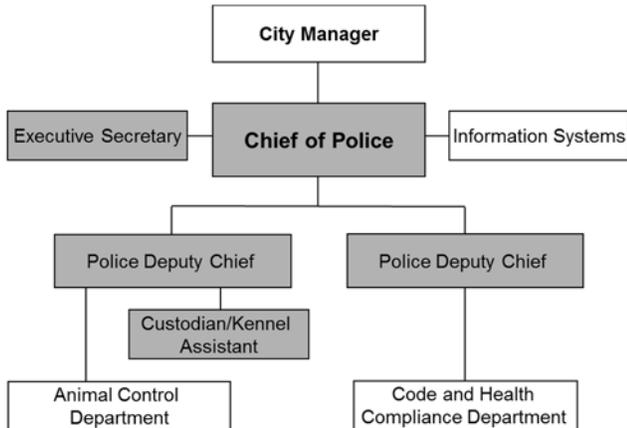
POLICE DEPARTMENT



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



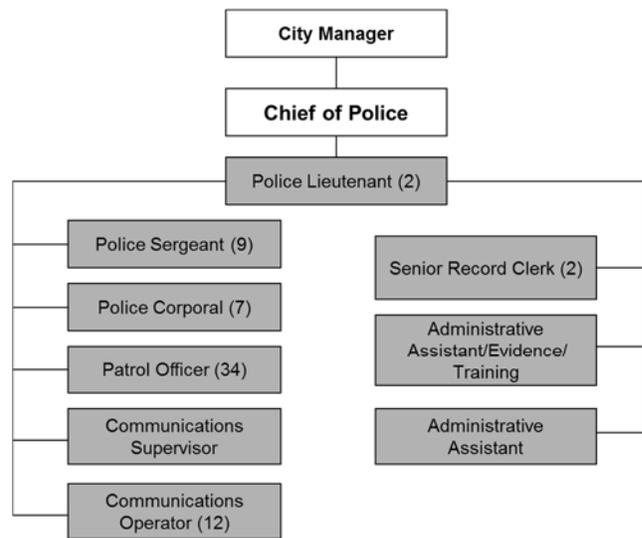
Police Administration Department



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

5 Full Time Employees Funded

Police Services Department



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

69 Full Time Employees Funded

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

POLICE DEPARTMENT

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT GOALS

- Reduce crime while improving the quality of life for all citizens through quality public safety.
- Increase police per citizen ratio for effective delivery of police services.
- Maintain a progressive partnership with the community through various programs and services.

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Assumed management of the Code Compliance Department.
- Conducted a National Night Out Event and a National Night Out Kick Off Party.
- Provided police protection during numerous community events.
- Continued the Crime Stoppers Program, Kiddo Card Program, Neighborhood Watch Program, Highway Cleanup, Gunlock Program, and Copperas Cove Citizens Police Academy Program.
- Conducted the Law Enforcement Explorer Program and Law Enforcement Explorer Academy.
- Provided crime prevention programs and distribution of safety materials.
- Participated with Special Olympics and the Torch Run.
- Conducted the Tobacco Grant Program, tobacco stings, and business compliance inspections.
- Participated in the Bulletproof Vest Grant Program and the Justice Assistance Grant (JAG).
- Participated in Coryell County Community Planning.
- Maintained above average clearance rates in Part I & Part II crimes as compared to State averages.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2014

- Seek and obtain additional grant funding.
- Implement Mobile Data Terminals for police vehicles.
- Develop and manage Mental Health Officer positions.

POLICE DEPARTMENT

01-4200

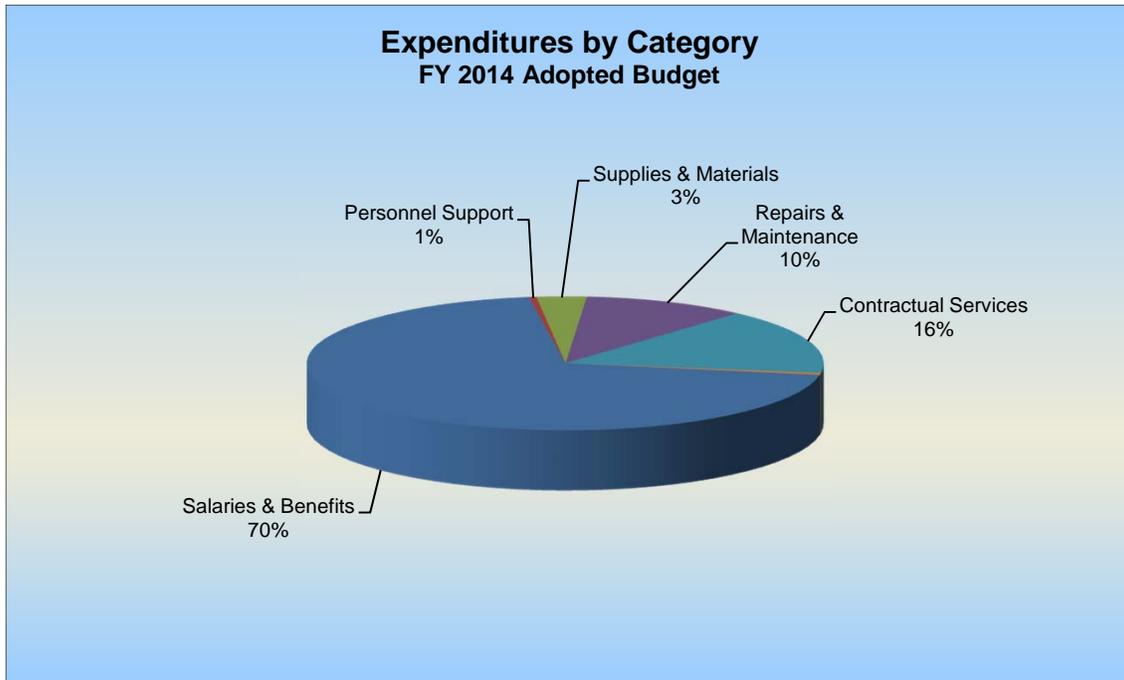
EXPENDITURE SUMMARY

<u>POLICE ADMINISTRATION</u>	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	421,751	438,917	438,917	459,125
Personnel Support	2,315	-	-	3,000
Supplies & Materials	12,425	12,749	12,749	20,505
Repairs & Maintenance	1,234	61,215	61,215	67,375
Contractual Services	10,479	94,312	94,312	103,288
Designated Expenses	12,790	729	729	3,000
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Focus Group	-	-	-	-
Total	460,994	607,922	607,922	656,293

HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Include merit increase.
- Personnel Support: Public relations expenses.
- Supplies & Maintenance: Increase in fuel and oil cost.
- Contractual Services: Increase in utilities expense.
- Designated Expenses: \$3,000 for confidential funds.



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

POLICE DEPARTMENT

01-4210

EXPENDITURE SUMMARY

POLICE SERVICES	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	3,794,616	4,013,324	4,013,324	4,233,994
Personnel Support	-	3,000	3,000	-
Supplies & Materials	186,249	197,145	194,658	224,994
Repairs & Maintenance	106,711	78,800	78,800	91,600
Contractual Services	182,307	113,168	115,655	182,698
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	31,280	31,280	11,500
Total	4,269,883	4,436,717	4,436,717	4,744,786

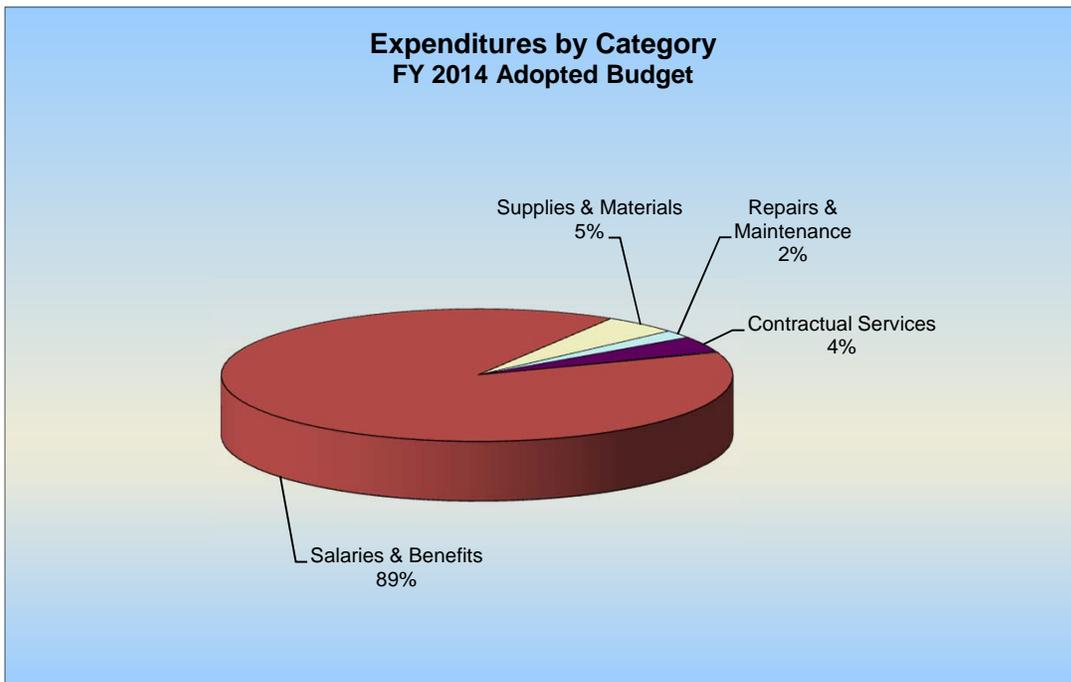
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Include merit increase.
- Supplies & Materials: Include an increase of \$9,160 in fuel and oil cost, \$2,350 for traffic cones, and \$7,434 for digital cameras, ipads with keyboards, and GPS tracking devices, and a combined \$11,392 increase for other regularly used supplies.
- Repairs & Maintenance: Include \$10,000 increase for repairs and maintenance of equipment.
- Contractual Services: Include \$51,063 increase for uniforms and \$16,500 for MDT Communication Service.

Decreases:

- Capital Outlay & Improvements: \$11,500 for a community patrol cruiser.



POLICE DEPARTMENT

01-4200 01-4210

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
<i>Police Administration (01-4200)</i>				
Deputy Chief	1	2	2	2
Executive Secretary	1	1	1	1
Police Chief	1	1	1	1
Captain	1	1	1	1
Custodian/Kennel Assistant	1	1	1	1
Total Police Administration	5	6	6	6
<i>Police Services (01-4210)</i>				
Communications Supervisor	0	1	1	1
Communications/Operator	13	14	14	15
Corporal	7	7	7	7
Lieutenant	2	2	2	2
Patrol Officer	38	41	41	44
Senior Records Clerk	3	3	3	3
Administrative Assistant	1	1	1	1
Sergeant	9	9	9	9
Administrative Assistant/Evidence/Training	1	1	1	1
Total Police Services	74	79	79	83
DIVISION TOTAL	79	85	85	89

Note: For FY 2014, the following positions are unfunded: three Police Communications/Operators, ten Patrol Officers a Senior Records Clerk, and Captain.

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
<i>OUTPUTS</i>				
# of Calls for Service	19,000	19,000	21,000	21,000
# of Part I Violent Crimes Reported	1,200	1,200	1,300	1,300
<i>EFFICIENCIES</i>				
Part I Crime* Clearance Rate:				
Copperas Cove's Rate	43.0%	42.0%	43.0%	43.0%
State Average (Texas Standard)	23.0%	23.0%	23.0%	23.0%
Texas Cities with Population of 25,000 - 50,000	24.0%	24.0%	24.0%	24.0%
Part II Crime** Clearance Rate - Copperas Cove	72.0%	70.0%	65.0%	70.0%
<i>EFFECTIVENESS</i>				
Customer Satisfaction Survey (% Satisfied / Very Satisfied)	90.0%	90.0%	90.0%	90.0%

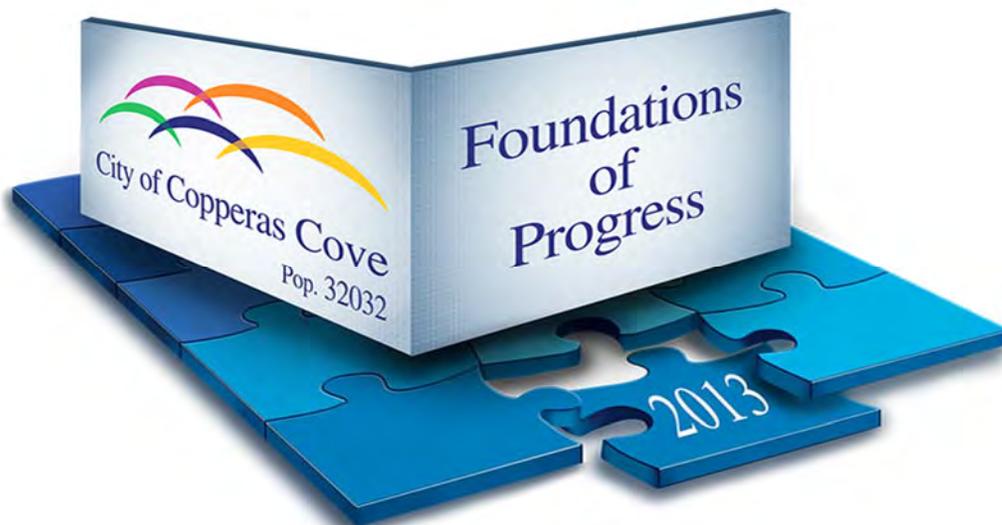
* Part I Crimes that are serious in nature include these crimes: Murder, Rape, Robbery, Aggravated Assault, Burglary, Larceny, and Motor Vehicle Theft.

** 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.



City of Copperas Cove

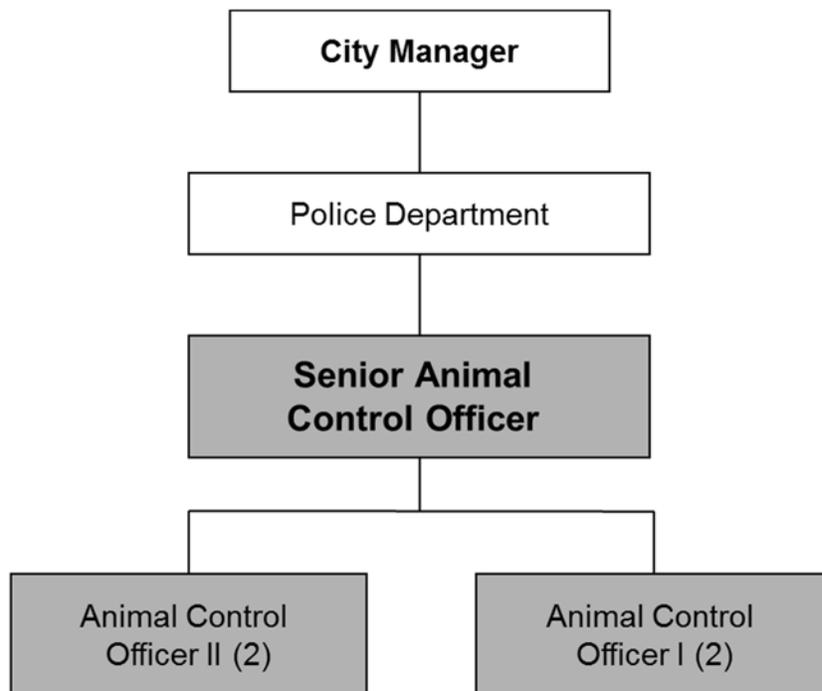
Foundations of Progress



ANIMAL CONTROL



Left to Right: Aleea Best (Animal Control Officer); David Wellington (Senior Animal Control Officer); Ashley Osborn (Animal Control Officer); Tammy Hall (Animal Control Officer); Howard Dixon (Animal Control Officer)



The mission of the Copperas Cove Animal Control is to maintain a sanitary and disease-free shelter, to improve quality of life for sheltered animals, and to preserve a safe community environment by securing stray and abandoned animals.

5 Full Time Employees Funded

ANIMAL CONTROL

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Certified two (2) officers through the Texas Department of State Health Services (TDSHS) Euthanasia class.
- Two (2) Animal Control Officers (ACOs) completed the Basic Animal Control Class.
- Two (2) Animal Control Officers (ACOs) completed the Advanced ACO certification course.
- Made presentations to civic organizations and schools.
- Held a successful Adopt-A-Thon at the Copperas Cove Fitness Center.
- Established a Spay/Neuter program in conjunction with the Army Veterinarians.

CONTINUING OBJECTIVES

- Decrease abandoned/stray animals through aggressive street patrolling.
- Aggressively prosecute abandonment and cruelty cases in conjunction with the Copperas Cove Police Department.
- Successfully obtain administrative orders placing restrictions on dangerous animals.
- Review and update training program for new Animal Control Officers.
- Continue decreasing euthanasia rate by working with humane rescue organizations.
- Continue coordinating low cost shot clinics.
- Continue Microchip program for the public.
- Continue improving the shelter with needed maintenance and repairs.
- Teach animal control related classes to Citizens Police Academy.
- Improve the dog playground area.
- Decrease overtime budget.
- Increase number of volunteers that assist at the shelter.

GOALS FOR FISCAL YEAR 2014

- Obtain additional training courses/seminars for Animal Control Officers.
- Hold Adopt-A-Thons.
- Certify two (2) ACOs through the Advanced ACO certification course.
- Host more low cost shot clinics.
- Repaint animal shelter kennels.
- Prepare plan to construct a new kennel.
- Review and update Animal Control General Orders.

ANIMAL CONTROL

01-4300

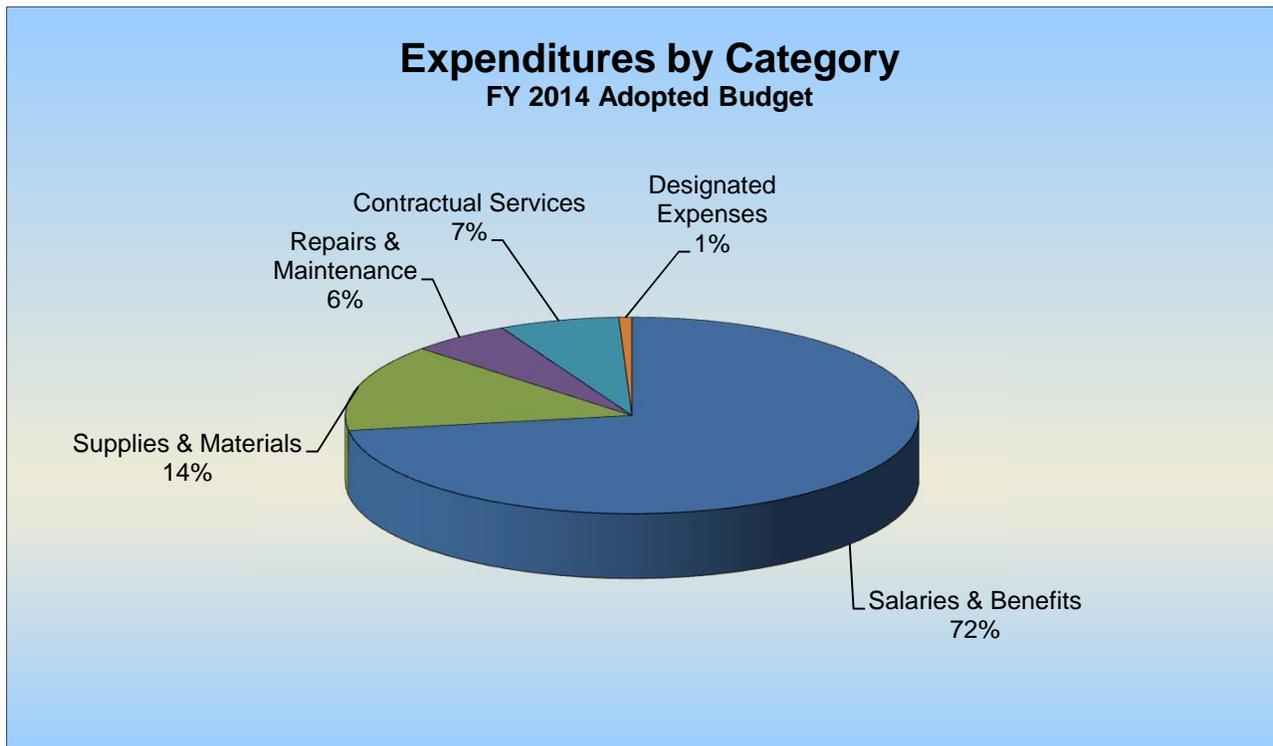
EXPENDITURE SUMMARY

ANIMAL CONTROL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	151,240	175,701	175,701	197,300
Personnel Support	-	-	-	-
Supplies & Materials	17,440	25,918	26,056	39,013
Repairs & Maintenance	4,441	5,215	5,210	15,246
Contractual Services	15,412	18,198	18,065	18,416
Designated Expenses	2,691	2,170	2,170	2,000
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	191,225	227,202	227,202	271,975

HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Merit increase, and increase in insurance cost for employees becoming eligible in FY 2014.
- Supplies & Materials: Include increases for animal shelter supplies, microchipping, and fuel and oil costs.
- Repairs & Maintenance: Include \$8,200 for repairs to facilities.



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

ANIMAL CONTROL

01-4300

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Animal Control Clerk	0.5	1	1	1
Animal Control Officer	4	4	4	0
Animal Control Officer II	0	0	0	2
Animal Control Officer I	0	0	0	3
Senior Animal Control Officer	1	1	1	1
DIVISION TOTAL	5.5	6	6	7

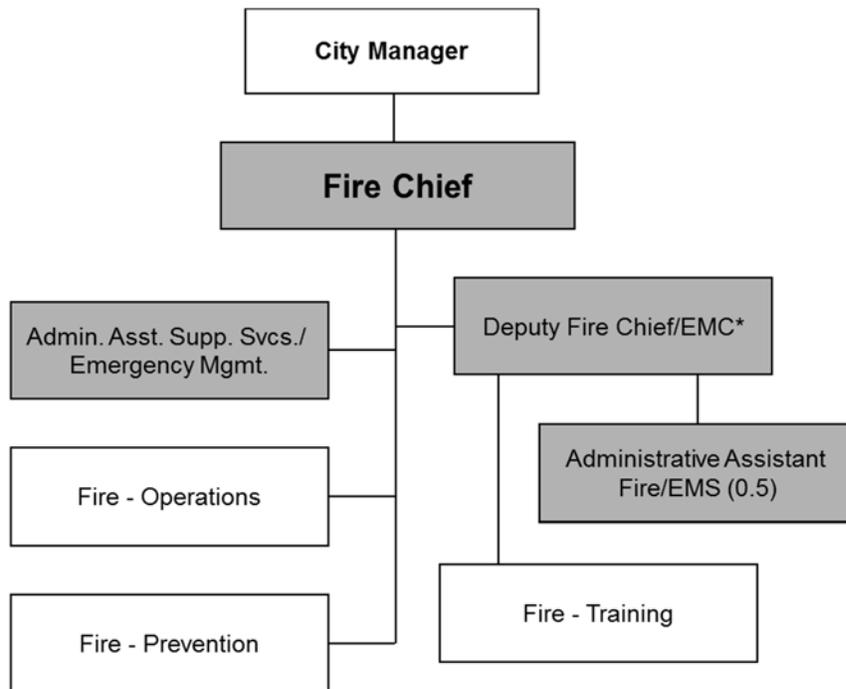
Note: For FY 2014, one Animal Control Officer I and the Animal Control Clerk positions are unfunded.

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
# of Animals Impounded	2,039	1,950	2,256	2,260
# of Animals Euthanized	817	850	893	850
# of Animals Adopted	459	712	421	450
# of Animals Re-Claimed	414	330	544	550
# of Animals Released to Rescues	329	305	318	400
EFFICIENCIES				
Average Cost to Impound an Animal	\$93.78	\$116.51	\$100.71	\$120.34
Average Response Time per Call (in minutes)	18	18	18	18
EFFECTIVENESS				
% of Eligible Animals Adopted	59.0%	69.1%	56.9%	61.9%

FIRE/EMS - ADMINISTRATION



Left to Right: Burney Baskett (Fire Chief); Chris Burgio, (Part-time Administrative Assistant); Katy Wolf (Administrative Assistant of Support Services/Emergency Management); Gary Young (Deputy Fire Chief of Administration)



* Emergency Management Coordinator

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

3.5 Full Time Employees Funded

FIRE/EMERGENCY MEDICAL SERVICES (EMS) – ADMINISTRATION

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Received and managed a Homeland Security Program Grant used to fund the purchase of Interoperability Compliant portable radios.
- Received and managed an Assistance to Firefighters Grant used to fund the purchase of Interoperability Compliant portable radios
- Reviewed and selected an architectural design for Fire Station #2.
- Conducted a Citizen Fire Academy.
- Received and installed an air compressor for Self Contained Breathing Apparatus (SCBA).
- Received and installed a backup generator for Fire Station 3.
- Received and distributed Wildland Firefighter suits for all staff members.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2014

- Expand Life and Fire Safety Community Education Outreach Programs.
- Update all Code of Ordinances pertaining to Fire and EMS Services.
- Complete the construction of Fire Station #2 replacement.

FIRE/EMS - ADMINISTRATION

01-4400

EXPENDITURE SUMMARY

FIRE/EMS - ADMINISTRATION	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	2,873,016	54,101	54,101	248,801
Personnel Support	2,071	257	257	-
Supplies & Materials	107,342	2,574	2,305	11,108
Repairs & Maintenance	98,815	4,547	4,547	5,413
Contractual Services	152,576	101,211	101,480	49,174
Designated Expenses	6,942	370	370	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Focus Group	-	-	-	-
Total	3,240,762	163,060	163,060	314,496

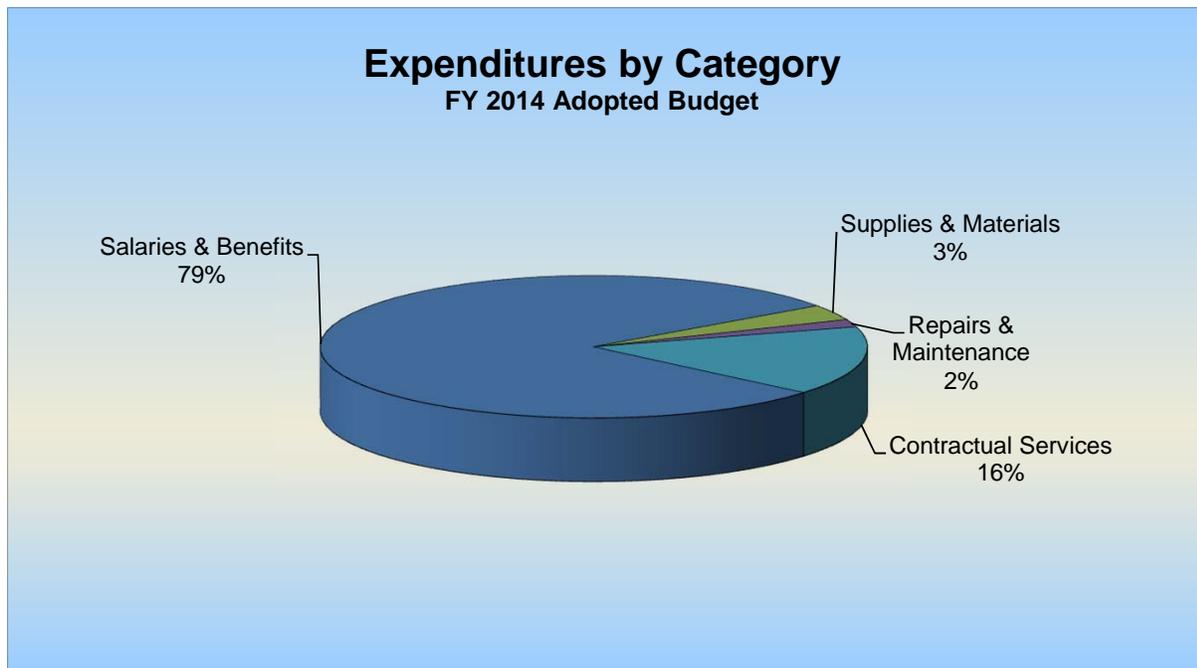
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: For FY 2014, funds include salary and benefits for Fire Chief and Deputy Fire Chief positions for the entire year. Deputy Fire Chief position was moved from Operations. Merit increase also included.
- Supplies & Materials: Include \$3,450 for Employees' Awards Banquet and \$5,224 for fuel and oil cost.

Decreases:

- Contractual Services: Utilities cost was moved to Operations for FY 2014.



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

FIRE/EMS - ADMINISTRATION

01-4400

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Fire Chief/EMC	1	1	1	0
Fire Chief	0	0	0	1
Administrative Assistant Support Svcs./Emer. Mgmt.	1	1	1	1
Administrative Assistant Fire/EMS	1	1.5	1.5	1.5
Deputy Fire Chief	1	0	0	0
Deputy Fire Chief/EMC	0	0	0	1
Division Chief - Training	1	0	0	0
Division Chief - Prevention/Fire Marshal	1	0	0	0
Inspector/Investigator	2	0	0	0
Battalion Chief	3	0	0	0
Captain	3	0	0	0
Lieutenant	6	0	0	0
Firefighter	36	0	0	0
DIVISION TOTAL	56	3.5	3.5	4.5

Note: In FY 2013, the Fire Department was separated into four departments: Administration, Operations, Training, and Prevention. For FY 2014, the full-time Administrative Assistant-Fire and EMS position is unfunded.

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
# of Command Staff Planning Sessions Conducted	6	6	10	6
# of Medical Director Update Meetings Conducted	12	12	12	12
# of Citizens Fire Academy's Conducted	1	1	1	1
# of Apparatus/Vehicle Purchases Initiated	0	1	5	2
# of New or Renovated Facilities Projects Initiated	1	1	1	1
EFFICIENCIES				
Per Capita Cost for Fire/Emergency Services	\$100.33	\$5.05	\$5.05	\$9.74
# of Sworn Firefighters per 1,000 Population:				
# Per 1,000 including Ambulance Staff	1.47	1.50	1.53	1.56
# Per 1,000 excluding Ambulance Staff	1.08	1.04	0.96	1.00
# of Citizens Attending Citizen Fire Academy	12	12	9	12
# of Apparatus/Vehicle Purchases Placed In Service	0	1	2	3
Community Room Fees Collected	\$175	\$280	\$35	\$105
EFFECTIVENESS				
Property Protection Classification	2	2	2	2
% Mandated Fire Training Completed	100.0%	100.0%	100.0%	100.0%
% Mandated EMS Training Completed	35.0%	100.0%	100.0%	100.0%

FIRE/EMS - OPERATIONS



Michael Ramminger
(Deputy Fire Chief
of Operations)



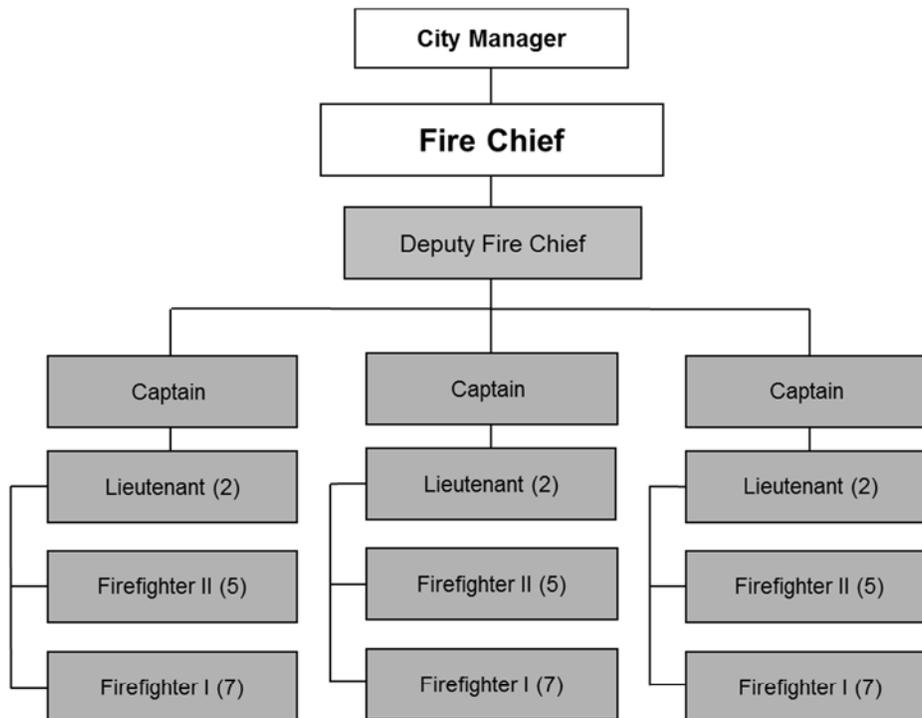
A-Shift



B-Shift



C-Shift



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

46 Full Time Employees Funded

FIRE/EMERGENCY MEDICAL SERVICES (EMS) – OPERATIONS

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Completed vendor selection and ordered new ladder truck for Station 2.
- Completed vendor selection and ordered 2 new Type 6 Engines for wildland firefighting.
- Completed 2 chassis remounts for two ambulances.
- Purchased five (5) sets of firefighting coats and pants.
- Implemented National Fire Protection Association (N.F.P.A) required mask testing program.
- Developed and implemented the Firefighter I and Firefighter II reclassification.
- Started the new Station 2 project.
- Purchased 51 sets of wild land personal protective equipment (PPE).

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2014

- 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.
- Graduate 6 new paramedics.
- Support staff in their pursuit of college level courses.
- Take delivery of 2 new Type 6 Engines for wild land firefighting.
- Purchase eight (8) sets of firefighting coats and pants
- Purchase and receive a new Command vehicle.

FIRE/EMS - OPERATIONS

01-4417

EXPENDITURE SUMMARY

FIRE/EMS - OPERATIONS	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	-	2,866,452	2,866,452	2,891,383
Personnel Support	-	-	-	-
Supplies & Materials	-	95,909	86,289	142,951
Repairs & Maintenance	-	94,102	103,119	73,161
Contractual Services	-	29,001	29,604	232,283
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Focus Group	-	-	-	-
Total	-	3,085,464	3,085,464	3,339,778

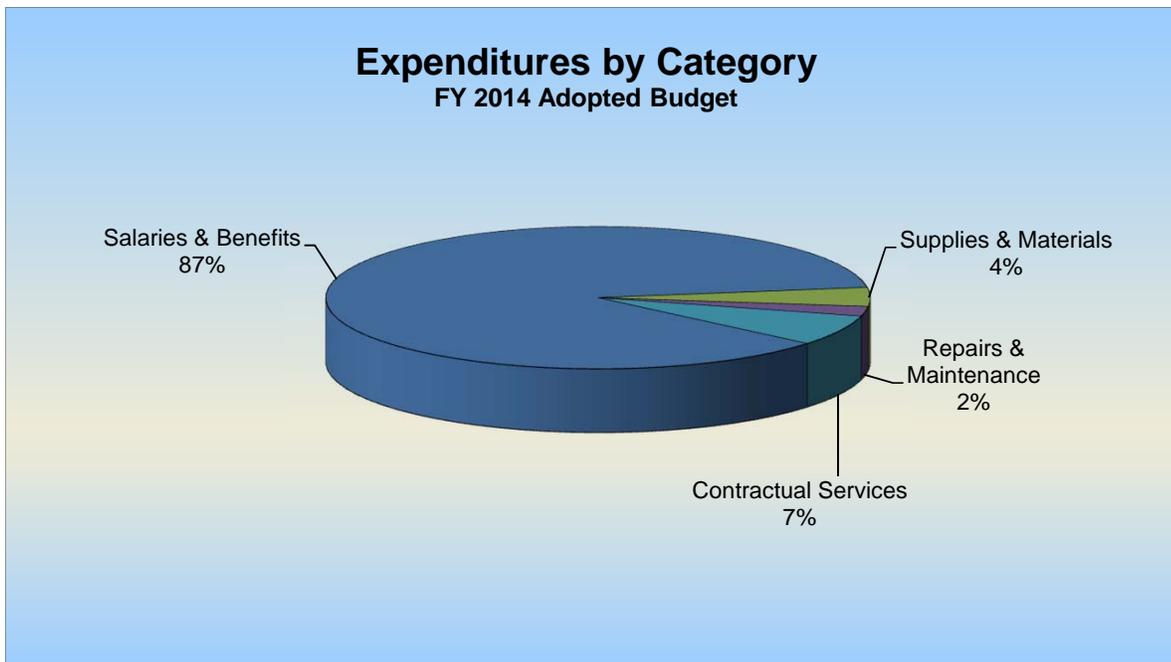
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Include merit increase.
- Supplies & Materials: Include \$47,600 for EMS medical supplies.
- Contractual Services: Include \$12,880 for an EMS Medical Director, \$12,216 for photocopier lease and EMS oxygen services, \$23,841 for professional development, \$90,000 for EMS billing/collections, \$13,525 for uniforms, and \$31,619 for utilities.

Decreases:

- Repairs & Maintenance: Decrease in cost of vehicles and equipment repairs and maintenance.



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

FIRE/EMS - OPERATIONS

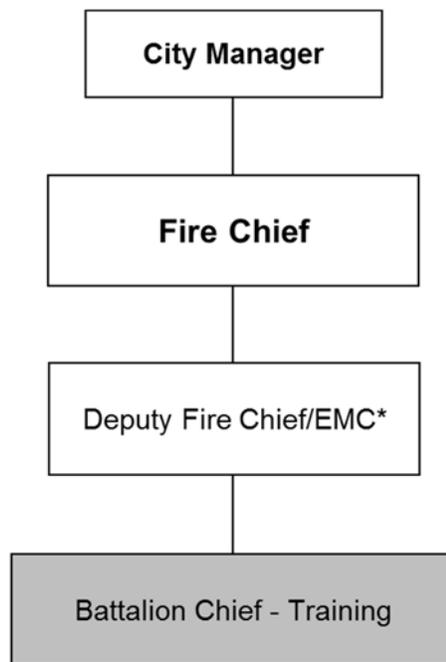
01-4417

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Deputy Fire Chief	0	2	2	1
Battalion Chief	0	3	3	3
Captain	0	3	3	3
Lieutenant	0	6	6	9
Firefighter	0	0	0	0
Firefighter I	0	26	26	23
Firefighter II	0	15	15	18
Fire Dispatcher	0	0	0	0
DIVISION TOTAL	0	55	55	57

Note: In FY 2013, the Fire Department was separated into four departments: Administration, Operations, Training, and Prevention. In FY 2014, six Firefighter I's and the three Battalion Chief positions are unfunded.

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
# of Total Calls	4,625	4,819	5,311	5,500
# of Total Calls for EMS Response-City	2,983	3,010	3,440	3,550
# of Total Calls for EMS Response-Counties	374	394	435	450
# of EMS Mutual Aid Responses Given	51	50	47	54
# of EMS Response with Transport	2,100	2,150	2,008	2,100
# of Total Calls for Fire Response-City	1,034	1,150	1,144	1,200
# of Total Calls for Fire Response-Counties	234	265	292	300
# of Fire Mutual Aid Responses Given	24	30	15	20
# of IV's Attempted	1,490	1,550	1,425	1,475
EFFICIENCIES				
Overall Average Fire Response Time in Minutes-City	4.6	5.0	4.4	4.5
Overall Average Fire Response Time in Minutes-Counties	11.2	10.0	9.4	9.5
# of Structure Fires per 1,000 Residential Structures - City	2.1	2.8	3.2	3.0
# of Structure Fires per 1,000 Population-City	0.7	0.9	1.0	1.0
# of all Calls that were Structure Fires-City	22	30	34	32
# of all Calls that were Structure Fires-Counties	4	5	5	5
# of EMS Responses per 1,000 Population-City	93.1	94.0	107.0	110.0
# of IV's Successful on First Attempt	1,266	1,350	1,328	1,350
Overall Average EMS Response Time in Minutes-City	4.3	4.5	5.0	4.8
Overall Average EMS Response Time in Minutes-Counties	10.2	9.3	9.7	9.5
EFFECTIVENESS				
Total Property Threatened by Structure Fire-City	\$1,660,840	\$1,500,000	\$3,073,731	\$3,000,000
Total Property Lost by Structure Fire-City	\$325,450	\$150,000	\$1,496,971	\$125,000
Total Property Threatened by Structure Fire-Counties	\$356,000	\$125,000	\$400,000	\$200,000
Total Property Lost by Structure Fire-Counties	\$186,200	\$12,500	\$240,000	\$50,000
% of EMS Responses Within 5.0 Minutes	88.0%	90.0%	83.0%	90.0%
% of EMS Responses Resulting in Transport	62.6%	63.2%	51.8%	52.5%
% of IV's Successful on First Attempt	85.0%	87.1%	93.2%	91.5%

FIRE/EMS - TRAINING



* Emergency Management Coordinator

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

1 Full Time Employee Funded

FIRE/EMERGENCY MEDICAL SERVICES (EMS) – TRAINING

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Completed multiple training and certification courses for employee career development.
- Conducted a Citizen Fire Academy.
- Graduated new paramedics from CTC Paramedic Program.
- Graduated 23 students from our Mentoring Industrious Minds and Educating Students (MIMES) program.
- Trained new fire inspectors
- Assisted operations division in training and implementing new Firefighter II program.
- Negotiated new ambulance billing service to enhance revenue and firefighter efficiency.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2014

- Systematically move programs toward paperless filing and recordkeeping.
- Have 25 percent of the member's firefighter certification levels increased to the next available benchmark.
- Graduate 5 new paramedics.

FIRE/EMS - TRAINING

01-4418

EXPENDITURE SUMMARY

FIRE/EMS - TRAINING	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	-	87,999	87,999	91,067
Personnel Support	-	-	-	-
Supplies & Materials	-	49,719	49,719	3,243
Repairs & Maintenance	-	-	-	2,513
Contractual Services	-	42,919	43,349	22,547
Designated Expenses	-	1,727	1,297	880
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Focus Group	-	-	-	-
Total	-	182,364	182,364	120,250

HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

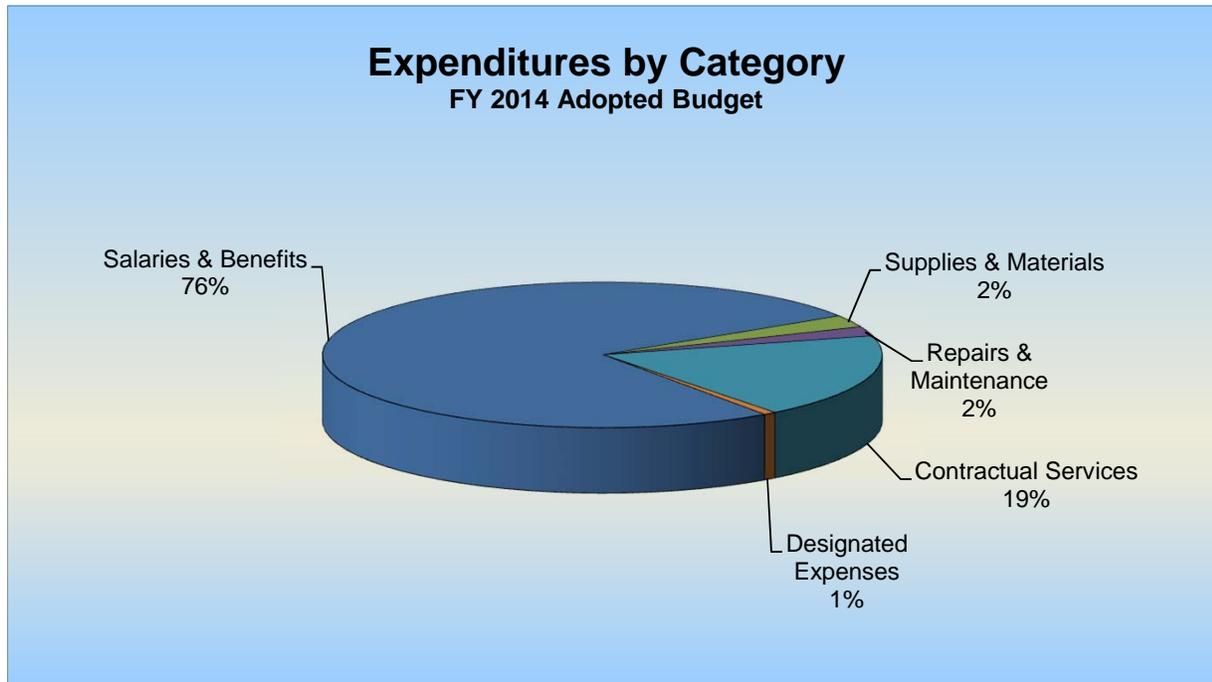
- Salaries & Benefits: Include merit increase.

- Repairs & Maintenance: Expenses for building, facilities, vehicles, equipment, and software repairs and maintenance.

Decreases:

- Supplies & Materials: EMS medical supplies expense is budgeted in Operations in FY 2014.

- Contractual Services: Reduction due to some professional development cost and expenses for EMS oxygen services were moved to Operations.



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

FIRE/EMS - TRAINING

01-4418

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Division Chief - Training	0	1	1	0
Battalion Chief - Training	0	0	0	1
DIVISION TOTAL	0	1	1	1

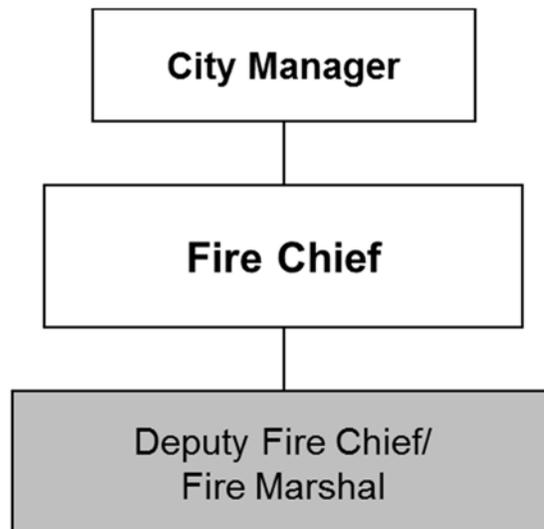
Note: In FY 2013, the Fire Department was separated into four departments: Administration, Operations, Training, and Prevention.

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
# of EMS Reports Reviewed by Quality Management Team	2,853	3,694	3,280	3,300
# of EMS Training Hours Provided	1,414	1,500	1,476	1,500
# of Fire Continuing Education (CE) Hours Provided	4,598	4,700	6,100	5,000
EFFICIENCIES				
% of EMS Reports Reviewed by Quality Management Team	100.0%	100.0%	100.0%	100.0%
% of Required EMS CE Training Provided	110.0%	100.0%	98.0%	100.0%
% of Required Fire CE Training Provided	100.0%	100.0%	129.0%	100.0%
EFFECTIVENESS				
% of Paramedics Recertified	30.0%	21.0%	33.0%	25.0%
% of EMT's Recertified	5.0%	27.0%	5.0%	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.

1 Full Time Employee Funded

FIRE/EMERGENCY MEDICAL SERVICES (EMS) – PREVENTION

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT / DIVISION GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2013

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

CONTINUING OBJECTIVES

- Conduct 5 Commercial and 30 Non-Commercial Fire/Life Safety programs.
- Complete 95 percent of plans submitted for review within ten business days of receipt.
- Complete 80 percent of annual fire safety inspections in businesses, licensed care facilities, and public and private schools.
- Identify hazards for correction by owner.
- Identify cause of 90 percent of False Fire Alarms.
- Reduce False Fire Alarm calls by 10 percent.
- Determine 85 percent of accidental/intentional causes of fires within the City of Copperas Cove.
- Continue community outreach programs including "Fired Up About Reading Program" and Citizens Fire Academy.
- Continue to systematically move programs toward paperless filing and recordkeeping.

GOALS FOR FISCAL YEAR 2014

- Expand Life and Fire Safety Community Education Outreach Programs.
- Review and update all Code of Ordinances pertaining to fire prevention and fire code enforcement.

FIRE/EMS - PREVENTION

01-4419

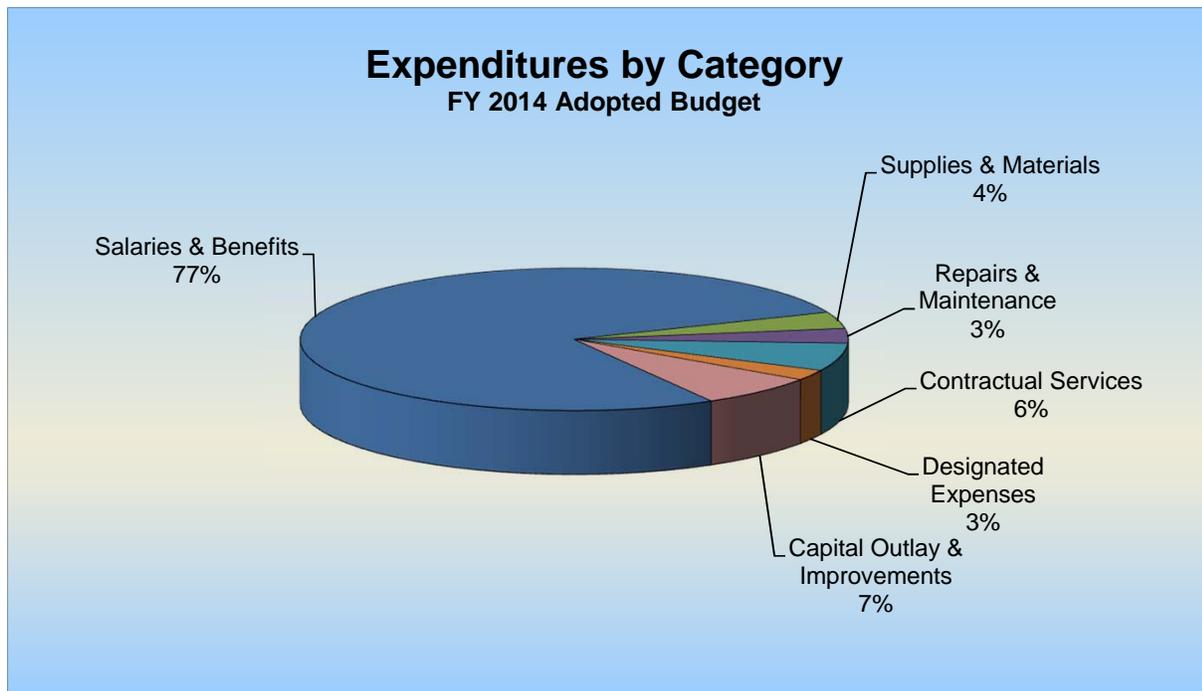
EXPENDITURE SUMMARY

FIRE/EMS - PREVENTION	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	-	88,633	88,633	92,916
Personnel Support	-	-	-	-
Supplies & Materials	-	211	225	4,523
Repairs & Maintenance	-	-	-	4,013
Contractual Services	-	7,510	7,496	7,605
Designated Expenses	-	2,085	2,085	2,854
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	8,550
Focus Group	-	-	-	-
Total	-	98,439	98,439	120,461

HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Include merit increase.
- Supplies & Materials: Include \$2,612 for fuel and oil and \$1,714 for an iPad and associated costs.
- Repairs & Maintenance: Expenses for building, facilities, vehicles, equipment, and software repairs and maintenance.
- Capital Outlay & Improvements: Expenses for nine (9) key keeper mobile devices.



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

FIRE/EMS - PREVENTION

01-4419

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Division Chief/Fire Marshal	0	1	1	0
Deputy Fire Chief/Fire Marshal	0	0	0	1
Inspector/Investigator	0	2	2	2
DIVISION TOTAL	0	3	3	3

Note: In FY 2013, the Fire Department was separated into four departments: Administration, Operations, Training, and Prevention. For FY 2014, the Inspector/Investigator positions are unfunded.

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
# of Non-Commercial Fire Safety Education Programs	35	40	55	60
# of Commercial Fire Safety Education Programs	5	8	7	10
# of Fire Plans and Plats Reviewed	20	25	30	35
# of Fire Safety Inspections	350	500	200	350
# of Fire Safety Hazards Identified	175	150	756	1,000
# of Re-Inspections	20	20	130	200
# of Sprinkler Inspections	5	5	31	40
# of Fire Alarm Inspections	5	5	33	40
# of Fixed Suppression Inspections	5	5	27	35
# of Complaint Inspections	5	5	5	5
# of Certificate of Occupancy Inspections	60	65	99	100
# of Businesses (per Economic Development)	768	780	609	650
# of False Fire Alarms	112	125	94	110
# of Fires	N/A*	N/A*	121	100
# of Intentional Fires	N/A*	N/A*	33	30
# of Unintentional Fires	N/A*	N/A*	50	40
# of Fires Due to Equipment or Heat Source Failure	N/A*	N/A*	4	3
# of Fires Due to Act of Nature	N/A*	N/A*	1	1
# of Undetermined Fire Causes	N/A*	N/A*	25	20
# of Fire Causes Under Investigation	N/A*	N/A*	0	0
# of Arson Cases Submitted	0	0	0	0
EFFICIENCIES				
	4,500	6,000	8,361	9,000
# in Attendance Non-Commercial Fire Safety Programs				
# in Attendance Commercial Fire Safety Programs	200	250	308	400
# Plans Reviewed Less Than 10 Days	20	25	30	35
# of Identified Fire Safety Hazards Corrected	140	130	731	975
# of Fires Investigated	N/A*	N/A*	121	100
# of Fire Investigations Cleared	N/A*	N/A*	121	100
EFFECTIVENESS				
% of Plans Reviewed Within 10 Business Days	100.0%	100.0%	100.0%	100.0%
% of Fire Safety Hazards Corrected	80.0%	86.7%	96.7%	97.5%
% of Businesses Inspected	45.6%	64.1%	32.8%	53.8%

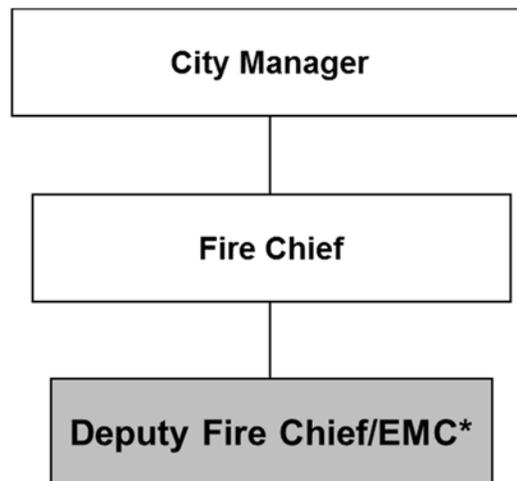
* New Performance Measure - Data not available.

EMERGENCY MANAGEMENT



The Emergency Management Department was authorized by City Council to begin in fiscal year 2006-2007. There are four phases of Emergency Management:

- > Mitigation: preventing future emergencies or minimizing their effects;
- > Preparedness: preparing to handle an emergency;
- > Response: responding safely to an emergency; and
- > Recovery: recovering from an emergency.



* Emergency Management Coordinator

The mission of the Emergency Management Department is to protect and enhance the quality of life in the City Built for Family Living through a comprehensive program delivered by an excellent team directed towards providing preparedness plans, emergency response operations, recovery and mitigation, in the event of unexpected manmade or natural disaster.

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

EMERGENCY MANAGEMENT

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2013

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

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2014

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

EMERGENCY MANAGEMENT

01-4420

EXPENDITURE SUMMARY

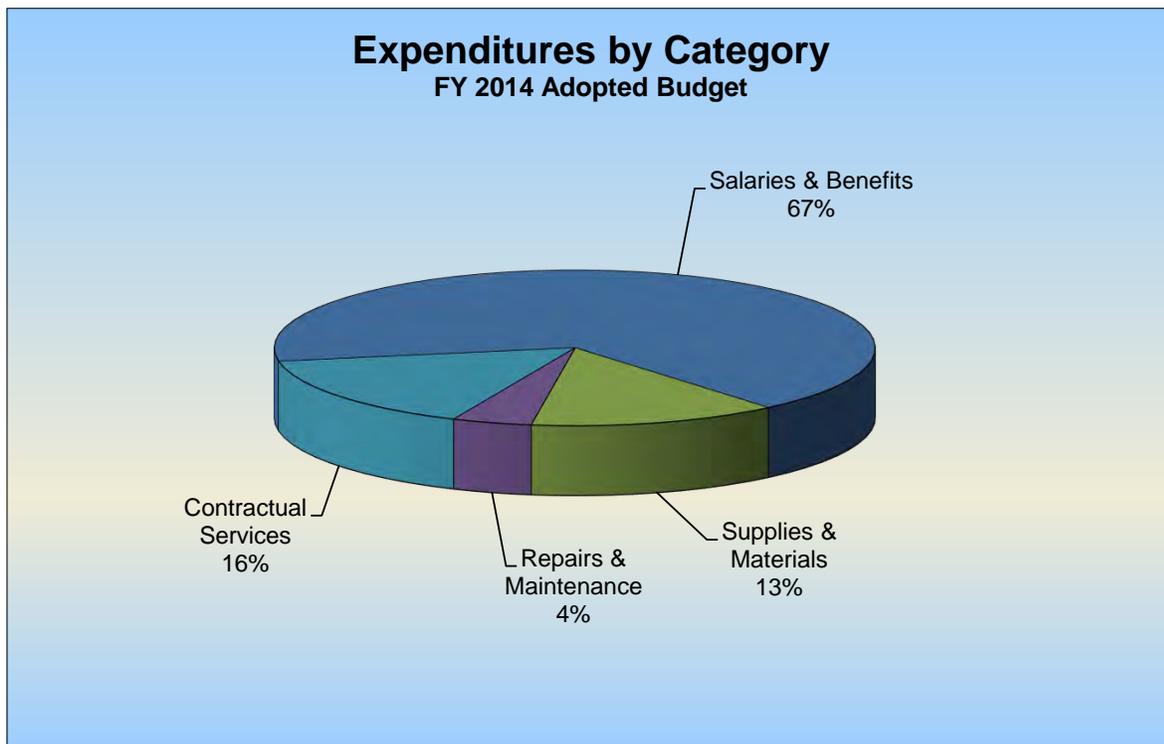
EMERGENCY MANAGEMENT	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	-	35,197	35,197	26,425
Personnel Support	-	-	-	-
Supplies & Materials	1,223	2,674	2,674	5,318
Repairs & Maintenance	259	250	250	1,694
Contractual Services	1,783	4,584	4,584	6,187
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	3,265	42,705	42,705	39,624

Note: The Emergency Management Department is under the guidance of the Deputy Fire Chief of Administration. Fifty percent 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 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Amount expected to be reimbursed by the EMPG.
- Supplies & Materials: Include \$1,800 for two (2) weather radios, two (2) GPS handheld devices, and a weather station with internet, and \$1,000 for an amateur radio antenna and an antenna tuner.
- Repairs & Maintenance: Include \$1,500 for a weather bug software.



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

EMERGENCY MANAGEMENT

01-4420

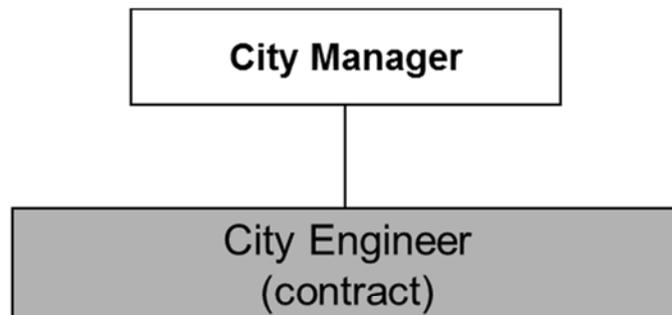
PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
# of Emergency Management Training Hours Provided	N/A*	6	10	30
# of Preparedness Exercises Conducted/Participated In	3	2	3	3
# of Severe Weather Hours Worked	N/A*	6	0	6
# of Emergency Management Tabletop Exercises Completed by Department Directors	1	2	1	1
# of EOP Annexes Revised	0	22	0	22
Amount Received from Grants	\$30,000	\$45,000	\$39,247	\$29,605
# of Citizens in Attendance in Disaster Preparedness Programs	N/A*	100	54	100
# of Emergency Management Training Hours Attended	N/A*	40	60	40
# of Hours EMC Spent Conducting Emergency Management Activities	N/A*	1,000	870	1,040
EFFICIENCIES				
Average % of Hours EMC Spent Each Day Conducting Emergency Management Activities/Work	N/A*	40.0%	42.0%	50.0%
% of City Employees Who Participated or Engaged in National Incident Management Training	N/A*	40.0%	40.0%	50.0%
EFFECTIVENESS				
% Change in Citizens Participation in Disaster Preparedness Programs	N/A*	100.0%	46.0%	100.0%
% Change in Training Hours	N/A*	100.0%	167.0%	100.0%

* New Performance Measure - Data not available.

ENGINEERING



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



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

0 Full Time Employees Funded

ENGINEERING

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT / DIVISION GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Continued to provide subdivision and development plan and plat review.
- Provided inspection service support to the Building Department, as requested.
- Coordinated with the City's Planner on the various plat and plan reviews.
- Coordinated with City Staff to create alternate method of plan review.
- Started Preliminary Engineering for upgrade process for NW WWTP to meet or exceed TCEQ/EPA permit requirements.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2014

- Resubmit MS4 permit for approval by TCEQ.
- Review and update water model to determine 5 year CIP for water.
- Create a wastewater collection model and 5 year CIP for wastewater.
- Complete Year 1 of the Stormwater Management Plan
- Complete Preliminary Engineering for upgrade process of NW WWTP to meet or exceed TCEQ/EPA permit requirements.

ENGINEERING

01-5100

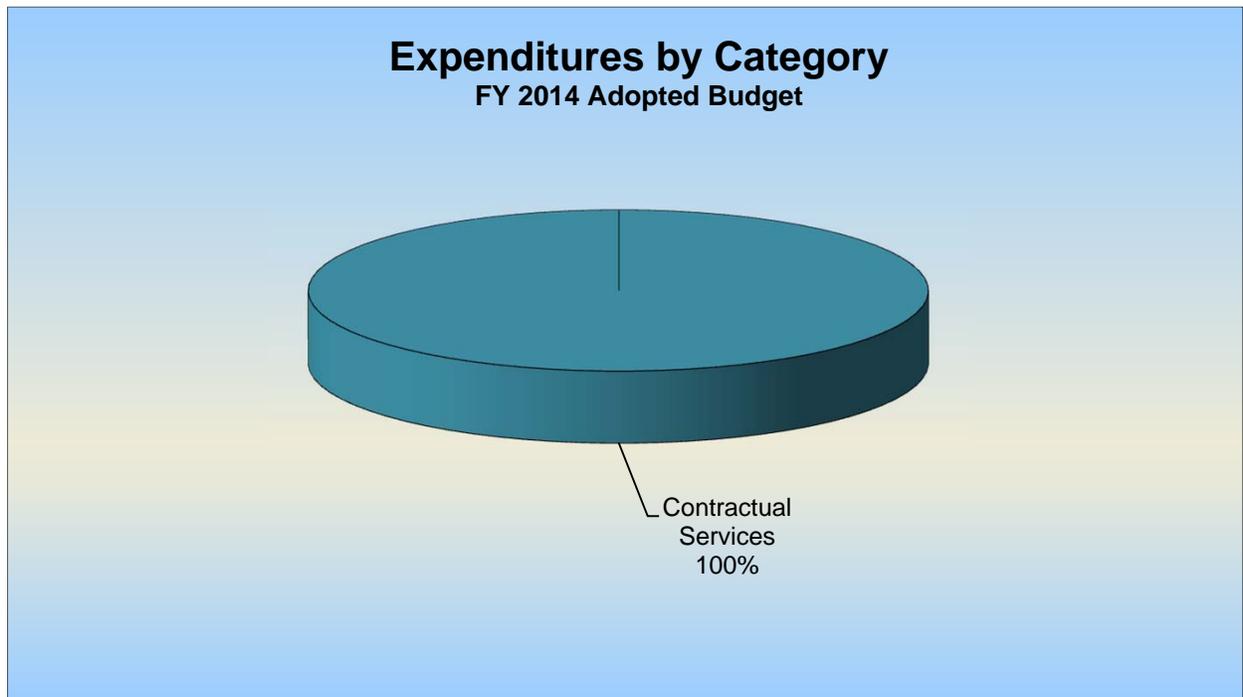
EXPENDITURE SUMMARY

ENGINEERING	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	-	-	-	-
Supplies & Materials	-	-	-	-
Repairs & Maintenance	-	-	-	-
Contractual Services	-	-	-	50,860
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	-	-	-	50,860

HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Contractual Services: \$40,860 for contract City Engineer and \$10,000 for Construction Specifications Update.



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

ENGINEERING

01-5100

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
City Engineer (Contract)	0	0	0	1
DIVISION TOTAL	0	0	0	1

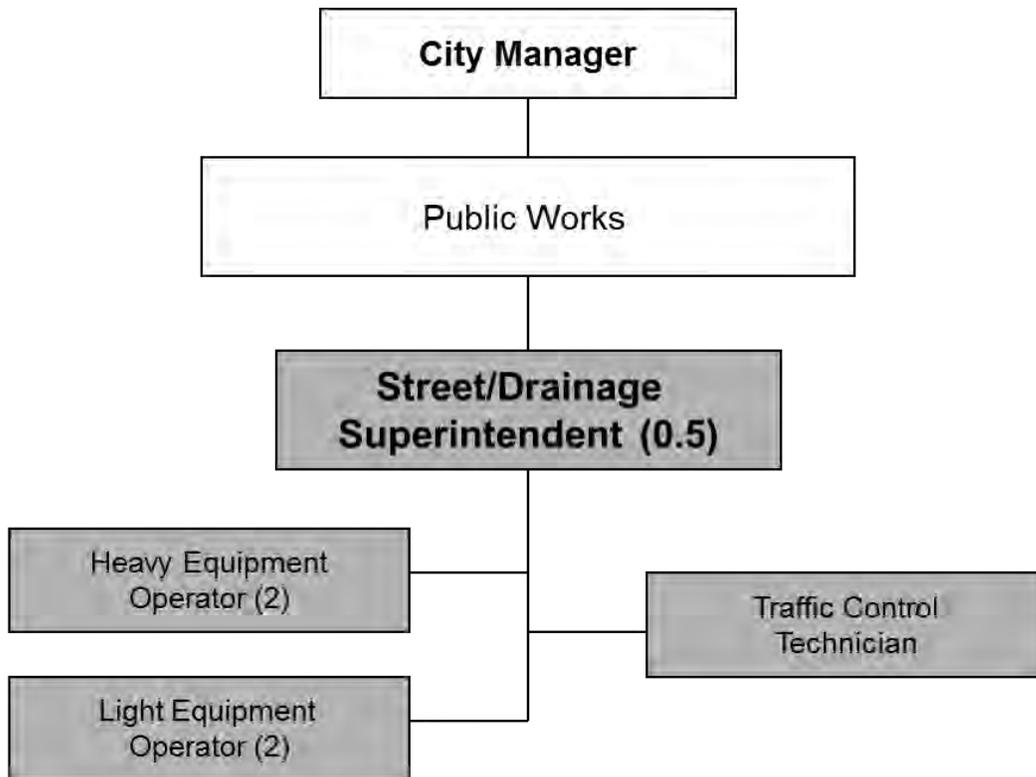
PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
# of Stormwater Education Outreaches (average of 3 hours each)	N/A*	N/A*	1	4
# of Completed City Projects	N/A*	N/A*	N/A*	6
EFFICIENCIES				
Operating Cost per Hour of Stormwater Education Outreach	N/A*	N/A*	N/A*	\$4,238
EFFECTIVENESS				
Reviewed and Updated Water Model	N/A*	N/A*	N/A*	Yes

* New Performance Measure - Data not available.

STREET



Left to Right: Jason Culbertson (Heavy Equipment Operator); Joseph Kepler (Traffic Control Technician); Steven Hollenbeck (Light Equipment Operator); Darrell Dick (Light Equipment Operator); Billy Hope (Heavy Equipment Operator); James Mullen (Superintendent)



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

5.5 Full Time Employees Funded

STREET DEPARTMENT

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Compacted and asphalted average of 6.1 utility cuts per month.
- Installed and repaired an average of 38 traffic control signs per month.
- Performed periodic mowing of right-of-ways.
- Acquired herbicide license recertification.
- Repaired damaged sidewalk on Atkinson Avenue and sidewalk hand rails on Courtney Lane & Lindsey Drive.
- Provided support for Rabbit Festival, Kris Kindl Mart, Downtown Party's, Tough Cookie Decathlon, Cove Classic Bike Tour and Central Texas Bike Run.
- Completed shoulder work on Grimes Crossing Road, Reagan Avenue, Ogletree Pass and Freedom Lane.
- Supported beautification project on Fort Hood and Keep Copperas Cove Beautiful.
- Assisted Copperas Cove Fire Department on two occasions by knocking down burning buildings.
- Helped Parks and Recreation Department by grading the RV Park in the City Park.
- Added base and graded allies on South 7th Street, South 5th Street, West Avenue B and West Avenue C.
- Completed CIP projects on Bradford Drive extension and West Avenue F reconstruction project.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2014

- Replace regulatory, warning and post mounted guide signs as they become unserviceable with the new TXDOT MUTCD complaint signs.
- Maintain a seal coat program to prevent moisture from entering cracks in the asphalt giving streets a longer life span.
- Maintain an overlay program to prevent failure of aging streets.

STREET DEPARTMENT

01-5300

EXPENDITURE SUMMARY

STREET	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	175,889	181,458	181,458	217,382
Personnel Support	-	-	-	-
Supplies & Materials	35,102	40,630	40,630	49,302
Repairs & Maintenance	71,419	94,267	94,267	93,031
Contractual Services	242,853	224,553	224,553	237,060
Street Maintenance	9,780	434,680	434,680	207,050
Designated Expenses	683	57	57	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	535,726	975,645	975,645	803,825

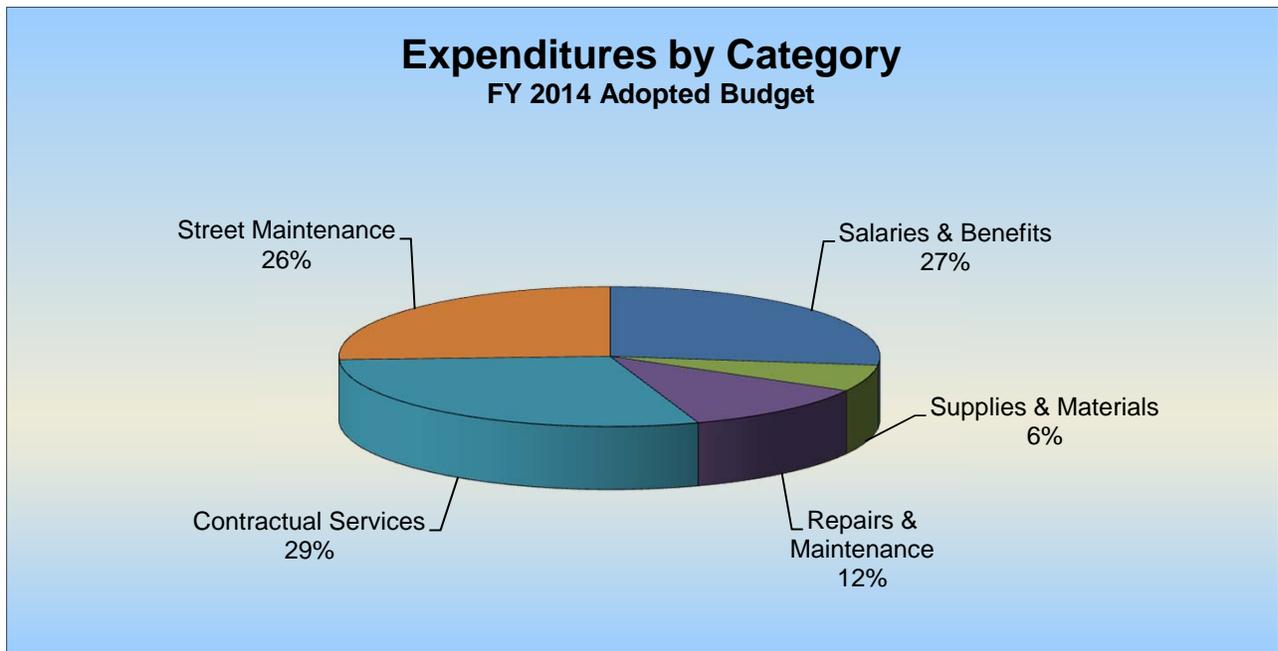
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Include merit increase, market adjustments, and increased employee insurance cost.
- Supplies & Materials: Include \$3,000 for a walk behind asphalt saw and \$3,150 for six (6) 3-tier individual wall lockers.

Decreases:

- Street Maintenance: Expense to overlay and sealcoat streets.
- Designated Expenses: Paid off computer lease in FY 2013.



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

STREET DEPARTMENT

01-5300

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Heavy Equipment Operator	2	2	2	2
Light Equipment Operator	3	3	3	3
Traffic Control Technician	1	1	1	1
Light Equipment Operator/Crack Sealer/Herbicide	3	3	3	3
Street/Drainage Superintendent*	0	0.5	0.5	0.5
Street/Drainage Crew Leader*	0.5	0	0	0
Traffic Control Tech II	0	0	0	1
DIVISION TOTAL	9.5	9.5	9.5	10.5

* The Street/Drainage Superintendent is funded 50/50 between Street and Drainage Utility departments in FY 2014.

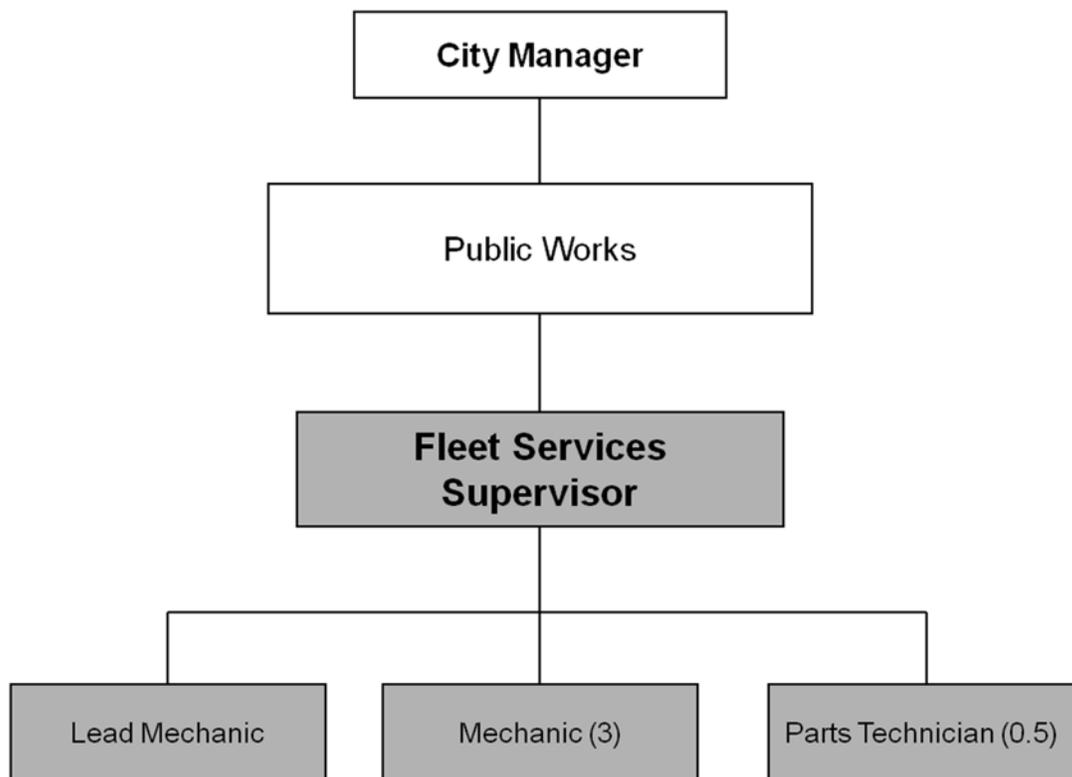
Note: One Light Equipment Operator, the Traffic Control Tech II, and the three Light Equipment Operator/Crack Sealer/Herbicide positions are unfunded in FY 2014.

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
Seal Coat Resurfacing (lane miles)	0.0	0.0	0.0	2.0
Asphalt Overlay (lane miles)	2.0	3.0	3.0	2.0
# of Utility Excavation Repairs	70	85	85	85
Street Sweeping (curb miles)	1,046	1,300	1,300	1,400
# of City Lane Miles	133.3	135.0	135.0	136.0
EFFICIENCIES				
Operating Cost Budgeted per City Lane Mile	\$4,019	\$7,227	\$7,227	\$5,910
EFFECTIVENESS				
% of Pothole and Utility Cut Requests Repaired within 48 Hours	91.1%	91.2%	91.5%	92.0%

FLEET SERVICES



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

5.5 Full Time Employees Funded

FLEET SERVICES

PROGRAM DESCRIPTION

Fleet Services provides mechanical repair, welding, preventive maintenance, and allied trades support for the City of Copperas Cove's vehicle and mobile equipment fleets.

MAJOR DEPARTMENT GOALS

- Manage preventive maintenance through city-wide fleet services.
- Keep our fleet downtime to six or less units at any given time.
- Maintain at least a 98% availability rate for the City's fleet.

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Performed 419 preventive maintenance services.
- Performed 138 State Vehicle Inspections.
- Performed 212 Winterization Services.
- Completed 1,900 Work Orders internally, with shop sales of \$172,139.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2014

- Ensure all active City Vehicles maintain valid state inspections.
- Provide preventive maintenance services on schedule 100% of the time.
- Establish a planned inspection program for the fleet to enhance City employee safety.

FLEET SERVICES

01-5500

EXPENDITURE SUMMARY

FLEET SERVICES	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	193,405	234,705	234,705	254,752
Personnel Support	-	-	-	-
Supplies & Materials	7,737	7,747	7,747	6,425
Repairs & Maintenance	1,846	4,920	4,920	6,320
Contractual Services	12,563	12,970	12,970	13,757
Designated Expenses	683	52	52	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	216,234	260,394	260,394	281,254

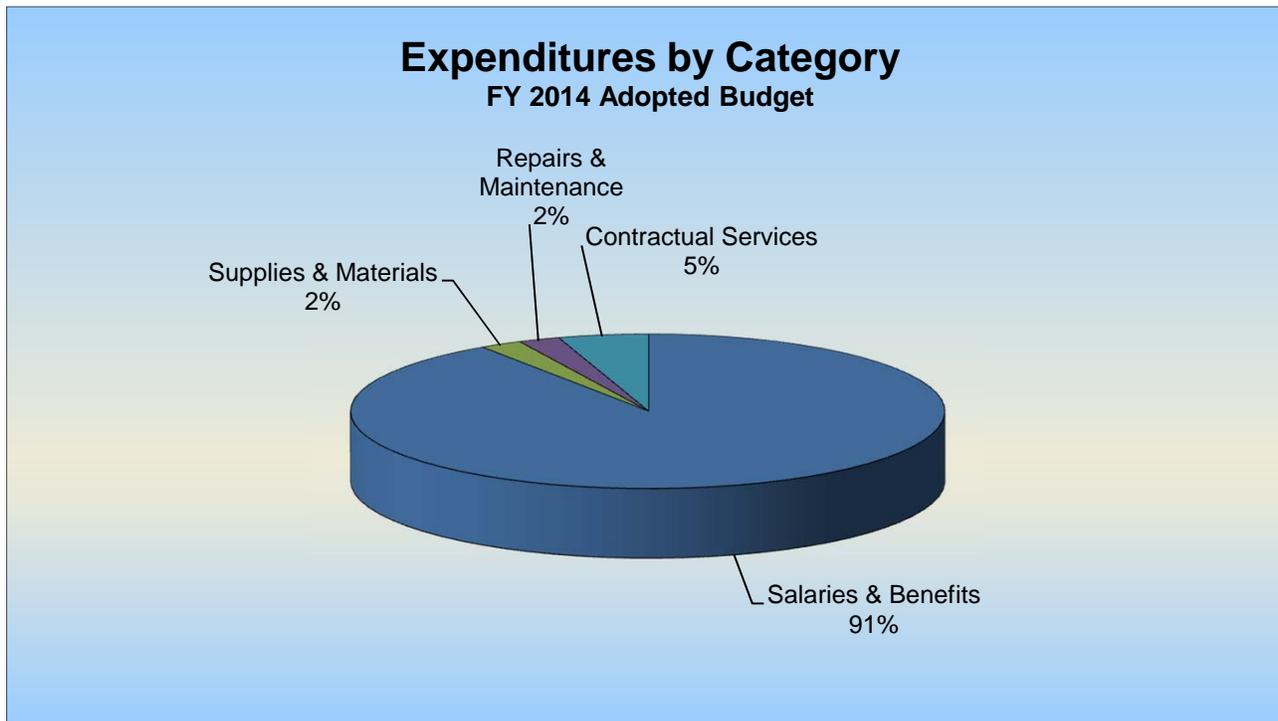
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Include merit increase, market adjustments, and increased employee insurance cost.

Decreases:

- Designated Expenses: Paid off computer lease in FY 2013.



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

FLEET SERVICES

01-5500

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Parts Technician	0.5	1	1	1
Lead Mechanic	1	1	1	1
Mechanic	2	3	3	3
Fleet Services Supervisor	1	1	1	1
DIVISION TOTAL	4.5	6	6	6

Note: For FY 2013 and FY 2014, the Parts Technician position is made up of two part-time positions. One part-time Parts Technician position is unfunded in FY 2014.

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
# of Work Orders Completed	1,760	1,600	1,900	2,000
EFFICIENCIES				
Average Operating Cost per Work Order	\$123	\$163	\$137	\$141
EFFECTIVENESS				
Percentage Work Orders on Preventive Maintenance	99.0%	100.0%	99.0%	99.0%

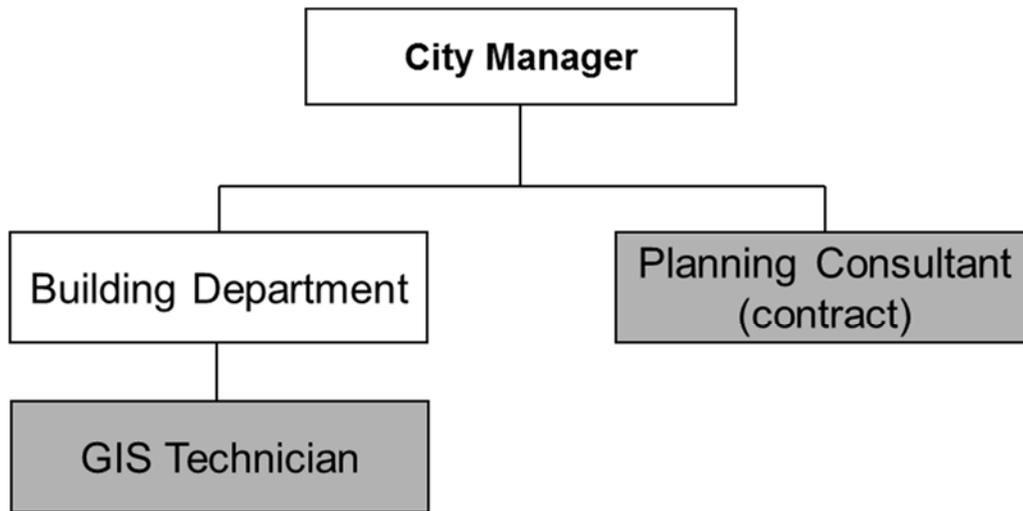
PLANNING



Benjamin Smith III
(GIS Technician)



Chris Stewart
(Planning Consultant)



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

1 Full Time Employee Funded

PLANNING

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2013

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

CONTINUING OBJECTIVES

- Review and update the zoning and subdivision ordinances.
- Research, develop, and implement procedures for conducting effective and efficient plat and plan review meetings, including notification process and information dissemination.
- Maintain the City's zoning map, city limit map, address maps, plat database, and infrastructure library.
- Continue to improve plat application/development procedures and developer relations.
- Manage consulting Planning services within approved budget.
- Continue GIS website with 3CGeo.

GOALS FOR FISCAL YEAR 2014

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

PLANNING

01-6100

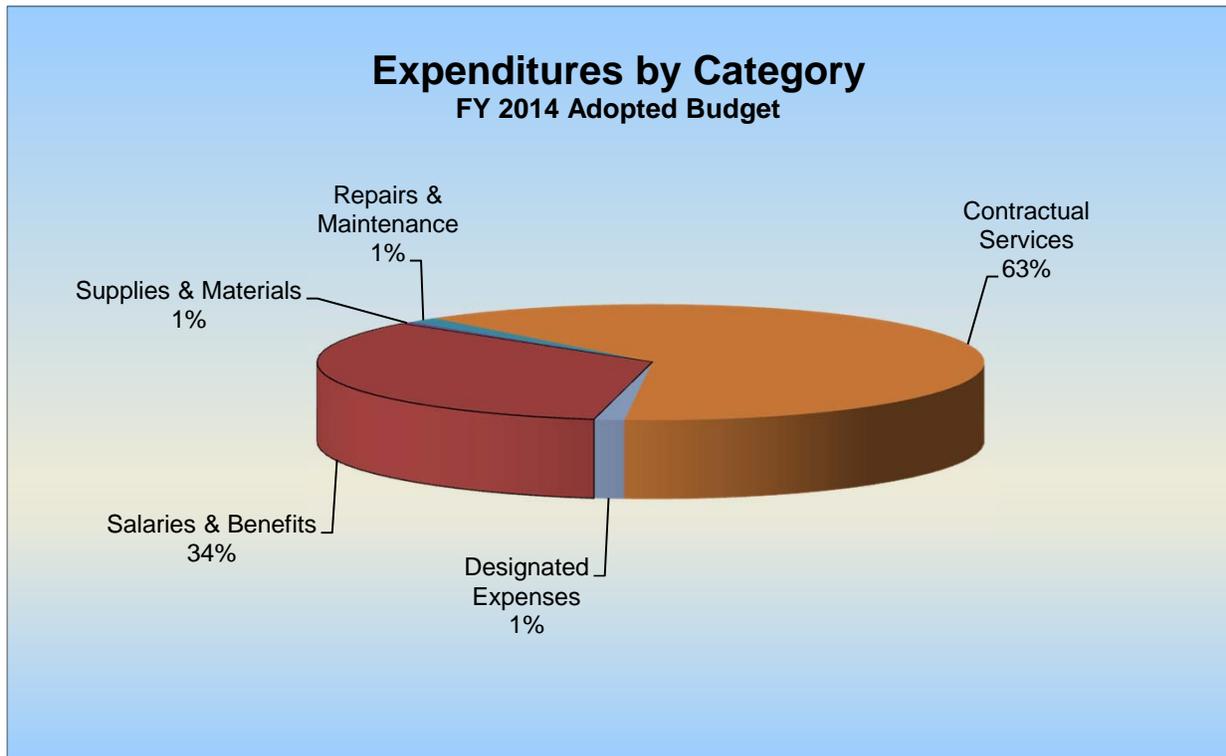
EXPENDITURE SUMMARY

PLANNING	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	-	-	-	60,759
Personnel Support	-	-	-	-
Supplies & Materials	-	826	826	1,148
Repairs & Maintenance	-	-	-	2,742
Contractual Services	-	102,391	102,391	112,680
Designated Expenses	-	2,673	2,673	2,604
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	-	105,890	105,890	179,933

HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: For FY 2014, the GIS Technician position moved from Public Works to Planning.
- Supplies & Materials: Expenses for additional supplies associated with GIS Technician position.
- Repairs & Maintenance: Include \$2,100 for ESRI GIS Maintenance and \$600 for Autocad Renewal.



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

PLANNING

01-6100

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Planner I	1	1	1	1
GIS Technician	0	0	0	1
Planning Consultant	0	0	0	1
Administrative Assistant	1	1	1	1
DIVISION TOTAL	2	2	2	4

Note: In FY 2014, the GIS Technician position is being moved from Public Works Administration. Planner I and Administrative Assistant positions are unfunded in FY 2014.

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
# of Plats Processed	8	10	23	15
# of Zoning Changes Processed	5	3	7	5
# of Variance Requests Processed	15	7	5	5
EFFICIENCIES				
% of Responses to Zoning Verifications within One Day	100.0%	100.0%	100.0%	100.0%
% of Staff Reports to Boards at least 5 days in Advance	100.0%	100.0%	100.0%	100.0%
% of Adjoining Property Owners Letters Sent at Least 10 days Prior to Hearing	100.0%	100.0%	100.0%	100.0%
EFFECTIVENESS				
% of Plat Cases Processed to Completion within State Mandated Timelines without Error	92.0%	100.0%	100.0%	100.0%
% of Zoning Cases Processed to Completion without Error	92.0%	100.0%	100.0%	100.0%

BUILDING AND DEVELOPMENT



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



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

4 Full Time Employees Funded

BUILDING AND DEVELOPMENT

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT / DIVISION GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Permits issued through 8/30/2013:
 - 73 new Single Family Houses having a total valuation of \$10,241,848.
 - 59 Residential remodels for a total valuation of \$194,613.
 - 4 Multi-family Residential Houses having a total valuation of \$565,060.
 - 6 new Commercial Buildings having a total valuation of \$3,586,679.
 - 49 Commercial remodels for a total valuation of \$1,286,498.
 - 2,562 miscellaneous permits, including permits for sheds, fences, re-roofs, sign, lawn irrigation, electrical, plumbing, and mechanical) for a total valuation of \$1,923,636.
- Completed 5,748 inspections as of 8/30/2013.
- Moved to the new City Hall building.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2014

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

BUILDING AND DEVELOPMENT

01-5200

EXPENDITURE SUMMARY

BUILDING AND DEVELOPMENT	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	230,287	238,652	238,652	254,493
Personnel Support	-	-	-	-
Supplies & Materials	6,887	8,816	8,816	11,173
Repairs & Maintenance	4,242	5,363	5,363	4,811
Contractual Services	15,437	12,456	12,456	12,093
Designated Expenses	29,258	180	180	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	286,111	265,467	265,467	282,570

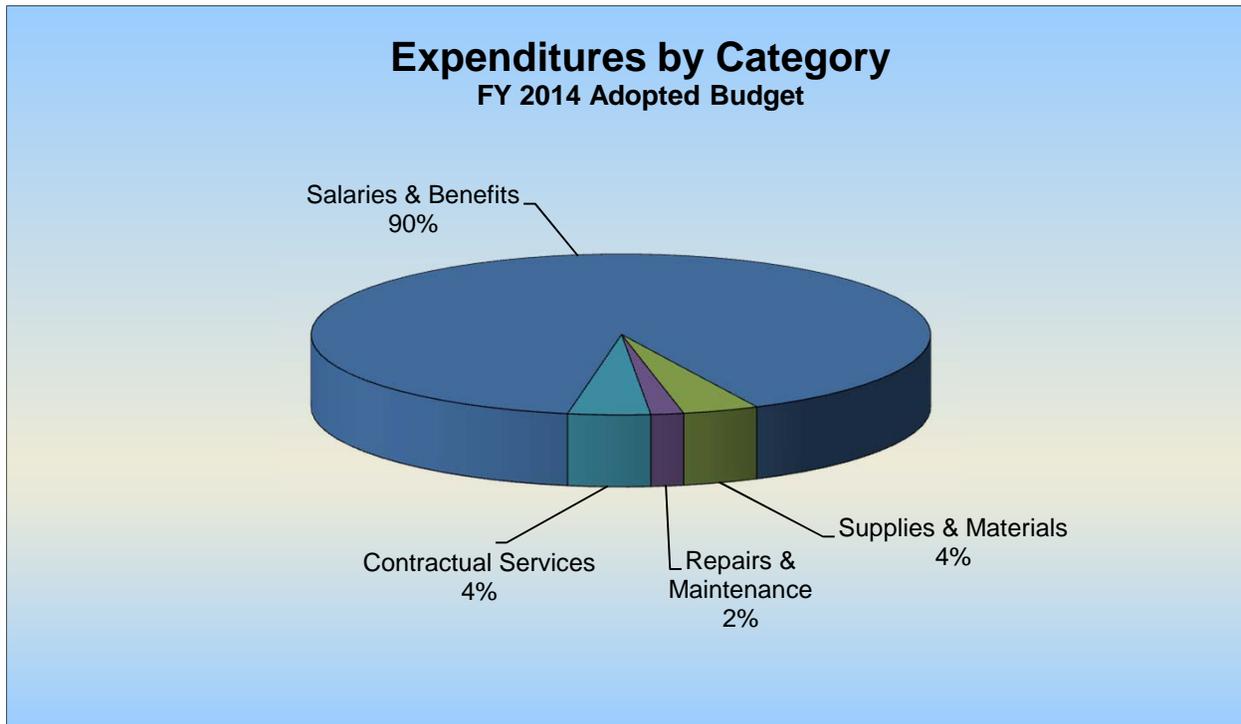
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Additional amount due to merit increase.
- Supplies & Materials: Include a \$1,553 increase in fuel and oil cost.

Decreases:

- Designated Expenses: Paid off computer lease in FY 2013.



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

BUILDING AND DEVELOPMENT

01-5200

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Chief Building Official	1	1	1	1
Administrative Assistant	1	1	1	1
Senior Inspector	1	1	1	1
Inspector	1	1	1	1
Public Improvements Inspector*	1	1	1	1
DIVISION TOTAL	5	5	5	5

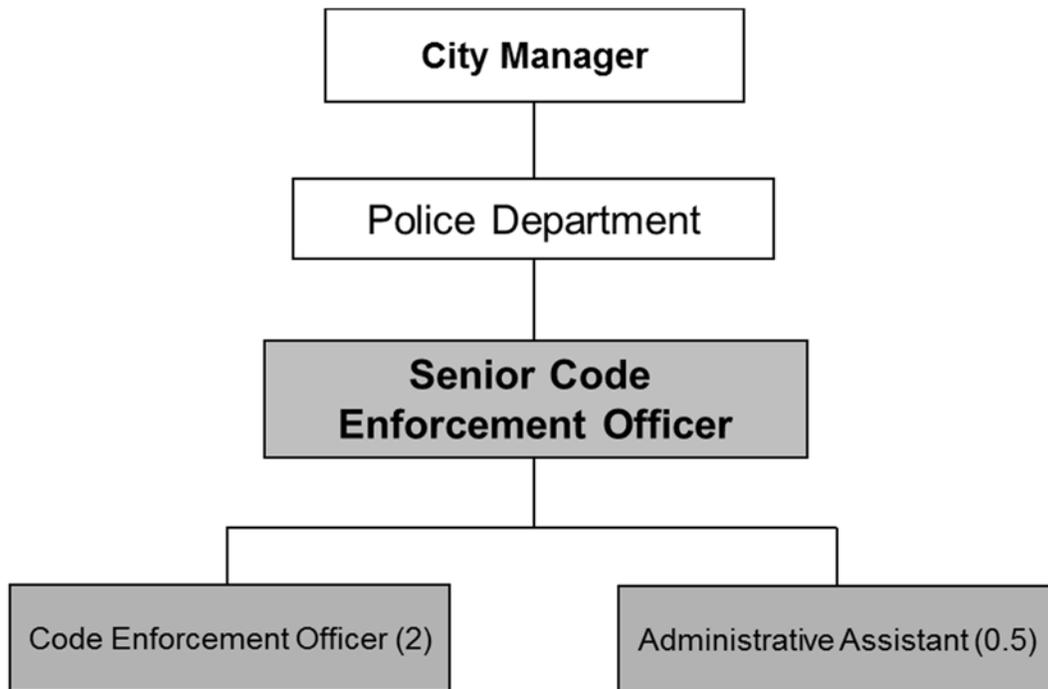
Note: The Inspector position is unfunded in FY 2014.

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
# of Permits Issued	3,100	3,200	3,000	3,200
# of Inspections Performed	5,541	7,000	6,374	7,000
EFFICIENCIES				
Average Time to Process a Permit Application (minutes)	15	15	15	15
Average Time to Complete an Inspection (minutes)	25	25	25	25
EFFECTIVENESS				
% of Inspections Performed within 4 Working Hours of Request	98.0%	99.0%	98.0%	99.0%
Ensure all Building Projects Meet Recognized Standards for Building Safety and Code Compliance	99.0%	99.0%	99.0%	99.0%

CODE AND HEALTH COMPLIANCE



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



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

3.5 Full Time Employees Funded

CODE AND HEALTH COMPLIANCE

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Restructured to include a position for Senior Code Compliance Officer and a part-time Administrative Assistant for added productivity and efficiency.
- Received and managed an estimated 3,500 code complaints.
- Conducted 4 food handler classes to 75 food service employees.
- Certified 727 food handlers through online classes.
- Completed annual health licensing inspections in all commercial food establishments.
- Provided health inspections and food handler permits for food vendors at community events such as Rabbit Fest, City of Copperas Cove Birthday, Krist Kindl Markt and others.
- Completed all requests for health licensing inspections for childcare facilities and adoptive/foster homes.
- Completed 149 health inspections and an additional 32 temporary/mobile food establishment inspections.
- Completed over 50 foster care inspections.
- Provided education and licensing programs for basic food handlers.
- Completed updates to Chapter 8-Health and Sanitation of the Copperas Cove Code of Ordinances.
- Created a new City ordinance for graffiti abatement.
- Changed Code Compliance Officer uniforms to create a more professional appearance.

CONTINUING OBJECTIVES

- Strive for 100% compliance on safety and health complaints.
- Provide for education and certification opportunities for Code Compliance Officers.
- Improve the quality of life for all citizens.
- Complete annual inspections and issue health permits to all commercial food vendors.
- Complete 100% of all requests for licensing inspections of private childcare facilities and adoptive/foster homes.

GOALS FOR FISCAL YEAR 2014

- Increase efforts on public education.
- Become more effective at assisting prosecutors with cases filed with Municipal Court.
- Increase pro-active efforts to manage the Code Compliance program.
- Complete continuing education courses to stay updated on all new Texas Food Establishment and Code Enforcement Laws.

CODE AND HEALTH COMPLIANCE

01-7200

EXPENDITURE SUMMARY

CODE AND HEALTH COMPLIANCE	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	129,203	126,360	126,360	149,676
Personnel Support	-	-	-	-
Supplies & Materials	4,141	7,222	5,722	7,792
Repairs & Maintenance	4,453	6,372	6,372	6,818
Contractual Services	10,167	13,011	14,511	19,666
Designated Expenses	1,012	85	85	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	148,975	153,050	153,050	183,952

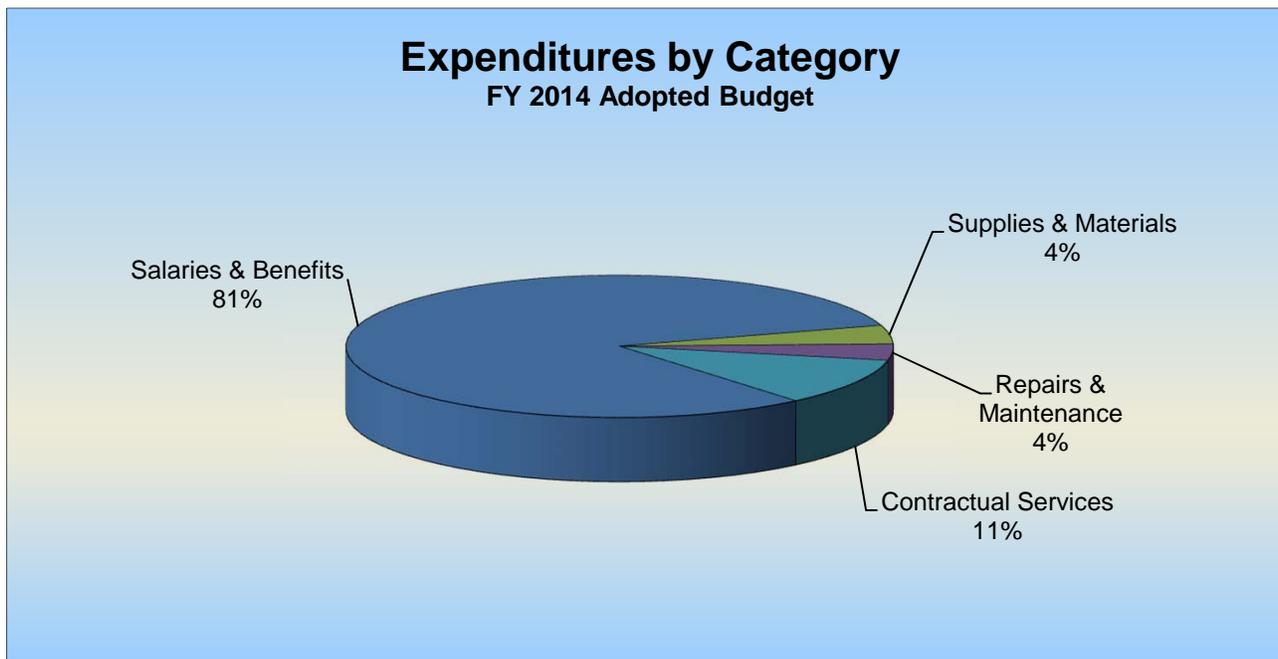
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Positions were vacant for a portion of FY 2013; also include merit increase for FY 2014.
- Supplies & Materials: Include \$520 for four (4) office chairs, \$650 for three (3) digital cameras and emergency lights, and a \$744 increase in fuel and oil cost.

Decreases:

- Designated Expenses: Paid off computer lease in FY 2013.



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

CODE AND HEALTH COMPLIANCE

01-7200

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Senior Code Enforcement Officer	0	1	1	1
Code Enforcement Officer	2	2	2	2
Health Inspector	1	1	1	1
Administrative Assistant	0.25	0.5	0.5	0.5
Registered Sanitarian	0	0	0	1
DIVISION TOTAL	3.25	4.5	4.5	5.5

Note: One Code Enforcement Officer and the Registered Sanitarian positions are unfunded in FY 2014.

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
# of Complaints Received and Investigated	1,750	2,500	3,500	4,000
EFFICIENCIES				
Complaints per Code Enforcement Officer/Health Inspector	1,750	1,250	1,750	2,000
EFFECTIVENESS				
% of Complaints Resulting in Voluntary Compliance	98.0%	98.0%	95.0%	98.0%

PARKS AND RECREATION ADMINISTRATION



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



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

2 Full Time Employees Funded

PARKS AND RECREATION ADMINISTRATION

PROGRAM DESCRIPTION

The Parks and Recreation Department is responsible for planning, constructing and managing parks, recreation facilities and open space within the community. This department develops and administers recreation, athletic, aquatic and leisure programs which allow participants to develop both mental and physical skills as well as become involved in community activities. The department works cooperatively with other departments and organizations (i.e. Police, Fire, Keep Copperas Cove Beautiful, CCISD, Chamber of Commerce, MHMR, Hill County Community Action, Boys and Girls Club and the YMCA) in the planning, organization and execution of festivals, events and community enhancement programs. The Department also provides for the maintenance of 400 acres of parkland and the administration and maintenance of the municipal cemetery.

MAJOR DEPARTMENT GOALS

- Engage in beautification and enhancement of City parks and facilities.
- Provide upgrades to facilities to improve user satisfaction.
- Ensure equality of access so that people of all ages, abilities, and backgrounds can participate in recreational activities in a safe and fun atmosphere.
- Improve and expand department activities and facilities.
- Develop a Regional Complex to promote growth in the community.
- Promote a safe working environment to protect employees and minimize costs due to injuries.
- Maintain courteous rapport with citizens.

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Ensured 100% volunteer youth sports coaches completed certification and background checks.
- Maintained city cemetery operations and maintenance areas.
- Helped to provide a successful Halloween Safe Trick or Treat event.
- Administrative employees began utilizing Time Clock Plus software; thus reducing the need for paper for time keeping purposes.
- Completed High Chaparral project.

CONTINUING OBJECTIVES

- Maintain safe working environment to protect employees and minimize costs due to injuries.
- Ensure all youth coaches complete certification requirements.
- Track and maintain acceptable ratings with organizational performance measures.
- Attract and retain quality employees.
- Maintain and expand the quality, variety and affordability of our recreational programs, activities, services, and special events to the community.

GOALS FOR FISCAL YEAR 2014

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

PARKS AND RECREATION - ADMINISTRATION

01-5400

EXPENDITURE SUMMARY

PARKS AND RECREATION - ADMINISTRATION	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	236,832	151,844	151,844	142,896
Personnel Support	250	1,000	1,000	-
Supplies & Materials	1,107	530	850	2,457
Repairs & Maintenance	4,368	2,250	2,750	2,971
Contractual Services	41,115	49,522	48,772	13,100
Designated Expenses	-	70	-	2,500
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Other Expenditures	-	-	-	-
Total	283,673	205,216	205,216	163,924

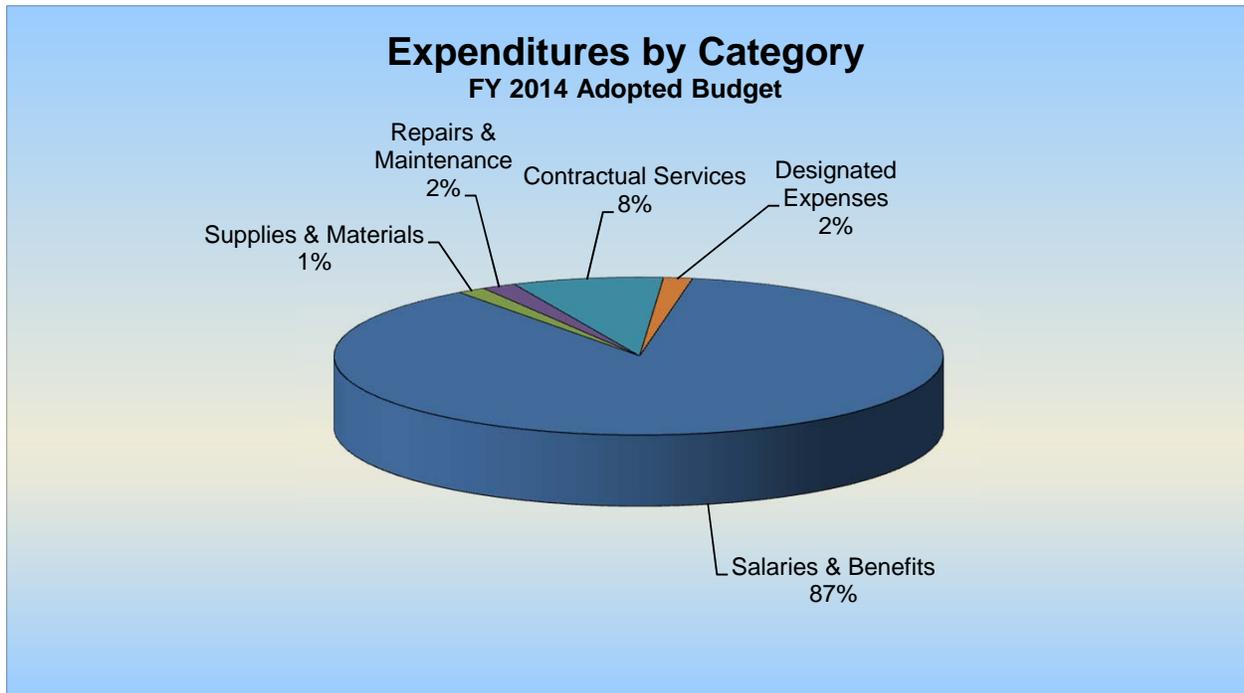
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Designated Expenses: \$2,500 expense for youth activities.

Decreases:

- Salaries & Benefits: Decrease due to the net of a merit increase and the vacancy of the Division Head and Director of Parks positions for a significant portion of FY 2013.
- Contractual Services: Janitorial services were moved to the applicable Funds' Non-departmental accounts in FY 2014.



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

PARKS AND RECREATION - ADMINISTRATION

01-5400

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Recreation Specialist/Administrative Assistant	1	1	1	1
Division Head of Parks and Leisure Services	1	0	0	0
Director of Parks and Recreation	1	1	1	1
DIVISION TOTAL	3	2	2	2

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
# of Athletic Games Scheduled	1,200	1,220	1,176	1,400
# of Participants in Recreation Programs	28,770	29,675	29,018	32,645*
EFFICIENCIES				
Parks and Leisure Total Operating Cost per Capita	\$39.43	\$36.88	\$36.88	\$38.57
EFFECTIVENESS¹				
Parks and Leisure Overall Customer Satisfaction	4.3	4.5	4.1	4.5

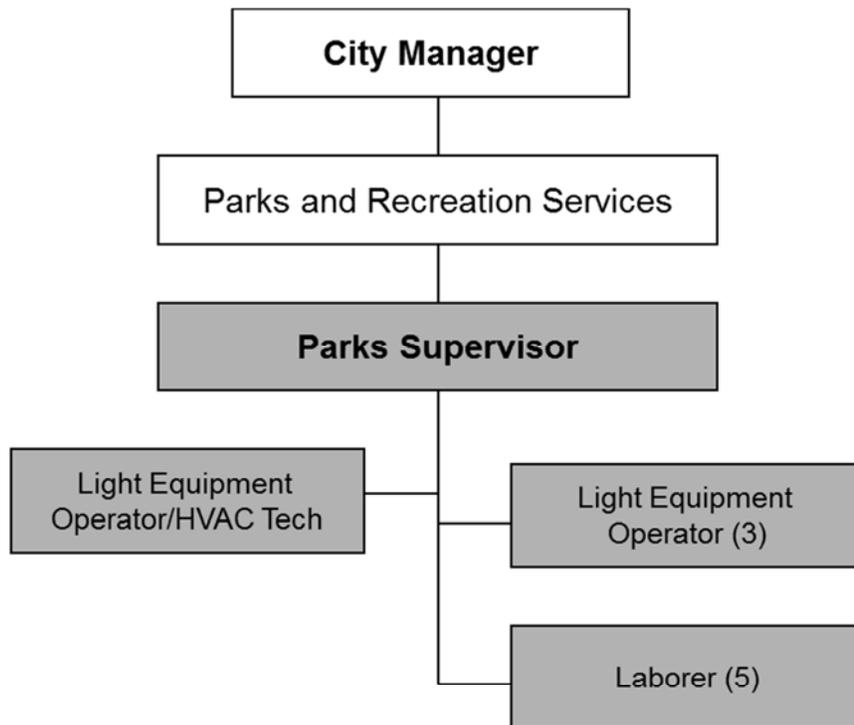
¹ On a scale from 1 to 5 (5 being the highest).

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

PARKS AND RECREATION MAINTENANCE



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



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

10 Full Time Employees Funded

PARKS AND RECREATION MAINTENANCE

PROGRAM DESCRIPTION

The Parks and Recreation Maintenance Department is responsible for planning, constructing, and maintaining parks, recreation facilities, ball fields and open space within the community. The department provides the citizens of Copperas Cove safe, properly maintained recreation facilities and parks. The department provides the maintenance of 385 acres of parkland and the administration and maintenance of the municipal cemetery.

MAJOR DEPARTMENT GOALS

- Engage in beautification and enhancement of City parks and facilities.
- Provide upgrades to facilities to improve user satisfaction.
- Ensure equality of access so that people of all ages, abilities, and backgrounds can participate in recreational activities in a safe and fun atmosphere.
- Maintain safe equipment for public enjoyment.
- Improve field surfaces and enhance participant satisfaction.
- Promote safe working environment to protect employees and minimize costs due to injuries and down equipment.
- Maintain the operation of the three (3) City Pools.

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Maintained and repaired facilities throughout park system.
- Maintained 385 acres of park property.
- Provided support for special events to include private parties, City sponsored and military functions.
- Provided maintenance and cleanup support for Rabbit Fest.
- Renovated RV Park.
- Cleaned and prepared Civic Center for special events.
- Assisted City Departments with movement of office furniture to new buildings.
- Poured concrete slab for the Driving Range at the Golf Course.
- Relocated 20 pear trees from Highway 190 to High Chaparral Park and five pear trees from Highway 190 to Avenue D.
- Ran irrigation for newly planted trees at High Chaparral Park.
- Replaced two doors at City Park Pool.
- Installed ADA compliant lift at City Park Pool.
- Reworked irrigation system at the Copperas Cove Library.
- Reworked irrigation system and landscaped at new City Hall.
- Installed flood gates in City Park.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2014

- Pave High Chaparral Park parking lot.
- Upgrade equipment in neighborhood parks.
- Complete irrigation system at High Chaparral Park.
- Obtain and maintain Soccer Field at Skyline Flats Phase III.

PARKS AND RECREATION - MAINTENANCE

01-5410

EXPENDITURE SUMMARY

PARKS AND RECREATION - MAINTENANCE	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	317,535	327,439	327,439	357,817
Personnel Support	390	-	-	-
Supplies & Materials	40,105	36,122	36,573	43,714
Repairs & Maintenance	42,441	37,883	37,607	43,920
Contractual Services	33,034	31,425	31,250	32,467
Designated Expenses	1,572	120	120	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	435,076	432,989	432,989	477,918

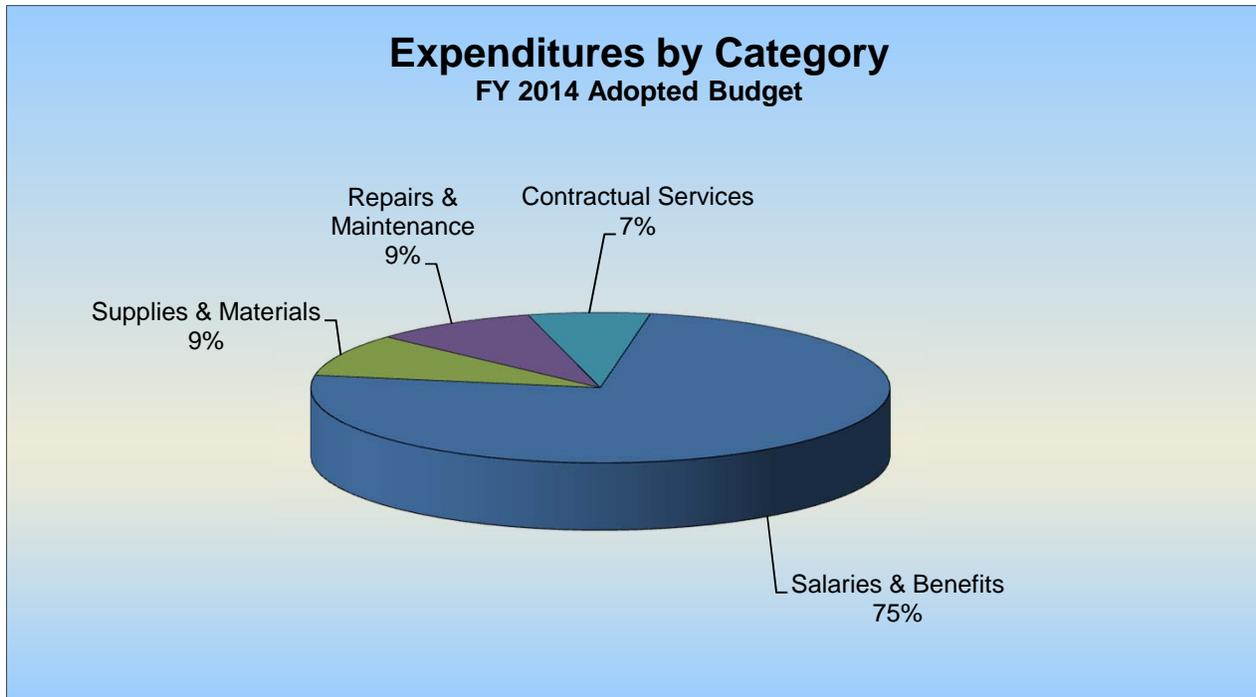
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Position was vacant for a portion of FY 2013; also include merit increase and increase in employee insurance cost for FY 2014.
- Supplies & Materials: Include \$2,373 increase in fuel and oil cost, \$2,800 increase in chemicals, and \$1,000 for and
- Repairs & Maintenance: Include \$6,250 increase in facilities and equipment repairs and maintenance cost.

Decreases:

- Designated Expenses: Paid off computer lease in FY 2013.



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

PARKS AND RECREATION - MAINTENANCE

01-5410

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Parks Supervisor	1	1	1	1
Light Equipment Operator/HVAC Tech	1	1	1	1
Light Equipment Operator	2	3	3	3
Laborer	6	6	6	6.5
DIVISION TOTAL	10	11	11	11.5

Note: One full-time and one part-time Laborer positions are unfunded in FY 2014.

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
# of Acres Maintained	385	385	385	385
# of Pools Maintained	3	3	3	3
# of Fields Maintained	9	9	9	9
Cemeteries Maintained	1	1	1	1
# of Events Parks Staff Assisted With	40	35	35	35
EFFICIENCIES				
Parks Maintenance Operating Cost per Capita	\$13.47	\$13.41	\$13.41	\$14.80
EFFECTIVENESS¹				
Park Maintenance Customer Satisfaction	N/A*	N/A*	3.3**	4.0

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

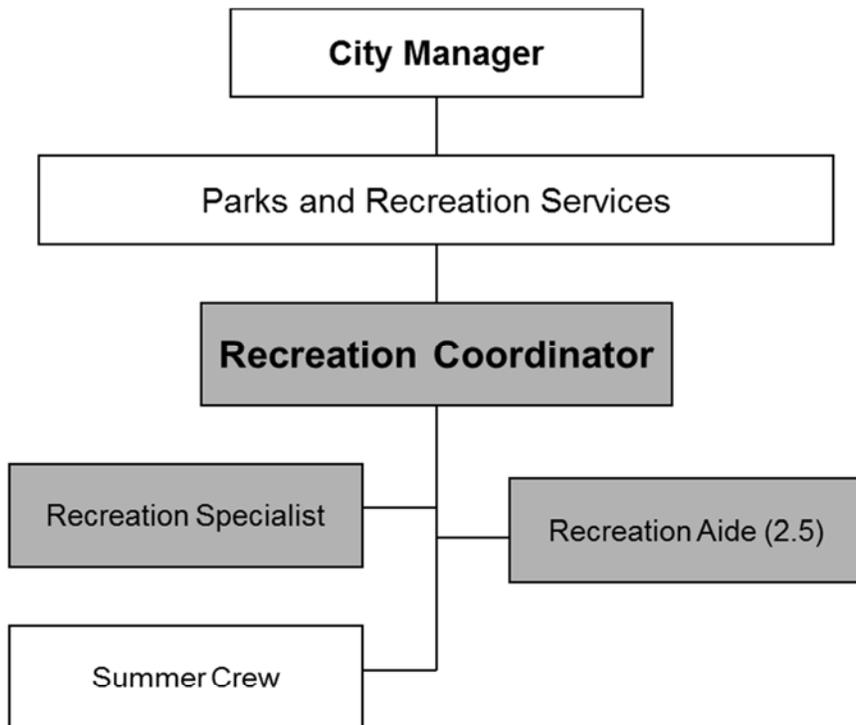
* New Performance Measure - Data not available.

** New survey completed by participants in various Parks and Recreation Programs.

PARKS AND RECREATION ATHLETICS



Left to Right: Caycee Hauck (Recreation Specialist); Kelsey Mitchell (Part-time Recreation Aide); Joyce Boykins (Part-time Recreation Aide); Ashley Hicks (Part-time Recreation Aide); Mark Willingham (Recreation Coordinator)



The mission of the Parks and Recreation Athletics Department is to provide a variety of quality sports programs that are well organized and affordable for adults and youths in Copperas Cove.

4.5 Full Time Employees Funded

PARKS AND RECREATION – ATHLETICS

PROGRAM DESCRIPTION

The Parks and Recreation Athletics Department is responsible for planning and programming youth and adult sports within the community. This department currently develops and administers Tackle Football, Flag Football, Cheerleading, Baseball, Softball, Tee ball, Soccer, Basketball, Volleyball, and Track. The department works cooperatively with outside organizations to promote “select” programs that meet the needs of the community. All programs are developed within the city to allow participants to develop both mental and physical skills as well as become involved in the community.

MAJOR DEPARTMENT GOALS

- Provide athletic and recreational activities to promote health and wellness in the community.
- Engage with city businesses to provide youth participant scholarships and enhance youth programming opportunities.
- Engage in obtaining quality youth coaches through training and annual certification.
- Improve and expand department activities and facilities.
- Develop a Regional Complex to promote growth in the community.

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Conducted Youth Basketball program with 364 participants.
 - Hosted Region 5 Basketball Tournament for the Texas Amateur Athletic Federation (TAAF).
- Conducted Youth Soccer program (two sessions) with 716 participants.
 - Hosted two sessions of Challenger Sports - British Soccer Camp.
- Conducted Adult Softball program for the summer and fall seasons with 18 teams.
- Conducted Youth Baseball/Softball programs with 642 participants.
 - Hosted two District Tournaments for Texas Teenage Association (TTA) Baseball.
 - Hosted MLB Pitch, Hit and Run Local Competition.
- Coordinated Annual Rabbit Festival Adult Softball Tournament with 32 teams.
- Conducted Summer Track Program with CCISD, 27 participants.
- Coordinated Spring and Summer Camp with 490 participants.
- Conducted Youth Tackle Football program with 212 participants.
 - Promoted Blue Santa Toy Drive.
- Conducted Adult Flag Football program with 8 teams.
- Conducted Youth Flag Football program with 279 participants.
 - Hosted NFL Punt, Pass, and Kick Local Competition.
- Conducted Youth Volleyball program with 120 participants.
- Conducted Start Smart Program (basketball, football, soccer, baseball) with 161 participants.
- Established a new Adult Sport in Kickball, 5 teams.
- Recognized as a Silver City Member through TAAF.

CONTINUING OBJECTIVES

- Ensure all coaches receive proper certification, education and background checks.
- Track and maintain acceptable ratings with organizational performance measures.
- Maintain recaps and surveys to ensure quality assurance.
- Continue to host district and regional sporting events with CCISD to generate revenue and interest while strengthening relations with school district.

GOALS FOR FISCAL YEAR 2014

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

PARKS AND RECREATION - ATHLETICS

01-5420

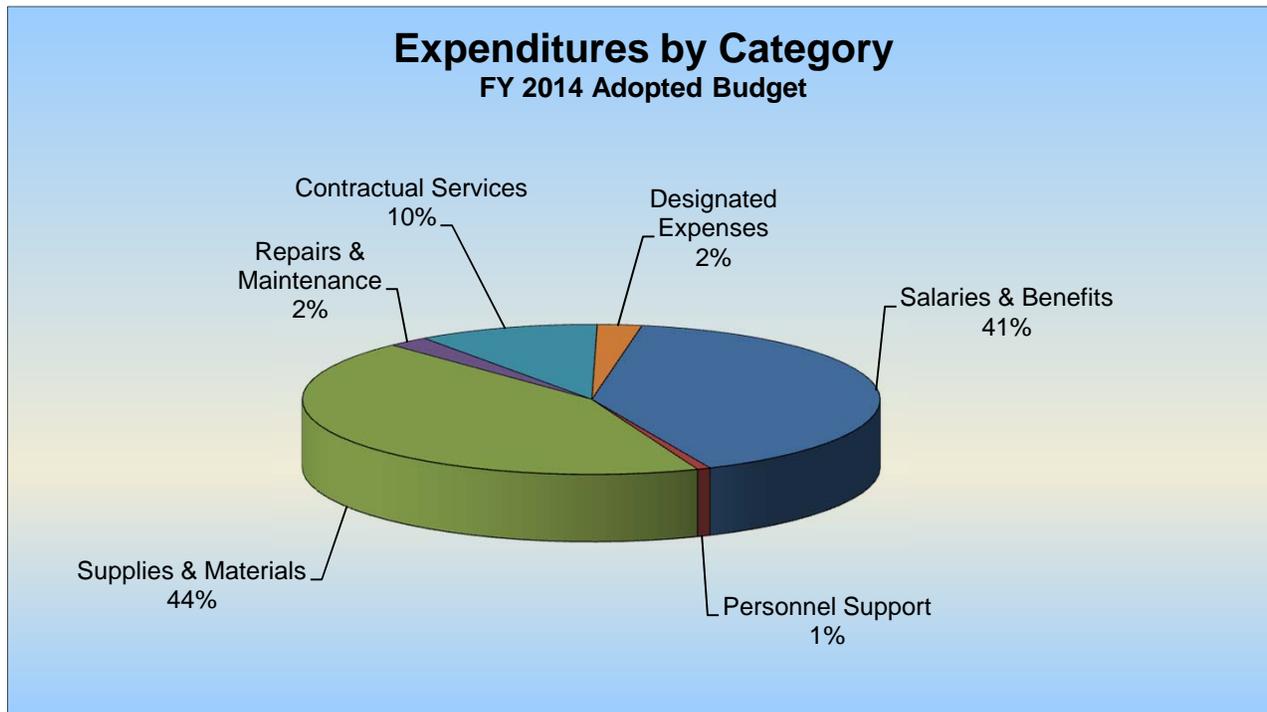
EXPENDITURE SUMMARY

PARKS AND RECREATION - ATHLETICS	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	155,665	166,974	166,974	163,616
Personnel Support	-	-	-	3,000
Supplies & Materials	159,091	153,349	156,349	176,852
Repairs & Maintenance	947	542	3,103	9,194
Contractual Services	38,856	47,074	39,013	40,950
Designated Expenses	12,722	10,030	10,030	10,000
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	367,281	377,969	375,469	403,612

HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Personnel Support: \$3,000 for marketing materials and activities guides.
- Supplies & Materials: Include a combined cost increase of \$19,612 for adult softball, soccer, day camp, and track programs and supplies.



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

PARKS AND RECREATION - ATHLETICS

01-5420

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Recreation Specialist	1	1	1	1
Recreation Coordinator	1	1	1	1
Recreation Aide	2.5	2.5	2.5	2.5
DIVISION TOTAL	4.5	4.5	4.5	4.5

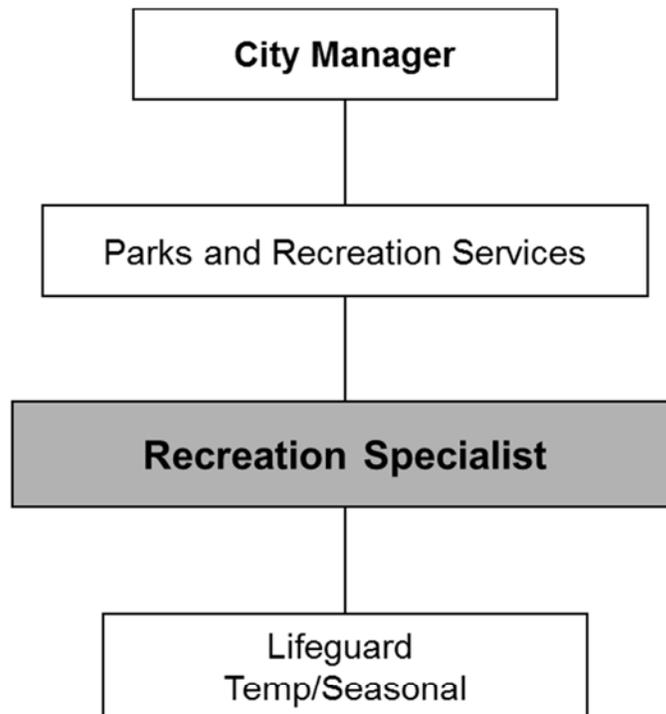
PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
# of Tackle Football Participants	244	300	212	250
# of Youth Basketball Participants	414	475	364	400
# of Youth Baseball and Softball Participants	796	800	642	700
# of Soccer Participants	868	1,000	716	800
# of Flag Football Participants	314	300	279	300
# of Coaches Certified	570	300	427	450
EFFICIENCIES				
Athletics Department Operating Cost per Capita	\$11.37	\$11.70	\$11.62	\$12.50
% of Coaches Certified	100.0%	100.0%	100.0%	100.0%
EFFECTIVENESS¹				
Athletics Customer Satisfaction	3.8	4.0	3.2	4.0

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

PARKS AND RECREATION AQUATICS



Kari Dominowski
(Recreation Specialist)



The mission of the Parks and Recreation Aquatics Department is to provide safe aquatic facilities and educational water programming to residents and visitors so they can have a lifelong safe swim experience.

1 Full Time Employee Funded

PARKS AND RECREATION – AQUATICS

PROGRAM DESCRIPTION

The Parks and Recreation Aquatics Department is responsible for promoting, renting and maintaining of pools and splash pad available for public use and special events within the community. This department develops and administers aquatic programs which allow participants to develop both mental and physical skills as well as become involved in community activities. The department provides a number of activities including Polar Bear swim, swim lessons, aerobics, Aqua Zumba, daily public swimming as well as private parties.

MAJOR DEPARTMENT GOALS

- Engage in beautification and enhancement of City pool facilities.
- Ensure equality of access so that people of all ages, abilities, and backgrounds can participate in aquatic activities in a safe and fun atmosphere.
- Provide a safe environment for patrons and employees.
- Engage in obtaining quality lifeguards through training and annual certification.

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Conducted swimming lessons for 5 levels of ability.
- Conducted water aerobics classes with different levels of difficulty.
- Conducted monthly in-service training for lifeguards.
- Rented 72 Pool Reservations.
- Meet required ADA Standards at both City Park and South Park facilities.

CONTINUING OBJECTIVES

- Ensure 100% of all lifeguards receive proper certification and continued training.
- Train pool managers and lifeguards to improve customer service skills.
- Improve quality of pool facilities through preventive and annual maintenance.
- Attract and retain lifeguards for future pool seasons.

GOALS FOR FISCAL YEAR 2014

- Publish Policy and Rules Manual.
- Develop handbook for Lifeguards and Pool Managers.
- Implement survey program to obtain data from the public for the purpose of improving programs.
- Increase swim lesson participation.

PARKS AND RECREATION - AQUATICS

01-5430

EXPENDITURE SUMMARY

PARKS AND RECREATION - AQUATICS	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	121,141	101,925	101,925	116,489
Personnel Support	-	-	-	-
Supplies & Materials	22,134	31,960	31,952	33,215
Repairs & Maintenance	1,508	2,628	3,163	2,697
Contractual Services	8,969	8,394	10,367	13,163
Designated Expenses	393	30	30	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	154,145	144,937	147,437	165,564

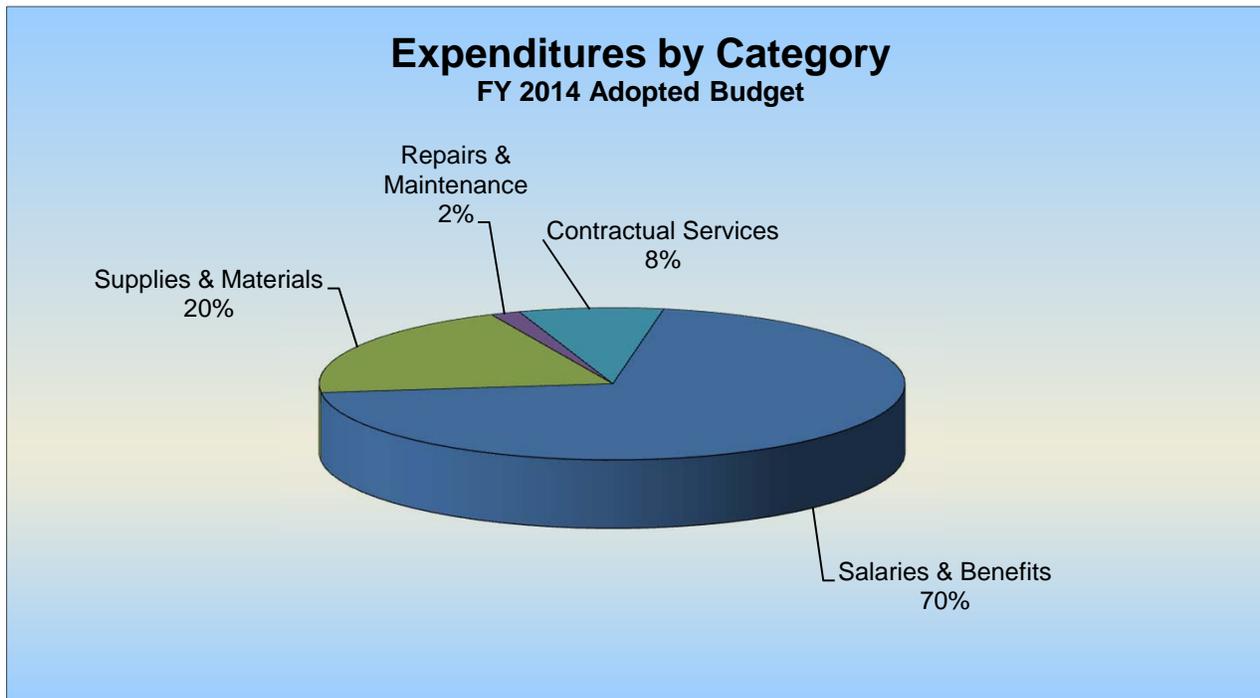
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Include merit increase and increase in employee insurance cost for FY 2014.

Decreases:

- Designated Expenses: Paid off computer lease in FY 2013.



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

PARKS AND RECREATION - AQUATICS

01-5430

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Recreation Specialist	1	1	1	1
DIVISION TOTAL	1	1	1	1

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
# of Patrons through the Gate for Public Swim	16,593	17,500	15,245	17,000
# of Students in Swim Lessons	429	450	352	425
# of Private Parties	95	100	79	90
# of Patrons in Water Fitness Classes	4,418	4,500	5,125	5,500
EFFICIENCIES				
Aquatics Department Operating Cost per Capita	\$4.77	\$4.49	\$4.56	\$5.13
EFFECTIVENESS¹				
Public Swim Customer Satisfaction	3.7	4.0	3.8	4.0
Swim Lessons Customer Satisfaction	4.5	4.5	4.2	4.5

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

PARKS AND RECREATION SPECIAL EVENTS



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



Fishing in the Park



Easter Egg Roundup



Safe Trick and Treat



Christmas Tree Lighting

PARKS AND RECREATION - SPECIAL EVENTS

01-5440

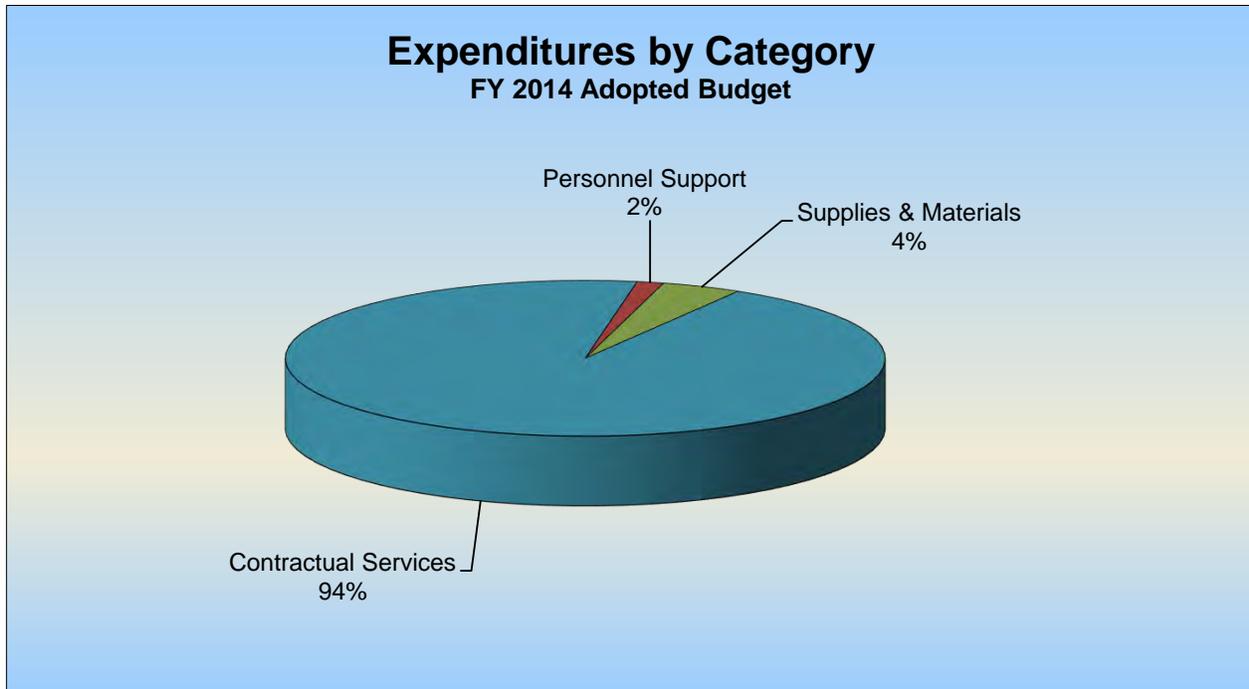
EXPENDITURE SUMMARY

PARKS AND RECREATION - SPECIAL EVENTS	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	578	750	750	500
Supplies & Materials	433	-	-	1,500
Repairs & Maintenance	-	-	-	-
Contractual Services	32,392	29,250	29,250	32,800
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	33,403	30,000	30,000	34,800

HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Supplies & Materials: Include \$500 for a snow machine and \$1,000 for event decorations.



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

PARKS AND RECREATION - SPECIAL EVENTS

01-5440

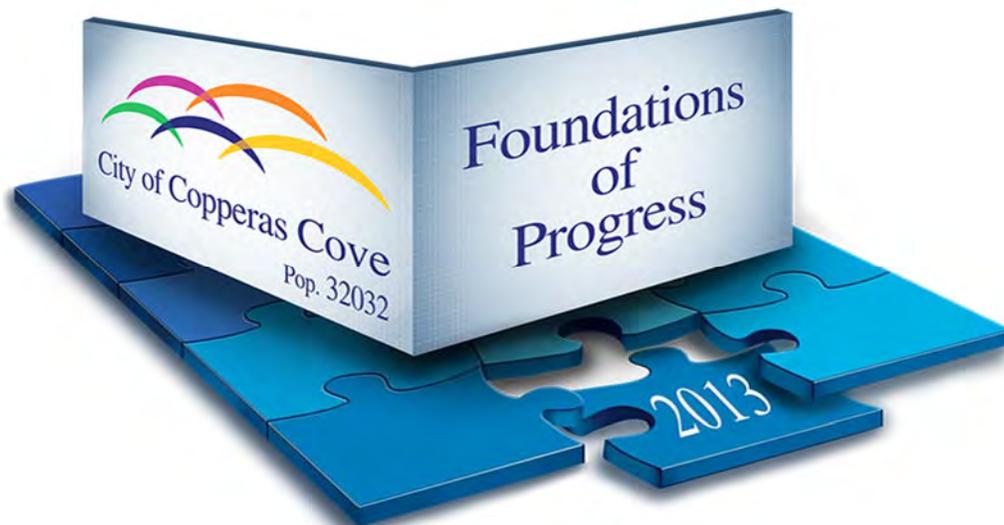
PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
# of Easter Egg Hunt Participants	4,000	4,500	4,100	5,000
# of Christmas Tree Lighting Participants	550	600	520	600
# of Polar Bear Swim Participants	75	75	52	70
# of Fishing in the Park Participants	400	400	350	400
EFFICIENCIES				
Operating Cost per Capita for Special Events	\$1.03	\$0.93	\$0.93	\$1.08
EFFECTIVENESS¹				
Special Events Customer Satisfaction	4.0	4.5	4.2	4.5

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



City of Copperas Cove

Foundations of Progress



LIBRARY



Left to Right: Linda Jackson (Experience Works Trainee); Martha Dye (Library Assistant); Kevin Marsh (Library Director); Valerie Reynolds (Library Supervisor); Natasha Meallet (Technical Services Assistant); Anita Schultz (Library Assistant III)



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

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

LIBRARY DEPARTMENT

PROGRAM DESCRIPTION

The mission of the Copperas Cove Public Library is to provide outstanding information services to the entire community in a welcoming and highly functional environment. The Library Department circulates print and non-print materials to the public, registers borrowers and maintains files of borrower applications and a borrower database, secures the return of library materials, collects fines and fees, processes requests to reserve library materials, maintains a serials collection, maintains shelf order of the library collection, answers reference and research questions, provides computer access to library patrons and assists them in the operation of library equipment. In addition, the Library Department provides access to electronic databases and materials, discussion groups and a wide range of programs for infants, children, teens, and adults.

MAJOR DEPARTMENT GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Maintained accreditation by the Texas State Library & Archives Commission.
- Provided access to e-book, and downloadable e-materials.
- Completed a 5-year Strategic Plan.
- Provided informative Brown Bag Lunch Programs with diverse topics.
- Revised library policies to participate in the TexShare Card program and to allow Internet access by minors with parental permission.
- Selected and migrated to a new Library System.
- Selected and acquired hundreds of new items for the collection and weeded out hundreds of obsolete or outdated items.

CONTINUING OBJECTIVES

- Continue to select and circulate high-demand information resources in book, audiobook, DVD, e-book and other formats.
- Continue development of programs for patrons of all ages.
- Continue to provide outstanding customer service for circulation, reference and computer patrons.

GOALS FOR FISCAL YEAR 2014

- Complete Technology and Floor Space plans.
- Migrate to a new Public Computing, WiFi and Printing management system.
- Revise and update all library policies and procedures.
- Create Technology Petting Zoo, Teen reading group and Action/Adventure reading group.
- Contract for comprehensive roof repair.
- Give presentations at multiple community organizations.
- Weed out under-used materials so that less than 5% of the non-fiction and biography collections is over 20 years old.

LIBRARY

01-7100

EXPENDITURE SUMMARY

LIBRARY	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	341,483	242,527	242,527	283,417
Personnel Support	-	109	109	34
Supplies & Materials	17,780	19,450	20,146	19,975
Repairs & Maintenance	24,251	27,145	26,487	38,787
Contractual Services	52,098	55,723	55,685	58,291
Designated Expenses	6,161	469	469	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	28,925	28,925	26,000
Total	441,773	374,348	374,348	426,504

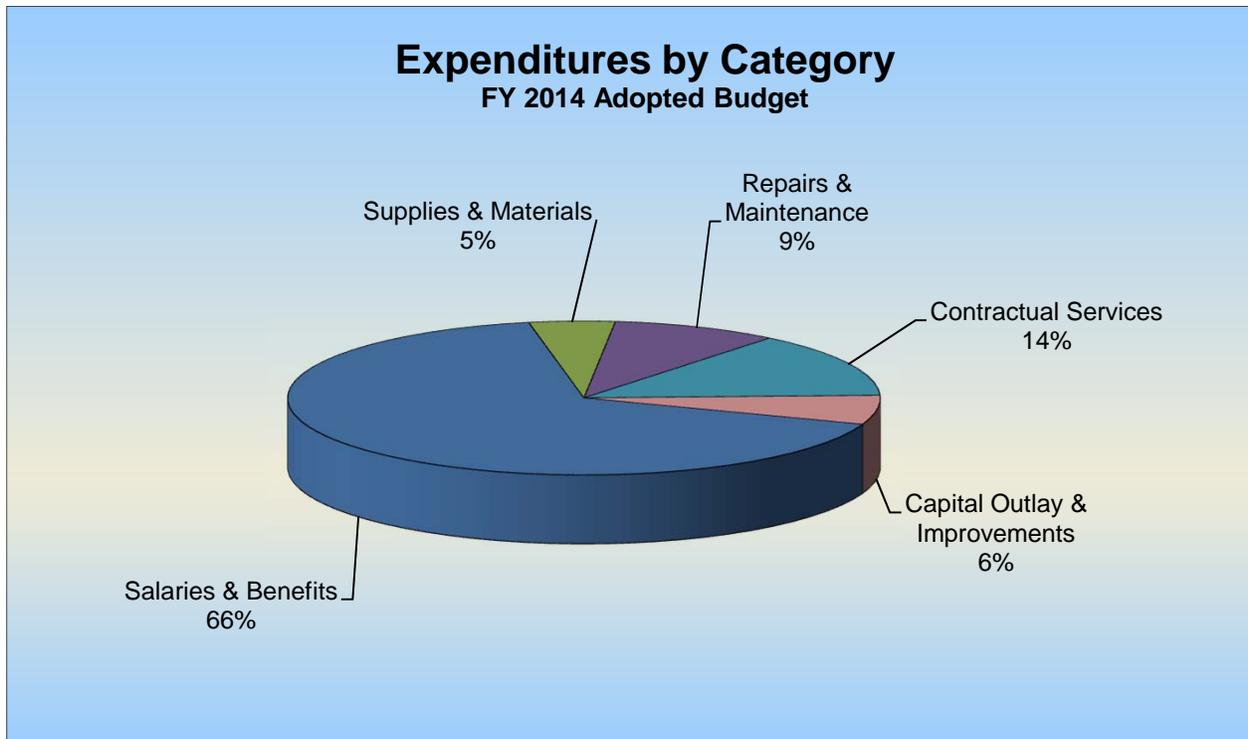
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Positions were vacant for a portion of FY 2013; also include merit increase and increase in employee insurance cost for FY 2014.
- Repairs & Maintenance: Include a combined increase of \$10,750 for building, equipment, and software repairs and maintenance costs.

Decreases:

- Designated Expenses: Paid off computer lease in FY 2013.



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

LIBRARY

01-7100

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Library Director	1	1	1	1
Library Supervisor	0	1	1	1
Library Assistant	0	6	6	5
Technology Services Assistant	0	1	1	1
Assistant Library Director/Reference Specialist	1	0	0	0
Library Assistant I	2	0	0	0
Library Clerk	0.5	1	1	1
Library Assistant III	3	0	0	0
Outreach Specialist/Library Assistant III	0.5	0	0	0
Reference Assistant/Electronic Tech Coordinator	1	0	0	0
Community Outreach Specialist	1	1	1	1
Adult Programs Librarian	0	0	0	1
DIVISION TOTAL	10	11	11	11

Note: Technology Services Assistant and Library Clerk positions are each made up of two part-time positions. For FY 2014, three Library Assistant and the Adult Programs Librarian positions are unfunded.

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
Program Attendance	7,499	N/A*	5,650	6,000
Annual Visits	91,097	N/A*	88,500	90,000
Circulated Items (physical and digital)	71,621	N/A*	82,000	85,000
Questions Answered	9,500	N/A*	27,000	29,000
EFFICIENCIES				
Program Attendance per Funded FTE Library Employee	1,000	N/A*	942	1,000
# of Library Visits per Funded FTE Library Employee	12,146	N/A*	14,750	15,000
Dollars (Operating Costs) per Library Visit	\$4.85	N/A*	\$4.23	\$4.74
EFFECTIVENESS				
% Increase in Program Attendance	N/A*	N/A*	-25%	6%
% Increase in Annual Visits	N/A*	N/A*	-3%	2%
% Increase in Circulated Items	N/A*	N/A*	14%	4%

* New Performance Measure - Data not available.

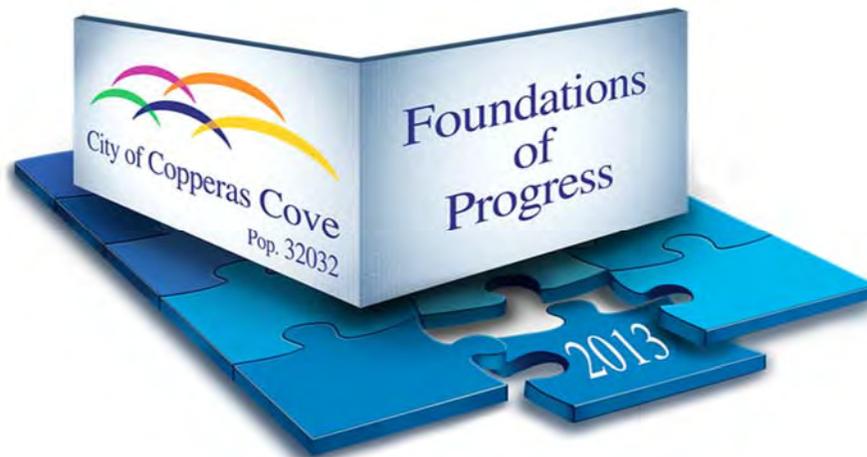
GENERAL FUND NON-DEPARTMENTAL



PROGRAM DESCRIPTION

Historically, this department has been used to account for fund-wide expenses including employee merit increases, property and liability insurance coverage, unemployment compensation, matching grant funds and bank & credit card charges. Since this department does not have personnel, accomplishments and goals are not provided.

The City of Copperas Cove, in partnership with the Copperas Cove Chamber of Commerce, Copperas Cove Economic Development Corporation, and the Copperas Cove Independent School District, held the Sixth Annual State of the City Address and the Fifth Annual Meet the City event on September 25, 2013. Both events were opened to the public for an opportunity to learn more about the services and the people that provide the services in the City of Copperas Cove.



The State of the City presentation was presented by Andrea Gardner, City Manager, in the Cinergy Cinemas located on Constitution Drive. For the sixth year, “progress” was again the basis in the City’s theme. The 2013 State of the City theme was “Foundations of Progress.” The presentation highlighted the continued growth, development, progress, and potential of our community.



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

NON - DEPARTMENTAL

01-7500

EXPENDITURE SUMMARY

NON-DEPARTMENTAL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	-	-	-	13,600
Personnel Support	42,723	78,931	69,392	50,643
Supplies & Materials	10,965	4,708	7,487	6,242
Repairs & Maintenance	32,536	37,759	35,729	35,385
Contractual Services	204,097	224,672	226,742	154,184
Designated Expenses	88,700	116,144	127,099	131,680
Economic Development Incentives	-	101,285	101,285	181,393
Capital Outlay & Improvements	26,168	52,421	48,186	-
Grant Matches	-	10,000	10,000	3,741
Transfers Out & Contingency	168,086	23,500	23,500	-
Total	573,275	649,420	649,420	576,868

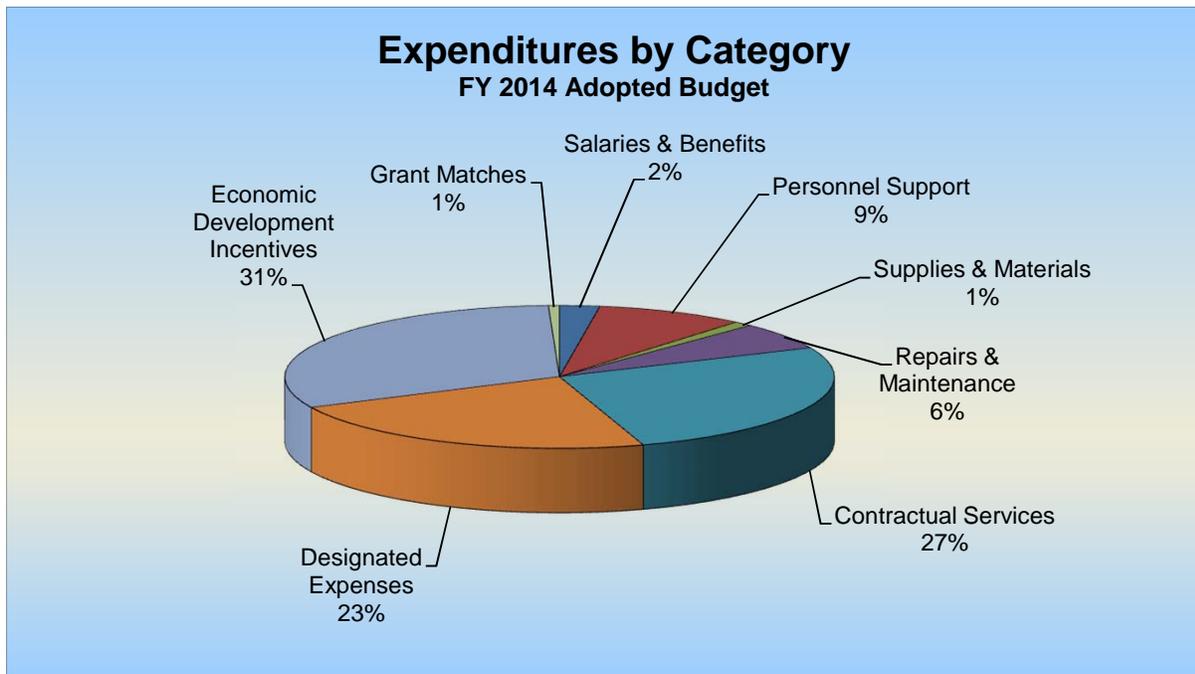
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: \$13,600 for safe driver incentive.
- Economic Development Incentives: Incentive for economic development at Shops at Five Hills.

Decreases:

- Personnel Support: Include \$14,800 for unemployment compensation, \$24,593 for Hill Country Transit (HOP), and \$11,250 for public relations.
- Contractual Services: Include \$29,902 decrease for rental of property and \$49,195 decrease for professional services.
- Grant Matches: Match for FY 2014 bullet proof vests.



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

WATER & SEWER FUND



Water and Sewer at Meet the City 2013
Top Picture: Daryl Uptmore, Director of Public Works
Bottom Picture: Deanna Sloan, Utilities Supervisor

Copperas Cove, Texas

WATER & SEWER FUND

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

The City of Copperas Cove’s Water & Sewer Fund accounts for all expenses incurred and revenues earned in the process of providing water to the public and treating the wastewater collected from residents and businesses. Organizationally, this fund is divided into ten departments: public works, utility administration, water distribution, sewer collection, wastewater treatment, composting, 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

**FY 2014 ADOPTED BUDGET
WATER & SEWER FUND
REVENUE & EXPENSE SUMMARY**

OVERVIEW

The Water & Sewer Fund is an enterprise fund that includes water and wastewater system operations. The City provides water and wastewater service to approximately 13,474 residential and commercial customers through the Water & Sewer Fund. The adopted Water & Sewer revenue provides a significant portion of the total revenue generated in the Water & Sewer Fund. The City of Copperas Cove will make every effort to keep expenses to a minimum.

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 ADOPTED
REVENUES					
Sale of Water	4,665,636	5,444,409	5,205,210	5,249,715	5,840,260
Sewer Revenues	3,711,476	3,985,493	4,208,922	4,324,481	5,360,388
Service Charges	182,149	139,906	154,487	138,000	150,000
Interest Income	6,949	4,937	4,799	6,500	6,504
Other Income	662,662	383,453	211,595	233,915	241,100
TOTAL	9,228,873	9,958,198	9,785,013	9,952,611	11,598,252
EXPENSES					
Salaries & Benefits	1,979,522	2,194,165	1,923,357	1,903,248	2,036,883
Supplies & Materials	262,180	310,582	290,706	337,285	330,741
Repairs & Maintenance	357,025	295,250	264,707	343,433	351,035
Contractual Services	1,117,263	1,212,682	1,135,803	1,415,003	1,755,284
Designated Expenses	4,550,235	5,293,196	5,191,993	6,131,912	5,716,832
Capital Lease Payments & Capital Outlay	82,843	45,687	43,871	89,612	-
Transfers/Other	742,500	790,826	690,000	695,000	795,000
TOTAL	9,091,566	10,142,389	9,540,437	10,915,491	10,985,775
Revenues Over/(Under) Expenses	137,307	(184,191)	244,576	(962,880)	612,477
TOTAL	9,228,873	9,958,198	9,785,013	9,952,611	11,598,252

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2013-14 ADOPTED BUDGET
WATER & SEWER FUND
SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2011-12	Budget* FY 2012-13	Projected FY 2012-13	Adopted FY 2013-14
BEGINNING FUND BALANCE:				
Unreserved, Undesignated	\$ 2,040,885	\$ 1,681,313	\$ 2,285,461	\$ 1,322,581
Prior Yr Enc Voided in Current Yr	-	-	-	-
Prior Period Adjustment	-	-	-	-
TOTAL BEGINNING FUND BALANCE	\$ 2,040,885	\$ 1,681,313	\$ 2,285,461	\$ 1,322,581
Water Revenue	\$ 5,297,841	\$ 5,342,875	\$ 5,342,875	\$ 5,927,788
Sewer Revenue	4,283,797	4,401,321	4,401,321	5,440,860
Senior Citizen Discount	(167,506)	(170,000)	(170,000)	(168,000)
Water Tap Fees	45,057	50,000	50,000	60,000
Sewer Tap Fees	15,050	12,000	12,000	12,000
Connect/Disconnect Fee	74,631	76,000	76,000	78,000
Subtotal	\$ 9,548,870	\$ 9,712,196	\$ 9,712,196	\$ 11,350,648
Admin Reimb-Drainage	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Interest Revenue	4,799	6,500	6,500	6,504
Late Charge For Billing	139,306	144,000	144,000	159,000
Miscellaneous Revenues	49,071	50,415	50,415	45,600
Insurance Proceeds	4,726	1,000	1,000	-
Riser Forfeiture Revenue	200	500	500	-
Credit Card Convenience Fee	15,291	15,000	15,000	15,000
Auction Proceeds	2,750	3,000	3,000	1,500
Subtotal	\$ 236,143	\$ 240,415	\$ 240,415	\$ 247,604
TOTAL REVENUE	\$ 9,785,013	\$ 9,952,611	\$ 9,952,611	\$ 11,598,252
TOTAL FUNDS AVAILABLE	\$ 11,825,898	\$ 11,633,924	\$ 12,238,072	\$ 12,920,833
OPERATING EXPENSES:				
Public Works Administration (80)	\$ 267,956	\$ 347,173	\$ 346,170	\$ 264,661
Utility Administration (81)	560,703	557,248	557,248	599,827
Water Distribution (82)	1,243,757	1,352,089	1,353,092	1,400,539
Sewer Collection (83)	450,390	471,069	471,069	512,322
Wastewater Treatment (84)	1,095,320	1,302,580	1,304,078	247,474
Composting (84-01) ¹	-	-	-	87,498
Wastewater - South Plant (84-02)	-	-	-	321,867
Wastewater - NE Plant (84-03)	-	-	-	406,481
Wastewater - NW Plant (84-04)	-	-	-	533,537
Wastewater - Lab (84-05)	-	-	-	46,652
Non-Departmental (85)	2,610,040	3,198,459	3,198,932	3,179,592
TOTAL OPERATING EXPENSES	\$ 6,228,167	\$ 7,228,618	\$ 7,230,589	\$ 7,600,450
OTHER EXPENSES:				
Capital Outlay	\$ 11,531	\$ 89,612	\$ 88,112	\$ -
Capital Lease Payments	32,340	-	-	-
Principal & Int Debt Pymts	3,268,400	3,597,263	3,596,790	3,385,325
TOTAL OTHER EXPENSES	\$ 3,312,270	\$ 3,686,875	\$ 3,684,902	\$ 3,385,325

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2013-14 ADOPTED BUDGET
WATER & SEWER FUND
SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE**

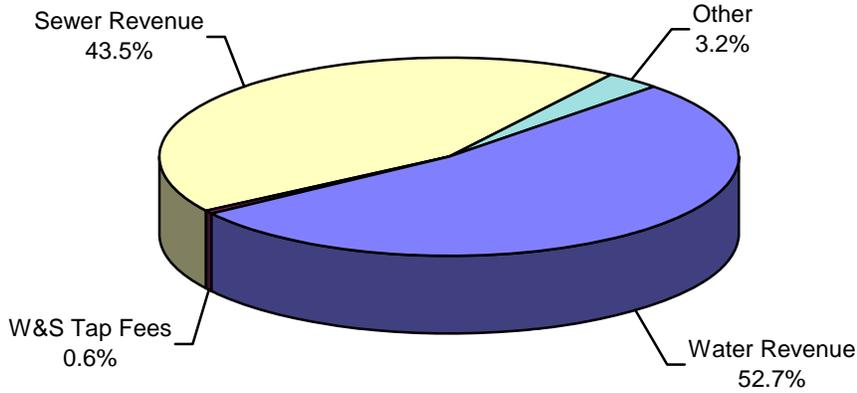
Description	Actual FY 2011-12	Budget* FY 2012-13	Projected FY 2012-13	Adopted FY 2013-14
TOTAL EXPENSES	\$ 9,540,437	\$ 10,915,493	\$ 10,915,491	\$ 10,985,775
ENDING FUND BALANCE:				
Unreserved, Undesignated	\$ 2,285,461	\$ 718,431	\$ 1,322,581	\$ 1,935,058
TOTAL ENDING FUND BALANCE	<u>\$ 2,285,461</u>	<u>\$ 718,431</u>	<u>\$ 1,322,581</u>	<u>\$ 1,935,058</u>
IDEAL FUND BALANCE	\$ 1,557,042	\$ 1,807,155	\$ 1,807,647	\$ 1,900,113
OVER (UNDER) IDEAL FUND BALANCE	\$ 728,419	\$ (1,088,724)	\$ (485,067)	\$ 34,945

* Includes budget amendments that were approved by City Council on 12/4/12, 1/3/13, 1/15/13, 2/5/13, 3/19/13, 5/7/13, 6/18/13, and 8/20/13.

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

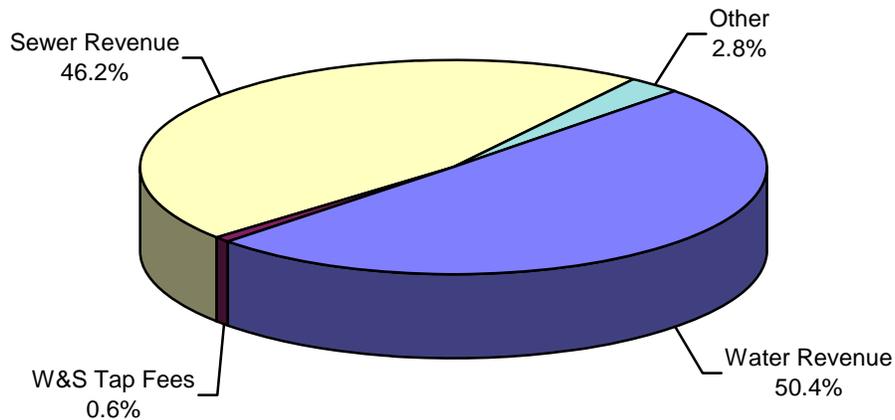
City of Copperas Cove, Texas
Water & Sewer Fund
Comparison of Fiscal Years 2012-2013 and 2013-2014
Budgeted Revenues by Source

Fiscal Year 2012-2013 Budgeted Revenues



Total Budgeted Revenues for Fiscal Year 2012-2013 are **\$9,952,611**

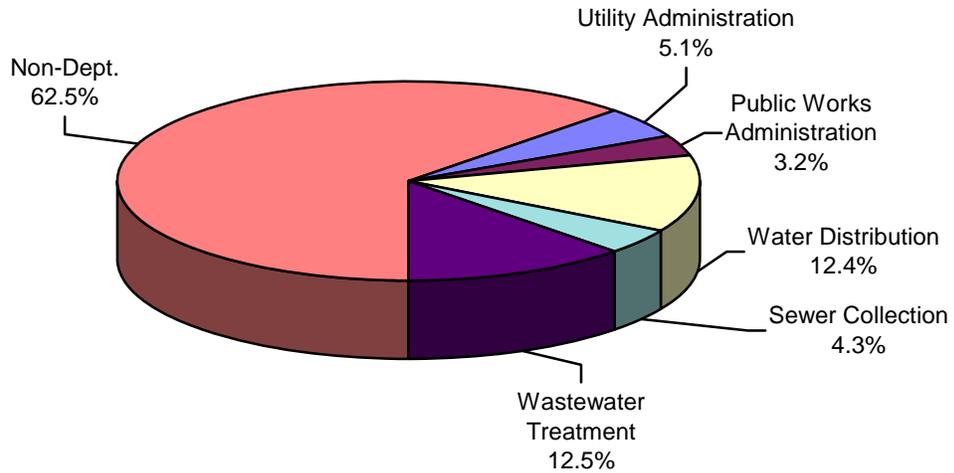
Fiscal Year 2013-2014 Budgeted Revenues



Total Budgeted Revenues for Fiscal Year 2013-2014 are **\$11,598,252**

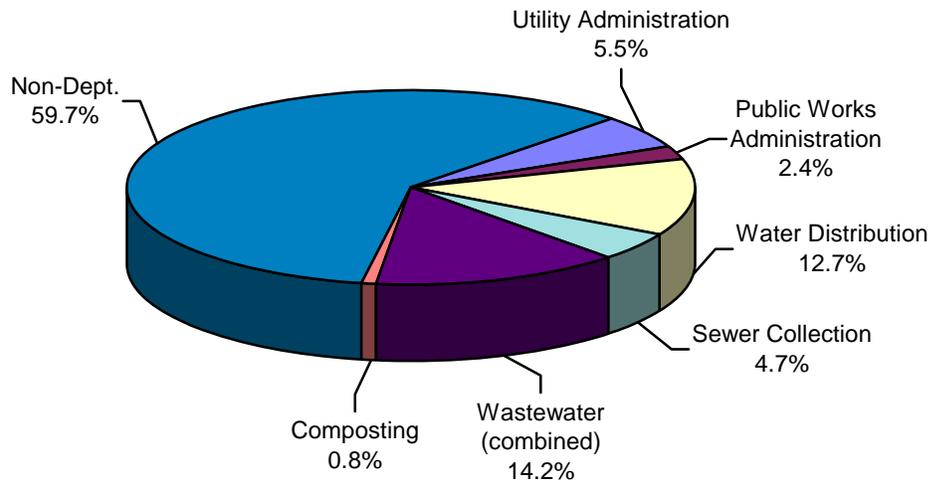
City of Copperas Cove, Texas
Water & Sewer Fund
Comparison of Fiscal Years 2012-2013 and 2013-2014
Budgeted Expenses by Function

Fiscal Year 2012-2013 Budgeted Expenses



Total Budgeted Expenses for Fiscal Year 2012-2013 are **\$10,915,493**

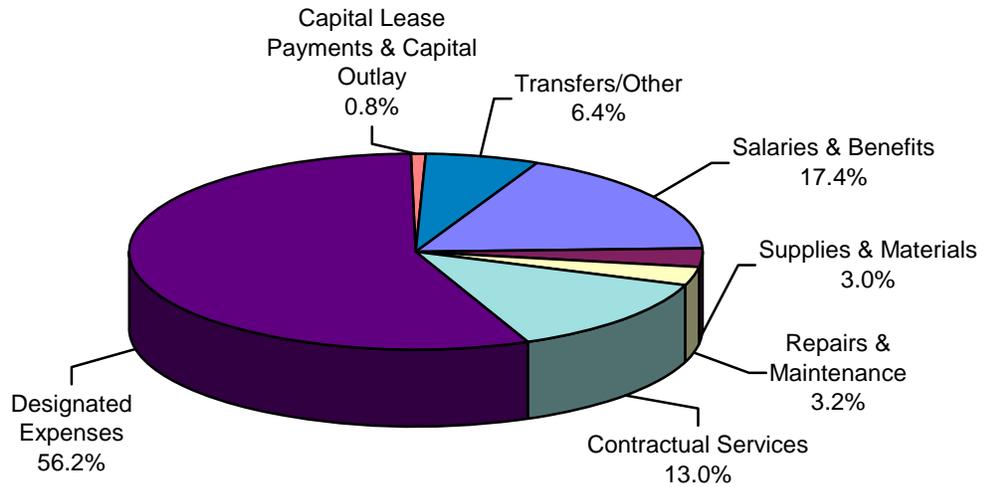
Fiscal Year 2013-2014 Budgeted Expenses



Total Budgeted Expenses for Fiscal Year 2013-2014 are **\$10,985,775**

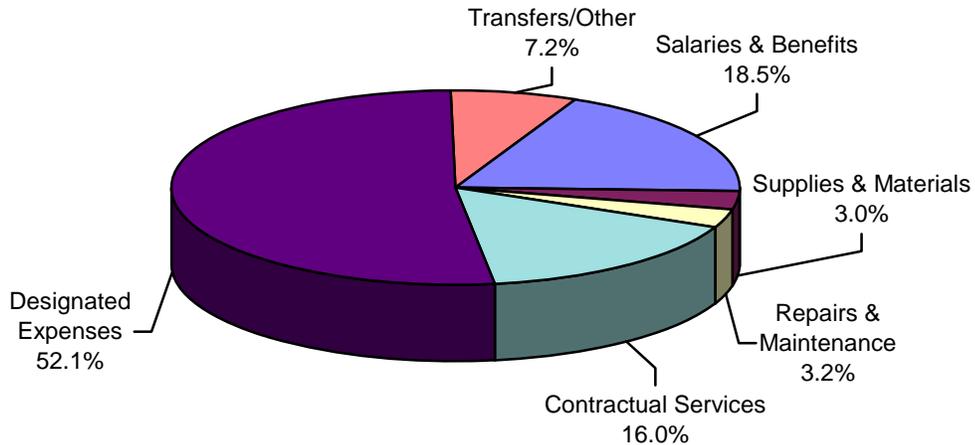
City of Copperas Cove, Texas
Water & Sewer Fund
Comparison of Fiscal Years 2012-2013 and 2013-2014
Budgeted Expenses by Object

Fiscal Year 2012-2013 Budgeted Expenses



Total Budgeted Expenses for Fiscal Year 2012-2013 are **\$10,915,493**

Fiscal Year 2013-2014 Budgeted Expenses



Total Budgeted Expenses for Fiscal Year 2013-2014 are **\$10,985,775**

PUBLIC WORKS



Left to Right: Shauna Laauwe (Stormwater Manager-Contract); Aaron Sheppard (Executive Secretary); Daryl Uptmore (Director of Public Works)



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

3 Full Time Employees Funded

PUBLIC WORKS ADMINISTRATION

PROGRAM DESCRIPTION

Administer the City's Wastewater Treatment, Water Distribution, Sewer Collection, Fleet Services, Street, Drainage, and Composting departments to ensure all Federal, State and Local rules and regulations are met and City policies and procedures are followed. Ensure departments operate effectively and efficiently as possible within approved budget, recommend Capital Improvements needed to maintain quality services, and ensure the best possible service is provided to the citizens of Copperas Cove.

MAJOR DEPARTMENT GOALS

- Operate all departments to meet or exceed all Federal, State and local requirements.
- Plan for the future needs of the City using the Comprehensive Plan and the Water Model as guides.
- Strive for more efficient operations in all departments and foster a work environment focused on teamwork.

ACHIEVEMENTS FOR FISCAL YEAR 2013

- 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.
- Water Model update was completed.
- Coordinated South Bypass utility relocates.
- Completed design, easement acquisition, and construction of Eastside Infrastructure Improvements (water and sewer).
- Storm Water Pollution Prevention Plan (S.W.P.P.P) under the Storm Water Construction General Permit was completed.
- Contracted Wastewater Treatment Lab to Bell County Water Control and Improvement District #1 (BCWCID #1).
- Worked with BCWCID #1 to perform contract services for Composting.
- Worked closely with Wastewater Treatment Plant Chief Operators to improve plant processes.

CONTINUING OBJECTIVES

- Continue operations within approved budgets.
- Provide quality training opportunities for all personnel.
- Improve customer service and maintain positive public relations.
- Plan and provide present and future infrastructure needs.
- Ensure compliance with TCEQ Stormwater (MS4) requirements.

GOALS FOR FISCAL YEAR 2014

- Work to reduce utility costs and improve efficiency in all departments.
- Educate citizens on all Public Works operations.
- Complete Mountain Top Tank construction.
- Work to create a city wide sewer model.
- Acquire CDBG for Allen Street Waterline upgrade.
- Plan Taylor Mountain Tank Rehabilitation Project.
- Complete Northeast Sewer Line Phase II.

PUBLIC WORKS ADMINISTRATION

02-8000

EXPENDITURE SUMMARY

PUBLIC WORKS ADMINISTRATION	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	253,088	171,802	171,802	194,448
Personnel Support	-	530	530	-
Supplies & Materials	1,253	3,072	2,069	1,268
Repairs & Maintenance	2,119	1,574	1,574	1,490
Contractual Services	9,602	170,051	170,051	67,455
Designated Expenses	1,894	144	144	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	6,916	6,916	-
Total	267,956	354,089	353,086	264,661

HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

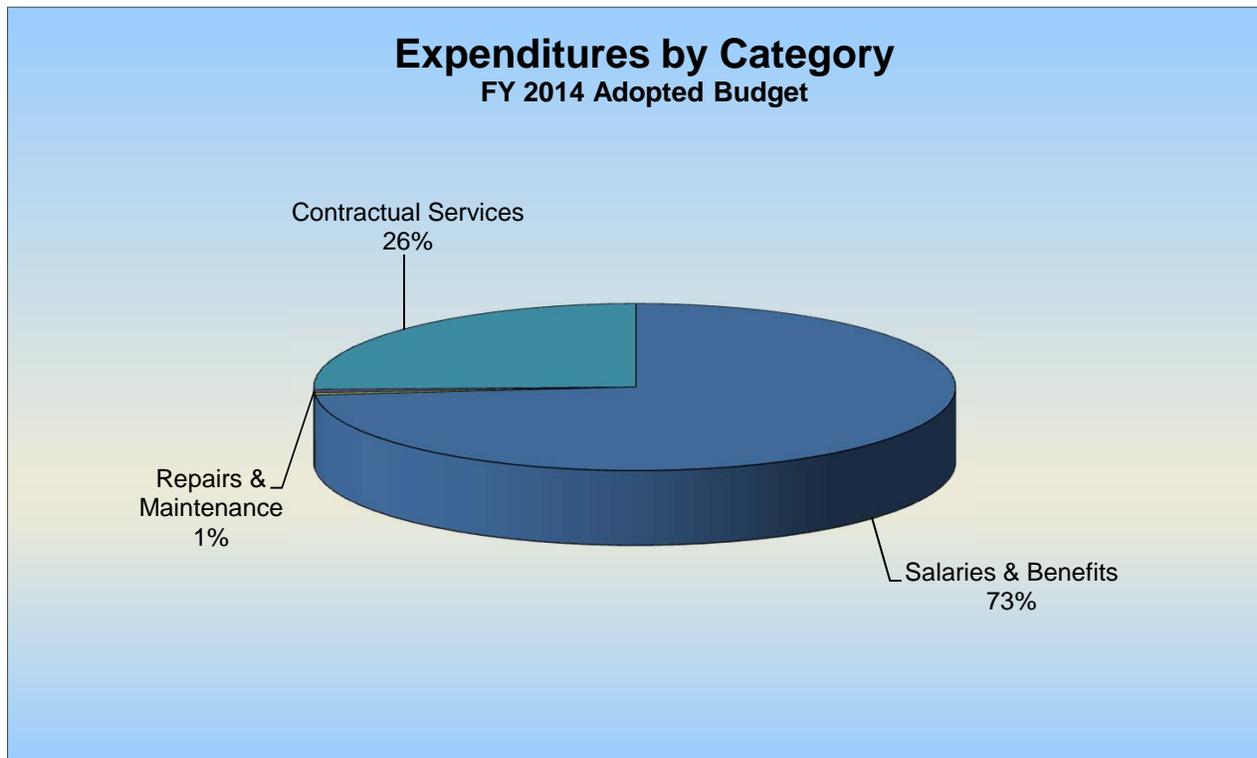
Increases:

- Salaries & Benefits: Positions were vacant for a portion of FY 2013; also include merit increase and increase in employee insurance cost for FY 2014.

Decreases:

- Contractual Services: Decrease primarily due to contract City Engineer costs moving to the Engineering Department in FY 2014.

- Designated Expenses: Paid off computer lease in FY 2013.



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

PUBLIC WORKS ADMINISTRATION

02-8000

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Executive Secretary	1	1	1	1
Public Works Division Head/City Engineer	1	0	0	0
Director of Public Works	0	1	1	1
GIS Technician	1	1	1	0
City Engineer	0	1	1	1
Stormwater/Development Review Manager	0	1	1	1
DIVISION TOTAL	3	5	5	4

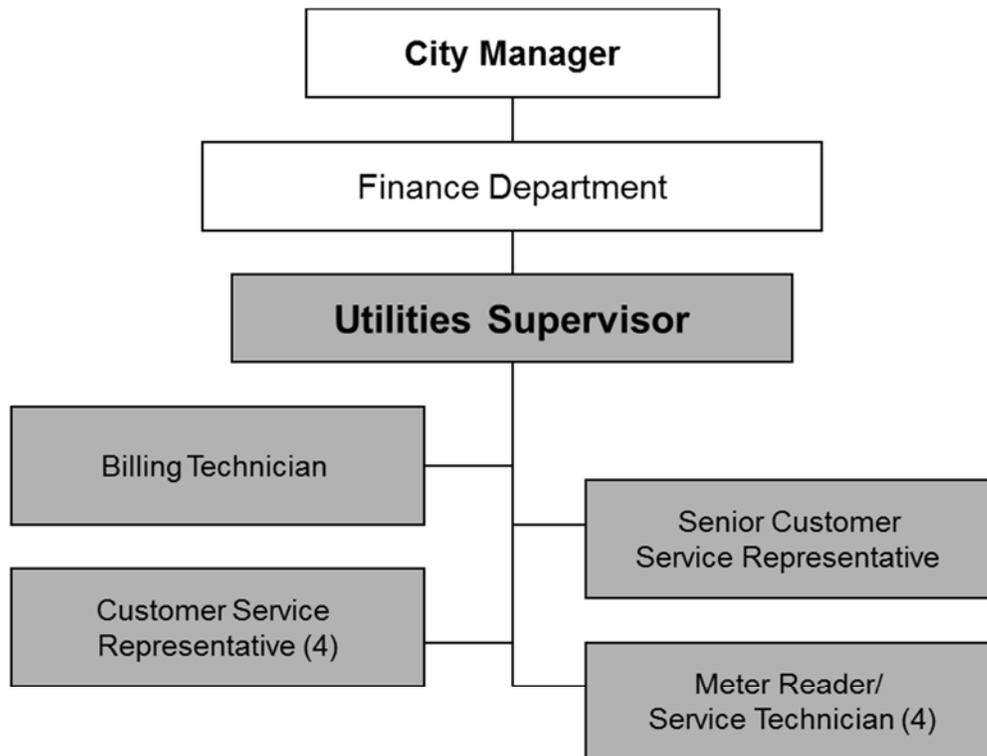
Note: City Engineer position is unfunded in FY 2014.

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
# of State and Federal Correspondences (TCEQ, EPA, etc.)	18	16	16	14
EFFICIENCIES				
% of Department Purchase Orders / Check Requests Processed within 2 Working Days	100.0%	100.0%	100.0%	100.0%
EFFECTIVENESS				
% of Citizen Inquiries Responded to Favorably within 24 Hours	100.0%	100.0%	100.0%	100.0%

UTILITY ADMINISTRATION



Left to Right: Gregory Higgins (Meter Reader/Service Technician); Lela Taylor (Billing Technician); Deanna Sloan (Utilities Supervisor); Jean Williams (Senior Customer Service Representative); Justin Tolbert (Customer Service Representative); Angel Majors (Customer Service Representative)



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

11 Full Time Employees Funded

UTILITY ADMINISTRATION

PROGRAM DESCRIPTION

The Utility Administration Division of the Finance Department bills and collects for all City utility services and maintains accurate accounting for water, wastewater, solid waste and drainage fee revenue. The division accomplishes all monthly meter reading, performs utility service work orders, handles bad debt and collection issues and provides customer counseling with conservation and water use recommendations. Additionally, the Utility Administration Division processes new accounts, disconnects, and requests for additional services related to City utilities. Responsibility for assessing and collecting penalties and late charges also falls upon the Utility Administration Division.

MAJOR DEPARTMENT GOALS

- Ensure the efficient delivery of timely and accurate billing and payment information.
- Perform accurate and timely monthly meter readings.
- Ensure prompt notification to customers regarding failure issues.
- Attract and retain quality employees.

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Completed annual operating budget.
- Provided additional staff customer service training to improve communication skills with citizens on a daily basis.
- Reviewed and performed internal audit of bad debt accounts.
- Took assertive approach on collecting outstanding balances.

CONTINUING OBJECTIVES

- Reduce operating costs through effective and efficient operational techniques.
- Continue operator training to maintain State requirements and employee professionalism.
- Complete annual operating budget.
- Continue providing customer service training to improve communication skills with citizens.
- Continue cross-training staff in all areas of department.

GOALS FOR FISCAL YEAR 2014

- Implement Content Manager.
- Perform internal audit of all Drainage accounts.

UTILITY ADMINISTRATION

02-8100

EXPENDITURE SUMMARY

UTILITY ADMINISTRATION	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	397,757	396,885	396,885	439,689
Personnel Support	-	-	-	-
Supplies & Materials	78,176	86,339	85,461	86,508
Repairs & Maintenance	28,893	30,505	31,003	30,083
Contractual Services	52,528	43,239	43,619	43,547
Designated Expenses	3,349	280	280	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	11,531	-	-	-
Total	572,234	557,248	557,248	599,827

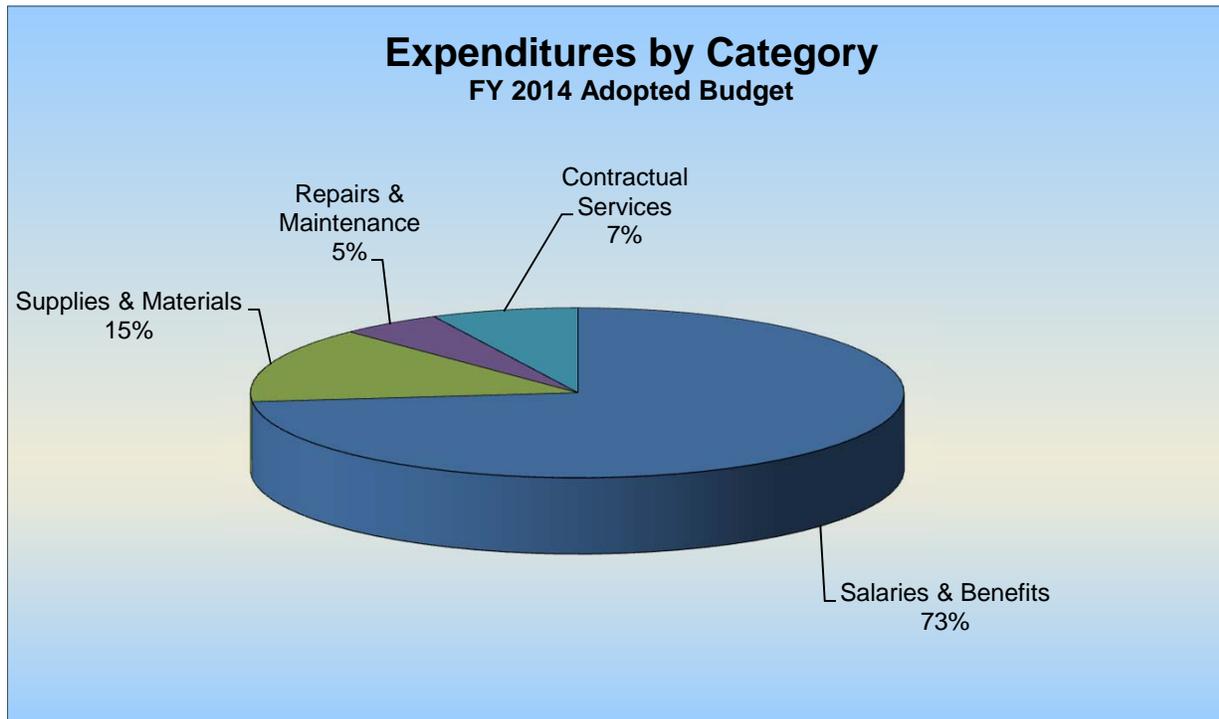
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Positions were vacant for a portion of FY 2013; also include merit increase and increase in employee insurance cost for FY 2014.

Decreases:

- Designated Expenses: Paid off computer lease in FY 2013.



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

UTILITY ADMINISTRATION

02-8100

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Senior Customer Service Representative	1	1	1	1
Customer Service Representative	4	4	4	4
Utilities Supervisor	1	1	1	1
Billing Technician	1	1	1	1
Meter Reader/Service Technician	4	4	4	4
Assistant Supervisor	0	1	1	1
DIVISION TOTAL	11	12	12	12

Note: Assistant Supervisor position is unfunded in FY 2014.

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
<i>OUTPUTS</i>				
# of Utility Customers	12,387	12,400	13,474	13,500
# of Meters Reads	146,412	148,800	178,910	179,000
# of Disconnects for Non-Payment	2,417	2,500	2,732	2,760
# of Payment Transactions	105,969	108,000	131,479	132,790
<i>EFFICIENCIES</i>				
# of Meter Reads per Month per Reader	4,129	4,133	4,970	4,972
# of Customers per Utility Customer Service Representative	2,477	3,100	3,100	3,200
# of Payment Transactions per Utility Customer Service Representative	21,194	21,600	26,296	26,558
<i>EFFECTIVENESS</i>				
Meter Reading Error Rate	<1.0%	<1.0%	2.7%	2.7%
% of Payments Received via Bank Draft / Credit Card	10.0%	12.0%	10.0%	9.9%
% of Payments Received Online	15.0%	16.0%	19.5%	19.3%

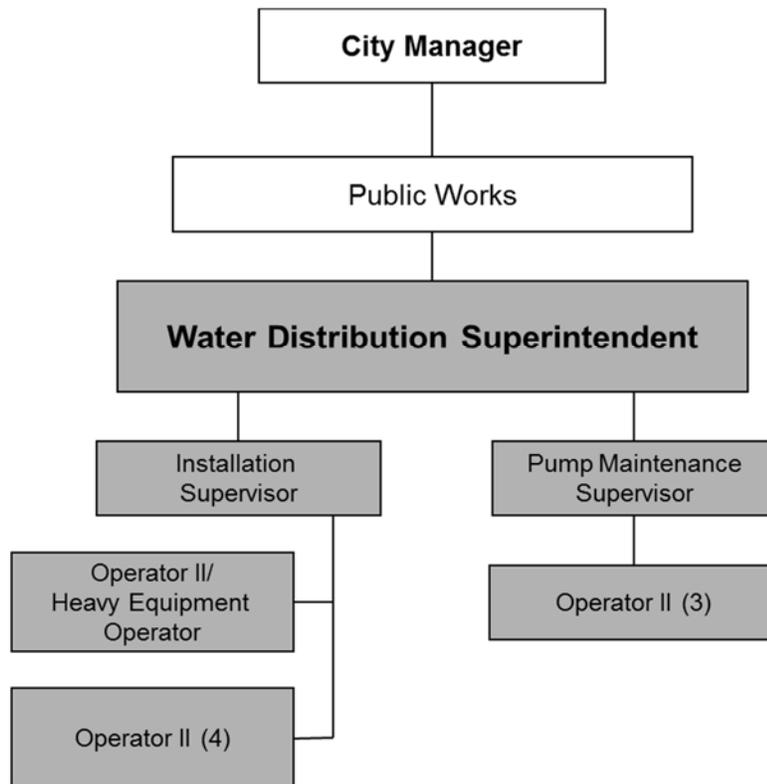
WATER DISTRIBUTION



Left to Right:

Front Row: Jerry Hardcastle (Heavy Equipment Operator); Daniel Hawbecker (Water Distribution Superintendent); Jeff Leonard (Water Operator II); Daniel Joost (Pump Maintenance Supervisor)

Back Row: Tim Burson (Water Operator II); Thomas Haire (Installation Supervisor); Josh Smith (Water Operator II); Kelvin Harper (Water Operator II); Corey Chambers (Water Operator II); Keith Fields (Water Operator II)



The mission of the Water Distribution Department is to ensure the best possible services are provided to the citizens of Copperas Cove in an effective manner while complying with Federal, State and City laws.

11 Full Time Employees Funded

WATER DISTRIBUTION

PROGRAM DESCRIPTION

The Water Department of the City of Copperas Cove is responsible for the operations and maintenance of the city's water distribution system, meeting or exceeding compliance with applicable Environmental Protection Agency (EPA) and the Texas Commission on Environmental Quality (TCEQ) rules and regulations. The city's water system consists of approximately 220 miles of water lines, thirteen water storage tanks, eleven pump/storage facilities, approximately 1,500 fire hydrants, approximately 13,500 water meters, the SCADA system, and twenty pumps and motors. The Department is also responsible for conducting required bacteriological water sampling and other testing as needed to ensure water quality standards are met for human consumption.

MAJOR DEPARTMENT GOALS

- Ensure water system meets or exceeds EPA/TCEQ requirements for a public water system.
- Maintain the "Superior Water System" rating with TCEQ.
- Provide courteous and quality customer service with limited interruptions of water service.

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Performed operations in compliance with applicable EPA/TCEQ Rules and Regulations, and City Policies.
- Continued to maintain a "Superior Water System" rating recognized by TCEQ.
- Completed professional engineer inspection of the 350,000 gallon steel ground storage tank at the Turkey Run Pump/Storage Facility.
- Performed testing for lead and copper contents in the drinking water. Testing is required every 3 years.
- Performed monthly bacteriological water sampling. Had one positive sample for the year.
- Performed quarterly sampling of THM's, HAA's disinfectant by-products in the drinking water.
- Performed monthly testing of disinfectant residuals, water temperature, pH of water, monochloramines, free ammonia, nitrites and nitrates.
- Relocated waterlines on North and South FM 116 and FM 3046 in correlation with the TxDOT north and south reliever route projects.
- Completed 444 work orders, repaired 46 water main breaks, repaired 30 service line leaks, repaired 42 fire hydrants, replaced 95 curb stops, set 160 water meters for new construction, and replaced 90 water meters.
- Printed and distributed 14,500 copies of the City of Copperas Cove 2012 Water Quality Report.
- Installed a 12" waterline for the Shop of Five Hills.
- Began Phase I of the Mountain Top North Water Improvement Project.
- Completed the Variable Frequency Drive Electrical Upgrade Project at the 7-Mile Pump/Storage Facility.
- Installed 16" insta-valve on the 16" transmission waterline that conveys water from the Mican Mountain storage tanks to the Taylor Mountain storage tanks as well as two 6" insta-valves in the distribution system.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2014

- Publish the 2013 City of Copperas Cove Water Quality Report.
- Complete the CDBG Water Improvement Project on Allen Street.
- Conduct a professional engineer inspection of the 340,000 steel ground storage tank at the Hogg Mountain Storage Facility.
- Complete Phase I of the Mountain Top North Water Improvement Project.
- Rehabilitate the 1 MG steel ground storage tank at the Taylor Mountain Pump/Storage Facility.
- Update and revise the City of Copperas Cove 1998 Backflow/Cross Connection Ordinance.
- Install the second of two 16" insta-valve on 16" transmission line going from the Mican Mountain Pump/Storage Facility to the Taylor Mountain Pump/Storage Facility.
- Install two 6" insta-valves in designated areas of the water distribution system.
- Complete the EPA's Stage 3 Unregulated Contaminants Monitoring Rule sampling requirement.

WATER DISTRIBUTION

02-8200

EXPENDITURE SUMMARY

WATER DISTRIBUTION	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	481,145	511,631	511,631	550,137
Personnel Support	-	-	-	-
Supplies & Materials	104,043	127,512	136,512	139,485
Repairs & Maintenance	120,744	136,500	128,503	119,840
Contractual Services	501,335	536,778	536,778	545,787
Designated Expenses	36,490	39,668	39,668	45,290
Capital Lease Payments	19,332	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	1,263,089	1,352,089	1,353,092	1,400,539

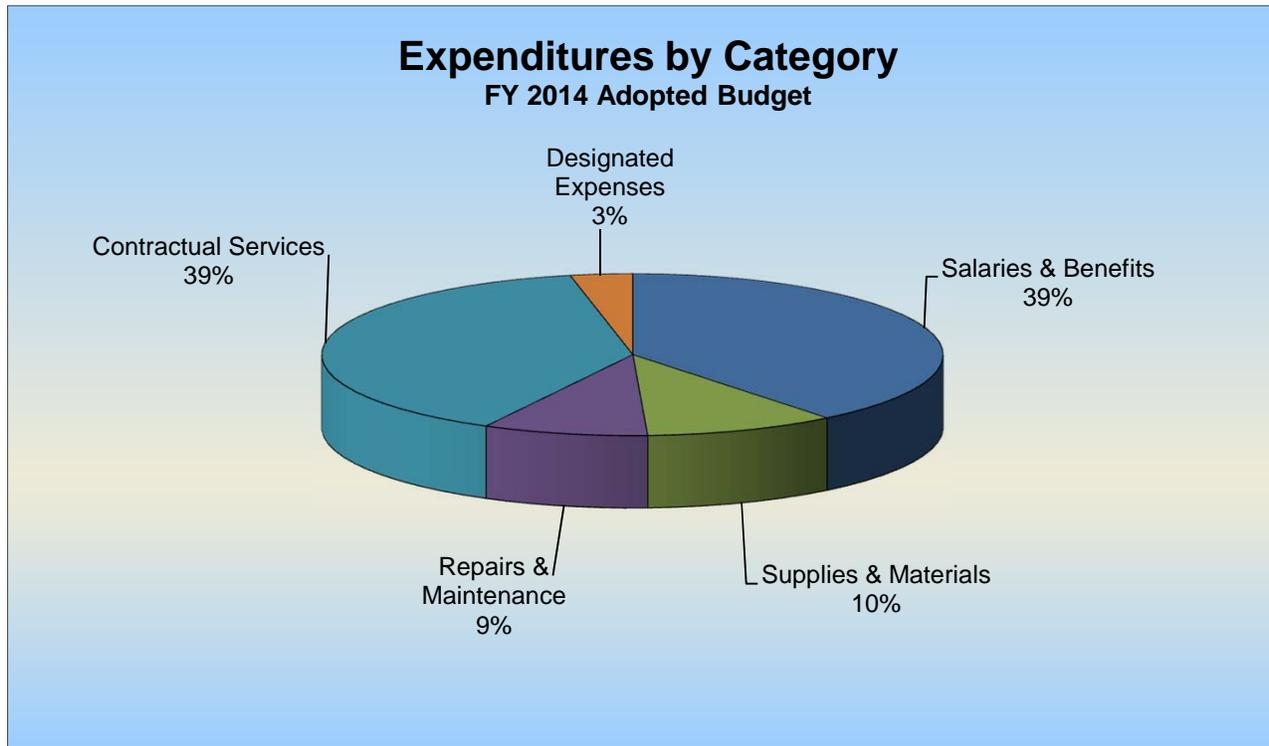
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Include merit increase, market adjustments, and increased employee insurance cost.
- Designated Expenses: Include a \$5,062 increase in testing and lab analysis cost.

Decreases:

- Repairs & Maintenance: Include a \$6,800 decrease in vehicles repairs and maintenance cost.



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

WATER DISTRIBUTION

02-8200

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Heavy Equipment Operator/Operator II	1	1	1	1
Installation Supervisor	1	1	1	1
Water Distribution Superintendent	1	1	1	1
Operator II	7	7	7	9
Pump Maintenance Supervisor	1	1	1	1
DIVISION TOTAL	11	11	11	13

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

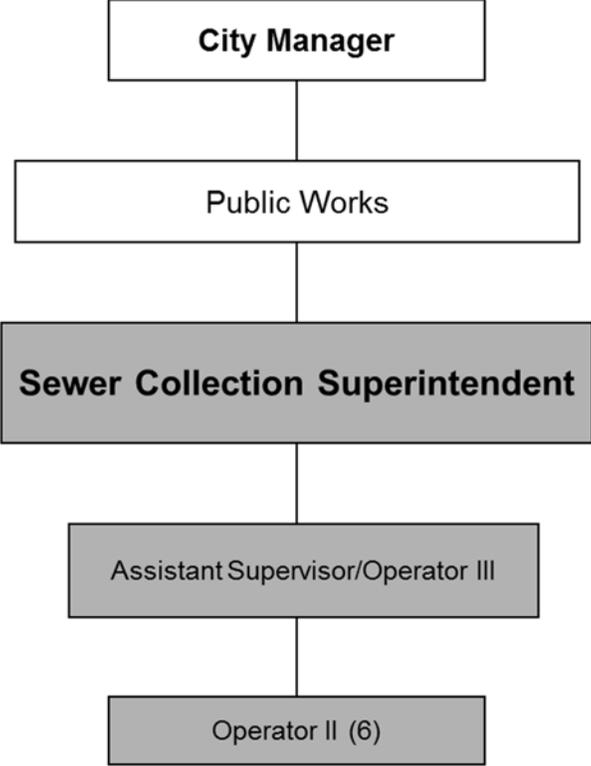
PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
# of Water Meters Installed for New Construction	200	200	160	175
Water Lines Maintained (in miles)	210	215	220	225
# of Service Lines Repaired	30	25	30	28
# of Water Mains Repaired	38	40	46	45
# of Fire Hydrants Repaired	35	25	42	55
Water Storage Capacity (gallons)	8,100,000	8,600,000	8,100,000	8,200,000
Replacements of Water Meters	90	100	90	95
Water Meters Tested for Accuracy	37	50	65	50
Curb Stops Replacements	90	100	95	100
Bacteriological Water Sampling	495	500	495	500
Chlorine Residual Monitoring	850	875	860	875
Installation of Automatic Flushing Devices	1	1	0	0
Monochloramines, Free Ammonia, Nitrite & Nitrate Sampling	1,350	1,375	1,360	1,370
Pumps Rebuilt/Replaced	0	0	1	2
New Pumps	3	0	0	3
Pump Motors Rebuilt/Replaced	2	2	2	1
New Pump Motors	0	0	0	3
Rehab/Replaced Water Storage Tanks	1	0	0	1
New Water Storage Tank	0	2	0	1
Inspection/Cleaning Water Storage Tanks	13	13	13	14
EFFICIENCIES				
Operating Cost per Mile of Water Lines	\$6,014.71	\$6,288.79	\$6,150.42	\$6,224.62
Maintain Chlorine Residual Required by TCEQ	\$40,075	\$37,900	\$39,800	\$41,790
Maintenance Cost for Pumps & Motors	\$19,500	\$21,000	\$22,050	\$23,200
Maintenance Cost for Storage Tanks	\$26,200	\$30,000	\$31,500	\$33,075
EFFECTIVENESS				
% of Unaccounted Water Loss	13.0%	10.0%	13.0%	10.0%
# of Bacteriological Water Sample Positives	0	0	1	0

* Positive construction sample.

SEWER COLLECTION



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



The mission of the Sewer Collection Department is to ensure the best possible services are provided to the citizens of Copperas Cove in an effective manner while complying with Federal, State, and City Laws.

8 Full Time Employees Funded

SEWER COLLECTION

PROGRAM DESCRIPTION

The Sewer Collection Department maintains and repairs (as needed) approximately 377 miles of various size wastewater main and lateral lines, approximately 2,915 manholes and cleanouts and 16 sewer lift stations while complying with OSHA and TCEQ requirements. Sewer Collection responds to all customer requests and assistance involving the wastewater collection system, provides 24-hour service to the public, and inspects City sewer main utilizing the closed circuit television system. The department also tracks, records and maintains service records and water consumption of all maintenance and service calls performed while providing assistance to other departments and contractors in the City.

MAJOR DEPARTMENT GOALS

- Provide a clean and healthy environment to the citizens and the public establishments of the City.
- Reduce inflow and infiltration into the sewer system by repairing and replacing damaged sewer mains and manholes.
- Reduce the frequency of wastewater overflows caused by grease blockages by performing preventive maintenance through flushing the trouble areas regularly.

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Decommissioned old East Highway 190 Lift Station.
- Completed a new lift station to serve the new HEB Plus and any other development in that area.
- Raised 24 manholes throughout the City.
- Approximately 3 miles of new sewer line were installed in order to serve the new HEB shopping center and an additional mile at Skyline Flats for a total of 4 miles.
- Repaired 12 manhole covers.
- Cleaned approximately 1,500 sewer manholes throughout the city.
- Cleaned approximately 1,648,286 linear feet of city sewer main.
- Cleaned approximately 3,088 manholes throughout the city.
- Installed 1,600 feet of conduit from Court House to the new City Hall for installation of fiber optic cable.
- Inspected installation of new sewer line and manholes installed at North FM 116 in order to accommodate the widening of North FM 116 and construction of Highway 9.
- New gate valve and check valve installed at Fairbanks Lift station.
- Painted several highly visible lift stations.
- Provided before and after pictures for internal inspections.

CONTINUING OBJECTIVES

- Continue to prevent fines imposed by the Texas Commission on Environmental Quality (TCEQ) by intercepting unauthorized sewer discharge through an aggressive and intensive maintenance program.
- Develop more educated, proficient and dedicated departmental operators.
- Reduce service calls and City main backups through daily VacCon operations.
- Repair City lines and manholes identified through Closed Circuit Inspections.
- Repair/upgrade sewer lift stations as needed.
- Maintain certification requirements as prescribed by TCEQ.
- Continue to respond to sewer related calls fast and promptly, and in a safe manner.
- Continue to maintain 100% pump and controls availability.

GOALS FOR FISCAL YEAR 2014

- Collaborate with Street Department by raising and adjusting sewer manholes to street level on any planned road overlays.
- Get the area behind Dryden 1 Lift station surveyed in order to know if is possible to make that line a gravity line, and eventually decommission Dryden1 Lift Station.

SEWER COLLECTION

02-8300

EXPENDITURE SUMMARY

SEWER COLLECTION	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	333,171	340,102	340,102	371,370
Personnel Support	-	-	-	-
Supplies & Materials	49,942	46,087	46,087	47,959
Repairs & Maintenance	40,268	55,200	55,200	57,435
Contractual Services	26,622	29,650	29,650	35,558
Designated Expenses	387	30	30	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	450,390	471,069	471,069	512,322

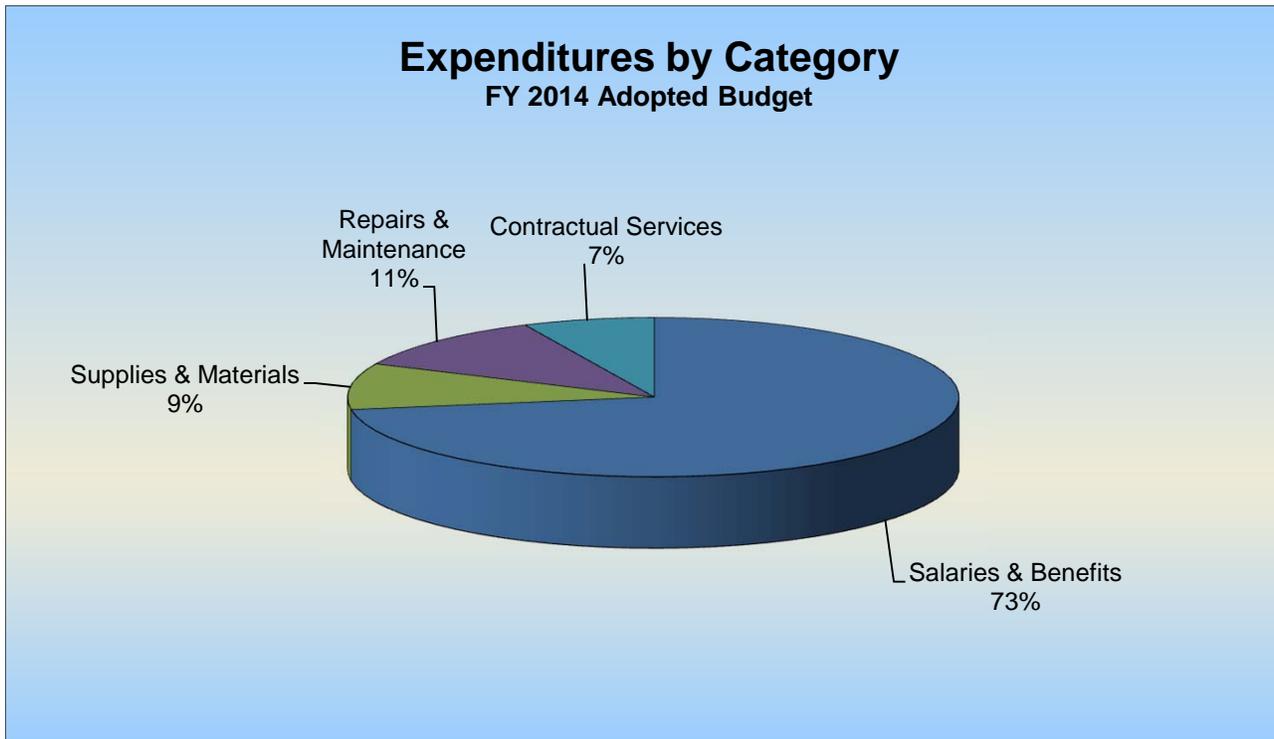
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Include merit increase, market adjustments, and increased employee insurance cost.
- Contractual Services: Include a \$4,000 increase in utilities cost.

Decreases:

- Designated Expenses: Paid off computer lease in FY 2013.



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

SEWER COLLECTION

02-8300

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Superintendent	1	1	1	1
Assistant Supervisor/Operator III	1	1	1	1
Operator II	7	7	7	7
DIVISION TOTAL	9	9	9	9

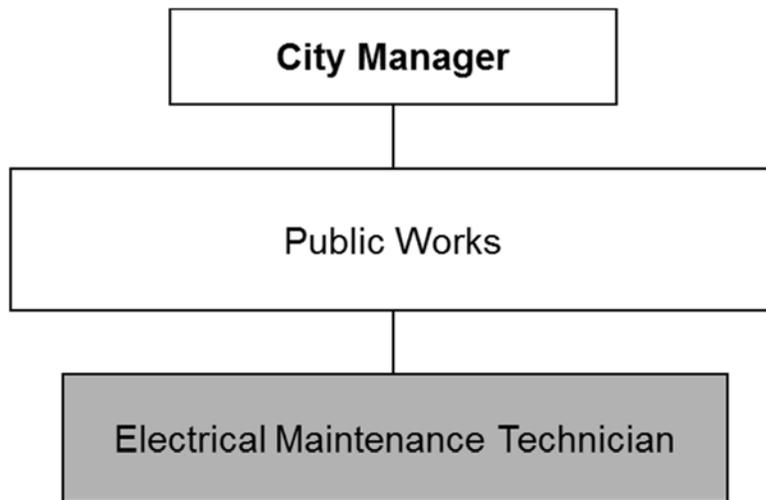
Note: For FY 2014, one Operator II position is unfunded.

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
Sewer Lines Maintained (in miles)	377	420	381	420
# of Lift Stations	16	14	14	14
Sewer Lines Cleaned (in linear feet)	972,000	2,000,000	1,648,286	2,000,000
Manholes Cleaned / Inspected	2,150	3,700	1,801	3,700
Sewer Line Stoppages Cleared	40	25	20	25
EFFICIENCIES				
Maintenance Cost per Mile of Sewer Lines	\$1,195	\$1,122	\$1,236	\$1,220
EFFECTIVENESS				
% of stormwater infiltration into the sewer collection system	20%	20%	20%	20%
% of Service Calls Responded to Within 30 Minutes	100.0%	100.0%	100.0%	100.0%

WASTEWATER TREATMENT



NORTHWEST WASTEWATER TREATMENT PLANT



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

1 Full Time Employee Funded

WASTEWATER TREATMENT

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT / DIVISION GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2013

- 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.

CONTINUING OBJECTIVES

- Reduce operational costs through effective and efficient operational techniques.
- Ensure that existing facilities and equipment are thoroughly maintained.
- Ensure the continuance of operator training to maintain State requirements and employee professionalism.
- Control/eliminate algae at the plants, thereby increasing efficiency.
- Continue operations to meet all permit requirements contained within EPA and TCEQ operational permits.
- Ensure Chief Plant Operators and plant operators are cross trained to operate all three wastewater treatment plants and perform pH and Dissolved Oxygen (DO) lab testing.

GOALS FOR FISCAL YEAR 2014

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

WASTEWATER TREATMENT

02-8400

EXPENDITURE SUMMARY

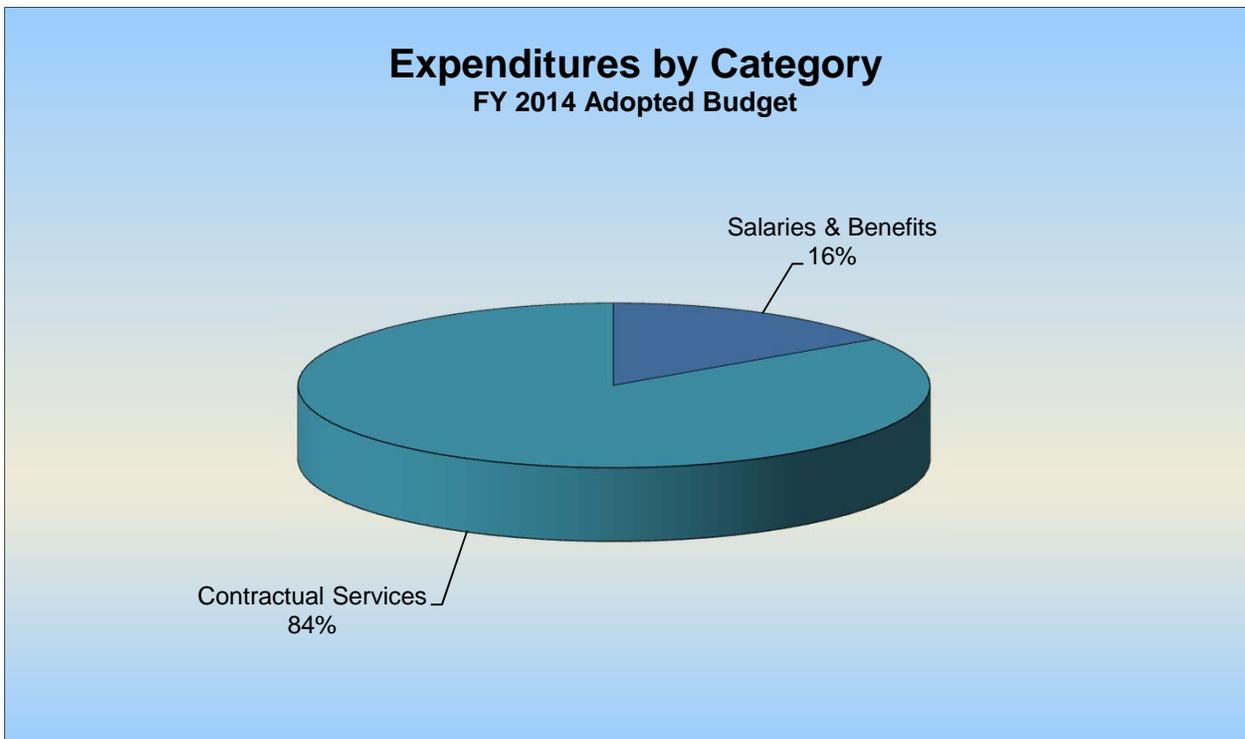
WASTEWATER TREATMENT	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	458,131	481,941	481,941	38,374
Personnel Support	-	357	357	-
Supplies & Materials	57,292	69,179	62,653	-
Repairs & Maintenance	68,683	118,174	124,700	-
Contractual Services	455,439	520,539	520,539	209,100
Designated Expenses	68,783	112,390	112,390	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	56,396	56,396	-
Total	1,108,328	1,358,976	1,358,976	247,474

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

HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Decreases:

- Salaries & Benefits: Expense for funding the Electrical Maintenance Technician position.
- Contractual Services: Expense for development of a Wastewater Master Plan.
- Other expenses were divided amongst the additional four departments created in FY 2014.



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

WASTEWATER TREATMENT

02-8400

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Chief Plant Operator	3	3	3	0
Plant Operator II	0	6	6	0
Plant Operator I	6	0	0	0
Senior Lab Technician	1	1	1	1
Lab Technician	1	1	1	1
Electrical Maintenance Technician	0	0	0	1
DIVISION TOTAL	11	11	11	3

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

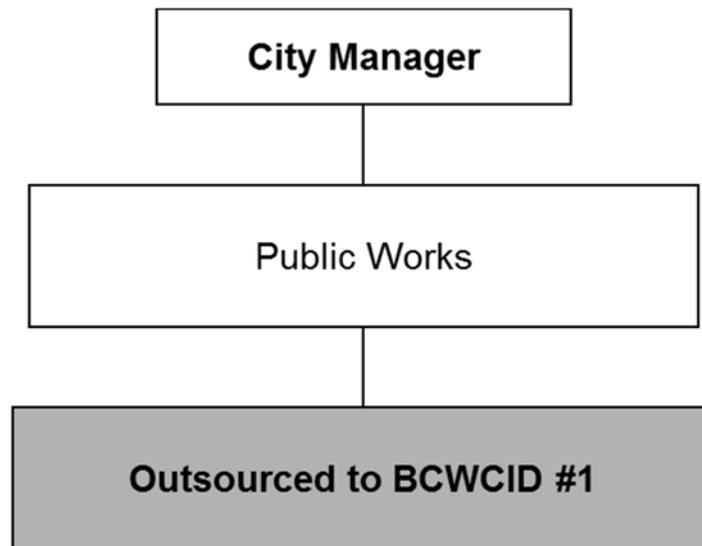
PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
Gallons of Actual Wastewater Treated per Day - All Plants (million)	N/A*	N/A*	N/A*	2.5
Gallons of Actual Wastewater Treated Annually - All Plants (million)	N/A*	N/A*	N/A*	913
EFFICIENCIES				
Total Wastewater Operating Cost per Million Gallons of Actual Wastewater Treated	N/A*	N/A*	N/A*	\$4,645.04
EFFECTIVENESS				
In Full Compliance with all State and Federal Regulations (# of Minor Excursions) - All Plants	Yes	Yes	10	Yes

* New Performance Measure - Data not available.

COMPOSTING



Compost Equipment (Scarab Compost Turner) and Facility



The mission of the Composting Department is to effectively and efficiently operate the City's Compost Facility providing compost for Citizens and the City's use while complying with all Federal, State, and City laws.

0 Full Time Employees Funded

COMPOSTING

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Increased the awareness of the City of Copperas Cove Composting Facility by advertising and presentations.
- Improved sales for both Compost and Mulch to the citizens and customers of Copperas Cove.
- Obtained the required license and certification required for compost operations.
- Provided a delivery service for the citizens of Copperas Cove.
- Performed daily safety operations and inspections.
- Prevented brush and sludge from going to landfills, which encourages the City to use the product by recycling.
- Obtained classification of Municipal Solid Waste Facilities and level of license required by TCEQ.
- Participated with Eco-Harvest and the State of the City providing display information about Compost awareness.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2014

- Increase product awareness by teaming up with the Solid Waste Scale Operator and Solid Waste Recycling program.

COMPOSTING

02-8401

EXPENDITURE SUMMARY

COMPOSTING	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	122,175	97,040	97,040	-
Personnel Support	-	-	-	-
Supplies & Materials	23,078	12,558	12,558	-
Repairs & Maintenance	13,082	15,927	15,927	148
Contractual Services	8,117	48,409	48,409	87,350
Designated Expenses	387	1,530	1,530	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	166,839	175,464	175,464	87,498

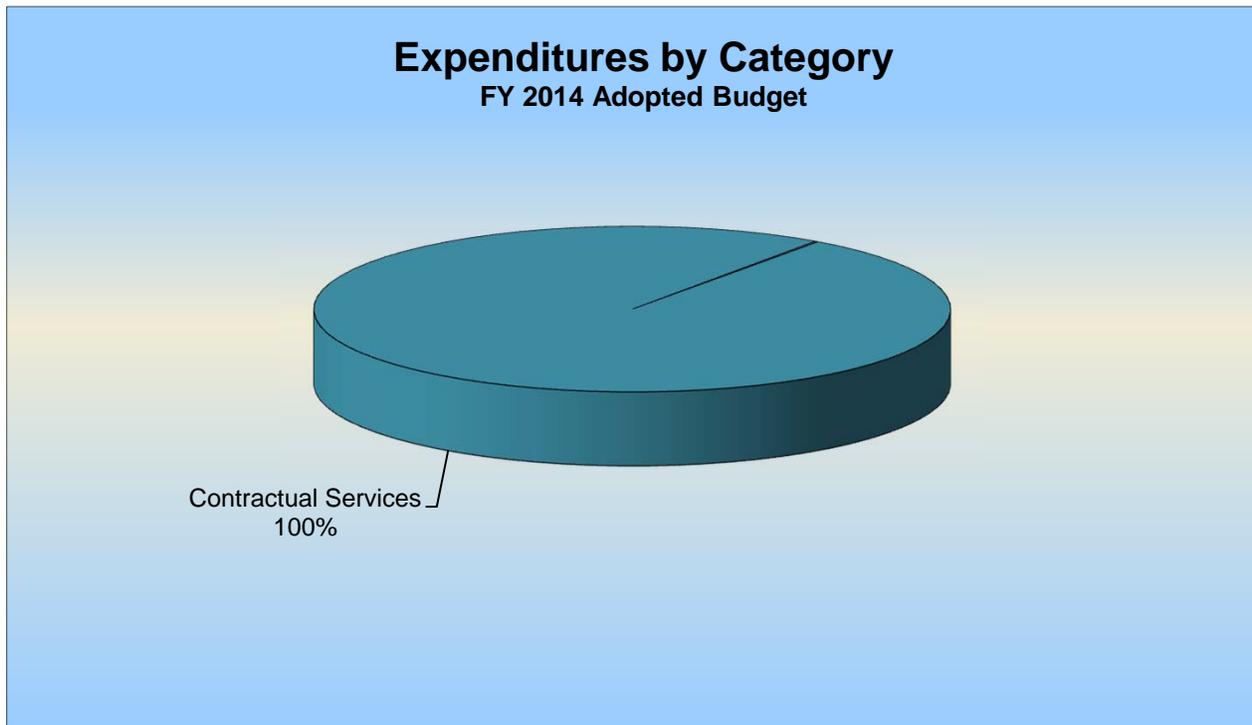
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Contractual Services: Expense to cover compost services.

Decreases:

- Decreases are the result of compost services being outsourced to BCWCID #1 in FY 2014.



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

COMPOSTING

02-8401

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Supervisor	0	0	0	1
Heavy Equipment Operator	0	0	0	2
DIVISION TOTAL	0	0	0	3

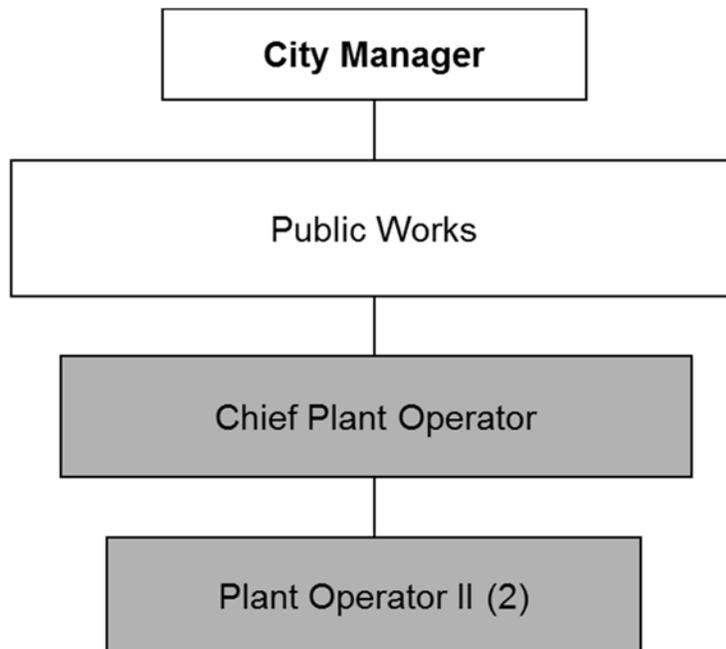
Note: All positions are unfunded in FY 2014. For FY 2012 and FY 2013, Composting Department was in the Solid Waste Fund. Composting services are being outsourced to BCWCID #1 in FY 2014.

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
Finished Compost (cubic yards)	2,160	2,400	2,000	2,333
Brush Chipped (cubic yards)	3,925	6,000	3,600	4,239
Compost Used in City (cubic yards)	1,043	800	1,000	1,126
Compost Sold (cubic yards)	1,877	1,600	1,700	1,900
EFFICIENCIES				
Total Amount of Sludge Converted to Compost (wet tons)	2,750	3,000	2,900	2,970
EFFECTIVENESS				
% of Finished Compost Sold	86.9%	66.7%	85.0%	81.4%
% of Compost Used by the City	48.3%	33.3%	50.0%	48.3%

WASTEWATER SOUTH PLANT



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



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

3 Full Time Employees Funded

WASTEWATER – SOUTH PLANT

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Conducted consistent laboratory testing well beyond TCEQ permit requirements.
- Employee obtained his "D" wastewater treatment operator license.
- Ensured all other employees' certifications are up to date.
- Instituted a grease cleanup program.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2014

- Update alarm backup system.

WASTEWATER - SOUTH PLANT

02-8402

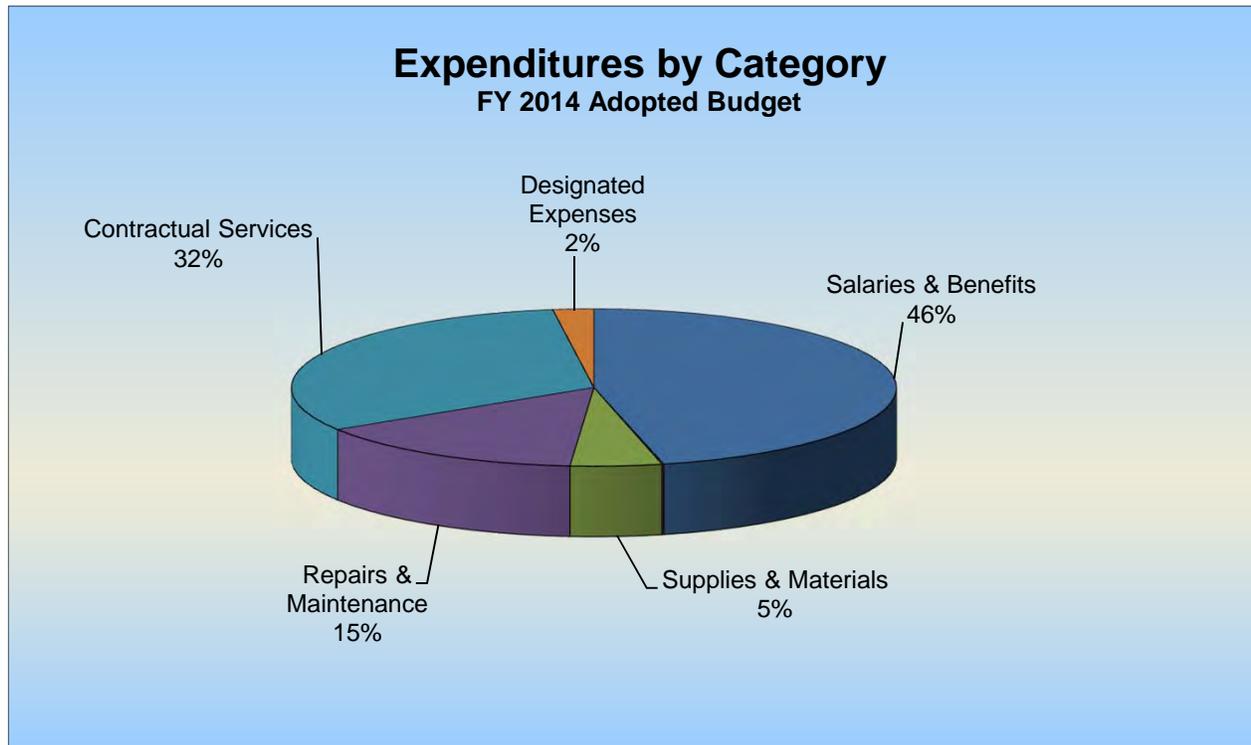
EXPENDITURE SUMMARY

WASTEWATER - SOUTH PLANT	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	-	-	-	149,039
Personnel Support	-	-	-	288
Supplies & Materials	-	-	-	15,661
Repairs & Maintenance	-	-	-	47,548
Contractual Services	-	-	-	102,331
Designated Expenses	-	-	-	7,000
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	-	-	-	321,867

HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- For FY 2014, the Wastewater Treatment Department is divided into five departments: Wastewater Treatment, Wastewater-South Plant, Wastewater-Northeast Plant, Wastewater-Northwest Plant, and Wastewater-Lab. Expenses are for three (3) positions and associated wastewater costs.



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

WASTEWATER - SOUTH PLANT

02-8402

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Chief Plant Operator	0	0	0	1
Plant Operator II	0	0	0	2
DIVISION TOTAL	0	0	0	3

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

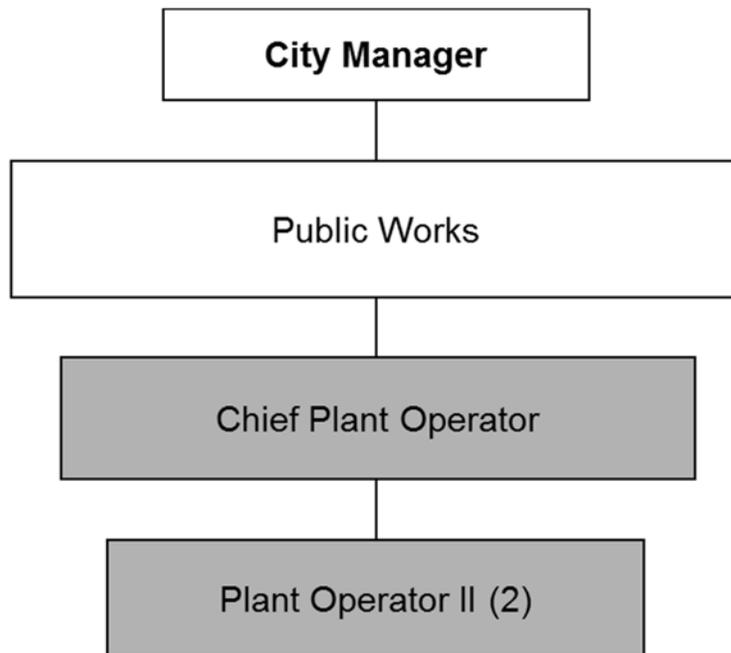
PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
Gallons of Actual Wastewater Treated per Day (million)	N/A*	N/A*	N/A*	0.5
Gallons of Actual Wastewater Treated Annually (million)	N/A*	N/A*	N/A*	183
EFFICIENCIES				
Operating Cost per Million Gallons of Actual Wastewater Treated	N/A*	N/A*	N/A*	\$1,763.65
EFFECTIVENESS				
In Full Compliance with all State and Federal Regulations (# of Minor Excursions)	Yes	Yes	5	Yes

* New Performance Measure - Data not available.

WASTEWATER NORTHEAST PLANT



Left to Right: Anthony Castro (Plant Operator II); James Malone (Chief Plant Operator); Bardell Gilliard (Plant Operator II)



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

3 Full Time Employees Funded

WASTEWATER – NORTHEAST PLANT

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Reviewed and implemented TCEQ Municipal Separate Storm Sewer System (MS4) permit requirements.
- Moved control panel for step screen and wash press from below ground level to above to prevent flooding of control panel.
- Took plant from 3 Basin Operation to 2 Basin operation to save on electrical costs.
- Identified work needed to facilitate repairs of plant equipment.
- Trained operators to ensure required State certifications are obtained and maintained.
- Handled increased flows from Five Hills Shops development and surrounding shops with no adverse effects on plant operations.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2014

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

WASTEWATER - NORTHEAST PLANT

02-8403

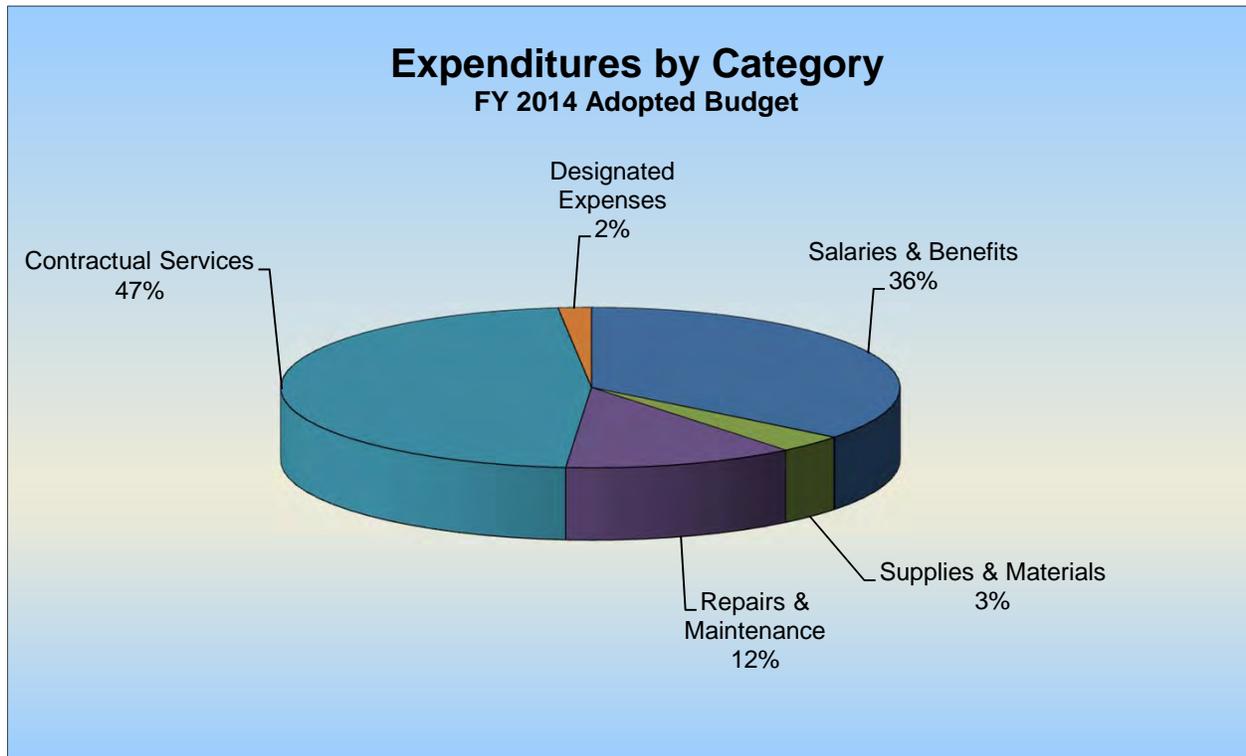
EXPENDITURE SUMMARY

WASTEWATER - NORTHEAST PLANT	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	-	-	-	144,849
Personnel Support	-	-	-	288
Supplies & Materials	-	-	-	14,456
Repairs & Maintenance	-	-	-	48,998
Contractual Services	-	-	-	190,890
Designated Expenses	-	-	-	7,000
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	-	-	-	406,481

HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- For FY 2014, the Wastewater Treatment Department is divided into five departments: Wastewater Treatment, Wastewater-South Plant, Wastewater-Northeast Plant, Wastewater-Northwest Plant, and Wastewater-Lab. Expenses are for three (3) positions and associated wastewater costs.



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

WASTEWATER - NORTHEAST PLANT

02-8403

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Chief Plant Operator	0	0	0	1
Plant Operator II	0	0	0	2
DIVISION TOTAL	0	0	0	3

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

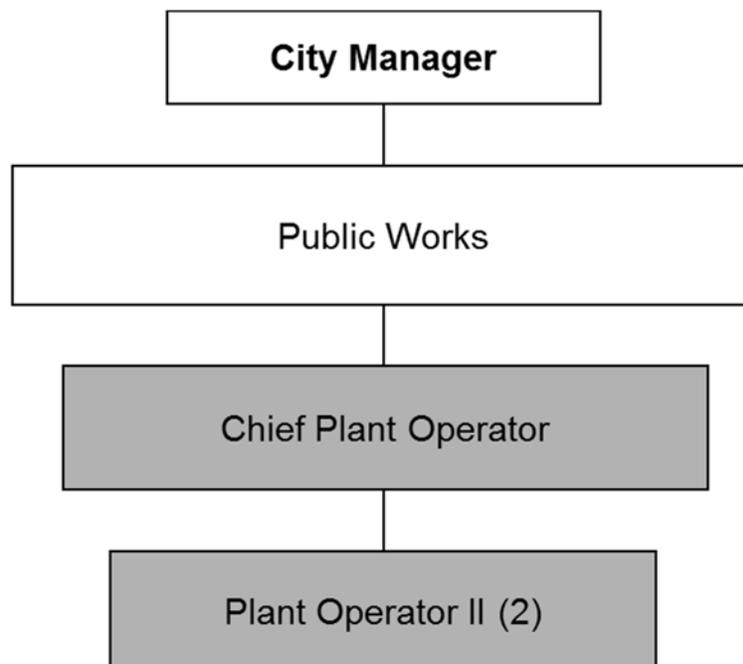
PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
Gallons of Actual Wastewater Treated per Day (million)	N/A*	N/A*	N/A*	0.8
Gallons of Actual Wastewater Treated Annually (million)	N/A*	N/A*	N/A*	292
EFFICIENCIES				
Operating Cost per Million Gallons of Actual Wastewater Treated	N/A*	N/A*	N/A*	\$1,392.06
EFFECTIVENESS				
In Full Compliance with all State and Federal Regulations (# of Minor Excursions)	Yes	Yes	5	Yes

* New Performance Measure - Data not available.

WASTEWATER NORTHWEST PLANT



Left to Right: Joe Wooten (Chief Plant Operator); Thomas Brooks (Plant Operator II); Chris Stephens (Plant Operator II)



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

3 Full Time Employees Funded

WASTEWATER – NORTHWEST PLANT

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2013

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

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2014

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

WASTEWATER - NORTHWEST PLANT

02-8404

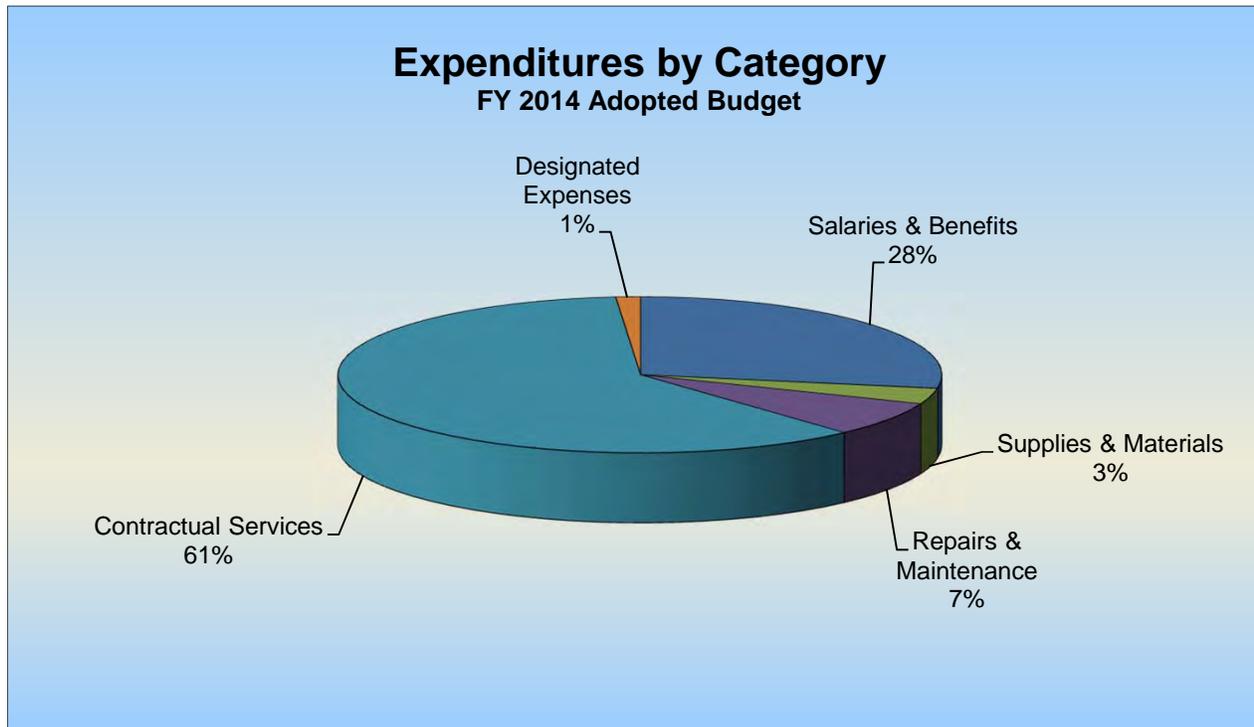
EXPENDITURE SUMMARY

WASTEWATER - NORTHWEST PLANT	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	-	-	-	148,113
Personnel Support	-	-	-	288
Supplies & Materials	-	-	-	17,330
Repairs & Maintenance	-	-	-	38,448
Contractual Services	-	-	-	322,358
Designated Expenses	-	-	-	7,000
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	-	-	-	533,537

HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- For FY 2014, the Wastewater Treatment Department is divided into five departments: Wastewater Treatment, Wastewater-South Plant, Wastewater-Northeast Plant, Wastewater-Northwest Plant, and Wastewater-Lab. Expenses are for three (3) positions and associated wastewater costs.



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

WASTEWATER - NORTHWEST PLANT

02-8404

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Chief Plant Operator	0	0	0	1
Plant Operator II	0	0	0	2
DIVISION TOTAL	0	0	0	3

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

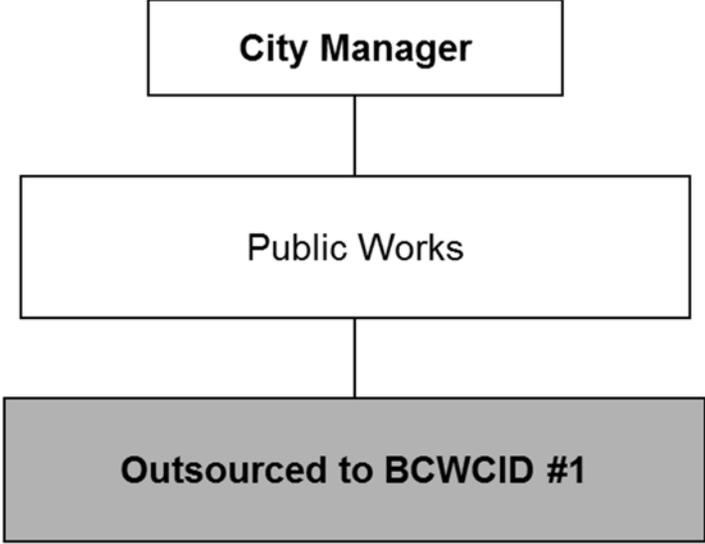
PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
Gallons of Actual Wastewater Treated per Day (million)	N/A*	N/A*	N/A*	1.2
Gallons of Actual Wastewater Treated Annually (million)	N/A*	N/A*	N/A*	438
EFFICIENCIES				
Operating Cost per Million Gallons of Actual Wastewater Treated	N/A*	N/A*	N/A*	\$1,218.12
EFFECTIVENESS				
In Full Compliance with all State and Federal Regulations (# of Minor Excursions)	Yes	Yes	Yes	Yes

* New Performance Measure - Data not available.

WASTEWATER - LAB



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



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

0 Full Time Employees Funded

WASTEWATER – LAB

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Performed laboratory testing with superior results for the City's three Wastewater Treatment facilities.
- Trained operators to ensure required State certifications were obtained and maintained.
- Set up lab procedures in conjunction with BCWCID #1.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2014

- Identify ways to reduce operational costs at wastewater plants. Identify and plan for future equipment and facility repairs and coordinate large improvements into the Capital Improvement Plan.
- Review and implement TCEQ Municipal Storm Sewer System (MS4) permit requirements.
- Train all personnel in specific lab procedures for respective plants.
- Coordinate with BCWCID #1 to provide additional lab tests, above and beyond daily requirements.

WASTEWATER - LAB

02-8405

EXPENDITURE SUMMARY

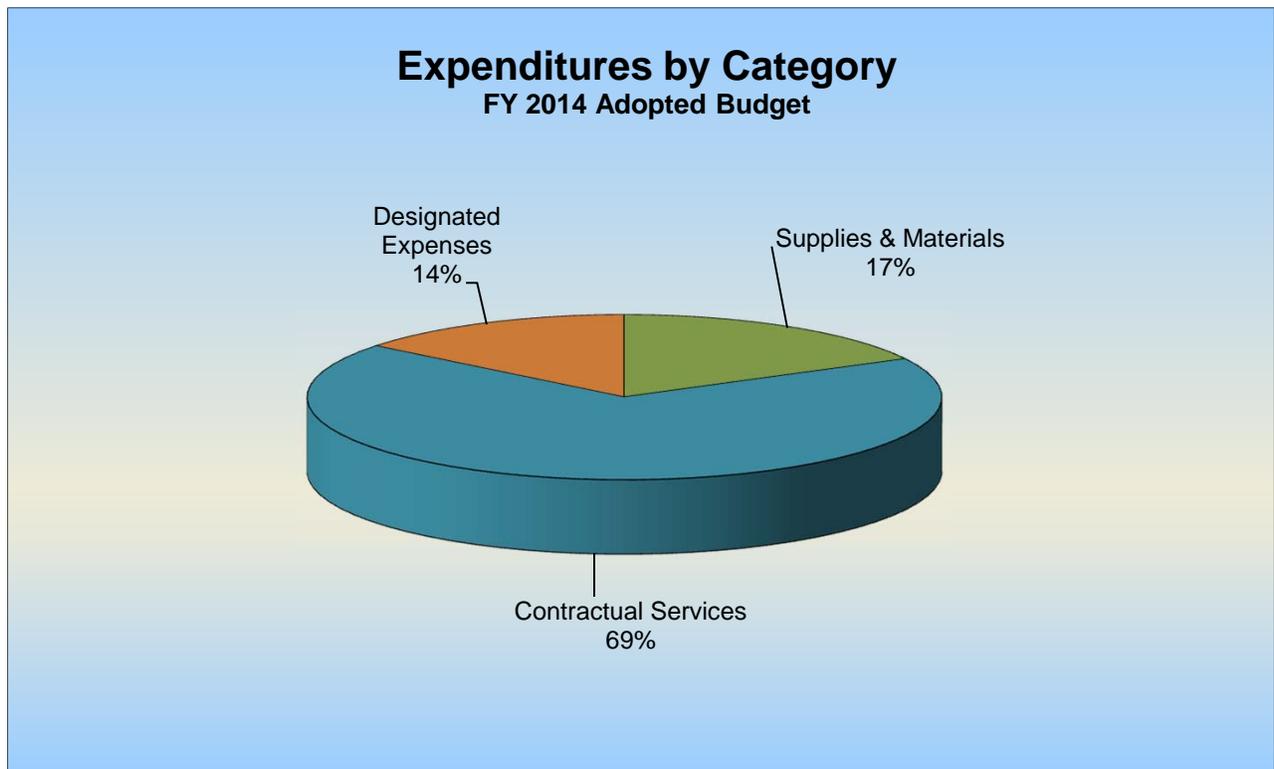
WASTEWATER - LAB	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	-	-	-	-
Supplies & Materials	-	-	-	8,074
Repairs & Maintenance	-	-	-	-
Contractual Services	-	-	-	31,900
Designated Expenses	-	-	-	6,678
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	-	-	-	46,652

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

HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

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



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

WASTEWATER - LAB

02-8405

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
# 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
EFFICIENCIES				
Cost per Bio-Monitoring Report	\$750	\$750	\$750	\$750
Cost per Toxicity Characteristic Leaching Procedure (TCLP) Report	\$1,000	\$1,000	\$1,000	\$1,000
EFFECTIVENESS				
In Full Compliance with all State and Federal Regulations (# of Minor Excursions)	Yes	Yes	Yes	Yes

WATER AND SEWER NON-DEPARTMENTAL



PROGRAM DESCRIPTION

Historically, this non-personnel department has been used to account for fund-wide expenses including employee merit increases, property and liability insurance coverage, water purchases, bond principal & interest payments, and a transfer to the General Fund for reconciling costs in the General Fund that are allocated to the Water & Sewer Fund. Since this department does not have personnel, achievements and goals are not provided.

Vehicle and Equipment Purchased in 2013 with Debt to be Paid from the Water and Sewer Fund



F-150 Ford Truck



Mini Excavator



Backhoe

NON - DEPARTMENTAL

02-8500

EXPENDITURE SUMMARY

NON-DEPARTMENTAL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	65	-	-	-
Supplies & Materials	-	-	-	-
Repairs & Maintenance	4,000	6,956	6,956	7,045
Contractual Services	90,277	114,366	114,366	119,008
Designated Expenses	37,546	82,658	82,658	42,300
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	26,300	26,300	-
Water Purchases	1,748,630	2,239,329	2,239,329	2,130,755
Transfers Out & Contingency	690,000	695,000	695,000	795,000
Debt Service	3,274,770	3,596,790	3,596,790	3,386,825
Other	33,153	60,623	60,623	83,984
Total	5,878,440	6,822,022	6,822,022	6,564,917

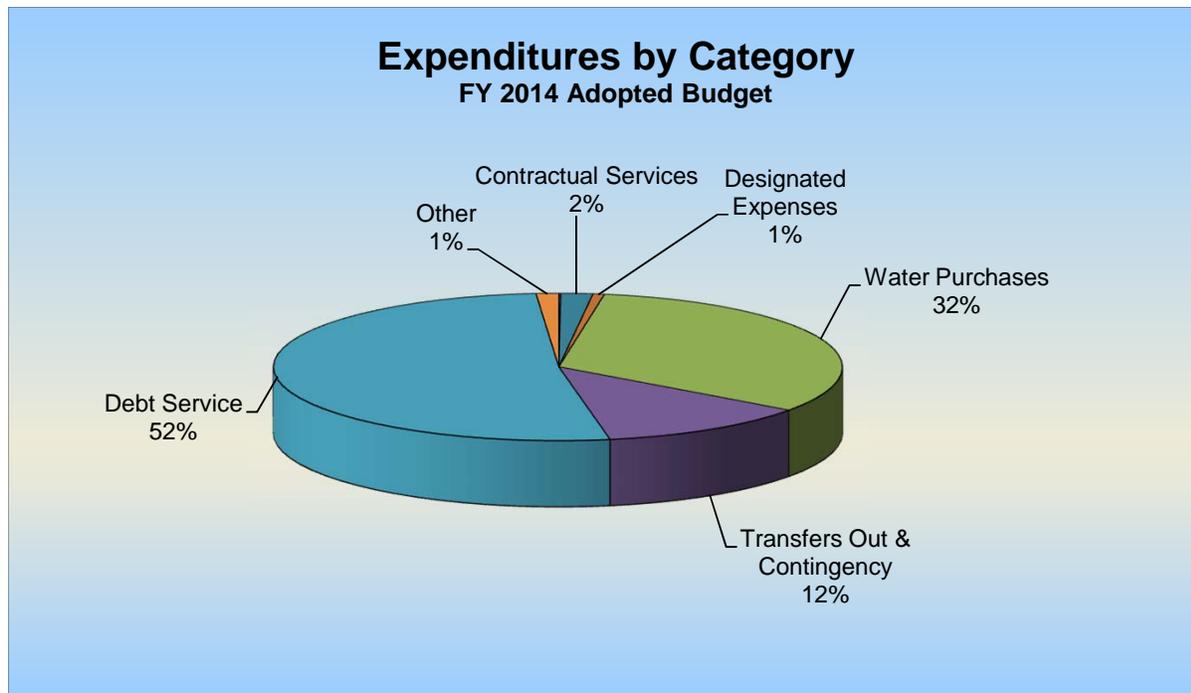
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Transfers Out & Contingency: \$100,000 increase due to higher expenses.
- Other: \$30,000 for credit bureau collection fees, \$47,984 for purchase of CCNs, and \$6,000 for CCN's filing fees.

Decreases:

- Designated Expenses: \$42,300 for TML Insurance.



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

SOLID WASTE FUND



Top Picture: Silvia Rhoads, Recycling Coordinator - Meet the City 2013
Bottom Picture: Eco Harvest Education Event - November 2013

Copperas Cove, Texas

SOLID WASTE FUND

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

The City of Copperas Cove’s Solid Waste Fund accounts for all expenses incurred and revenues earned in the process of providing solid waste collection and disposal services to the public. Organizationally, this fund is divided into 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 (KCCB), and solid waste disposal. In addition, this fund accounts for expenses incurred from the repayment of debt as well as interfund transfers to the General Fund for reimbursement of administrative expenditures.

The City Built for Family Living

**FY 2014 ADOPTED BUDGET
SOLID WASTE FUND
REVENUE & EXPENSE SUMMARY**

OVERVIEW

The Solid Waste Fund is an enterprise fund that includes residential, commercial, recycling and brush/bulk pick up services, and composting services for the residents and businesses of Copperas Cove. The Solid Waste Fund also includes the daily operation of a transfer station and funding for Keep Copperas Cove Beautiful (KCCB). The City provides solid waste service to approximately 11,688 residential and commercial customers through the Solid Waste Fund. Garbage Collection Fees provides 82.3% 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.

REVENUES	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 ADOPTED
Garbage Collection Fees	2,496,207	2,534,222	2,367,917	2,768,880	2,754,012
Sanitary Landfill Fees	336,267	329,499	293,912	419,937	360,000
Charges for Services	93,473	100,440	107,687	197,340	89,332
Interest Income	1,791	1,243	1,257	2,400	2,400
Other Income	166,145	135,439	141,786	149,712	141,500
TOTAL	3,093,883	3,100,843	2,912,558	3,538,269	3,347,244
EXPENSES					
Salaries & Benefits	766,583	757,935	871,802	999,244	1,011,927
Supplies & Materials	147,522	221,732	248,148	330,044	270,064
Repairs & Maintenance	108,444	116,416	153,117	161,449	124,681
Contractual Services	50,012	53,424	63,683	120,806	71,890
Designated Expenses	1,098,074	1,420,924	1,014,443	1,302,347	1,402,450
Capital Lease Payments & Capital Outlay	267,226	159,131	224,051	-	-
Transfers/Other	428,000	428,000	778,108	483,000	453,000
TOTAL	2,865,862	3,157,562	3,353,350	3,396,890	3,334,012
Revenues Over/(Under) Expenses	228,021	(56,719)	(440,792)	141,379	13,232
TOTAL	3,093,883	3,100,843	2,912,558	3,538,269	3,347,244

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2013-14 ADOPTED BUDGET
SOLID WASTE FUND
SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2011-12	Budget* FY 2012-13	Projected FY 2012-13	Adopted FY 2013-14
BEGINNING FUND BALANCE:				
Unreserved, Undesignated	\$ 1,057,163	\$ 984,030	\$ 616,371	\$ 757,750
TOTAL BEGINNING FUND BALANCE	\$ 1,057,163	\$ 984,030	\$ 616,371	\$ 757,750
REVENUES:				
Refuse Collection Fees	\$ 2,411,996	\$ 2,818,611	\$ 2,818,611	\$ 2,802,012
Senior Discount	(44,079)	(49,731)	(49,731)	(48,000)
Sanitary Landfill Fees	293,912	419,937	419,937	360,000
Recycling Proceeds	30,754	32,124	32,124	-
Sale of Scrap Metal	10,531	11,000	11,000	12,000
Sale of Kraft Bags	6,568	8,000	8,000	5,000
Commercial Reload/Overloan Fees	6,644	-	-	-
Return Service/Overload/Excess	-	25,538	25,538	8,000
Auto-Lid Locks	924	850	850	852
Rear Load Dumpster Rental	2,603	2,000	2,000	2,400
Roll-Off Rental Income	30,293	98,702	98,702	60,000
Customer Roll-Off Fee	-	150	150	240
Bulky/White Goods Collection	982	1,160	1,160	840
Container Removal from Curb	608	30	30	-
Composting Sales Revenue	17,781	17,786	17,786	-
Subtotal	<u>\$ 2,769,516</u>	<u>\$ 3,386,157</u>	<u>\$ 3,386,157</u>	<u>\$ 3,203,344</u>
Interest Revenue	\$ 1,257	\$ 2,400	\$ 2,400	\$ 2,400
Late Charge For Billing	139,585	145,416	145,416	140,000
Auction Proceeds	-	3,000	3,000	-
Miscellaneous Revenues	2,201	1,296	1,296	1,500
Subtotal	<u>\$ 143,042</u>	<u>\$ 152,112</u>	<u>\$ 152,112</u>	<u>\$ 143,900</u>
TOTAL REVENUES	\$ 2,912,558	\$ 3,538,269	\$ 3,538,269	\$ 3,347,244
TOTAL FUNDS AVAILABLE	\$ 3,969,721	\$ 4,522,299	\$ 4,154,640	\$ 4,104,994
OPERATING EXPENSES:				
Solid Waste Administration (90)	\$ 200,514	\$ 270,244	\$ 268,821	\$ 272,493
Solid Waste Collection - Residential (91-01)	290,577	307,959	307,948	327,200
Solid Waste Collection - Recycling (91-02)	118,909	218,912	220,276	202,915
Solid Waste Collection - Brush (91-03)	122,364	152,002	156,060	176,614
Solid Waste Collection - Commercial (91-04)	238,403	200,286	207,761	198,076
Solid Waste Collection - KCCB (91-05)	20,300	22,905	22,905	23,908
Solid Waste Composting (91-06) ¹	166,839	175,464	175,464	-
Solid Waste Disposal (92)	1,125,906	1,297,068	1,285,605	1,294,571
Non-Departmental (95)	845,486	560,504	560,504	526,935
TOTAL OPERATING EXPENSES	\$ 3,129,298	\$ 3,205,344	\$ 3,205,344	\$ 3,022,712
OTHER EXPENSES:				
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Capital Lease Payments	35,240	-	-	-

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2013-14 ADOPTED BUDGET
SOLID WASTE FUND
SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE**

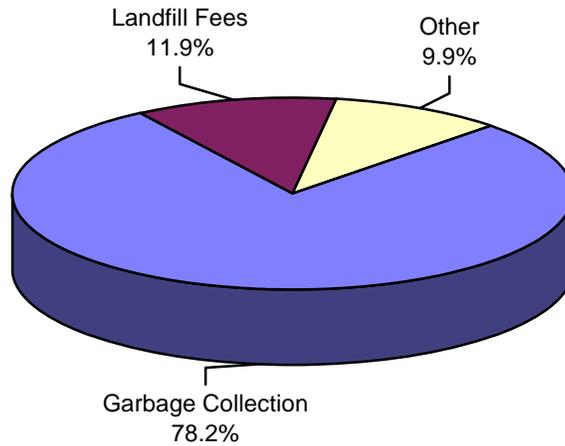
Description	Actual FY 2011-12	Budget* FY 2012-13	Projected FY 2012-13	Adopted FY 2013-14
Principal & Int Debt Pymts	188,812	191,546	191,546	311,300
TOTAL OTHER EXPENSES	\$ 224,052	\$ 191,546	\$ 191,546	\$ 311,300
TOTAL EXPENSES	\$ 3,353,350	\$ 3,396,890	\$ 3,396,890	\$ 3,334,012
ENDING FUND BALANCE:				
Unreserved, Undesignated	\$ 616,371	\$ 1,125,409	\$ 757,750	\$ 770,982
TOTAL ENDING FUND BALANCE	\$ 616,371	\$ 1,125,409	\$ 757,750	\$ 770,982
IDEAL FUND BALANCE	\$ 782,325	\$ 801,336	\$ 801,336	\$ 755,678
OVER (UNDER) IDEAL FUND BALANCE	\$ (165,953)	\$ 324,073	\$ (43,586)	\$ 15,304

* Includes budget amendments that were approved by City Council on 12/4/12, 1/3/13, 1/15/13, 2/5/13, 3/19/13, 5/7/13, 6/18/13, and 8/20/13.

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

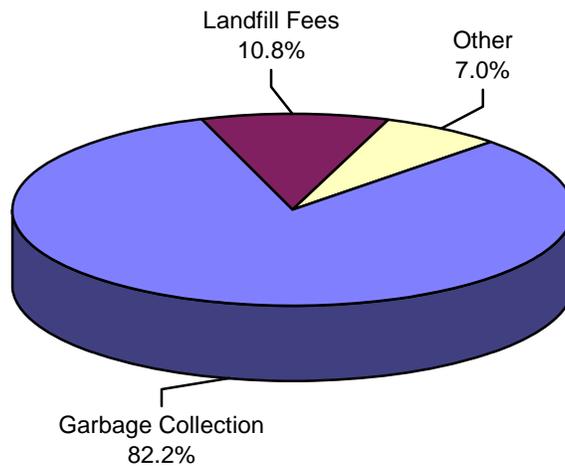
City of Copperas Cove, Texas
Solid Waste Fund
Comparison of Fiscal Years 2012-2013 and 2013-2014
Budgeted Revenues by Source

Fiscal Year 2012-2013 Budgeted Revenues



Total Budgeted Revenues for Fiscal Year 2012-2013 are **\$3,538,269**

Fiscal Year 2013-2014 Budgeted Revenues



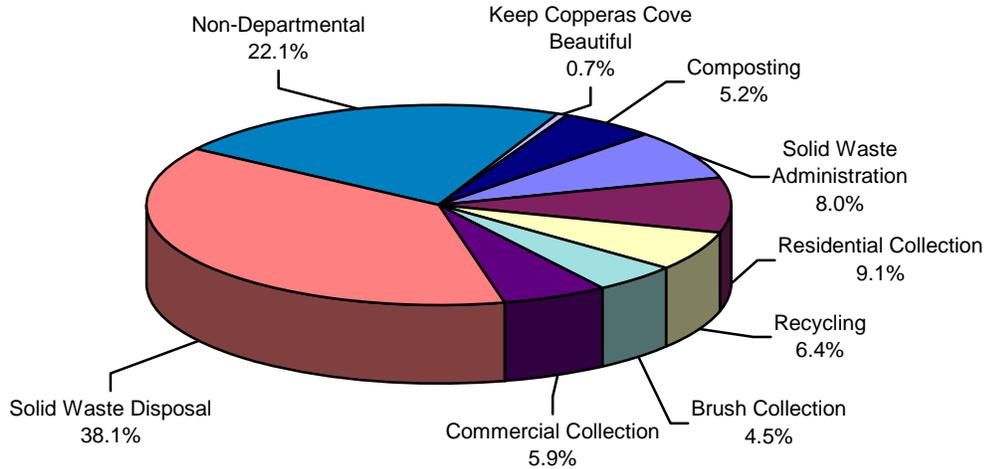
Total Budgeted Revenues for Fiscal Year 2013-2014 are **\$3,347,244**

City of Copperas Cove, Texas

Solid Waste Fund

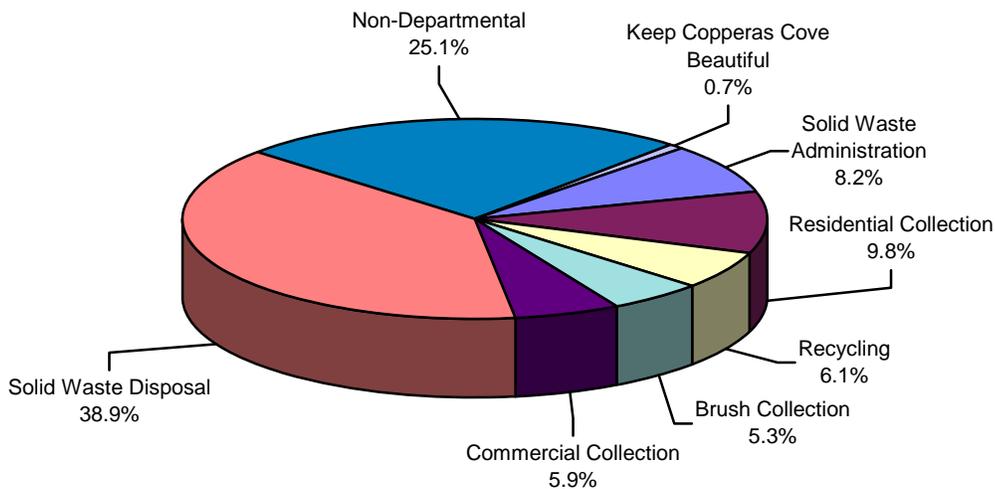
Comparison of Fiscal Years 2012-2013 and 2013-2014 Budgeted Expenses by Function

Fiscal Year 2012-2013 Budgeted Expenses



Total Budgeted Expenses for Fiscal Year 2012-2013 are **\$3,396,890**

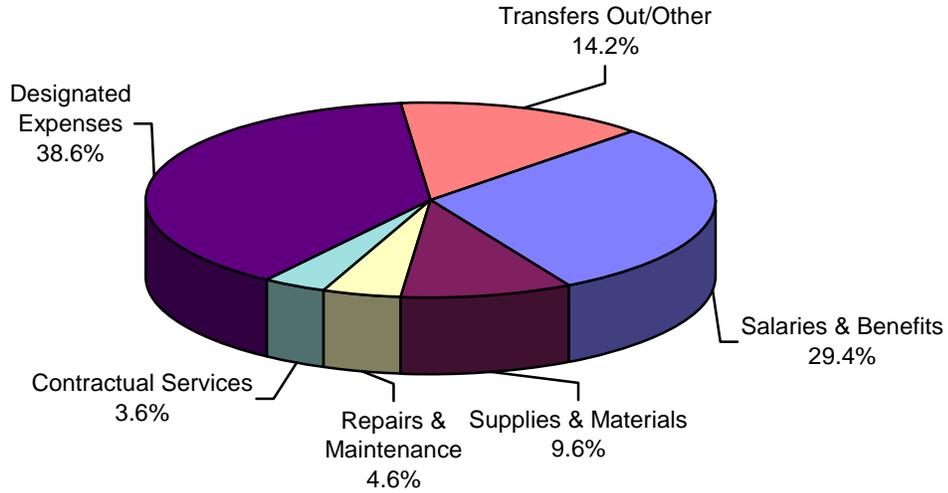
Fiscal Year 2013-2014 Budgeted Expenses



Total Budgeted Expenses for Fiscal Year 2013-2014 are **\$3,334,012**

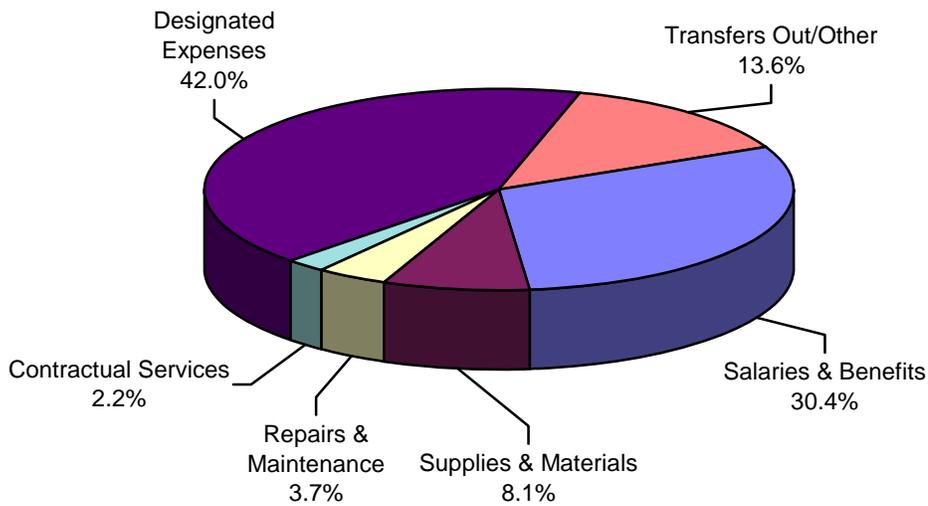
City of Copperas Cove, Texas
Solid Waste Fund
Comparison of Fiscal Years 2012-2013 and 2013-2014
Budgeted Expenses by Object

Fiscal Year 2012-2013 Budgeted Expenses



Total Budgeted Expenses for Fiscal Year 2012-2013 are **\$3,396,890**

Fiscal Year 2013-2014 Budgeted Expenses

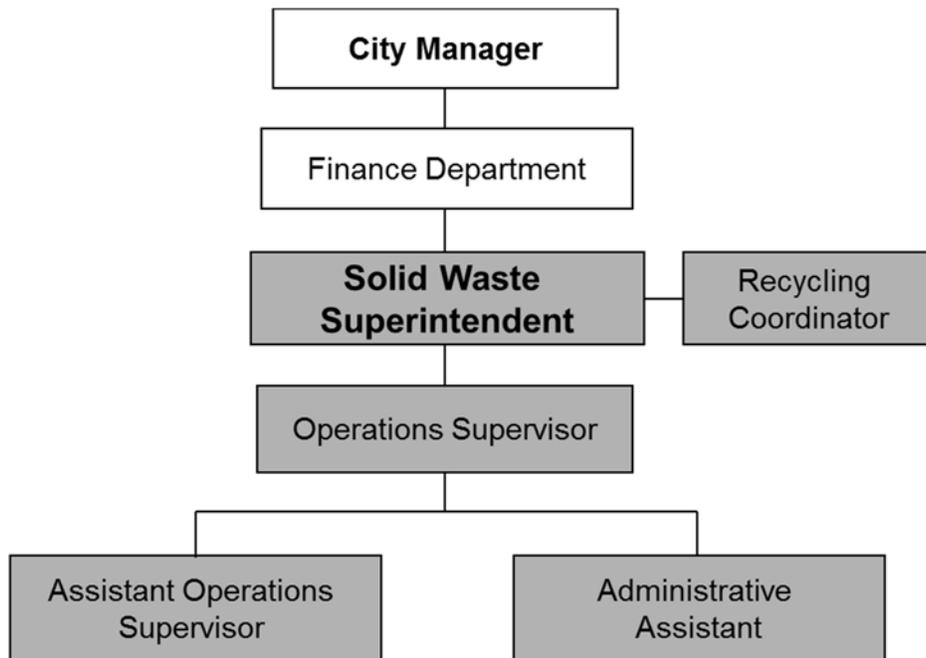


Total Budgeted Expenses for Fiscal Year 2013-2014 are **\$3,334,012**

SOLID WASTE ADMINISTRATION



Left to Right: Aaron Paul (Solid Waste Superintendent); Silvia Rhoads (Recycling Coordinator); Noel Watson (Operations Supervisor); Silvia Perez (Administrative Assistant); Chelum Vezie (Assistant Operations Supervisor)



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

5 Full Time Employees Funded

SOLID WASTE ADMINISTRATION

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT GOALS

- Maintain the highest quality of service for all customers.
- Accurately forecast the resources that will be needed to accommodate the growth of the city so that the current level of services can be continued without interruption.

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Sponsored two City-wide cleanup events, including one Household Hazardous Waste (HHW) event.
- Worked with Central Texas Council of Governments (CTCOG) Solid Waste Advisory Committee (SWAC) on a Regional Solid Waste plan; also worked with SWAC on how to disperse grant funds from Texas Commission on Environmental Quality (TCEQ).
- Provided Solid Waste services and equipment in support of various community sponsored events.
- Streamlined daily paperwork for all drivers.

CONTINUING OBJECTIVES

- Improve container accountability in our residential division.
- Accurately forecast the resources that will be needed to accommodate the growth of the city so that the current level of services can be continued without interruption.
- Continue with excellent customer service, listening and resolving any discrepancies in a prompt manner.

GOALS FOR FISCAL YEAR 2014

- Improve vehicle and stationary equipment maintenance program.
- Sponsor and support as many clean up events and as many community events as possible.
- Explore alternatives to reduce disposal and transportation costs.
- Hold monthly safety training for all divisions.

SOLID WASTE ADMINISTRATION

03-9000

EXPENDITURE SUMMARY

SOLID WASTE ADMINISTRATION	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	183,720	248,086	248,086	252,877
Personnel Support	-	-	-	-
Supplies & Materials	3,271	6,509	7,650	4,768
Repairs & Maintenance	1,957	4,092	3,250	3,058
Contractual Services	9,601	11,407	9,685	11,790
Designated Expenses	1,965	150	150	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	200,514	270,244	268,821	272,493

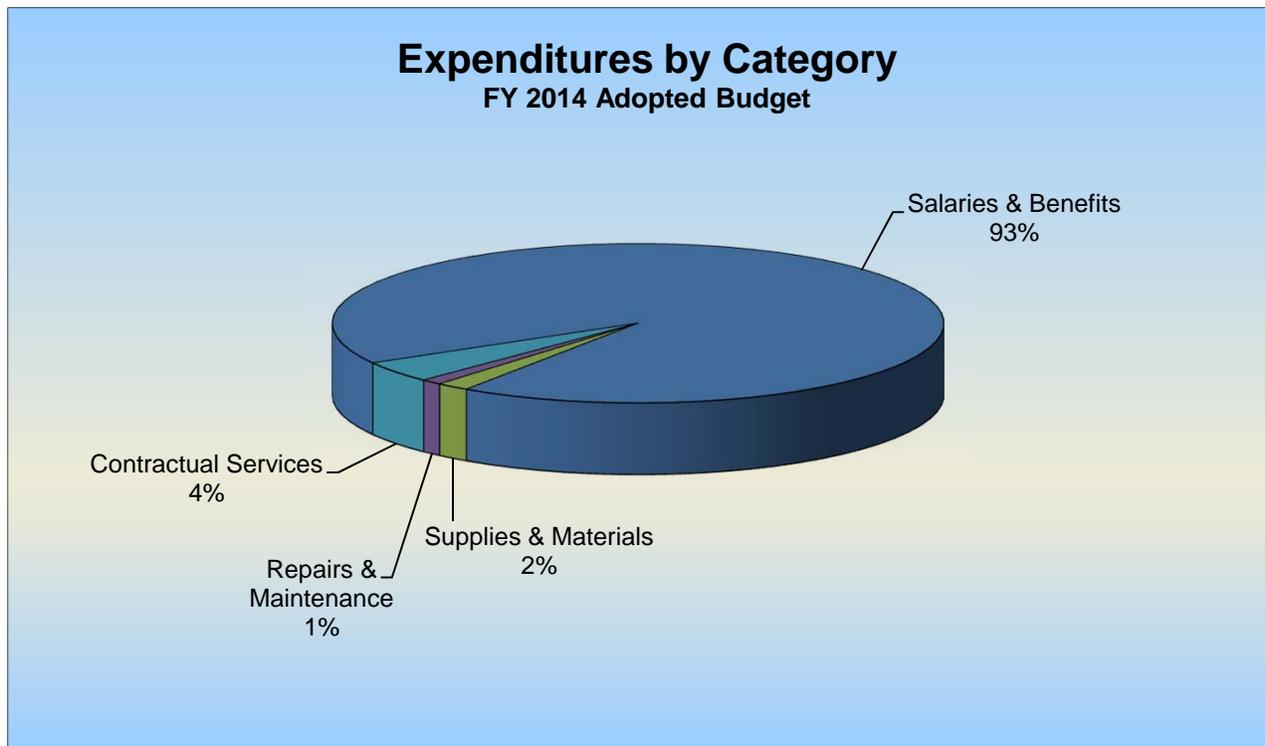
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Include merit increase.
- Contractual Services: Include a \$1,700 increase in communication costs.

Decreases:

- Designated Expenses: Paid off computer lease in FY 2013.
- Supplies & Materials: Overall combined decrease of \$2,882 in administration supplies and materials.



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

SOLID WASTE ADMINISTRATION

03-9000

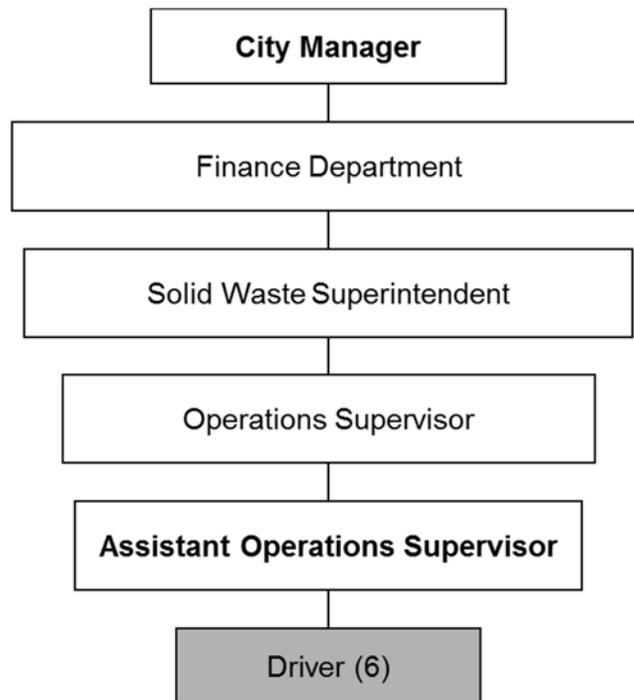
STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Administrative Assistant	1	1	1	1
Solid Waste Superintendent	0	1	1	1
SW Supervisor/Operations	1	1	1	1
SW Supervisor-Recycling/Admin.	1	0	0	0
Recycling Coordinator	0	1	1	1
Director of Solid Waste	0.67	0	0	0
Assistant Supervisor/Operations	1	1	1	1
DIVISION TOTAL	4.67	5	5	5

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
Total Tons Collected	20,400	22,500	20,200	21,000
Total # of Complaints	399	300	320	300
EFFICIENCIES				
Operating Cost to Collect One Ton of Garbage	\$9.83	\$12.01	\$13.31	\$12.98
EFFECTIVENESS				
% of Customer Service Complaints Resolved in 24 Hours or Less	89.0%	90.0%	90.0%	93.0%

SOLID WASTE - RESIDENTIAL



Left to Right: Robert Mitchell (Driver); Lisa Millenbach (Driver); Dre Curry (Driver)



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

6 Full Time Employees Funded

SOLID WASTE COLLECTIONS – RESIDENTIAL

PROGRAM DESCRIPTION

The Residential Division provides waste collection services to the citizens of Copperas Cove. Waste is collected curbside at residential addresses and transported to the Transfer Station. The monthly solid waste fee provides for once per week collection of the city provided roll out container (96 or 64 gallon); once monthly collection of brush up to eight (8) cubic yards and twice monthly collection of yard waste. The mission of the Solid Waste Residential Collection Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for the collection of residential municipal solid waste in a managed format that is timely, safe, environmentally sound, efficient, and in compliance with Federal, State, and City laws.

MAJOR DEPARTMENT GOALS

- Maintain the highest quality customer service possible for all residential customers.
- Establish a collection vehicle ratio of 5:1, Primary Vehicle to Backup Vehicle.
- Monitor and adjust collection routes as necessary to maintain 800 to 1,000 households per collection route.

ACHIEVEMENTS FOR FISCAL YEAR 2013

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

CONTINUING OBJECTIVES

- Continue to upgrade the record keeping system for customer service calls, extra charges, container deliveries, and other inquiries.
- Continue to audit residential accounts and adjust service levels as necessary.
- Handle customer requests for additional services on a fee basis.
- Support events beneficial to the City's image.
- Continue to improve fleet management system to verify route stops by addresses and time utilizing GPS.

GOALS FOR FISCAL YEAR 2014

- Improve vehicle maintenance to extend vehicle life and reduce operating costs.
- Improve our safety policy and drivers training program to reduce the amount of accidents and insurance costs.
- Improve drivers' customer service skills by attending City sponsored classes.

SOLID WASTE COLLECTIONS - RESIDENTIAL

03-9101

EXPENDITURE SUMMARY

SW COLLECTIONS - RESIDENTIAL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	142,880	162,102	162,102	218,213
Personnel Support	-	-	-	-
Supplies & Materials	92,007	92,180	91,042	72,835
Repairs & Maintenance	51,825	47,104	47,154	30,002
Contractual Services	3,866	6,573	7,650	6,150
Designated Expenses	-	-	-	-
Capital Lease Payments	12,180	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	302,758	307,959	307,948	327,200

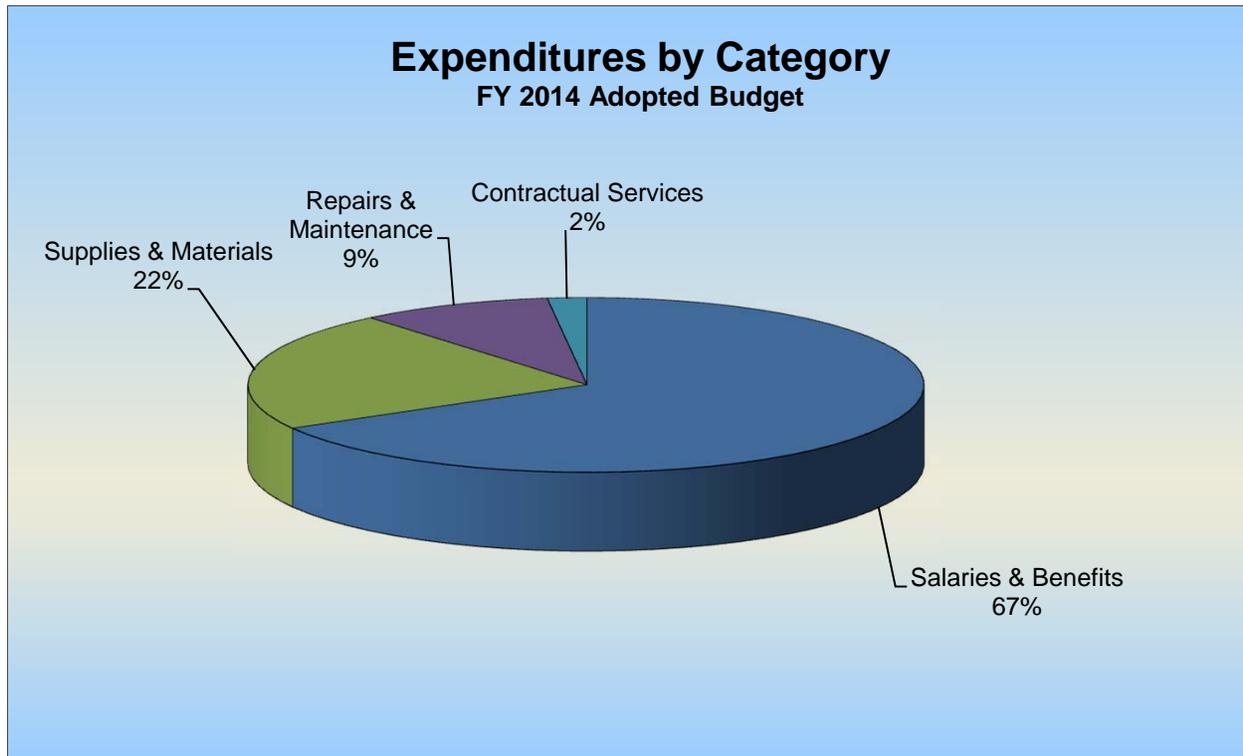
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Positions were vacant for a portion of FY 2013; also include merit increase for FY 2014.

Decreases:

- Supplies & Materials: Include a \$22,772 decrease in program/project supplies for blue trash containers.
- Repairs & Maintenance: Include a \$17,063 decrease in vehicles repairs and maintenance cost.



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

SOLID WASTE COLLECTIONS - RESIDENTIAL

03-9101

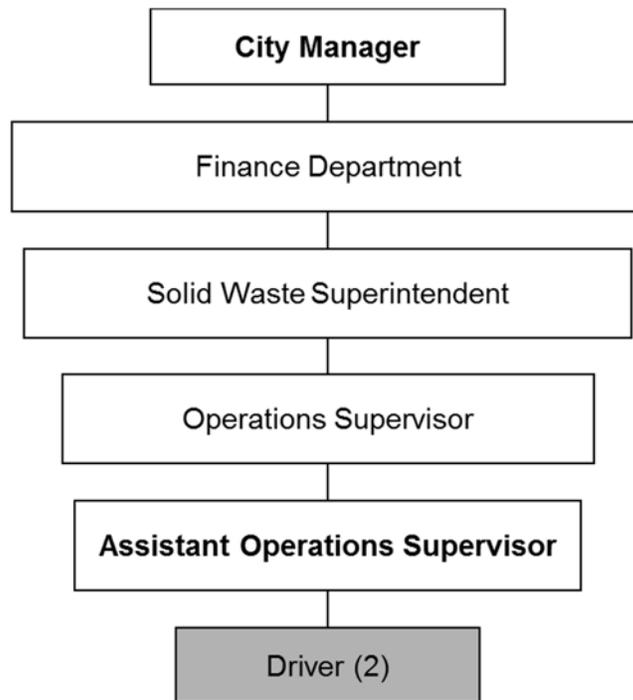
STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Driver	4	5	5	6
DIVISION TOTAL	4	5	5	6

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
<i>OUTPUTS</i>				
Tons Collected by Residential Collection Vehicles	11,050	11,200	10,500	11,500
<i>EFFICIENCIES</i>				
Cost to Collect One Ton of Residential Garbage	\$27.40	\$27.50	\$29.33	\$28.45
<i>EFFECTIVENESS</i>				
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%

SOLID WASTE - RECYCLING



David Lyle (Driver)



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

2 Full Time Employees Funded

SOLID WASTE COLLECTIONS – RECYCLING

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Shared revenue with the Copperas Cove Independent School District through a plastic bottle recycling initiative at the High School.
- Supported and participated in a City Fall Cleanup and a Household Hazardous Waste event.
- Conducted recycling education through speeches, classroom style education and tours at the recycle center.
- Participated in Fort Hood's Earth Day, educating 150 children at two presentation tables.
- Participated in a recycling education event at Fort Hood's Recycle Center attended by 120 children.
- Increased recycling participation by increasing public knowledge about the recycling program.
- Implemented single stream recycling in the pilot area to increase residents' participation, thus lowering hauling and disposal costs.
- Implemented a second phase to the single stream recycling pilot area.
- Participated in the Killeen Geographical Information Systems Day event by educating school children about recycling. The event was attended by 1,300 students from all over the region.
- As part of the Cen-Tex Sustainable Communities Partnership Staff Committee, worked on strategic goals such as education and outreach, recycling, water conservation, and transportation.
- Hosted a Town Hall Meeting to educate residents in the pilot area about single stream recycling.

CONTINUING OBJECTIVES

- Continue to operate and maintain the recycling center in accordance with all regulatory requirements.
- Continue to educate citizens on the benefits of the recycling program via newspaper ads, flyers, newspaper articles and city-wide activities.
- Continue relationship with CCISD by visiting classes, hosting field trips to the Solid Waste Recycling Center, and the plastic bottle recycling initiative with the High School.
- Continue drivers' safety training to improve safety record.
- Continue to fine tune collection methods.
- Expand program by increasing the number of voluntary residential participants.
- Continue to look for ways to expand the recycling program.
- Implement single stream in the rest of the City.

GOALS FOR FISCAL YEAR 2014

- Increase commercial/business recycling participation.
- Increase recycling awareness by designing a one page "Recycling Awareness" ad to be placed in all media outlets available.
- Assist the Solid Waste Department in two City-wide clean up events.
- Enhance partnership with schools on recycling projects, including single stream recycling.
- Work towards zero contamination in Single Stream Recycling program.

SOLID WASTE COLLECTIONS - RECYCLING

03-9102

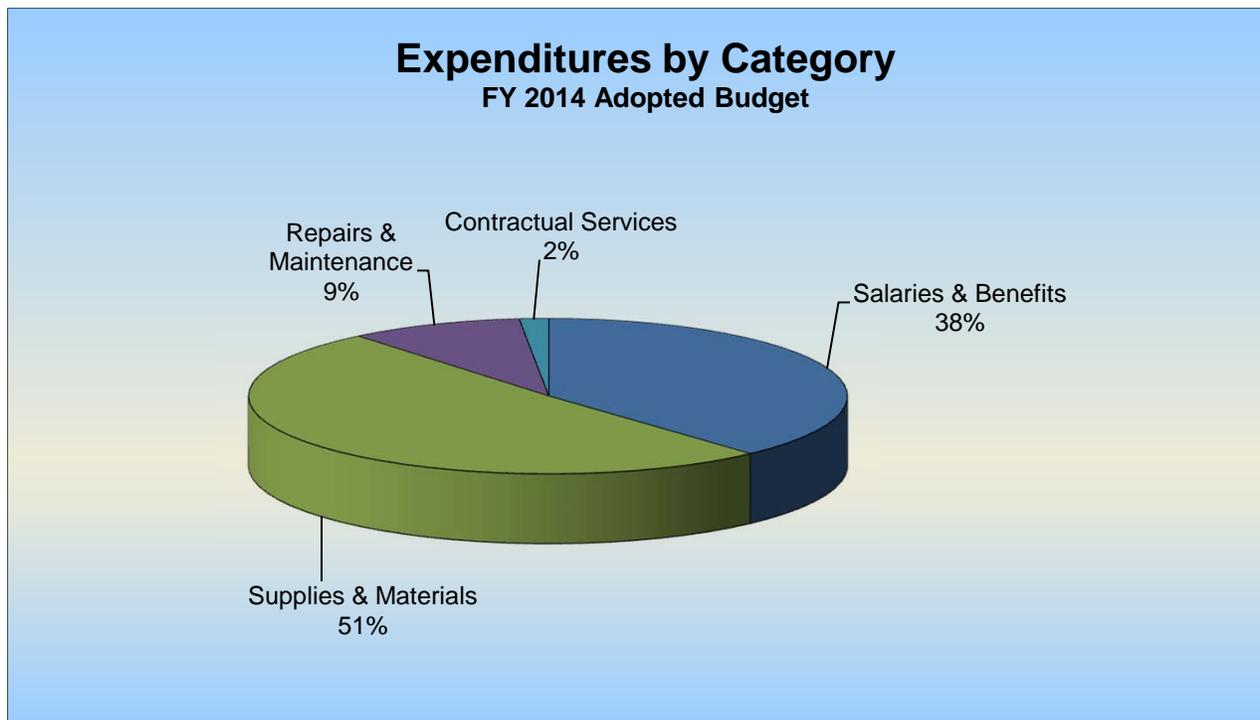
EXPENDITURE SUMMARY

SW COLLECTIONS - RECYCLING	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	59,807	83,389	83,389	77,718
Personnel Support	-	-	-	-
Supplies & Materials	40,862	112,586	113,287	102,977
Repairs & Maintenance	16,594	19,334	20,000	19,020
Contractual Services	1,646	3,603	3,600	3,200
Designated Expenses	-	-	-	-
Capital Lease Payments	1,518	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	120,427	218,912	220,276	202,915

HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Decreases:

- Salaries & Benefits: Positions were vacant for a portion of FY 2013.
- Supplies & Materials: Reduction in the cost of recycle cans due to single stream recycling.



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

SOLID WASTE COLLECTIONS - RECYCLING

03-9102

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Driver	2	3	3	3
DIVISION TOTAL	2	3	3	3

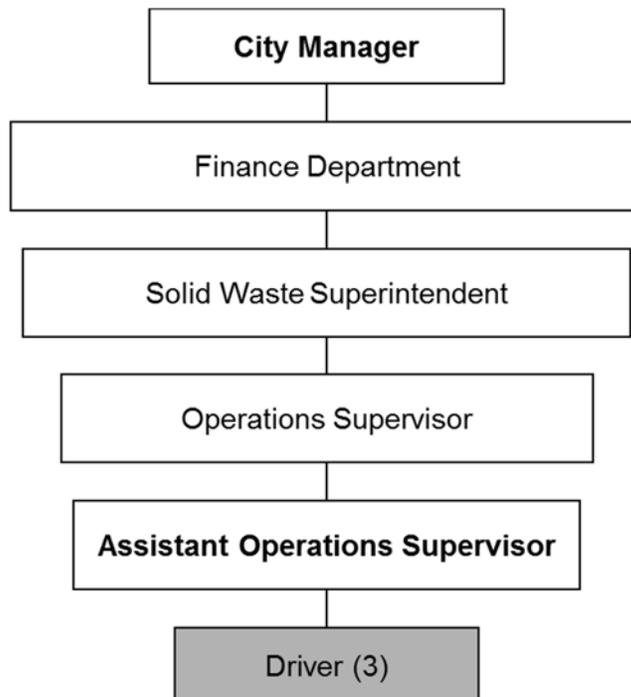
Note: In FY 2014, one driver is unfunded.

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
Tons of Recyclables Collected (excluding scrap metal)	457	475	450	500
Tons of Scrap Metal Collected	50	75	50	75
EFFICIENCIES				
Operating Cost per Ton to Process Recycled Materials	\$237.53	\$398.02	\$440.55	\$352.90
EFFECTIVENESS				
Solid Waste Diverted from the Landfill in Tons (Includes Recycled Brush)	1,750	2,000	1,750	2,000
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%

SOLID WASTE BRUSH AND BULK



Left to Right: Trysen Estes (Driver); Travis Daniels (Driver); Henry Jurode (Driver)



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

3 Full Time Employees Funded

SOLID WASTE COLLECTIONS – BRUSH AND BULK

PROGRAM DESCRIPTION

The Brush and Bulk Division provides a once monthly collection of brush up to eight (8) cubic yards and a twice monthly collection of yard waste. The bulky waste/white goods are collected once every other week up to three (3) cubic yards. These items are collected curbside using a grapple truck. The bulky items are loaded into the transfer trailers and taken to the landfill. The white goods are separated at the Transfer Station and sold for scrap metal, and the brush/yard waste is taken to the City's Compost facility where it is turned into mulch or compost and made available to the public. The mission of the Solid Waste Brush and Bulk Collection Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for the collection of brush, yard waste, and bulky goods in a managed format that is timely, safe, environmentally sound, efficient, and in compliance with Federal, State, and City laws.

MAJOR DEPARTMENT GOALS

- Improve our safety policy and drivers training program to reduce accidents and insurance costs.
- Educate the residents, tree trimmers, and yard maintenance personnel on the rules and regulations for setting brush/yard waste out for collection.
- Encourage the use of Kraft bags for lawn waste rather than placing into a refuse container.

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Brush diversion provided a savings to disposal costs and provided material for composting operations.
- Adjusted brush collection frequency, increasing authorized volume as requested by many customers.
- Maintained fleet management system to verify route stops by addresses and time.
- Added new brush collection vehicle and driver to the division.
- Implemented On Call Brush program

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2014

- Promote the two (2) pickup truck loads of brush per year free of charge at the Transfer Station.
- Offer free bulky item drop off during two City cleanup events to help keep bulky waste off the curb.

SOLID WASTE COLLECTIONS - BRUSH AND BULK

03-9103

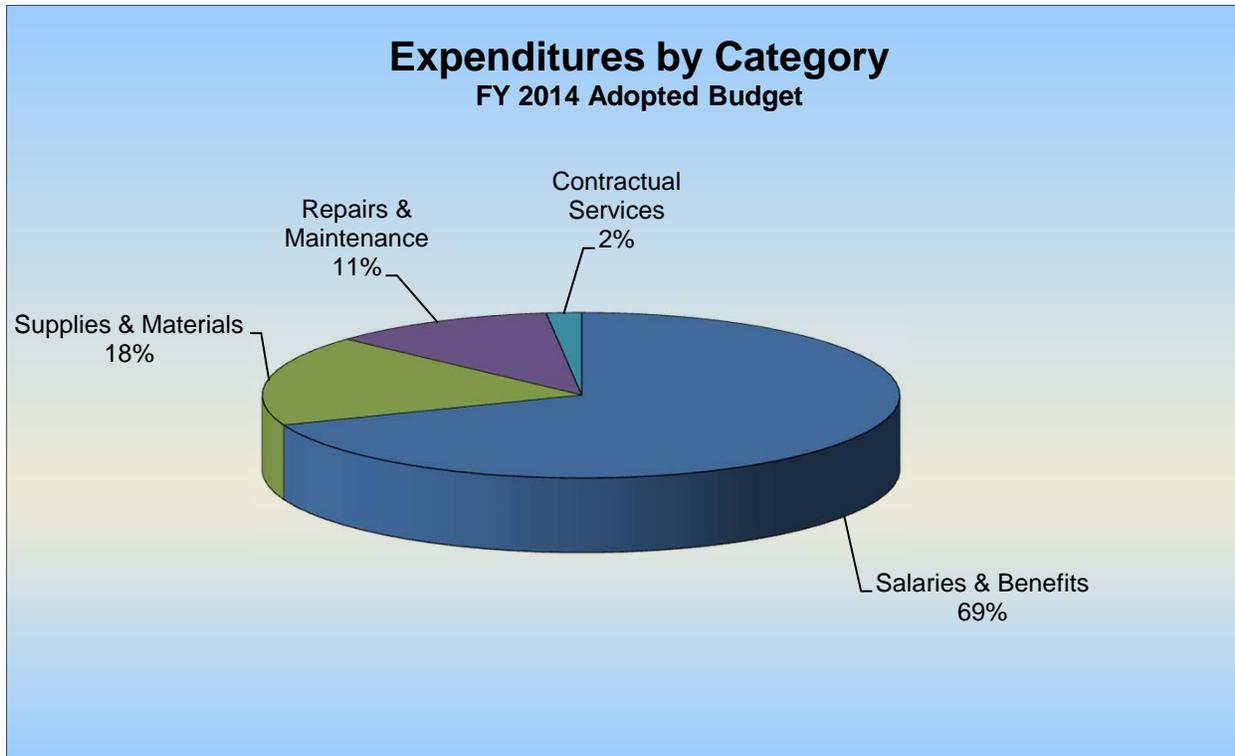
EXPENDITURE SUMMARY

SW COLLECTIONS - BRUSH AND BULK	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	77,860	98,243	98,243	121,983
Personnel Support	-	-	-	-
Supplies & Materials	28,524	31,022	34,680	31,369
Repairs & Maintenance	14,495	19,600	20,000	20,112
Contractual Services	1,485	3,137	3,137	3,150
Designated Expenses	-	-	-	-
Capital Lease Payments	6,545	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	128,909	152,002	156,060	176,614

HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Increase due to a net of merit increase and position vacancies for a portion of FY 2013.



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

SOLID WASTE COLLECTIONS - BRUSH AND BULK

03-9103

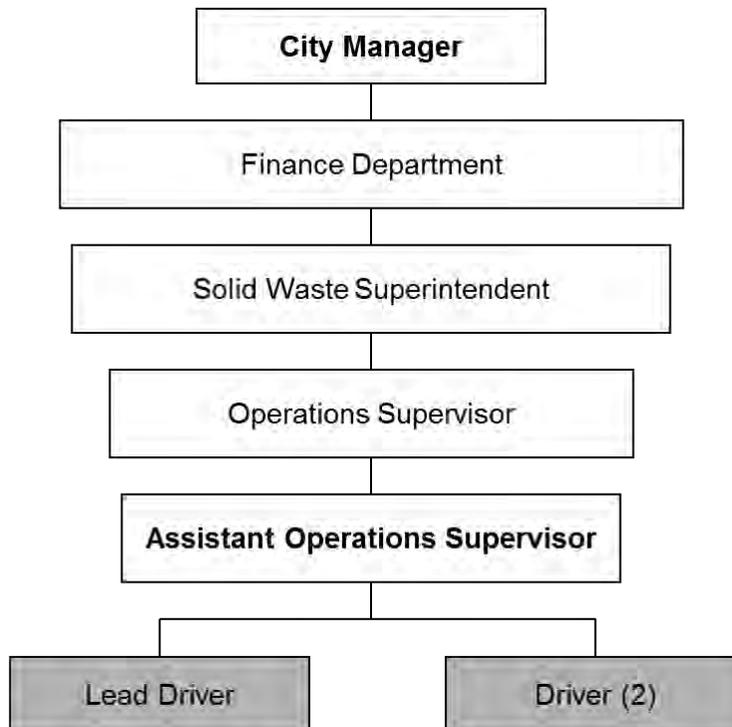
STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Driver	2	3	3	3
DIVISION TOTAL	2	3	3	3

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
Tons of Brush Collected	1,260	1,300	1,200	1,350
Tons of Bulk Items Collected	855	900	750	800
EFFICIENCIES				
Cost per Ton to Collect Brush and Bulk	\$60.95	\$69.09	\$80.03	\$82.15
EFFECTIVENESS				
Tons of Brush Diverted from the Landfill	1,177	1,200		
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%

SOLID WASTE - COMMERCIAL



Left to Right: Mark Turner (Lead Driver); Robert Butler (Driver)



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

3 Full Time Employees Funded

SOLID WASTE COLLECTIONS – COMMERCIAL

PROGRAM DESCRIPTION

The Commercial Division provides collection services and containers of various sizes to commercial customers. Fees are based on the size and quantity of containers needed, and the frequency of collection. The mission of the Solid Waste Commercial Collection Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for the collection of commercial trash in a managed format that is timely, safe, environmentally sound, efficient, and in compliance with Federal, State, and City laws.

MAJOR DEPARTMENT GOALS

- Provide responsive, reliable and quality waste collection services to all commercial customers.
- Accommodate future commercial growth in the City without service interruption.
- Establish a collection vehicle ratio of 3:1, Primary Vehicle to Backup Vehicle.

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Expanded roll off service.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2014

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

SOLID WASTE COLLECTIONS - COMMERCIAL

03-9104

EXPENDITURE SUMMARY

SW COLLECTIONS - COMMERCIAL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	153,990	115,083	115,083	122,824
Personnel Support	-	-	-	-
Supplies & Materials	38,882	43,276	48,153	35,832
Repairs & Maintenance	35,356	30,000	30,000	30,320
Contractual Services	1,737	4,025	4,525	4,100
Designated Expenses	8,438	7,902	10,000	5,000
Capital Lease Payments	14,996	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	253,398	200,286	207,761	198,076

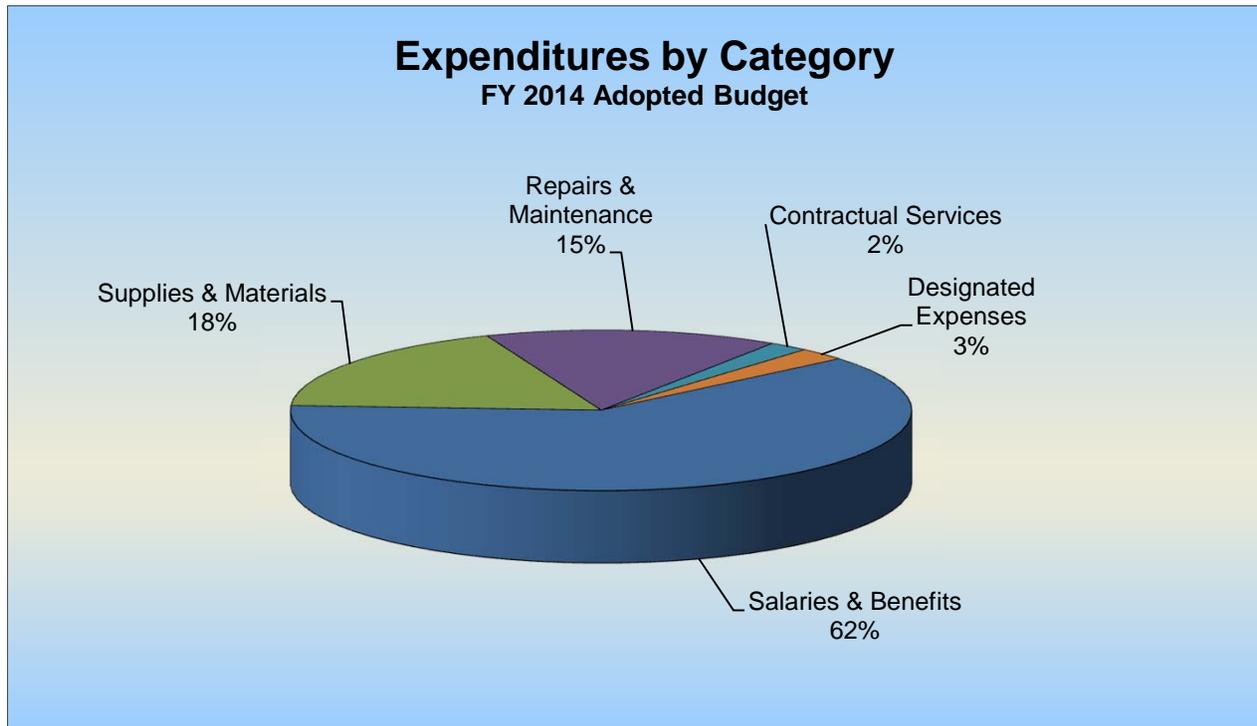
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Increase due to a net of merit increase and a position vacant for a portion of FY 2013.

Decreases:

- Supplies & Materials: A combined decrease of \$12,800 in minor general and communication equipment.
- Designated Expenses: \$5,000 reduction in dumpster repair.



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

SOLID WASTE COLLECTIONS - COMMERCIAL

03-9104

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Lead Driver	0	1	1	1
Driver	2	2	2	3
Mechanic	1	0	0	0
DIVISION TOTAL	3	3	3	4

Note: In FY 2014, one driver is unfunded.

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
Tons Collected by Commercial Collection Vehicles	5,578	5,700	5,500	5,600
EFFICIENCIES				
Operating Cost to Collect One Ton of Commercial Garbage	\$45.43	\$35.14	\$37.77	\$35.37
EFFECTIVENESS				
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%

KEEP COPPERAS COVE BEAUTIFUL (KCCB)



Don't Mess with Texas Trash-off Event April 2013

One hundred two (102) volunteers came out and collected 1400 pounds of trash, litter, and debris. This was the best turnout of volunteers to date.



A Group of Volunteers
Cleaning the Drainage
Ditch near
Georgetown Road



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

SOLID WASTE – KCCB

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT GOALS

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

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Won the 2013 Governors Community Achievement Award resulting in a \$210,000 landscaping grant.
- Received a \$1,000 Green Bag Grant, with which 500 reusable shopping bags were purchased and handed out to customers at the new H-E-B Plus during their grand opening weekend.
- Assisted Fort Hood Environmental efforts of building a Butterfly Garden by receiving grant funds and overseeing grant fund distribution. Also assisted in building Butterfly Garden and providing volunteers.
- Coordinated and assisted with the relocation of 27 trees.
- Sponsored and took part in three (3) cleanup events including a waterway cleanup event, the Don't Mess with Texas Trash-off, and an illegal dump site cleanup.
- Planned, organized, and hosted the third annual Eco Harvest where 775 fourth and fifth grade students and 140 people were educated about everything sustainable.
- Hosted a "Thank You" reception for all Eco Harvest volunteers.
- Designed and prepared a KCCB Calendar to be sold as a fundraiser.
- Focused on Education and Public Awareness by utilizing newspaper advertisements, speaking at different organizations, and distributing educational materials at the Employee Health Fair, and Rabbit Fest.
- Recognized six (6) residents through the Yard of the Month program.
- Became Secretary of the Cen-Tex Sustainable Partnership Staff Committee.
- Gave a speech about KCCB accomplishments at the annual Keep Texas Beautiful retreat in Austin.
- Partnered with CCISD, Chamber of Commerce and City of Copperas Cove on various projects.
- Worked on a Green Business Initiative.
- Remained in good standing with Keep America Beautiful.
- Remained a Gold Star Affiliate of Keep Texas Beautiful.
- Awarded two \$500 scholarships to high school students at the end of 2012-2013 school year.

CONTINUING OBJECTIVES

- Continue with cleanup events throughout the year.
- Continue relationship with local government, Chamber of Commerce, EDC, CCISD, civic groups, private entities, media, and Solid Waste partners.
- Hold fundraising events to help generate funding.
- Award Yard of the Month.
- Continue to find training opportunities for KCCB board members.
- Continue to achieve gold star status with Keep Texas Beautiful and continue to remain in good standing with Keep America Beautiful.
- Plan and host waterway and roadway cleanups.
- Continue to enhance KCCB's Website and Facebook page.

GOALS FOR FISCAL YEAR 2014

- Schedule at least one "Tire Round Up" event to curtail illegal dumping of tires.
- Improve Public Awareness to increase membership.
- Hold new member orientation for all incoming Board members.
- Hold a Halloween decorating contest in addition to the annual Christmas decorating contest.
- Complete a calendar as a fundraising project.
- Apply for at least one grant.
- Enhance the two day Eco Harvest to include more presenters and students.
- Become a Tree City USA.
- Award two \$500 scholarships to high school seniors.

KEEP COPPERAS COVE BEAUTIFUL (KCCB)

03-9105

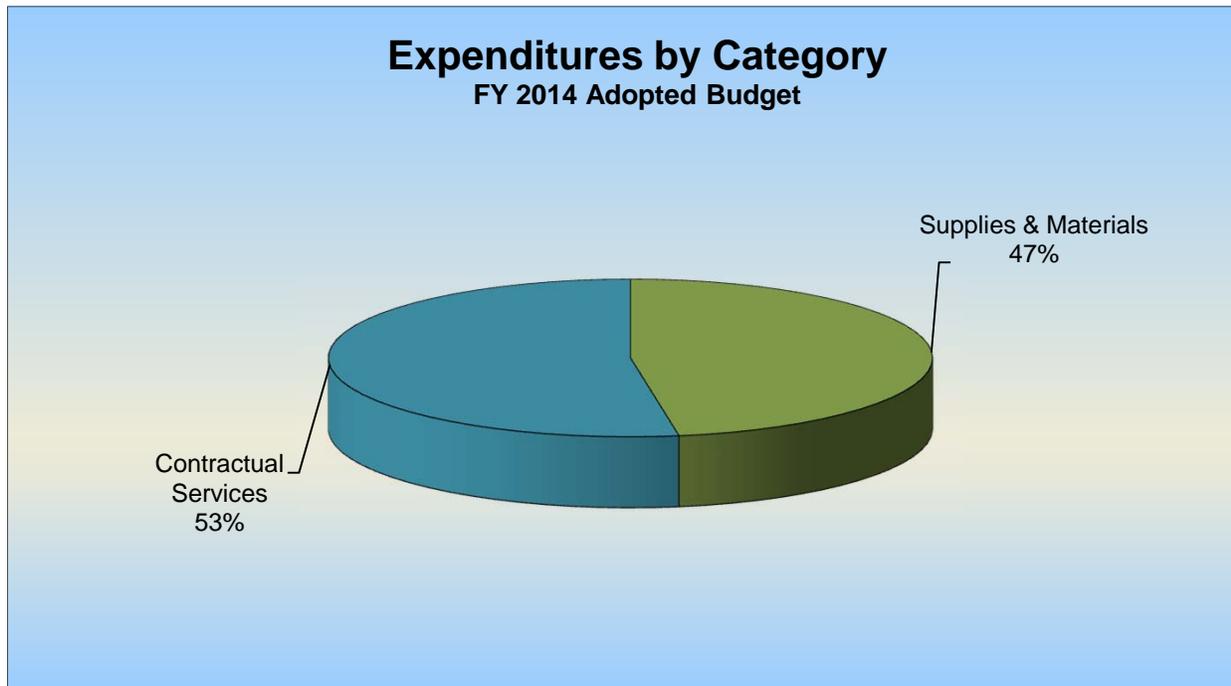
EXPENDITURE SUMMARY

KEEP COPPERAS COVE BEAUTIFUL (KCCB)	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	-	-	-	-
Supplies & Materials	11,705	11,079	11,445	11,340
Repairs & Maintenance	-	80	80	-
Contractual Services	8,595	11,746	11,380	12,568
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	20,300	22,905	22,905	23,908

HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

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



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

KEEP COPPERAS COVE BEAUTIFUL (KCCB)

03-9105

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
# of Clean-Up / Beautification Projects	18	20	18	20
# of Public Education Hours	77	80	70	85
EFFICIENCIES				
Funding Available per Project	\$1,128	\$1,145	\$1,273	\$1,195
EFFECTIVENESS				
% Increase in Memberships	0.0%	10.0%	0.0%	7.0%
% Increase in Projects	0.0%	10.0%	0.0%	10.0%
% Increase in Fund Raising	0.0%	100.0%	100.0%	10.0%

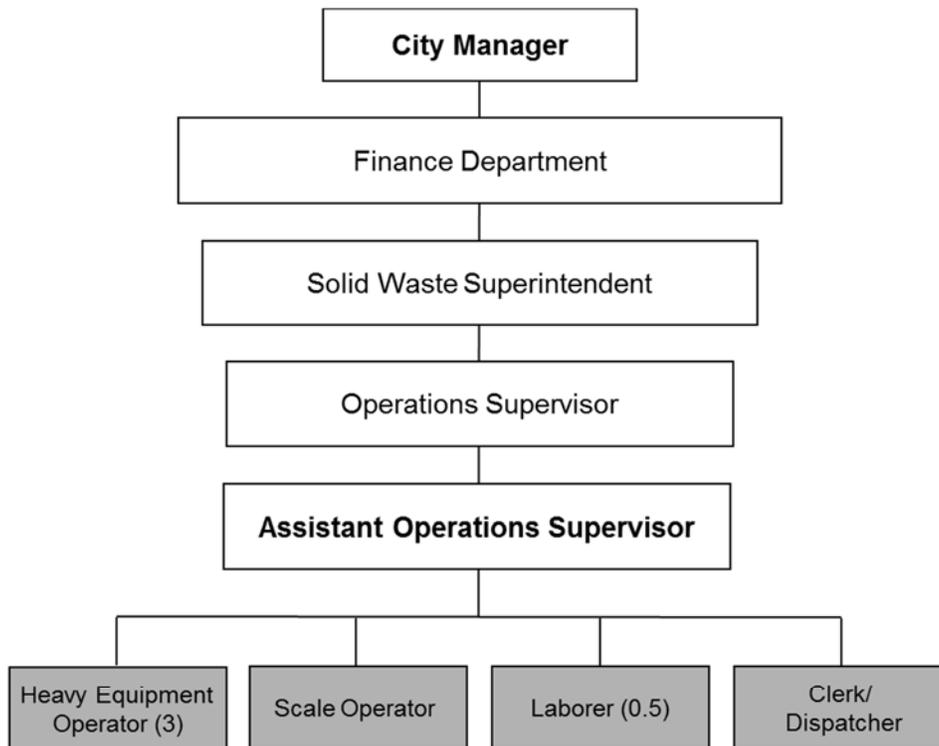
SOLID WASTE - DISPOSAL



Left to Right: Charles Jones (Heavy Equipment Operator); Willie Ortiz (Heavy Equipment Operator); Frank Lagunero (Heavy Equipment Operator)



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



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

5.5 Full Time Employees Funded

SOLID WASTE – DISPOSAL

PROGRAM DESCRIPTION

The Disposal Division operates the City's Transfer Station which is the central receiving point for all of the solid waste generated by the City of Copperas Cove. City employees monitor and inspect the waste for unauthorized or hazardous waste and then load it into trailers, which are transported to and disposed in an out-of-town landfill. It also has the responsibility for the post-closure care of the City's landfill that was closed in 1998. Both of these facilities must be run in accordance with their Site Operating Plans (SOP) and the Texas Commission on Environmental Quality (TCEQ) rules and regulations. The mission of the Solid Waste Disposal Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for the disposal of municipal solid waste and the recovery of recyclables in a managed format that is timely, safe, environmentally sound, efficient, and in compliance with Federal, State, and City laws.

MAJOR DEPARTMENT GOALS

- Efficiently operate the Transfer Station which is the receiving point for all solid waste, either generated from within the city or brought to the facility from private entities.
- Operate within the parameters of the Site Operating Plan.
- Satisfactorily complete all annual inspections and other requests by TCEQ without receiving warnings or violations.

ACHIEVEMENTS FOR FISCAL YEAR 2013

- 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 including one Household Hazardous Waste (HHW) event.
- Customers without trailers now have the ability to dump their waste on the side of Transfer Station, minimizing traffic interruption for City waste collection vehicles and other large vehicles.
- Supported various City events with roll off dumpster delivery and disposal.

CONTINUING OBJECTIVES

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

GOALS FOR FISCAL YEAR 2014

- Establish a continuing education program for all employees in waste screening and Transfer Station operations.
- Improve employee area facilities.
- Accommodate vehicle washing.
- Improve drainage system weight scale at the Transfer Station.

SOLID WASTE - DISPOSAL

03-9200

EXPENDITURE SUMMARY

SOLID WASTE - DISPOSAL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	131,370	195,301	195,301	218,312
Personnel Support	-	-	-	-
Supplies & Materials	9,819	17,251	11,129	10,943
Repairs & Maintenance	13,578	12,491	18,690	17,496
Contractual Services	14,026	17,945	17,945	16,520
Designated Expenses	957,114	1,054,080	1,042,540	1,031,300
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	1,125,906	1,297,068	1,285,605	1,294,571

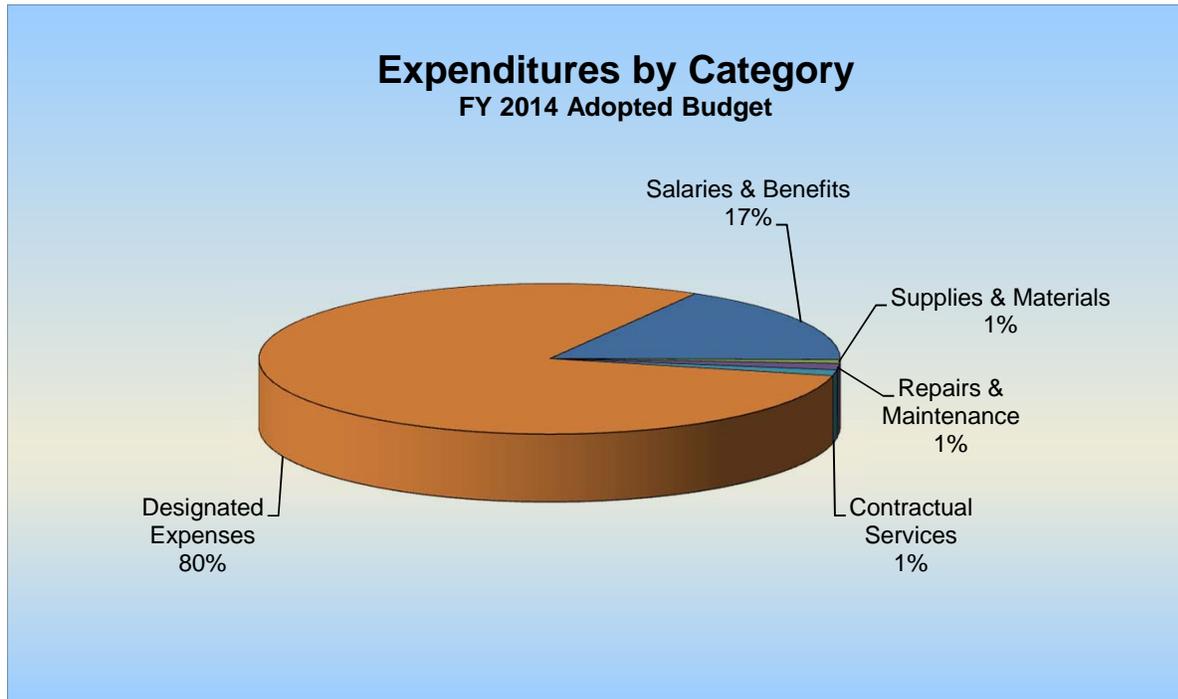
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Positions were vacant for a portion of FY 2013; also include merit increase and increase in employee insurance cost for FY 2014.

Decreases:

- Designated Expenses: Include a \$6,345 decrease in monitoring wells cost and a \$2,700 decrease in tire disposal cost.



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

SOLID WASTE - DISPOSAL

03-9200

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Heavy Equipment Operator	3	3	3	3
Scale Operator	1	1	1	1
Clerk/Dispatcher	0.5	1	1	1
Laborer	0.5	0.5	0.5	0.5
DIVISION TOTAL	5	5.5	5.5	5.5

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
<i>OUTPUTS</i>				
# of Tons Transferred and Landfilled	21,250	22,500	24,400	23,500
# of City Vehicles Utilizing Transfer Station	4,719	4,800	4,750	4,800
# of Non-City Vehicles Utilizing Transfer Station	13,703	14,000	13,500	14,000
Contract Cost per Ton to Transport and Landfill	\$37.25	\$37.25	\$37.25	\$37.25
<i>EFFICIENCIES</i>				
Cost per Ton for Operation of Facility	\$52.98	\$57.65	\$52.69	\$55.09
<i>EFFECTIVENESS</i>				
Number of Complaints from Neighbors Adjacent to the Facility	0	0	0	0

SOLID WASTE NON-DEPARTMENTAL



PROGRAM DESCRIPTION

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

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



Sideloader Truck



Brush Truck

NON - DEPARTMENTAL

03-9500

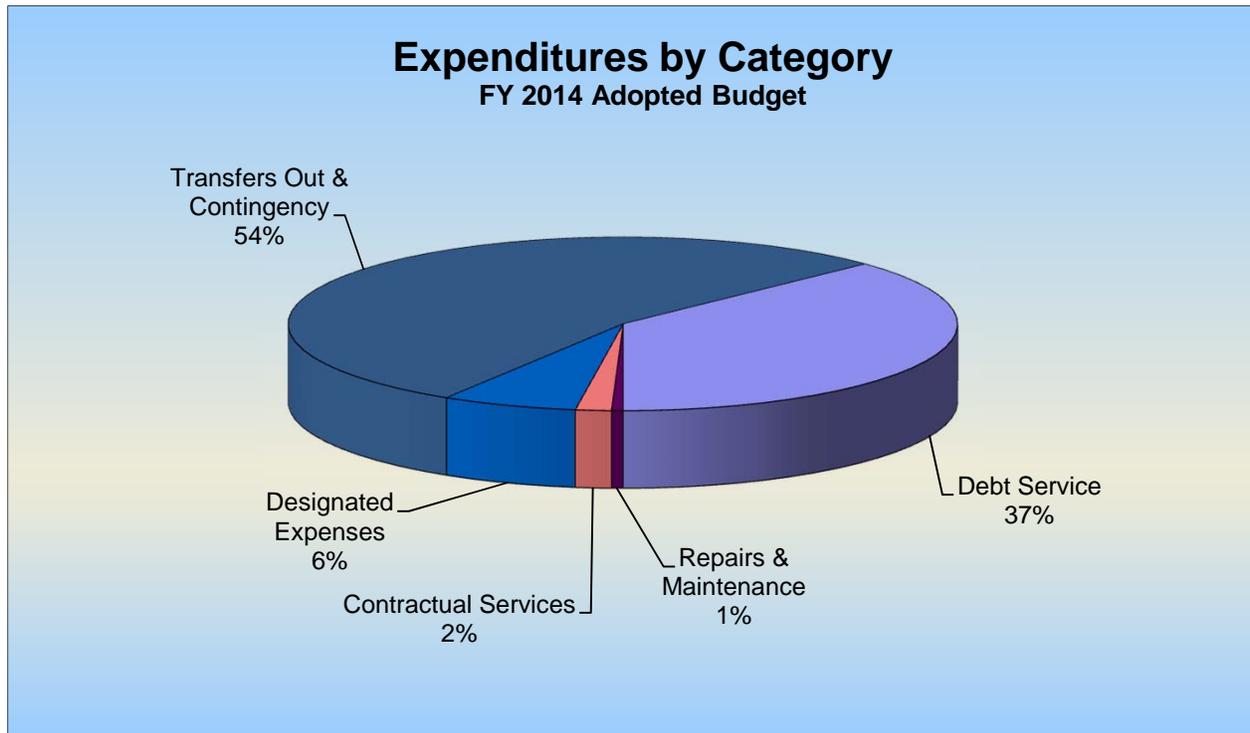
EXPENDITURE SUMMARY

NON-DEPARTMENTAL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	-	-	-	-
Supplies & Materials	-	100	100	-
Depreciation	350,108	-	-	-
Repairs & Maintenance	6,230	6,348	6,348	4,673
Contractual Services	14,610	14,475	14,475	14,412
Designated Expenses	46,539	56,581	56,581	54,850
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Transfers Out & Contingency	428,000	483,000	483,000	453,000
Debt Service	188,812	191,546	191,546	311,300
Total	1,034,299	752,050	752,050	838,235

HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Debt Service: Increase in debt principal and interest payments for FY 2014.

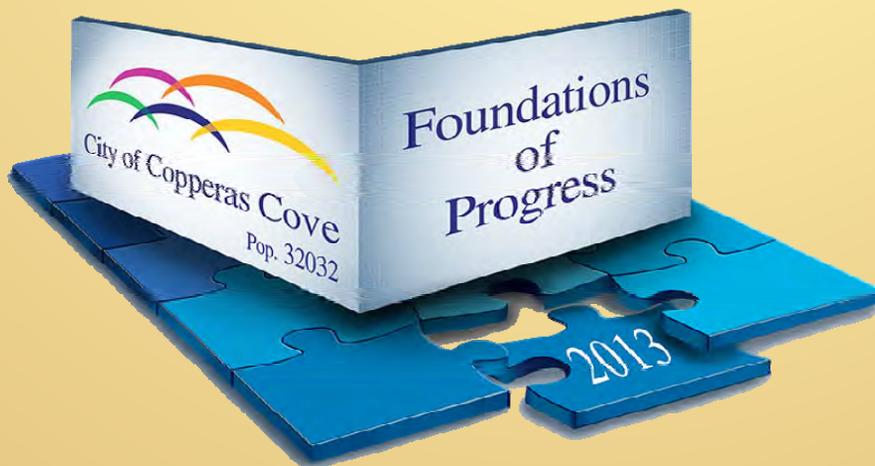


** "Highlights" are not necessarily all-inclusive.

GOLF COURSE FUND



Golf Course Pro Shop and Grill & Bar



Copperas Cove, Texas

GOLF COURSE FUND

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

The City of Copperas Cove’s Golf Course Fund accounts for all expenses incurred and revenues earned in the process of providing a golf course facility to the public. Organizationally, the golf course reports to Parks and Recreation Services.

The City Built for Family Living

**FY 2014 ADOPTED BUDGET
GOLF COURSE FUND
REVENUE & EXPENSE SUMMARY**

OVERVIEW

The Golf Course Fund is an enterprise fund that provides customers a friendly atmosphere, a course of high quality, and a pro shop with knowledgeable staff willing and able to provide assistance and direction. The Hills of Cove Golf Course provides these services to approximately 220 members. Green fees and Cart Rental fees provide 44% of the total revenue generated in the Golf Course Fund. The activities at the golf course are closely monitored by staff, City Administration, and City Council on a regular basis in effort to continue improving the financial position of the fund.

REVENUES	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 ADOPTED
Green Fees	96,418	82,519	94,959	70,000	92,000
Cart Rental Fees	103,556	82,636	91,443	68,000	87,500
Membership Dues	65,070	90,000	59,766	62,500	62,500
Pro Shop Sales	37,138	40,000	53,642	42,000	50,000
Other Operating Income	137,627	90,644	122,101	132,312	119,850
Transfers In	-	-	-	21,500	-
TOTAL	439,809	385,799	421,911	396,312	411,850
EXPENSES					
Salaries & Benefits	296,345	312,832	252,731	270,183	283,803
Supplies & Materials	36,532	33,294	51,496	58,823	65,393
Repairs & Maintenance	27,788	23,900	38,979	106,616	46,783
Contractual Services	80,548	74,736	77,299	77,939	87,905
Designated Expenses	57,108	150,221	77,558	52,573	49,391
Capital Lease Payments & Capital O	40,381	31,768	26,473	-	-
Transfers / Other	-	-	92,353	250	-
TOTAL	538,701	626,751	616,889	566,384	533,275
Revenues Over/(Under) Expenses	(98,892)	(240,952)	(194,978)	(170,072)	(121,425)
TOTAL	439,809	385,799	421,911	396,312	411,850

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2013-14 ADOPTED BUDGET
GOLF COURSE FUND
SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE**

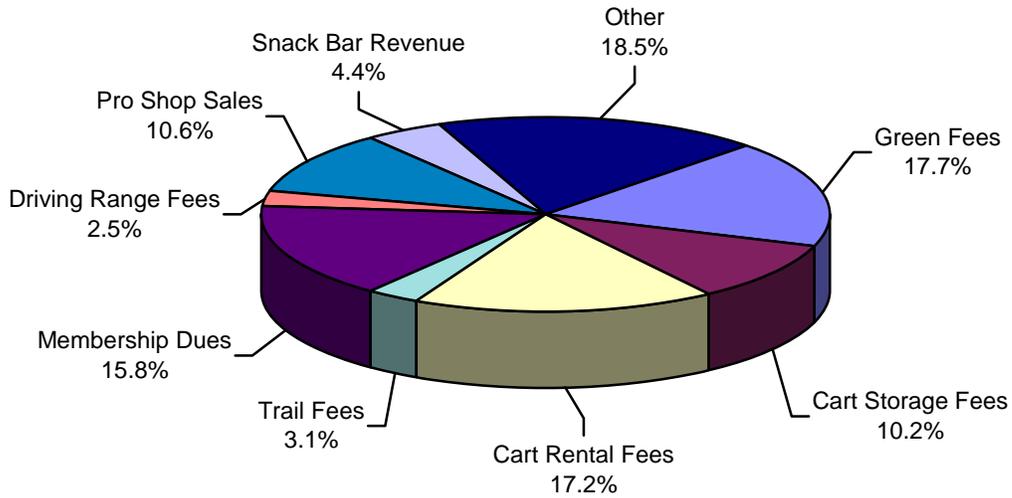
Description	Actual FY 2011-12	Budget* FY 2012-13	Projected FY 2012-13	Adopted FY 2013-14
BEGINNING FUND BALANCE:				
Unreserved, Undesignated	\$ (513,999)	\$ (618,122)	\$ (708,977)	\$ (879,049)
TOTAL BEGINNING FUND BALANCE	\$ (513,999)	\$ (618,122)	\$ (708,977)	\$ (879,049)
REVENUES:				
Swimming Pool Receipts	\$ 323	\$ -	\$ -	\$ 500
Green Fees	94,959	70,000	70,000	92,000
Cart Rental Fees	91,443	68,000	68,000	87,500
Membership Dues	59,766	62,500	62,500	62,500
Tournament-Green Fees	9,944	7,000	7,000	10,000
Cart Storage Fees	37,663	40,250	40,250	43,150
Trail Fees	12,256	12,300	12,300	12,300
Pro Shop Sales	53,642	42,000	42,000	50,000
Facility Rental Income	463	7,900	7,900	7,200
Driving Range Fees	18,726	10,000	10,000	20,700
Snack Bar Revenue-Food & Beverage	17,037	2,640	2,640	-
Snack Bar Revenue-Alcohol Sale	14,604	14,615	14,615	14,500
Miscellaneous Revenue	331	107	107	-
Insurance Proceeds ¹	-	29,000	29,000	-
Transfer from General Fund ¹	-	21,500	21,500	-
Special Green Fees	10,754	7,500	7,500	9,500
Golf Lesson Revenue	-	1,000	1,000	2,000
TOTAL REVENUES	\$ 421,911	\$ 396,312	\$ 396,312	\$ 411,850
TOTAL FUNDS AVAILABLE	\$ (92,088)	\$ (221,810)	\$ (312,665)	\$ (467,199)
OPERATING EXPENSES:				
Golf Course - Operations	\$ 291,469	\$ 186,367	\$ 184,367	\$ 196,216
Golf Course - Maintenance	277,611	358,960	360,960	320,560
Golf Course - Non-Departmental	-	-	-	-
TOTAL OPERATING EXPENSES	\$ 569,080	\$ 545,327	\$ 545,327	\$ 516,776
OTHER EXPENSES:				
Capital Lease Payments	\$ 26,473	\$ -	\$ -	\$ -
Principal & Int Debt Pymts	21,336	20,807	20,807	16,499
Transfer Out	-	250	250	-
TOTAL OTHER EXPENSES	\$ 47,809	\$ 21,057	\$ 21,057	\$ 16,499
TOTAL EXPENSES	\$ 616,889	\$ 566,384	\$ 566,384	\$ 533,275
ENDING FUND BALANCE:				
Unreserved, Undesignated	\$ (708,977)	\$ (788,194)	\$ (879,049)	\$ (1,000,474)
TOTAL ENDING FUND BALANCE	\$ (708,977)	\$ (788,194)	\$ (879,049)	\$ (1,000,474)
IDEAL FUND BALANCE	\$ 142,270	\$ 136,332	\$ 136,332	\$ 129,194
OVER (UNDER) IDEAL FUND BALANCE	\$ (851,247)	\$ (924,526)	\$ (1,015,381)	\$ (1,129,668)

* Includes budget amendments that were approved by City Council on 12/4/12, 1/3/13, 1/15/13, 2/5/13, 3/19/13, 5/7/13, 6/18/13, and 8/20/13.

¹ Includes insurance proceeds of \$29,000 for the net replacement, and a transfer from General Fund of \$21,500: \$19,000 for replacing the net and a \$2,500 match to renovate the greens.

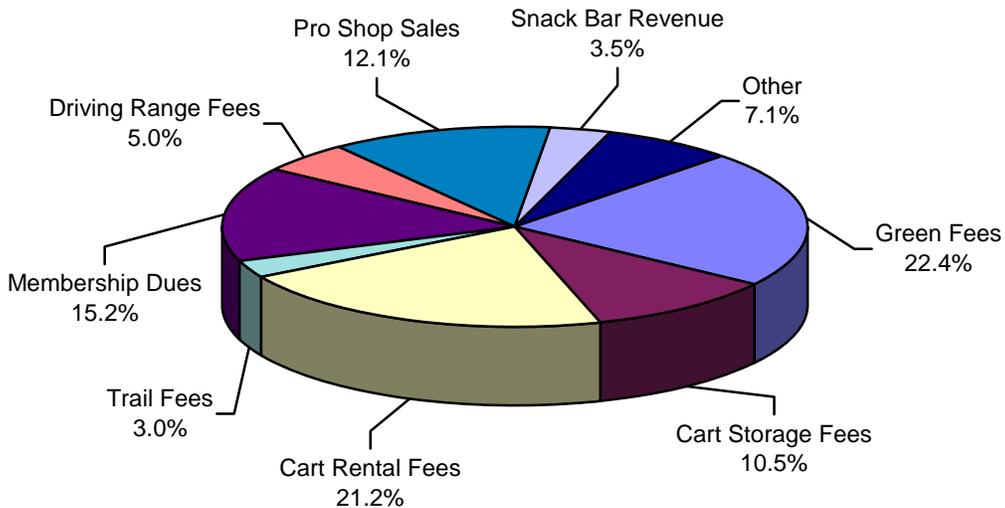
City of Copperas Cove, Texas
Golf Course Fund
Comparison of Fiscal Years 2012-2013 and 2013-2014
Budgeted Revenues by Source

Fiscal Year 2012-2013 Budgeted Revenues



Total Budgeted Revenues for Fiscal Year 2012-2013 are **\$396,312**

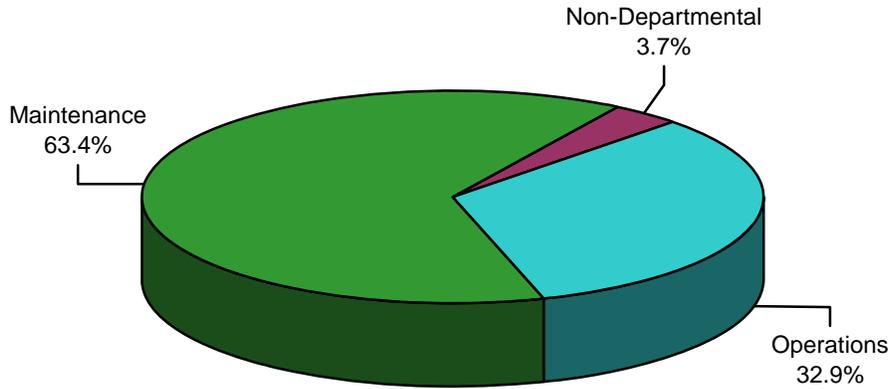
Fiscal Year 2013-2014 Budgeted Revenues



Total Budgeted Revenues for Fiscal Year 2013-2014 are **\$411,850**

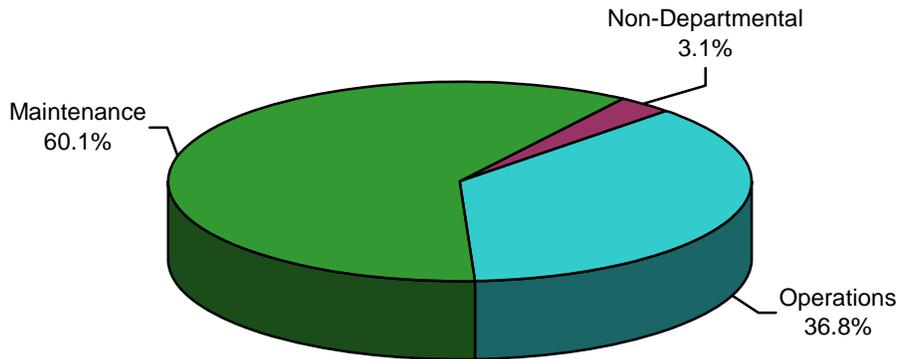
City of Copperas Cove, Texas
Golf Course Fund
Comparison of Fiscal Years 2012-2013 and 2013-2014
Budgeted Expenses by Function

Fiscal Year 2012-2013 Budgeted Expenses



Total Budgeted Expenses for Fiscal Year 2012-2013 are **\$566,384**

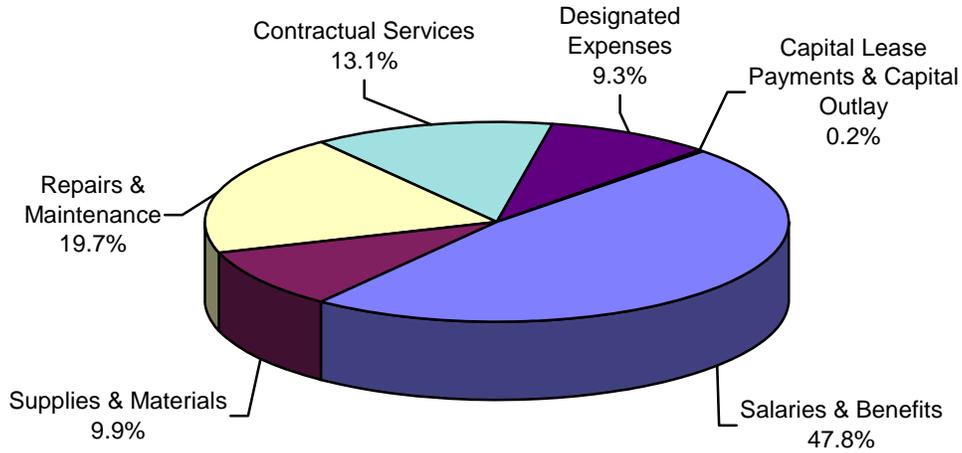
Fiscal Year 2013-2014 Budgeted Expenses



Total Budgeted Expenses for Fiscal Year 2013-2014 are **\$533,275**

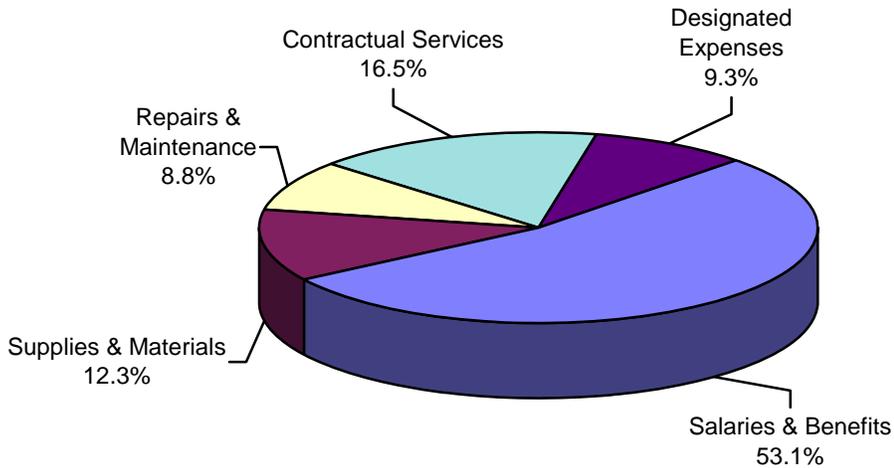
City of Copperas Cove, Texas
Golf Course Fund
Comparison of Fiscal Years 2012-2013 and 2013-2014
Budgeted Expenses by Object

Fiscal Year 2012-2013 Budgeted Expenses



Total Budgeted Expenses for Fiscal Year 2012-2013 are **\$566,384**

Fiscal Year 2013-2014 Budgeted Expenses

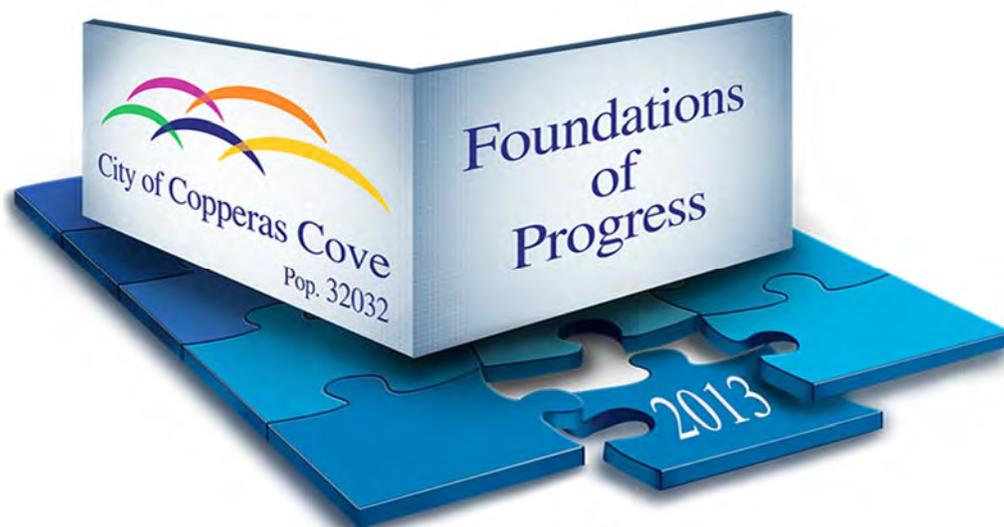


Total Budgeted Expenses for Fiscal Year 2013-2014 are **\$533,275**



City of Copperas Cove

Foundations of Progress



GOLF COURSE OPERATIONS



Left to Right: Hunter Wehmeier (Part-time Clerk/Golf Shop Assistant); Hayden Parsley (Part-time Clerk/Golf Shop Assistant); Davis Dewald (Head Golf Professional)



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

2 Full Time Employees Funded

GOLF COURSE OPERATIONS

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT GOALS

- Operate the golf course in a friendly, professional manner.
- Provide professionally run tournaments.
- Increase size and scope of golf clinics.
- Expand all Pro Shop staff knowledge about merchandise and the game of golf.

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Hosted 6 Charity Fund Raiser Golf Outings.
- Hosted 10 Copperas Cove Golf Association Tournaments throughout the year.
- Hosted 2 Junior Golf Camps in the summer.
- Hosted the Copperas Cove Junior High's Boys and Girls District Tournament.
- Hosted 2 military outings.
- Increased number of special orders in Pro Shop.

CONTINUING OBJECTIVES

- Improve the working relationship between the Golf Course and Golf Association.
- Increase the rounds of golf played.
- Closely monitor operational costs.
- Continue marketing and advertising the Golf Course and Pro Shop.
- Continue to improve the working relationship with CCISD and CTC.
- Have Pro Shop staff continue to improve customer service.

GOALS FOR FISCAL YEAR 2014

- Implement a starter program for weekends and holidays.
- Increase driving range sales by 10 percent.
- Increase merchandise sales by 5 percent.
- Achieve a customer satisfactory rating of 100 percent.

GOLF COURSE OPERATIONS

09-7400

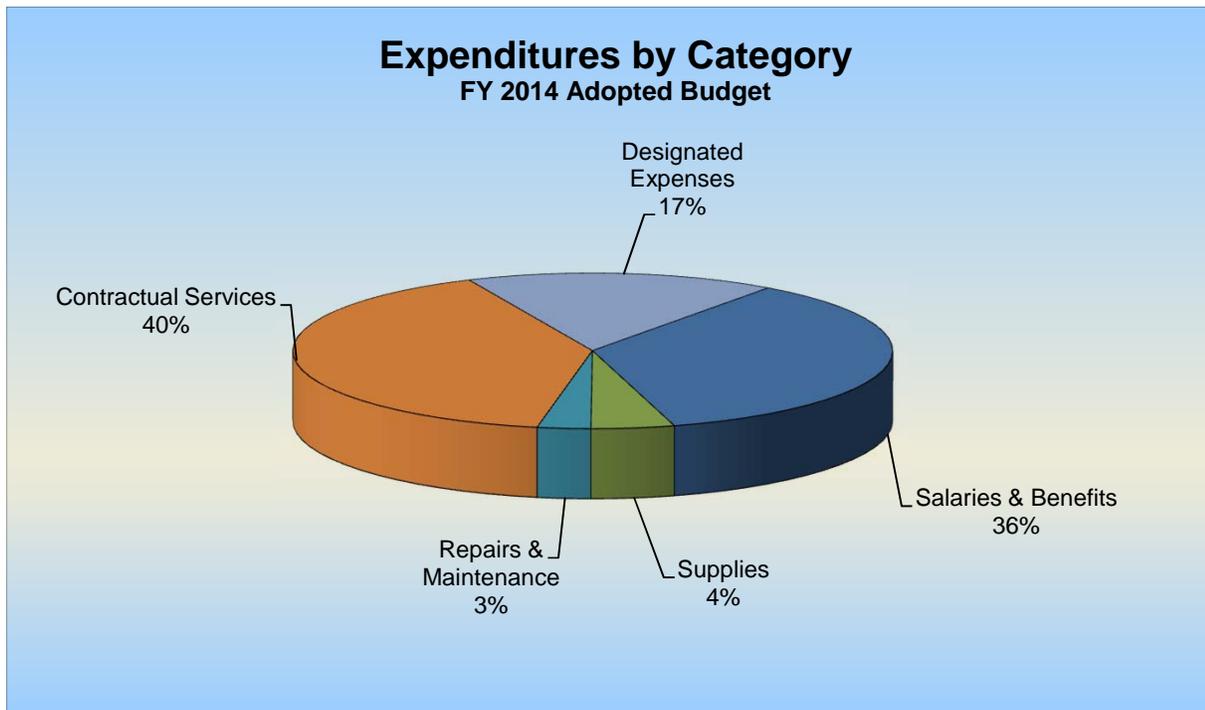
EXPENDITURE SUMMARY

GOLF COURSE OPERATIONS	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	60,952	66,950	66,950	69,846
Personnel Support	-	-	-	-
Supplies	4,780	10,562	8,257	8,793
Depreciation	92,353	-	-	-
Repairs & Maintenance	5,478	5,682	5,677	5,635
Contractual Services	71,684	70,007	71,717	79,050
Designated Expenses	56,222	31,761	31,766	32,892
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	1,405	-	-
Other	-	-	-	-
Total	291,469	186,367	184,367	196,216

HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Additional amount due primarily to merit increase.
- Contractual Services: Include \$2,644 increase for rental of equipment and \$2,704 increase for utilities cost.



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

GOLF COURSE OPERATIONS

09-7400

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Head Golf Professional	1	1	1	1
Clerk/Golf Shop Assistant	2.5	3	3	2.5
Guest Services - Seasonal	0	0	0	0.5
DIVISION TOTAL	3.5	4	4	4

Note: One full-time and two part-time Clerk/Golf Shop Assistant positions are unfunded in FY 2014.

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
Rounds of Golf Played (annually)	19,300	20,000	16,770*	20,000
# of Tournament Rounds per Year	626	750	525	750
# of Annual Dues (Memberships)	226	230	220	230
EFFICIENCIES				
Average Revenue per Round of Golf Played	\$21.86	\$19.82	\$23.63	\$20.59
Pro Shop Profit Margin	28.6%	42.5%	44.5%	56.5%
EFFECTIVENESS				
% Increase in Annual Dues	-1.0%	1.0%	-2.0%	1.0%
Customer Satisfaction Rating for Operations	95.0%	95.0%	100.0%	100.0%
Customer Satisfaction Rating for Junior Camp	100.0%	100.0%	100.0%	100.0%

* Decrease in rounds of golf played is due to having temp greens in the peak of City's golf season.

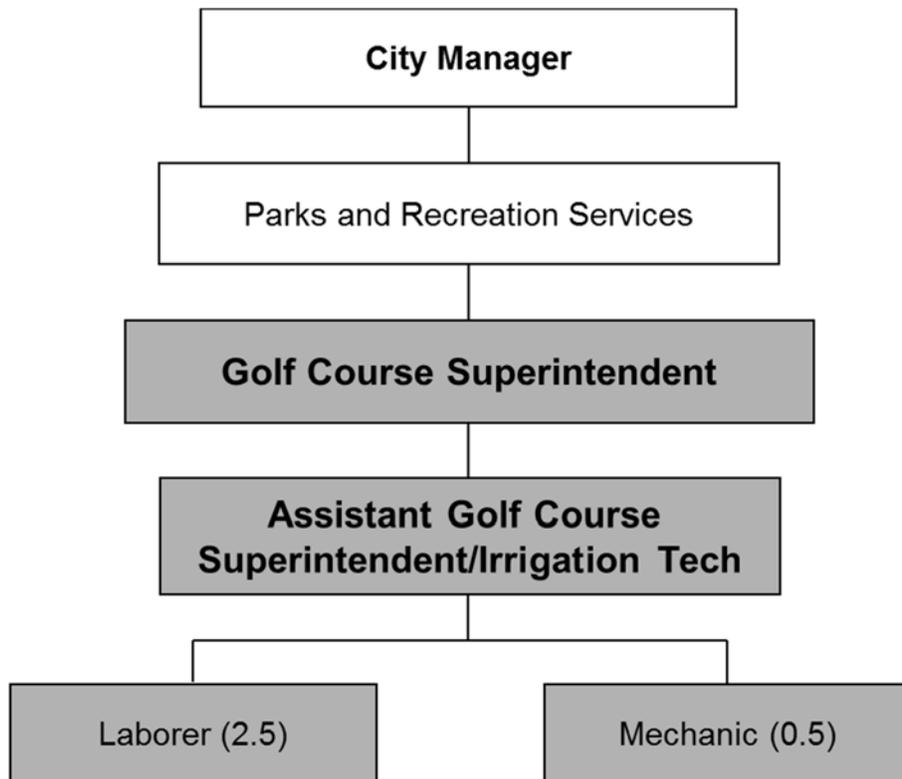
GOLF COURSE MAINTENANCE



Left to Right: Tarroll Kilgore (Laborer); Mark Garcia (Laborer); Mike Chandler (Golf Course Superintendent)



David Barr
(Part-time Laborer)



As a team we continually strive to improve our golf course in order that the everyday golfer may enjoy our facility.

5 Full Time Employees Funded

GOLF COURSE MAINTENANCE

PROGRAM DESCRIPTION

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

MAJOR DEPARTMENT GOALS

- Ensure the consistency and quality of the course is maintained year round.
- Operate the golf course maintenance functions in a friendly, professional manner.
- Maintain the highest level of playing conditions while operating within budget.

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Executed a plan and renovated seven greens, to include resurfacing with Jones Dwarf Bermuda (Greens: 2, 3, 6, 7, 14, 15, and the putting green).
- Utilized volunteers for maintaining the course to include mowing tees and Fairways.
- Resolved course ammonia issues with the help of volunteers and the CCGA donated funds.
- Re-Installed our fertigation system to treat water and fertilize the course.

CONTINUING OBJECTIVES

- Continue to improve the quality of the course and the consistency of play.
- Continue trimming and removing trees that are causing problems.
- Continue aggressive weed control program.
- Replace remaining wooden bridges on the front nine.
- Finish redesign on Hole #13.
- Continue renovating and reshaping greens (1, 4, 5, 8, 9, and possibly 18).

GOALS FOR FISCAL YEAR 2014

- Add and replace damaged irrigation heads.
- Re-install fertigation system to treat water and fertilize the course.
- Aerify greens 2 times pulling cores, 2 with solid tines.
- Pre-emerge weed control application for annual blue grass (poa annua) and goose grass.
- Have the course rerated by the USGA.

GOLF COURSE MAINTENANCE

09-7402

EXPENDITURE SUMMARY

GOLF COURSE MAINTENANCE	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	191,779	203,233	203,233	213,957
Personnel Support	-	-	-	-
Supplies & Materials	46,716	45,278	50,566	56,600
Repairs & Maintenance	33,501	106,087	100,939	41,148
Contractual Services	5,615	4,362	6,222	8,855
Designated Expenses	-	-	-	-
Capital Lease Payments	26,473	-	-	-
Capital Outlay & Improvements	-	-	-	-
Total	304,084	358,960	360,960	320,560

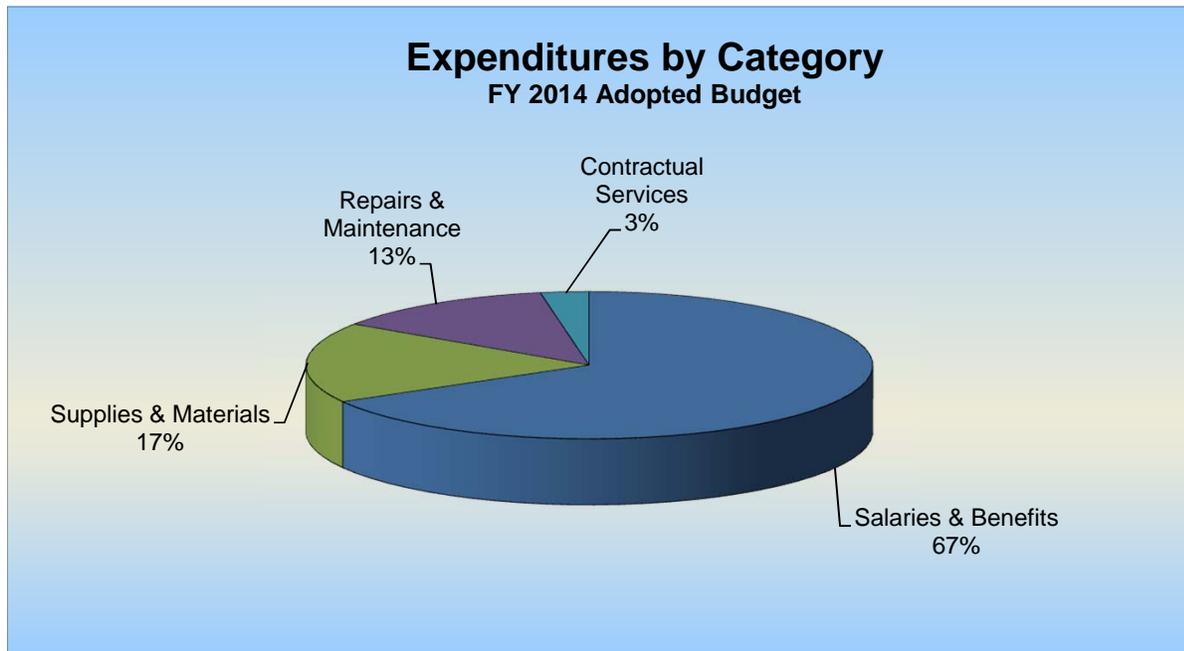
HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Include merit increase and increased employee insurance cost.

Decreases:

- Repairs & Maintenance: Include \$60,089 reduction in facilities repairs and maintenance costs.



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

GOLF COURSE MAINTENANCE

09-7402

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Golf Course Superintendent	1	1	1	1
Heavy Equipment Operator	1	0.5	0.5	0.5
Golf Course Mechanic	0.5	0.5	0.5	0.5
Laborer	3.5	4	4	4
Assistant Golf Course Superintendent/Irrigation Tech	0	0	0	1
DIVISION TOTAL	6	6	6	7

Note: Part-time Heavy Equipment Operator, a full-time and a part-time Laborer positions are unfunded in FY 2014.

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
# of Acres Mowed and Maintained	122	122	122	122
# of Greens Over Seeded	19	19	19	10
# of Weed (Pest) Control Applications	6	6	6	4
EFFICIENCIES				
Operating Cost per Acre to Maintain	\$2,492.49	\$2,942.30	\$2,958.69	\$2,627.54
EFFECTIVENESS				
% of Golfers Rating the Course Overall as Good to Excellent	90.0%	98.0%	95.0%	98.0%

GOLF COURSE NON-DEPARTMENTAL



PROGRAM DESCRIPTION

Beginning fiscal year 2009, this non-personnel department is used to account for fund-wide expenses including employee merit increases, bond principal and interest payments, and tax notes. Since this department does not have personnel, achievements and goals are not provided.

Golf Course New Driving Range Net



Before



After

NON - DEPARTMENTAL

09-7500

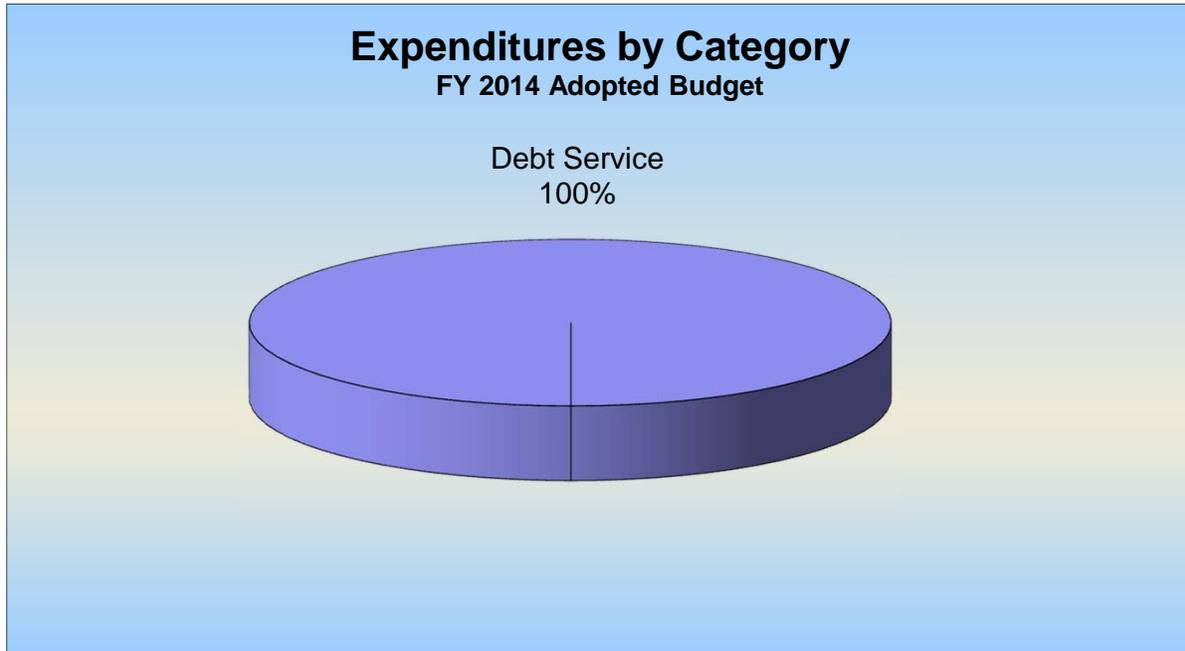
EXPENDITURE SUMMARY

NON-DEPARTMENTAL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	-	-	-	-
Supplies & Materials	-	-	-	-
Repairs & Maintenance	-	-	-	-
Contractual Services	-	-	-	-
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Debt Service	21,336	20,807	20,807	16,499
Transfers Out & Contingency	-	250	250	-
Total	21,336	21,057	21,057	16,499

HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Decreases:

- Debt Service: \$4,308 decrease in the portion of debt to be paid from the Golf Course Fund in FY 2014.



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

OTHER FUNDS



Rolling Heights Drainage Project

Copperas Cove, Texas

OTHER FUNDS

Special Revenue Funds:

Drainage Utility Fund – The Drainage Utility Fund is used to account for the receipts of the drainage assessment fees and grants collected, as well as, expenditures incurred.

Hotel Occupancy Tax Fund – The Hotel Occupancy Tax Fund is used to account for all taxes remitted to the city by local hotel operators. These funds must be utilized in accordance with state law requirements. Generally, these funds must be used to enhance tourism and enrich the culture and art of the city.

Animal Shelter Fund – Donations to the City's animal shelter are placed in this fund to ensure that they are utilized toward their designated purpose.

PEG Fees 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.

The City Built for Family Living

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2013-14 ADOPTED BUDGET
DRAINAGE UTILITY FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

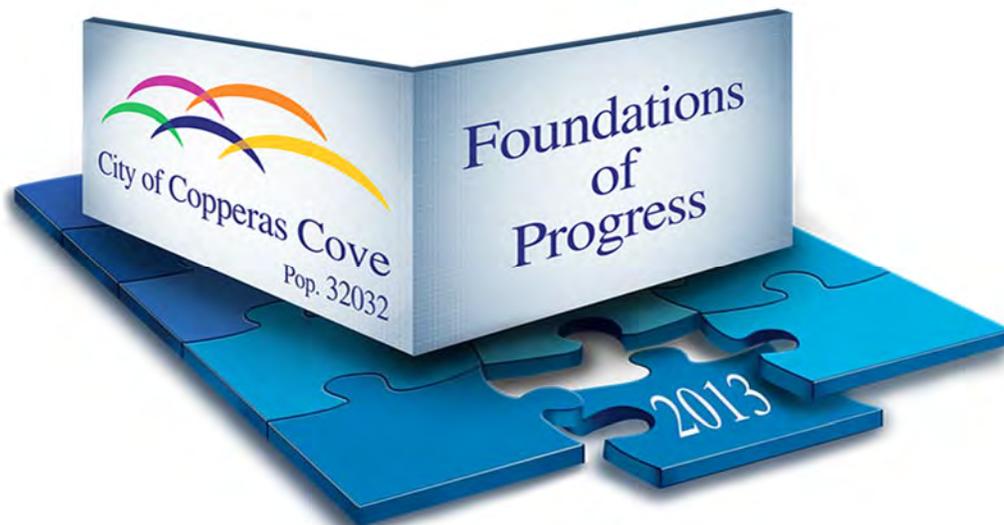
Account	Description	Actual FY 2011-12	Budget* FY 2012-13	Projected FY 2012-13	Adopted FY 2013-14
BEGINNING FUND BALANCE:					
	Unreserved, Undesignated	\$ 854,630	\$ 886,137	\$ 1,030,240	\$ 958,917
TOTAL BEGINNING FUND BALANCE		<u>\$ 854,630</u>	<u>\$ 886,137</u>	<u>\$ 1,030,240</u>	<u>\$ 958,917</u>
REVENUES					
05-340-1020	Drainage Utility Fee	\$ 890,646	\$ 900,000	\$ 900,000	\$ 888,000
Subtotal		<u>\$ 890,646</u>	<u>\$ 900,000</u>	<u>\$ 900,000</u>	<u>\$ 888,000</u>
Other Revenue					
05-390-4010	Grant Revenue	\$ -	\$ 69,455	\$ 69,455	\$ -
05-390-6005	Miscellaneous Revenues	105	-	-	-
05-370-6001	Interest Revenue	1,353	2,700	2,700	2,500
Subtotal		<u>\$ 1,458</u>	<u>\$ 72,155</u>	<u>\$ 72,155</u>	<u>\$ 2,500</u>
TOTAL REVENUES		<u>\$ 892,104</u>	<u>\$ 972,155</u>	<u>\$ 972,155</u>	<u>\$ 890,500</u>
TOTAL FUNDS AVAILABLE		<u>\$ 1,746,734</u>	<u>\$ 1,858,292</u>	<u>\$ 2,002,395</u>	<u>\$ 1,849,417</u>
OPERATING EXPENDITURES					
	Drainage	\$ 265,789	\$ 348,829	\$ 348,829	\$ 379,079
	Non-Departmental	110,684	110,070	110,070	109,928
TOTAL OPERATING EXPENDITURES		<u>\$ 376,473</u>	<u>\$ 458,899</u>	<u>\$ 458,899</u>	<u>\$ 489,007</u>
OTHER EXPENDITURES					
	Capital Improvement Projects	\$ 150,785	\$ 486,057	\$ 486,057	\$ 476,000
	Capital Outlay	-	-	-	197,000
	Principal & Int Debt Pymts	189,235	98,522	98,522	120,337
TOTAL OTHER EXPENDITURES		<u>\$ 340,020</u>	<u>\$ 584,579</u>	<u>\$ 584,579</u>	<u>\$ 793,337</u>
TOTAL EXPENDITURES		<u>\$ 716,493</u>	<u>\$ 1,043,478</u>	<u>\$ 1,043,478</u>	<u>\$ 1,282,344</u>
ENDING FUND BALANCE					
	Unreserved, Undesignated	\$ 1,030,240	\$ 814,814	\$ 958,917	\$ 567,073
TOTAL ENDING FUND BALANCE		<u>\$ 1,030,240</u>	<u>\$ 814,814</u>	<u>\$ 958,917</u>	<u>\$ 567,073</u>

* Includes budget amendments that were approved by City Council on 12/4/12, 1/3/13, 1/15/13, 2/5/13, 3/19/13, 5/7/13, 6/18/13, and 8/20/13.



City of Copperas Cove

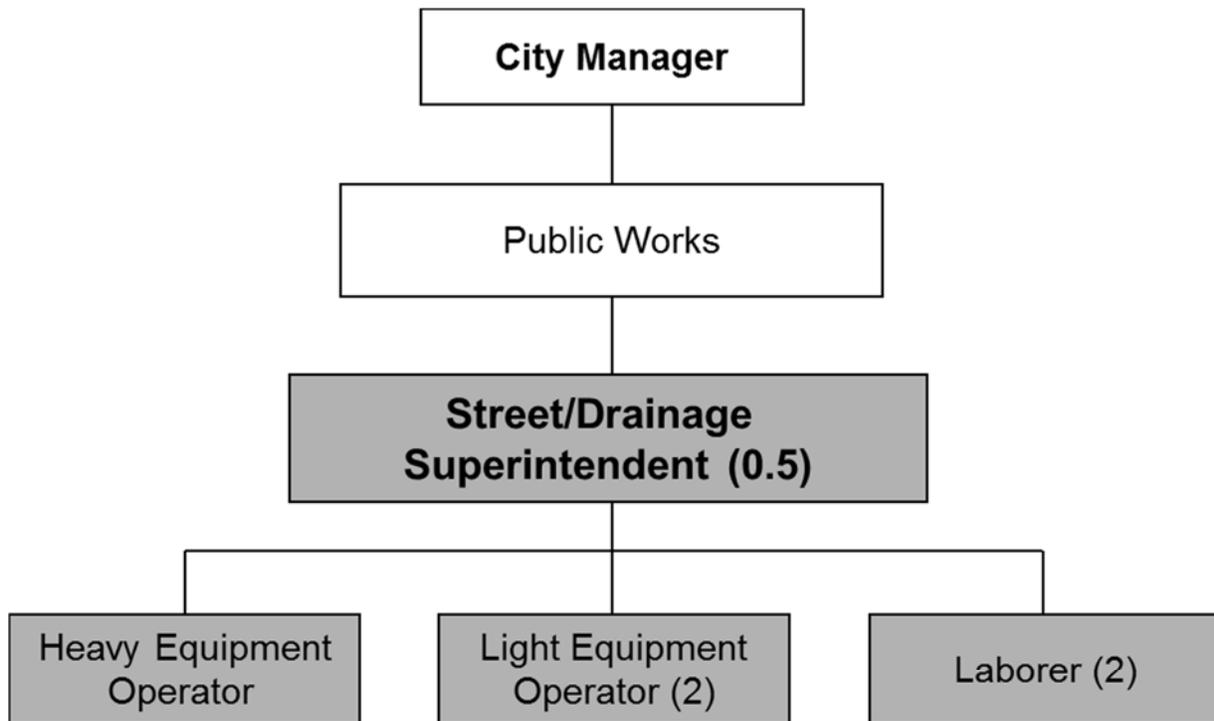
Foundations of Progress



DRAINAGE UTILITY



Left to Right: Bud Morris (Laborer); Danny Hamilton (Heavy Equipment Operator); Michael Paradise (Laborer); Kevin Fields (Laborer); Frank Haase (Laborer); James Mullen (Superintendent)



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

5.5 Full Time Employees Funded

DRAINAGE UTILITY

PROGRAM DESCRIPTION

The Drainage Department is responsible for the maintenance of the municipal storm water sewer system, which consists of cleaning out sediment that has built up significantly throughout the years in some of the City's earthen channels, to maintain and repair the flow capacity of channels, flumes, and gutter section that may have been restricted or created eroded areas, mowing and vegetative control throughout the City to include Texas Department of Transportation (TXDOT) right-of-ways.

MAJOR DEPARTMENT GOALS

- Manage storm water levels within the City's infrastructure.
- Control vegetation and erosion in drainage channels to acceptable levels.
- Inspect drainage inlets throughout the City; clean, add or repair damaged MS4 markers on the drainage inlets.

ACHIEVEMENTS FOR FISCAL YEAR 2013

- Repaired collapsed bank on Courtney Lane ditch; reshaped banks plus used gabion baskets and mattresses filled with rip-rap rock to prevent further erosion; filled wash out holes with soil to help with mosquito control.
- Repaired collapsed bank under citizen's fence on Lincoln Avenue with gabion baskets/rip-rap.
- Repaired collapsed bank under citizen's fence on South 21 Street with gabion baskets/rip-rap.
- Repaired washed out flume on Sublett Avenue using rip-rap, remesh and concrete slurry mix.
- Reshaped the banks on Erby Avenue ditch and cleaned out the channel.
- Finished Drainage Improvement Projects on Colorado Drive Stem Wall, Curry Avenue, Indian Camp Trail, and Rolling Heights projects, and the installation of CCPD pond lining.
- Assisted in the quality inspections of Western Hills Drainage Improvement Project.
- Removed silt and reshaped banks in two creeks in the Golf Course.
- Helped with the installation of the optical cable to the new City Hall.
- Supported beautification project on Fort Hood with Keep Copperas Cove Beautiful.

CONTINUING OBJECTIVES

- Control vegetation in drainage ditches by mowing.
- Control erosion in drainage channels by replacing washed out areas with rip-rap, soil and revegetation.
- Clean out concrete channels as needed.
- Maintain MS4 drain markers for the inlet boxes, flumes and grates.
- Utilize sweeper to clean out inlet boxes.
- Repair handrails on sidewalks over flumes and channels.
- Finish removal of debris/silt from storm drains, inlet boxes and further monitoring to keep them flowing freely.

GOALS FOR FISCAL YEAR 2014

- Improve drainage ways by expanding their capacity through silt removal and reshaping of the banks.
- Complete Western Hills drainage improvements.
- Install gabion rock basket at several locations to prevent property owner's fences from eroding away.
- Establish a program for control of weeds in gutters by mechanical means and the use of herbicide.
- Complete Hughes Garden drainage improvements.

DRAINAGE UTILITY

05-7600

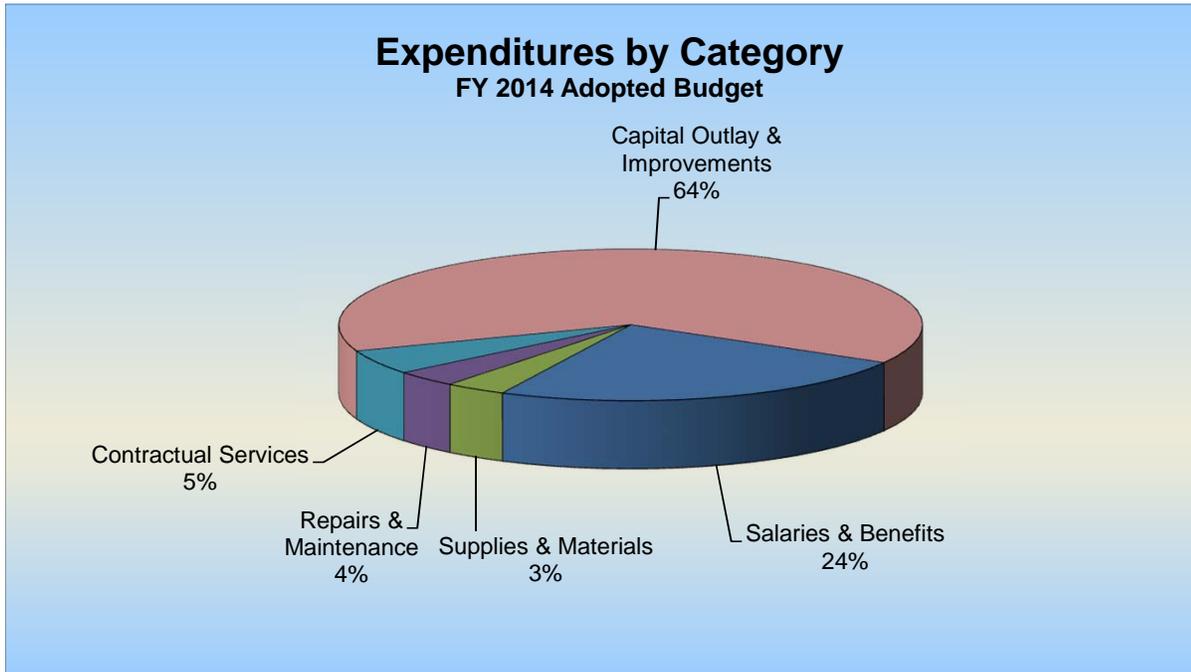
EXPENDITURE SUMMARY

DRAINAGE UTILITY	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	214,736	242,704	242,704	251,480
Personnel Support	-	-	-	-
Supplies & Materials	25,449	28,347	28,347	35,544
Repairs & Maintenance	18,506	35,239	35,239	36,890
Contractual Services	7,098	8,556	8,556	55,165
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	150,785	520,040	520,040	673,000
TOTAL	416,574	834,886	834,886	1,052,079

HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Salaries & Benefits: Position was vacant for a portion of FY 2013; also include merit increase and increase in employee insurance cost for FY 2014.
- Supplies & Materials: Include \$5,000 for weed herbicide and \$3,150 for six (6) 3-tier individual wall lockers.
- Contractual Services: Include \$40,860 for City Engineer and \$4,500 for professional services.
- Capital Outlay & Improvements: \$25,000 for a light duty truck, \$150,000 for a heavy duty truck, \$22,000 for two (2) small mowing tractors, and funding for Hughes Garden Drainage Project (\$476,000).



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

DRAINAGE UTILITY

05-7600

STAFFING LEVEL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Street/Drainage Superintendent*	0.5	0.5	0.5	0.5
Heavy Equipment Operator	1	1	1	1
Director of Solid Waste**	0.33	0	0	0
Light Equipment Operator	0	2	2	2
Laborer	4	4	4	2
DIVISION TOTAL	5.83	7.5	7.5	5.5

* Funded 50/50 between Street and Drainage Utility departments in FY 2014.

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Target
OUTPUTS				
Mowing Cycles per Year	5	5	5	5
Drainage Miles Maintained per Year*	63	70	70	70
Average Drainage Miles Mowed per Month**	8	9	9	9
# of Drainage Inlets Inspected, Cleaned, and Marked	458	458	458	470
EFFICIENCIES				
Drainage Miles Maintained per Drainage Employee	12.6	14.0	14.0	14.0
EFFECTIVENESS				
Average % of Drainage Miles Mowed per Month	56.3%	62.5%	62.5%	62.5%

* Fourteen (14) miles of drainage are maintained.

** Average number of months of mowing per year is eight (8).

DRAINAGE NON-DEPARTMENTAL



PROGRAM DESCRIPTION

This non-personnel department is used to account for fund-wide expenses including employee merit increases, bond principal and interest payments, and tax notes. Since this department does not have personnel, achievements and goals are not provided.

WESTERN HILL DRAINAGE PROJECT

Poured Concrete for Sidewalks in Flume



Installed Pipe from Junction Box



NON - DEPARTMENTAL

05-8000

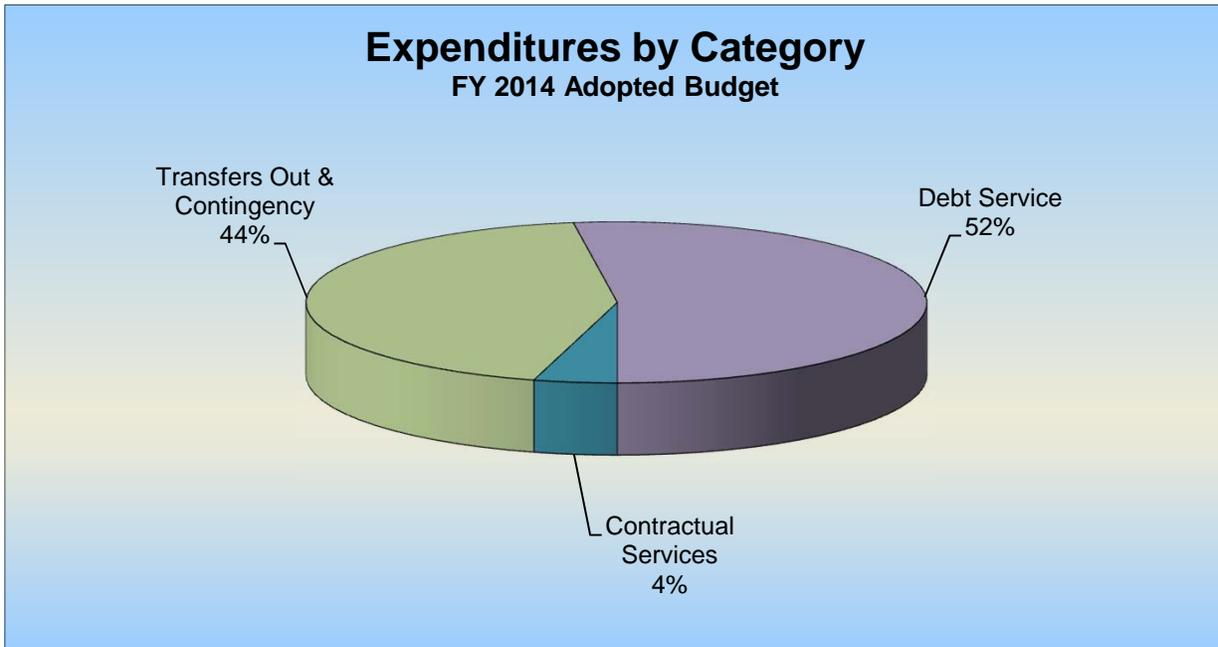
EXPENDITURE SUMMARY

NON-DEPARTMENTAL	FY 2012 Actual	FY 2013 Amended Budget	FY 2013 Year End Projection	FY 2014 Adopted Budget
Salaries & Benefits	-	-	-	-
Personnel Support	-	-	-	-
Supplies	-	-	-	-
Repairs & Maintenance	-	-	-	-
Contractual Services	10,684	9,989	9,989	9,928
Designated Expenses	-	-	-	-
Capital Lease Payments	-	-	-	-
Capital Outlay & Improvements	-	-	-	-
Transfers Out & Contingency	100,000	100,000	100,000	100,000
Debt Service	189,235	98,603	98,603	120,337
TOTAL	299,919	208,592	208,592	230,265

HIGHLIGHTS (FY 2014 Adopted Over/Under FY 2013 Projected) **

Increases:

- Debt Service: Portion of debt to be paid from the Drainage Fund in FY 2014.



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

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2013-14 ADOPTED BUDGET
HOTEL OCCUPANCY TAX FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Account	Description	Actual FY 2011-12	Budget* FY 2012-13	Projected FY 2012-13	Adopted FY 2013-14
BEGINNING FUND BALANCE					
	Unreserved, Undesignated	\$ (5,221)	\$ 902	\$ 44,867	\$ 26,766
TOTAL BEGINNING FUND BALANCE		<u>\$ (5,221)</u>	<u>\$ 902</u>	<u>\$ 44,867</u>	<u>\$ 26,766</u>
REVENUES					
14-310-1001.1	Hotel Occupancy Tax - Best Wes	\$ 36,147	\$ 33,455	\$ 33,455	\$ 33,500
14-310-1001.2	Hotel Occupancy Tax - Luxury Inr	7,363	8,634	8,634	8,700
14-310-1001.3	Hotel Occupancy Tax - Cactus Lc	11,476	11,129	11,129	11,200
14-310-1001.4	Hotel Occupancy Tax - Motel 8	27,522	26,693	26,693	26,700
14-310-1001.5	Hotel Occupancy Tax - Relax Inn	7,174	7,268	7,268	7,300
14-310-1001.6	Hotel Occupancy Tax - Comfort S	67,859	45,326	45,326	45,500
14-310-1001.7	Hotel Occupancy Tax - Days Inn	39,196	34,830	34,830	35,000
14-370-6001	Interest Revenue	22	153	153	50
TOTAL REVENUES		<u>\$ 196,759</u>	<u>\$ 167,488</u>	<u>\$ 167,488</u>	<u>\$ 167,950</u>
TOTAL FUNDS AVAILABLE		<u>\$ 191,538</u>	<u>\$ 168,390</u>	<u>\$ 212,355</u>	<u>\$ 194,716</u>
EXPENDITURES					
4502-1400-2075	Other Operating Costs	\$ -	\$ -	\$ -	\$ -
4502-1400-2200	Promo of Tourism - Chamber of C	90,750	125,250	125,250	101,103
4502-1400-2212	Texas Lodging Advertising	2,208	2,225	2,225	2,300
4502-1400-4450	C.H.A.M.P.S.	20,000	25,000	25,000	27,000
4502-1400-9300	Principal - 2009 Tax Notes	30,000	30,000	30,000	30,000
4502-1400-9400	Interest - 2009 Tax Notes	3,713	3,114	3,114	2,513
4502-1400-9920	Contingencies	-	-	-	-
TOTAL EXPENDITURES		<u>\$ 146,671</u>	<u>\$ 185,589</u>	<u>\$ 185,589</u>	<u>\$ 162,916</u>
ENDING FUND BALANCE:					
	Unreserved, Undesignated	\$ 44,867	\$ (17,199)	\$ 26,766	\$ 31,800
TOTAL ENDING FUND BALANCE		<u>\$ 44,867</u>	<u>\$ (17,199)</u>	<u>\$ 26,766</u>	<u>\$ 31,800</u>

* Includes budget amendments that were approved by City Council on 12/4/12, 1/3/13, 1/15/13, 2/5/13, 3/19/13, 5/7/13, 6/18/13, and 8/20/13.

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2013-14 ADOPTED BUDGET
ANIMAL SHELTER FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Account	Description	Actual FY 2011-12	Budget* FY 2012-13	Projected FY 2012-13	Adopted FY 2013-14
BEGINNING FUND BALANCE					
	Unreserved, Undesignated	\$ 17,577	\$ 17,582	\$ 17,586	\$ 17,616
TOTAL BEGINNING FUND BALANCE		<u>\$ 17,577</u>	<u>\$ 17,582</u>	<u>\$ 17,586</u>	<u>\$ 17,616</u>
REVENUES					
15-370-6001	Interest Revenue	\$ 9	\$ 30	\$ 30	\$ -
15-390-1001	Shelter Donation	-	-	-	-
TOTAL REVENUES		<u>\$ 9</u>	<u>\$ 30</u>	<u>\$ 30</u>	<u>\$ -</u>
TOTAL FUNDS AVAILABLE		<u>\$ 17,586</u>	<u>\$ 17,612</u>	<u>\$ 17,616</u>	<u>\$ 17,616</u>
EXPENDITURES					
	Designated Expenses	\$ -	\$ -	\$ -	\$ 17,616
TOTAL EXPENDITURES		<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 17,616</u>
ENDING FUND BALANCE:					
	Unreserved, Undesignated	\$ 17,586	\$ 17,612	\$ 17,616	\$ -
TOTAL ENDING FUND BALANCE		<u>\$ 17,586</u>	<u>\$ 17,612</u>	<u>\$ 17,616</u>	<u>\$ -</u>

* Includes budget amendments that were approved by City Council on 12/4/12, 1/3/13, 1/15/13, 2/5/13, 3/19/13, 5/7/13, 6/18/13, and 8/20/13.

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2013-14 ADOPTED BUDGET
PEG FEES FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Account	Description	Actual FY 2011-12	Budget* FY 2012-13	Projected FY 2012-13	Adopted FY 2013-14
BEGINNING FUND BALANCE					
	Unreserved, Undesignated	\$ -	\$ -	\$ 48,838	\$ 61,538
TOTAL BEGINNING FUND BALANCE		<u>\$ -</u>	<u>\$ -</u>	<u>\$ 48,838</u>	<u>\$ 61,538</u>
REVENUES					
16-370-6001	Interest Revenue	\$ -	\$ 76	\$ 76	\$ -
16-390-1001	Peg Fee Revenue	48,838	61,462	61,462	61,500
TOTAL REVENUES		<u>\$ 48,838</u>	<u>\$ 61,538</u>	<u>\$ 61,538</u>	<u>\$ 61,500</u>
TOTAL FUNDS AVAILABLE		<u>\$ 48,838</u>	<u>\$ 61,538</u>	<u>\$ 110,376</u>	<u>\$ 123,038</u>
EXPENDITURES					
	Designated Expenses	\$ -	\$ 48,838	\$ 48,838	\$ 61,538
TOTAL EXPENDITURES		<u>\$ -</u>	<u>\$ 48,838</u>	<u>\$ 48,838</u>	<u>\$ 61,538</u>
ENDING FUND BALANCE:					
	Unreserved, Undesignated	\$ 48,838	\$ 12,700	\$ 61,538	\$ 61,500
TOTAL ENDING FUND BALANCE		<u>\$ 48,838</u>	<u>\$ 12,700</u>	<u>\$ 61,538</u>	<u>\$ 61,500</u>

* Includes budget amendments that were approved by City Council on 12/4/12, 1/3/13, 1/15/13, 2/5/13, 3/19/13, 5/7/13, 6/18/13, and 8/20/13.

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2013-14 ADOPTED BUDGET
COURT EFFICIENCY FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2011-12	Budget* FY 2012-13	Projected FY 2012-13	Adopted FY 2013-14
BEGINNING FUND BALANCE:				
Unreserved, Undesignated	\$ 17,134	\$ 14,937	\$ 16,349	\$ 14,715
TOTAL BEGINNING FUND BALANCE	<u>\$ 17,134</u>	<u>\$ 14,937</u>	<u>\$ 16,349</u>	<u>\$ 14,715</u>
REVENUES				
Court Efficiency Revenue	\$ 3,043	\$ 3,000	\$ 3,000	\$ 3,300
Interest Revenue	19	19	19	20
TOTAL REVENUES	<u>\$ 3,062</u>	<u>\$ 3,019</u>	<u>\$ 3,019</u>	<u>\$ 3,320</u>
TOTAL FUNDS AVAILABLE	<u>\$ 20,196</u>	<u>\$ 17,956</u>	<u>\$ 19,368</u>	<u>\$ 18,035</u>
TOTAL EXPENDITURES	<u>\$ 3,848</u>	<u>\$ 4,653</u>	<u>\$ 4,653</u>	<u>\$ 6,842</u>
ENDING FUND BALANCE:				
Unreserved, Undesignated	\$ 16,349	\$ 13,303	\$ 14,715	\$ 11,193
TOTAL ENDING FUND BALANCE	<u>\$ 16,349</u>	<u>\$ 13,303</u>	<u>\$ 14,715</u>	<u>\$ 11,193</u>

* Includes budget amendments that were approved by City Council on 12/4/12, 1/3/13, 1/15/13, 2/5/13, 3/19/13, 5/7/13, 6/18/13, and 8/20/13.

Note: The Court Efficiency Fund was in a combined Municipal Court Special Revenue fund prior to FY 2008-09.

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2013-14 ADOPTED BUDGET
COURT SECURITY FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2011-12	Budget* FY 2012-13	Projected FY 2012-13	Adopted FY 2013-14
BEGINNING FUND BALANCE:				
Unreserved, Undesignated	\$ 570	\$ 18,608	\$ 17,931	\$ 33,061
TOTAL BEGINNING FUND BALANCE	<u>\$ 570</u>	<u>\$ 18,608</u>	<u>\$ 17,931</u>	<u>\$ 33,061</u>
REVENUES				
Court Security Revenue	\$ 17,348	\$ 18,000	\$ 15,100	\$ 17,000
Interest Revenue	13	10	30	30
TOTAL REVENUES	<u>\$ 17,361</u>	<u>\$ 18,010</u>	<u>\$ 15,130</u>	<u>\$ 17,030</u>
TOTAL FUNDS AVAILABLE	<u>\$ 17,931</u>	<u>\$ 36,618</u>	<u>\$ 33,061</u>	<u>\$ 50,091</u>
TOTAL EXPENDITURES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
ENDING FUND BALANCE:				
Unreserved, Undesignated	\$ 17,931	\$ 36,618	\$ 33,061	\$ 50,091
TOTAL ENDING FUND BALANCE	<u>\$ 17,931</u>	<u>\$ 36,618</u>	<u>\$ 33,061</u>	<u>\$ 50,091</u>

* Includes budget amendments that were approved by City Council on 12/4/12, 1/3/13, 1/15/13, 2/5/13, 3/19/13, 5/7/13, 6/18/13, and 8/20/13.

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2013-14 ADOPTED BUDGET
COURT TECHNOLOGY FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2011-12	Budget* FY 2012-13	Projected FY 2012-13	Adopted FY 2013-14
BEGINNING FUND BALANCE:				
Unreserved, Undesignated	\$ 43,456	\$ 36,878	\$ 38,573	\$ 33,084
TOTAL BEGINNING FUND BALANCE	<u>\$ 43,456</u>	<u>\$ 36,878</u>	<u>\$ 38,573</u>	<u>\$ 33,084</u>
REVENUES				
Court Technology Revenue	\$ 23,116	\$ 19,500	\$ 19,500	\$ 20,500
Interest Revenue	45	45	45	45
TOTAL REVENUES	<u>\$ 23,161</u>	<u>\$ 19,545</u>	<u>\$ 19,545</u>	<u>\$ 20,545</u>
TOTAL FUNDS AVAILABLE	<u>\$ 66,617</u>	<u>\$ 56,423</u>	<u>\$ 58,118</u>	<u>\$ 53,629</u>
TOTAL EXPENDITURES	<u>\$ 28,044</u>	<u>\$ 25,034</u>	<u>\$ 25,034</u>	<u>\$ 29,060</u>
ENDING FUND BALANCE:				
Unreserved, Undesignated	\$ 38,573	\$ 31,389	\$ 33,084	\$ 24,569
TOTAL ENDING FUND BALANCE	<u>\$ 38,573</u>	<u>\$ 31,389</u>	<u>\$ 33,084</u>	<u>\$ 24,569</u>

* Includes budget amendments that were approved by City Council on 12/4/12, 1/3/13, 1/15/13, 2/5/13, 3/19/13, 5/7/13, 6/18/13, and 8/20/13.

Note: The Court Technology Fund was in a combined Municipal Court Special Revenue fund prior to FY 2008-09.

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2013-14 ADOPTED BUDGET
OTHER FUNDS**

SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

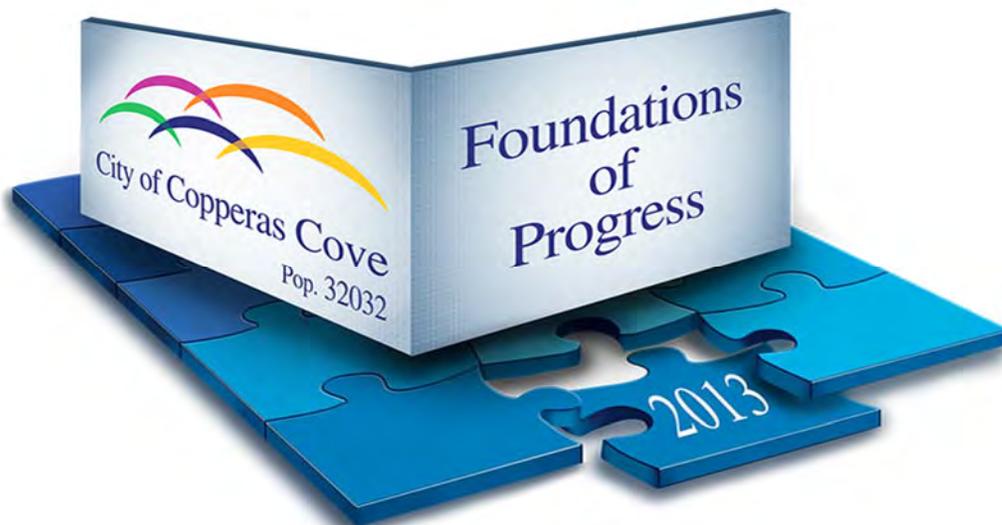
Fund Description	Beginning Fund Balance	Revenues	Expenditures	Ending Fund Balance
Revolving Loan Fund	\$ 36,377	\$ 22,870	\$ -	\$ 59,247
City-Wide Donation Fund	38,159	16,271	54,430	-
City-Wide Grants	1,028	72,819	73,843	4
FEMA Grant Fund	3,903	-	3,903	-
Law Enforcement Block Grant Fund	12,423	-	12,423	-
Fire Department Grants Fund	9,442	-	9,442	-
Tobacco Grant Fund	2,025	3,375	5,400	-
TOTAL OTHER FUNDS	\$ 103,357	\$ 115,335	\$ 159,441	\$ 59,251

* Includes budget amendments that were approved by City Council on 12/4/12, 1/3/13, 1/15/13, 2/5/13, 3/19/13, 5/7/13, 6/18/13, and 8/20/13.



City of Copperas Cove

Foundations of Progress



DEBT SERVICE REQUIREMENTS



Top: Old Copperas Cove Road
Bottom: Northeast Bypass

Copperas Cove, Texas

DEBT SERVICE REQUIREMENTS

The City's debt service management policies are designed to comply with the legal provisions of the various bond ordinances and covenants governing the debt issue. The City maintains a separate interest and sinking fund for all general obligation debt. Ad valorem tax receipts are deposited into the fund to retire the current year's debt service requirements, in addition to any paying agent fees.

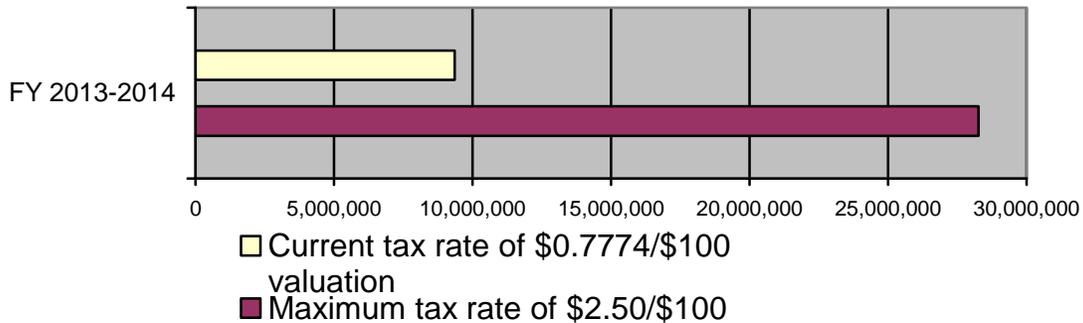
The most recent debt issues of the City of Copperas Cove have earned ratings from Standard & Poor's and Moody's.

Bond Type	Standard & Poor's	Moody's
G. O. Bonds*	AA-	Aa3
Certificates of Obligation	A-	A3
Revenue Bonds	BBB	Baa1

*Standard & Poor's 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 April 2013 debt issue.

*Moody's upgraded the City's GO Bond rating from A1 to Aa3 after being calibrated from an A3 to an A1 after review of credit strength in May 2010 and remained at the Aa3 rating after the April 2013 debt issue

The City of Copperas Cove has no legal debt limit established by its charter or Code of Ordinances. The Constitution of the State of Texas (Article XI, Section 5) limits the maximum amount that a city can levy in the form of an ad valorem tax rate to \$2.50 per \$100 taxable assessed value for all City purposes.



Administratively, the Attorney General of the State of Texas will permit allocation of \$1.50 of the \$2.50 maximum tax rate for **general obligation debt service**. (Source: Texas Admin Code, Rule 53.3)

Assessed value, 2013 Preliminary Tax Roll	\$1,130,792,202
Limit on amount designated for debt service	x 1.5%
Legal limit	\$ 16,961,883

Actual amount to be expended from ad valorem taxes for general obligation debt service during the Year Ending September 30, 2014	\$ 1,615,577
---	--------------

The City Built for Family Living

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2013-14 ADOPTED BUDGET
TAX INTEREST AND SINKING FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Account	Description	Actual FY 2011-12	Budget* FY 2012-13	Projected FY 2012-13	Adopted FY 2013-14
BEGINNING FUND BALANCE:					
	Unreserved, Undesignated	\$ 2,006,695	\$ 147,531	\$ 160,455	\$ 81,359
	Prior Period Adjustment	-	-	-	-
TOTAL BEGINNING FUND BALANCE		\$ 2,006,695	\$ 147,531	\$ 160,455	\$ 81,359
REVENUES					
07-310-1001	Ad Valorem Taxes	\$ 2,494,716	\$ 2,235,844	\$ 2,235,844	\$ 3,063,926
07-310-1002	Delinquent Ad Valorem Taxes	15,643	15,000	15,000	-
07-310-1003	Penalty & Interest	26,403	15,075	15,075	-
07-370-6001	Interest Revenue	3,647	28,000	28,000	20,000
07-370-6002	Accrued Interest Revenue	-	11,286	11,286	-
07-390-6005	Miscellaneous Revenue	-	12,703,661	12,703,661	16,927,200
07-390-6008	Other Financing Sources	148,690	130,175	130,175	131,850
TOTAL REVENUES		\$ 2,689,099	\$ 15,139,041	\$ 15,139,041	\$ 20,142,976
TOTAL FUNDS AVAILABLE		\$ 4,695,794	\$ 15,286,572	\$ 15,299,496	\$ 20,224,335
EXPENDITURES					
4701-0700-2225	Principal '03 C/O	\$ 85,000	\$ -	\$ -	\$ -
4701-0700-2226	Principal '05 Refunding C/O	9,000	93,000	93,000	-
4701-0700-2227	Principal (Aug) Ref '06 C/O	453,033	279,873	279,873	284,509
4701-0700-2228	Principal '06 Tax Notes	170,000	175,000	175,000	97,000
4701-0700-2229	Principal '07 C/O	35,000	160,000	160,000	240,000
4701-0700-2230	Principal '07 C/O Refunding	6,000	6,000	6,000	6,000
4701-0700-2231	Principal '08 Tax Notes	175,000	300,000	300,000	229,177
4701-0700-2232	Principal '08A Tax Notes	135,000	110,000	110,000	100,092
4701-0700-2233	Principal '09 GO	50,000	50,000	50,000	50,000
4701-0700-2234	Principal '09 Tax Notes	60,000	60,000	60,000	65,000
4701-0700-2235	Principal '10 GO	35,000	35,000	35,000	35,000
4701-0700-2236	Principal '10 Tax Notes	110,000	110,000	110,000	115,000
4701-0700-2237	Principal '10 Refunding	338,225	-	-	225,850
4701-0700-2238	Principal '10A Tax Notes	25,000	50,000	50,000	160,000
4701-0700-2239	Principal '11 Rev & Tax Bond ²	-	10,850,000	10,850,000	15,515,000
4701-0700-2241	Principal '12 Tax Notes	20,000	25,000	25,000	50,000
4701-0700-2242	Principal '12 GO Refunding	19,500	129,000	129,000	45,000
4701-0700-2243	Principal '13 GO Refunding	-	-	-	-
4701-0700-2244	Principal '13 Tax Notes	-	-	-	275,000
4701-0700-2245	Principal '13 GO	-	-	-	85,000
4701-0700-2299	Principal Future Debt Issuance	-	-	-	95,000
4701-0700-2325	Interest '03 C/O	27,801	-	-	-
4701-0700-2326	Interest '06 Refunding C/O	37,044	36,704	36,704	33,188
4701-0700-2327	Interest '05 Refunding C/O	46,260	30,430	30,430	20,339
4701-0700-2328	Interest '06 Tax Notes	13,624	6,948	6,948	-
4701-0700-2329	Interest '07 C/O Bond	207,038	205,668	205,668	199,364
4701-0700-2330	Interest '07 C/O Refund	53,831	53,604	53,604	53,367
4701-0700-2331	Interest '08 Tax Notes	26,480	19,877	19,877	7,854
4701-0700-2332	Interest '08A Tax Notes	31,949	27,075	27,075	23,104
4701-0700-2333	Interest '09 GO	205,075	203,575	203,575	202,075
4701-0700-2334	Interest '09 Tax Notes	14,819	13,619	13,619	12,419
4701-0700-2335	Interest '10 GO	55,963	54,913	54,913	53,863
4701-0700-2336	Interest '10 Tax Notes	16,619	13,319	13,319	10,019

**CITY OF COPPERAS COVE, TEXAS
FISCAL YEAR 2013-14 ADOPTED BUDGET
TAX INTEREST AND SINKING FUND
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Account	Description	Actual FY 2011-12	Budget* FY 2012-13	Projected FY 2012-13	Adopted FY 2013-14
4701-0700-2337	Interest '10 Refunding	49,334	13,964	13,964	32,165
4701-0700-2338	Interest '10A Tax Notes	26,540	26,203	26,203	25,528
4701-0700-2339	Interest '11 Rev & Tax Bond ²	1,713,425	1,713,425	1,713,425	1,279,425
4701-0700-2340	Interest '11 GO Bonds ²	262,050	262,050	262,050	262,050
4701-0700-2341	Interest '12 Tax Notes	10,087	18,424	18,424	17,934
4701-0700-2342	Interest '12 GO Refunding	7,266	21,750	21,750	20,880
4701-0700-2343	Interest '13 GO Refunding	-	-	-	15,500
4701-0700-2344	Interest '13 Tax Notes	-	-	-	31,044
4701-0700-2345	Interest '13 GO	-	-	-	93,792
4701-0700-2399	Interest Future Debt Issuance	-	60,000	60,000	56,442
4701-0700-2401	Bond Paying Agent Fees	3,375	3,000	3,000	-
4701-0700-6014	Arbitrage Rebate Service	-	-	-	-
4701-0700-6016	Arbitrage Rebate	-	-	-	-
4701-0700-9500	Bond Issuance Cost ²	1,000	716	716	-
TOTAL EXPENDITURES		<u>\$ 4,535,339</u>	<u>\$ 15,218,137</u>	<u>\$ 15,218,137</u>	<u>\$ 20,122,980</u>
TOTAL ENDING FUND BALANCE		<u>\$ 160,455</u>	<u>\$ 68,435</u>	<u>\$ 81,359</u>	<u>\$ 101,355</u>

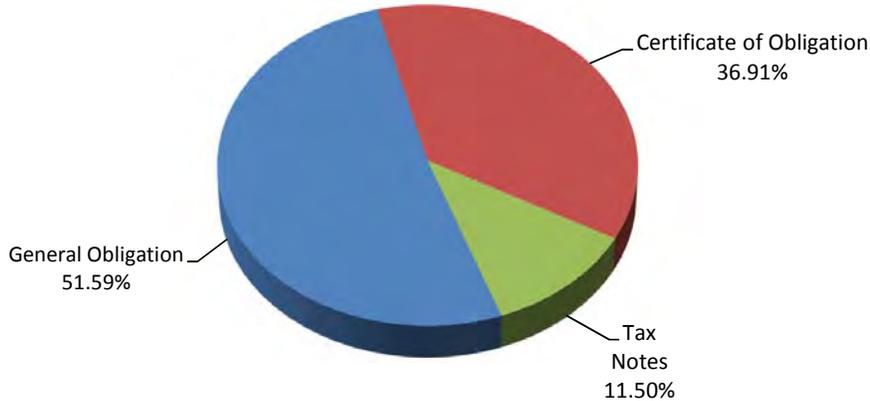
* Includes budget amendments that were approved by City Council on 12/4/12, 1/3/13, 1/15/13, 2/5/13, 3/19/13, 5/7/13, 6/18/13, and 8/20/13.

¹ 2011 Rev & Tax Bond and 2011 GO Bonds principal and interest will be paid with capitalized interest in FY 2011-12 and principal and interest in FY 2012-13 will be paid with Federal Pass-Through Funds from TxDOT.

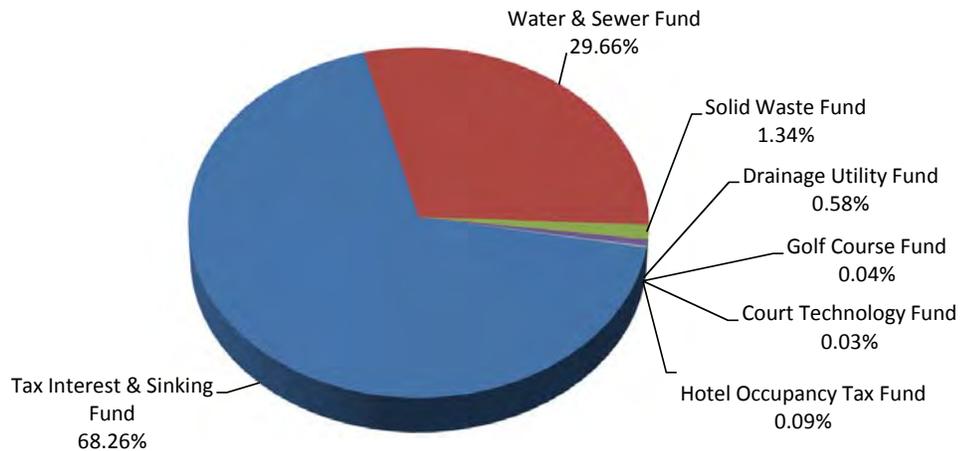
² Includes actual bond issuance cost for FY 2011-12 and FY 2012-13 resulting in an overall Ending Fund Balance reduction of \$1,716 for FY 2013-14.

City of Copperas Cove, Texas Outstanding Debt Fiscal Year 2013-2014

Total Debt Outstanding by Type of Debt



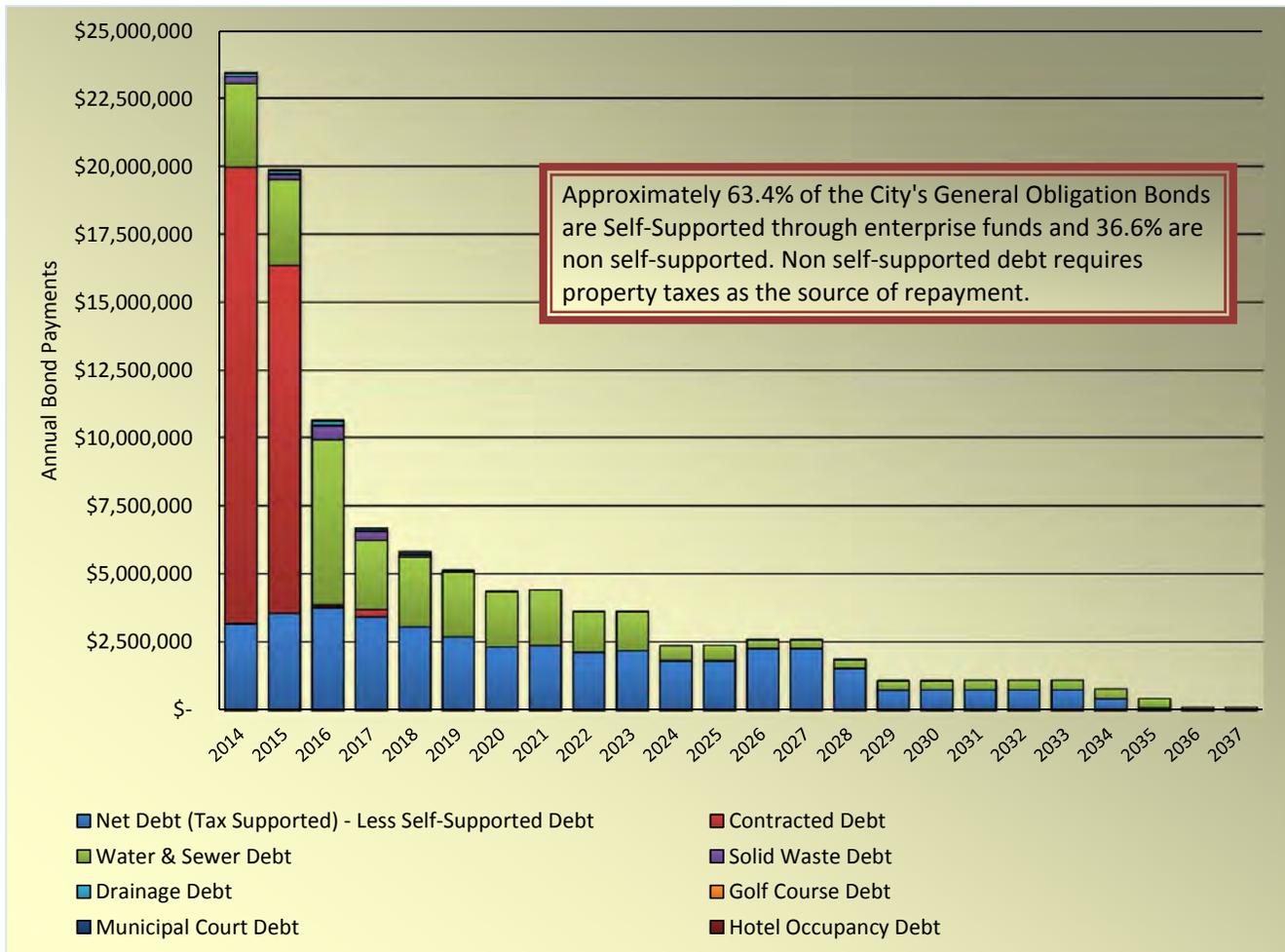
Total Debt Outstanding by Fund



Fund	General Obligation	Certificate of Obligation	Tax Notes	Total Debt Service
Tax Interest & Sinking Fund	\$ 30,377,728	\$ 36,654,891	\$ 5,743,007	\$ 72,775,626
Water & Sewer Fund	23,967,210	2,691,959	4,963,030	31,622,199
Solid Waste Fund	64,800	-	1,360,580	1,425,380
Drainage Utility Fund	584,299	-	34,105	618,404
Golf Course Fund	10,500	-	31,499	41,999
Court Technology Fund	-	-	32,254	32,254
Hotel Occupancy Tax Fund	-	-	100,363	100,363
Total All Funds	\$ 55,004,537	\$ 39,346,850	\$ 12,264,837	\$ 106,616,224

Note: Principal and Interest payments for the 2011 Contract Revenue and Limited Tax Notes, included in the Tax Interest & Sinking Fund's Certificate of Obligations, are anticipated to be sourced from a combination of capitalized interest and revenues received pursuant to an agreement between the Texas Department of Transportation and the City of Copperas Cove.

City of Copperas Cove, Texas Outstanding Debt by Source Fiscal Year 2013-2014



Note: For purposes of this chart, principal and interest payments for the 2011 Contract Revenue and Limited Tax Notes, included in the Tax Interest & Sinking Fund's Certificate of Obligations in other debt service data, are labeled as Contracted Debt and are sourced from a combination of capitalized interest and revenues received pursuant to an agreement between the Texas Department of Transportation and the City of Copperas Cove.

**City of Copperas Cove, Texas
Future Indebtedness Schedule
Fiscal Year 2013-2014**

Year	General Obligation	Certificates of Obligation	Tax Notes	Total Debt Service
2013 - 2014	4,028,316	17,451,834	1,987,008	23,467,158
2014 - 2015	4,287,318	13,466,546	2,130,313	19,884,177
2015 - 2016	4,556,194	804,273	5,293,935	10,654,401
2016 - 2017	4,139,670	973,654	1,575,330	6,688,654
2017 - 2018	4,337,115	711,335	787,188	5,835,638
2018 - 2019	3,940,210	712,162	491,063	5,143,434
2019 - 2020	3,665,021	712,217	-	4,377,237
2020 - 2021	3,714,267	706,514	-	4,420,781
2021 - 2022	2,928,648	710,221	-	3,638,868
2022 - 2023	2,927,593	712,973	-	3,640,566
2023 - 2024	1,684,657	704,772	-	2,389,428
2024 - 2025	1,684,107	710,979	-	2,395,086
2025 - 2026	2,121,557	486,051	-	2,607,608
2026 - 2027	2,119,644	483,321	-	2,602,965
2027 - 2028	1,882,144	-	-	1,882,144
2028 - 2029	1,098,631	-	-	1,098,631
2029 - 2030	1,101,944	-	-	1,101,944
2030 - 2031	1,108,404	-	-	1,108,404
2031 - 2032	1,108,331	-	-	1,108,331
2032 - 2033	1,110,444	-	-	1,110,444
2033 - 2034	785,325	-	-	785,325
2034 - 2035	447,000	-	-	447,000
2035 - 2036	113,600	-	-	113,600
2036 - 2037	114,400	-	-	114,400
	55,004,537	39,346,850	12,264,837	106,616,224
Less Interest	13,679,536	3,986,850	749,837	18,416,223
TOTAL DEBT	41,325,001	35,360,000	11,515,000	88,200,001

Series Name

Series 2005 Combination Tax & Revenue Certificates of Obligation	2,150,000
Series 2005 General Obligation Refunding	2,550,001
Series 2006 General Obligation Refunding	4,390,000
Series 2007 General Obligation Refunding	4,515,000
Series 2007 Combination Tax & Revenue Certificates of Obligation	5,060,000
Series 2008 Tax Notes	355,000
Series 2008A Tax Notes	425,000
Series 2009 General Obligation	4,565,000
Series 2009 Tax Notes	1,550,000
Series 2010 General Obligation	4,490,000
Series 2010 General Obligation Refunding	4,570,000
Series 2010 Tax Notes	3,615,000
Series 2010A Tax Notes	1,715,000
Series 2011 General Obligation	5,490,000
Series 2011 Contract Revenue & Limited Tax Notes	28,150,000
Series 2012 Tax Notes	1,225,000
Series 2012 General Obligation Refunding	4,720,000
Series 2013 Tax Notes	2,630,000
Series 2013 General Obligation	4,685,000
Series 2013 General Obligation Refunding	1,350,000

TOTAL

88,200,001

Note: Principal and Interest payments for the 2011 Contract Revenue and Limited Tax Notes are anticipated to be sourced from a combination of capitalized interest and revenues received pursuant to an agreement between the Texas Department of Transportation and the City of Copperas Cove.

City of Copperas Cove, Texas
Future Indebtedness Schedule - Total Debt
Fiscal Year 2013-2014

General Obligation Bonds				Combination Tax and Revenue Certificates of Obligation				Tax Notes			
Year	Principal	Interest	Total	Year	Principal	Interest	Total	Year	Principal	Interest	Total
2013 - 2014	2,595,001	1,433,315	4,028,316	2013 - 2014	15,895,000	1,556,834	17,451,834	2013 - 2014	1,700,000	287,008	1,987,008
2014 - 2015	2,925,000	1,362,318	4,287,318	2014 - 2015	12,700,000	766,546	13,466,546	2014 - 2015	1,900,000	230,313	2,130,313
2015 - 2016	3,270,000	1,286,194	4,556,194	2015 - 2016	545,000	259,273	804,273	2015 - 2016	5,130,000	163,935	5,293,935
2016 - 2017	2,940,000	1,199,670	4,139,670	2016 - 2017	735,000	238,654	973,654	2016 - 2017	1,530,000	45,330	1,575,330
2017 - 2018	3,220,000	1,117,115	4,337,115	2017 - 2018	500,000	211,335	711,335	2017 - 2018	770,000	17,188	787,188
2018 - 2019	2,920,000	1,020,210	3,940,210	2018 - 2019	520,000	192,162	712,162	2018 - 2019	485,000	6,063	491,063
2019 - 2020	2,745,000	920,021	3,665,021	2019 - 2020	540,000	172,217	712,217				
2020 - 2021	2,890,000	824,267	3,714,267	2020 - 2021	555,000	151,514	706,514				
2021 - 2022	2,210,000	718,648	2,928,648	2021 - 2022	580,000	130,221	710,221				
2022 - 2023	2,290,000	637,593	2,927,593	2022 - 2023	605,000	107,973	712,973				
2023 - 2024	1,135,000	549,657	1,684,657	2023 - 2024	620,000	84,772	704,772				
2024 - 2025	1,180,000	504,107	1,684,107	2024 - 2025	650,000	60,979	710,979				
2025 - 2026	1,665,000	456,557	2,121,557	2025 - 2026	450,000	36,051	486,051				
2026 - 2027	1,735,000	384,644	2,119,644	2026 - 2027	465,000	18,321	483,321				
2027 - 2028	1,575,000	307,144	1,882,144								
2028 - 2029	860,000	238,631	1,098,631								
2029 - 2030	895,000	206,944	1,101,944								
2030 - 2031	935,000	173,404	1,108,404								
2031 - 2032	970,000	138,331	1,108,331								
2032 - 2033	1,010,000	100,444	1,110,444								
2033 - 2034	725,000	60,325	785,325								
2034 - 2035	420,000	27,000	447,000								
2035 - 2036	105,000	8,600	113,600								
2036 - 2037	110,000	4,400	114,400								
TOTAL	41,325,001	13,679,536	55,004,537	TOTAL	35,360,000	3,986,850	39,346,850	TOTAL	11,515,000	749,837	12,264,837

Series Name	Principal Amount
Series 2005 Combination Tax & Revenue Certificates of Obligation	2,150,000
Series 2005 General Obligation Refunding	2,550,001
Series 2006 General Obligation Refunding	4,390,000
Series 2007 General Obligation Refunding	4,515,000
Series 2007 Combination Tax & Revenue Certificates of Obligation	5,060,000
Series 2008 Tax Notes	355,000
Series 2008A Tax Notes	425,000
Series 2009 General Obligation	4,565,000
Series 2009 Tax Notes	1,550,000
Series 2010 General Obligation	4,490,000
Series 2010 General Obligation Refunding	4,570,000
Series 2010 Tax Notes	3,615,000
Series 2010A Tax Notes	1,715,000
Series 2011 General Obligation	5,490,000
Series 2011 Contract Revenue & Limited Tax Notes	28,150,000
Series 2012 Tax Notes	1,225,000
Series 2012 General Obligation Refunding	4,720,000
Series 2013 Tax Notes	2,630,000
Series 2013 General Obligation	4,685,000
Series 2013 General Obligation Refunding	1,350,000
TOTAL	88,200,001

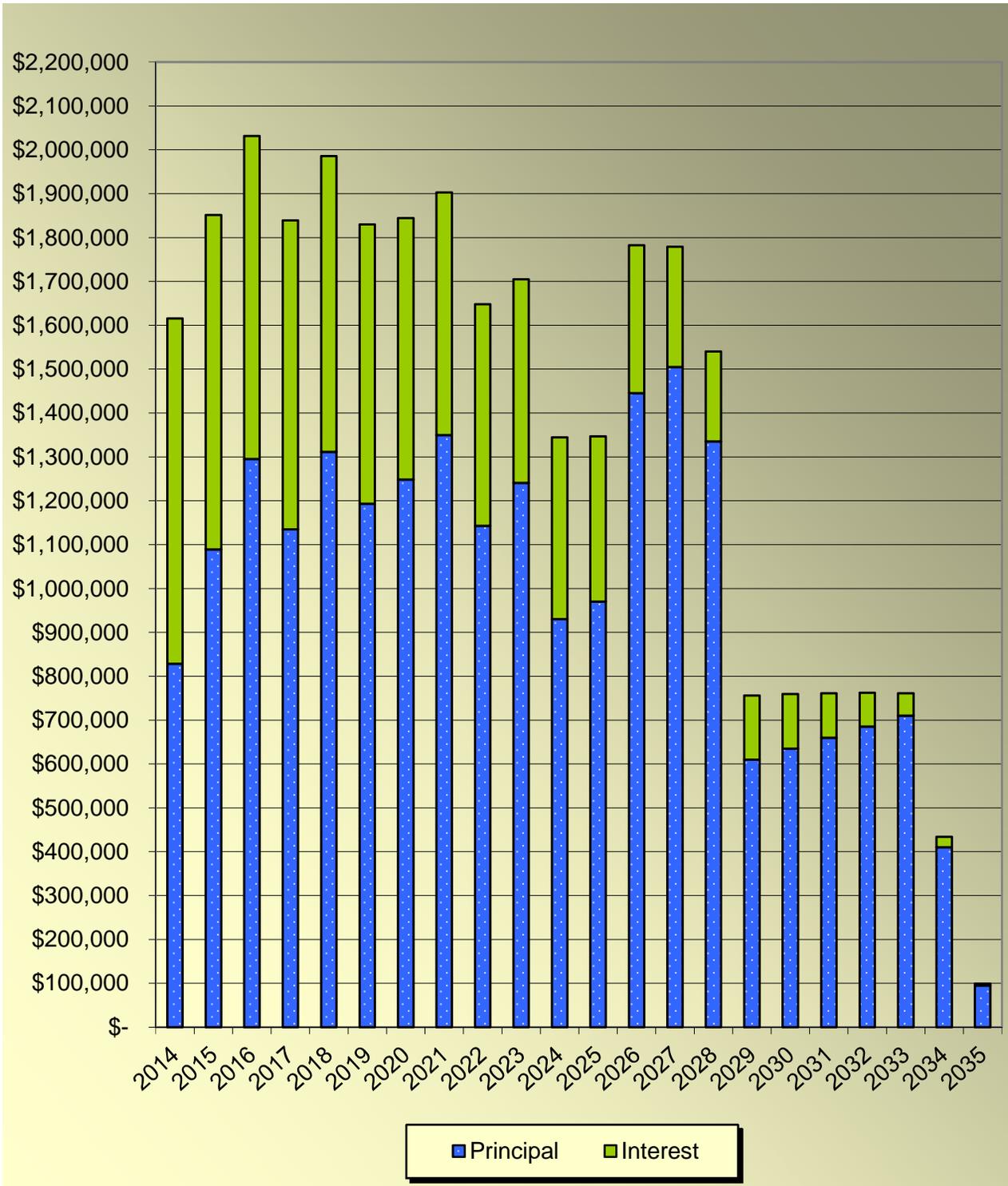
Note: Principal and Interest payments for the 2011 Contract Revenue and Limited Tax Notes are anticipated to be sourced from a combination of capitalized interest and revenues received pursuant to an agreement between the Texas Department of Transportation and the City of Copperas Cove.

City of Copperas Cove, Texas
Tax Supported Future Indebtedness Schedule
Fiscal Year 2013-2014

GENERAL OBLIGATION DEBT			
	Principal	Interest	Total
2013 - 2014	828,359	787,218	1,615,577
2014 - 2015	1,088,887	762,139	1,851,026
2015 - 2016	1,295,184	736,473	2,031,657
2016 - 2017	1,134,722	704,602	1,839,324
2017 - 2018	1,311,340	674,266	1,985,606
2018 - 2019	1,193,340	636,588	1,829,928
2019 - 2020	1,248,000	596,280	1,844,280
2020 - 2021	1,349,500	553,154	1,902,654
2021 - 2022	1,143,000	504,987	1,647,987
2022 - 2023	1,241,000	463,525	1,704,525
2023 - 2024	930,000	414,544	1,344,544
2024 - 2025	970,000	376,844	1,346,844
2025 - 2026	1,445,000	337,344	1,782,344
2026 - 2027	1,505,000	273,856	1,778,856
2027 - 2028	1,335,000	205,182	1,540,182
2028 - 2029	610,000	145,869	755,869
2029 - 2030	635,000	124,206	759,206
2030 - 2031	660,000	101,079	761,079
2031 - 2032	685,000	77,019	762,019
2032 - 2033	710,000	51,019	761,019
2033 - 2034	410,000	23,925	433,925
2034 - 2035	95,000	4,275	99,275
TOTAL	21,823,332	8,554,396	30,377,728

Series Name	Principal Amount
Series 2005 General Obligation Refunding	552,402
Series 2006 General Obligation Refunding	878,000
Series 2007 General Obligation Refunding	1,354,500
Series 2009 General Obligation	4,495,000
Series 2010 General Obligation	1,355,000
Series 2010 General Obligation Refunding	1,414,930
Series 2011 General Obligation	5,490,000
Series 2012 General Obligation Refunding	823,500
Series 2013 General Obligation	4,685,000
Series 2013 General Obligation Refunding	775,000
TOTAL	21,823,332

City of Copperas Cove, Texas General Obligation Tax Debt to Maturity Fiscal Year 2013-2014

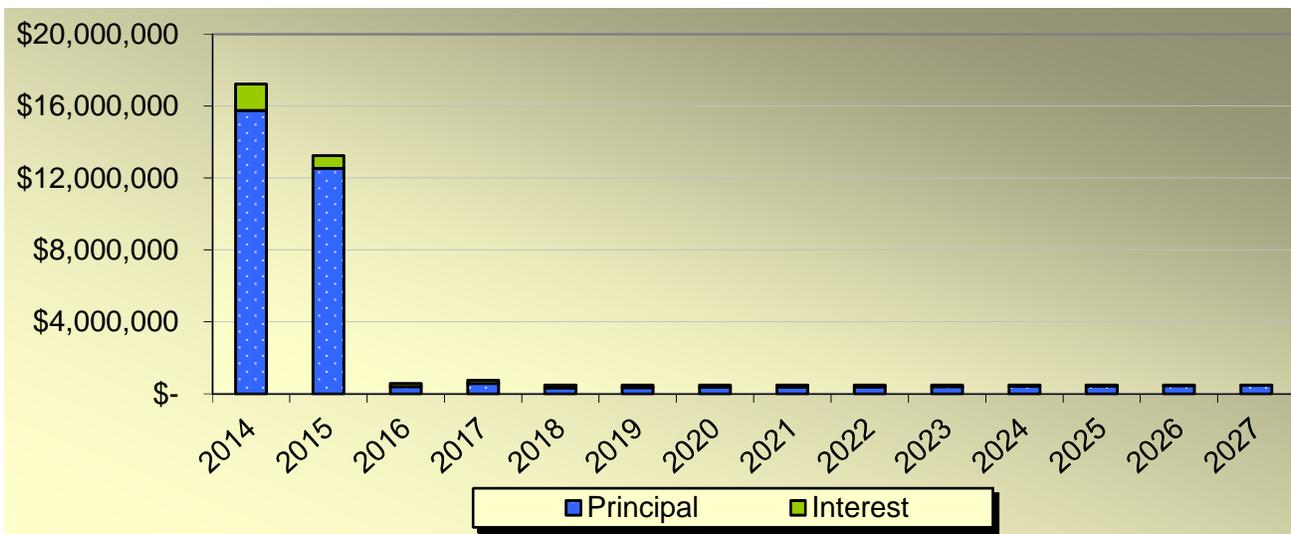


City of Copperas Cove, Texas Tax Supported Future Indebtedness Schedule Fiscal Year 2013-2014

CERTIFICATES OF OBLIGATION DEBT

	Principal	Interest	Total
2013 - 2014	15,755,000	1,478,789	17,233,789
2014 - 2015	12,545,000	693,583	13,238,583
2015 - 2016	390,000	191,936	581,936
2016 - 2017	575,000	176,944	751,944
2017 - 2018	330,000	155,433	485,433
2018 - 2019	345,000	142,431	487,431
2019 - 2020	355,000	128,838	483,838
2020 - 2021	370,000	114,851	484,851
2021 - 2022	385,000	100,273	485,273
2022 - 2023	400,000	85,104	485,104
2023 - 2024	415,000	69,344	484,344
2024 - 2025	430,000	52,993	482,993
2025 - 2026	450,000	36,051	486,051
2026 - 2027	465,000	18,321	483,321
TOTAL	33,210,000	3,444,891	36,654,891

Series Name	Principal Amount
Series 2007 Combination Tax & Revenue	5,060,000
Series 2011 Contract Revenue & Limited Tax Notes	28,150,000
TOTAL	33,210,000

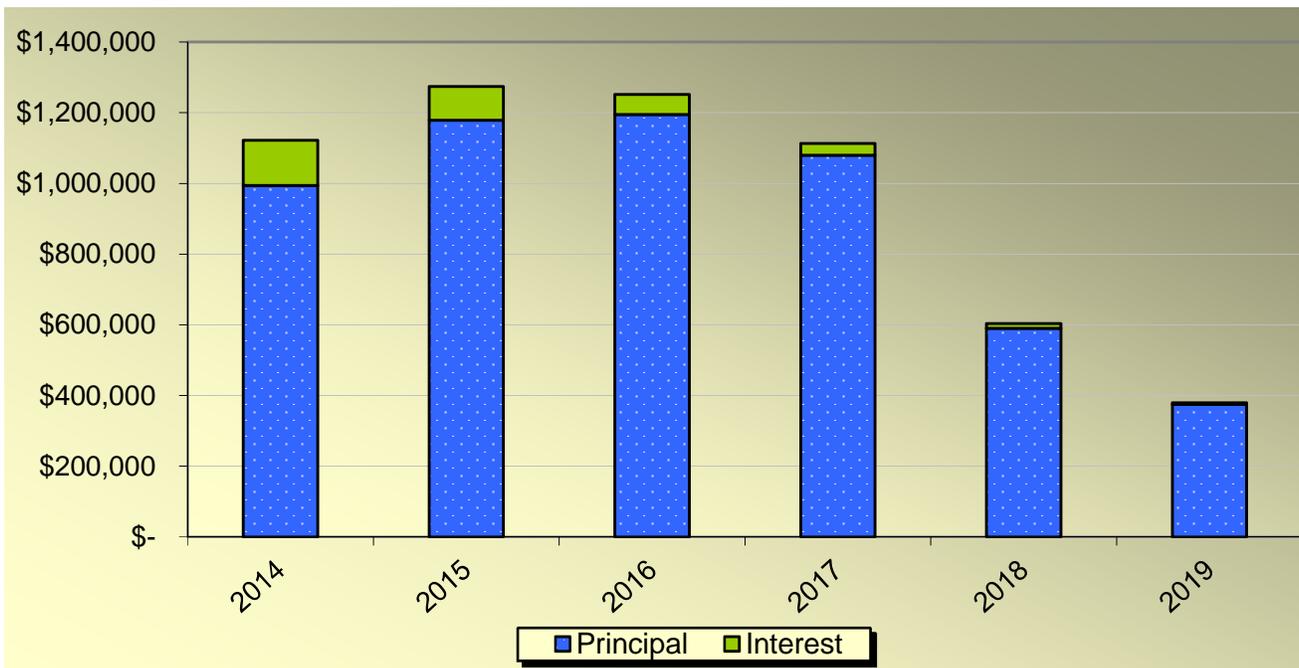


Note: Principal and Interest payments for the 2011 Contract Revenue and Limited Tax Notes, included in the Tax Interest & Sinking Fund's Certificate of Obligations, are anticipated to be sourced from a combination of capitalized interest and revenues received pursuant to an agreement between the Texas Department of Transportation and the City of Copperas Cove.

City of Copperas Cove, Texas Tax Supported Future Indebtedness Schedule Fiscal Year 2013-2014

TAX NOTES DEBT			
	Principal	Interest	Total
2013 - 2014	994,268	127,901	1,122,169
2014 - 2015	1,178,493	95,182	1,273,675
2015 - 2016	1,195,000	56,656	1,251,656
2016 - 2017	1,080,000	32,616	1,112,616
2017 - 2018	590,000	13,204	603,204
2018 - 2019	375,000	4,688	379,688
TOTAL	5,412,761	330,245	5,743,007

Series Name	Principal Amount
Series 2008 Tax Notes	229,177
Series 2008A Tax Notes	268,584
Series 2009 Tax Notes	460,000
Series 2010 Tax Notes	360,000
Series 2010A Tax Notes	1,180,000
Series 2012 Tax Notes	915,000
Series 2013 Tax Notes	2,000,000
TOTAL	5,412,761



**City of Copperas Cove, Texas
Future Indebtedness Schedule
Fiscal Year 2013-2014**

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

Year	Principal	Interest	Total
2013 - 2014	1,691,742	631,562	2,323,304
2014 - 2015	1,728,673	587,527	2,316,200
2015 - 2016	1,793,256	539,418	2,332,674
2016 - 2017	1,690,478	489,396	2,179,874
2017 - 2018	1,788,580	439,660	2,228,240
2018 - 2019	1,712,580	383,235	2,095,815
2019 - 2020	1,497,000	323,741	1,820,741
2020 - 2021	1,540,500	271,113	1,811,613
2021 - 2022	1,067,000	213,661	1,280,661
2022 - 2023	1,049,000	174,068	1,223,068
2023 - 2024	205,000	135,113	340,113
2024 - 2025	210,000	127,263	337,263
2025 - 2026	220,000	119,213	339,213
2026 - 2027	230,000	110,788	340,788
2027 - 2028	240,000	101,963	341,963
2028 - 2029	250,000	92,763	342,763
2029 - 2030	260,000	82,738	342,738
2030 - 2031	275,000	72,325	347,325
2031 - 2032	285,000	61,313	346,313
2032 - 2033	300,000	49,425	349,425
2033 - 2034	315,000	36,400	351,400
2034 - 2035	325,000	22,725	347,725
2035 - 2036	105,000	8,600	113,600
2036 - 2037	110,000	4,400	114,400
TOTAL	18,888,809	5,078,401	23,967,210

**WATER & SEWER FUND DEBT
COMBINATION TAX & REVENUE
CERTIFICATES OF OBLIGATION**

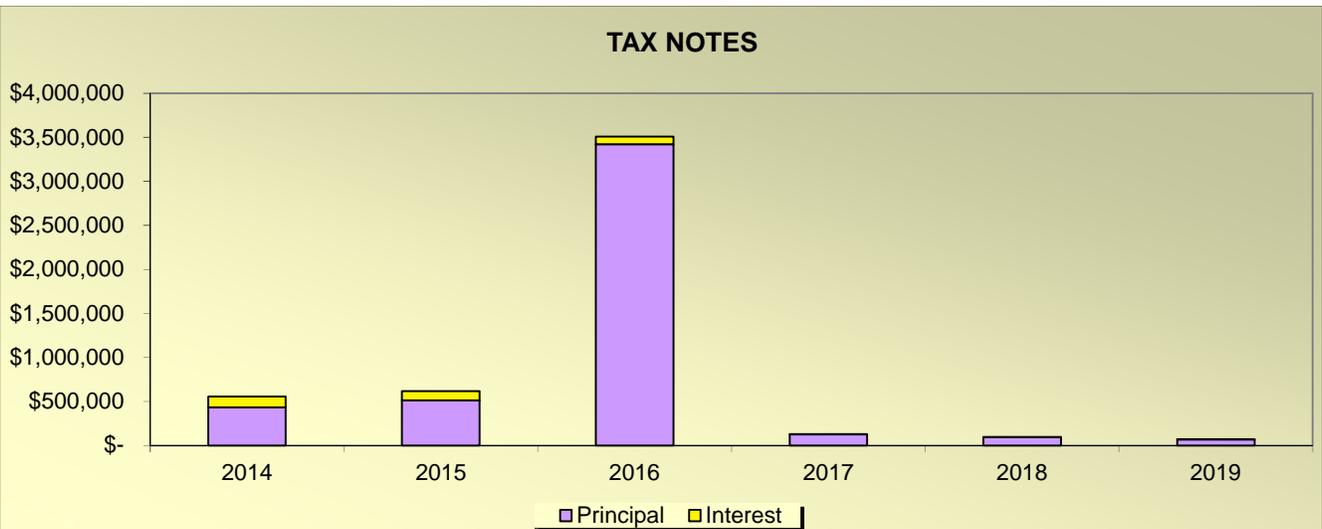
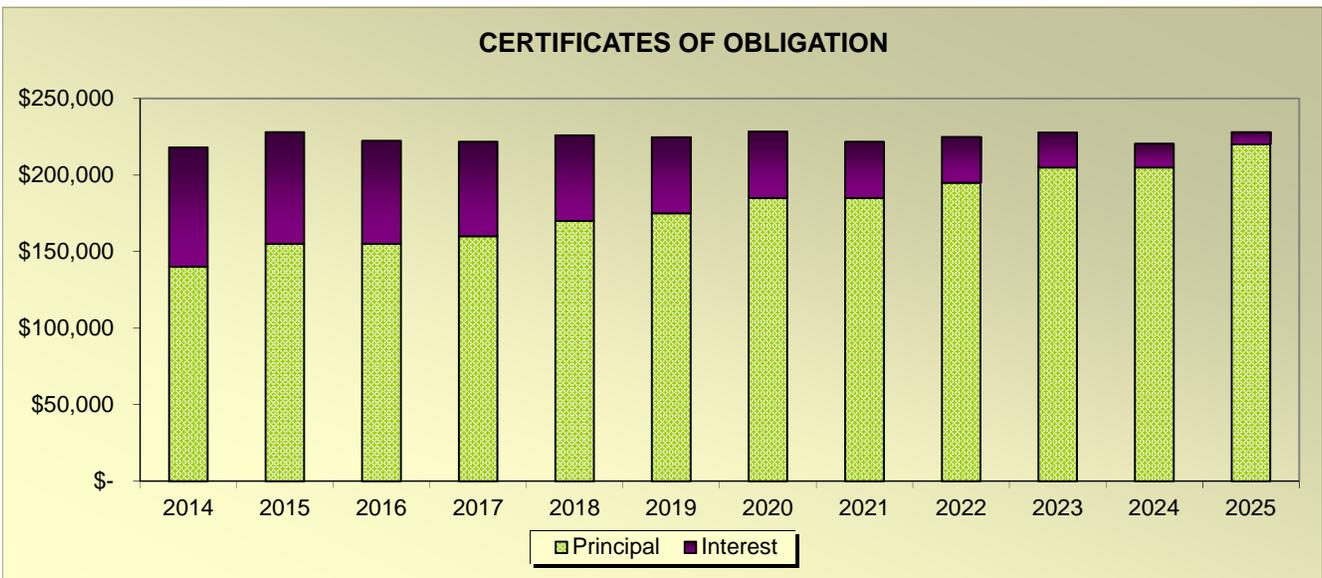
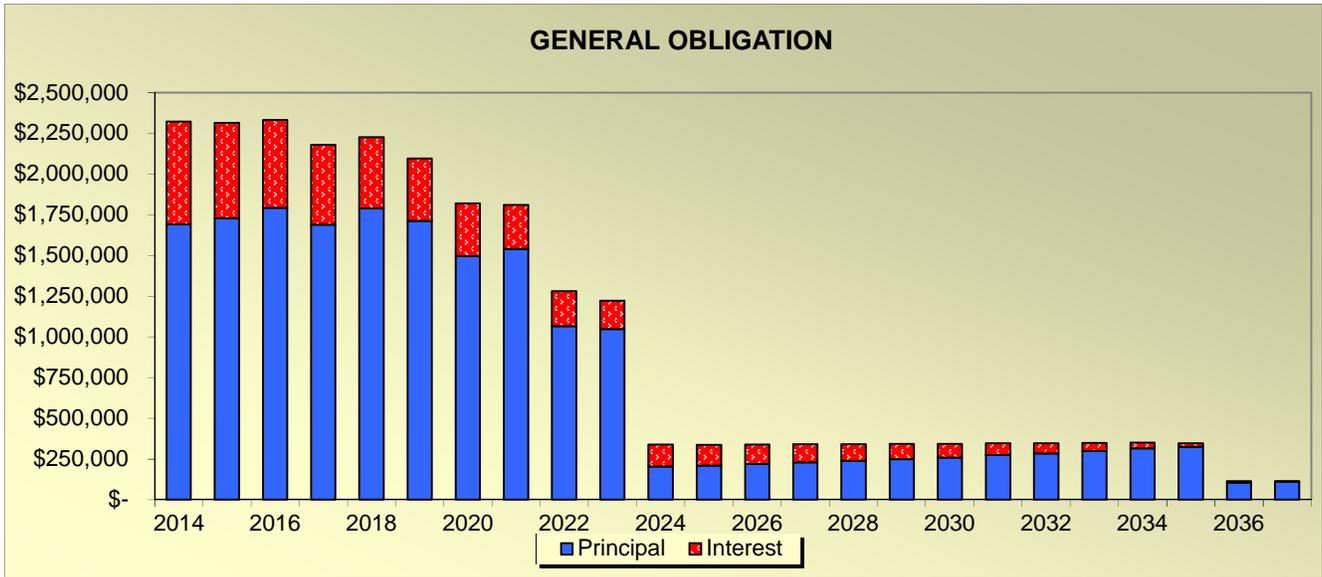
Year	Principal	Interest	Total
2013 - 2014	140,000	78,045	218,045
2014 - 2015	155,000	72,963	227,963
2015 - 2016	155,000	67,337	222,337
2016 - 2017	160,000	61,710	221,710
2017 - 2018	170,000	55,902	225,902
2018 - 2019	175,000	49,731	224,731
2019 - 2020	185,000	43,379	228,379
2020 - 2021	185,000	36,663	221,663
2021 - 2022	195,000	29,948	224,948
2022 - 2023	205,000	22,869	227,869
2023 - 2024	205,000	15,428	220,428
2024 - 2025	220,000	7,986	227,986
TOTAL	2,150,000	541,959	2,691,959

**WATER & SEWER FUND DEBT
TAX NOTES**

Year	Principal	Interest	Total
2013 - 2014	432,373	120,466	552,839
2014 - 2015	511,507	105,743	617,250
2015 - 2016	3,420,000	86,068	3,506,068
2016 - 2017	125,000	4,027	129,027
2017 - 2018	90,000	2,034	92,034
2018 - 2019	65,000	813	65,813
TOTAL	4,643,880	319,150	4,963,030

Series Name	Principal Amount
Series 2005 Combination Tax & Revenue Certificates of Obligation	2,150,000
Series 2005 General Obligation Refunding	1,997,599
Series 2006 General Obligation Refunding	3,512,000
Series 2007 General Obligation Refunding	3,160,500
Series 2008 Tax Notes	125,569
Series 2008A Tax Notes	83,311
Series 2009 Tax Notes	630,000
Series 2010 General Obligation	3,135,000
Series 2010 General Obligation Refunding	2,767,210
Series 2010 Tax Notes	3,255,000
Series 2010A Tax Notes	70,000
Series 2012 Tax Notes	115,000
Series 2012 General Obligation Refunding	3,896,500
Series 2013 Tax Notes	365,000
Series 2013 General Obligation Refunding	420,000
TOTAL	25,682,689

**City of Copperas Cove, Texas
Water & Sewer Fund Debt to Maturity
Fiscal Year 2013-2014**



City of Copperas Cove, Texas
Future Indebtedness Schedule
Fiscal Year 2013-2014

SOLID WASTE DEBT
GENERAL OBLIGATION BONDS

Year	Principal	Interest	Total
2013 - 2014	-	1,200	1,200
2014 - 2015	-	1,200	1,200
2015 - 2016	20,000	1,200	21,200
2016 - 2017	20,000	800	20,800
2017 - 2018	20,000	400	20,400
TOTAL	60,000	4,800	64,800

SOLID WASTE FUND DEBT
TAX NOTES

Year	Principal	Interest	Total
2013 - 2014	209,795	31,143	240,937
2014 - 2015	170,000	24,927	194,927
2015 - 2016	470,000	19,453	489,453
2016 - 2017	310,000	8,127	318,127
2017 - 2018	75,000	1,636	76,636
2018 - 2019	40,000	500	40,500
TOTAL	1,274,795	85,785	1,360,580

Series Name	Principal Amount
Series 2008A Tax Notes	44,795
Series 2009 Tax Notes	365,000
Series 2010A Tax Notes	465,000
Series 2012 Tax Notes	165,000
Series 2013 Tax Notes	235,000
Series 2013 General Obligation Refunding	60,000
TOTAL	1,334,795

DRAINAGE FUND DEBT
GENERAL OBLIGATION BONDS

Year	Principal	Interest	Total
2013 - 2014	74,900	13,136	88,036
2014 - 2015	102,440	11,252	113,692
2015 - 2016	156,560	9,003	165,563
2016 - 2017	94,800	4,872	99,672
2017 - 2018	100,080	2,789	102,869
2018 - 2019	14,080	387	14,467
TOTAL	542,860	41,439	584,299

DRAINAGE FUND DEBT
TAX NOTES

Year	Principal	Interest	Total
2013 - 2014	28,564	3,736	32,300
2014 - 2015	-	1,805	1,805
TOTAL	28,564	5,541	34,105

Series Name	Principal Amount
Series 2008 Tax Notes	254
Series 2008A Tax Notes	28,311
Series 2009 General Obligation	70,000
Series 2010 General Obligation Refunding	387,860
Series 2013 General Obligation Refunding	85,000
TOTAL	571,424

GOLF COURSE DEBT
GENERAL OBLIGATION BONDS

Year	Principal	Interest	Total
2013 - 2014	-	200	200
2014 - 2015	5,000	200	5,200
2015 - 2016	5,000	100	5,100
TOTAL	10,000	500	10,500

GOLF COURSE FUND DEBT
TAX NOTES

Year	Principal	Interest	Total
2013 - 2014	5,000	662	5,662
2014 - 2015	5,000	269	5,269
2015 - 2016	5,000	219	5,219
2016 - 2017	5,000	169	5,169
2017 - 2018	5,000	119	5,119
2018 - 2019	5,000	63	5,063
TOTAL	30,000	1,499	31,499

Series Name	Principal Amount
Series 2013 Tax Notes	30,000
Series 2013 General Obligation Refunding	10,000
TOTAL	40,000

HOTEL OCCUPANCY TAX FUND DEBT
TAX NOTES

Year	Principal	Interest	Total
2013 - 2014	30,000	2,513	32,513
2014 - 2015	30,000	1,800	31,800
2015 - 2016	35,000	1,050	36,050
TOTAL	95,000	5,367	100,367

Series Name	Principal Amount
Series 2009 Tax Notes	95,000

COURT TECHNOLOGY FUND DEBT
TAX NOTES

Year	Principal	Interest	Total
2013 - 2014	-	588	588
2014 - 2015	5,000	588	5,588
2015 - 2016	5,000	490	5,490
2016 - 2017	10,000	392	10,392
2017 - 2018	10,000	196	10,196
TOTAL	30,000	2,254	32,254

Series Name	Principal Amount
Series 2012 Tax Notes	30,000

CAPITAL OUTLAY



Ambulance



Street Message Board



Drainage Light Duty Truck and Trailer

2013 Capital Outlay Purchases

City of Copperas Cove, Texas

CAPITAL OUTLAY

Capital outlay items are expenditures for fixed assets such as equipment, remodeling, minor building improvements and vehicles that are funded from the operating budgets. These items generally have a life expectancy of ten years or less. Since long-term financing is not always necessary and expenditures of this type are of a recurring nature, these items are not part of the 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 2013-2014 Proposed Operating Budget and Plan of Municipal Services for capital outlay is \$255,050. This amount represents an increase of \$70,856 above the amount of capital outlay that was budgeted in operating fund in fiscal year 2012-2013. This is the second year of the Capital Outlay Plan, but the first year with a robust funding plan. The funding source for items included in the Capital Outlay Program will generally be a future debt issue unless otherwise indicated.

The City Built for Family Living

**City of Copperas Cove, Texas
Capital Outlay Summary
Fiscal Year 2013-2014**

Five-Year Capital Outlay Plan Summary

Fund	FY 2012-13	Operating Budget	FY 2013-14 Future Debt Issue	Total	Increase/ (Decrease)
General Fund	\$ 474,280	\$ 11,500	\$ 1,429,685	\$ 1,441,185	\$ 966,905
Water & Sewer Fund	169,000	-	256,631	166,631	\$ (2,369)
Solid Waste Fund	228,000	-	379,000	379,000	\$ 151,000
Drainage Utility Fund	34,500	197,000	-	197,000	\$ 162,500
Golf Course Fund	28,500	-	75,000	75,000	\$ 46,500
Peg Fees Fund	48,838	-	-	-	\$ (48,838)
Total	\$ 983,118	\$ 208,500	\$ 2,140,316	\$ 2,258,816	\$ 1,275,698

Other Capital Outlay included in Operating Funds

Fund	FY 2012-13	FY 2013-14	Increase/ (Decrease)
General Fund	\$ 96,082	\$ 46,550	\$ (49,532)
Water & Sewer Fund	88,112	-	(88,112)
Total	\$ 184,194	\$ 46,550	\$ (137,644)

**CITY OF COPPERAS COVE, TEXAS
CAPITAL OUTLAY DETAIL - OPERATING BUDGET
FISCAL YEAR 2013-2014**

Account	Description	Amount	Operating Impact
GENERAL FUND			
Human Resources Department			
01-4150-3400-8404	Evaluation Software	12,000	500
	Total	\$ 12,000	\$ 500
Police-Services Department			
01-4230-4210-8300	Community Patrol Cruiser	11,500	300
	Total	\$ 11,500	\$ 300
Fire/EMS-Prevention Department			
01-4240-4419-8402	KNOX Key Keeper Mobile Device (9)	8,550	-
	Total	\$ 8,550	\$ -
Library Department			
01-4320-7100-8501	Adult & Young Adult Books	\$ 11,500	\$ 360
01-4320-7100-8502	Children's Books	2,000	-
01-4320-7100-8503	Reference Books	5,000	-
01-4320-7100-8504	Audiovisual Items	7,500	-
	Total	\$ 26,000	\$ 360
TOTAL GENERAL FUND		\$ 58,050	\$ 1,160
DRAINAGE FUND			
Drainage Utility Department			
05-4410-7600-8300	Heavy Duty Truck	150,000	3,000
05-4410-7600-8300	Light Duty Truck	25,000	2,000
05-4410-7600-8400	Small Tractor Mowers (2)	22,000	2,500
	Total	\$ 197,000	\$ 7,500
TOTAL DRAINAGE FUND		\$ 197,000	\$ 7,500
TOTAL ALL FUNDS		\$ 255,050	\$ 8,660

CITY OF COPPERAS COVE, TEXAS
CAPITAL OUTLAY DETAIL - CAPITAL OUTLAY PLAN
FISCAL YEAR 2013-2014

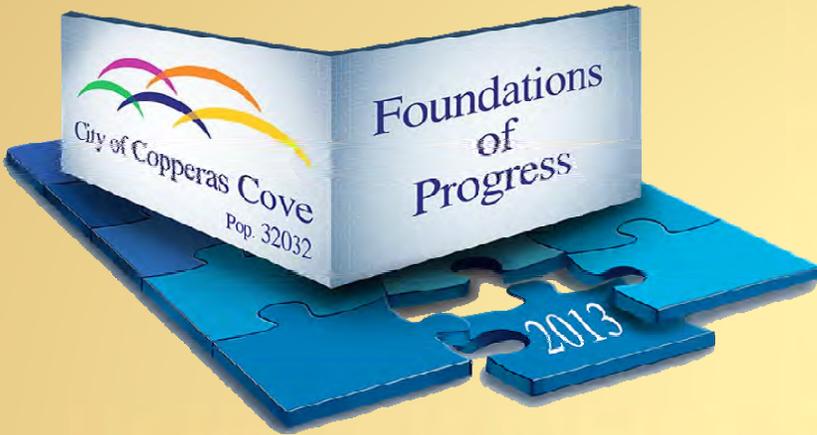
DEPARTMENT	CITY#	CURRENT			REPLACEMENT	CURRENT		LIFE EXPECTANCY		REPLACEMENT	REPLACEMENT	PRIORITIZED YEAR TO REPLACE	FUNDING SOURCE	NOTES
		YEAR	MAKE	MODEL	TYPE	MILES	YEARS	MILES	YEARS	COST	YEAR			
GENERAL FUND														
ANIMAL CONTROL	4302	1999	FORD	F250 S/DUTY	LIGHT DUTY TRUCK	189,065	14	100,000	10	25,000	2009	2014	CO	
ANIMAL CONTROL	4304	2004	FORD	RANGER	LIGHT DUTY TRUCK	109,327	9	100,000	10	20,000	2014	2014	CO	
CODE COMPLIANCE	7201	2000	GMC	SIERRA SL	LIGHT DUTY TRUCK	57,078	13	100,000	10	16,000	2010	2014	CO	
FIRE		2006	PPE	PPE	PERSONAL PROTECTIVE CLOTHING		7		7	31,800	2013	2014	CO	20% of gear
FIRE	404-4	1999	DODGE	CARAVAN	VAN	82,337	14	100,000	10	53,753	2009	2014	CO	Station #1
FIRE	404-12	1996	F/L	FL-80	PUMPER TRUCK	59,142	17	N/A	12	595,266	2008	2014	CO	Station #1
FLEET	5514	1992	GMC	3500	LIGHT DUTY TRUCK	41,565	21	100,000	10	60,000	2002	2014	CO	
INFORMATION SYSTEMS	N/A	N/A	DATA BACK	DELL APPASSURE	SOFTWARE	N/A	N/A	N/A	5	27,031	NEW	2014	CO	
MUNICIPAL COURT	N/A	2001	SECURITY	SECURITY SYSTEM	OTHER	N/A	12	N/A	10	30,955	2011	2014	CO	
PARKS	504-33	2006	JD	757	SMALL ENGINE EQUIPMENT	N/A	7	N/A	7	9,000	2013	2014	CO	
POLICE	N/A	N/A	CRUISER	COMMUNITY PATROL	OTHER	N/A	N/A	N/A	5	11,500	NEW	2014	OP	
POLICE	4209	2005	FORD	CROWN VIC	PATROL CAR	104,179	8	100,000	7	40,000	2012	2014	CO	
POLICE	4242	1999	FORD	CROWN VIC	PATROL CAR	127,890	14	100,000	7	40,000	2006	2014	CO	
POLICE	4217	2006	FORD	CROWN VIC	PATROL CAR	121,226	7	100,000	7	40,000	2013	2014	CO	
POLICE	4224	2002	FORD	CROWN VIC	PATROL CAR	124,374	11	100,000	7	40,000	2009	2014	CO	
POLICE	4205	1996	FORD	CROWN VIC	PATROL CAR	97,842	17	100,000	7	40,000	2003	2014	CO	
STREET	53-15	1998	INT'L	SWEEPER	EQUIPMENT - HEAVY	69,988	15	N/A	10	185,000	2008	2014	CO	
STREET	53-23	1993	INT'L	DUMP TRUCK/SAND SP	HEAVY DUTY TRUCK	105,190	20	200,000	15	123,000	2008	2014	CO	
STREET	53-22	1992	GMC	PICKUP TRUCK	LIGHT DUTY TRUCK	134,766	21	100,000	10	30,000	2002	2014	CO	
STREET	53-24	1994	GMC	PICKUP TRUCK	LIGHT DUTY TRUCK	145,420	19	100,000	10	22,880	2004	2014	CO	
WATER & SEWER FUND														
SEWER	803-27	2004	CHEV	SILVERDO	LIGHT DUTY TRUCK		9	100,000	10	21,000	2014	2014	CO	
SEWER	803-24	1994	GMC	3500	LIGHT DUTY TRUCK		19	100,000	10	25,000	2004	2014	CO	
UTILITY ADMIN	8101	2000	GMC	SIERRA SL	LIGHT DUTY TRUCK	85,696	13	100,000	10	22,631	2010	2014	CO	
WATER DISTRIBUTION	N/A	N/A	VALVE	16" INSERTA VALVE	OTHER	N/A	N/A	N/A	20	35,000	N/A	2014	CO	
WATER DISTRIBUTION	N/A	N/A	VALVE	6" INSERTA VALVE	OTHER	N/A	N/A	N/A	20	11,000	N/A	2014	CO	
WATER DISTRIBUTION	802-11	2003	FORD	F450	MEDIUM DUTY TRUCK	104,968	10	100,000	10	52,000	2013	2014	CO	
SOLID WASTE FUND														
COMMERCIAL	901-12	2005	MACK	MR688S GARBAGE TRU	GARBAGE TRUCK	74,390	8	60,000	7	239,000	2012	2014	CO	
RECYCLING	901-31	2000	VOLVO	WX64 AUTOMATED VEF	GARBAGE TRUCK		13	60,000	7	140,000	2007	2014	CO	
DRAINAGE FUND														
DRAINAGE	706-18	2005	EXMARK	LAZER Z	SMALL TRACTOR (MOWER)	N/A	8	N/A	7	11,000	2012	2014	OP	
DRAINAGE	706-21	2005	EXMARK	LAZER Z	SMALL TRACTOR (MOWER)	N/A	8	N/A	7	11,000	2012	2014	OP	
DRAINAGE	706-14	2001	FORD	F150XL	LIGHT DUTY TRUCK	77,280	12	100,000	10	25,000	2011	2014	OP	
DRAINAGE	706-5	1997	VOLVO	WG64F	HEAVY DUTY TRUCK	67,276	16	200,000	15	150,000	2012	2014	OP	

**CITY OF COPPERAS COVE, TEXAS
 CAPITAL OUTLAY DETAIL - CAPITAL OUTLAY PLAN
 FISCAL YEAR 2013-2014**

DEPARTMENT	CITY#	CURRENT			REPLACEMENT	CURRENT		LIFE EXPECTANCY		REPLACEMENT	REPLACEMENT	PRIORITIZED YEAR TO REPLACE	FUNDING SOURCE	NOTES
		YEAR	MAKE	MODEL	TYPE	MILES	YEARS	MILES	YEARS	COST	YEAR			
GOLF COURSE FUND														
MAINTENANCE	10235	2008	JD	GREENS MOWER-2500E	SMALL ENGINE EQUIPMENT	N/A	5	N/A	7	32,000	2015	2014	CO	Substantial maint. required.
MAINTENANCE		2006	JD	FAIRWAY MOWER-5 GA	SMALL ENGINE EQUIPMENT	N/A	7	N/A	7	43,000	2013	2014	CO	

Total General Fund	1,441,185
Total Water & Sewer Fund	166,631
Total Solid Waste Fund	379,000
Total Drainage Fund	197,000
Total Golf Course Fund	75,000
	2,258,816

CAPITAL IMPROVEMENTS



Texas & Golf
Drainage Project



Courtney Lane Improvement



New City Hall

Copperas Cove, Texas

CAPITAL IMPROVEMENTS

Capital improvements are major purchases or improvement programs that generally have a life span of ten years or more, or improvements that are not normally funded through the operating budgets. In addition to this section of the Budget and Plan of Municipal Services, the City adopted a five year Capital Improvement Plan with appropriated funds.

In this section of the budget book, a financial statement detailing revenues and expenditures for each current bond construction fund is provided. The Adopted FY 2010-2014 Capital Improvement Plan document provides project details, including funding source and use.

The City Built for Family Living

CAPITAL IMPROVEMENT PROJECTS

FUNDING SOURCES

Capital improvement projects completed by the City of Copperas Cove are financed through a variety of sources. These sources include the following:

- Operating Fund Revenues (General Fund, Water and Sewer Fund, Solid Waste Fund, Golf Course, and Drainage Utility Fund)
- General Obligation Bonds
- Revenue Bonds
- Combination Tax and Revenue Certificates of Obligation
- Limited Tax Notes

PROJECT IDENTIFICATION AND APPROVAL

During FY 2008-09, the City of Copperas Cove implemented a Five-Year Capital Improvement Plan. The process began with each department identifying capital improvement projects that are necessary for their departmental goals and objectives to be attained. The departments submitted each project, provided a written justification for the project, prioritized the project by level of importance and included possible sources of funding. The City Manager with the department heads reviewed these requests with the City Council and based on funding limitations determined which projects would be included in FY 2010. Additionally, the City Council may make requests for major projects to be included in the Capital Improvement Plan. Capital improvement projects are reviewed by the City Manager's Office to determine whether they are consistent with the City's Comprehensive Plan adopted in 2007, the City's vision statement, mission statement and goals adopted by the City Council. The City Manager also assesses the importance of the project by its rated level of priority and determines whether funding can be made available for the various projects. Once the City Council requests projects be placed in the budget, the City Manager identifies funding sources for those projects. The 2010-2014 Capital Improvement Plan adopted in October 2009 was last amended on August 27, 2013.

CAPITAL IMPROVEMENT PROJECT CRITERIA

According to the City's *Accounting Manual*, a capital improvement includes the purchase of major equipment or improvements that generally have a life span of ten

years or more. These items also tend to exceed \$10,000 and are nonrecurring in nature. The Capital Improvement Plan that was adopted by the City Council in October 2009 did not include major equipment purchases.

FUNDING SUMMARY BY SOURCE

Operating Fund Revenues (General, Water & Sewer, Solid Waste, and Golf Course):

Capital projects that are completed with the first source of revenue (General Fund) are projects that management feels can be funded from operating resources and not through the issuance of debt or are items that are being funded through capital leases.

Drainage Fund Revenues:

Revenues from the Drainage Utility Fund serve three primary purposes. The first purpose of these funds is to pay back the 1993 Drainage Utility Revenue Bond which was issued to complete several major drainage projects within the City. This revenue bond was refunded with a general obligation refunding bond issued in October 1998. Even though this bond is backed by the full faith and credit of the City, it will be repaid utilizing the drainage utility fee. The second purpose pertains to the maintenance of current existing drainage facilities. Finally, these funds are used to pay for drainage capital improvement projects or principal and interest payments on new debt issued for capital improvement projects and to supplement hazard mitigation funding received in past years to assist with the various drainage issues revealed by the flooding events in prior years.

General Obligation Bonds:

General obligation bonds are voter approved debt which is paid back through the levy and collection of an ad valorem tax rate. These bonds must be approved by the voters in order for them to be issued and are backed by the full faith and credit of the City. General obligation bonds are typically used to finance the construction of major facilities that require significant capital outlay (e.g. parks, fire station, etc.). The City issued General Obligation Bonds in FY 2012-2013 for the reconstruction of Fire Station #2. A special bond election will be held in November 2013 to determine if voters will approve the issuance on bonds in 2015 for the construction of Fire Station #4.

Revenue Bonds:

Revenue bonds are typically issued to finance the construction, improvement and repair of facilities pertaining to the City's water and wastewater utility fund. These bonds do

not require the approval of the voters, but similar to certificates of obligation have a process for petition.

Certificates of Obligation:

Certificates of obligation are another form of debt that is backed by a pledge of the full faith and credit of the City. This form of debt differs from general obligation bonds in that this debt does not require the direct approval of the voters but rather an indirect approval. Citizens can force this type of debt issuance to election by presenting a petition of 5% of the registered voters. This must be done prior to the issuance of the certificates. Typically, proceeds from this type of debt are used to finance the construction of major facilities and the purchase of major equipment (e.g. library, golf course, street sweeper, etc.).

Limited Tax Notes:

Limited tax notes are another form of debt that is backed by a pledge of the full faith and credit of the City. This form of debt differs from general obligation bonds in that this debt does not require the direct approval of the voters; however, it is issued by a single action of the City Council and with a maximum maturity of seven years from the date of issuance. Typically proceeds from this type of debt are used to finance public works (construction of major facilities and the purchase of major equipment), excluding the operations and maintenance expenditures of the City.

CAPITAL IMPROVEMENT PROJECTS

The Capital Improvement Projects for fiscal year 2013-2014 are those included in the Adopted Capital Improvement Plan for FY 2010-2014.

The Adopted FY 2010-2014 Capital Improvement Plan includes pertinent project information such as description, location, funding source and proposed uses. Projects are identified to be funded either through funds that have been obtained by the City or future debt issuances. Potential grant funding is also identified in the Capital Improvement Plan. Should the grant funds not be awarded, the City would seek other funding sources prior to the start of the project.

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 2013-2014. 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 2013-2014 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 2013-2014 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
	2008 Limited Tax Notes				
Civic Center Renovations			4,118		-
	2009 General Obligation				
Police Facility		69,480			500
	2009 Limited Tax Notes				
Allen Street Waterline Project – CDBG			21,930		-
Civic Center Renovations			32,881		1,000
	2010 General Obligation				
Northeast Sewer Line		136,809			3,000
Northeast Water Line		40,186			1,000
	2010 Limited Tax Notes				
Northeast Water Line			670,814		5,000
Mountaintop Water Line – Phase 1			32,208		-
Mountaintop Water Line & Storage Tank – Phase 2			1,026,817		8,000
Allen Street Waterline Project – CDBG			15,000		-
	2010A Limited Tax Notes				
Northeast Water Line			30,742		-

Fund/Project	Operating Funds	General Obligation Bonds	Limited Tax Notes	Certificates of Obligation	Annual Operating Impact in Future Years
	2011 Contract Revenue & Limited Tax Bonds				
Southeast Bypass			30,527		-
	2011 General Obligation				
Southeast Bypass		2,467			-
	2012 Limited Tax Notes				
Police Vehicle Awning			40,000		200
Library Roof Improvements			40,000		(1,000)
Southeast Bypass			55,893		-
Courtney Lane Improvements			59,286		-
Compost Road Improvements			16,811		-
	2012 General Obligation				
Northeast Water Line		1,865,000			5,400
	2013 Limited Tax Notes				
Taylor Mountain Tank Rehabilitation			50,000		-
Allen Street Waterline Project – CDBG	87,308 (grant)		61,325		(1,000)
	2013 General Obligation				
Fire Station #2 Reconstruction		4,581,778			25,000

Fund/Project	Operating /Grant Funds	General Obligation Bonds	Limited Tax Notes	Certificates of Obligation	Annual Operating Impact in Future Years
	Future Debt Issuances/Grant Funding				
Southeast Bypass				638,206	-
Fire Station #2 – 3 rd Bay				230,000	-
Council Chamber Construction				129,500	-
Northwest Wastewater Treatment Plant Improvements				3,615,000	(10,000)
Southwest Water Improvements – Phase 1				2,612,000	6,000
Taylor Mountain 1 MG Tank Rehabilitation				375,000	-
Hughes Garden Drainage Improvements	476,000 (operating)				-

(See amended FY 2010 - 2014 Capital Improvement Plan for a comprehensive listing and details of all projects.)

<i>ANNUAL OPERATING IMPACT</i>

Completed capital projects are required to be maintained to extend the life of the facility or equipment. In order to plan for the impact to the operating budget to maintain the capital project once it is complete, annual maintenance costs are projected. Staffing, supplies, contract services and utilities are the most common costs required to maintain facilities and equipment. Additionally, some projects will realize savings in annual maintenance due to upgraded facilities or additional technology that allows for less maintenance of equipment. These considerations are included in the operating budget and considered when appropriating funds for capital projects.

Financial Statements for Bond Construction Funds

The next several pages will provide a statement of revenues, expenditures and changes in fund balance for each bond construction fund the City accounts for. The construction funds include the following:

- **2006 Limited Tax Notes** – The purchase of land and acquisition of engineering services for a new Police Station; the acquisition of a vacuum sweeper; and an ambulance. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund. The issue was for \$1,260,000.
- **2008 Limited Tax Notes** – The Fire Station Relocation Land Purchase; Parks and Recreation projects to include software, playscapes, lighting on baseball and soccer fields, Park renovations; Library Repairs; Street Reconstruction; City-Wide Cash Receipts system; Golf Cart Storage; Water and Sewer projects; and Drainage projects. Payment of the debt service for this proposed issue will be derived from the Tax Interest and Sinking Fund, Water & Sewer Fund, Drainage Fund, and Golf Course Fund. The issue was for \$2,855,000.
- **2009 General Obligation Bonds** – The construction of the Policy Facility and Lutheran Church Road and Lutheran Church Road Drainage. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund and the Drainage Fund. The issue was for \$4,665,000.
- **2009 Limited Tax Notes** – The purchase of fire apparatus, south park pool renovations, retrofit of west clarifier, Long Mountain tank rehab, vac con for sewer department, recycling center expansion, transfer station tipping floor renovations, rearloader and sideloader for the Solid Waste Department, and Allin House and Civic Center renovations. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund, Water & Sewer Fund, Solid Waste Fund, and Hotel Occupancy Tax Fund. The issue was for \$2,510,000.
- **2010 General Obligation Bonds** – The new debt includes funding the Northeast Water and Sewer Lines. Payment of the debt service for this issuance will be derived from the Water & Sewer Fund. The issue was for \$3,260,000.
- **2010 Limited Tax Notes** – The new debt includes many Water and Sewer projects, the largest of which are the Northeast Water Line and Mountaintop Water Line and Storage Tank. Other projects include Bradford Drive extension and Ave F reconstruction. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund and the Water & Sewer Fund. The issue was for \$4,770,000.
- **2010A Limited Tax Notes** – The new debt includes projects and equipment for many tax supported departments including Police, Fire, Streets, Parks, Information Systems, Finance, and City Secretary. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund. The issue was for \$1,915,000.
- **2011 Revenue and Limited Tax Bonds** – Funding for the Southeast Bypass project is the sole project for the use of the funds. Payment of the debt service for this issuance will be derived from federal and state reimbursements. The issue was for \$39,000,000.
- **2011 General Obligation Bonds** – The use of these funds are also solely for the Southeast Bypass project. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund. The issue was for \$5,490,000.

- **2012 Limited Tax Notes** – The purchase of materials, equipment, machinery and vehicles for various City departments to include Police vehicles, a tractor for Street Department, MDT's for Police and Fire departments, Trucks for Water and Sewer, Sedan and Sideloaders for Solid Waste, and Electronic Ticket Writers for Municipal Court. Other projects include Courtney Lane Improvements, City Hall Roof Improvement, and Hogg Mountain Land Purchase. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund, Water & Sewer Fund, Solid Waste Fund, and Court Technology Fund. The issue was for \$1,325,000.
- **2012 General Obligation Bonds** – The use of these funds are solely for the Northeast Water Line project. Payment of the debt service for this issuance will be derived from the Water & Sewer Fund. The issue was for \$1,865,000.
- **2013 Limited Tax Notes** – The purchase of materials, equipment, machinery and vehicles for various City departments to include server replacements, Police vehicles and MDT's, Fire Department ambulances and equipment, truck for Building Development, a truck and tractor for Street Department, trucks and lawn equipment for Parks Maintenance, trucks and equipment for Water and Sewer, a sideloader for Solid Waste, and lawn equipment for the Golf Course. Other projects include purchase of the new City Hall, design of the Taylor Mountain Tank Rehabilitation, and grant matches for transportation and CDBG projects. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund, Water & Sewer Fund, Solid Waste Fund, and Golf Course Fund. The issue was for \$2,630,000.
- **2013 General Obligation Bonds** – The use of these funds are solely for the reconstruction of Fire Station #2 project and the purchase necessary of fire apparatus. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund. The issue was for \$4,685,000.

City of Copperas Cove, Texas
2006 Limited Tax Notes
Capital Equipment/Land & Professional Services
FY 2013-2014

Account	Description	Total Project Budget	As of FY 2012-13	Budget 9/30/2014
Beginning Fund Balance				
73-300-0001	Fund Balance	\$ -	\$ -	\$ 11,479
Revenues				
73-390-1003	Bond Proceeds	1,260,000	1,260,000	-
73-370-6001	Interest Revenue	84,450	84,494	-
Total Revenues		<u>\$ 1,344,450</u>	<u>\$ 1,344,494</u>	<u>\$ -</u>
Expenditures				
73-4617-9900-9500	Bond Issuance Costs	25,796	25,796	-
73-4617-9900-6014	Arbitrage Rebate Service Fee	5,025	5,025	-
73-4617-4200-2200	Postage	20	20	-
73-4617-4200-6800	Professional Services	853,505	842,061	11,444
73-4617-4200-8600	Land	197,134	197,134	-
73-4617-4400-8300	Ambulance	97,525	97,525	-
73-4617-5300-8300	Street Sweeper	165,445	165,445	-
Total Expenditures		<u>\$ 1,344,450</u>	<u>\$ 1,333,006</u>	<u>\$ 11,444</u>
Ending Fund Balance				
73-253-0001	Fund Balance	<u>\$ -</u>	<u>\$ 11,488</u>	<u>\$ 35</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
2008 Limited Tax Notes
Tax Supported
FY 2013-2014

Account	Description	Total Project Budget	As of FY 2012-13	Budget 9/30/2014
Beginning Fund Balance				
75-300-0001	Fund Balance	\$ -	\$ -	\$ 4,126
Revenues				
75-390-1001	Bond Proceeds	1,485,000	1,485,000	-
75-370-6001	Interest Revenue	25,467	25,475	-
75-390-6005	Miscellaneous Revenue	99,500	99,500	-
Total Revenues		<u>\$ 1,609,967</u>	<u>\$ 1,609,975</u>	<u>\$ 4,126</u>
Expenditures				
75-4190-7500-6014	Arbitrage Rebate Services	1,040	1,040	-
75-4190-7500-9500	Bond Issuance Costs	22,919	22,919	-
75-4190-7500-9032	Baseball Field Lighting	58,230	58,230	-
75-4190-7500-9033	Camp Liveoak Renovation	18,616	18,616	-
75-4190-7500-9034	Cash Receipts - City Wide	16,471	16,471	-
75-4190-7500-9035	Fire Station Reloc. Land	141,794	141,794	-
75-4190-7500-9036	Playscape - City Park	33,113	33,113	-
75-4190-7500-9037	Playscape - Kate Street	35,030	35,030	-
75-4190-7500-9038	Recreation Center	35,973	35,973	-
75-4190-7500-9039	Park renovations	69,145	65,027	4,118
75-4190-7500-9040	Library Renovations	40,910	40,910	-
75-4190-7500-9041	Soccer Field Lighting	71,670	71,670	-
75-4190-7500-9042	Active Software (Parks)	4,700	4,700	-
75-4190-7500-9043	Summers Rd/Street Reconstruction	610,924	610,924	-
75-4190-7500-9300	Principal- 2008 Tax Notes	145,000	145,000	-
75-4190-7500-9400	Interest- 2008 Tax Notes	16,611	16,611	-
75-4190-7500-9600	Transfer out to 2008	287,821	287,821	-
Total Expenditures		<u>\$ 1,609,967</u>	<u>\$ 1,605,849</u>	<u>\$ 4,118</u>
Ending Fund Balance				
75-253-0001	Fund Balance	<u>\$ -</u>	<u>\$ 4,126</u>	<u>\$ 8</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
2009 General Obligation
Tax Supported
FY 2013-2014**

Account	Description	Total Project Budget	As of FY 2012-13	Budget 9/30/2014
Beginning Fund Balance				
65-300-0001	Fund Balance	\$ -	\$ -	\$ 69,667
Revenues				
65-390-1001	Bond Proceeds	4,665,000	4,665,000	-
65-370-6001	Interest Revenue	3,137	3,324	-
Total Revenues		<u>\$ 4,668,137</u>	<u>\$ 4,668,324</u>	<u>\$ -</u>
Expenditures				
65-4190-7500-8500	Police Facility	3,786,024	3,716,544	69,480
65-4190-7500-9030	Lutheran Church Road	831,015	831,015	-
65-4190-7500-9500	Bond Issuance Costs	51,098	51,098	-
Total Expenditures		<u>\$ 4,668,137</u>	<u>\$ 4,598,657</u>	<u>\$ 69,480</u>
Ending Fund Balance				
65-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 69,667</u>	<u>\$ 187</u>

**City of Copperas Cove, Texas
2009 Limited Tax Notes
Water & Sewer
FY 2013-2014**

Account	Description	Total Project Budget	As of FY 2012-13	Budget 9/30/2014
Beginning Fund Balance				
67-300-0001	Fund Balance	\$ -	\$ -	\$ 21,965
	Prior Period Adjustment	-	(364)	-
Total Beginning Fund Balance		<u>\$ -</u>	<u>\$ (364)</u>	<u>\$ 21,965</u>
Revenues				
67-390-1001	Bond Proceeds	930,000	930,000	-
67-370-6001	Interest Revenue	632	1,030	-
Total Revenues		<u>\$ 930,632</u>	<u>\$ 931,030</u>	<u>\$ -</u>
Expenditures				
67-4615-8500-8300	Vac-Con Truck	244,326	244,326	-
67-4615-8500-9048	9th, 11th, 13th, 15th Street Water	2,547	2,547	-
67-4615-8500-9049	West Clarifier Retrofit	500,000	500,000	-
67-4615-8500-9050	Long Mountain Tank Rehabilitation	166,832	166,832	-
67-4615-8500-9061	CDBG-Allen Street-2011-2012	21,930	-	21,930
67-4615-8500-9500	Bond Issuance Costs	13,914	13,914	-
Total Expenditures		<u>\$ 949,549</u>	<u>\$ 927,619</u>	<u>\$ 21,930</u>
Other Financing Sources				
67-360-5007	Transfers-In	18,917	18,917	-
Ending Fund Balance				
67-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 21,964</u>	<u>\$ 35</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
2009 Limited Tax Notes
Hotel Occupancy Tax
FY 2013-2014**

Account	Description	Total Project Budget	As of FY 2012-13	Budget 9/30/2014
Beginning Fund Balance				
69-300-0001	Fund Balance	\$ -	\$ -	\$ 32,999
Revenues				
69-390-1001	Bond Proceeds	210,133	210,133	-
69-370-6001	Interest Revenue	602	721	-
Total Revenues		<u>\$ 210,735</u>	<u>\$ 210,853</u>	<u>\$ -</u>
Expenditures				
69-4190-7500-9030	Allin House Roof Renovations	9,526	9,526	-
69-4190-7500-9031	Civic Center Renovations	198,068	165,187	32,881
69-4190-7500-9500	Bond Issuance Costs	3,141	3,142	-
Total Expenditures		<u>\$ 210,735</u>	<u>\$ 177,854</u>	<u>\$ 32,881</u>
Ending Fund Balance				
69-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 32,999</u>	<u>\$ 118</u>

**City of Copperas Cove, Texas
2010 General Obligation
Water & Sewer
FY 2013-2014**

Account	Description	Total Project Budget	As of FY 2012-13	Budget 9/30/2014
Beginning Fund Balance				
86-300-0001	Fund Balance	\$ -	\$ -	\$ 178,945
Revenues				
86-390-1001	Bond Proceeds	3,260,000	3,260,000	-
86-370-6001	Interest Revenue	5,484	7,434	-
86-360-5002	Transfer fr Fund 02 - Reimb. Resolution	300,000	300,000	-
Total Revenues		<u>\$ 3,565,484</u>	<u>\$ 3,567,434</u>	<u>\$ -</u>
Expenditures				
86-4615-8500-9186	Northeast Sewer Line (Eastside Infrastruct	2,310,662	2,173,853	136,809
86-4615-8500-9187	Northeast Water Line (Eastside Infrastruct	912,248	872,062	40,186
86-4615-8500-9500	Bond Issuance Costs	42,574	42,574	-
86-4615-8500-9002	Transfer out to Fund 02	300,000	300,000	-
Total Expenditures		<u>\$ 3,565,484</u>	<u>\$ 3,388,489</u>	<u>\$ 176,995</u>
Ending Fund Balance				
86-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 178,945</u>	<u>\$ 1,950</u>

* This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.

** Prior year expenditures have been reconciled to the fund cash balance.

**City of Copperas Cove, Texas
2010 Limited Tax Note
Water & Sewer
FY 2013-2014**

Account	Description	Total Project Budget	As of FY 2012-13	Budget 9/30/2014
Beginning Fund Balance				
88-300-0001	Fund Balance	\$ -	\$ -	\$ 1,757,726
	Prior Period Adjustment		(51,793)	-
Total Beginning Fund Balance		\$ -	\$ (51,793)	\$ 1,757,726
Revenues				
88-390-1001	Bond Proceeds	3,885,000	3,885,000	-
88-370-6001	Interest Revenue	6,699	12,358	-
Total Revenues		\$ 3,891,699	\$ 3,897,358	\$ -
Expenditures				
88-4615-8500-9034	Turkey Run Pump Station	49,004	49,004	-
88-4616-8500-9035	North Loop Waterline	339,500	339,500	-
88-4616-8500-9036	Water/Wastewater Rate Study	40,000	40,000	-
88-4616-8500-9037	Fleet	29,050	29,050	-
88-4616-8500-9038	Weir Gate	38,353	38,353	-
88-4616-8500-9039	Northeast Water Line (Eastside Infrastruct	778,081	107,267	670,814
88-4616-8500-9040	Mountaintop Water- Phase I	120,000	87,793	32,208
88-4616-8500-9041	Mountaintop Water- Phase II	1,911,150	884,333	1,026,817
88-4616-8500-9042	Water Model Update	15,000	15,000	-
88-4616-8500-9043	Software (Tyler Content Manager)	7,230	-	7,230
88-4616-8500-9044	2012 CDBG Match	15,000	-	15,000
88-4616-8500-9045	Transfer to Fund 89 (Ave F)	413,097	413,097	-
88-4616-8500-9046	Long Mountain Tank Rehab	40,000	40,000	-
88-4615-8500-9500	Bond Issuance Costs	96,234	44,442	-
Total Expenditures		\$ 3,891,699	\$ 2,087,838	\$ 1,752,069
Ending Fund Balance				
88-300-0001	Fund Balance	\$ -	\$ 1,757,726	\$ 5,658

* This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.

** Prior year expenditures have been reconciled to the fund cash balance.

**City of Copperas Cove, Texas
2010 Limited Tax Note
Tax Supported
FY 2013-2014**

Account	Description	Total Project Budget	As of FY 2012-13	Budget 9/30/2014
Beginning Fund Balance				
89-300-0001	Fund Balance	\$ -	\$ -	\$ 25,234
Revenues				
89-390-1001	Bond Proceeds	165,000	165,000	-
89-370-6001	Interest Revenue	712	1,169	-
89-360-5002	Trf from Fund 88 - (N Loop Water)	413,097	413,097	-
Total Revenues		<u>\$ 578,809</u>	<u>\$ 579,266</u>	<u>\$ -</u>
Expenditures				
89-4190-7500-7100	Settlement Road	16,588	-	16,588
89-4190-7500-8505	Land Improvements	8,189	-	8,189
89-4190-7500-9046	Bradford Drive Road Extension	24,872	24,872	-
89-4190-7500-9047	Ave F Reconstruction	337,911	337,911	-
89-4190-7500-9500	Bond Issuance Costs	2,058	2,058	-
89-4190-7500-9916	Transfer Out to Fund 71 (Big Divide Road)	189,191	-	-
Total Expenditures		<u>\$ 578,809</u>	<u>\$ 364,841</u>	<u>\$ 24,777</u>
Other Financing Sources(Uses)				
89-4190-7500-9916	Transfers -Out	-	(189,191)	-
Ending Fund Balance				
89-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 25,234</u>	<u>\$ 457</u>

* This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.

** Prior year expenditures have been reconciled to the fund cash balance.

City of Copperas Cove, Texas
2010A Limited Tax Note
Tax Supported
FY 2013-2014

Account	Description	Total Project Budget	As of FY 2012-13	Budget 9/30/2014
Beginning Fund Balance				
60-300-0001	Fund Balance	\$ -	\$ -	\$ 20,271
Revenues				
60-390-1001	Bond Proceeds	1,380,000	1,380,000	-
60-370-6001	Interest Revenue	986	1,718	-
Total Revenues		<u>\$ 1,380,986</u>	<u>\$ 1,381,718</u>	<u>\$ -</u>
Expenditures				
60-4190-2300-8404	Document Imaging	41,882	32,668	9,214
60-4190-3100-8404	Payroll Time Keeping	49,975	40,791	9,184
60-4190-3500-8402	Electronic Equip.- I.S	106,647	106,647	-
60-4190-3500-8404	I.S. - Fin CIP Tracking, HR Application	28,657	28,657	-
60-4190-4200-8300	Vehicles	96,800	95,659	1,141
60-4190-4400-8400	Fire - SCBA Units, PPE Racks	168,377	168,377	-
60-4190-4400-8500	Facilities - Fire	349,624	349,624	-
60-4190-5300-8300	Street - Bucket Truck	65,985	65,985	-
60-4190-5300-8400	Street - Backhoe Loader	92,625	92,625	-
60-4190-5400-8300	Parks - Pickup Truck	36,394	36,394	-
60-4190-5400-8400	Parks - Lawn Machines	137,172	137,172	-
60-4190-7500-8300	Fire - Ambulance, Defibril, & Prevention	173,099	173,099	-
60-4190-7500-8401	HVAC Oncor Equipment	-	-	-
60-4190-7500-8404	Fire - Fire House Software	7,455	7,455	-
60-4190-7500-9500	Bond Issuance Costs	26,294	26,294	-
Total Expenditures		<u>\$ 1,380,986</u>	<u>\$ 1,361,447</u>	<u>\$ 19,539</u>
Ending Fund Balance				
60-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 20,271</u>	<u>\$ 732</u>

* This budget reflects all previous Capital Improvement Plan budget amendments as approved by City Council.

** Prior year expenditures have been reconciled to the fund cash balance.

City of Copperas Cove, Texas
2010A Limited Tax Note
Water & Sewer
FY 2013-2014

Account	Description	Total Project Budget	As of FY 2012-13	Budget 9/30/2014
Beginning Fund Balance				
61-300-0001	Fund Balance	\$ -	\$ -	\$ 30,838
Revenues				
61-390-1001	Bond Proceeds	70,000	70,000	-
61-370-6001	Interest Revenue	-	151	-
Total Revenues		<u>\$ 70,000</u>	<u>\$ 70,151</u>	<u>\$ -</u>
Expenditures				
61-4425-8500-9030	NE Sewer Line Design	50,699	19,957	30,742
61-4425-8500-9031	Sewer Capacity Study	19,022	19,273	-
61-4425-8500-9500	Bond Issuance Costs	279	84	-
Total Expenditures		<u>\$ 70,000</u>	<u>\$ 39,313</u>	<u>\$ 30,742</u>
Ending Fund Balance				
61-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 30,838</u>	<u>\$ 96</u>

City of Copperas Cove, Texas
2011 Revenue & Limited Tax Notes
Tax Supported
FY 2013-2014

Account	Description	Total Project Budget	As of FY 2012-13	Budget 9/30/2014
Beginning Fund Balance				
94-300-0001	Fund Balance	\$ -	\$ -	\$ 42,847
Revenues				
94-390-1001	Bond Proceeds	39,000,000	39,000,000	-
94-390-1002	Bond Discount or Premium	289,641	289,641	-
94-370-6001	Interest Revenue	1,287	1,440	-
94-390-6005	Miscellaneous Revenue	-	10,880	-
Total Revenues		<u>\$ 39,290,928</u>	<u>\$ 39,301,961</u>	<u>\$ -</u>
Expenditures				
94-4190-7500-9033	Southeast Bypass Project	39,064,641	39,034,114	30,527
94-4190-7500-9500	Bond Issuance Costs	226,287	225,000	1,287
Total Expenditures		<u>\$ 39,290,928</u>	<u>\$ 39,259,114</u>	<u>\$ 31,814</u>
Ending Fund Balance				
94-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 42,847</u>	<u>\$ 11,033</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 2013-2014**

Account	Description	Total Project Budget	As of FY 2012-13	Budget 9/30/2014
Beginning Fund Balance				
95-300-0001	Fund Balance	\$ -	\$ -	\$ 8,672
Revenues				
95-390-1001	Bond Proceeds	5,490,000	5,490,000	-
95-390-1002	Bond Discount or Premium	71,770	71,770	-
95-370-6001	Interest Revenue	180	196	-
95-390-6005	Miscellaneous Revenue		6,009	-
Total Revenues		<u>\$ 5,561,950</u>	<u>\$ 5,567,975</u>	<u>\$ -</u>
Expenditures				
95-4190-7500-9033	Southeast Bypass Project	5,494,470	5,492,003	2,467
95-4190-7500-9500	Bond Issuance Costs	67,480	67,300	180
Total Expenditures		<u>\$ 5,561,950</u>	<u>\$ 5,559,303</u>	<u>\$ 2,647</u>
Ending Fund Balance				
95-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 8,672</u>	<u>\$ 6,025</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 2013-2014**

Account	Description	Total Project Budget	As of FY 2012-13	Budget 9/30/2014
Beginning Fund Balance				
96-300-0001	Fund Balance	\$ -	\$ -	\$ 200,604
Revenues				
96-390-1001	Bond Proceeds	960,000	960,000	-
96-390-1002	Bond Discount or Premium	-	-	-
96-370-6001	Interest Revenue	-	1,148	-
96-390-6005	Miscellaneous Revenue	-	-	-
Total Revenues		<u>\$ 960,000</u>	<u>\$ 961,148</u>	<u>\$ -</u>
Expenditures				
96-4190-3500-8402	Equipment-Electronics	16,879	16,879	-
96-4190-3500-8404	Equipment -Software	4,721	4,721	-
96-4190-4210-8300	Vehicles	282,800	281,488	1,312
96-4190-4210-8400	Equipment -General	16,997	16,997	-
96-4190-4210-8402	Equipment-Electronics	164,194	164,194	-
96-4190-4210-8500	Facilities	40,000	-	40,000
96-4190-4400-8400	Equipment -General	113,635	113,635	-
96-4190-4400-8402	Equipment-Electronics	2,965	-	2,965
96-4190-5300-8400	Equipment -General	65,775	65,775	-
96-4190-5430-8400	Equipment -General	15,909	15,909	-
96-4190-7500-6800	Professional Services	18,973	18,973	-
96-4190-7500-8100	Building & Fixtures	40,000	-	40,000
96-4190-7500-8505	Land Improvements	55,893	-	55,893
96-4190-7500-9049	Courtney Lane	100,660	41,374	59,286
96-4190-7500-8600	Bond Issuance Cost	20,599	20,599	-
Total Expenditures		<u>\$ 960,000</u>	<u>\$ 760,544</u>	<u>\$ 199,456</u>
Ending Fund Balance				
96-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 200,604</u>	<u>\$ 1,148</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
Water and Sewer
FY 2013-2014**

Account	Description	Total Project Budget	As of FY 2012-13	Budget 9/30/2014
Beginning Fund Balance				
97-300-0001	Fund Balance	\$ -	\$ -	\$ 7,926
Revenues				
97-390-1001	Bond Proceeds	155,000	155,000	-
97-390-1002	Bond Discount or Premium	-	-	-
97-370-6001	Interest Revenue	-	95	-
97-390-6005	Miscellaneous Revenue	-	-	-
Total Revenues		<u>\$ 155,000</u>	<u>\$ 155,095</u>	<u>\$ -</u>
Expenditures				
97-4616-8500-8300	Vehicles	25,010	25,010	-
97-4616-8500-8400	Equipment General	67,516	67,516	-
97-4616-8500-8402	Equipment Electronics	9,353	9,353	-
97-4616-8500-8505	Land Improvements	7,831	-	7,831
97-4616-8500-9056	Hogg Mountain Land Purchase	39,608	39,608	-
97-4616-8500-8600	Bond Issuance Cost	5,682	5,682	-
Total Expenditures		<u>\$ 155,000</u>	<u>\$ 147,169</u>	<u>\$ 7,831</u>
Ending Fund Balance				
97-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 7,926</u>	<u>\$ 95</u>

**City of Copperas Cove, Texas
2012 Limited Tax Notes
Solid Waste
FY 2013-2014**

Account	Description	Total Project Budget	As of FY 2012-13	Budget 9/30/2014
Beginning Fund Balance				
98-300-0001	Fund Balance	\$ -	\$ -	\$ 9,222
Revenues				
98-390-1001	Bond Proceeds	180,000	180,000	-
98-370-6001	Interest Revenue	-	242	-
Total Revenues		<u>\$ 180,000</u>	<u>\$ 180,242</u>	<u>\$ -</u>
Expenditures				
98-4612-9500-8300	Vehicles	51,013	51,013	-
98-4612-9500-8400	Equipment General	113,407	113,407	-
98-4612-9500-8505	Land Improvements	8,980	-	8,980
98-4612-9500-8600	Bond Issuance Cost	6,600	6,600	-
Total Expenditures		<u>\$ 180,000</u>	<u>\$ 171,020</u>	<u>\$ 8,980</u>
Ending Fund Balance				
98-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 9,222</u>	<u>\$ 242</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
Municipal Court
FY 2013-2014**

Account	Description	Total Project Budget	As of FY 2012-13	Budget 9/30/2014
Beginning Fund Balance				
99-300-0001	Fund Balance	\$ -	\$ -	\$ 2,577
Revenues				
99-390-1001	Bond Proceeds	30,000	30,000	-
99-370-6001	Interest Revenue	-	30	-
Total Revenues		<u>\$ 30,000</u>	<u>\$ 30,030</u>	<u>\$ -</u>
Expenditures				
99-4220-4102-8402	Equipment Electronics	25,767	25,767	-
99-4420-4102-9401	Interest-'12 Tax Note	3,135	588	2,547
99-4220-4102-8600	Bond Issuance Cost	1,098	1,098	-
Total Expenditures		<u>\$ 30,000</u>	<u>\$ 27,453</u>	<u>\$ 2,547</u>
Ending Fund Balance				
99-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 2,577</u>	<u>\$ 30</u>

**City of Copperas Cove, Texas
2012 GO Bonds
Water & Sewer
FY 2013-2014**

Account	Description	Total Project Budget	As of FY 2012-13	Budget 9/30/2014
Beginning Fund Balance				
93-300-0001	Fund Balance	\$ -	\$ -	\$ 1,871,046
Revenues				
93-390-1001	Bond Proceeds	1,865,000	1,865,000	-
93-370-6001	Interest Revenue	-	6,046	-
93-390-1002	Bond Discount or Premium	-	-	-
Total Revenues		<u>\$ 1,865,000</u>	<u>\$ 1,871,046</u>	<u>\$ -</u>
Expenditures				
93-4616-8500-9187	Northeast Water Line (Eastside Infrastruct	1,865,000	-	1,865,000
93-4616-8500-9500	Bond Issuance Costs	-	-	-
Total Expenditures		<u>\$ 1,865,000</u>	<u>\$ -</u>	<u>\$ 1,865,000</u>
Ending Fund Balance				
93-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 1,871,046</u>	<u>\$ 6,046</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 2013-2014

Account	Description	Total Project Budget	As of FY 2012-13	Budget 9/30/2014
Beginning Fund Balance				
84-300-0001	Fund Balance	\$ -	\$ -	\$ 498,877
Revenues				
84-390-1001	Bond Proceeds	2,000,000	2,000,000	-
84-370-6001	Interest Revenue	-	490	-
Total Revenues		\$ 2,000,000	\$ 2,000,490	\$ -
Expenditures				
84-4190-3500-2100	Minor Equipment	3,206	3,000	206
84-4190-3500-2844	Minor Equipment-Software	21,095	21,095	-
84-4190-3500-8402	Equipment -Electronics	49,724	49,724	-
84-4190-4200-8300	Vehicles	133,233	130,901	2,332
84-4190-4200-8400	Equipment -General	72,372	39,861	32,511
84-4190-4200-8402	Equipment -Electronics	179,914	103,614	76,300
84-4190-4200-8404	Equipment-Software	87,661	11,876	75,785
84-4190-4400-2842	Minor Equipment -electronics	1,477	1,477	-
84-4190-4400-8300	Vehicles	145,075	144,175	900
84-4190-4400-8400	Equipment General	79,286	58,392	20,894
84-4190-4400-8402	Equipment -Electronics	33,162	31,392	1,770
84-4190-5200-8300	Vehicles	20,000	19,184	816
84-4190-5300-2840	Minor Equipment -general	2,268	2,268	-
84-4190-5300-8300	Vehicles	27,906	27,906	-
84-4190-5300-8400	Equipment -General	26,000	26,000	-
84-4190-5410-8300	Vehicles	36,739	36,739	-
84-4190-5410-8400	Equipment General	31,765	31,765	-
84-4190-7100-8100	Building & Fixtures	20,000	-	20,000
84-4190-7500-2700	Sand & Soil Expense	327	327	-
84-4190-7500-2820	Furniture & Fixtures	1,372	1,372	-
84-4190-7500-2842	Minor Equipment -electronics	7,419	7,419	-
84-4190-7500-4100	Repair & Maint. Bldg	38,500	38,499	-
84-4190-7500-4200	Repair & Maint. Facility	369	369	-
84-4190-7500-4400	Repair & Maint. Equip	721	721	-
84-4190-7500-6800	Professional Service	7,249	7,249	-
84-4190-7500-8100	Building & Fixtures	9,800	9,800	-
84-4190-7500-8200	Furniture	5,072	5,071	-
84-4190-7500-8402	Equipment -Electronics	12,900	12,900	-
84-4190-7500-8510	Property Purchase	663,267	660,796	2,471
84-4190-7500-9500	Bond Issuance Cost	17,723	17,723	-
84-4190-7500-9920	Contingency	60,750	-	60,750
84-4190-7500-9970	Grant Match	75,000	-	75,000
84-4190-7500-9971	Grant Match-TXDOT ADA	128,648	-	128,648
Total Expenditures		\$ 2,000,000	\$ 1,501,614	\$ 498,384
Ending Fund Balance				
84-300-0001	Fund Balance	\$ -	\$ 498,876	\$ 493

* 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 2013-2014**

Account	Description	Total Project Budget	As of FY 2012-13	Budget 9/30/2014
Beginning Fund Balance				
85-300-0001	Fund Balance	\$ -	\$ -	\$ 189,160
Revenues				
85-390-1001	Bond Proceeds	365,000	365,000	-
85-370-6001	Interest Revenue	-	133	-
85-390-6005	Miscellaneous Revenue	-	-	-
Total Revenues		<u>\$ 365,000</u>	<u>\$ 365,133</u>	<u>\$ -</u>
Expenditures				
85-4425-8200-2840	Minor Equipment	847	847	-
85-4425-8200-8300	Vehicles	26,276	26,276	-
85-4425-8200-8400	Equipment General	114,785	114,785	-
85-4425-8200-9057	Taylor Mountain Tank	50,000	-	50,000
85-4425-8200-9058	Insta-Valves	43,000	-	43,000
85-4425-8200-9059	VF Drive Upgrades	25,000	23,700	1,300
85-4425-8500-9500	Bond Issuance Cost	10,365	10,365	-
85-4425-8500-9920	Contingency	33,402	-	33,402
85-4425-8500-9970	Grant Match	61,325	-	61,325
Total Expenditures		<u>\$ 365,000</u>	<u>\$ 175,973</u>	<u>\$ 189,027</u>
Ending Fund Balance				
85-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 189,160</u>	<u>\$ 133</u>

**City of Copperas Cove, Texas
2013 Limited Tax Note
Solid Waste
FY 2013-2014**

Account	Description	Total Project Budget	As of FY 2012-13	Budget 9/30/2014
Beginning Fund Balance				
57-300-0001	Fund Balance	\$ -	\$ -	\$ 227,862
Revenues				
57-390-1001	Bond Proceeds	235,000	235,000	-
57-370-6001	Interest Revenue	-	96	-
Total Revenues		<u>\$ 235,000</u>	<u>\$ 235,096</u>	<u>\$ -</u>
Expenditures				
57-4430-9102-8400	Equipment - General	227,766	-	227,766
57-4430-9500-9500	Bond Issuance Costs	7,234	7,234	-
Total Expenditures		<u>\$ 235,000</u>	<u>\$ 7,234</u>	<u>\$ 227,766</u>
Ending Fund Balance				
57-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 227,862</u>	<u>\$ 96</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 Note
Golf Course
FY 2013-2014**

Account	Description	Total Project Budget	As of FY 2012-13	Budget 9/30/2014
Beginning Fund Balance				
58-300-0001	Fund Balance	\$ -	\$ -	\$ 350
Revenues				
58-390-1001	Bond Proceeds	30,000	30,000	-
58-370-6001	Interest Revenue	-	5	-
Total Revenues		<u>\$ 30,000</u>	<u>\$ 30,005</u>	<u>\$ -</u>
Expenditures				
58-4310-7500-8400	Equipment General	28,127	28,127	-
58-4310-7500-9401	Interest - '13 Tax Notes	344	-	344
58-4310-7500-9500	Bond Issuance Costs	1,529	1,529	-
Total Expenditures		<u>\$ 30,000</u>	<u>\$ 29,656</u>	<u>\$ 344</u>
Ending Fund Balance				
58-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 349</u>	<u>\$ 6</u>

**City of Copperas Cove, Texas
2013 GO Bonds
Tax Supported
FY 2013-2014**

Account	Description	Total Project Budget	As of FY 2012-13	Budget 9/30/2014
Beginning Fund Balance				
59-300-0001	Fund Balance	\$ -	\$ -	\$ 4,578,399
Revenues				
59-390-1001	Bond Proceeds	4,685,000	4,685,000	-
59-370-6001	Interest Revenue	-	1,305	-
59-390-1002	Bond Discount or Premium	61,415	-	61,415
Total Revenues		<u>\$ 4,746,415</u>	<u>\$ 4,686,305</u>	<u>\$ 61,415</u>
Expenditures				
59-4190-4400-8100	Building & Fixtures	3,170,883	21,468	3,149,415
59-4190-4400-8300	Vehicles	1,436,609	23,733	1,412,876
59-4190-4400-8402	Equipment - Electronic	19,487	-	19,487
59-4190-7500-9500	Bond Issuance Costs	119,436	62,706	56,731
Total Expenditures		<u>\$ 4,746,415</u>	<u>\$ 107,907</u>	<u>\$ 4,638,508</u>
Ending Fund Balance				
59-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 4,578,399</u>	<u>\$ 1,305</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

Foundations of Progress



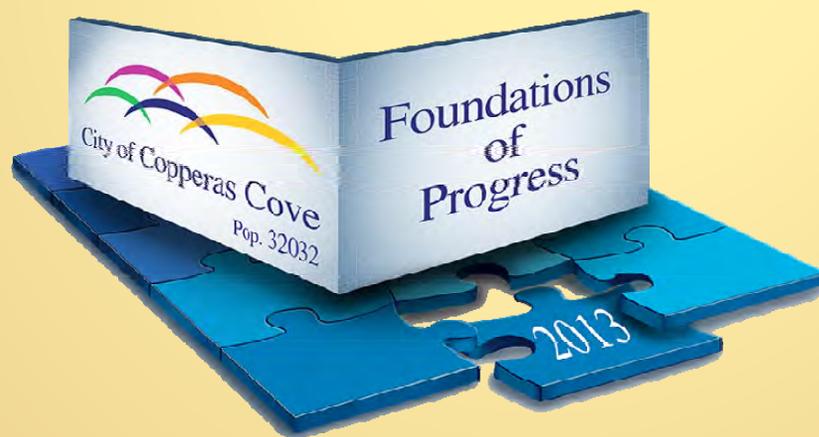
APPENDIX



Christmas Parade



Krist Kindl Market



Blue Santa



HOT Bowl

Copperas Cove, Texas

APPENDICES

A. Copperas Cove at a Glance: The Copperas Cove at a Glance appendix provides the reader with a brief synopsis of the make-up of the city and its municipal government.

B. City of Copperas Cove FY 2012-2016 Five-Year Personnel Improvement Plan, Employee Position Listing and Salary Ranges by Department, and Schedule of Incentives: This appendix provides a five-year detailed schedule of authorized positions, a detailed position listing and pay plan for fiscal year 2013-2014 and listing of incentives.

C. Fee Schedule: This Schedule provides a list of various fees that the city collects. The City Council adopts the fee schedule annually during the budget process.

D. Acronyms: This schedule provides definitions of acronyms frequently used in the course of Municipal government operations.

E. Glossary: The glossary provides a listing of terminology pertaining to governmental fund accounting and municipal government.

The City Built for Family Living

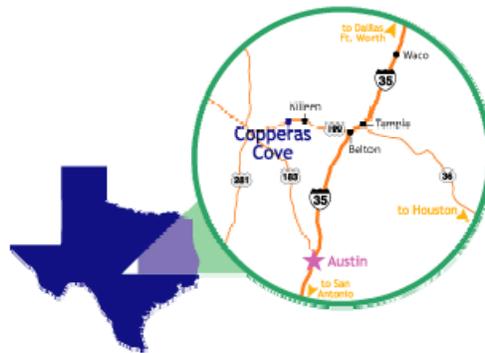


Copperas Cove at a Glance



COPPERAS COVE PROFILE

Copperas Cove is nestled in the gently rolling hills of Central Texas, with many of the advantages of larger cosmopolitan areas without losing the neighborly spirit that smaller cities have to offer. It has a rich history, beginning with settlement in the 1840's soon after Texas declared its independence. In the late 1800's, people came to Copperas Cove for the prime cattle grazing land and the use of the Santa Fe Railroad. The natural basin formed by the five surrounding hills provided a gathering place for their cattle. In the early 1900's, people settled here for commerce and business activity in the area. Its citizens are excited about its bright future and proud of the community's dedication to a better tomorrow.



CITY AND AREA DEMOGRAPHICS

LOCATION

Copperas Cove is located 25 miles west of IH-35 on U.S. Hwy 190, 65 miles north of Austin. This Central Texas city lies between Dallas and San Antonio. Within a 35-mile radius, Copperas Cove has a market of approximately 250,000 people and is adjacent to the largest mechanized military installation in the free world, Fort Hood Army Base.

CLIMATE

The climate of Copperas Cove produces very warm to hot summers and mild winters. The average low temperature in January is 34 degrees with August boasting an average high of 96 degrees. The annual average temperature is fairly pleasant at 65.7 degrees.

On the average, Copperas Cove has an annual rainfall of 33 inches.

Monthly Average **High** Temperature

January	58 degrees
August	96 degrees

Monthly Average **Low** Temperature

January	34 degrees
August	71 degrees

POPULATION

2013 Total Population	32,300
Males	46.9%
Females	53.1%

POPULATION BY AGE DISTRIBUTION

Age	Total	Percent
0-4	2,810	8.7%
5-9	2,875	8.9%
10-14	2,164	6.7%
15-19	2,261	7.0%
20-24	2,455	7.6%
25-34	5,685	17.6%
35-44	4,716	14.6%
45-54	4,070	12.6%
55-59	1,486	4.6%
59-64	1,131	3.5%
65-74	1,809	5.6%
75-84	711	2.2%
85+	127	0.4%
Total	32,300	100.0%

ETHNIC CHARACTERISTICS

Ethnicity	Percent
White Alone	61.0%
Black Alone	18.0%
Hispanic	18.4%
Some other races	2.6%
Total	100.0%

CRIME RATES:

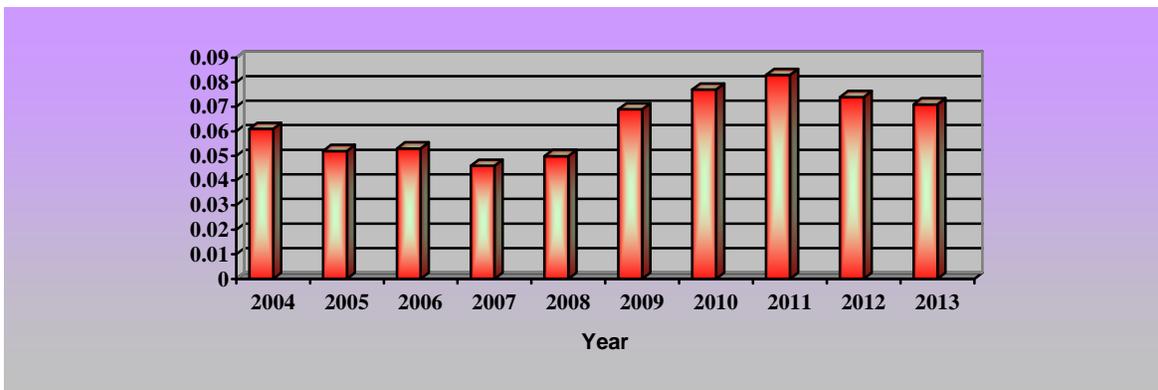
Calendar Year 2012 Crime Rate per 100,000:

Copperas Cove: 3,250.6 Killeen: 4,423.0 Temple: 3,311.3 State: 3,766.8

LABOR FORCE

	Copperas Cove	Coryell County	Killeen-Temple MSA
Total Labor Force	13,547	25,022	171,233
Total Employment	12,585	22,877	159,138
Unemployment Rate	7.1%	8.6%	7.1%

UNEMPLOYMENT RATE



EMPLOYERS

Employer	Product	Employees
Fort Hood	Military Soldiers	45,000
	Civilian (Federal & Contract)	20,749
Copperas Cove ISD	School Administration	1,300
GC Services	Credit collection agency	1,248
Wal-Mart Supercenter	Department Store	445
City of Copperas Cove	City Government	278
H.E.B. Grocery Store	Grocers - Retail	170
WindCrest Nursing Center	Nursing Home	100
McDonald's	Limited Service Restaurant	95
Hill Country Rehab. & Nursing Ctr.	Nursing Home	90

OPERATING INDICATORS BY FUNCTIONS

Government Facilities

Fire Protection

Use or Nature: Public Safety

Number of stations:	3
Number of hydrants (approx.):	1,072
Number of volunteer firefighters:	2
Number of paid firefighters:	50
Fire officers per 1,000 population:	1.55

Police Protection

Use or Nature: Public Safety

Stations	1
Number of reserve police officers:	-
Number of sworn officers:	54
Officers per 1,000 population:	1.67

Libraries

Use or Nature: Community Services

Number of public libraries:	1
Circulated items (physical and digital):	82,000
Circulated items per capita:	2.54

Parks and Recreation

Use or Nature: Community Services

Park acreage developed:	380
Park acreage undeveloped:	5
Playgrounds:	7

Street

Use or Nature: Public Works

Paved streets:	135.0 miles
Unpaved streets:	0 miles

Utilities

Water System

Use or Nature: Public Works

Miles of water mains:	226
Daily average consumption:	4.1 MGD
Maximum daily capacity:	8.1 MGD
Number of service connections:	13,474
Source of water:	Belton Lake

Sewage System

Use or Nature: Public Works

Miles of sanitary sewers:	381
Number of lift stations:	14
Daily average treatment:	2.5 MGD
Maximum capacity of treatment plants:	9.0 MGD
Number of service connections:	10,740

Source: Various Departments, City of Copperas Cove

EDUCATIONAL FACILITIES

School District:



Copperas Cove Independent School District has a reputation for excellence, offering a strong core curriculum enriched by the creative instruction of talented and skilled teachers. Our education program, "CHARACTER COUNTS!" is integrated throughout our schools, businesses, and government. The six pillars are trustworthiness, respect, responsibility, fairness, caring and citizenship. Copperas Cove ISD serves over 8,200 students. CCISD serves the students of

Copperas Cove and many transfer students from the Central Texas area. Currently, there are 11 campuses in the district. The Copperas Cove Independent School District includes seven elementary schools, two junior high schools, and two high schools, one being an alternative school of choice. A high percentage of Cove's graduates go on to college or other forms of post-secondary education. For more information, visit: www.ccisd.com.

College:

Central Texas College is a two-year institution offering associate degrees in academic and pre-professional subject areas. Educational programs are offered to accommodate the needs of full-time, as well as part-time students. Short courses and continuing educational programs for adults are among the many programs offered by Central Texas College. The college also provides vocational-technical training to prepare students for the work force. For more information, visit:

<http://www.thehighschoolgraduate.com/profiles/CentralTexasColl/index.htm>.



University:

Texas A&M University - Central Texas in Killeen is a unique university, offering upper-level undergraduate and graduate courses toward bachelor and master degrees. The University currently serves over 2,500 students and provides a wide range of flexible course schedules, including on-line, and night and weekend classes. Classes are offered at several convenient sites, including area community colleges and Fort Hood, in order to accommodate both full- and part-time students and serve the entire Central Texas area.

Texas A&M University - Central Texas became a stand-alone university on May 27, 2009 as a member of the Texas A&M University System. Texas A&M - Central Texas is an upper-level institution offering bachelor and master degrees. For more information, visit www.ct.tamus.edu.

UTILITIES

Electricity (TXU Electric Delivery)

Gas (Atmos Energy)

Local Telephone Service (CenturyLink Texas)

Long Distance Service (AT&T, Sprint, MCI and others)

TRANSPORTATION

Highways: Copperas Cove, located 25 miles to the west of the I-35 corridor, is located on U.S. Highway 190, which is part of the recommended route of the "Port to the Plains Highway," connecting ports of the Gulf of Mexico to the Plains of West Texas. Excellent roadway systems in each direction make Copperas Cove easily accessible. Currently under construction along Highway 190 and FM 116 in Copperas Cove are the bypass and State Highway 9, as well as the widening of FM 2657. These roadway projects are opening up development opportunities for our community that are certain to have a positive impact over the years.

Rail: Copperas Cove is located on the main line of the Burlington Northern Santa Fe Transportation System. Daily services for carload shipment are available to Los Angeles to the west, Houston to the south and Chicago to the north. Area facilities include docks for cargo loading service in nearby Killeen.

Air: The community is served by three commuter airlines located at the Killeen-Fort Hood Regional Airport. These commuter airlines include Delta, American Eagle, and United with daily flights to Atlanta, Dallas/Fort Worth and Houston. The airport offers a state-of-the-art airline terminal building and a 10,000 foot runway with two instrument landing systems. Flights to all major cities in Texas and the nation are offered. Another major commercial airport is in Austin, 65 miles south.

Common Carriers: Copperas Cove is served by 6 interstate carriers and 8 intrastate carriers, as well as overnight courier service. Arrow Trailways and Kerrville Busline service the area. In 2000, an inter-city bus service was established by the Hill Country Transit District which provides local bus service between Copperas Cove, Fort Hood, Killeen and Harker Heights.

LODGING

Copperas Cove has 7 hotels including Best Western Inn and Suites, Luxury Inn and Suites, Cactus Inn and Suites, Comfort Suites, Days Inn, Relax Inn, and Super 8, totaling approximately 350 rooms. Also, within 15 miles are numerous lodging facilities to include Travelodge, La Quinta Inn, Holiday Inn,

Baymont Inn & Suites, Hawthorn Suites by Wyndham, Sleep Inn and Suites, and Residence Inn by Marriott.

CHURCHES

There are approximately 50 churches of numerous faiths and religious activities.

BUSINESS AND INDUSTRIAL PARK



The City of Copperas Cove has an expanding business and industrial park located on prime land on the east end of the City. The park offers easy access to U.S. Hwy 190; a limited access highway which connects to I-35. The park is an excellent location for businesses that decide to locate in Copperas Cove to take advantage of the many benefits offered.

In addition to the business and industrial park, Copperas Cove has several existing buildings that can be adapted to most manufacturing, industrial, and back office operational uses.

Economic Development: Copperas Cove has passed the local option to provide a ½ cent sales tax for economic development. The monies generated by the tax are used to assist businesses in starting and expanding, and in the promotion of the City as a location for business and industry.

COMMUNITY AND RECREATION FACILITIES

An 88-acre park is located approximately one mile from downtown Copperas Cove that includes nine recreation fields, playgrounds, picnic areas, RV Park and a swimming pool featuring a water slide and zero depth entry children's area. Renovations of South Park Pool was completed in 2010 and consisted of resurfacing of the existing pool and the addition of a Spray Park. South Park also has two soccer practice fields and playground equipment. In 2004, the hiking trail was completed at South Park and a restroom facility was added. Other neighborhood parks consist of Kate Street Park, Highland Park, Heritage Park and High Chaparral Park. New Playscapes were added to both Kate Street and City Park in 2009 and to High Chaparral Park in 2011.



During the 1997-1998 fiscal year, the City added the 218 acre Ogletree Gap Preserve to its park and recreation facilities. This park area was purchased in an effort to maintain the natural habitat of the Ogletree Gap Valley and for future plans to add additional athletic facilities in the front portion of the property. Located in this valley is the first post office that existed in the City of Copperas Cove and was operated by Marsden Ogletree in the mid-1800's. The City has great facilities at the Allin House and the Hills of Cove Golf Course. The facilities at the Golf Course include tennis courts, a swimming pool and provide event rental opportunities for small weddings, reunions and civic organization activities. The Allin House has historical significance to Copperas Cove in that it was the residence of the City's first Mayor, Mayor Jouett Allin. The City also maintains a 10,000 square foot Civic Center which is utilized by citizens and other organizations for major events, dances, training classes and school related activities. A major renovation of the Civic Center was completed in 2012. The City continues to operate and maintain a municipal cemetery. Copperas Cove also has a very challenging 18-hole Municipal Golf Course including a proshop and snack bar. In 2011, the City completed a water conservation project to use effluent water to irrigate the course and added a 36 space cart storage facility.

ANNUAL EVENTS INCLUDE:



Polar Bear Swim – The annual Polar Bear Swim will be held on Saturday, January 25, 2014. The event will take place at the City Park Pool. All participants that register and dare to take the plunge will receive a 2014 “Polar Bear Swim” long sleeve shirt. Free hot chocolate will be served and all children must be accompanied by an adult. Registration fee is \$15.00.



Fishing in the Park – The annual Fishing in the Park event will take place on Saturday, February 22, 2014 at the Duck Pond in the City Park. This event is free for all registrants. Participants registering in advance will be able to pre-order the “Fishing in the Park” long sleeve t-shirt for \$10.00. A limited amount of shirts will be available for sale during the event. Although this event is open for all ages to participate, prizes will only be awarded to children 12 years old and under.

Birthday Celebration – The City of Copperas Cove will be turning 135 years old on Monday, March 25, 2014.



Easter Egg Round-Up – The annual Easter Egg Hunt and Picnic will be held on Saturday, April 19, 2014. The Easter Egg Hunt has been a wonderful family tradition enjoyed by generations of family and friends. The event is free to the public and will be held at the City Park.



Bike Central Texas – Copperas Cove is known as "Bike Central Texas" because of the many scenic routes and bike friendly community. The year begins with Texas Bicycles Incorporated (TBI) Bike Race on January 18, 2014. Two additional biking events take place later in the year: the Cove Classic Bike Tour in August, and the State Championship Bike Race in September. For more information go to www.copperascove.com or contact the Copperas Cove Chamber of Commerce.

Rabbit Fest – Rabbit Fest is a 4-day arts and crafts festival that draws over 300,000 attendees annually in May. Rabbit Fest 2014 will be the third weekend of May (May 15th - 18th) at the Copperas Cove City Park. On May 15th, the Rabbit Fest will kick off with the Carnival's opening night where everyone can take advantage of special rates. The 4-day festival features a top-quality carnival, dozens of food booths, arts and crafts vendors, a kiddie land, a petting zoo, and a car show. There will also be live entertainment throughout the fest on an open-air stage.



Rabbit Fest Softball Tournament – The annual adult softball tournament is scheduled to take place during the festival. Please call the Parks and Recreation office for more details.



Run Central Texas – Many of the same routes are used for the runs and walks hosted by the Chamber of Commerce. Annual events draw participants to the Tough Cookie Duathlon to be held on March 2, 2014. The Jack Rabbit Run will be held on May 10, 2014, and the Gallop or Trot event will be held in September. These run/walk events attract various running groups of all ages and skill levels. For more information and route maps, contact the Chamber of Commerce or visit them online at www.copperascove.com.

City Wide Garage Sale – The City Wide Garage Sale is held in April. Something for everyone! Come out and peruse the merchandise of over 50 garage sale vendors in one place. Check the Chamber of Commerce website for further details as the event draws closer.



Fourth of July Parade – The Fourth of July Parade is an annual event winding through downtown Copperas Cove to celebrate the anniversary of our nation's independence.

Punt, Pass and Kick Contest – The NFL "Punt Pass and Kick" contest will take place soon after the school year begins. The age divisions range from 8 to 15. All participants compete in punting, passing, and kicking, and the champions will have the chance to move on to regional and then to national competitions. The final competition will be held during the half time of an actual NFL football game. This competition is a free activity. Please call the Parks and Recreation office for more details.



MLB Pitch Hit and Run – Major League Baseball (MLB) Pitch Hit and Run (PHR) is a local competition. The MLB Pitch Hit and Run is the official skills competition of Major League Baseball. Pitch Hit and Run is intended to encourage youth participation and emphasize the fun element of baseball and softball. Pitch Hit and Run is free of charge to both the participants and the local hosting organization. The ages are 7 years old to 14 years old. Please contact the Parks and Recreation office for more details.



Freedom Walk – The one-mile walk is intended to honor those who dedicate their lives, and have given their lives to keep our nation free. The following groups of people will be honored: those who lost lives on September 11, 2001, all veterans, past and present, and "First Responders" (police and fire rescue officers).



Safe Trick or Treat - Safe Trick or Treat is usually the last Saturday in October each year. The event features costume contests for children of all ages. Check the City of Copperas Cove website for further details as the event draws closer. www.copperascove.org

Veteran's Day Parade – An annual event winding through downtown Copperas Cove to honor our veterans.



Christmas Parade – City of Copperas Cove Christmas Parade is usually on the first Saturday in December. The usual route begins at the back parking lot of the High School and ends in the Cove Terrace Shopping Center parking lot. All local schools, marching groups, performers, civic organizations and businesses are encouraged to participate.



C.H.A.M.P.S. Heart of Texas (H.O.T.) Bowl Games – H.O.T Bowl is usually the first Saturday in December. Starting in 2012, with its increased notoriety, the games increased from one to two. The first H.O.T. Bowl game of the day is one of five national NJCAA (National Junior College Athletic Association) Bowl games. The H.O.T. Bowl game played later in the day pits two NCAA Division II football teams. Four College football teams from throughout the nation will compete for the H.O.T. Bowl trophies. Proceeds support C.H.A.M.P.S. (Communities Helping Americans Mature, Progress and Succeed) program in Copperas Cove.

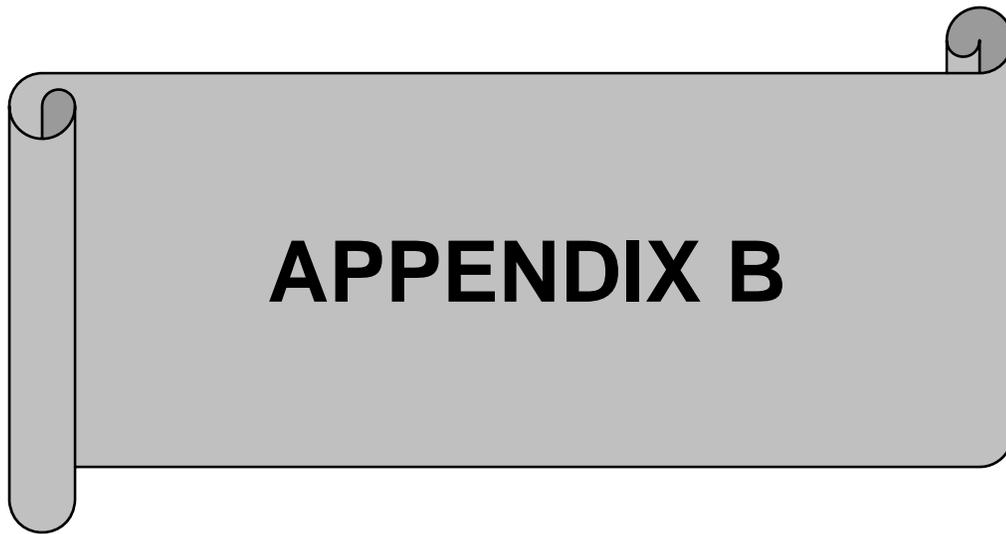
TOY Bowl – The Toy Bowl includes championship games for the Division I and II youth tackle football programs and marks the beginning of the Bowl season in Copperas Cove. The price of admission is an unwrapped toy or monetary donation. The donations will be given to the Blue Santa program. The Toy Bowl event is held in November each year.



Christmas Tree Lighting Ceremony – Usually held on the first Thursday in December behind the old City Hall building, adjacent to the Library. The City Parks and Recreation personnel assist Human Resources with decorating the Christmas tree. The event is open to the public and kicks off the Christmas season for the City of Copperas Cove.

Krist Kindl Markt – The first weekend in December comes to life in downtown Copperas Cove with the charm of a German Christmas. The festivities include food, entertainment, and plenty of arts and crafts to peruse and purchase. Saturday is highlighted by the annual Children's Christmas Parade, marking an official appearance of Santa Claus in the Copperas Cove area.





City of Copperas Cove FY 2012-2016
Five-Year Personnel Improvement
Plan, Employee Position and Salary
Ranges by Department & Schedule of
Incentives

**City of Copperas Cove
Personnel Improvement Plan
FY 2012 - FY 2016
Amended August 27, 2013**

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2010-2011 ACTUAL		FY 2011-2012 ACTUAL		FY 2012-13 AMENDED		FY 2013-14 DEPT REQUESTS		FY 2014-15 PROJECTED	FY 2015-16 PROJECTED
		FUNDED (F)	UNFUNDED (UF)	F	UF	F	UF	F	UF		
GENERAL FUND											
City Manager Department											
1 Secretary to the City Manager	NE	1		1		1		1		1	1
2 City Manager	E	1		1		1		1		1	1
3 Assistant City Manager	NE	1		0		0	1	0	1	1	1
4 Administrative Assistant	NE	0		0		0	1	0	1	1	1
5 Receptionist PT	NE	0		0		0		0	1	1	1
6 Management Analyst	E	0		0		0		0		1	1
7 Public Information Officer	E	0		0		0		0		0	1
Subtotal Department		3	0	2	0	2	2	2	3	6	7

Justification - City Council requested the Assistant City Manager be funded in FY 2013-2014. Receptionist position will be two part-time positions as requested by City Council on 4-8-2013.

City Secretary Department

1 Deputy City Secretary	NE	0		0	1	0	1	0	1	1	1
2 City Secretary	E	1		1		1		1		1	1
3 Records Clerk PT	NE	0		0.5		0.5		0		0	0
4 Records Clerk FT		0		0		0		1		1	1
Subtotal Department		1	0	1.5	1	1.5	1	2	1	3	3

Justification - Part-Time Records Clerk position will be deleted and a full-time Records Clerks will be included as requested by City Council on 4-8-2013.

City Attorney Department

1 Open Records Clerk	NE	0		0		0		0.5	0	0.5	0.5
Subtotal Department		0	0	0	0	0	0	0.5	0	0.5	0.5

Justification - Part-Time Open Records Clerk will be responsible for the processing and management of all open record requests. The position will help reduce the cost of open records being reviewed by the City's Attorney.

**City of Copperas Cove
Personnel Improvement Plan
FY 2012 - FY 2016
Amended August 27, 2013**

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2010-2011 ACTUAL		FY 2011-2012 ACTUAL		FY 2012-13 AMENDED		FY 2013-14 DEPT REQUESTS		FY 2014-15 PROJECTED	FY 2015-16 PROJECTED
		FUNDED (F)	UNFUNDED (UF)	F	UF	F	UF	F	UF		
Finance Department											
1 Accounting Technician	NE	2		1	1	1	1	2		2	2
2 Senior Accountant	NE	1		1		1		0	1	1	1
3 Director of Financial Services	E	1		1		1		1		1	1
4 Project Accountant	E	1		0		1		1		1	1
5 Purchasing Officer	E	1		0		1		1		1	1
Subtotal Department		6	0	3	1	5	1	5	1	6	6

Justification -

Budget Department											
1 Budget Analyst	E	1		1		1		1		1	1
2 Assistant Director of Financial Services/Budget Director	E	1		1		1		1		1	1
3 Project Accountant	E	1		1		0		0		0	0
4 Purchasing Officer	E	1		1		0		0		0	0
5 New Pos Request/Title - Financial Plans Specialist	E	0		0		0		0	1	1	1
Subtotal Department		4	0	4	0	2	0	2	1	3	3

Justification - The Financial Plans Specialist will be responsible for coordinating and maintaining the long range financial plans such the Capital Improvement Plan, Personnel Improvement Plan, Capital Outlay Plan, and the Street Maintenance Plan. With the additional of new plans in the past several years and a change to develop a five year plan for each of these, a new staff member will be needed to develop and maintain the plan though the year as well as be responsible for the portion directly affecting the operating budget.

Human Resources Department											
1 Receptionist	NE	1.5		1	0.5	0	1	0		0	0
2 Human Resources Coordinator	NE	1		1		1		1		1	1
3 Director of Human Resources	E	1		1		1		1		1	1
4 PT Benefits Clerk Administrative Assistant	NE	0		0	0.25	0	0.5	0.5		0	0
5 HR Coordinator Benefits	NE	0		0		0		0		1	1
Subtotal Department		3.5	0	3	0.75	2	1.5	2.5	0	3	3

Justification - In FY 2013-14, HR is requesting a PT Benefits Clerk to assist in compliance with the Affordable Care Act (ACA). As further mandates and deadlines approach in future years with ACA, HR is requesting to increase the part time clerk to full time in FY 2014-15.

**City of Copperas Cove
Personnel Improvement Plan
FY 2012 - FY 2016
Amended August 27, 2013**

DEPARTMENT/POSITION

FLSA STATUS	FY 2010-2011 ACTUAL		FY 2011-2012 ACTUAL		FY 2012-13 AMENDED		FY 2013-14 DEPT REQUESTS		FY 2014-15 PROJECTED	FY 2015-16 PROJECTED
	FUNDED (F)	UNFUNDED (UF)	F	UF	F	UF	F	UF		

Information Systems Department

1 Director of Information Systems	E	1		1		1		1		1	1
2 Information Systems Supervisor	NE	1		1		1		1		1	1
3 Information Systems Specialist II	E	1		1		1		1		1	1
4 Information Systems Specialist I	NE	0	1	0	1	1		1		1	1
5 IS Specialist/GIS Tech	NE	0		0		0		0		1	1

Subtotal Department

3	1	3	1	4	0	4	0	5	5
----------	----------	----------	----------	----------	----------	----------	----------	----------	----------

Justification - GIS responsibilities will be moved into the I.S. Department. Projected time for this will be FY 2014-15.

Municipal Court Department

1 Court Clerk	NE	4	1	5		4		4		4	4
2 Senior Court Clerk	NE	0		0		1		1		1	1
3 Asst. Administrator - Municipal Court	NE	1		0	1	0	1	0	1	1	1
4 Administrator - Municipal Court	E	1		1		1		1		1	1
5 Bailiff	NE	0		0.5		0.5		0.5		0.5	0
6 Part-Time Municipal Court Clerk	NE	0		0		0		0	0.5	0.5	0.5
7 Warrant Officer	NE	0		0		0		0		1	1
8 New Pos Request/Title -		0		0		0		0		0	0

Subtotal Department

6	1	6.5	1	6.5	1	6.5	1.5	9	8.5
----------	----------	------------	----------	------------	----------	------------	------------	----------	------------

Justification -

**City of Copperas Cove
Personnel Improvement Plan
FY 2012 - FY 2016
Amended August 27, 2013**

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2010-2011 ACTUAL		FY 2011-2012 ACTUAL		FY 2012-13 AMENDED		FY 2013-14 DEPT REQUESTS		FY 2014-15 PROJECTED	FY 2015-16 PROJECTED
		FUNDED (F)	UNFUNDED (UF)	F	UF	F	UF	F	UF		
Police Department											
1 Custodian/Kennel Assistant	NE	0	0.5	1		1		1		1	1
2 Senior Records Clerk	NE	2		2	1	2	1	2	1	3	3
3 Administrative Assistant	NE	1		1		1		1		1	1
4 Administrative Assistant Training and Evidence	NE	1		1		1		1		1	1
5 Police Communications/Operator	NE	12		12	1	12	2	12	3	16	16
6 Executive Secretary	NE	1		1		1		1		1	1
7 Patrol Officer - Certified	NE	34	1	34	4	34	7	34	10	47	50
8 Police Corporal	NE	7		7		7		7		7	7
9 Police Sergeant	NE	9		9		9		9		9	9
10 Police Lieutenant	NE	2		2		2		2		2	2
11 Captain	NE	1		1		0	1	0	1	1	1
12 Police Deputy Chief	E	1		1		2		2		2	2
13 Chief of Police	E	1		1		1		1		1	1
14 Communications Supervisor	NE	0		0		1		1		1	1
Subtotal Department		72	1.5	73	6	74	11	74	15	93	96

Justification - **Police Officers** - Additional positions needed due to increase in population, coverage area and demands for service. **Communications Operator** - Additional positions needed to keep up with the ever increasing number of telephone calls for 9-1-1. The Communications Center has had two (2) additional PSAP's installed; now all four (4) PSAP's can be answered. Also, an ever increasing demand for dispatching Police, Fire and EMS services creates a need for additional communications operators. **Senior Records Clerk** - Additional positions needed to serve a dual role as a records clerk and as a receptionist. All lobby traffic during normal business hours comes through the Main/Records Lobby. This would place someone working the front window at all times as well as allowing that person to also perform records related duties. Additionally, positions needed due to the increasing work load of open records requests. Records has not received any additional personnel in that area in over 30 years but the duties and responsibilities have grown.

Animal Control Department

1 Animal Control Officer	NE	4		4		4		0		0	0
2 Animal Control Officer I	NE	0		0		0		2	1	3	3
3 Animal Control Officer II	NE	0		0		0		2		2	2
4 Senior Animal Control Officer	NE	1		1		1		1		1	1
5 Part-Time Clerk	NE	0		0	0.5	0		0		0	0
6 Full-Time Clerk	NE	0		0		0	1	0	1	1	1
7 Kennel Master	NE	0		0		0		0		1	1
Subtotal Department		5	0	5	0.5	5	1	5	2	8	8

Justification - **Animal Control Officers** - Additional positions needed due to increase in population, coverage area and demands for service. **Full-Time Clerk** - Position needed to greet and assist customers coming to the Animal Shelter who need to reclaim their animal, adopt, purchase license, report lost animal, or any other animal related issues. Responsible for incoming phone calls made to the shelter and dispatching ACO's in the field as necessary. Collect money and prepare check requests and all additional paperwork and various logs related to the operations of the shelter. This position would free up the ACO's to take care of their duties in the field and also within the shelter such as cleaning and caring for the animals.

**City of Copperas Cove
Personnel Improvement Plan
FY 2012 - FY 2016
Amended August 27, 2013**

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2010-2011 ACTUAL		FY 2011-2012 ACTUAL		FY 2012-13 AMENDED		FY 2013-14 DEPT REQUESTS		FY 2014-15 PROJECTED	FY 2015-16 PROJECTED
		FUNDED (F)	UNFUNDED (UF)	F	UF	F	UF	F	UF		
Fire Department - Administration											
1 Administrative Assistant - Fire and EMS	NE	1		1		0.5	1	0.5	1	1.5	1.5
2 Administrative Assistant - Support Services/Emerg Mgt	NE	1		1		1		1		1	1
3 Fire Chief	E	1		1		1		1		1	1
4 Deputy Fire Chief	E	0		0		0		1		1	1
5 Executive Administrative Assistant	NE	0		0		0		0		0	1
Subtotal Department		3	0	3	0	2.5	1	3.5	1	4.5	5.5

Justification - Move Deputy Chief of Administration/Emergency Management Coordinator from Operations to Administration budget. Change Admin Assistant Fire and EMS from part time to full time. Change Fire Chief/Emergency Management Coordinator to Fire Chief.

Fire Department - Operations											
1 Firefighter (2904 hour work year)	NE	33		33	3	0	0	0		0	0
2 Firefighter I (2904 hour work year)	NE	0		0		20	6	21	2	28	36
3 Firefighter II (2904 hour work year)	NE	0		0		15		15	3	18	23
4 Fire Lieutenant (2904 hour work year)	NE	6		6		6		6	3	9	12
5 Fire Captain (2904 hour work year)	NE	3		3		3		3		3	3
6 Fire Battalion Chief (2904 hour work year)	NE	3		3		0	3	0	3	3	3
7 Deputy Fire Chief	E	1		1		2		1		1	1
Subtotal Department		46	0	46	3	46	9	46	11	62	78

Justification - FY 2013-2014 the Deputy Chief-Administration moved to the Fire-Admin. In FY 2013-2014, Station 3 will be a 4-man station instead of a 2-man station, allowing for a greater response from Station 3 & requiring the promotion of 3 additional Lieutenants. In FY 2014-2015, 8 additional funded personnel (excludes Battalion Chiefs) are requested to alleviate the number of needed personnel with the construction of the new Station 4. Fire Station 4 will be in operation by FY 2015-2016. This station will operate 1 Fire Engine, 1 Ambulance and 1 Rescue Truck. This equates to 13 additional Firefighter I positions, 5 additional Firefighter II positions and 6 Lieutenant positions. One for each shift on the Engine and one each shift for the Rescue Truck. By adding Station 4, it now is in line with the span of control of funding the 3 Battalion Chiefs. Between FY2012-2013 and FY 2015-2016, it is estimated that 35 additional positions will be funded. If planned correctly, this would be spread out over the next several years so it would not impact the overall budget as significantly as one or two very large hiring processes would do.

**City of Copperas Cove
Personnel Improvement Plan
FY 2012 - FY 2016
Amended August 27, 2013**

DEPARTMENT/POSITION

FLSA STATUS	FY 2010-2011 ACTUAL		FY 2011-2012 ACTUAL		FY 2012-13 AMENDED		FY 2013-14 DEPT REQUESTS		FY 2014-15 PROJECTED	FY 2015-16 PROJECTED
	FUNDED (F)	UNFUNDED (UF)	F	UF	F	UF	F	UF		

Fire Department - Training

1 Division Chief - Training	NE	1		1		1		0		0	0
1 Battalion Chief - Training	NE	0		0		0		1		1	1
2 EMS Captain	NE	0		0		0		0		0	1

Subtotal Department		1	0	1	0	1	0	1	0	1	2
----------------------------	--	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------

Justification -

Fire Department - Prevention

1 Fire Inspector	NE	1	1	0	2	0	2	0	2	2	2
2 Deputy Chief - Fire Marshal	NE	1		1		1		1		1	1

Subtotal Department		2	1	1	2	1	2	1	2	3	3
----------------------------	--	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------

Justification -

Engineering Department

1 Projects Director/City Engineer	E	0		0		0		0		0	0
2 Public Improvements Inspector*	NE	1		0		0		0		0	0

Subtotal Department		1	0								
----------------------------	--	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------

Justification - *Position was moved from the Engineering Department to the Building Department in FY 2011-12.

**City of Copperas Cove
Personnel Improvement Plan
FY 2012 - FY 2016
Amended August 27, 2013**

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2010-2011 ACTUAL		FY 2011-2012 ACTUAL		FY 2012-13 AMENDED		FY 2013-14 DEPT REQUESTS		FY 2014-15 PROJECTED	FY 2015-16 PROJECTED
		FUNDED (F)	UNFUNDED (UF)	F	UF	F	UF	F	UF		
Building and Development Department											
1 Administrative Assistant	NE	1		1		1		1		1	1
2 Senior Inspector	NE	1		1		1		1		1	1
3 Chief Building Official	E	1		1		1		1		1	1
4 Inspector	NE	0	1	0	1	0	1	0	1	1	1
5 Public Improvements Inspector	NE	0		1		1		1		1	1
Subtotal Department		3	1	4	1	4	1	4	1	5	5

Justification - *Position was moved from the Engineering Department to the Building Department in FY 2011-12.

Street Department											
1 Light Equipment Operator	NE	2	1	2	1	2	1	2	1	3	3
2 Heavy Equipment Operator	NE	2		2		2		2		2	2
3 Traffic Control Technician	NE	1		1		1		1		1	1
4 Superintendent Street/Drainage	NE	0.5		0.5		0.5		0.5		0.5	0.5
5 Lt. Equip. Opr Crack Sealer/Herbicide	NE	0		0	3	0	3	0	3	3	3
6 Traffic Control Tech II	NE	0		0		0		0	1	1	1
Subtotal Department		5.5	1	5.5	4	5.5	4	5.5	5	10.5	10.5

Justification -

Parks and Recreation - Admin Department											
1 Recreation Specialist/Administrative Assistant	NE	1		1		1		1		1	1
2 Director of Parks & Recreation	E	1		1		1		1		1	1
3 Division Head of Parks and Leisure Services	E	1		1		0		0		0	0
4 Convention and Tourism Coordinator	NE	0		0	0	0		0		0	0
Subtotal Department		3	0	3	0	2	0	2	0	2	2

Justification -

**City of Copperas Cove
Personnel Improvement Plan
FY 2012 - FY 2016
Amended August 27, 2013**

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2010-2011 ACTUAL		FY 2011-2012 ACTUAL		FY 2012-13 AMENDED		FY 2013-14 DEPT REQUESTS		FY 2014-15 PROJECTED	FY 2015-16 PROJECTED
		FUNDED (F)	UNFUNDED (UF)	F	UF	F	UF	F	UF		
Parks and Recreation - Maintenance Department											
1 Custodian	NE	0	2	0		0		0		0	0
2 Laborer	NE	6		6		5	1	5	1	7	8
3 Light Equipment Operator	NE	2		2		3		3		3	3
4 Light Equipment Operator/HVAC Technician	NE	1		1		1		1		1	1
5 Supervisor - Parks	NE	1		1		1		1		1	1
6 Recreation Supt./Facility Manager	E	0		0		0		0		0	1
7 New Pos Request/Title - Part-Time Laborer		0		0		0		0	0.5	0.5	0.5
Subtotal Department		10	2	10	0	10	1	10	1.5	12.5	14.5

Justification -

Athletics Department											
1 Recreation Aide	NE	2		2	0.5	2.5		2.5		2.5	4.5
2 Recreation Specialist	NE	1		1		1		1		1	2
3 Recreation Coordinator	NE	1		1		1		1		1	1
Subtotal Department		4	0	4	0.5	4.5	0	4.5	0	4.5	7.5

Justification - One additional full time position, Recreation Specialist and two (2) additional part time recreation staff for the new sports complex.

Aquatics Department											
1 Recreation Specialist	NE	1		1		1		1		1	0
2 Aquatic Coordinator	NE	0		0		0		0		0	1
Subtotal Department		1	0	1	0	1	0	1	0	1	1

Justification - **Aquatics Coordinator** - Will be added when Recreation center is complete.

**City of Copperas Cove
Personnel Improvement Plan
FY 2012 - FY 2016
Amended August 27, 2013**

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2010-2011 ACTUAL		FY 2011-2012 ACTUAL		FY 2012-13 AMENDED		FY 2013-14 DEPT REQUESTS		FY 2014-15 PROJECTED	FY 2015-16 PROJECTED
		FUNDED (F)	UNFUNDED (UF)	F	UF	F	UF	F	UF		
Fleet Services Department											
1 Parts Technician	NE	0.5		0.5		0.5	0.5	0.5	0.5	1	1
2 Mechanic	NE	2		2		3		3		3	3
3 Lead Mechanic	NE	1		1		1		1		1	1
4 Supervisor - Fleet Services	NE	1		1		1		1		1	1

Subtotal Department		4.5	0	4.5	0	5.5	0.5	5.5	0.5	6	6
----------------------------	--	------------	----------	------------	----------	------------	------------	------------	------------	----------	----------

Justification - Mechanic from Solid Waste assigned to Fleet Services in FY 2012-2013.

Facility Maintenance Department

1 Facility Maintenance	NE	1	1	0	2	0		0		0	0
Subtotal Department		1	1	0	2	0	0	0	0	0	0

Justification -

Planning Department

1 GIS Technician *	NE	1		0		0		1		1	1
2 Planner I	E	0	1	0	1	0	1	0	1	1	1
3 Administrative Assistant	NE	0		0	1	0	1	0	1	1	1

Subtotal Department		1	1	0	2	0	2	1	2	3	3
----------------------------	--	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------

Justification - *Position was moved from the Planning Department to the Public Works Administration Department in FY 2011-12.

**City of Copperas Cove
Personnel Improvement Plan
FY 2012 - FY 2016
Amended August 27, 2013**

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2010-2011 ACTUAL		FY 2011-2012 ACTUAL		FY 2012-13 AMENDED		FY 2013-14 DEPT REQUESTS		FY 2014-15 PROJECTED	FY 2015-16 PROJECTED
		FUNDED (F)	UNFUNDED (UF)	F	UF	F	UF	F	UF		

Library Department

1 Director Library	E	1		1		1		1		1	1
2 Library Supervisor	NE					1		1		1	1
3 Library Assistant	NE					2	4	2	3	4	4
4 Community Outreach Specialist	NE	1		1		1		1		1	1
5 Library Clerk	NE	0.5		0.5		1		1		2	2
6 Technology Services Assistant	NE	0		0		1		1		1	1
7 Library Assistant I	NE	2		2		0		0		0	0
8 Library Assistant III	NE	3		2	1	0		0		0	0
9 Outreach Specialist/Library Assistant III	NE	0.5		0	0.5	0		0		0	0
10 Reference Assistant/Electronic Tech Coordinator	NE	1		1		0		0		0	0
11 Assistant Director Library/Reference	NE	1		1		0		0		0	0
12 New Pos Request/Title - Reference/Adult Programs Librarian	NE	0		0		0		0	1	1	1

Subtotal Department		10	0	8.5	1.5	7	4	7	4	11	11
----------------------------	--	-----------	----------	------------	------------	----------	----------	----------	----------	-----------	-----------

Justification - In FY2013-14, we move a Library Assistant to become a Reference/Adult Programs Librarian to handle increased workloads anticipated from program plans and outreach/marketing efforts. In FY2014-15, funding 1 more Library Assistant and shift a Library Assistant to 1 additional FTE (2 part-time staff) Library Clerks will meet the demands of increased circulation of materials, support of technology initiatives and Inter-Library Loan activity which we anticipate due to the program changes and outreach/marketing activities detailed in the Library Strategic Plan and required of us under the City Strategic Plan.

Code and Health Compliance

1 Administrative Assistant	NE	1		0	0.25	0.5		0.5		1	1
2 Code Enforcement Officer	NE	2		2		2		2	1	3	3
3 Health Inspector	NE	1		1		0	1	0		0	0
4 Senior Code Enforcement Officer	NE					1		1		1	1
5 Registered Sanitarian	E	0		0		0		0	1	1	1

Subtotal Department		4	0	3	0.25	3.5	1	3.5	2	6	6
----------------------------	--	----------	----------	----------	-------------	------------	----------	------------	----------	----------	----------

Justification - **Full-Time Administrative Assistant** - Position needed to greet and assist customers coming to the Code Compliance Office who need to register complaints, pay liens, coordinate abatements, and acquire general assistance with code related issues. Responsible for incoming phone calls made to the office and dispatching Code Compliance Officers in the field as necessary. Collect money, prepare check requests, gather statistical data, data entry, and complete and organize all additional paperwork and various logs related to the operations of Code Compliance. This position would free up the Officers to take care of their duties in the field.

SUBTOTAL GENERAL FUND		204.5	10.5	195.5	28.5	195.5	44.0	199.0	54.5	268.5	295.0
------------------------------	--	--------------	-------------	--------------	-------------	--------------	-------------	--------------	-------------	--------------	--------------

**City of Copperas Cove
Personnel Improvement Plan
FY 2012 - FY 2016
Amended August 27, 2013**

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2010-2011 ACTUAL		FY 2011-2012 ACTUAL		FY 2012-13 AMENDED		FY 2013-14 DEPT REQUESTS		FY 2014-15 PROJECTED	FY 2015-16 PROJECTED
		FUNDED (F)	UNFUNDED (UF)	F	UF	F	UF	F	UF		

WATER AND SEWER FUND

Public Works Administration

1 Executive Secretary	NE	1		1		1		1		1	1
2 Director of Public Works	E	1		0		1		1		1	1
3 Division Head Public Works	E	1		1		0		0		0	0
4 GIS Technician*	NE	0		1		1		0		0	0
5 Facility Maintenance	NE	0		0		0		0		0	0
6 Custodian	NE	0	0.25	0		0		0		0	0
7 City Engineer	E	0		0		0	1	0	1	1	1
8 Stormwater/Development Review Manager		0		0		1		1		1	1

Subtotal Department		3	0.25	3	0	4	1	3	1	4	4
----------------------------	--	----------	-------------	----------	----------	----------	----------	----------	----------	----------	----------

Justification - **Stormwater/Development Review Manager** - Will address future statutes and regulations for municipalities to divert and mitigate stormwater properly.
*Position was moved from the Planning Department to the Public Works Administration Department in FY 2011-12.

Utility Administration Department

1 Customer Service Representative	NE	4		4		4		4		4	4
2 Meter Reader/Service Technician	NE	4		4		4		4		4	4
3 Senior Customer Service Representative	NE	1		1		1		1		1	1
4 Billing Technician	NE	1		1		1		1		1	1
5 Supervisor - Utilities	E	1		1		1		1		1	1
6 Assistant Supervisor	NE	0		0		0	1	0	1	1	1
7 New Pos Request/Title -		0		0		0		0		0	0

Subtotal Department		11	0	11	0	11	1	11	1	12	12
----------------------------	--	-----------	----------	-----------	----------	-----------	----------	-----------	----------	-----------	-----------

Justification -

**City of Copperas Cove
Personnel Improvement Plan
FY 2012 - FY 2016
Amended August 27, 2013**

DEPARTMENT/POSITION

FLSA STATUS	FY 2010-2011 ACTUAL		FY 2011-2012 ACTUAL		FY 2012-13 AMENDED		FY 2013-14 DEPT REQUESTS		FY 2014-15 PROJECTED	FY 2015-16 PROJECTED
	FUNDED (F)	UNFUNDED (UF)	F	UF	F	UF	F	UF		

Water Distribution Department

1 Operator II / Heavy Equipment Operator	NE	1		1		1		1		1		1
2 Operator II Water Distribution	NE	7		7		7		7	2	8		8
3 Supervisor Installation	NE	1		1		1		1		1		1
4 Supervisor Pump Maintenance	NE	1		1		1		1		2		2
5 Superintendent Water Distribution	NE	1		1		1		1		1		1
6 New Pos Request/Title -		0		0		0		0		0		0
Subtotal Department		11	0	11	0	11	0	11	2	13		13

Justification -

Sewer Collection Department

1 Operator II Sewer Collection	NE	6	1	6	1	6	1	6	1	7		7
2 Assistant Supervisor/Operator III Sewer Collection	NE	1		1		1		1		1		1
3 Superintendent - Sewer Collection	NE	1		1		1		1		1		1
4 New Pos Request/Title -		0		0		0		0		0		0
Subtotal Department		8	1	8	1	8	1	8	1	9		9

Justification -

Wastewater Treatment Department

1 Operator I	NE	6		6		0		0		0		0
2 Operator II	NE	0		0		6		0		0		0
3 Asst. Chief Plant Operator Wastewater	NE	0		0		0		0		0		0
4 Chief Plant Operator Wastewater	NE	3		3		3		0		0		0
5 Laboratory Technician Wastewater	NE	1		1		0	1	0	1	1		1
6 Laboratory Technician - Senior Wastewater	NE	1		1		0	1	0	1	1		1
7 Electrical Maintenance Technician	NE	0		0		0		1		1		1
Subtotal Department		11	0	11	0	9	2	1	2	3		3

Justification - Beginning in FY 2013 laboratory services are outsourced to BCWCID #1. The Electrical Maintenance Technician will provide in-house expertise and emergency response to the wastewater treatment plants to reduce the cost of outsourcing electrical repair service.

**City of Copperas Cove
Personnel Improvement Plan
FY 2012 - FY 2016
Amended August 27, 2013**

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2010-2011 ACTUAL		FY 2011-2012 ACTUAL		FY 2012-13 AMENDED		FY 2013-14 DEPT REQUESTS		FY 2014-15 PROJECTED	FY 2015-16 PROJECTED
		FUNDED (F)	UNFUNDED (UF)	F	UF	F	UF	F	UF		

Wastewater Treatment Department - South

1 Operator II	NE	0		0		0		2		2	2
2 Chief Plant Operator Wastewater	NE	0		0		0		1		1	1

Subtotal Department		0	0	0	0	0	0	3	0	3	3
----------------------------	--	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------

Justification -

Wastewater Treatment Department - Northeast

1 Operator II	NE	0		0		0		2		2	2
2 Chief Plant Operator Wastewater	NE	0		0		0		1		1	1

Subtotal Department		0	0	0	0	0	0	3	0	3	3
----------------------------	--	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------

Justification -

Wastewater Treatment Department - Northwest

1 Operator II	NE	0		0		0		2		2	2
2 Chief Plant Operator Wastewater	NE	0		0		0		1		1	1

Subtotal Department		0	0	0	0	0	0	3	0	3	3
----------------------------	--	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------

Justification -

Composting Department

1 Heavy Equipment Operator	NE	2		0		0		0	2	2	2
2 Supervisor Composting	NE	1		0		0		0	1	1	1

Subtotal Department		3	0	0	0	0	0	0	3	3	3
----------------------------	--	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------

Justification - Move Composting Department from the Solid Waste Fund beginning FY 2014 and service is outsourced to BCWCID #1.

SUBTOTAL WATER AND SEWER FUND		47.0	1.3	44.0	1.0	43.0	5.0	43.0	10.0	53.0	53.0
--------------------------------------	--	-------------	------------	-------------	------------	-------------	------------	-------------	-------------	-------------	-------------

**City of Copperas Cove
Personnel Improvement Plan
FY 2012 - FY 2016
Amended August 27, 2013**

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2010-2011 ACTUAL		FY 2011-2012 ACTUAL		FY 2012-13 AMENDED		FY 2013-14 DEPT REQUESTS		FY 2014-15 PROJECTED	FY 2015-16 PROJECTED
		FUNDED (F)	UNFUNDED (UF)	F	UF	F	UF	F	UF		
SOLID WASTE FUND											
Solid Waste Administration											
1 Administrative Assistant	NE	1		1		1		1		1	1
2 Supervisor Solid Waste - Operations	NE	1		1		1		1		1	1
3 Supervisor Solid Waste - Recycling/Admin	NE	1		1		0		0		0	0
4 Solid Waste Superintendent	E	1		0		1		1		1	1
5 Custodian	NE	0	0.25	0		0		0		0	0
6 Director of Solid Waste		0		0.67		0		0		0	0
7 Recycling Coordinator		0		0		1		1		1	1
8 Assistant Supervisor Operations		0		1		1		1		1	1
Subtotal Department		4	0.25	4.67	0	5	0	5	0	5	5

Justification -

Solid Waste Collection-Residential

1 Driver	NE	3		4		5		6		6	6
Subtotal Department		3	0	4	0	5	0	6	0	6	6

Justification - New Driver position in FY 2013-2014 is planned to begin in March 2014.

Solid Waste Collection-Recycling

1 Driver	NE	2		2		2	1	2	1	3	3
Subtotal Department		2	0	2	0	2	1	2	1	3	3

Justification -

**City of Copperas Cove
Personnel Improvement Plan
FY 2012 - FY 2016
Amended August 27, 2013**

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2010-2011 ACTUAL		FY 2011-2012 ACTUAL		FY 2012-13 AMENDED		FY 2013-14 DEPT REQUESTS		FY 2014-15 PROJECTED	FY 2015-16 PROJECTED
		FUNDED (F)	UNFUNDED (UF)	F	UF	F	UF	F	UF		

Solid Waste Collection-Brush & Bulk

1 Driver	NE	2		2		3		3		3	3
Subtotal Department		2	0	2	0	3	0	3	0	3	3

Justification -

Solid Waste Collection-Commercial

1 Driver	NE	3		2		2		2	1	3	3
2 Mechanic	NE	1		1		0		0		0	0
3 Lead Driver	NE	0		0		1		1		1	1
Subtotal Department		4	0	3	0	3	0	3	1	4	4

Justification -

Composting Department

1 Heavy Equipment Operator	NE	0		2		2		0		0	0
2 Supervisor Composting	NE	0		1		1		0		0	0
Subtotal Department		0	0	3	0	3	0	0	0	0	0

Justification - Move Composting Department to the Water & Sewer Fund beginning FY 2014.

**City of Copperas Cove
 Personnel Improvement Plan
 FY 2012 - FY 2016
 Amended August 27, 2013**

DEPARTMENT/POSITION

FLSA STATUS **FY 2010-2011 ACTUAL FUNDED (F) UNFUNDED (UF)** **FY 2011-2012 ACTUAL F UF** **FY 2012-13 AMENDED F UF** **FY 2013-14 DEPT REQUESTS F UF** **FY 2014-15 PROJECTED** **FY 2015-16 PROJECTED**

Solid Waste Disposal

- 1 Clerk/Dispatcher
- 2 Scale Operator
- 3 Heavy Equipment Operator
- 4 Laborer

NE	0.5		0.5		1		1		1		1
NE	1		1		1		1		1		1
NE	3		3		3		3		3		3
NE	0.5		0.5		0.5		0.5		0.5		0.5

Subtotal Department	5	0	5	0	5.5	0	5.5	0	5.5	0	5.5
----------------------------	----------	----------	----------	----------	------------	----------	------------	----------	------------	----------	------------

Justification -

SUBTOTAL SOLID WASTE FUND	20	0.25	23.67	0	26.5	1	24.5	2	26.5	26.5
----------------------------------	-----------	-------------	--------------	----------	-------------	----------	-------------	----------	-------------	-------------

**City of Copperas Cove
 Personnel Improvement Plan
 FY 2012 - FY 2016
 Amended August 27, 2013**

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2010-2011 ACTUAL		FY 2011-2012 ACTUAL		FY 2012-13 AMENDED		FY 2013-14 DEPT REQUESTS		FY 2014-15 PROJECTED	FY 2015-16 PROJECTED
		FUNDED (F)	UNFUNDED (UF)	F	UF	F	UF	F	UF		
<u>GOLF COURSE FUND</u>											
Golf Course Operations											
1 Clerk/Golf Shop Assistant	NE	2	0.5	0.5	2	1	2	0.5	2	2.5	2.5
2 Head Golf Professional	NE	1		1		1		1		1	1
3 Guest Services - Seasonal	NE	0		0		0		0.5		1	1
Subtotal Department		3	0.5	1.5	2	2	2	2	2	4.5	4.5
Justification -											
Golf Course Maintenance											
1 Laborer	NE	3	0.5	3.5		3.5	0.5	2.5	1.5	5	5
2 Heavy Equipment Operator	NE	1		0	1	0	0.5	0	0.5	0.5	0.5
3 Golf Course Mechanic	NE	0.5		0.5		0.5		0.5		0.5	0.5
4 Golf Course Superintendent	NE	1		1		1		1		1	1
5 Assistant Supt./Irrigation Tech	NE	0		0		0		1		1	1
Subtotal Department		5.5	0.5	5	1	5	1	5	2	8	8
Justification -											
SUBTOTAL GOLF COURSE FUND		8.5	1	6.5	3	7	3	7	4	12.5	12.5

**City of Copperas Cove
Personnel Improvement Plan
FY 2012 - FY 2016
Amended August 27, 2013**

<u>DEPARTMENT/POSITION</u>	FLSA STATUS	FY 2010-2011 ACTUAL		FY 2011-2012 ACTUAL		FY 2012-13 AMENDED		FY 2013-14 DEPT REQUESTS		FY 2014-15 PROJECTED	FY 2015-16 PROJECTED
		FUNDED (F)	UNFUNDED (UF)	F	UF	F	UF	F	UF		
<u>DRAINAGE FUND</u>											
Drainage Utilities											
1 Laborer (Maintenance & Roadways)	NE	4		4		4		2		2	2
2 Heavy Equipment Operator	NE	1		1		1		1		1	1
3 Superintendent Street/Drainage	NE	0.5		0.5		0.5		0.5		0.5	0.5
4 Director of Solid Waste	E	0		0.33		0		0		0	0
5 Light Equipment Operator	NE	0		0		0	2	2		2	2
6 New Pos Request/Title -		0		0		0		0		0	0
Subtotal Department		5.5	0	5.83	0	5.5	2	5.5	0	5.5	5.5
Justification -											
SUBTOTAL DRAINAGE FUND		5.5	0	5.83	0	5.5	2	5.5	0	5.5	5.5
<u>MUNICIPAL COURT SECURITY FUND</u>											
Municipal Court Security											
1 Bailiff	NE	0.5		0		0		0		0	0.5
2 New Pos Request/Title -		0		0		0		0		0	0
Subtotal Department		0.5	0	0	0	0	0	0	0	0	0.5
Justification -											
SUBTOTAL MUNICIPAL COURT FUND		0.5	0	0	0	0	0	0	0	0	0.5
TOTAL EMPLOYEES ALL FUNDS		286.0	13.0	275.5	32.5	277.5	55.0	279.0	70.5	366.0	393.0

City of Copperas Cove, Texas
Position Listing and Salary Ranges by Department
Fiscal Year 2013-14

Fund #	Dept #	No. EE's	Department Name	Position Title	Hourly Salary Minimum	Hourly Salary Maximum
01	22	1	City Manager	Secretary to the City Manager	\$ 13.63	\$ 20.08
01	22	1	City Manager	City Manager	Unclassified	
01	22	1	City Manager	Assistant City Manager	Unfunded 2013-14 Budget Year	
01	22	1	City Manager	Receptionist PT	Unfunded 2013-14 Budget Year	
01	22	1	City Manager	Administrative Assistant	Unfunded 2013-14 Budget Year	
01	23	1	City Secretary	City Secretary	Unclassified	
01	23	1	City Secretary	Records Clerk FT	\$ 9.54	\$ 14.05
01	23	1	City Secretary	Deputy City Secretary	Unfunded 2013-14 Budget Year	
01	24	0.5	City Attorney	Records Clerk	\$ 9.54	\$ 14.05
01	31	2	Finance	Accounting Technician	\$ 13.07	\$ 19.25
01	31	1	Finance	Senior Accountant	Unfunded 2013-14 Budget Year	
01	31	1	Finance	Director of Financial Services	Unclassified	
01	31	1	Finance	Project Accountant	\$ 22.58	\$ 33.26
01	31	1	Finance	Purchasing Officer	\$ 24.42	\$ 35.97
01	32	1	Budget	Budget Analyst	\$ 22.58	\$ 33.26
01	32	1	Budget	Budget Director	\$ 28.85	\$ 42.50
01	32	1	Budget	Financial Plans Specialist	Unfunded 2013-14 Budget Year	
01	34	0.5	Human Resources	Benefits Clerk PT	\$ 9.54	\$ 14.05
01	34	1	Human Resources	Human Resources Coordinator	\$ 13.24	\$ 19.50
01	34	1	Human Resources	Director of Human Resources	Unclassified	
01	35	1	Information Systems	Director of Information Systems	Unclassified	
01	35	1	Information Systems	Information Systems Supervisor	\$ 23.92	\$ 35.23
01	35	1	Information Systems	Information Systems Specialist II	\$ 21.89	\$ 32.24
01	35	1	Information Systems	Information Systems Specialist I	\$ 16.00	\$ 23.57
01	41	0.5	Municipal Court	Bailiff	\$ 17.77	\$ 26.18
01	41	1	Municipal Court	Administrator - Municipal Court	\$ 20.71	\$ 30.51
01	41	1	Municipal Court	Senior Court Clerk	\$ 13.50	\$ 19.89
01	41	4	Municipal Court	Court Clerk	\$ 10.84	\$ 15.97
01	41	0.5	Municipal Court	Part-Time Municipal Court Clerk	Unfunded 2013-14 Budget Year	
01	41	1	Municipal Court	Asst. Administrator - Municipal Court	Unfunded 2013-14 Budget Year	
01	4200	1	Police Administration	Custodian/Kennel Assistant	\$ 9.60	\$ 14.14
01	4200	1	Police Administration	Executive Secretary	\$ 13.63	\$ 20.08
01	4200	1	Police Administration	Chief of Police	Unclassified	
01	4200	2	Police Administration	Police Deputy Chief	\$ 31.47	\$ 46.36
01	4200	1	Police Administration	Captain	Unfunded 2013-14 Budget Year	
01	4210	1	Police Services	Administrative Assistant	\$ 11.89	\$ 17.51
01	4210	1	Police Services	Administrative Assistant Training and Evidence	\$ 11.89	\$ 17.51
01	4210	1	Police Services	Communications Supervisor	\$ 15.38	\$ 22.65
01	4210	2	Police Services	Senior Records Clerk	\$ 10.84	\$ 15.97
01	4210	2	Police Services	Police Lieutenant	\$ 26.77	\$ 39.43
01	4210	7	Police Services	Police Corporal	\$ 21.82	\$ 32.14
01	4210	9	Police Services	Police Sergeant	\$ 23.61	\$ 34.78
01	4210	12	Police Services	Police Communications/Operator	\$ 11.91	\$ 17.54
01	4210	34	Police Services	Patrol Officer - Certified	\$ 17.77	\$ 26.18
01	4210		Police Services	Patrol Officer - Non Certified in Academy	\$ 12.95	\$ 19.08
01	4210		Police Services	Patrol Officer - Certified In Field Training Program	\$ 14.46	\$ 21.30
01	4210	1	Police Services	Senior Records Clerk	Unfunded 2013-14 Budget Year	
01	4210	3	Police Services	Police Communications/Operator	Unfunded 2013-14 Budget Year	
01	4210	10	Police Services	Patrol Officer - Certified	Unfunded 2013-14 Budget Year	
01	43	1	Animal Control	Senior Animal Control Officer	\$ 14.21	\$ 20.93
01	43	2	Animal Control	Animal Control Officer I	\$ 11.07	\$ 16.31
01	43	2	Animal Control	Animal Control Officer II	\$ 11.57	\$ 17.04
01	43	1	Animal Control	Full-Time Clerk	Unfunded 2013-14 Budget Year	
01	43	1	Animal Control	Animal Control Officer I	Unfunded 2013-14 Budget Year	
01	4400	0.5	Fire-Administration	Administrative Assistant - Fire and EMS	\$ 11.89	\$ 17.51
01	4400	1	Fire-Administration	Administrative Assistant - Support Services/Emerg Mgt	\$ 11.89	\$ 17.51
01	4400	1	Fire-Administration	Fire Chief	Unclassified	
01	4400	1	Fire-Administration	Deputy Fire Chief	\$ 27.50	\$ 40.51
01	4400	1	Fire-Administration	Administrative Assistant - Fire and EMS	Unfunded 2013-14 Budget Year	
01	4417	1	Fire-Operations	Deputy Fire Chief	\$ 27.50	\$ 40.51
01	4417	3	Fire-Operations	Fire Captain (2904 hour work year)	\$ 17.50	\$ 25.78
01	4417	6	Fire-Operations	Fire Lieutenant (2904 hour work year)	\$ 13.90	\$ 20.47
01	4417	15	Fire-Operations	Firefighter II (2904 hour work year)	\$ 12.13	\$ 17.87
01	4417	21	Fire-Operations	Firefighter I (2904 hour work year)	\$ 11.63	\$ 17.13
01	4417	3	Fire-Operations	Fire Battalion Chief (2904 hour work year)	Unfunded 2013-14 Budget Year	
01	4417	3	Fire-Operations	Fire Lieutenant (2904 hour work year)	Unfunded 2013-14 Budget Year	
01	4417	3	Fire-Operations	Firefighter II (2904 hour work year)	Unfunded 2013-14 Budget Year	
01	4417	2	Fire-Operations	Firefighter I (2904 hour work year)	Unfunded 2013-14 Budget Year	
01	4418	1	Fire-Training	Fire Battalion Chief Training	\$ 25.23	\$ 37.16
01	4419	1	Fire-Prevention	Deputy Chief - Fire Marshal	\$ 27.50	\$ 40.51
01	4419	2	Fire-Prevention	Fire Inspector	Unfunded 2013-14 Budget Year	

City of Copperas Cove, Texas
Position Listing and Salary Ranges by Department
Fiscal Year 2013-14

Fund #	Dept #	No. EE's	Department Name	Position Title	Hourly Salary Minimum	Hourly Salary Maximum
01	52	1	Building & Development Services	Administrative Assistant	\$ 11.89	\$ 17.51
01	52	1	Building & Development Services	Senior Inspector	\$ 18.66	\$ 27.49
01	52	1	Building & Development Services	Chief Building Official	\$ 29.62	\$ 43.63
01	52	1	Building & Development Services	Public Improvements Inspector	\$ 20.30	\$ 29.90
01	52	1	Building & Development Services	Inspector	Unfunded 2013-14 Budget Year	
01	53	0.5	Street	Superintendent Street/Drainage	\$ 19.43	\$ 28.62
01	53	1	Street	Traffic Control Technician	\$ 12.00	\$ 17.68
01	53	2	Street	Light Equipment Operator	\$ 11.06	\$ 16.29
01	53	2	Street	Heavy Equipment Operator	\$ 12.00	\$ 17.68
01	53	1	Street	Light Equipment Operator	Unfunded 2013-14 Budget Year	
01	53	1	Street	Traffic Control Tech II	Unfunded 2013-14 Budget Year	
01	53	3	Street	Light Equipment Operator/Crack Sealer/Herbicide	Unfunded 2013-14 Budget Year	
01	5400	1	Parks & Recreation Administration	Recreation Specialist/Administrative Assistant	\$ 12.30	\$ 18.12
01	5400	1	Parks & Recreation Administration	Director of Parks & Recreation	\$ 29.28	\$ 43.13
01	5410	1	Parks & Recreation Maintenance	Light Equipment Operator/HVAC Technician	\$ 10.37	\$ 15.28
01	5410	1	Parks & Recreation Maintenance	Supervisor - Parks	\$ 15.53	\$ 22.88
01	5410	3	Parks & Recreation Maintenance	Light Equipment Operator	\$ 10.37	\$ 15.28
01	5410	5	Parks & Recreation Maintenance	Laborer	\$ 9.60	\$ 14.14
01	5410	0.5	Parks & Recreation Maintenance	Part-Time Laborer	Unfunded 2013-14 Budget Year	
01	5410	1	Parks & Recreation Maintenance	Laborer	Unfunded 2013-14 Budget Year	
01	5420	1	Parks & Recreation Athletics	Recreation Specialist	\$ 12.30	\$ 18.12
01	5420	1	Parks & Recreation Athletics	Recreation Coordinator	\$ 15.53	\$ 22.88
01	5420	2.5	Parks & Recreation Athletics	Recreation Aide	\$ 8.12	\$ 11.96
01	5430	1	Parks & Recreation Aquatics	Recreation Specialist	\$ 12.30	\$ 18.12
01	55	0.5	Fleet Services	Parts Technician	\$ 9.60	\$ 14.14
01	55	1	Fleet Services	Lead Mechanic	\$ 15.62	\$ 23.01
01	55	1	Fleet Services	Supervisor - Fleet Services	\$ 21.09	\$ 31.07
01	55	3	Fleet Services	Mechanic	\$ 13.64	\$ 20.09
01	55	0.5	Fleet Services	Parts Technician	Unfunded 2013-14 Budget Year	
01	61	1	Planning	GIS Technician	\$ 19.15	\$ 28.21
01	61	1	Planning	Planner I	Unfunded 2013-14 Budget Year	
01	61	1	Planning	Administrative Assistant	Unfunded 2013-14 Budget Year	
01	71	1	Library	Director Library	\$ 30.45	\$ 44.85
01	71	1	Library	Library Supervisor	\$ 15.38	\$ 22.65
01	71	1	Library	Community Outreach Specialist	\$ 9.93	\$ 14.63
01	71	1	Library	Library Clerk	\$ 9.93	\$ 14.63
01	71	1	Library	Technology Services Assistant	\$ 10.25	\$ 15.10
01	71	2	Library	Library Assistant	\$ 11.60	\$ 17.09
01	71	1	Library	Reference/Adult Programs Librarian	Unfunded 2013-14 Budget Year	
01	71	3	Library	Library Assistant	Unfunded 2013-14 Budget Year	
01	72	0.5	Code & Health Compliance	Administrative Assistant	\$ 11.89	\$ 17.51
01	72	1	Code & Health Compliance	Senior Code Enforcement Officer	\$ 15.00	\$ 22.10
01	72	2	Code & Health Compliance	Code Enforcement Officer	\$ 14.50	\$ 21.36
01	72	1	Code & Health Compliance	Registered Sanitarian	Unfunded 2013-14 Budget Year	
01	72	1	Code & Health Compliance	Code Enforcement Officer	Unfunded 2013-14 Budget Year	
02	80	1	Public Works Administration	Executive Secretary	\$ 13.63	\$ 20.08
02	80	1	Public Works Administration	Director of Public Works	Unclassified	
02	80	1	Public Works Administration	Stormwater/Development Review Mgr.	\$ 25.00	\$ 36.83
02	80	1	Public Works Administration	City Engineer	Unfunded 2013-14 Budget Year	
02	81	1	Utility Administration	Senior Customer Service Representative	\$ 11.17	\$ 16.45
02	81	1	Utility Administration	Billing Technician	\$ 12.21	\$ 17.99
02	81	1	Utility Administration	Supervisor - Utilities	\$ 20.29	\$ 29.89
02	81	4	Utility Administration	Customer Service Representative	\$ 10.13	\$ 14.92
02	81	4	Utility Administration	Meter Reader/Service Technician	\$ 10.13	\$ 14.92
02	81	1	Utility Administration	Assistant Supervisor	Unfunded 2013-14 Budget Year	
02	82	1	Water Distribution	Supervisor Pump Maintenance	\$ 18.73	\$ 27.59
02	82	1	Water Distribution	Operator II / Heavy Equipment Operator	\$ 12.28	\$ 18.09
02	82	1	Water Distribution	Supervisor Installation	\$ 18.73	\$ 27.59
02	82	1	Water Distribution	Superintendent Water Distribution	\$ 22.00	\$ 32.41
02	82	7	Water Distribution	Operator II	\$ 12.28	\$ 18.09
02	82	2	Water Distribution	Operator II	Unfunded 2013-14 Budget Year	
02	83	1	Sewer Collection	Assistant Supervisor/Operator III Sewer Collection	\$ 15.53	\$ 22.88
02	83	1	Sewer Collection	Superintendent - Sewer Collection	\$ 22.00	\$ 32.41
02	83	6	Sewer Collection	Operator II Sewer Collection	\$ 12.28	\$ 18.09
02	83	1	Sewer Collection	Operator II Sewer Collection	Unfunded 2013-14 Budget Year	
02	8400	1	Wastewater Treatment	Electrical Maintenance Technician	\$ 13.00	\$ 19.15
02	8400	1	Wastewater Treatment	Laboratory Technician Wastewater	Unfunded 2013-14 Budget Year	
02	8400	1	Wastewater Treatment	Laboratory Technician - Senior Wastewater	Unfunded 2013-14 Budget Year	
02	8401	1	Composting	Composting Supervisor	Unfunded 2013-14 Budget Year	
02	8401	2	Composting	Heavy Equipment Operator	Unfunded 2013-14 Budget Year	
02	8402	2	Wastewater-South Plant	Operator II	\$ 12.28	\$ 18.09

City of Copperas Cove, Texas
Position Listing and Salary Ranges by Department
Fiscal Year 2013-14

Fund #	Dept #	No. EE's	Department Name	Position Title	Hourly Salary Minimum	Hourly Salary Maximum
02	8402	1	Wastewater-South Plant	Chief Plant Operator Wastewater	\$ 21.17	\$ 31.18
02	8403	2	Wastewater-Northeast Plant	Operator II	\$ 12.28	\$ 18.09
02	8403	1	Wastewater-Northeast Plant	Chief Plant Operator Wastewater	\$ 21.17	\$ 31.18
02	8404	2	Wastewater-Northwest Plant	Operator II	\$ 12.28	\$ 18.09
02	8404	1	Wastewater-Northwest Plant	Chief Plant Operator Wastewater	\$ 21.17	\$ 31.18
03	90	1	Solid Waste Collection Administration	Administrative Assistant	\$ 11.89	\$ 17.51
03	90	1	Solid Waste Collection Administration	Solid Waste Superintendent	\$ 21.64	\$ 31.88
03	90	1	Solid Waste Collection Administration	Recycling Coordinator	\$ 15.53	\$ 22.88
03	90	1	Solid Waste Collection Administration	Assistant Supervisor Operations	\$ 15.53	\$ 22.88
03	90	1	Solid Waste Collection Administration	Supervisor Solid Waste - Operations	\$ 15.53	\$ 22.88
03	9101	6	Solid Waste Collection Residential	Driver	\$ 11.91	\$ 17.54
03	9102	2	Solid Waste Collection Recycling	Driver	\$ 11.91	\$ 17.54
03	9102	1	Solid Waste Collection Recycling	Driver	Unfunded 2013-14 Budget Year	
03	9103	3	Solid Waste Collection Brush/Bulk	Driver	\$ 11.91	\$ 17.54
03	9104	2	Solid Waste Collection Commercial	Driver	\$ 11.91	\$ 17.54
03	9104	1	Solid Waste Collection Commercial	Lead Driver	\$ 12.78	\$ 18.82
03	9104	1	Solid Waste Collection Commercial	Driver	Unfunded 2013-14 Budget Year	
03	92	0.5	Solid Waste Disposal	Laborer	\$ 9.60	\$ 14.14
03	92	1	Solid Waste Disposal	Scale Operator	\$ 9.60	\$ 14.14
03	92	1	Solid Waste Disposal	Clerk/Dispatcher	\$ 10.48	\$ 15.44
03	92	3	Solid Waste Disposal	Heavy Equipment Operator	\$ 11.91	\$ 17.54
05	76	0.5	Drainage Utility	Superintendent Street/Drainage	\$ 15.23	\$ 22.43
05	76	1	Drainage Utility	Heavy Equipment Operator	\$ 12.00	\$ 17.68
05	76	2	Drainage Utility	Laborer (Maintenance & Roadways)	\$ 10.47	\$ 15.42
05	76	2	Drainage Utility	Light Equipment Operator (Maintenance & Roadways)	\$ 11.06	\$ 16.29
09	7400	0.5	Golf Course Operations	Clerk/Golf Shop Assistant	\$ 9.60	\$ 14.14
09	7400	0.5	Golf Course Operations	Guest Services - Seasonal	\$ 9.60	\$ 14.14
09	7400	1	Golf Course Operations	Head Golf Professional	\$ 15.30	\$ 22.54
09	7400	2	Golf Course Operations	Clerk/Golf Shop Assistant	Unfunded 2013-14 Budget Year	
09	7402	2.5	Golf Course Maintenance	Laborer	\$ 9.60	\$ 14.14
09	7402	0.5	Golf Course Maintenance	Golf Course Mechanic	\$ 11.91	\$ 17.54
09	7402	1	Golf Course Maintenance	Assistant Superintendent/Irrigation Tech.	\$ 15.00	\$ 22.10
09	7402	1	Golf Course Maintenance	Golf Course Superintendent	\$ 27.82	\$ 40.98
09	7402	1.5	Golf Course Maintenance	Laborer	Unfunded 2013-14 Budget Year	
09	7402	0.5	Golf Course Maintenance	Heavy Equipment Operator	Unfunded 2013-14 Budget Year	

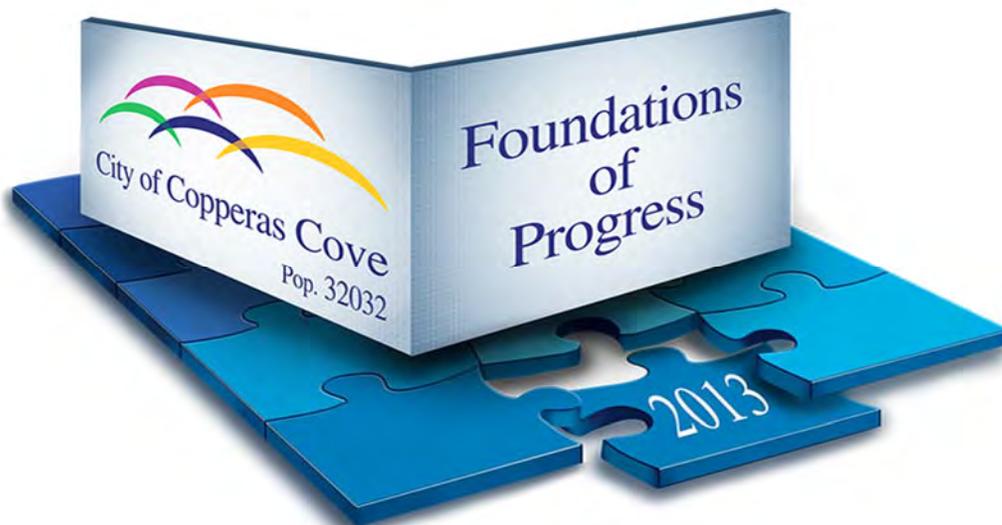
**CITY OF COPPERAS COVE, TEXAS
INCENTIVE/REIMBURSEMENT PAY
FY 2013-2014**

<u>Incentive/Reimbursement Pay</u>	<u>Monthly</u>
FIRE/EMS-Certified or Licensed	
Paramedic	
Assigned	\$500
Non-Assigned	\$350
Intermediate Certification	\$ 40
Advanced Certification	\$ 75
Master Certification	\$100
Driver Pump Operator	\$ 25
Fire Training Officer	\$ 25
Paramedic assigned to an ambulance unit and works the entire shift (no partial credit)	\$ 25/Shift
(Chief excluded from Incentives)	
POLICE	
Shift Differential	
2 nd Shift	\$ 35
3 rd Shift	\$ 45
Master Certification	\$100
Advanced Certification	\$ 75
Intermediate Certification	\$ 40
Instructor Certificate	\$ 15
Motorcycle Unit	\$ 50
Special Response Team	\$ 50
Evidence Tech	\$ 75
(Chief excluded from Incentives)	
ANIMAL CONTROL	
Advanced Certification	\$ 40
WATER DISTRIBUTION	
Backflow Prevention Assembly Tester License	\$ 25



City of Copperas Cove

Foundations of Progress





Fee Schedule
Fee Schedule Definitions

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2013**

Ordinance 2013-51 (Exhibit 1)

POLICE DEPARTMENT

Wrecker Surcharge Fee - Per Call (Charged only if Notification Letter Sent by City)	\$10.00
Bicycle Registration	\$2.00
Criminal History Letters	\$6.00
Photographs	\$3.00
Fingerprints (per card)	\$6.00
INS Fingerprinting	\$20.00
Offense Reports:	
- In Person (per page)	\$0.10
- Mail (per page)	Postage + .10
Fax:	
- Local (per page)	\$0.10
- Long Distance/Same Area Code (per page)	\$0.50
- Long Distance/Other Area Code (per page)	\$1.00
Accident Reports (per report)	\$6.00
Certification of Accident Report	\$2.00
Escort Fees for movers	\$25.00

ANIMAL CONTROL

Surrender Fees:	
- Resident	\$25.00
- Non-Resident	\$35.00
Adoption Fees:	
- Dogs	\$20.00
- Cats	\$15.00
<i>(Adoption fees for life threatening illness/injury, medical/physical disability or neonatal (mother & litter) may be waived by designated staff with approval of Assistant City Manager or City Manager)</i>	
City Licenses:	
- Dogs	\$3.00
- Cats	\$3.00
Impound Fees:	
- Reclaimed First Day	\$20.00
- Additional Days (per day)	\$5.00
- If the animal was tranquilized (adding to the impound fee)	\$10.00
- Daily Boarding Fee (after owner notification)	\$5.00
- Quarantine Fee (per day)	\$10.00
Shipping for Disease Testing	\$25.00
Exotic Wildlife Permit	\$25.00
Animal Vendor Fee	\$70.00
Vicious/Dangerous Animal Registration (annual)	\$50.00
Dangerous Animal Sign	\$25.00
Euthanasia (includes surrender and tranquilizer fee):	
- Resident	\$40.00
- Non-Resident	\$50.00
Duplicate License Tag	\$2.00
Disposal of Farm Animals (varies depending on weight and use of heavy equipment):	
Animal Control Standard Fee	\$25.00
Plus (if necessary) utilizing a front loader	\$75.00/hr
Plus disposal fee	\$0.0235/pound
Microchip Fee (Cats & Dogs)	\$20.00
Deer Feeding Violation (Ord 2007-03) - 1st Offense	\$50.00
Deer Feeding Violation (Ord 2007-03) - 2nd Offense	\$100.00
Deer Feeding Violation (Ord 2007-03) - 3rd Offense & Beyond	\$150.00

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2013**

Ordinance 2013-51 (Exhibit 1)

FIRE DEPARTMENT

EMS

Annual License Fee - Private Ambulance Service	\$3,000.00
<i>(Above fee may be waived by the Fire Chief with approval of the City Manager according to the City's internal policy.)</i>	
Non-Emergency Service Call (per half hour)	\$50.00
Witness Fees (per half hour)	\$50.00
Stand-by-Time (per half hour)	\$50.00
Ambulance Transport Rates:	
- Base BLS Inside City Limits	\$650.00 + mileage
- Base ALS 1 Inside City Limits	\$750.00 + mileage
- Base ALS 2 Inside City Limits	\$850.00 + mileage
- Outside City Limits	\$850.00 + mileage
<i>(does not apply if covered by separate contract)</i>	
- Mileage Charge from Station to Delivery Point (per mile rounded to whole miles)	\$15.00
- "No Transport Fee" - City (if requested by patient or family)	\$200.00 + \$15/mile
- "No Transport Fee" - County (if requested by patient or family)	\$250.00 + \$15/mile
<i>(does not apply if County is covered by separate contract)</i>	
<i>(Above "No Transport Fee" may be waived by the Fire Chief with approval of the City Manager according to the City's internal policy.)</i>	

FIRE

Used for Hazardous Materials Incidents, criminal/administrative restitution, and disaster reimbursement

Engine with up to 3 personnel (per hour)	\$500.00
Ladder with up to 3 personnel (per hour)	\$600.00
Brush truck with up to 2 personnel (per hour)	\$400.00
Command / Support Vehicle (per hour)	\$200.00
Each additional personnel (per half hour)	\$50.00
Investigator (per half hour)	\$50.00
Extrication tools (per hour)	\$50.00
Disposable supplies, damaged or contaminated equipment, fire hose, nozzles, etc.	Replacement Cost including Shipping plus 15% Admin Fee

FIRE INSPECTIONS

Fixed Piping Systems Permit \$125.00

Permit covers the following:

- Plans review
- Necessary meetings
- Witnessing tests
- Final inspection/approval

Fire Alarm Systems Permit \$125.00

Permit covers the following:

- Plans review
- Necessary meetings
- Witnessing tests
- Final inspection/approval

(Note: permit fee covers up to 200 devices. Each additional device over 200 is \$1.00 per device.

Maximum permit fee is \$1,000.00.)

Fire Protection Systems Permit \$125.00

Permit covers the following:

- Plans review
- Necessary meetings
- Witnessing tests
- Final inspection/approval

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2013**

Ordinance 2013-51 (Exhibit 1)

Above & Below Ground Fuel Storage Tank Installation and Removal	\$125.00
Permit covers the following:	
- Plans review	
- Necessary meetings (if necessary)	
- Witnessing tests	
- Final inspection/approval	
 Fireworks Display (Public Display) Permit	 \$500.00
Permit covers the following:	
- Plans review & site inspections	
- Necessary meetings	
- Witnessing tests	
- Final inspection/approval	
- Requires proof of liability coverage or bond	
 Licensed Facility Inspections	
Inside City Limits	
-Private Schools, Day Care, Nursing Home, Assisted Living Centers (less than 50 occupants)	\$50.00
-Private Schools, Day Care, Nursing Home, Assisted Living Centers (50 or more occupants)	\$100.00
-Foster Home, Adoptive Home	No Charge
-Re-inspection Fee (charged when both the initial and one re-inspection have failed)	\$100.00
 Outside City Limits	
-Private Schools, Day Care, Nursing Home, Assisted Living Centers (less than 50 occupants)	\$100 + \$5.00 per mile from Fire
-Private Schools, Day Care, Nursing Home, Assisted Living Centers (50 or more occupants)	\$200 + \$5.00 per mile from Fire
-Foster Home, Adoptive Home	\$50 + \$5.00 per mile from Fire Station
-Re-inspection Fee (charged when both the initial and one re-inspection have failed)	\$200 + \$5.00 per mile from Fire
 Burn Permit Fee (per permit, per day) (one permit per property location)	 \$100.00
 <u>CENTRAL FIRE STATION MEETING ROOM RENTAL</u>	
(Reservations Required)	
- Government Entity	No Charge
- Youth Groups (per 4 hour block)	\$20.00
- Non-Profit Organizations not affiliated with the COCC (per 4 hour block)	\$20.00
- Private Organizations (per 4 hour block)	\$30.00
- Birthday Party at the Fire House (includes half-sheet cake)	\$35.00

BUILDING & DEVELOPMENT

New Construction:

- Single Family Residence	\$30.00 + \$3.00/100 sq. ft.
- Duplex/Multi-family (per unit)	\$30.00 + \$5.00/100 sq. ft.
- Commercial	\$100.00 + \$5.00/100 sq. ft.

Note an additional fee of \$30.00 for plan/site review for 0-999 sq. ft. and over.

Alterations/Repairs:

(Accessory buildings, Detached Garages, Asphalt or Paving, Driveways, Sidewalks, Parking Lots, etc.)

Project Cost:

- 0 to 3,000	\$25.00
- 3,001 to 4,000	\$30.00
- 4,001 to 5,000	\$35.00
- 5,001 to 6,000	\$40.00

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2013**

Ordinance 2013-51 (Exhibit 1)

- 6,001 to 7,000	\$45.00
- 7,001 to 8,000	\$50.00
- 8,001 to 9,000	\$55.00
- 9,001 to 10,000	\$60.00
- 10,001 to 11,000	\$65.00
Thereafter, per 1,000	\$5.00
Structure Relocation Permit	\$50.00
- Deposit	\$200.00
Demolition Permit	\$50.00
- Deposit	\$200.00
Swimming Pool Construction Permit:	
- Private In-Ground	\$30.00
- Private Above-Ground (Including Hot Tubs)	\$20.00
Alarm Permit	
- Non-Residential Alarm Permit	\$40.00
Alarm - excessive false alarm fee	\$50.00

Plumbing:

Base Permit Fee	\$50.00
Per Drain, Trap, Fixture	\$3.00
Minor Residential Alteration, Repair or Replacement of Existing Water or Sewer Piping, Water Heater (no base fee required)	\$50.00
Minor Commercial Alteration, Repair or Replacement of Existing Water or Sewer Piping, Water Heater (no base fee required)	\$50.00
Underground Sprinkler Systems:	
- Irrigation System & Protective Devices	\$35.00
- Water Treatment System	\$50.00
Building Sprinkler Systems: Fire Suppression	
- Sprinkler Heads (each) or \$30.00 maximum fees for 1st 50 heads	\$1.00
Additional Fee for every 25 heads over 50	\$5.00
- Cut-Off Valves (each)	\$5.00
Reinspection Fees	\$50.00

Mechanical:

Base Permit Fee	\$50.00
Each Heating, Ventilating, Duct Work, AC or Refrigeration System	\$5.00
Repairs/Alterations	\$5.00
Boilers Based on BTU's:	
33,000-165,000	\$5.00
165,001-330,000	\$10.00
331,000-1,165,000	\$15.00
1,165,001-3,330,000	\$25.00
Over 3,330,000	\$35.00
Reinspection Fee	\$50.00

Gas:

Inspection of Consumers Piping (rough and final piping)	\$50.00
Mobile Home Gas Test	\$25.00
Reinspection Fee	\$50.00

Electrical:

Single Family Residence:	
- Less than 2,000 sq. ft.	\$40.00
- Over 2,000 sq. ft	\$50.00
Duplex:	
- Per Structure	\$60.00

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2013**

Ordinance 2013-51 (Exhibit 1)

Multi-Family:	
- First Unit	\$40.00
- Each Additional Unit	\$20.00
Commercial:	
- 200 AMP Service	\$50.00
- 400 AMP Service	\$100.00
- 600 AMP Service	\$150.00
- 800 AMP Service	\$200.00
Remodeling and Service	\$50.00
Sign Circuit	\$50.00
Residential:	
- Change-Out Services	\$50.00
- Remodeling	\$50.00
- Garage Conversion	\$50.00
- Residential Add-on	\$50.00
Swimming Pools	\$50.00
Mobile Homes (New and Change Out Service)	\$50.00
Reinspection Fee	\$50.00
Sign Inspection Fees:	
- 0 to 16 sq. ft. of face area	\$25.00
- 16.1 to 96 sq. ft of face area	\$25.00
- 96.1 to 192 sq. ft. of face area	\$25.00
- 192.1 sq. ft. and larger	\$30.00
Massage Business License (without State License)	\$110.00
Masseur/Masseuse License (without State License)	\$60.00
Taxi Permits	\$60.00
Wrecker License Fee	\$85.00
Contractor Registration:	
- Registration Fee	\$110.00
- Less than 90 Days	\$60.00
- Annual Renewal Fee	\$85.00
Certificate of Occupancy	\$40.00
Mobil Home Park License	\$125.00
Adult Oriented Business Permit	\$300.00
Oil/Gas Drilling Permits (per well)	\$1,000.00

STREETS

Street Cuts	\$200.00 + 10.00/sq. ft.
Signs:	
Street Sign (each)	\$100.00
Stop or Yield Sign (each)	\$100.00
Combination (stop & street)	\$150.00

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2013**

Ordinance 2013-51 (Exhibit 1)

PARKS AND RECREATION

Swimming Pools:

Swimming Pool Admission: (all pools)	
- Children (0-16 years)	\$3.00
- Adult (17 +years)	\$3.00
- Senior Citizens (50-64)	\$1.00
- Senior Citizens (65+)	No Charge
Summer Swim Pass:	
- Individual Youth	\$25.00
- Individual Adult	\$50.00
- Family of 4	\$100.00
- Senior Citizens (50-64)	\$25.00
- Senior Citizens (65+)	No Charge
Water and Land Aerobics (per class)	\$1.00
Swim Lessons	\$40.00
Swim Club (per month)	\$35.00
Life Guard Certification Class	\$150.00

Buildings:

Turkey Creek Activity Center: (4 hour rental)	\$200.00
Civic Center: (8 hour rental)	
- Deposit	\$400.00
- Fee	\$500.00
- Fee Each Additional Hour	\$50.00
- Stage Rental / Set-up	\$100.00
- Event Set Up Fee	\$100.00
- Event Clean Up Fee	\$250.00
- Kitchen Rental	\$100.00
- Sound System Rental	\$100.00
Allin House: (5 hour rental)	
- Deposit	\$200.00
- Fee	\$100.00
- Fee Each Additional Hour	\$20.00
Community/Civic Meetings per Hour	\$15.00
Ogletree Pavilion: (8 hour rental)	
- Deposit	\$200.00
- Fee	\$200.00
- Fee each additional hour	\$35.00

City Park Facilities:

City Park Commercial Activities Permit (annual):	\$50.00
Fester's House: (5 hour rental)	
- Deposit	\$50.00
- Fee	\$50.00
- Each Additional Hour	\$10.00
Pavilion: (all day)	
- Fee	\$50.00
R.V. Park:	
- Daily	\$20.00
- Weekly	\$100.00

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2013**

Ordinance 2013-51 (Exhibit 1)

- Monthly	\$275.00
- Late fee for Weekly and Monthly rates	20% after the due date
Pool Parties (2 hour rental):	
- Fee (up to 50 people)	\$100.00
- Additional Fee (51 - 75 people)	\$25.00
- Additional Fee (76 - 100 people)	\$100.00
- Additional Fee (101 - 125 people)	\$125.00
- Additional Fee (Over 125 people)	\$150.00
- Fee each additional hour (Based on Lifeguards required)	\$50.00
Inflatable Jump Castle Party (2 hour rental):	
- Deposit	\$100.00
- Rental Fee	\$100.00
Ball Fields: (3 hour rental)	
- Softball	\$30.00
- Baseball	\$30.00
- Football	\$30.00
- Soccer	\$30.00
- Each Additional Hour (fields)	\$10.00
- Lights (per hour)	\$20.00
<i>Non-profit rate is 50% of standard deposit and rental fee rate. Applicant must show proof of non-profit status at time of rental / booking of facilities and must be recognized as a 501.3c non-profit entity. Non-profits are responsible for following all established rental guidelines including setup, teardown, and cleanup of facility.</i>	
Tournaments:	
Equip. and Clean-up Deposit for all Tournaments	\$200.00
Tournament Fees-to be determined by number of hours used	
- Field Lining (manhours)	\$20.00
- Use of Score Box for Tournaments	\$25.00
- Lights (per hour)	\$20.00
Other - Staff and Utilities (per hour)	\$20.00
Youth Activities:	
Youth Sports Fee (per sport) (2nd child \$5.00 discount):	
- Soccer, Basketball, Flag Football, Volleyball	\$40.00
- Softball, Baseball	\$55.00
- Football	\$85.00
- Cheerleading	\$55.00
- Non Resident (Soccer, Basketball, Flag Football, Volleyball)	\$45.00
- Basketball Team Fee (Division I Teams Only)	\$500.00
Adult Sports Fee (per sport):	
- Softball (per team)	\$300.00
- Flag Football (4 v. 4) (per team)	\$160.00
- Flag Football (8 v. 8) (per team)	\$300.00
- Basketball (3 v. 3) (per team)	\$120.00
- Basketball (4 v. 4) (per team)	\$200.00
-Tournament Fee (range based on tournament type and cost incurred)	\$100.00 - \$300.00
Water Aerobics	
- Per class	\$1.00
- Per month	\$15.00

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2013**

Ordinance 2013-51 (Exhibit 1)

Special Events:	
Camps and Clinics:	
- Sports Camps (per week)	\$50.00
- Day Camps (per week)	\$70.00
Sports Activities late enrollment fee	\$10.00
Co-Sponsored programs to be determined based on cost of operation	

CEMETERY

City Resident:	
- Adult Plot	\$700.00
- Adult Plot (1 year: monthly @ 3% interest)	\$59.14
- Adult Plot (3 years: monthly @ 5% interest)	\$20.86
- Child Plot	\$300.00
- Child Plot (1 year: monthly @ 3% interest)	\$25.34
- Child Plot (3 years: monthly @ 5% interest)	\$8.94
Non-City Resident:	
- Adult Plot	\$1,400.00
- Adult Plot (1 year: monthly @ 3% interest)	\$118.27
- Adult Plot (3 years: monthly @ 5% interest)	\$41.72
- Child Plot	\$500.00
- Child Plot (1 year: monthly @ 3% interest)	\$42.24
- Child Plot (3 years: monthly @ 5% interest)	\$14.90
(All plots purchased through the Cemetery plot purchase plan must be paid in full prior to date of interment.)	

PLANNING

Plats:	
Dedication Plat	\$250.00
Minor Plats - Preliminary and Final	\$250.00
Minor Replats - Preliminary and Final	\$250.00
Amended Plats	\$150.00
Vacated Plats:	
- Less than 10.0 Acres	\$100.00
- 10.0 to 50.0 Acres	\$150.00
- Over 50.0 Acres	\$200.00
Major Plat - Preliminary	
- Less than 10.0 Acres	\$300.00
- 10.0 to 50.0 Acres	\$400.00
- Over 50.0 Acres	\$500.00
Major Plat - Final	
- Less than 10.0 Acres	\$300.00
- 10.0 to 50.0 Acres	\$400.00
- Over 50.0 Acres	\$500.00
Rezoning Application Fee	\$200.00
Variance Application Fee	\$200.00
Land Disturbance Permit	\$35.00
Floodplain Development Permit	\$35.00
Deed Approval Application	\$35.00
Document Copies:	
- Comprehensive Plan	\$25.00
- Adult Oriented Business Ordinance	\$25.00
- Zoning Ordinance	\$15.00
- Subdivision Ordinance	\$10.00
Standard Construction Specifications	\$10.00
Drainage Criteria Manual	\$35.00

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2013**

Ordinance 2013-51 (Exhibit 1)

Plat/Map Copies (Black & White):	
- 8.5 x 11	\$1.00
- 11 x 17	\$2.00
- 17 x 22	\$3.00
- 24 x 36	\$4.00
- 30 x 40	\$5.00
- 36 x 48	\$6.00
Plat/Map Plots (Color):	
- 8.5 x 11	\$2.00
- 11 x 17	\$4.00
- 17 x 22	\$6.00
- 24 x 36	\$8.00
- 30 x 40	\$10.00
- 36 x 48	\$12.00
Custom/Special Request Plots:	
- 8.5 x 11	\$8.00
- 11 x 17	\$16.00
- 17 x 22	\$24.00
- 24 x 36	\$32.00
- 30 x 40	\$40.00
- 36 x 48	\$48.00
Electronic File:	
Street Map AutoCAD File	\$60.00
Adobe Acrobat/PDF File	\$30.00

LIBRARY

Resident User Fee	No Charge
Non-Resident User Fee (per year)	\$10.00
Non-Resident User Fee: City Employees (Full Time)	No Charge
Replacement Card (lost only)	\$3.00
 Computer Classes (per class period)	 \$10.00

Fines:

- Overdue Books (per day)	\$0.25
- Overdue Maximum Fine	Cost of Item
- Overdue Interlibrary-loan (per day)	\$1.00
- Lost/Damaged ILL processing fee	\$10.00 plus Cost of Item
- Overdue VHS Tape/DVD (per day)	\$1.00
- Overdue A/V Equipment (per day)	\$5.00
Lost/Damaged Items	Cost + \$10.00
Lost Governmental Publications	\$5.00
Overdue Postage - Regular (per notice)	\$0.50
Inter Library - Loan Postage	\$3.00

Miscellaneous Repair/Replacement Costs:

- Video Cover (Video/DVD Case)	\$1.50
- Small Kit Plastic Bag	\$1.75
- Medium Kit Plastic Bag	\$2.00
- Large Kit Plastic Bag	\$2.50
- Book Jacket/Cover	\$1.50
- Replacement Bar Code Label	\$0.50
- Rebinding of Damaged Books	Actual Cost
- Replacement Videos/Audio Cassettes, DVDs, CDs	Actual Cost
- Audiocassette Kit	\$2.00
- CD Albums 2-12 Capacity Storage (previously 4-5)	\$8.00

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2013**

Ordinance 2013-51 (Exhibit 1)

- CD Albums 13-24 Capacity Storage (previously 6-9)	\$9.00
- CD Albums 26-36 Capacity Storage (previously 10-19)	\$12.00
- CD Albums 34-48+ Capacity Storage (previously 20+)	\$15.00
- CD Book Sleeves - each	\$1.00
- CD TRIMpak Case (kit items)	\$2.00
- Protective Strips - VHS/Audiocassettes	\$1.00
- Protective Strips - CDs/DVDs	\$2.00
- Minor Damage Fee (per item)	\$5.00
Test Proctoring	\$15.00/hr
Typing Paper (per sheet)	\$0.10
Computer Printout (per page)	\$0.10

Meeting Room Rental:

- Government Entity	No Charge
- Youth Groups (free 2 hr block twice monthly, charge after that)	\$15.00/meeting/per 2 hr. block
- Non Profit Organizations (per hour)	\$15.00
- Private Organizations (per hour)	\$30.00
Senior Center Rental Deposit	\$200.00
Senior Center Rental (1 hour)	\$100.00
Senior Center Rental (each additional hour)	\$20.00

CODE & HEALTH

Permits:

Garage Sale Permits	\$10.00
One Day Car Wash Permits:	
- In City Resident/Organization	\$15.00
- Non-Resident/Organization	\$100.00
Peddler/Itinerant Vendor Permits:	
- In City Resident	\$25.00
- Out of City Residents (first application w/ \$1,000.00 bond)	\$110.00
Administrative Mowing Fee for Code Violations	cost + \$150.00
Junkyard/Wrecking Yard	\$100.00
Health Permits	\$75.00
Health Permits (for Non-Profit use)	\$25.00
Temporary Health Permit (Up to Three Days)	\$35.00
Temporary Health Permit (Up to Three Days) (for Non-Profit use)	\$12.50
Retail Food Store Permit	\$60.00

Food Handlers Card:

- Two Year - Classroom training	\$15.00
- Two Year - Online training	\$14.00
- Non-Profit use card - Classroom training	\$2.00/student
Registration of non-city-provided Food Handler Cards with the City	\$10.00
Replacement of Lost Food Handlers Card	\$15.00

Manager Accreditation:

- Registration of Certification within the City	\$10.00
---	---------

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2013**

Ordinance 2013-51 (Exhibit 1)

GOLF COURSE

** The Director of Community Services with approval of the City Manager, shall have the authority to utilize various discount coupons and special promotional rates that deviate from this schedule.*

Green Fees:

Weekday - Regular	\$14.00
Junior (weekdays only)	\$7.00
Senior (weekdays only)	\$11.00
Weekday - Twilight (4pm)	\$11.00
Weekday - Twilight (6pm)	\$9.00
Weekend/Holiday - all	\$19.00
Weekend - Twilight (4pm)	\$14.00
Weekend - Twilight (6pm)	\$12.00

Cart Rental:

9 Holes - per person	\$10.50
18 Holes - per person	\$14.00

Driving Range:

Small Bucket	\$3.00
Large Bucket	\$6.00
Range Card	\$50.00

10 Round Punch Card (weekend)	\$150.00
10 Round Punch Card (weekdays)	\$100.00
AGF Tournament	\$15.00

Annual Green Fees:

Single (annual payment)	\$625.00
Single (semi annual payment)	\$375.00
1st Dependent (annual payment)	\$225.00
Each additional Dependent (annual payment)	\$125.00
1st Dependent (semi annual payment)	\$150.00
Each additional Dependent (semi annual payment)	\$87.50
Single Senior (annual payment)	\$475.00
Single Senior (monthly payment)	\$55.00
Senior Spouse (annual payment)	\$175.00
Regular Spouse (annual payment)	\$225.00
Single Senior (semi-annual payment)	\$287.50
Senior Spouse (semi annual payment)	\$118.75
Regular Spouse (semi annual payment)	\$150.00
Junior (annual Payment)	\$450.00
Junior Summer (June, July, August)	\$120.00
Junior (semi annual payment)	\$262.50
City Employee - Full Time	1/2 price on AGF
Late Fees-Late Payments (assessed after seven days)	\$7.00

Equipment Rental: (+tax)

Pull Carts - 9 Holes	\$4.00
Pull Carts - 18 Holes	\$6.00

Cart Storage: (Includes Trails Fees)

Cart Storage (annual payment)	\$575.00
Cart Storage (semi annual payment)	\$350.00

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2013**

Ordinance 2013-51 (Exhibit 1)

Trail Fees:(private)

Annual (one payment)	\$300.00
Semi Annual (payment plan)	\$200.00
Daily (per round)	\$12.00

Handicaps - Annual	\$20.00
--------------------	---------

Concessions:

Golf Course Concession Area Rental (monthly)	\$600.00
--	----------

CITY SECRETARY

Amusement Permit	\$150.00
Amusement Deposit	\$300.00
Poolroom, Gameroom (More than 1 video game)	\$60.00
Domino Hall license	\$60.00
Gameroom (with only 1 video game)	\$25.00
Gameroom (Eight - Liners only)	\$2,000.00
Video/Electronic Game License Fee (Each)	\$15.00

ADMINISTRATIVE FEES-NON DEPARTMENTAL

Tax Abatement Application Fee	\$1,500.00
Returned Checks Fee	\$30.00
NSF Electronic Draft Fee	\$30.00
Online Credit Card Processing Fee "Convenience Fee" (Municipal Court)	\$1.50
Notary Public Fee - First signature on one document	\$6.00
Notary Public Fee - Each additional signature after the first signature on one document	\$1.00

Charges for providing copies of public information:

Paper Copy - Standard Size 8 1/2 x 11 (per page)	\$0.10
Oversized Paper Copies 11x17 (per page)	\$0.50
Posting/Shipping Charges	Actual Cost
Compact Disc	\$1.00
DVD	\$3.00

Non-standard Size Copies:

- Diskette (each)	\$1.00
- Magnetic Tape (each)	\$12.00
- VHS Video Cassette (each)	\$2.50
- Audio Cassette (each)	\$1.00
- Other Charges	Actual Cost

Computer Resource Charges:

- Mainframe (per minute)	\$10.00
- Midrange (per minute)	\$1.50
- 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
-----------------	---------------------

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2013**

Ordinance 2013-51 (Exhibit 1)

UTILITIES

Service Run for Multiple Trips to Residence/Location	\$25.00
Reread Meter Service Run	\$10.00
Transfer Fee	\$25.00
Late Charge	\$25.00
Pulled Meter/Plugged Meter	\$75.00
Meter Accuracy Check	\$25.00
Fire Hydrant Meter Deposit	\$650.00
Fire Hydrant Water use - per 1,000 Gallons	\$4.49
Fire Hydrant Meter Monthly Rental Charge	\$50.00
Unauthorized Service - (when meter is turned on or off by anyone other than water department personnel)	\$75.00
Utilities Automatic Draft from Checking/Savings	FREE
Utilities Pay by Credit Card Processing Fees	\$1.25
Utilities Pay Credit Card Payment Phone Convenience Fees	\$2.00
Riser Deposit	\$50.00
Reconnect Fee	\$25.00
Disconnect Fee	\$6.00
New 3/4" Water Tap ** into city water main (incl. srv. conn.)	\$600.00
Water Tap 1" and larger into city water main (incl. srv. conn.)	3/4" tap fee + add'l time and materials
New 3/4" Water Tap srv. Connection for an existing water service.	\$225.00
New Water Tap 1" and larger srv. Connection for an existing water service.	3/4" tap fee + add'l time and materials

The following cash deposits shall be required for each meter prior to having water services started:

Water customers deposits:

3/4" meter	\$50.00
1" meter	\$92.00
1-1/2" meter	\$133.00
2" meter	\$528.00
3" or larger meter	\$750.00

Sewer customers deposits:

Residential	\$50.00
Multi-family	\$291.00
Commercial	\$51.00
Hotel/motel	\$184.00
Government	\$280.00
Industrial	\$394.00

Automatic Blanket Deposit	\$100.00
Non-Automatic Blanket Deposit	\$100.00

Minimum fees for the meter size:

3/4" meter	\$11.00
1" meter	\$15.50
1-1/2" meter	\$23.00
2" meter	\$34.00
3" meter	\$90.00
4" meter	\$141.00
6" meter	\$239.00
Contractor	\$11.00
Bulk	\$11.00

Rate per 1,000 Gallons of Water:

Residential	\$3.35
Commercial	\$4.10

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2013**

Ordinance 2013-51 (Exhibit 1)

Sprinkler	\$3.44
Bulk Water	\$6.00
Contractor	\$5.00

Minimum Fees for the meter size (outside city limits):

Non-residential water services requires contract with Approval by Governing Body

3/4" meter	\$16.00
1" meter	\$22.00
1-1/2" meter	\$34.00
2" meter	\$50.00
3" meter	\$120.00
4" meter	\$200.00
6" meter	\$350.00

Rate per 1,000 Gallons of Water (outside city limits):

Non-residential water services requires contract with Approval by Governing Body

Residential	\$4.35
Commercial	\$5.10
Sprinkler	\$4.44
Bulk Water	\$7.00
Contractor	\$6.00

Drainage (residential):

Residential Single Family	\$6.00
Master Meter multi-family (bill to owner/property mgr.) - minimum ***	\$6.00
Individual Meter Duplex (per unit) ***	\$3.60
Individual Metered 3-4 unit (per unit) ***	\$3.60
5 or more units (Individual Metered) - minimum ***	\$6.00

***For the exact amount please refer to the City Ordinance - Article I, Sec. 11-5 & 11-6. City uses a formula to assess the charge.

Drainage (non-residential) - minimum ***

	\$6.00
***For the exact amount please refer to the City Ordinance - Article I, Sec. 11-5 & 11-6. City uses a formula to assess the charge.	\$17.86/acre

Sewer

Sewer minimum rate (all customers)	\$11.00
Rate per 1,000 Gallons of Water (all customers)	\$4.99
<i>(Residential customers only: Winter average - 8,000 gallon floor)</i>	
6" Sewer Tap **	\$750.00
Sewer Tap larger than 6"	6" tap fee + additional time and materials
Water Connect Fee *	\$250.00
Sewer Connect Fee*	\$80.00
Connect Fee	\$15.00
Meter Box Reset Fee	\$150.00
After Hours Service Run	\$50.00

* Fee charged in those instances where tap exists or is being installed by an external party.

** In those instances where a street cut is required and being done by an external party, a street cut fee will be assessed in addition to the tap fees.

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2013**

Ordinance 2013-51 (Exhibit 1)

SOLID WASTE

Solid Waste Deposit (residential)	\$40.00
Solid Waste Deposit (commercial)	\$65.00

Residential Monthly Rates:

Garbage Collection:	
- Single-family residence	\$16.25
- Multi-family residence based on the number of units with one water meter	\$16.25/unit
- Multi-family residence on separate water meters	\$16.25
- Additional container	\$16.25
Bulky items/White goods at the curb pick up (3 cubic yards)	No Charge
Bulky items/White goods in excess of 3 cubic yards - per cubic yard	\$6.00
Construction debris at the curb (minimum fee for service includes one cubic yard)	\$6.00
Construction debris at the curb (per cubic yard in excess of minimum)	\$6.00
Missed service fee	\$10.00
Non payment container confiscation	\$25.00
Service fee to replace lost, stolen, or damaged container	\$15.00
Service fee to find lost container	\$25.00
Exchange for a larger container	\$10.00
Fee for overloaded container	\$4.50
Automated container reload for excess garbage (per load; 2 loads max)	\$4.50
Removal of container from curb by city employees	\$7.50
Brush in excess of 8 cubic yards (5'x4'x11') - per cubic yard	\$6.00

Commercial Monthly Rates for 96 Gallon Garbage Containers:

Twice-a-week pickup of one automated container - Garbage Collection	\$32.50
Twice-a-week pickup for one additional container - Garbage Collection	\$65.00
Twice-a-week pickup for two additional containers - Garbage Collection	\$97.50
Automated container reload for excess garbage (per load; 2 loads max)	\$4.50
Fee for overloaded container	\$4.50

Commercial Collection Dumpster Rates:

3 cubic yard for 1 day Pickup	\$63.79
4 cubic yard for 1 day Pickup	\$85.04
6 cubic yard for 1 day Pickup	\$106.32
8 cubic yard for 1 day Pickup	\$131.51
10 cubic yard for 1 day Pickup	\$168.14
3 cubic yard for 2 day Pickup	\$120.69
4 cubic yard for 2 day Pickup	\$147.17
6 cubic yard for 2 day Pickup	\$189.33
8 cubic yard for 2 day Pickup	\$234.15
10 cubic yard for 2 day Pickup	\$295.60
3 cubic yard for 3 day Pickup	\$163.66
4 cubic yard for 3 day Pickup	\$200.46
6 cubic yard for 3 day Pickup	\$260.11
8 cubic yard for 3 day Pickup	\$332.99
10 cubic yard for 3 day Pickup	\$422.53
3 cubic yard for 4 day Pickup	\$213.37
4 cubic yard for 4 day Pickup	\$262.15
6 cubic yard for 4 day Pickup	\$340.80
8 cubic yard for 4 day Pickup	\$437.47
10 cubic yard for 4 day Pickup	\$550.55
3 cubic yard for 5 day Pickup	\$261.71
4 cubic yard for 5 day Pickup	\$323.84
6 cubic yard for 5 day Pickup	\$418.80
8 cubic yard for 5 day Pickup	\$538.30
10 cubic yard for 5 day Pickup	\$678.57

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2013**

Ordinance 2013-51 (Exhibit 1)

Commercial Collection Compactor Rates:

3 cubic yard for 1 day Pickup	\$192.00
4 cubic yard for 1 day Pickup	\$256.12
6 cubic yard for 1 day Pickup	\$367.60
3 cubic yard for 2 day Pickup	\$384.00
4 cubic yard for 2 day Pickup	\$512.24
6 cubic yard for 2 day Pickup	\$735.20
3 cubic yard for 3 day Pickup	\$576.00
4 cubic yard for 3 day Pickup	\$768.36
6 cubic yard for 3 day Pickup	\$1,102.80
3 cubic yard for 4 day Pickup	\$768.00
4 cubic yard for 4 day Pickup	\$1,024.48
6 cubic yard for 4 day Pickup	\$1,470.40
3 cubic yard for 5 day Pickup	\$960.00
4 cubic yard for 5 day Pickup	\$1,280.60
6 cubic yard for 5 day Pickup	\$1,838.00
20 cubic yard or larger compactor	\$125.00 + current tipping fee

Mechanical assistance to unload items	\$40.00
Manual collection (per hour)	\$110.00
Dumpster cleanup due to unsanitary conditions	\$50.00
Dumpster cleaning, painting, and repair after fire	\$185.00

Disposal Fees:

- Minimum Charge (up to 240 lbs.)	\$6.50
- Per Ton	\$65.00
Weighing Vehicles	\$8.00
Rear Load Dumpster Rental includes the following	
- Delivery	\$25.00
- Service/Pull Fee (3 cubic yd)	\$25.00
- Service/Pull Fee (6 cubic yd)	\$50.00
- Rental Per Day Fee	\$2.00

Compost:

- Bulk (per cubic yard)	\$8.50
- Container (up to 30 gallons)	\$2.25
- Delivery (per delivery within City limits only)	\$15.00
Kraft Bags	\$.34 + sales tax

Tire Disposal:

- Passenger/light truck tire, less than 17.5 " rim diameter	\$3.00
- Truck Tire, greater than or equal to 17.5 " rim diameter	\$7.00
Used Oil Filters	\$1.00

Surcharge for uncovered load	\$12.00
Pull Offs/Transfer Station	\$5.00

Roll Offs (includes the following 5 items):

- Delivery	\$135.64
- Service/Pull fee	\$135.64
- Customer Fee	\$2.22
- Disposal (per ton)	\$65.00
- Deposit	\$250.00

Auto-Lid Locks	\$25.00 installation fee, plus \$2.50 monthly rental
----------------	---

CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE
EFFECTIVE OCTOBER 1, 2013

Ordinance 2013-51 (Exhibit 1)

Excess Garbage or Overloaded Containers:

Container Reload Fees while on site

3 yard container	\$13.96
4 yard container	\$17.52
6 yard container	\$23.31
8 yard container	\$28.62
10 yard container	\$33.60

Return Service

3 yard container	\$28.53
4 yard container	\$32.09
6 yard container	\$37.88
8 yard container	\$43.19
10 yard container	\$48.17

Deposit for recurring use of the Transfer Station	\$750.00
---	----------

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE DEFINITIONS
EFFECTIVE OCTOBER 1, 2013**

Ordinance 2013-51 (Exhibit 1)

Ambulance:	Any motor vehicle certified by the Texas Department of State Health Services and used, designed, redesigned or constructed and equipped for emergencies and used for the purpose of transporting a person who may be sick or injured.
Animal:	Any living creature other than Homo sapiens. Unless indicated otherwise, the term shall include livestock, fowl, mammals, reptiles, amphibians, insects, and wildlife as well as dogs, cats, birds, fish, turtles, and other creatures commonly owned as pets.
Adoptive Home:	Residential household in which a person or persons legally assume the parenting for another and, in so doing, permanently transfers all rights and responsibilities from the original parent or parents. Unlike guardianship or other systems designed for the care of the young, adoption is intended to effect a permanent change in status.
Assisted Living Centers:	Facilities that provide supervision or assistance with activities of daily living; coordination of services by outside health care providers; and monitoring of resident activities to help to ensure their health, safety, and well-being.
Cat:	A domesticated animal that is a member of the feline family (<i>Felis domesticus</i>).
Cemetery:	A place that is used, or intended to be used, for interment and includes a graveyard, burial park, or mausoleum owned and operated by the City of Copperas Cove.
City:	City limits of the City of Copperas Cove in Coryell County, Lampasas County, and Bell County in the State of Texas.
Commercial:	Any enterprise or establishment whose main purpose is to carry on a commercial activity whether for profit or not, and typically includes, but not limited to, such enterprises as: hotels, motels, restaurants, fast food establishments, retail stores, schools, offices, shopping centers/malls/plazas, factories/manufacturing facilities, warehouses, and high density occupied dwellings such as apartment complexes and mobile home parks.
Construction debris / waste:	Debris or waste resulting from construction or demolition projects, remodeling or repair; includes all materials that are directly or indirectly by-products of construction work or that result from demolition of buildings and other structures, including, but not limited to paper, cartons, gypsum board, wood, rubber, and plastics.
Dangerous Animal:	Any animal that: (1) Makes an unprovoked attack on a person causing bodily injury ; or (2) Commits an unprovoked act of attack in a place other than the premises of the owner within a house, building or other enclosure and said act causes a person to reasonably believe that the animal will attack and cause bodily injury to that person. If the premises is enclosed with a fence, the animal should not be able to extend any part of its body over, under, or through the fence. Further such enclosure should be of a structure and design reasonably certain to prevent the animal from leaving the enclosure on its own; or (3) Attacks and bites another animal without provocation.
Day Care:	An establishment for the care and/or instruction, whether or not for compensation, of seven (7) or more persons at any one (1) time. Child nurseries, preschools and adult care facilities are included in this definition.
Dog:	A domesticated animal that is a member of the canine family (<i>Canis familiaris</i>).
Emergency Medical Service (EMS):	Services used to respond to an individual's perceived need for immediate medical care and to prevent death or aggravation of physiological or psychological illness or injury.
Family:	One (1) or more persons who are related by blood or marriage, living together and occupying a single dwelling with single kitchen facilities, or a group of not more than five (5) (excluding caretakers) living together by joint agreement and occupying a single dwelling with single kitchen facilities, on a nonprofit cost-sharing basis.
Family Member:	Includes mother, father, grandmother, grandfather, grandchild, son, daughter, sister, brother, spouse, step-brother, step-mother, step-father, step-sister, or legal guardian.
Fireworks:	All contrivances of inflammable and explosive materials combined of various proportions for the purpose of producing in combustion beautiful, amusing, audible or scenic effects.
Floodplain:	Any land area susceptible to being inundated by water from any source.

**CITY OF COPPERAS COVE
ADOPTED FEE SCHEDULE DEFINITIONS
EFFECTIVE OCTOBER 1, 2013**

Ordinance 2013-51 (Exhibit 1)

Food Handler:	Any person employed or working in a food establishment who handles food and/or drink during preparation or serving, who comes in contact with eating, drinking or cooking utensils, or who works in a room or rooms in which food or drink is prepared, served or stored. Professionally trained personnel such as dietitians, nutritionists and certified managers or supervisors are excluded from this definition.
Foster Home:	Residential household in which a certified, stand-in "parent(s)" cares for minor children or young people who have been removed from their birth parents or other custodial adults by state authority.
Government Entity:	An entity that is a direct part of a governmental agency, office. (i.e. Federal, State, County, City)
Home Based:	Operating from one's home.
Missed Service:	Residential or commercial customers whose containers were not collected because they were not placed at the required point of collection on time or were blocked when the collection vehicle arrived.
"No Transport Fee:"	Service which may include the administration of treatment, aid, and/or patient evaluation by City EMS personnel, but no transportation of the individual is made in a City ambulance. If multiple parties are involved at the same scene and at least one person is transported, the other parties shall not be charged a "No Transport Fee." If no parties are transported the "No Transport Fee" shall be assessed to the patient(s) the ambulance was called for if the ambulance was requested by a patient or family member. (<i>"No Transport Fee" is waived for Medicare/Medicaid recipients.</i>)
Non-Profit Organization:	An organization that does not distribute its surplus funds to owners or shareholders, but instead uses them to help pursue its goals. Examples include the Chamber of Commerce, Adopt-a-Unit, etc.
Nursing Home:	A home where ill or elderly people are provided with lodging and meals with or without nursing care.
Overloaded Container:	A container in which the capacity is exceeded, which is indicated by trash extending above the container rim, so the lid will not close properly.
Patient:	Any person who receives medical attention, care, or treatment.
Plat (Final):	The map of a subdivision which is presented to the planning and zoning commission for review and recommendation, and which, if approved by the City Council, is recorded in the county deed records of the county in which the property is located.
Plat (Preliminary):	The preliminary maps and plans which indicate the proposed layout of the subdivision which are presented to the planning and zoning commission for review and approval.
Private Organization:	An organization that is nongovernmentally owned.
Private Schools:	Schools that are not administered by local, state or national governments.
Residential Solid Waste:	Solid waste generated from single and multifamily sources; frequently called household solid waste or household waste.
Structure:	A walled and roofed building, including a gas or liquid storage tank that is principally above ground, as well as a manufactured home.
Vacated Subdivision Plat:	A recorded instrument approved by the City nullifying a preceding recorded plat to the pre-existing legal description of the property, upon request of the owner.
Variance:	A grant of relief by a community from the terms of a floodplain management regulation.
White Goods:	Major appliances such as refrigerators, freezers, washing machines, dryers, hot water heaters, stoves, and dishwashers.
Youth Groups:	Groups set up to provide young people within an area with activities designed to keep them off the streets, and give them a job and an interest in activity.
Zoning Ordinance:	The official zoning ordinance of the City together with any and all amendments.



Budget Acronyms

BUDGET ACRONYMS

ACSI – American Customer Satisfaction Index

ADA – Americans with Disabilities Act

Admin. Asst. – Administrative Assistant

AFC – American Flow Control

ACO – Animal Control Officer

AO – Administrative Order

BCWCID #1 – Bell County Water Control and Improvement District #1

BNSF – Burlington Northern Santa Fe

BOA - Board of Adjustments

CAFR – Comprehensive Annual Financial Report

CCAD – Coryell County Appraisal District

CCGA - Copperas Cove Golf Association

CCISD – Copperas Cove Independent School District

CCN – Certificate of Convenience and Necessity

CCPD - Copperas Cove Police Department

CDBG – Community Development Block Grant

CE - Continuing Education

CERT – Community Emergency Response Team

CHAMPS – Communities Helping Americans Mature Progress and Succeed

CID – Criminal Investigation Division

CIP – Capital Improvement Plan

CMAQ – Congestion Mitigation Air Quality

COCC – City of Copperas Cove

COLA – Cost of Living Adjustment

CO – Certificate of Obligation

CPA - Citizens Police Academy

CPO - Certified Pool Operator/Chief Plant Operator

CTC - Central Texas College

BUDGET ACRONYMS

CTCOG – Central Texas Council of Governments

DARE – Drug Abuse Resistance Education

DMR – Daily Monitoring Report

EDC – Economic Development Corporation

EMC - Emergency Management Coordinator

EMPG – Emergency Management Performance Grant

EMS – Emergency Medical Services

EMT – Emergency Medical Technician

EMT-B - Emergency Medical Technician-Basic

EMT-P - Emergency Medical Technician-Paramedic

EOC – Emergency Operations Center

EOP – Emergency Operations Plan

EPA – Environmental Protection Agency

ERSI – Environmental Systems Research Institute

ETJ – Extra Territorial Jurisdiction

FASB – Financial Accounting Standards Board

FEMA – Federal Emergency Management Administration

FM – Farm to Market

FTE – Full-Time Equivalent

FY – Fiscal Year

GAAP – Generally Accepted Accounting Principals

GASB – Governmental Accounting Standards Board

GFOA – Government Finance Officers Association

GIS – Geographical Information Systems

GO – General Obligation

GPD – Gallons Per Day

GPS - Global Positioning System

HAA – Halo Acetic Acids

BUDGET ACRONYMS

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

HRIS - Human Resource Information System

HVAC – Heating Venting & Air Conditioning

ILL – Inter Library Loan

ISO – Insurance Services Office

JAG – Justice Assistance Grant

KCCB – Keep Copperas Cove Beautiful

KTMPO – Killeen Temple Metropolitan Planning Organization

LECP – Local Emergency Planning Committee

LF – Linear Feet

LGI - Lifeguard Instructor

LGC – Local Government Code

MDT – Mobile Data Terminal

MGD – Million Gallons per day

MIMES – Mentoring Industrious Minds and Educating Students

MLB – Major League Baseball

MPN – Most Probable Number

MS4 - Municipal Separate Storm Sewer System

MUTCD – Manual for Uniform Traffic Control Devices

NFPA - National Fire Protection Association

NIMS – National Incident Management System

NJCAA – National Junior College Athletic Association

Non-Dept – Non-Departmental

NPDES – National Pollutant Discharge Elimination System

BUDGET ACRONYMS

NRP - National Response Plan

OSHA – Occupational Safety and Health Association

OTC – Brand name for automotive testing equipment

P&Z - Planning & Zoning

PD – Police Department

PFIA – Public Funds Investment Act

PHR – Pitch Hit and Run

PID – Public Improvement District

PPC - Public Protection Classification

PPE – Personal Protective Equipment

QAQC – Quality Assurance Quality Control

RFP – Request for Proposal

RFQ – Request for Qualifications

ROWs – Right of Ways

SAFER – Staffing for Adequate Fire and Emergency Response

SALT – Seniors and Law Enforcement Together

SCADA – System Control and Data Acquisition

SCBA – Self-Contained Breathing Apparatus

SH - State Highway

SOP - Site Operating Plans

SR - Senior

SRF – State Revolving Fund

SRTS – Safe Routes to School

Svcs – Services

SWAC - Solid Waste Advisory Committee

SWAT – Special Weapons and Tactics

SWPPP - Storm Water Pollution Prevention Plan

TAACO - Texas Academy of Animal Control Officers

BUDGET ACRONYMS

TAAF – Texas Amateur Athletic Foundation

TCEQ – Texas Commission on Environmental Quality

TCLEOSE – Texas Commission on Law Enforcement Officer Standards and Education

TCLP – Toxicity Characteristic Leaching Procedure

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

TMCEC – Texas Municipal Court Education Center

TMRS – Texas Municipal Retirement System

TNRCC – Texas Natural Resources Conservation Commission

TRMC – Texas Registered Municipal Clerk

TTA – Texas Teenage Association

TXDOT – Texas Department of Transportation

TWDB – Texas Water Development Board

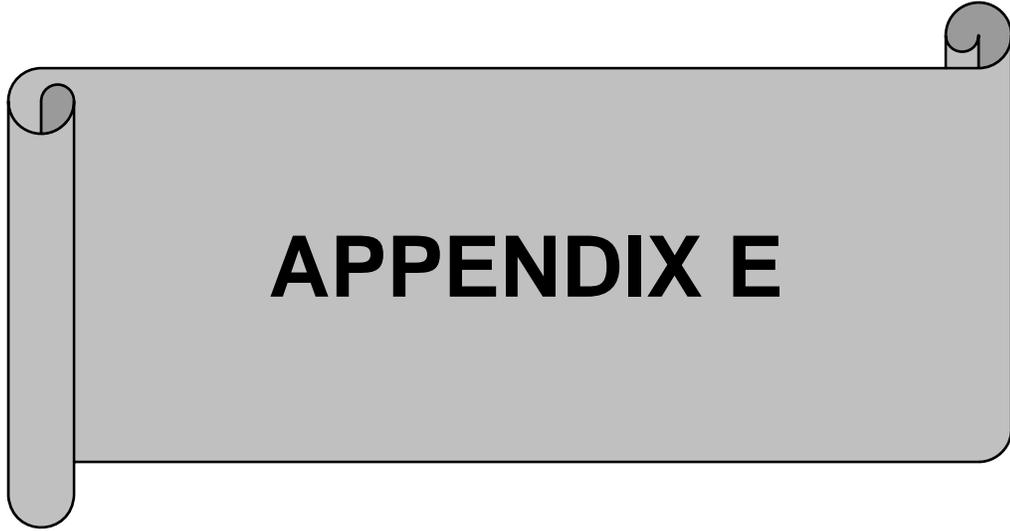
USGA - United States Golf Association

VFD – Variable Frequency Drive

W & S – Water & Sewer

WWTP – Waste Water Treatment Plant

ZBA – Zoning Board of Adjustment



Budget Glossary

BUDGET GLOSSARY

To assist the reader of the Annual Budget and Plan of Municipal Services document in understanding various terms, a budget glossary has been included.

Accrual Accounting – A basis of accounting in which debits and credits are recorded at the time they are incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, revenue which was earned between April 1 and July 31, but for which payment was not received until August 10, is recorded as being received on July 31 rather than on August 10.

Ad Valorem Taxes – Commonly referred to as property taxes are the charges levied on all real and certain personal property according to the property's assessed valuation and the tax rate, in compliance with the State Property Tax Code.

American Customer Satisfaction Index (ACSI) – The only national cross-industry benchmark of customer satisfaction in the United States. The ACSI reports all customer satisfaction benchmarks--or *ACSI scores*--on a scale of 0 to 100.

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 GLOSSARY

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 insure that revenues are adequate to meet all necessary expenditures. Enterprise funds are established for services such as water, wastewater, gas, airport, and the golf course.

BUDGET GLOSSARY

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 2904 hours of work per year.)

Function – A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible.

Fund – An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or government functions. Eight commonly used funds in public accounting are: general fund, capital projects funds, special revenue funds, debt service funds, internal services funds, enterprise funds, agency funds and trust funds.

Fund Balance – The difference between fund assets and fund liabilities of governmental and similar trust funds less any reservations of fund equity. Specifically, fund balance represents the funds that are available for appropriation.

Generally Accepted Accounting Principles (GAAP) – Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

General Fund – The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund includes most of the basic operating services, such as fire and police protection, finance, parks and recreation, library, and general administration.

General Obligation Bonds – Bonds whose principal and interest is backed by the full faith credit and taxing powers of the government.

Goal – A long-term, attainable target for an organization.

BUDGET GLOSSARY

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.

Policy – A policy is a plan, course of action or guiding principle designed to set parameters for decisions and actions.

Performance Measure – An identifiable unit of measuring the effectiveness and efficiency of providing services. Data collected to determine how effectively or efficiently a program is achieving its objectives.

Retained Earnings – Net income and losses of all prior periods adjusted for transfers and amounts of depreciation charged to contributed capital; the accumulated earnings of an enterprise or internal service fund which have been retained in the fund and which are not reserved for any specific purpose.

Revenue Appropriation – A designated portion of a fund to be allocated and appropriated to the reserve of the fund in order to meet potential liabilities during the fiscal year.

Revenue Bonds – Bonds whose principal and interest are payable exclusively from earnings of an enterprise fund.

Risk Management – An organized attempt to protect a government’s assets against the accidental loss in the most economical method.

BUDGET GLOSSARY

Source of Revenue – Revenues are classified according to their source or point of origin.

Special Revenue Funds – Special revenue funds are used to account for resources allocated to specific purposes. A special revenue fund continues in existence as long as governmental resources are allocated to its specific purpose.

Strategy – A strategy is a specific, measurable and observable result of an organization's activity which advances the organization toward its goal.

Tax Levy – The total amount to be raised by general property taxes for operating and debt service purposes specified in the annual tax ordinance.

Tax Rate – The amount of tax levied for each \$100 of assessed valuation.

Transfers – Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

Trust Fund – The trust fund was established to account for all assets received by the city that are in the nature of a trust and not accounted for in other funds. The trust fund is accounted for as an expendable trust fund.

Unencumbered Balance – The amount of an appropriation that is not expended or encumbered. It is essentially the amount of money still available for future purchases.

Working Capital – The equivalent number to the fund balance of a governmental fund in the proprietary fund is working capital. The working capital is calculated to be current assets less current liabilities.