



City of Waco, Texas
Annual Operating Budget and Capital Improvements Program
Fiscal Year October 1, 2013 – September 30, 2014

City Council

Mayor Malcolm P. Duncan, Jr.
 Mayor Pro Tem John Kinnaird, District III
 Council Member Wilbert Austin, District I
 Council Member Alice Rodriguez, District II
 Council Member Toni Herbert, District IV
 Council Member Kyle Deaver, District V

City Manager
 Larry D. Groth, P.E.

Budget Vote: FOR: Duncan, Kinnaird, Austin, Rodriguez, Herbert, Deaver
AGAINST:

	2013-2014		2012-2013
Property Tax Rate:	\$0.776232/\$100	Property Tax Rate:	\$0.786232/\$100
Effective Tax Rate:	\$0.777283/\$100	Effective Tax Rate:	\$0.766547/\$100
Effective M/O Tax Rate:	\$0.631828/\$100	Effective M/O Tax Rate:	\$0.599782/\$100
Rollback Tax Rate:	\$0.831681/\$100	Rollback Tax Rate:	\$0.808399/\$100
Debt Rate:	\$0.137041/\$100	Debt Rate:	\$0.148798/\$100

Total debt obligation for City of Waco secured by property taxes: \$121,006,515

This budget will raise less revenue from property taxes than last year's budget by an amount of \$-1,195,022, which is a -2.28 percent decrease from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$544,724.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Waco
Texas**

For the Fiscal Year Beginning

October 1, 2012

Christopher P. Morill

President

Jeffrey R. Brown

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the **City of Waco, Texas** for its annual budget for the fiscal year 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.



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October 1, 2013

Honorable Mayor and Members of the City Council
City of Waco
Waco, Texas 76702

It is my honor to present to you the proposed operating and capital improvement budgets for the fiscal year beginning October 1, 2013 and ending September 30, 2014 in accordance with requirements of the Constitution and Laws of the State of Texas and the City Charter of the City of Waco.

The City of Waco is committed to the efficient delivery of quality services to its citizens. This commitment is the foundation behind policy decisions and priorities that ensures constructive and well-formulated plans for the growth and prosperity of our City.

This year we were committed to bringing you a balanced budget that provides the desired services our citizens expect while at the same time continuing our economic development efforts throughout the city and starting new initiatives to keep us financially strong. This budget uses the Financial Management Policies originally adopted by Council in 1993 as one of the main guiding principles to ensure the continued financial health of the City.

Our managers have again this year been steadfast in keeping expenditures in line with revenues. The state of the economy greatly influences our ad valorem tax and sales tax revenue projections as well as salary and benefit considerations. Although we have a healthy increase of \$70 million in new construction assessments for next year, the projected 1.91% growth in the property tax base is modest compared to past years. This budget includes a reduction to the tax rate of one cent. Based on the trend for the past two years, our sales tax revenues are budgeted at a 6% increase over the current budget.

Once again a major challenge was funding health insurance. Claims for this year are projected to be within budget, but our analysis of future costs predicts a 6% to 15% increase in medical and prescription claims coupled with the first year of mandated health care reform fees. To fund the projected shortfall, the city is increasing its contribution; we changed the health plan stop loss contract; and the plan design will change. This budget proposes a 2% pay adjustment for all employees, which employees elected to receive instead of a 2.5% pay adjustment. In return, we proposed to contribute an additional 5% per employee to health insurance funding and make no changes to employee and dependent premiums. These steps, along with new and continued wellness program initiatives, should stabilize the costs of this important employee benefit.

The price of fuel has somewhat stabilized, however, workers compensation, property, auto and general liability insurance costs are increasing, which left little room to add any requests for next year. We are including the addition of some equipment purchases for safety related items and starting a new initiative for funding non-infrastructure capital assets on a regular basis. Fleet replacement for utility operations and for residential and commercial solid waste operations are included as well as water and sewer capital improvements. No rate increases are included for Water, Wastewater or Solid Waste services.

The emphasis on economic development is funded with the continued financial support of our current partnerships and with funding for marketing our city and its amenities. The Capital Improvements Program includes continued improvements for the airport, streets, building renovations, radio operations, water and wastewater as we provide for the future needs of our citizens. The initiative of funding capital programs in operations that are normally bonded is continued and funding levels increased in General Government, Water and Wastewater with the long term goal of totally funding the CIP with cash.

The progress the City of Waco has made this past year is exciting. Voters' historic approval of the \$63 million bond election in 2007 provided much needed funds to make improvements to many City facilities. All construction of these projects is now complete.

Specifics of the budget follow in the Budget Message. I am confident that this budget provides the necessary framework for another successful year for the City of Waco. Every effort was made to ensure quality customer service to our citizens at all levels of our organization and to promote a safe and positive environment to improve the culture and quality of life for everyone in our City. I want to express my appreciation to the City Council, department directors and other staff members who participated in the budget preparation process for FY 2013-14.

Sincerely,



Larry D. Groth, P.E.
City Manager



Budget Message

The fiscal year 2013-14 budget is organized to be useful for our citizens, members of the City Council and staff. The organization of the document and the information provided is consistent with the criteria necessary to receive the Government Finance Officers Association Distinguished Budget Presentation Award. The budget is designed to take on a number of roles as recommended by the Government Finance Officers Association. The budget serves as:

A Policy Document

The budget is an expression of council policy. Indeed, it is the most comprehensive compilation of council policy that is produced on an annual basis. Council policy is implemented by the appropriations made along with the projects and programs funded.

A Financial Plan

The financial planning emphasis of the budget is the most familiar aspect. The budget lays out how expenditures are to be made and specifies anticipated revenues and other resources to fund those expenditures.

The budget is balanced in all funds, meaning that total resources in each fund are equal to or greater than total expenditures.

An Operations Guide

Numbers are obviously an important aspect of the budget, but the FY 2013-14 budget is much more. Also included are missions, highlights and accomplishments of programs and departments that provide a balanced perspective of the broad range of services we provide to our very deserving citizens. We want to demonstrate to our fellow Wacoans not only how much is being recommended for programs and departments, but also the return on their investment of tax, fee and rate dollars in our programs that they can expect to receive.

The Operations Guide aspect of the budget focuses our financial planning on achieving results. As such, the budget is the funding document for the values and strategic intents of the Council.

A Communications Device

Through the budget, we communicate City priorities to our citizens. The budget contains graphics, tables, summaries and directions that are designed to assist citizens, council members, staff and others in getting needed information quickly and easily.

These four emphases guide us in preparing a proposed and final document that balances the requirements of law with the needs and desires of citizens. And like our other services, we will continuously improve the budget to make it more useful and functional.

Budget Message

Format of the Budget

The budget is presented in the following format:

Budget message describes the most important elements and emphases of the budget as a convenient overview.

Financial statements and summaries give an overview and provide revenues, expenditures and transfers for all city funds recommended for appropriation.

Personnel/staffing section by department.

Capital improvement program section and a project-funding matrix show how projects are to be funded in FY 2013-14.

Budget glossary explains terms used in the document.

Fee schedule.

How the Budget Was Developed

The FY 2013-14 budget shows what we have accomplished and what our priorities are for the next fiscal year. The budget provides the financial framework to deliver first class services to citizens.

There are certain guiding aspects that the budget embodies. Among these are:

Values and Goals

Our values of equal access to all services and benefits; customer/regulation friendly in all actions and interactions by the city of Waco and building a healthy community by thinking and acting systemically are consistently and constantly reviewed. They are reviewed on a departmental basis for customer services, when we do projects, in looking at our complaints and our compliments. This year we will continue working on Council directives.

Fee Revenues

Due to the economy, most revenues have remained relatively flat for the last five years and resulted in slower growth than in previous years. This trend is changing and we are experiencing gradual growth in a number of areas. We are optimistic about the trend continuing and have reflected that in the proposed revenues. User fees were reviewed and subsequently revised, added or deleted for Cameron Park Zoo, Convention and Visitors' Services, Health, Inspection, Planning, Waco Regional Airport, Water, and Wastewater. All utility service rates and Solid Waste service rates will remain the same as the current year. The budget reflects these revisions to user fees that are shown in Appendix B.

Budget Message

Utility Rates

No service rate increase is necessary for water or wastewater customers for FY 2013-14. Residential, commercial, and industrial water and wastewater customers have only had one rate increase in the last six years.

Solid Waste residential, commercial, roll-off and landfill rates will remain the same for FY 2013-14. No changes for any solid waste fees are included.

Employees

Departments continually evaluate their staffing needs as positions become vacant during the year, review positions that have been vacant for a considerable amount of time and assess operations for efficiencies in the workforce. As a result, positions have been eliminated during the year. This budget reflects a net increase of only 6.13 full time equivalent positions over last year's budget even though a total of 12 employees were added for the Animal Shelter division when the city took over operations of the facility from the Humane Society. We will continue to do the things that get the citizens better customer service and quality city services in a proactive manner.

Salary and Wage Increases

For FY 2013-14, we are recommending a salary package with a 2% pay adjustment for all employees. Civil service employees will also receive a job class step increase, if eligible. Salary is only one aspect of compensation. Employee benefits include health insurance, longevity pay, disability coverage, life insurance and a 2-1 match for the Texas Municipal Retirement System (TMRS). The full TMRS contribution rate required for 2014 decreased slightly from the 2013 rate. Cost-of-living adjustments for retirees are considered on an ad hoc basis. Our funded ratio continues to increase and is currently 88.6% while the unfunded liability continues to decrease and is \$41.9 million.

Challenges

The state of the economy is always a driving force that dictates most of the challenges we face each year when starting the budget process. Our current fiscal condition is stable due primarily to improvement in several revenue sources and because departments are carefully managing their budgets and not spending all their appropriated funds. However, the uncertainty about funding levels from some of our existing federal and state grants; ever increasing expenses, especially health insurance; employee compensation; staffing needs due to expanded operations and departmental capital needs were areas that had to be considered. Early indications suggest that property tax valuations will be higher due to new property and increased appraisals. Sales tax is trending over budget again this year so we are projecting a 6% increase for next year over the current budget. Although fuel prices have been steady this year and within budget, they are still unpredictable. Oil prices continue to be volatile, so we are proposing \$4.25 per gallon for diesel and \$4.00 per gallon for unleaded. Consumption over the past twelve months was down slightly and the proposed amount for unleaded is \$.25 less per gallon than the current year. This results in an overall decrease in our budget proposal from \$5 million to \$4.9 million.

Budget Message

All departments are responsible for monitoring operations and managing every expenditure as budgeted. The goal is always to make decisions that enhance productivity and efficiency and that provide immediate and long term benefits. As discussed earlier, a net addition in staff of 6.14 FTEs is proposed even though 12 FTEs were added during the current year for Animal Shelter operations. Our self-funded health insurance for employees has had higher than normal claims experience the past two years, but stayed more in line with budget this year because of plan changes and premium increases that started with the fiscal year. Still, as we worked on the budget with input from our benefits consultant, it was clear that health insurance costs would rise substantially due mainly to health care reform. Medical and prescription claims are projected to increase in a range of 6% to 15%. This is the first year we will be responsible for fees tied to the Affordable Care Act which we are projecting at \$178,000. To address this shortfall and protect the financial integrity of this fund, the city is increasing its contribution by 5%, we are changing our stop loss contract and the plan design will change.

Two years ago we incorporated the strategy of reducing bonded debt as much as possible each year to ultimately be able to fund our General Government and Street Improvement Capital Improvement Program with cash rather than issuing debt. This was a bold undertaking, but the timing was right since we had not used all of our bond capacity in the prior year. Continuing this approach in developing the CIP and operating budget for FY 2013-14, we increased our cash funding to \$2,309,942 for Street, Facilities, Emergency Management and Airport projects in operations rather than issuing debt. In addition, we continued this same initiative in Water by funding \$1,800,000 of capital projects with cash and in Wastewater by funding \$950,000 of capital projects with cash. These are crucial steps to keeping our city financially sound and staying in compliance with our financial policies.

Most expenditures are proposed very flat with only modest growth included in a few areas. Funding salary increases and providing affordable health insurance for our employees were high priorities in determining expenditure levels. Other important initiatives with long term implications are proposed for FY 2013-14. These proposals include a minimum salary of \$9.00 per hour for all full and part time positions and a plan for replacement of certain non-infrastructure assets on a regular schedule. This initiative is strengthened by a proposed amendment to the financial policies in Section IV C. Loss of grant funds for Fire, Housing and Health was another issue that we funded in this budget. We knew that departments would need to hold the line on other operating expenditures to help offset these funding requirements.

The budget cannot ever fund all the requests made by city staff. General Fund supported departments submitted a total of \$8.4 million in new programs and services requests and equipment replacement needs. We approved \$1,343,000 of these service and equipment replacement requests to be purchased before the end of this fiscal year. This was possible due to excess revenues and underruns in expenses in the current year. Only \$331,500 of the other requests are funded in the FY 2013-14 budget. While the remaining departmental requests of \$6.7 million may be justified and desired, funding is unavailable. The proposed fund balances for FY 2013-14 are in compliance with the city's adopted policy for minimum levels and reserves.



Budget Message

The General Fund

Summary

The General Fund revenue budget of \$103,356,932 is based on an increase in revenues of 4.4% over last year's adopted budget, due mainly to the increase from ad valorem taxes, sales taxes and court fines. A tax rate reduction of one cent is proposed for FY2013-14. Most of the additional revenues provide for salary and benefit adjustments, significant increases in general liability insurance, workers compensation, health insurance and increased funding of capital projects with cash.

Revenues

The General Fund is balanced principally through the following factors:

Growth in net property tax assessments –New construction and increased valuations contributed to the proposed 1.91% growth in the property tax base. New construction assessments are proposed at a healthy increase of \$70 million for FY 2013-14, but is somewhat offset by a \$63 million increase in exemptions.

Sales Taxes – The volatility of retail sales makes it challenging to project this revenue with any certainty. In a normal year, sales tax revenues are expected to be at least slightly higher than the previous year and be a fundamental source for balancing the budget. We are expecting to end the current year significantly over budget. The trend for sales tax receipts has been steady for the last two years, which we believe is due to good employment numbers and new development in our city over the past few years. This revenue is extremely volatile and is effected by so many factors that we have no control over. Our preference is to be conservative in this area of the budget and use any excess receipts for one-time purchases towards the end of the fiscal year. In keeping with that philosophy and expectations of the current trend continuing, we are proposing sales tax to increase 6% over last year's adopted budget.

Other factors came into play to get the budget balanced. Our decision for the past three years to not use the full amount of our bonding capacity as allowed by the city's financial policies has paid off. This choice, combined with having a refunding bond issue this year, freed up about \$600,000 in ad valorem tax revenues that were no longer needed for debt service. Property, auto and general liability insurance is another area that required considerable increases for next year. The management of vacancies and overtime and spending in general continues to play a key role in funding our needs for next year.

The budget maintains an unassigned reserve in the General Fund of at least 18% of current year revenues. The purpose of the reserve is to protect the City's creditworthiness and financial position from unforeseeable emergencies.

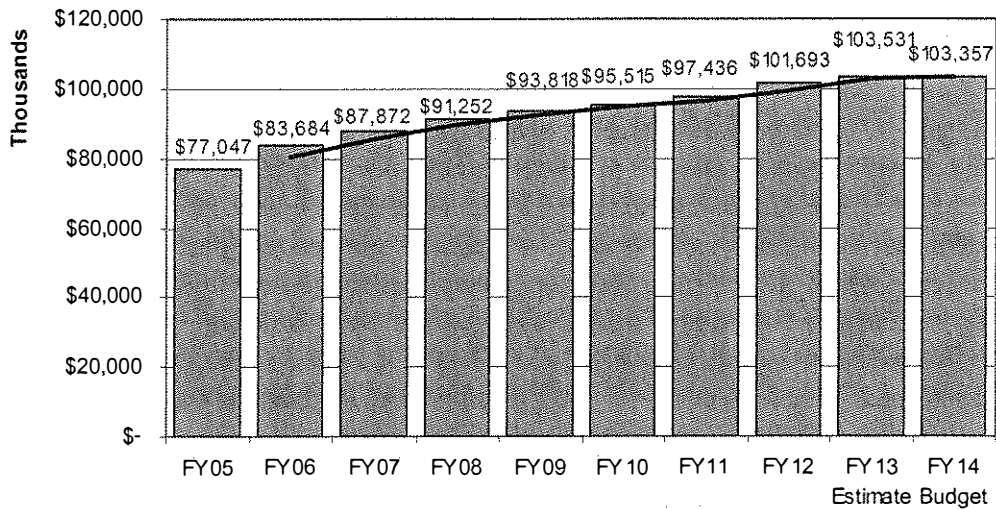
Budget Message

Expenditures

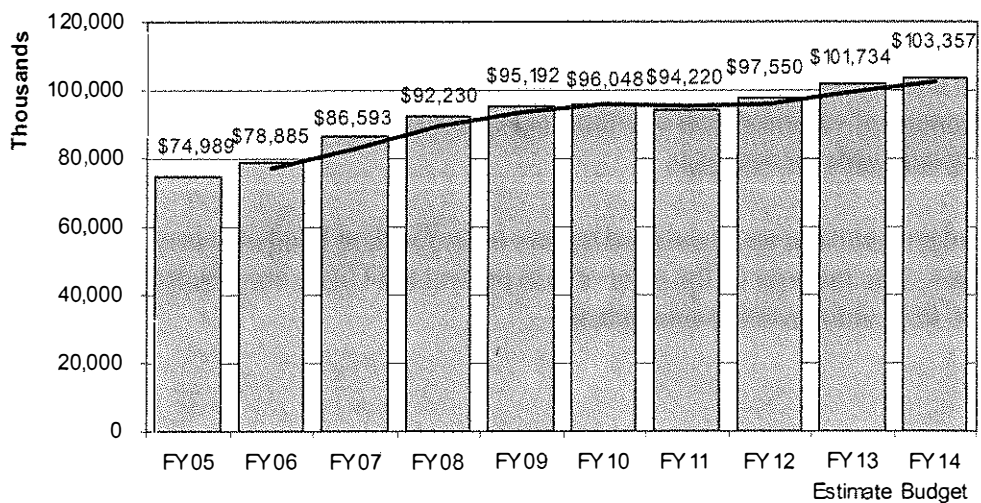
The largest increase in General Fund expenditures is about \$1.3 million for the salary adjustment discussed earlier. Although there are few additions included for FY 2013-14, the major changes in the General Fund are:

- Increased cash funding for capital projects in Streets, Facilities and other General Fund supported departments - \$630,000
- Added funds for Capital Replacement Fund - \$100,000
- Added funds to bring minimum salary to \$9 per hour - \$74,000
- Added funds to replace loss of grant funding in Housing, Fire, and Health - \$358,000
- Added replacement equipment for Police and Fire- \$194,000
- Increased health insurance expense for General Fund departments -- \$293,000
- Increased workers compensation expense for General Fund departments -- \$302,000
- Increased general liability, property and auto insurance expense for General Fund departments -- \$249,000

General Fund Revenues



General Fund Expenditures





Budget Message

City Utilities Operations

Our utilities provide an excellent value to our customers while meeting the many complex and expensive federal and state regulatory requirements. The FY 2013-14 budget seeks to enhance this value while preparing to meet some important challenges in each utility. Those challenges are described here.

Water Operations

The State of Texas recognizes the importance of clean water to support continued economic growth and a superior standard of living for all Texans. The increasing water demand in many large cities coupled with the dwindling supply in various aquifers and the ongoing drought means that sound water management and efficient water use will become increasingly important. The City of Waco is very fortunate to have an adequate water supply in our area, but as recent weather patterns have shown, we must be responsible stewards of this important and limited resource.

Water quality and quantity continue to be the focus of projects in the Utilities Department. Many improvements have recently been made to the water system, the most important of which was increasing daily capacity for drinking water from 66 million gallons per day to 90 million gallons per day. Treatment processes have also been improved, addressing potential or emerging contaminants and providing the city with a consistently high quality of water while reducing annual chemical costs. Additional retail and wholesale customers have been added in the past year and a new comprehensive System Master Plan, outlining required expansion and improvements, will be developed in the coming year.

Wastewater Operations

Wastewater services include collection, laboratory analysis and the industrial pretreatment program. Connecting all residents to the sanitary sewer system is a vital and achievable goal. With ongoing completion of new sewer lines and development of un-served areas, the number of areas not connected to the collection system continues to dwindle.

Replacement of distressed sewer lines in older neighborhoods continues to be a priority, as this significantly reduces the number of sewer stop-up and maintenance calls. Progress continues in correcting the inflow and infiltration problem areas in the city and recent rainfalls have shown a substantial reduction of rainfall related overflows. Additionally, the successful in-house root-treat program, initiated several years ago, continues to hold outsourcing costs down, maintaining the level of service while keeping costs as low as possible. In parallel with the Water System Master Plan project mentioned above, the city has initiated a similar Wastewater and Stormwater Systems Master Plan project.

Solid Waste Operations

The Solid Waste Services Department will operate during FY 2013-2014 without additional residential rate increases. This budget also allows for continued update of the worn fleet, which should further enhance fleet operational efficiency and customer service. The department has implemented service and equipment-type changes that have reduced the residential fleet replacement costs while increasing collection efficiencies. The department will continue efforts to increase recycling and resource conservation through evaluation of the potential use of emerging recycling technologies

Budget Message

while reducing landfill consumption; promote public education and awareness of solid waste programs and initiatives through communication, planning and outreach; participate in regional and local solid waste and recycling planning; conduct special events such as household hazardous waste and scrap tire days; and continue to assess residential, commercial and landfill customer service needs in search of ways to improve its services. The Solid Waste Department is optimistic about the future and looks forward to providing continued waste management services to the residents and businesses of the City of Waco and surrounding areas in this upcoming FY 2013-14.

Waco Metropolitan Area Regional Sewerage System (WMARSS)

The WMARSS Wastewater Treatment Plant began operating in 1925 and has undergone two major modification and expansion programs. The Brazos River Authority acquired the treatment plant from the City in 1970 and two additional expansions were partially funded by US Environmental Protection Agency grants. The owner cities of Bellmead, Hewitt, Lacy Lakeview, Lorena, Robinson, Waco and Woodway assumed ownership and management of the treatment facilities in February 2004. Operation and maintenance of the facilities is fully funded by contributions from the owner cities. Past planning-studies indicated that additional capacity was needed within the service area and that it would be more economical to add regional capacity by constructing a new treatment plant in the Lorena area, as well as a new large diameter interceptor to the WMARSS Central Plant. This resulted in the construction of the 1.5 million gallons per day capacity Bull Hide Creek Wastewater Treatment Plant and Flat Creek Interceptor. These projects are complete and in service. Additional treatment capacity (7.2 million gallons) was also added at the Central Plant. These projects mark the completion of a major capital expansion program and have improved the capability of the system to accommodate and successfully treat high flows. Interceptor rehabilitation, the next capital priority in the WMARSS system, began with the emergency rehabilitation of the Cottonwood Interceptor. Improvements in the waste to energy processes, which offset more than \$600,000 annually in electrical and natural gas costs, continue to be a priority.

Other City Operations

Economic Development

The City coordinates with the State and Federal government to provide programs for new and expanding businesses, ranging from tax abatements to foreign trade zones. The City continues to seek additional resources and partnerships that can be utilized to facilitate economic development. Waco continues emphasis on the redevelopment of downtown through the Public Improvement District, the Tax Increment Finance Zones and the "Imagine Waco" downtown master plan. The newly established Downtown Development Corporation is working on many exciting new projects downtown, including a focus of development along the River. Additionally, Waco continues to work on the development of major industrial projects.

McLennan County and the City of Waco have each contributed \$1,250,000 to the Waco McLennan County Economic Development Corporation (WMCEDC) every year since FY 2009-10. The City will maintain that same level of contribution for FY 2013-14.



Budget Message

Housing

This year we will continue developing multiple partners in the private and not for profit housing arena. We plan to continue to work on programs that will encourage mixed income housing within the central City of Waco. We will facilitate partnerships with both local and national partners and build the capacity of our non-profits and continue to identify other funding sources to leverage the grant funds we receive. We will continue to work with local non-profit agencies and housing developers to create permanent supportive housing options for homeless persons and continue to administer a program to prevent homelessness. We focus our efforts on housing across the city to insure we increase the variety of housing options for all citizens in Waco.

We will also continue with efforts to improve homeownership, to provide quality affordable rental housing, upgrade an aging housing stock and provide community development programs that will revitalize our neighborhoods. Our projects span the full housing continuum in Waco by assisting in the development of mixed income neighborhoods and benefiting low to moderate-income households along with homeless individuals and families.

Waco-McLennan County Public Health District

The Waco-McLennan County Public Health District promotes healthy behaviors, prevents diseases and protects the health of the community. Funding from federal and state sources supplements local funding to support a broad array of preventive health services.

The current amendment to the Cooperative Agreement includes twenty municipalities and McLennan County. Unincorporated communities are considered part of the County at large. Although the current agreement does not expire until September 30, 2014, the Health Board has approved the revision of the agreement with a main emphasis of including community members. Community members are defined as "any participating entity (including healthcare providers, school districts, colleges or universities) that is a party to this Agreement and seeks to address community health issues through collaborative efforts." Another change relates to the definition of the Health Board. Rather than acting as a Board that oversees Health District operations, it is proposed that the Board provide guidance on public health activities, including policy development for the protection and promotion of health within McLennan County, Texas.

Health District staff develop action plans to include community partnerships ensuring a strong and comprehensive public health presence in every city and rural area of McLennan County. The Cooperative Agreement also recruits those Health District members who choose to help fund population-based services and participate in the financial support of the Health District.

The Health District Board recommends the FY 2013-14 budget to the Waco City Council, which includes financial support from McLennan County for Health District operations. Priority issues for the coming year include addressing needs identified in the 2013 Community Health Needs Assessment (CHNA), health care reform impacts to local public health, Medicaid, the Children's Health Insurance Program (CHIP), federal/state funding to sustain basic services, 1115 Waiver and adequate office space to house employees.

Budget Message

The Health District is working with other community partners to develop a plan that addresses priority issues identified in the CHNA. The plan may modify, expand or create new projects to address issues. Funding may also be available through the 1115 Waiver which has the potential to expand program activities and draw down additional federal funding. The Health District will also continue to receive multiple grants to address reducing vaccine preventable diseases, TB, HIV, Diabetes, and death and disability due to other chronic diseases.

Texas Ranger Hall of Fame and Museum

The Texas Ranger Hall of Fame and Museum (TRHFM) is the official historical center of the famed Texas Rangers law enforcement agency. It opened in 1968 as a cooperative partnership between the City of Waco, State of Texas, and Texas DPS. It portrays the history of the world famous Texas Rangers law enforcement agency. The complex consists of a museum, hall of fame, research library, headquarters of Texas Rangers Company "F," a banquet hall, education center and museum store. It holds State designations as Official Museum (1968), Official Hall of Fame (1976) and Official Repository of the Texas Rangers (1997).

In addition to its mission of education and preservation, the TRHFM has been Waco and Central Texas' best-known tourism attraction for four decades. It has drawn more than \$100 million in collateral tourism expenditures into the Waco economy. The department generates operating revenues through admissions, sale of merchandise, banquet rentals, and fundraising. It currently averages 50,000 to 60,000 general admission visitors a year, about 20,000 persons attend banquet and educational functions, and more than 700,000 visit the Internet site. Magazines such as **Texas Highways**, **USA Today** and *True West* have consistently ranked it among the most popular museums in Texas.

The Texas Ranger Education Center hosted training and education programs provided by more than 200 organizations promoting public safety, community service and educational initiatives. The newly renovated John Knox Center banquet hall continues to show increased use and is directly across from the new Baylor Stadium.

Priorities for FY 2013-14 include the start of a fundraising effort for the Bicentennial of the Texas Rangers. Other issues include planning for the replacement of signs and redirection of visitors after the completion of I-35 improvements. Planning for the replacement of the aging Hall of Fame building with a new exhibits building is also underway.

Waco Regional Airport

The Waco Regional Airport is beginning to rebound from the effects of the economic downturn and has begun to see slight increases of passengers. A total of 124,282 passengers traveled through the facility in calendar year 2012. American Eagle operates a CRJ 145, which is a 54-seat regional jet and has increased the daily frequency from four to five flights daily. The Apron Rehabilitation Phase II project that expands the concrete apron adjacent to the terminal building is currently underway and will be completed by spring 2014.



Budget Message

Waco Convention Center & Visitors' Bureau (CVB)

Convention Center & Visitors' Services for the City of Waco includes a complete range of destination marketing and sales efforts to attract specifically targeted markets in convention and meetings, leisure and group tourism and media and travel writers. The Waco CVB is the primary marketing vehicle for Waco as a regional destination, as Waco & the Heart of Texas, as well as for several city-owned or managed attractions, including Cameron Park, the Texas Ranger Hall of Fame and Museum, Cameron Park Zoo, Texas Sports Hall of Fame, Cottonwood Creek Golf Course, Waco Regional Tennis Center and the Waco Mammoth Site. The Waco & the Heart of Texas CVB website, www.wacoheartoftexas.com includes an interactive calendar of events, a personalized trip builder to allow visitors to plan their itinerary prior to their planned arrival along with a variety of other features including blogs and active social media opportunities.

The Waco Convention Center (WCC) serves as the primary meeting facility for central Texas and has done so since 1972. The Waco Convention Center Renovation and Expansion Project, one of six bond-funded projects approved by voters in 2007, brought \$17.5 million in improvements to this important community economic revenue generator. The project was completed in July 2012 and included the addition of more than 20,000 square foot of pre-function and meeting space, new interior finishes, improved technology, improved catering and back-of-the-house service capabilities all wrapped up in a modern exterior façade that brings natural light and openness into this 40+-year old facility. At the culmination of the first full year after renovation, this facility is gaining in attention and bookings to continue to be the premier meeting and convention facility in central Texas.

Convention sales goals and strategies are planned and implemented to allow for greater coverage of all market areas for convention sales and convert business leads into new convention business. Tourism sales activities have increased with greater focus on group tour sales efforts as well as activities to reach individual and family travelers. The Waco CVB's local awareness campaign, *Wild About Waco!*, is an ongoing educational program for businesses and front-line workers in the hospitality industry. Waco Fun Packages, combining lodging partners with attraction and/or special events build on the important partnerships the CVB has with private businesses, enhance the visitor's experience and increase room night sales. New package ideas are created throughout the year.

The Waco & the Heart of Texas' marketing and sales efforts have been re-engineered to provide opportunities for cooperative partnering in sales, marketing and promotional activities. This regional marketing effort, building on the strength of this exciting new brand, enables Waco to increase the reach of marketing and promotions efforts and create stronger partnerships with area communities and attractions. Direct selling and travel trade shows are the major methods used to directly reach wholesalers and group leaders in the group travel market. Creating opportunities and making connections between the market buyers and local tourism attractions, all the while bolstering support for arts and cultural activities in Waco, is another major focus for the regional Heart of Texas tourism efforts.

Budget Message

Cameron Park Zoo

Cameron Park Zoo, for the sixth year in a row, posted attendance over 245,000. More than 130,000 or 53% of those visitors traveled from outside of McLennan County, creating an economic impact of approximately \$13 million in our community as determined by the Texas Department of Transportation's Tourism division. The Zoo isn't just a great family entertainment value; throughout each year the zoo provides numerous educational opportunities for all ages and has direct contact with over 35,000 school children annually through educational programming and outreach. Our education department is comprised of an Education Curator, employed by the City of Waco, and an Education Coordinator, employed by Cameron Park Zoological & Botanical Society as well as a very dedicated group of volunteers. This past year the Zoological and Botanical Society secured a grant from Allergan to fund a part-time position to teach about Texas wildlife and habitats. Cameron Park Zoo volunteers conducted over 300 programs, donating a total of 8,210 hours. These donated hours equal out to a little more than three additional staff members. More than 137,000 children under the age of 12 visited Cameron Park Zoo last year.

Brazos River Country, which opened July 2, 2005, continues to be a successful attraction. Attendance figures continue to hold steady throughout its eighth year; most displays maintain their attraction for approximately eighteen to twenty-four months. This fiscal year our attendance is on track to once again top the 245,000 mark. That expansion allows Cameron Park Zoo to be able to compete with other nationally recognized zoos in the United States. The zoo's second expansion opened August 15, 2009. This latest attraction is called *The Mysteries of the Asian Forest*. This realistic display immerses the public into a rainforest similar to those found in Southeast Asia. This region of the world is one of many conservation hotspots found around the globe. The key species highlighted in this addition are three critically endangered species: Orangutans, Sumatran Tigers and Komodo dragons. This year Cameron Park Zoo successfully hand raised two litters of tigers cubs. One litter was moved to another accredited zoo to assist in the survival of this species. The second litter is still with their mother. The addition of great apes to the zoo's collection furthers our involvement and impact in educational programming focusing our efforts on conserving species and habitats around the globe.

Cottonwood Creek Golf Course

The Cottonwood Creek Golf Course excels in providing a high quality golf experience at an affordable cost for golfers. The fee schedule is structured so that golfers from every income level can afford to play. Cottonwood Creek Golf Course offers an 18-hole championship golf course, a junior course, a putting green, a chipping area, a bunker, and a three tiered driving range for practice, teaching and player development. There is a state-of-the-art golf pro shop, "The Lab" for custom club fitting and club repairs as well as Shank's 19th hole food and beverage services available for our customers. Outstanding course conditions, continued capital improvements and exemplary customer service make this municipal course a destination site.



Budget Message

The professional staff has established an outstanding junior golf program, ladies' golf league, men's golf league and the largest senior league in Texas. Cottonwood Creek hosts over 30 junior golf tournaments and is the home course for 17 area junior high and high school golf teams. The course is also home to the Starburst Junior Golf Classic Tournament, which has become one of the largest junior golf tournaments in the world. In addition, Cottonwood Creek hosts over 80 local, regional, and state tournaments annually. These efforts, along with marketing campaigns and exceptional customer service result in positive tourism and economic development outcomes in addition to providing outstanding quality of life amenities for area residents.

Transit Operations

Waco Transit System (WTS) continues to provide fixed route urban transportation and complementary ADA Paratransit transportation for the City of Waco. The Downtown Intermodal Center, the transfer point located at 8th and Mary, has been so effective in helping with the transportation needs of our community, that upgrades and expansion to the facility are expected in the near future. The maintenance and administration building that was completed in July 2005 continues to be focal point for transit operations and maintenance. The state-of-the-art facility provides the City of Waco and Waco Transit System with a solid foundation for the future growth of public transportation within the urbanized area.

Over the last five years, Waco Transit System has seen consistent funding received at the federal level. Waco Transit System continues to work to increase funding from all current sources while pursuing potential new funding sources, partnerships and development of advertising opportunities to help offset the cost of operating the system. This year the Transit Fund budget will require a contribution from the General Fund.

For FY 2013-14, Waco Transit will be performing regional scheduling and dispatching for the region for all DRS trips. This includes both Urban (ADA and Non-Emergency Medical Trips) and Rural (5310 Elderly and Disabled, and 5311 General Public) trips. The goal of this function is to hopefully streamline trip dispatching through a centralized location. Waco Transit staff will schedule all trips for the six county region and then dispatch those to vehicles within the region to complete. The current scheduling software utilized by Waco Transit is capable of scheduling and dispatching all trips within the region which will allow for greater coordination within the Heart of Texas region. In addition, passengers will still be able to schedule trips using the online feature implemented in the last fiscal year. Waco Transit provides non-emergency medical transportation services to Bosque, Falls, Free-stone, Hill, Limestone, and McLennan counties. Waco Transit will continue to operate as the regional maintenance center for the region. The current fleet and levels of service will continue with no increase in bus fares for FY 2013-14.

Budget Message

Internal Service Funds

These funds charge fees to user departments to recover the full cost of services rendered. The City's internal service funds include Risk Management, Engineering Services, Fleet Services and Health Insurance.

Risk Management evaluates risk, implements sound loss control procedures, and manages the financing of risk consistent with total financial resources. The costs of the department are appropriated to all funds through Workers' Compensation, General, Property and Auto liability insurance assessments. As an added service to departments, Employee Health Services (EHS) nurses provide services to employees for job-related and non job-related injuries, illnesses, examinations, health screenings, immunizations, health hazard analysis and counseling to help minimize work downtime. Medical review services by a physician on staff supplement the efforts of the city to maintain a healthy workforce.

Engineering provides design and construction administration and inspection for all public works improvements in the City including street, drainage, water and wastewater projects. They also maintain key geographic databases, provide geographic analysis and mapping services for all City departments. User departments are charged for these services at a rate that covers the expenses of the Engineering department.

Our fleet maintenance program is providing a critical service at a reasonable cost. As an internal service fund, the shop charges rates sufficient to pay for their costs. Having our own fleet maintenance shop allows us the flexibility of determining maintenance priorities and schedules and provides a very important source of management information. These factors make having in-house fleet maintenance a superior choice to privatizing the function.

The Health Insurance Fund is set up as an internal service fund to provide health and prescription coverage to employees, retirees and dependents through a self-funded arrangement utilizing a third party administrative service. Reimbursement to the fund comes from departmental health insurance budgets, from employee dependent premiums and retiree premiums. Wellness initiatives such as our employee health services clinic, wellness coordinator, fitness center, biometric screenings, Airrosti and Compass are available to employees. Airrosti is a therapy for treating musculoskeletal conditions, and Compass is a program that provides cost and quality comparisons for medical services. This allows employees to obtain the care they need at a lower out-of-pocket cost to themselves and a lower overall cost to the health plan.

Conclusion

The City of Waco is a great place to live and we are working hard to improve the quality of life for our citizens. This budget is our major annual planning effort and, as such, is an important tool in working toward the ambitious goals set by this community through its elected representatives, the Mayor and City Council.



Waco Profile

City of Waco Values and Goals

Values

Equal Access to All Services and Benefits

Customer/Regulation Friendly in all Actions and Interactions by the City of Waco

Think and Act Systemically to Build a Healthy Community

Goals

Strategic Intent I

High Quality Economical City Services and Facilities

Strategic Intent II

Aggressively Competitive Economic and Community Development

Strategic Intent III

Safe, Environmentally Sound, Pedestrian Friendly Community

Strategic Intent IV

Improving Housing Options, Opportunities and Conditions

Strategic Intent V

Enviably Culture and Quality of Life

Strategic Intent VI

Effective Policy and Administration – Insure that each proposed City policy provides every citizen with equal access to all services, benefits and amenities

Strategic Intent VII

Market Waco Internally and Externally



CITY OF WACO
Citizens

Mayor & City Council
Policy
Mayor Malcolm P. Duncan, Jr.
Mayor Pro Tem John Kinnaird
Wilbert Austin, Alice Rodriguez,
Toni Herbert, Kyle Deaver

City Attorney

Jennifer Richie

City Manager

Larry D. Groth, P.E.
City Manager
General Administration
Budget, Internal Audit,
Finance

City Secretary

Patricia W. Ervin

Municipal Court Judge

Chris Taylor

Dale Fisseler, P.E.
Deputy City Manager

Municipal Information

Planning

Building Inspection/
Code Enforcement

Public Works

- Engineering/GIS
- Traffic
- Streets

Utilities

- Water
- Wastewater
- WMARSS

Wiley Stem, III
Assistant City Manager

General Services

- Fleet
- Purchasing
- Facilities
- Risk Management

Human Resources

Information Technology

Parks & Recreation/Golf Course

Police

Fire

Solid Waste

Texas Ranger Museum

George Johnson, Jr.
Assistant City Manager

Waco Regional Airport

Cameron Park Zoo

Economic Development

Waco Transit

Library

Convention & Visitors' Services

Health

Housing

Profile of Waco, Texas

Welcome to our profile of the City of Waco! Although the budget for fiscal year 2013-14 is necessarily a financial document, we also wish to acquaint you with some of the history, highlights, and facilities of Waco so that you will appreciate the unique and beautiful city in which we work and live. Waco is a terrific hometown and a distinctive travel destination. It is more than just a collection of “things to do” and “places to go” but is a healthy and prosperous place where you can live, grow and belong. If you are a visitor you can also explore, experience and find yourself enjoying this special place that we consider home - Waco & the Heart of Texas!

History of Waco

The Waco Indians settled on the banks of the Brazos River in the late 1700's and believed these spring-fed waters held the magical protection of the Indian spirit, “Woman Having Powers in the Water.” From this peaceful tribe we take our name and our love of lore and legend. Today, the Waco area is rich in Texana. Waco is the 22nd largest city in Texas and is the county seat of McLennan County, which has an area of over 1,000 square miles. Historically, the city has been a trade and agricultural center for the Central Texas region.

Waco Today

Efforts by the community's leadership over the past several years have led to diversification in the regional economy, a major factor contributing to significant improvement in growth and development.

Waco has created an inviting atmosphere for business, while maintaining a quality of life comparable to that in larger cities. More than 3 million people live within a 100-mile radius of Waco, and half the state's population lives within 300 miles of the city. Businesses find Waco eager to provide economic incentives and other assistance. Attractive opportunities exist in the Public Improvement District #1, the Enterprise Zones, the Tax Increment Financing Zones, and in the industrial parks operated by the Waco Industrial Foundation. Waco businesses are at the center of Texas and at the hub of transportation and shipping facilities for distribution around the country and world.

Public and private cooperation has resulted in an impressive infrastructure system, with ample water, electrical, natural gas, and sewer availability. Waco's farsighted planning has developed a system of solid waste disposal that is convenient to the needs of business and industry while remaining sensitive to the environment and the community.

Waco has available qualified technical and professional employees who are graduates of the City's three institutions of higher learning - Baylor University, McLennan Community College and Texas State Technical College. These institutions also provide employers with customized training for workers, providing everything from literacy training to executive MBA programs.

Excellent medical centers and clinics offer a broad variety of medical choices, assuring quality health care for Waco's citizens. These facilities make it possible for Wacoans to meet all their health care needs without having to travel to another city.

Residents of Waco find themselves in the midst of many diverse cultural, educational, and recreational opportunities. From an evening at the symphony to a day playing disc golf, Waco offers something for everyone. Outdoor enthusiasts appreciate the temperate climate for fishing, golfing, hunting, water skiing, or canoeing. Exciting cultural opportunities abound at over a dozen local museums, plus there are numerous restored historical homes and landmarks. Waco's residents enjoy a short commute to any part of the City; fair housing prices, an array of educational opportunities, and a stable economy and job market.

Designated a Tree City USA by the National Arbor Day Foundation, Waco provides an environment of beauty, cleanliness, culture, convenience, and opportunity that's hard to beat.



Profile of Waco, Texas

Date of Deed to the city of the City of Waco to the County Commissioners	June 10, 1850
Original Charter – Special	August 29, 1856
Second Charter – Special	April 26, 1871
Third Charter - General Law	June 23, 1884
Fourth Charter – Special	February 19, 1889
Fifth Charter - Home Rule	December 29, 1913
Sixth Charter - Home Rule	November 18, 1958
Seventh and Latest Revision – Home Rule	November 10, 1987
Form of Government - Council-Manager	December 29, 1923

Population	(2011 Estimate) 126,697
Area	
Land	84.2 square miles
Water	11.3 square miles

City Facilities

Fire Protection

Number of Stations	14
Number of Fire Hydrants	5,324
Number of Sworn Personnel	195
Personnel per 1,000 population	1.54

Police Protection

Number of Stations	1
Number of Staffed Police Facilities	4
Number of Sworn Personnel	246*
* One personnel is assigned to Municipal Court	
Personnel per 1,000 population	1.94

Streets, Sidewalks and Storm Sewers

(All figures approximate)

Paved Streets	601 miles
Unpaved Streets	1.2 miles
Paved Alleys	17.23 miles
Sidewalks	298 miles
Storm Sewers	350 miles

Air Service

Municipal Airport	1
Scheduled airplane flights per day	5
Passengers enplaning/deplaning per year	(approximately) 128,000

Municipal Utilities

Municipal Water System

Number of Gallons of Water Pumped	11,372,514,991
Number of Gallons of Water Sold	9,845,099,200
Average Daily Consumption	28,107,000
Maximum Daily Capacity of Plants	90,000,000
Water Connections	46,938
Water Mains (all lines)	1,031 miles
Meters in Service	43,297

Profile of Waco, Texas

Municipal Wastewater System

Sanitary Sewer Mains	844.5 miles
Sewer Connections	37,431

Municipal Solid Waste Services

Number of active permitted Landfills	1
Number of Residential Customers	35,817
Number of Commercial Customers	4,722

Park and Recreation

Parks and Greenbelt Areas	60
Developed Acreage	1,271 acres
Pavilions/Picnic Shelters	57
Picnic Tables	406
BBQ Grills	94
Park Benches	235
Restrooms	22
Drinking Fountains	45
Community Centers	5
Aquatic Facilities	1
Splash Pads	7
Playgrounds	23
Softball/Baseball Fields	26
Basketball Courts	11
Tennis Courts	36
Football Fields	3
Disc Golf Courses (18 baskets each)	2
Hike/Bike/Walk Trails	32.55 miles

Waco--McLennan County Library System

Number of Public Libraries	4
Number of Materials	
Books	278,973
Microfilm	92,132
Videos/DVDs	19,115
Cassettes/CDs	13,886
Bound Periodicals	5,458
E-Books	35,608
Circulation (City/County)	658,742
Circulation per Capita (City/County)	3.364
Library Cards	87,273
Reference Questions	74,752
Patron Traffic	504,290

Demographic Characteristics

According to the U. S. Census Bureau, Census 2000, the total population for the City of Waco was 113,729 and the projection for 2010 was 124,805, which reflects a 9.7% growth. The Waco MSA, population 234,906, is approximately 79.1% white, 15.6% black, 5.3% other racial groups and 23.1% are Hispanic (of any race). About 64.3% of Wacoans are below age 45 and the median household income for the Waco MSA is \$41,656.

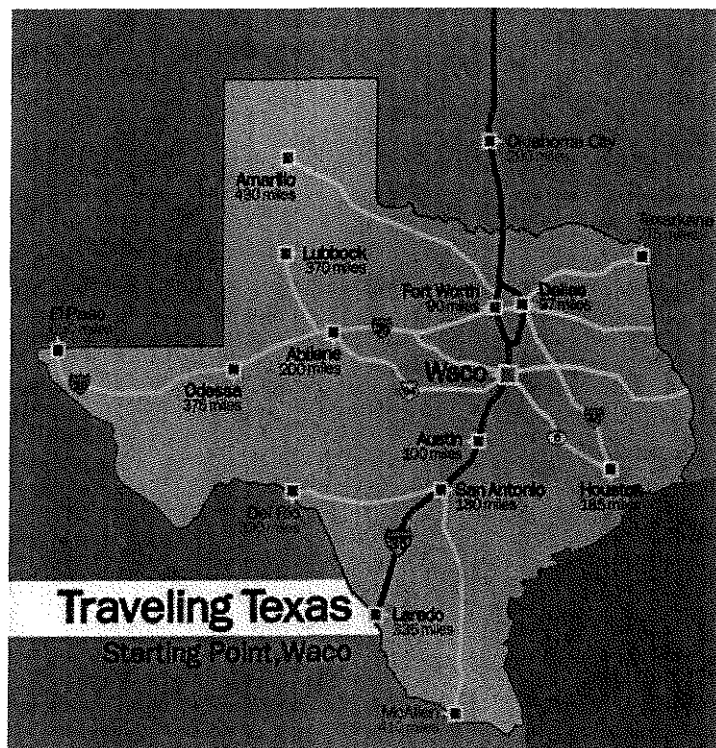


Profile of Waco, Texas

Economy and Industry

Waco is the approximate geographic center of Texas' population and is often referred to as the "Heart of Texas." At the confluence of the Bosque River and the 890-mile Brazos River, Waco lies between the three largest cities in the state; 90 miles south of Dallas, 200 miles northwest of Houston, and 180 miles northeast of San Antonio. It is less than 100 miles from the state capital in Austin. The City sits on rich southern agricultural Blackland Prairie on the east, and cattle country of the rolling Grand Prairie on the west.

This central location in the state makes the City commercially attractive as a distribution center. Waco straddles the major north/south route of Interstate 35, "the Main Street of Texas", stretching from the Mexican border at Laredo in the south to Duluth, Minnesota in the north. The "port to plains" route of Highway 6 crosses Waco, east to west, from the Gulf Coast to the West Texas High Plains. Because the Texas economy is highly diversified, assumptions about the general economy of the state are often not applicable to Waco.



A city of diverse industrial and economic interests, Waco is not tied to the fortunes of the oil and gas industry, nor was it plagued by the real estate crisis of the 1980's. As a result, economic experts predict a bright future for Waco because of the diversification of the manufacturing industry, the influx of high technology companies, the diversity of higher education opportunities available and the steady population growth. A recent report ranked Waco as the number 4 area in Texas for economic growth in the next few years. Waco will continue to attract new industry because it provides a high quality labor force, attractive real estate opportunities, favorable tax treatment and abundant natural resources (especially water).

According to Baylor University's Center for Economic Analysis, Waco's main sources of income are primarily from manufacturing, educational services, and tourism. The educational sector contributes directly to the City's economic stability. Fluctuations in the Waco economy have typically originated in the manufacturing base. Yet, Waco's manufacturing and distribution sector has grown steadily, especially in the transportation, equipment, and food processing industries.

The Waco MSA labor force grew from 99,258 in 1995 to 117,845 as of June 2013. Labor force growth reflected a 3% increase from 1970 through 1980 and a 7.6% increase from 2003 through 2011. As of June 2013, total civilian employment was 109,659, which is a 0.7% increase from June 2012. The unemployment rate decreased from 7.4% in 2012 to 6.9% in 2013.

Waco's economic diversity is reflected in the composition of the top employers in the City. According to the Greater Waco Chamber of Commerce, the top employers are:

Over 1000 Employees:

Providence Healthcare Network - Medical-Hospital

Baylor University – Post Secondary Education

Waco Independent School District –Public Education

L-3 Communications - Aerospace/Aviation

Hillcrest Health System - Medical-Hospital

Wal-Mart - Retail

City of Waco – Municipal Government

H-E-B - Retail Grocery Store

Midway Independent School District –Public Education

Sanderson Farms, Inc. – Poultry Processing

Profile of Waco, Texas

Over 700 Employees:

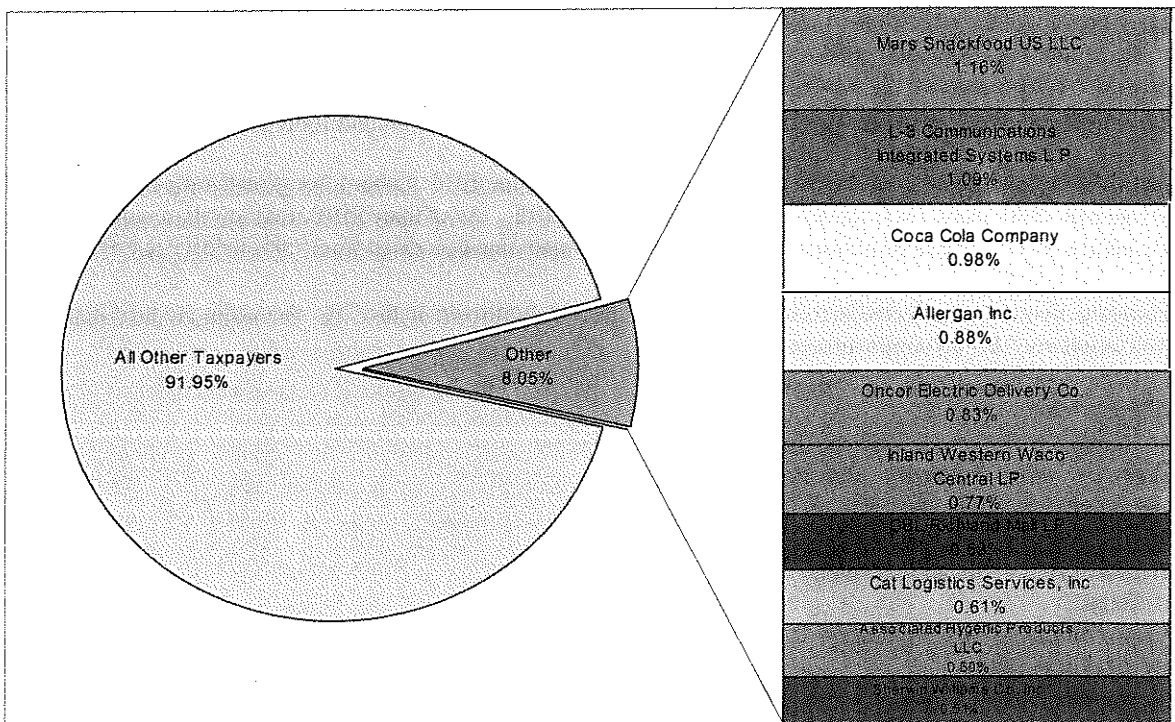
- Examination Management Services, Inc. – Insurance Inspection Audit
- McLennan County –County Government
- McLennan Community College – Post Secondary Education
- Veterans Administration Medical Center - Medical-Hospital

Over 500 Employees:

- Cargill Value Added Meats – Dressed/Packed Turkey Products
- Texas State Technical College – Post Secondary Education
- Veterans Affairs Regional Office – Federal Government
- Allergan, Inc. – Eye Products Manufacturing
- United States Postal Service – Federal Government
- Pilgrims Pride, Inc. – Processed Chicken
- Army and Air Force Exchange Service – Logistics
- McLennan County Juvenile Correction Facility – Youth Correctional Facility
- Mars Chocolate – North America - Candy Manufacturing
- Aramark – Professional Services

The top ten taxpayers are:

Mars Snackfood US LLC	Confectionary Products	76,339,462	1.16%
Coca Cola Company	Production of Soft Drinks/Juices	64,359,670	0.98%
L-3 Communications Integrated Systems L P	Aircraft Modification	71,799,400	1.09%
Allergan Inc.	Optical Products/Drugs	58,204,368	0.88%
Oncor Electric Delivery Co.	Electric and Gas Utilities	54,429,317	0.83%
Inland Western Waco Central LP	Retail Real Estate Investment	50,721,180	0.77%
CBL/Richland Mall LP	Regional Shopping Center	41,630,350	0.63%
Sherwin Williams Co. Inc	Production of Paints and Coatings	33,845,918	0.51%
Associated Hygenic Products, LLC	Disposable Diapers	39,385,892	0.60%
Cat Logistics Services, Inc	Logistics	40,554,157	0.61%
		531,269,714	8.05%
All Other Taxpayers		<u>6,065,836,078</u>	<u>91.95%</u>
Total Taxable Value		6,597,105,792	100.00%



Source: McLennan County Appraisal District



Profile of Waco, Texas

Health Care

Waco offers its citizens and those in surrounding areas a selection of superb health care facilities. There are two major hospitals, Hillcrest Baptist Medical Center and Providence Health Center, as well as The Waco Department of Veterans Affairs Medical Center, several psychiatric centers, numerous health clinics, a nationally recognized family practice teaching clinic, and a progressive health district program.

Waco is a growing medical community with more than 300 active physicians and 72 dentists. Physicians are available in all major specialties, and all specialty dental areas are represented.

Tourism and Leisure

The impact of travel and tourism spending on the McLennan County area in 2011 was \$495 million with \$28 million in state tax receipts, \$7.0 million in local tax receipts, supporting more than 4,930 jobs.

The historic Waco Suspension Bridge, a pedestrian bridge across Lake Brazos bordered with beautiful parks on each side, is a timeless symbol of Waco's role in the historic cattle drives which helped shape the frontier Texas economy. A scenic river walk extends along the west side of the Brazos River from McLennan Community College to Baylor University. The river walk extends on the east side of the Brazos River from Martin Luther King, Jr. Park north to Brazos Park East with a connection to the west side of the river across the Herring Street bridge. The Suspension Bridge, Lake Brazos and the parks adjacent to it provide great venues for riverside musical programs throughout the summer, world championship drag boat racing, nationally recognized mountain biking, the TriWaco triathlon event and various community events and festivals.

The Texas Ranger Hall of Fame & Museum, located on the banks of the Brazos River, is the official State museum of the legendary Texas Rangers law enforcement agency. The complex consists of the Homer Garrison, Jr. Museum, Texas Ranger Hall of Fame and the Tobin and Anne Armstrong Texas Ranger Research Center. The complex is known worldwide for its collections of firearms, badges, and memorabilia, and its research library and archives. Texas Rangers Company "F", the largest Ranger Company in Texas, is stationed on-site.

Waco's award-winning, natural habitat Cameron Park Zoo celebrates the spirit of wild animals with its free-form surroundings; lush grasses, peaceful ponds, and natural shelters that create an at-home feel for species from around the globe. The Brazos River Country signature exhibit showcases the ever-evolving ecosystem of the Brazos River from the Gulf Coast to the Caprock Region, covering seven different vegetation zones such as marsh, swamp, upper woodlands, and prairie and is packed with Texas animals—black bears, river otters, mountain lions, a jaguar, an ocelot and hundreds of fresh and saltwater fish. The latest major exhibit, Mysteries of the Asian Forest, is an immersion style display featuring Orangutans and Komodo dragons in and around an old abandoned temple ruin similar to the ruins at Angkor Wat. Along this ruin is a jungle playground with additional features of a ground chime and a wild wash. Wild wash is an interactive feature in the orangutan outdoor exhibit that allows the orangutans to shower the public from inside their enclosure by pushing a button, and if zoo visitors are in the wild wash area they will get drenched. This is entertaining for both the public and the animals.

Waco has become a prime location for sporting events such as golf, tennis, baseball, softball, track and field, basketball, mountain biking, disc golf and rowing. Riverbend Park, with the Ball Field Complex, Regional Tennis and Fitness Center, and the Hawaiian Falls Water Park, attracts thousands of visitors each year. Cameron Park is one of the premier mountain biking and disc golf parks in the United States and has a National Recreation Trail designation from the National Park Service. Lake Brazos is an ideal location for kayaking, paddle boarding, rowing and powerboat racing. The Texas Parks & Wildlife designated Bosque Bluffs and Brazos Bridges paddling trails offer a unique view of the outdoors in the heart of the city.

Lake Waco, with 60 miles of shoreline and more than 6,912 surface acres of water, is a major public recreation area attracting millions of visitors each year. Power boats and sail boats may be launched in any of eight parks surrounding the Lake and stored in or out of the water at two marinas, one public and one private.

Profile of Waco, Texas

Other tourism attractions include the Dr Pepper Museum and Free Enterprise Institute, showcasing this popular soft drink's historic creation in Waco to the modern-day pop icon of today's popular culture, which has completed a third expansion into a nearby historic building. The Texas Sports Hall of Fame with exhibits and memorabilia from the greatest sports legends in Texas (and American) history is located along the banks of the Brazos River. Several restored homes, an accredited art museum and various other museum attractions highlight Waco's diverse offerings.

On the campus of Baylor University is the world-renowned Armstrong Browning Library, dedicated to the works of the poets Robert and Elizabeth Barrett Browning. The Maybom Museum Complex at Baylor combines the collections, artifacts and components of the Gov. Bill and Vara Daniel Historic Village, the natural history Strecker Museum, and the hands-on fun of the Harry and Anna Jeanes Discovery Center into one of the newest and most unique museum experiences available in Waco.

At riverside, the Waco Convention Center has just completed a \$17.5 million renovation and expansion and now offers more than 125,000 square feet of exhibit and event space in multiple rooms. Waco voters approved the multi-million dollar renovation as part of a \$63 million total bond election on May 12, 2007. The renovation includes the complete interior and exterior of the building, the addition of a full-service catering kitchen, additional pre-function space, additional breakout rooms and the creation of service corridors to make the building more functional. Waco is the most central location in Texas, affordable accommodations and interesting restaurants make this the most convenient and accessible meeting site in the entire state.

Recognized as an international treasure, the Waco Mammoth Site is the largest known concentration of prehistoric mammoths dying from the same event. Twenty-four Columbian mammoths, one camel, a tortoise and a tooth of a saber-tooth cat have been found at the site, which was discovered in 1978. The site opened to the public in December of 2009 due to generous donations by local citizens and organizations for Phase I development. Planning has started for the next phase which will be a Children's Discovery Area. Visitors are able to travel through time viewing the exposed bones and experience the story of catastrophic events that took place 70,000 years ago. The Waco Mammoth Site is an outstanding tourist attraction and educational opportunity for all ages.

Parks and Recreation

The Parks and Recreation Department handles a wide range of environmental and recreational services. Employees maintain approximately 1,500 acres of park property, including Cameron Park, Brazos Park East, the Brazos River Corridor and numerous neighborhood parks. The department takes pride in the community and strives to keep treasures like the Suspension Bridge, Indian Spring Park, Miss Nellie's Pretty Place, the Vietnam Veterans Memorial, Fort Fisher Park and Heritage Square in pristine condition.

The City operates Cottonwood Creek Golf Course, a par 72, 174-acre municipal 18-hole golf course designed by Joseph Finger of Houston. Other amenities include a 9-hole junior course, driving range, practice putting green/chipping area, club fitting/repair lab, pro shop and snack bar. *The Dallas Morning News* has consistently ranked Cottonwood Creek as one of the top twenty affordable municipal courses in Texas. *Golf Digest* has ranked Waco as the best city for golf in Texas and the eleventh best in the nation. The Junior Course was awarded the *Golf Digest* 2009 Junior Course Award. Waco is fortunate to have six public, semi-public and private golf courses in and around the city.

With a top-notch water park, tennis center, golf course and softball/baseball complex, the department creates ideal recreation opportunities for everyone. Waco's geography allows for prime hiking and biking trails, and the department seeks to develop community areas with friendly features like spray parks. Three community centers offer non-stop activities and programs throughout the year. The Parks & Recreation Department sponsors Brazos Nights/Fourth on the Brazos and provides support for over 120 public events each year.

The Rivers, Trails and Conservation Study, along with development of the Waco Mammoth Site and projects from the bond election, are indicative of the city's progressive nature. Bond improvements included renovations in Cameron Park, Brazos Park East, 13 neighborhood parks and at the South Waco Community Center.



Budget Overview

Financial Management Policy Statements

The City of Waco considers its goals, objectives and financial policy statements to be important integral parts of the budgetary process. The purpose of these policies is to ensure that financial resources are available to meet the present and future needs of the citizens of Waco. Specifically, this policy framework mandates the pursuit of the following fiscal objectives:

- I. Revenues**
Design, maintain and administer a revenue system that will assure a reliable, equitable, diversified and sufficient revenue stream to support desired City services.
- II. Expenditures**
Identify priority services, establish and define appropriate service levels and administer the expenditure of available resources to assure fiscal stability and the effective and efficient delivery of services.
- III. Fund Balance/Working Capital/ Net Assets**
Maintain the fund balance, working capital and net assets of the various operating funds at levels sufficient to protect the City's credit worthiness as well as its financial position from emergencies.
- IV. Capital Expenditures and Improvements**
Annually review and monitor the condition of the City's capital equipment and infrastructure, setting priorities for its replacement and renovation based on needs, funding alternatives and availability of resources.
- V. Debt**
Establish guidelines for debt financing that will provide needed capital equipment and infrastructure improvements while minimizing the impact of debt payments on current and future revenues.
- VI. Investments**
Invest the City's operating cash to ensure its safety, provide for necessary liquidity and optimize yield.
- VII. Intergovernmental Relations**
Coordinate efforts with other governmental agencies to achieve common policy objectives, share the cost of providing governmental services on an equitable basis and support appropriate favorable legislation at the state and federal level.
- VIII. Grants**
Aggressively investigate, pursue and effectively administer federal, state and foundation grants-in-aid, which address the City's current priorities and policy objectives.
- IX. Economic Development**
Initiate, encourage and participate in economic development efforts to create job opportunities and strengthen the local economy and tax base.
- X. Fiscal Monitoring**
Prepare and present reports for the current and multi-year periods that analyze, evaluate and forecast the City's financial performance and economic condition.
- XI. Accounting, Auditing and Financial Reporting**
Comply with prevailing federal, state and local statutes and regulations. Conform to generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board (GASB), the American Institute of Certified Public Accountants (AICPA) and the Government Finance Officers Association (GFOA).
- XII. Risk Management**
Prevent and/or reduce the financial impact to the City due to claims and losses through prevention, transfer of liability and/or a program of self-insurance of the liability.
- XIII. Operating Budget**
Develop and maintain a balanced budget that presents a clear understanding of the goals of the City Council.



Financial Management Policy Statements

I. Revenues

The City shall use the following guidelines to design, maintain and administer a revenue system that will assure a reliable, equitable, diversified and sufficient revenue stream to support desired City services.

A. Balance and Diversification in Revenue Sources

The City shall strive to maintain a balanced and diversified revenue system to protect the City from fluctuations in any one source due to changes in economic conditions that adversely impact that source.

B. User Fees

For services that benefit specific users, where possible the City shall establish and collect fees to recover the cost of those services. Where feasible and desirable, the City shall seek to recover full direct and indirect costs. City staff shall review user fees on a regular basis to calculate their full cost recovery levels, to compare them to the current fee structure and to recommend adjustments where necessary.

C. Property Tax Revenues/Tax Rate

The City shall strive to reduce its reliance on property tax revenues by revenue diversification, implementation of user fees and economic development. The City shall also strive to minimize tax rate increases.

D. Utility/Enterprise Funds User Fees

Utility rates and enterprise funds user fees shall be set at levels sufficient to cover operating expenditures, meet debt obligations, provide additional funding for capital improvements and provide adequate levels of working capital and debt coverage. The City shall seek to eliminate all forms of subsidization to utility funds from the General Fund and seek to reduce general fund support to other enterprise funds.

E. Administrative Services Charges

The City shall prepare a cost allocation plan annually to determine the administrative services charges due to the General Fund from enterprise funds for overhead and staff support. Where appropriate, the enterprise funds shall pay the General Fund for direct services rendered.

F. Revenue Estimates for Budgeting

In order to maintain a stable level of service, the City shall use a conservative, objective and analytical approach when preparing revenue estimates for current and multi-year periods. The process shall include analysis of probable economic changes and their impacts on revenues, historical collection rates and trends in revenues. This approach should reduce the likelihood of actual revenues falling short of budget estimates during the year and should avoid mid-year service reductions.

G. Revenue Collection and Administration

The City shall maintain high collection rates for all revenues by keeping the revenue system as simple as possible in order to facilitate payment. In addition, since a revenue should exceed the cost of producing it, the City shall strive to control and reduce administrative costs. The City shall pursue to the full extent allowed by state law all delinquent taxpayers and others overdue in payments to the City.

II. Expenditures

The City shall use the following guidelines to identify necessary services, establish appropriate service levels and administer the expenditure of available resources to assure fiscal stability and the effective and efficient delivery of services.

A. Current Funding Basis

The City shall operate on a current funding basis. Expenditures shall be budgeted and controlled so as not to exceed current revenues plus the planned use of fund balance accumulated through prior year savings.

B. Avoidance of Operating Deficits

The City shall take timely corrective action if at any time during the fiscal year expenditure and revenue re-estimates are such that an operating deficit is projected at year-end.

Financial Management Policy Statements

C. **Maintenance of Capital Assets**

Within the resources available each fiscal year, the City shall maintain capital assets and infrastructure at a sufficient level to protect the City's investment, to minimize future replacement and maintenance costs and to continue service levels.

D. **Purchasing**

The City shall make every effort to maximize any discounts offered by creditors/vendors. Vendors with balances due the City will have payments due the vendor offset against the amount due the City. The City will follow state law concerning the amount of the purchase requiring formal bidding procedures and approval by the City Council. For purchases where competitive bidding is not required, the City shall seek to obtain the most favorable terms and pricing possible. Every effort will be made to include minority business enterprises in the bidding process.

E. **Funding for Outside Agencies from City Revenue**

The City shall annually review non-grant funding requests from outside agencies and submit to City Council for consideration during the budget process. To monitor the internal control environment of the outside agencies, the following requirements are established based on level of funding each year:

1. Agencies receiving less than \$5,000 annually will complete a questionnaire provided by the City to assess risk factors and internal controls. This completed questionnaire will be reviewed, approved by the Board, and recorded in the Board's minutes before it is submitted to the City.
2. Agencies receiving \$5,000 to \$19,999 annually will have an agreed upon procedures engagement completed by an independent certified public accountant. The City will provide the detail of procedures to be performed in this engagement.
3. Agencies receiving \$20,000 or more annually will have a financial audit performed by an independent certified public accountant in accordance with U.S. generally accepted auditing standards. Any communications on internal control deficiencies, including the management letter, required by professional standards must be provided to the City. Also, any communications required by professional standards related to fraud or illegal acts must be provided to the City.

III. Fund Balance / Working Capital / Net Assets

The City shall use the following guidelines to maintain the fund balance, working capital and net assets of the various operating funds at levels sufficient to protect the City's creditworthiness as well as its financial position from unforeseeable emergencies.

A. **General Fund Undesignated Fund Balance**

The City shall strive to maintain the General Fund unassigned fund balance at 18 percent of current year budgeted revenues.

B. **Other Operating Funds Unrestricted Net Assets; Utility Working Capital**

In other operating funds, the City shall strive to maintain a positive unrestricted net assets position to provide sufficient reserves for emergencies and revenue shortfalls. In addition, the minimum working capital in the Water, Wastewater and Solid Waste Funds shall be 30% of annual revenues.

C. **Use of Fund Balance / Net Assets**

Fund Balance / Net Assets shall be used only for emergencies, non-recurring expenditures, or major capital purchases that cannot be accommodated through current year savings. Should such use reduce the balance below the appropriate level set as the objective for that fund, recommendations will be made on how to restore it.



Financial Management Policy Statements

D. Net Assets of Internal Service Funds

The City shall not regularly maintain positive unrestricted net assets in internal service funds used to account for fleet and engineering operations. When one of these internal service funds builds up unrestricted net assets, the City shall transfer it to other operating funds or adjust charges to other operating funds. For internal service funds used to account for insurance and health insurance, the City shall maintain a cash reserve in each fund sufficient to fund current liabilities, including but not limited to the unpaid estimated claims liability reported on the statement of net assets, plus 20 percent of annual budgeted operating expenses.

IV. Capital Expenditures and Improvements

A. Capital Expenditures and Improvements

The City shall annually review and monitor the condition of the City's capital equipment and infrastructure, setting priorities for its replacement and renovation based on needs, funding alternatives and availability of resources.

B. Capital Improvements Planning Program

The City shall annually review the Capital Improvements Planning Program (CIP), potential new projects and the current status of the City's infrastructure, replacement and renovation needs, updating the program as appropriate. All projects, ongoing and proposed, shall be prioritized based on an analysis of current needs and resource availability. For every project, all operation, maintenance and replacement expenditures shall be fully costed. The CIP shall also present the City's long-term borrowing plan, debt payment schedules and other debt outstanding or planned, including general obligation bonds, revenue bonds, certificates of obligation, and lease/purchase agreements.

C. Replacement of Capital Assets on a Regular Schedule

The City shall annually prepare a schedule for the replacement of its non-infrastructure capital assets. The City will include funding for capital equipment asset replacement items with a minimum value of \$800,000 and an average life of at least 5 years in the annual operating budget to spread the cost of the replacement evenly over the life of the assets.

D. Capital Expenditure Financing

The City recognizes that there are several methods of financing capital requirements. It can budget the funds from current revenues; it can take the funds from fund balance/net assets as allowed by the Fund Balance/ Net Assets Policy; it can utilize funds from grants and foundations or it can borrow money through debt. The City shall annually identify non-debt funding sources for capital expenditures. The City shall strive each year to decrease the use of debt financing to meet the long-term goal of funding capital expenditures with non-debt sources. Debt financing includes general obligation bonds, revenue bonds, certificates of obligation, and lease/purchase agreements. Guidelines for assuming debt are set forth in the Debt Policy Statements.

V. Debt

The City shall use the following guidelines for debt financing which will provide needed capital equipment and infrastructure improvements while minimizing the impact of debt payments on current and future revenues.

A. Use of Debt Financing

Debt financing, including general obligation bonds, revenue bonds, certificates of obligation, and lease/purchase agreements, shall only be used to purchase capital assets. The City will not issue debt with adjustable rates of interest. Only traditional types of debt financing (general obligation bonds, revenue bonds, certificates of obligation, and lease/purchase agreements) will be utilized by the City. Debt should only be issued for capital projects that, by their character, are for essential core service projects. Property tax revenues and/or utility revenue pledges are the only acceptable types of funding for debt financing. The use of derivatives related to debt such as interest rate swaps is not permitted.

Financial Management Policy Statements

B. Amortization of Debt

The City shall structure new debt issue payment schedules to utilize the City's declining debt payment schedules to keep tax and utility rate increases for debt to a minimum. Debt payments should be structured to provide that capital assets, which are funded by the debt, have a longer life than the debt associated with those assets. Debt issues with deferred interest will require express approval by the Council of the deferred interest feature. Debt payment schedules must include the deferred interest in future debt service requirements. Debt issues with deferred interest, including capital appreciation bonds, that rely on projected increases in property tax revenues for repayment are prohibited.

C. Affordability Targets

The City shall use an objective analytical approach to determine whether it can afford to assume new debt beyond the amount it retires each year or that will require additional debt service beyond the current annual amount. This process shall compare generally accepted standards of affordability to the current values for the City. These standards shall include debt per capita, debt as a percent of taxable value, debt service payments as a percent of current revenues and current expenditures and the level of overlapping net debt of all local taxing jurisdictions. For debt issues supported by the utility funds (Water, Wastewater, and Solid Waste), the City will strive to maintain a net revenue coverage ratio of 1.10 times. The process shall also examine the direct costs and benefits of the proposed expenditures as determined in the City's annual update of the Capital Improvements Planning Program. The decision on whether or not to assume new debt shall be based on these costs and benefits and on the City's ability to "afford" new debt as determined by the aforementioned standards. The City shall use cities with similar bond ratings for debt ratio benchmarks.

D. Sale Process

The City shall use a competitive bidding process in the sale of debt unless the nature of the issue warrants a negotiated bid.

E. Rating Agencies Presentations

Full disclosure of operations and open lines of communication shall be made to the rating agencies. City staff, with assistance of financial advisors, shall prepare the necessary materials and presentation to the rating agencies.

F. Continuing Disclosure and Post-Issuance Compliance

The City is committed to continuing disclosure of financial and pertinent credit information relevant to the City's outstanding securities. The City will maintain and follow Post-Issuance Compliance Policy procedures to ensure that City tax-exempt bond financings remain in compliance with federal tax and other applicable requirements.

G. Debt Refunding

City staff and the financial advisor shall monitor the municipal bond market for opportunities to obtain interest savings by refunding outstanding debt.

VI. Investments

The City's available cash shall be invested according to the standard of prudence set forth in Section 2256.006 of the Texas Government Code. The following shall be the objectives of the City of Waco Investment Policy listed in their order of importance: preservation of capital and protection of investment principal, maintenance of sufficient liquidity to meet anticipated cash flows, diversification to avoid unreasonable market risks and attainment of a market value rate of return. The investment income derived from pooled investment accounts shall be allocated to contributing funds based upon the proportions of respective average balances relative to total pooled balances.

VII. Intergovernmental Relations

The City shall coordinate efforts with other governmental agencies to achieve common policy objectives, share the cost of providing government services on an equitable basis and support appropriate favorable legislation at the state and federal levels.

A. Interlocal Cooperation in Delivering Services

In order to promote the effective and efficient delivery of services, the City shall work with other local jurisdictions to share on an equitable basis the costs of services, to share facilities and to develop joint programs to improve service to its citizens.



Financial Management Policy Statements

B. Legislative Program

The City shall cooperate with other jurisdictions to actively oppose any state or federal regulation or proposal that mandates additional City programs or services and does not provide the funding for implementation.

VIII. Grants

The City shall seek, apply for, obtain and effectively administer federal, state and foundation grants-in-aid that address the City's current and future priorities and policy objectives.

A. Grant Guidelines

The City shall seek, apply for and obtain those grants that are consistent with priority needs and objectives identified by Council.

B. Indirect Costs

The City shall recover indirect costs to the maximum amount allowed by the funding source. The City may waive or reduce indirect costs if doing so will significantly increase the effectiveness of the grant.

C. Grant Review

The City shall review all grant submittals for their cash or in-kind match requirements, their potential impact on the operating budget and the extent to which they meet the City's policy objectives. If there are cash match requirements, the source of funding shall be identified and approved prior to application. An annual report on the status of grant programs shall also be prepared.

D. Grant Program Termination

The City shall terminate grant-funded programs and associated positions as directed by the City Council when grant funds are no longer available unless alternate funding is identified.

IX. Economic Development

The City shall initiate, encourage and participate in economic development efforts to create job opportunities and strengthen the local economy and tax base.

A. Commitment to Expansion and Diversification

The City shall encourage and participate in economic development efforts to expand Waco's economy and tax base, to increase local employment and to invest when there is a defined specific long-term return. These efforts shall not only focus on new areas but on inner city areas, the Central Business District and other established sections of Waco where development can generate additional jobs and other economic benefits.

B. Tax Abatements

The City shall follow a tax abatement policy to encourage commercial and/or industrial growth and development throughout Waco. The City shall balance the long-term benefits of tax abatements with the short-term loss of tax revenues prior to the granting of the abatement. Factors considered in evaluating proposed abatements for development include the location of the project, its size, the number of temporary and permanent jobs created, the costs and benefits for the City and the impact on Waco's economy and other factors specified in the City's Guidelines for Tax Abatement.

C. Increase Non-Residential Share of Tax Base

The City's economic development program shall seek to expand the non-residential share of the tax base to decrease the tax burden on residential homeowners.

D. Coordinate Efforts with Other Jurisdictions

The City's economic development program shall encourage close cooperation with other local jurisdictions to promote the economic well being of this area.

E. Use of Other Incentives

The City shall use enterprise zones as allowed by law and shall seek new sources to encourage business expansion. The City shall also coordinate with state and federal agencies on offering any incentive programs they may provide for potential economic expansion.

Financial Management Policy Statements

X. Fiscal Monitoring

Reports shall be prepared and presented on a regular basis to analyze, evaluate and forecast the City's financial performance and economic condition for the current year and for multi-years.

A. Financial Status and Performance Reports

Monthly reports shall be prepared comparing expenditures and revenues to current budget for fiscal year-to-date, and to prior year actual fiscal year-to-date. Balance sheets and budget highlight notes are also provided.

B. Five-Year Forecast of Revenues and Expenditures

A five-year forecast of revenues and expenditures, including a discussion of major trends affecting the City's financial position, shall be prepared. In addition, this five-year forecast will be extended an additional fifteen years using acceptable trend projection forecasting methods. The forecast shall examine critical issues facing the City, economic conditions and the outlook for the upcoming budget year. The document shall incorporate elements of the International City Management Association financial trend monitoring system, providing further insight into the City's financial position and alerting the Council to potential problem areas requiring attention.

XI. Accounting, Auditing and Financial Reporting

The City shall comply with prevailing local, state and federal regulations. Its accounting practices and financial reporting shall conform to generally accepted accounting principles promulgated by the Governmental Accounting Standards Board (GASB), the American Institute of Certified Public Accountants (AICPA) and the Government Finance Officers Association (GFOA). The City Council shall select an independent firm of certified public accountants to perform an annual audit of all operations. The City shall continue to participate in the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting program. The City shall comply with state regulations to report unclaimed property.

XII. Risk Management

The City will utilize a safety program, an employee health program and a risk management program to prevent and/or reduce the financial impact on the City from claims and losses. Transfer of liability for claims will be utilized where appropriate via transfer to other entities through insurance and/or by contract. Prevention of claims through the safety program and the employee health program will be employed. Liabilities will be self-insured where financially feasible.

XIII. Operating Budget

The City shall establish an operating budget, which shall link revenues and expenditures to the goals of the City Council. The operating budget shall also incorporate projections for a minimum of five (5) years. The City shall continue to participate in the Government Finance Officers Association's Distinguished Budget Presentation Award program.

These policies were adopted by the Waco City Council on September 7, 1993.

These policies were amended by the Waco City Council on November 2, 1999.

These policies were amended by the Waco City Council on May 4, 2004.

These policies were amended by the Waco City Council on April 21, 2009.

These policies were amended by the Waco City Council on March 22, 2011.

These policies were amended by the Waco City Council on November 1, 2011.

These policies were amended by the Waco City Council on September 6, 2013.



Investment Policy

This Investment Policy of the City of Waco, Texas is written in compliance with Chapter 2256 of the Texas Statutes otherwise known as the Public Funds Investment Act. This Investment Policy has been adopted by the City Council of the City of Waco by resolution on December 4, 2012.

The provisions of this Investment Policy shall apply to all investable funds of the City of Waco: General Funds, Special Revenue Funds, Permanent Funds, Debt Service Funds, Capital Projects Funds (including bond proceeds), Enterprise Funds, Internal Service Funds and Fiduciary Funds.

All excess cash, except for cash in certain restricted and special accounts, shall be pooled for investment purposes. The investment income derived from the pooled investment account shall be allocated to the contributing funds based upon the proportion of the respective average balances relative to the total pooled balance. Investment income shall be distributed to the individual funds on a monthly basis.

The objectives of this Investment Policy in order of importance are:

- Preservation of capital and protection of investment principal.
- Maintenance of sufficient liquidity to meet anticipated cash flows.
- Diversification to avoid incurring unreasonable market risks.
- Attainment of a market value rate of return.

I. AUTHORIZED SECURITIES AND TRANSACTIONS

All investments of the City shall be made in accordance with Chapter 2256 of the Texas Statutes. Any revisions or extensions of this chapter of the Texas Statutes will be assumed to be part of this Investment Policy immediately upon being enacted.

The City has further restricted the investment of funds to the following types of securities and transactions:

1. U.S. Treasury Obligations: Treasury Bills, Treasury Notes, and Treasury Bonds with maturities not exceeding three years from the date of purchase. In addition, State and Local Government Series Securities (SLGS) purchased directly from the Treasury Department's Bureau of the Public Debt.
2. Other obligations of the U.S. government, including obligations fully guaranteed or insured by the Federal Deposit Insurance Corporation (FDIC) or by the explicit full-faith-and-credit of the United States.
3. Federal Agency Securities: Only non-subordinated debt securities including debentures, discount notes, callable securities and step-up securities issued by the following only: Federal Home Loan Banks (FHLB), Federal National Mortgage Association (FNMA), Federal Farm Credit Banks (FFCB) and Federal Home Loan Mortgage Corporation (FHLMC), with maturities not exceeding three years from the date of purchase.
4. Repurchase Agreements and Flexible Repurchase Agreements: Collateralized by combination of cash and U.S. Treasury Obligations, non-subordinated debt securities issued by Federal Agencies listed in item 2 above, or pass-through mortgage-backed securities issued by Federal Agencies listed in item 2 above. For the purpose of this section, the term collateral shall mean purchased securities under the terms of the City's approved Master Repurchase Agreement. Further, for purposes of this section, the term "pass-through mortgage-backed securities" shall not include collateralized mortgage obligations, interest-only mortgage-backed securities, or principal-only mortgage-backed securities. The purchased securities shall have an original minimum market value including accrued interest of 102 percent of the dollar value of the transaction and the collateral maintenance level shall be 102 percent. Collateral shall be registered in the City's name and held by a third-party safekeeping agent approved by the City. Collateral shall be marked-to-market at least on a weekly basis, except Federal Agency pass-through mortgage-backed securities, which shall be marked-to-market on a daily basis. The maximum maturity for each repurchase agreement transaction shall be thirty (30) days with the exception of bond proceeds which may be invested into flexible repurchase agreements with maturities not to exceed the expected construction draw schedule of the related bonds.

Investment Policy

Repurchase Agreements shall be entered into only with Financial Institutions doing business in the State of Texas who have executed a Master Repurchase Agreement with the City. Financial Institutions approved as Repurchase Agreement counterparties shall have a short-term credit rating of not less than A-1 or the equivalent and a long-term credit rating of not less than A- or the equivalent.

5. Money Market Mutual Funds: registered under the Investment Company Act of 1940 which (1) are “no-load” (meaning no commission or fee shall be charged on purchases or sales of shares); (2) have a constant daily net asset value per share of \$1.00; (3) limit assets of the fund to securities authorized herein; and (4) have a maximum stated maturity and weighted average maturity in accordance with Federal Securities Regulation 2a-7; and 5) have a rating of not less than AAAm by Standard and Poor’s, Aaa by Moody’s or AAA/V1+ by Fitch.
6. Time Certificates of Deposit: issued by depository institutions having their main offices or branch offices in Texas that are insured by the Federal Deposit Insurance Corporation (FDIC) or the National Credit Union Share Insurance Fund (NCUSIF) or their successors. Certificates of Deposit which exceed the insured amount shall be collateralized in accordance with Section 2256.010 of the Texas Statutes and Section IV of this policy. Maturities for Certificates of Deposit shall generally be limited to three years; however, investment of bond proceeds may exceed this maturity limit provided that maturity dates do not extend beyond forecasted spending needs.
7. Local Government Investment Pools authorized under Section 2256.016 of the Texas Statutes which 1) are “no-load” (i.e.: no commission fee shall be charged on purchases or sales of shares); 2) have a constant daily net asset value per share of \$1.00; 3) limit assets of the fund to securities authorized herein; 4) have a maximum stated maturity and weighted average maturity in accordance with Federal Securities Regulation 2a-7; and 5) have a rating of not less than AAAm by Standard and Poor’s, Aaa by Moody’s or AAA/V1+ by Fitch. Furthermore, authorized Local Government Investment Pools must comply with the disclosure and reporting requirements set forth in Section 2256.016, Authorized Investments: Investment Pools.

Any investment that requires a minimum rating under this Policy does not qualify as an authorized investment during the period the investment does not have the minimum rating. The City shall take all prudent measures that are consistent with this Investment Policy to liquidate an investment that does not have the minimum rating.

The City recognizes that bond proceeds may, from time to time, be subject to the provisions of the Tax Reform Act of 1986, Federal Arbitrage Regulations, as amended. Due to the legal complexities of arbitrage law and the necessary immunization of yield levels to correspond to anticipated cash flow schedules, the reinvestment of such debt issuance may, upon the advice of Bond Counsel or financial advisors, deviate from the maturity limitation provisions of this Policy with approval of the City Council.

II. INVESTMENT DIVERSIFICATION AND LIQUIDITY

It is the intent of the City to diversify the investments within the portfolio to avoid incurring unreasonable risks inherent in over investing in specific instruments, individual financial institutions or maturities. Nevertheless, the asset allocation in the portfolio should be flexible depending upon the outlook for the economy, the securities markets, and the City’s anticipated cash flow needs.

To the extent possible, investments shall be matched with anticipated cash flow requirements and known future liabilities. The City will not invest operating funds in securities maturing more than three years from the date of purchase. The weighted average final maturity of the City’s pooled operating funds portfolio shall at no time exceed one year. Bond proceeds will be invested in accordance with requirements of this policy, bond ordinances and the expected expenditure schedule of the proceeds.



Investment Policy

III. SELECTION OF BROKERS/DEALERS

The City Council shall at least annually review, revise, and adopt a list of qualified broker/dealers that are authorized to engage in investment transactions with the City. Adoption of this Investment Policy shall also be considered as approval to conduct business with any broker/dealer recognized as a Primary Dealer by the Federal Reserve Bank of New York, or with a financial firm that has a Primary Dealer within its holding company structure. A list of Primary Dealers is presented in Exhibit 1. The City shall do business only with broker/dealers that have been individually evaluated and have submitted certified audited financial reports to the City's Investment Officers on an annual basis. The City may authorize regional broker/dealer firms if it can be demonstrated that such firms are experienced in dealing with local governments in the state of Texas. Regional firms shall be evaluated and presented to City Council for approval. A list of authorized regional broker/dealer firms is presented in Exhibit 1. If the City chooses to contract with an Investment Advisor pursuant to Section XII of this Investment Policy, the Investment Advisor shall evaluate and recommend to the City a pool of qualified brokers/dealers.

All dealers must acknowledge in writing that they have received and reviewed this Investment Policy and have implemented reasonable procedures and controls in an effort to preclude investment transactions that are not authorized by this Investment Policy, except to the extent that this authorization is dependent on an analysis of the makeup of the city's entire portfolio or requires an interpretation of subjective investment standards. (Exhibit 2) The City shall not enter into an investment transaction with a dealer prior to receiving the written document described above which has been signed by a qualified representative of the dealer. If the City chooses to contract with an Investment Advisor pursuant to Section XII of this Investment Policy, the Advisor, not the broker/dealer, shall be solely responsible for reading and abiding by the Investment Policy. As such, the Advisor shall sign the written certification statement on an annual basis and will assume full responsibility for deviations from Policy guidelines.

The City may purchase U.S. Treasury Obligations directly from the Treasury Department's Bureau of the Public Debt as long as the securities meet the criteria outlined in Item 1 of the Authorized Securities and Transactions section of this Policy.

IV. SAFEKEEPING, CUSTODY AND BANKING SERVICES

The City Council shall select one or more financial institutions to provide safekeeping, custodial and banking services for the City. A City approved Safekeeping Agreement shall be executed with each custodian bank prior to utilizing that bank's safekeeping services. To be eligible for designation as the City's safekeeping and custodian bank, and to provide banking services, a financial institution shall qualify as a depository of public funds in the State of Texas as defined in Chapter 105 of the Texas Statutes.

Demand or time deposits of the City shall be secured in accordance with Texas Government Code Chapter 2257 by letters of credit issued by the United States or its agencies and instrumentalities, or by the following securities in which a public entity may invest under Texas Government Code Chapter 2256:

- U.S. Treasury: Obligations of the U.S. Treasury including Treasury Bills, Treasury Notes, and Treasury Bonds.
- Other obligations of the U.S. government, including obligations fully guaranteed or insured by the Federal Deposit Insurance Corporation (FDIC) or by the explicit full-faith-and-credit of the United States.
- Federal Agencies and Instrumentalities: Securities issued directly by Federal Home Loan Banks (FHLB), Federal National Mortgage Association (FNMA), Federal Farm Credit Banks (FFCB) and Federal Home Loan Mortgage Corporation (FHLMC), that may include:
 - a. non-subordinated debt securities including debentures, discount notes, callable securities and step-up securities
 - b. pass-through mortgage-backed securities. Collateralized mortgage obligations are not authorized collateral for City deposits.

Investment Policy

Securities pledged to secure deposits of the City shall be deposited with an eligible third-party custodian described in Texas Government Code Chapter 2257. The principal amount of any letter of credit or the total market value of other eligible securities pledged to secure deposits of the City shall not be less than 102% of the amount of the City's deposits increased by accrued interest and reduced by applicable federal depository insurance. Where applicable, collateral shall be marked-to-market at least on a weekly basis, except Federal Agency pass-through mortgage-backed securities, which shall be marked-to-market on a daily basis.

V. COMPETITIVE BIDDING

Each investment transaction shall be competitively transacted with broker/dealers who have been authorized by the City. It is the intent of the City that at least three broker/dealers shall be contacted for each transaction and their bid and offering prices shall be recorded.

If the City is offered a security for which there is no other readily available competitive offering, the Investment Officer will document quotations for comparable or alternative securities.

VI. DELIVERY OF SECURITIES

The purchase and sale of securities and repurchase agreement transactions shall be settled on a delivery-versus-payment basis. It is the intent of the City that ownership of all securities be perfected in the name of the City. Sufficient evidence to title shall be consistent with modern investment, banking and commercial practices.

All investment securities, except Certificates of Deposit, Money Market Funds, and Local Government Investment Pools, purchased by the City will be delivered by either book entry or physical delivery and will be held in third-party safekeeping by a City approved custodian bank, its correspondent New York bank or its Depository Trust Company (DTC) participant account.

All Fed wireable book entry securities owned by the City shall be evidenced by a safekeeping receipt or a customer confirmation issued to the City by the custodian bank stating that the securities are held in the Federal Reserve system in a customer account for the custodian bank which will name the City as "customer."

All DTC eligible securities shall be held in the custodian bank's Depository Trust Company (DTC) participant account and the custodian bank shall issue a safekeeping receipt evidencing that the securities are held for the city as "customer."

All non-book entry (physical delivery) securities shall be held by the custodian bank or the custodian bank's correspondent bank and the custodian bank shall issue a safekeeping receipt to the City evidencing that the securities are held by the custodian bank or the custodian bank's correspondent bank for the City as "customer."

VII. MONITORING

Market prices shall be obtained from investment brokers, the Wall Street Journal, or other financial information services. These prices shall be obtained on a monthly basis and used for reporting purposes to calculate current market values on each security held. The price source will be maintained for audit purposes.

VIII. INVESTMENT STRATEGY STATEMENT

In order to minimize risk of loss due to interest rate fluctuations, investment maturities will not exceed the anticipated cash flow requirements of the funds. Investment guidelines by fund-type are as follows:



Investment Policy

A. Combined Funds

Suitability - Any investment eligible in the Investment Policy is suitable for the Operating Funds.

Safety of Principal - All investments shall be of high quality securities with no perceived default risk.

Marketability - Securities with active and efficient secondary markets are necessary in the event of an unanticipated cash requirement.

Liquidity - The Combined Funds requires the greatest short-term liquidity of any of the fund types. Short-term investment pools, money market mutual funds, and repurchase agreements shall be utilized to the extent necessary to provide adequate liquidity.

Diversification - It is the intent of the City to diversify the investments within the portfolio to avoid incurring unreasonable risks inherent in over investing in specific instruments, individual financial institutions or maturities.

Yield - The investment portfolio shall be designed to attain a market value rate of return throughout budgetary and economic cycles, taking into account prevailing market conditions, risk constraints for eligible securities, and cash flow requirements. The portfolio's performance shall be compared to the yield on the U.S. Treasury security which most closely matches the portfolio's weighted average maturity.

B. Bond Proceeds/Capital Funds

Suitability - Any investment eligible in the Investment Policy is suitable for bond proceeds.

Safety of Principal - All investments shall be of high quality securities with no perceived default risk.

Marketability - Securities with active and efficient secondary markets are necessary in the event of an unanticipated cash requirement.

Liquidity - The City's funds used for construction and capital improvement programs have reasonably predictable draw down schedules. Therefore investment maturities shall generally follow the anticipated cash flow requirements. Investment pools, money market funds, and repurchase agreements shall be used to provide readily available funds to meet anticipated cash flow needs. A flexible repurchase agreement may be utilized if disbursements are allowed in the amount necessary to satisfy an expenditure request.

Diversification - It is the intent of the City to diversify the investments within the portfolio to avoid incurring unreasonable risks inherent in over investing in specific instruments, individual financial institutions or maturities.

Yield - Achieving the best possible yield, consistent with risk and arbitrage limitations is the desired objective for bond proceeds.

IX. AUTHORITY TO INVEST

In accordance with state law, the Director of Finance, 1 Program Manager, 2 Financial Supervisors and 2 Senior Financial Analysts as designated by the Director of Finance are hereby named as the Investment Officers with the responsibility to invest all funds including operating, bond and other reserve funds.

- A. Training: Each Investment Officer of the City shall attend at least one training session containing at least 10 hours of instruction from an authorized, independent source relating to the officer's responsibilities described herein within 12 months after assuming duties; and on a continuing basis shall attend an investment training session not less than once in a two-year period that begins on the first day of the fiscal year and consists of the two consecutive fiscal years after that date and receive not less than 10 hours of instruction relating to investment responsibilities from an independent source. Training must include education in investment controls, security risks, strategy risks, market risks, diversifica

Investment Policy

tion of investment portfolio and compliance with the Texas Public Funds Investment Act. Authorized independent sources of investment training include the Texas Municipal League, the University of North Texas Center for Public Management, the Texas State University Center for Public Service, the Government Finance Officers Association, the Government Finance Officers Association of Texas, the Texas Association of Counties, the Texas Association of School Business Officials, and the Government Treasurers Organization of Texas.

- B. Establishment of Internal Controls: The Investment Officers shall develop written administrative procedures and internal controls, consistent with this Policy, for the operation of the City's investment program. Such procedures shall be designed to prevent losses of public funds arising from fraud, employee error, misrepresentation by third parties, or imprudent actions by employees of the City.

X. PRUDENCE

The standard of prudence to be used by investment officers shall be Section 2256.006 of the Texas Statutes which states: "Investments shall be made with judgment and care, under prevailing circumstances, that a person of prudence, discretion, and intelligence would exercise in the management of the person's own affairs, not for speculation, but for investment, considering the probable safety of capital and the probable income to be derived." Investment officers acting in accordance with written procedures and exercising due diligence shall be relieved of personal responsibility for an individual security's risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

The City's overall investment program shall be designed and managed with a degree of professionalism that is worthy of the public trust. The City recognizes that no investment is totally riskless and that the investment activities of the City are a matter of public record. Accordingly, the City recognizes that occasional measured losses are inevitable in a diversified portfolio and shall be considered within the context of the overall portfolio's return, provided that adequate diversification has been implemented and that the sale of a security is in the best long-term interest of the City.

XI. ETHICS

The designated Investment Officers shall act as custodians of the public trust avoiding any transaction which might involve a conflict of interest, the appearance of a conflict of interest, or any activity which might otherwise discourage public confidence. Investment Officers shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Additionally, all Investment Officers shall file a statement with the Texas Ethics Commission and with the City of Waco disclosing any personal business relationship with an entity, as defined by state law, seeking to sell investments to the City or any relationship within the second degree by affinity or consanguinity to an individual seeking to sell investments to the City. For purposes of disclosure to the City, an investment officer has a personal business relationship with a business organization if:

- (1) The investment officer owns voting stock or shares of the business organization or owns any part of the fair market value of the business organization;
- (2) Funds have been received by the investment officer from the business organization for the previous year; or
- (3) The investment officer has acquired investments from the business organization during the previous year for the personal account of the investment officer.

XII. INVESTMENT ADVISORS

The City Council may, at its discretion, contract with an investment management firm properly registered under the Investment Advisors Act of 1940 (15 U.S.C. Section 80b-1 et seq.) and with the State Securities Board to provide for investment and management of its public funds or other funds under its control. The advisory contract made under authority of this



Investment Policy

subsection may not be for a term longer than two years. A renewal or extension of the contract must be made by City Council by resolution.

An appointed investment advisor shall act solely within the guidelines of this Investment Policy to assist the City's investment officers with the management of its funds and other responsibilities including, but not limited to competitive bidding, trade execution, portfolio reporting and security documentation. At no time shall an investment advisor take possession of securities or funds of the City.

Investment advisors shall adhere to the spirit, philosophy and specific terms of this Policy and shall avoid recommending or suggesting transactions that conflict with this Policy or the standard of prudence established by this Policy. Investment advisors, contracted by the City, shall agree that their investment advice and services shall at all times be provided with the judgment and care, under circumstances then prevailing, which persons paid for their special prudence, discretion and intelligence, in such matters exercised in the management of their client's affairs, not for speculation by the client or production of fee income by the advisor but for investment by the client with emphasis on the probable safety and liquidity of capital while considering the probable income to be derived.

All investment advisors appointed by the City must acknowledge in writing that they have received and reviewed this Investment Policy and have implemented reasonable procedures and controls in an effort to preclude investment transactions that are not authorized by this Investment Policy, except to the extent that this authorization is dependent on an analysis of the makeup of the city's entire portfolio or requires an interpretation of subjective investment standards. The City shall not enter into an investment transaction recommended by an investment advisor prior to receiving the written document described in this paragraph.

Appointment of an investment advisor shall otherwise be according to the City's normal purchasing procedures for procurement of professional services. Any approved investment advisor may be terminated with the approval of the City Council if, in their opinion, the advisor has not performed adequately.

XIII. AUDITING

At least annually, the independent auditor shall audit the investments of the City for compliance with the provisions of these guidelines and state law. Reports prepared by the investment officers under section XIV shall be formally reviewed and the results of that review shall be reported to the City Council.

XIV. REPORTING

Not less than quarterly, the Investment Officers shall jointly prepare, sign and submit to the City Council a written report of investment transactions for the preceding reporting period. The report shall be prepared in accordance with provisions of Section 2256.023 of the Public Funds Investment Act and shall (1) describe the investment position of the City, (2) summarize investment activity by pooled fund group, (3) provide book value, market value, maturity and fund group information for separately invested assets, and (4) include a statement of compliance with the City's investment policy and the Public Funds Investment Act.

It is the intent of the City to comply fully with the provisions of Subchapter B, Chapter 552, Government Code of the Texas Statutes otherwise known as the Right of Access to Investment Information. With respect to section 52.0225 (b) (7) and (16), the City reports each funds' rate of return as an annualized figure on a monthly basis. Investment accounting and reporting is consistent with GASB standards for amortized cost and fair value methodology.

XV. REVIEW BY CITY COUNCIL

The City Council shall adopt a written instrument by resolution stating that it has reviewed the City's Investment Policy and investment strategies and this shall be done not less than annually. The written instrument so adopted shall record any changes made to either the Investment Policy or investment strategies.

Investment Policy

EXHIBIT 1

SCHEDULE OF APPROVED BROKER/DEALERS FOR THE CITY OF WACO

Primary Government Securities Dealers:

Bank of Nova Scotia, New York Agency
BMO Capital Markets Corp.
BNP Paribas Securities Corp.
Barclays Capital Inc.
Cantor Fitzgerald & Co.
Citigroup Global Markets, Inc.
Credit Suisse Securities (USA) LLC
Daiwa Securities America Inc.
Deutsche Bank Securities Inc.
Goldman, Sachs & Co.
HSBC Securities (USA) Inc.
J. P. Morgan Securities, LLC
Jefferies & Company, Inc.
Merrill Lynch, Pierce, Fenner & Smith Incorporated
Mizuho Securities USA Inc.
Morgan Stanley & Co. LLC
Nomura Securities International, Inc.
RBC Capital Markets LLC
RBS Securities, Inc.
SG Americas Securities, LLC
UBS Securities LLC

List of Primary Dealers, effective November 14, 2012, obtained from <http://www.newyorkfed.org>.

Other Broker/Dealer Firms:

Coastal Securities, L.P.
G.X. Clarke & Co.
Mesirow Financial
FTN Financial
TD Securities
Piper Jaffray & Co.
Robert W. Baird & Co.

City of Waco, Texas Securities Dealer's Certification

In accordance with the Public Funds Investment Act of the State of Texas, I acknowledge that I have received and reviewed the investment policy of the City of Waco, Texas and have implemented reasonable procedures and controls in an effort to preclude investment transactions between this firm and the City of Waco that are not authorized by the City of Waco's investment policy, except to the extent that this authorization is dependent on an analysis of the makeup of the City's entire portfolio or requires an interpretation of subjective investment standards.

Securities Firm

Signature of Qualified Representative

Date



Budget Process

Probably the most important and certainly the single most extensive effort of each year is the development of the City Budget. The Budget represents the financial plan of the City and establishes and communicates the goals and objectives of the City to the community.

Our goal, as a result of this process, is to provide the City with a budget document that:

Communicates to the citizens what the City Council has interpreted from citizen input to be the community's desires and goals for future direction.

Defines our departmental objectives and allocates the resources to assure that they are met.

Develops a financial plan, which balances expenditure levels with anticipated revenue.

Provides City management with an accounting and fiscal control mechanism.

Outlines a performance and monitoring mechanism for the policy makers and the City's management staff.

The 2013-14 operating budget for the City of Waco is submitted in accordance with the City Charter and all applicable State laws. The budget for the City of Waco is based on separate funds and sets forth the anticipated revenues and expenditures for the fiscal year for the General Fund, Health Fund, Public Improvement District #1, Street Reconstruction Fund, Water Fund, Wastewater Fund, Solid Waste Fund, WMARSS Fund, Texas Ranger Hall of Fame Fund, Waco Regional Airport Fund, Convention Center and Visitors' Fund, Cameron Park Zoo Fund, Cottonwood Creek Golf Course Fund, Waco Transit Fund, Risk Management Fund, Engineering Fund, Fleet Services Fund, Health Insurance Fund and Debt Service Fund.

Budget Roles

The budgeting process is a team effort requiring coordination between the Department Managers, the City Manager and Assistant City Managers and the entire Budget Team, culminating with the approval of the budget by the City Council. Generally, roles are as follows:

➤ **Operating Department Managers**

The Budget staff provides initial projections for the costs of personnel, employee benefits, supplies, equipment, insurance and contractual services necessary to deliver City services. Operating department Managers and their staff are responsible for verifying these projections as well as projecting capital needs and requests for enhancements or new services. Each department provides its budget requests based on the calendar set forth and on the forms provided by the Budget Office. The City develops 5-year projections to support strategic long-range planning, but only an annual budget is adopted. The Department Managers are responsible for knowing their budgets thoroughly and presenting them to the Budget Team.

➤ **Staff Support**

The Budget Office and the Finance Department work to combine the personnel, employee benefits and revenue projections that are required to support the departmental budgets. When Department Managers have completed their departmental budgets, they submit them to the Budget Office. The Budget Office then compiles all the budget requests into a preliminary City Budget. The Budget Team meets with individual Department Managers to develop a final Administrative Budget for submission to the City Council.

The Finance Director advises the City Manager on accounting matters, financing strategies and long range planning implications related to the budget. The Budget Office provides technical assistance to all departments in the budget process and is responsible for compiling the budget for review by the entire Budget Team.

Budget Process

➤ City Council

The City Council is responsible for establishing policy agendas for both the capital and the operating budget. The City Manager is responsible for maintaining communications with the City Council to assure that their directives are being reflected in the budget preparation. Final approval of the budget is the responsibility of the City Council.

Budget Process

The City Charter requires the City Manager to prepare and recommend a “Balanced Operating Budget” for City Council consideration. The City Manager, working with staff in all departments, reviews and evaluates all budget requests to determine whether they fulfill City Council goals and objectives, improve management effectiveness, or increase productivity. The preliminary budget submitted to the City Council includes recommendations for the program of services, which the City should provide and which can be financed by the City’s projected revenue for the budget year.

The Operating Budget and the Capital Improvements Planning Program are developed simultaneously so that a more comprehensive look can be taken of all funding sources, which are then matched with the expenses required. The CIP is adopted annually along with the adoption of the annual operating budget.

The CIP defines the City’s investment and reinvestment plans for allocating resources, assigning priorities and implementing strategies to finance growth of the City, provide monies for modernization and provide for necessary replacement of the City’s assets on a continuing basis. This program combines elements of long range planning, mid-range programming and current year budgeting to identify the City’s capital needs and the means of meeting them. Departments are encouraged to establish an internal planning process to identify capital needs with a sufficient lead-time so that decisions may be made on the most advantageous financial means of addressing them.

A copy of the proposed budget is filed with the City Secretary at least fifteen days before the public hearing and is available for public inspection. The City Manager presents the budget to the Council in a series of work sessions. The tax rate is adopted by ordinance and the vote is separate from the vote on the budget. The proposed tax rate for the City of Waco is \$0.786232 for fiscal year 2013-14. A public hearing is conducted to obtain citizen input and the budget is adopted by resolution prior to October 1. The adopted budget is then filed with the City Secretary and with the County Clerk. A copy of the budget is placed in all library facilities for public access.

Basis of Budgeting

The City of Waco budget is prepared consistent with **Generally Accepted Accounting Principles (GAAP)** using estimates of anticipated revenues as a basis for appropriating expenditures. Annual budgets are appropriated for the General Fund, the Health Services Fund, and the Debt Service Funds. All unexpended appropriations lapse at the end of the fiscal year (September 30th). Unexpended governmental funds become components of the reserves while unexpended proprietary funds become net assets. Project-length financial plans are adopted for capital project funds and grant funds.

- **Encumbrance accounting** is used for governmental funds. Encumbrances (e.g., purchase orders, contracts) outstanding at year-end are reported in the appropriate fund balance category. They do not constitute expenditures or liabilities because the commitments will be re-appropriated and honored during the subsequent fiscal year.
- **Depreciation** is not appropriated as non-cash expenditure but is subtracted from asset value using a straight-line method.



Budget Process

The **basis of budgeting** is somewhat different from the basis of accounting in that budgets are based largely on estimated cash flows. The basis of accounting also includes depreciation, capitalization of plant and equipment, asset valuation, and inventory.

Basis of Accounting

The City of Waco uses the **modified accrual basis of accounting** for **governmental funds**. Under the modified accrual basis of accounting, revenues are recognized in the accounting period in which they are susceptible to accrual (i.e., “Measurable” means that the amount of the transaction can be determined. “Available” means collectible within the current period or soon enough thereafter to pay liabilities of the current period.)

Expenditures are recognized in the accounting period in which the liability is incurred, except for unmatured interest in long-term debt, which is recognized when due and for certain compensated absences.

The **accrual basis of accounting** is used for **proprietary funds**. Revenues are recognized in the accounting period in which earned; expenses are recorded in the period in which incurred.

Budget Amendments

The resolution approving and adopting the budget appropriates spending limits at the fund level.

Expenditures may not legally exceed appropriations at the fund level for each legally adopted annual operating budget. Any change to the budget, which reallocates money from one fund to another, requires City Council action by resolution approving the budget amendment. Budget amendments are taken to the Council on a quarterly basis.

Budget adjustments differ from budget amendments in that they do not have to be approved by the City Council. Budget adjustments are made during the fiscal year to transfer budget amounts from one expense account to another. Budget adjustments are initiated if actual expenditures will cause an expense account to be overspent. The appropriate department manager initiates the budget adjustment process. Budget adjustments can be made between expense accounts in the same division or department or between departments in the same fund except for the General Fund. Budget adjustments cannot be made between departments in different funds.

Budget adjustments are permitted provided that sufficient justification is submitted and the City Manager has approved the request. The Budget Office reviews the request in terms of both fund availability and consistency with the intent of the approved budget document and then forwards the transfer to the City Manager's office. The appropriate Assistant City Manager is made aware of the budget adjustment; however, the request must be approved by the City Manager as set forth in the City Charter. It is the goal of the City of Waco to accurately budget according to the needs of each department, but exceptions do occur.

Operating and CIP Budget Calendar

Fiscal Year Ended September 30, 2014

Date	Responsibility	Action Required
January 28	Budget Office, City Manager's Office Department Heads	Distribute CIP budget forms
January 30	Budget Office/City Manager	Budget Planning – 10:00 a.m.
February	Budget Office	Begin budget preparation
February 19	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget Audit Meeting
February 25	Department Heads	Submit CIP requests to Budget Office
March 1 - 20	Budget Office	Update budget manual and forms Finish salary projections and prepare preliminary budgets
March 12	CIP Budget Team	Review and rank CIP – 9:00 a.m.
March 19	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget Audit Meeting
March 22	Budget Team, All Departments	Distribute departmental budgets Bosque Theater - 9:00 a.m. & 2:30 p.m.
April 4	City Manager, Budget/Audit, City Secretary, Legal, Municipal Court, Planning, Inspections, Housing, Municipal Information	Final date to return completed budget folders to Budget Office
April 8	Finance, Information Technology, Hall of Fame, Airport, Cameron Park Zoo,	Final date to return completed budget folders to Budget Office
April 12	Purchasing, Facilities, Fleet Services	Final date to return completed budget folders to Budget Office
April 15	Human Resources, Risk Management, Library, Health, Convention Services	Final date to return completed budget folders to Budget Office
April 19	Traffic, Parks & Recreation/Golf Course, Solid Waste, Engineering	Final date to return completed budget folders to Budget Office
April 23	Streets, Emergency Management/Fire, Police, Utilities, Transit	Final date to return completed budget folders to Budget Office
April 16	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget Audit Meeting



Operating and CIP Budget Calendar

Fiscal Year Ended September 30, 2014

Date	Responsibility	Action Required
April 22 – May 3	Budget Team, All Departments	Prepare budgets for review
April 26	Outside Agencies	Final date to return completed budget packet to Budget Office
May	Plan Commission	Distribute CIP for review/public hearing
May 6 – 24	Budget Team, City Manager's Office	Budget Review Discuss proposed funding levels with Department Managers
May 21	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget Audit Meeting
June	Budget Team	Finish reviews and balance Finalize City Manager's proposed budget
June 4	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget Audit Meeting
June 18	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget Audit Meeting
July 12	City Manager	File proposed budget with City Secretary
July 16	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget Audit Meeting
July 16	City Manager	Budget presentation to City Council
July-August	City Council, City Manager, Budget Team	Extended work sessions (as needed) to discuss funding levels and priorities
July - August	Legal, Finance, Budget Office	Prepare and publish appropriate notices for public hearings
September 6	City Council	Adopt 2013-14 Budget
September 6	City Council	Adopt 2013-14 Tax Rate
September - October	Budget Office	Complete adopted budget according to GFOA criteria
October	Budget Office	Distribute printed budget

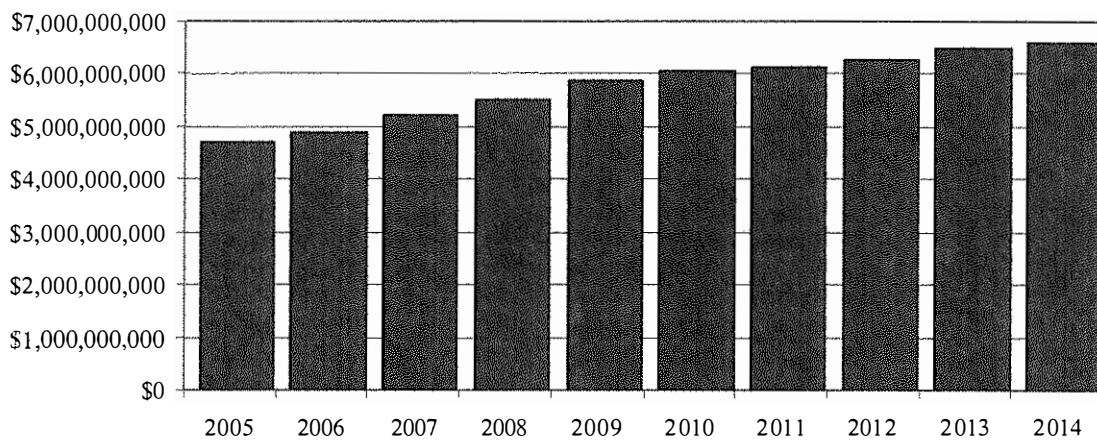


Summaries

Property Tax Structure for the Fiscal Year Ended September 30, 2014

Total Assessed Value	\$ 9,134,143,995	
Captured Value for TIF	(213,969,823)	
Exemptions		
Over 65	(34,574,457)	
Homestead	(240,564,209)	
Agricultural Use	(63,285,962)	
Veterans	(48,893,091)	
Tax Abatement	(122,957,455)	
Freeport	(364,510,233)	
Pollution Control Abatement	(14,492,654)	
Limited Value	(40,848,274)	
Totally Exempt	(1,392,942,045)	
Less Exemptions	(2,323,068,380)	
Total Value after Exemptions	\$ 6,597,105,792	
Adopted Tax Rate per \$100 Valuation	\$ 0.776232	
Estimated Gross Revenues	\$ 51,208,846	
Percent (%) of Collection	98.00	
Estimated Collections for 2013-14	\$ 50,184,669	

Assessed Property Valuation History



The chart above is a graphical representation of the assessed property valuations over a 10 year period. The City experienced an increase in the total value after exemptions from FY 2012-13 to FY 2013-14 of \$123,593,662 or 1.91%.

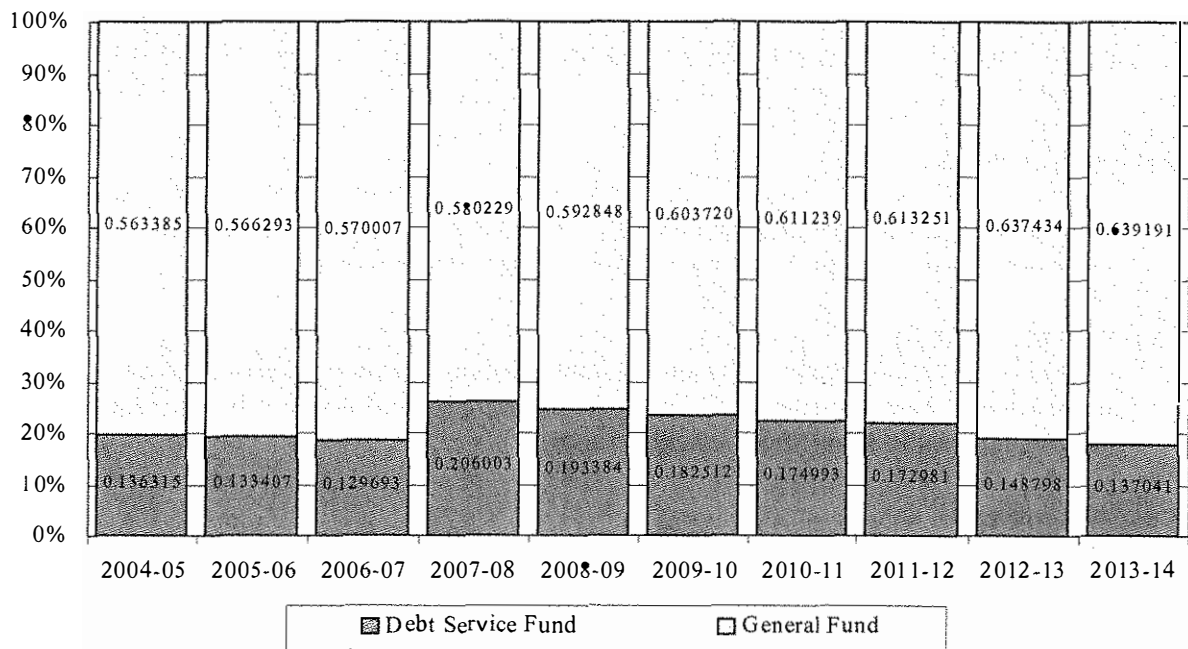


Distribution of Current Tax Rate

	% of Total	Rate Per \$100	Budgeted Revenues
General Fund	82.35%	\$0.639191	\$41,324,710
Debt Service Fund	17.65%	\$0.137041	\$8,859,959
Total	100.00%	\$0.776232	\$50,184,669

Each \$1,000,000 of Valuation at 98% Collection Produces \$ 7,607
 Each \$0.01 of the Adopted Levy at 98% Collection Produces \$ 646,516

Distribution of Property Tax Rate



This graph illustrates the percentage of the property tax rate that is used for General Fund operations and for repayment of debt through the Debt Service Fund. The percentage rate for the Debt Service Fund is continuing to decline from a high of 26.20% in FY 2007-08 to the current 17.65% in FY 2013-14.

Fund Structure

The numerous funds and cost centers that make up this budget are divided into two major categories: Governmental Funds and Proprietary Funds. A fund is an independent fiscal entity with assets, liabilities, reserves, a residual balance or equity, and revenues and expenditures for undertaking activities. Governmental funds are used for most government activities while proprietary funds are based on the premise that the city service should be conducted as a business with user fees covering expenditures. Listed below is a description of the funds maintained by the City and included in this document.

Governmental Funds

General Fund

Accounts for all financial resources except those to be accounted for in another fund. Resources are generated by property tax, sales tax, franchise fees, fines, licenses, and fees for services. Operating expenditures provide support for most traditional tax supported municipal services such as Public Safety, Parks and Recreation, Libraries, Administration, and Street and Drainage Services.

Special Revenue Funds

Accounts for the accumulation and disbursement of legally restricted resources to expenditures for a specific purpose. Funds under this category include the Health Fund and the Public Improvement District #1.

Debt Service Fund

Accounts for the accumulation of monies that are set aside to pay principal and interest on debt incurred through sale of bonds and other debt instruments. These tax and revenue bonds finance long-term capital improvements to streets, utilities, parks, and buildings.

Capital Project Funds

Accounts for the accumulation of resources designated to construct or acquire capital facilities and improvements. Resources include proceeds from sales of general obligation bonds. Funds under this category include the Street Reconstruction Fund.

Proprietary Funds

Enterprise Funds

Accounts for operations that are financed and operated in a manner similar to private business – where the intent of the City is the cost of providing the goods or services to the general public on a continuing basis will be financed or recovered through user charges. The City maintains the following enterprise funds: Water, Wastewater, Solid Waste, WMARSS, Texas Ranger Hall of Fame, Waco Regional Airport, Convention Center & Visitors' Services, Cameron Park Zoo, Cottonwood Creek Golf Course, and Waco Transit.

Internal Services Funds

Funds designed to account for charging fees to user departments to recover the full cost of services rendered. The City's internal service funds include Risk Management, Engineering, Fleet, and Health Insurance.

City operations and program expenditures are budgeted at the departmental level, which is consistent with management needs. Budgets are approved at the departmental level as presented in the Expenditures by Departments summary. Departments are unique to a specific fund and therefore will not overlap funds. The following charts illustrate the fund structure for the City of Waco and show how each department fits into the fund structure.



Fund Structure

Governmental

General Fund

Special Revenue Funds

Health Fund

Public Improvement District #1

Debt Service Fund

Capital Projects Funds

Street Reconstruction Fund

Proprietary Funds

Enterprise Funds

Water Fund

Wastewater Fund

Solid Waste Fund

WMARSS Fund

Texas Ranger Hall of Fame Fund

Waco Regional Airport Fund

Convention Center & Visitors' Services Fund

Cameron Park Zoo Fund

Cottonwood Creek Golf Course Fund

Waco Transit Fund

Internal Service Funds

Risk Management Fund

Engineering Fund

Fleet Services Fund

Health Insurance Fund

Departments by Funding Sources

Department	General Fund	PID#1	Health Fund	Street Reconstruction	Water Fund	Wastewater Fund
Animal Shelter	747,972					
Cameron Park Zoo						
City Council	157,415					
City Manager's Office	3,725,531					
City Secretary	475,074					
Contributions	11,850,672					
Convention & Visitors' Services						
Cottonwood Creek Golf Course						
Emergency Management	1,514,144					
Employee Benefits	373,732					
Engineering Services						
Facilities	3,409,014					
Finance	1,398,790					
Fire	19,988,136					
Fleet Services						
Health Services			4,054,205			
Health Insurance						
Housing	189,681					
Human Resources	738,911					
Information Technology	2,416,305					
Inspections	1,696,101					
Legal	1,281,248					
Library	3,477,651					
Miscellaneous	866,643					
Municipal Court	1,210,222					
Municipal Information	687,112					
Parks and Recreation	9,283,397					
Planning	585,482					
Police	31,845,692					
Public Improvement District #1		911,449				
Purchasing	428,633					
Risk Management						
Solid Waste						
Street Reconstruction				3,886,972		
Streets & Drainage	2,191,970					
Texas Ranger Hall of Fame						
Traffic	2,817,404					
Waco Regional Airport						
Waco Transit						
Wastewater Utilities						21,187,076
Water Utilities					39,630,344	
WMARSS						
TOTAL	103,356,932	911,449	4,054,205	3,886,972	39,630,344	21,187,076

Departments by Funding Sources

Department	Transit Fund	Risk Management	Engineering Fund	Fleet Services	Health Insurance	TOTAL
Animal Shelter						747,972
Cameron Park Zoo						3,540,586
City Council						157,415
City Manager's Office						3,725,531
City Secretary						475,074
Contributions						11,850,672
Convention & Visitors' Services						3,310,017
Cottonwood Creek Golf Course						1,909,400
Emergency Management						1,514,144
Employee Benefits						373,732
Engineering Services			1,995,542			1,995,542
Facilities						3,409,014
Finance						1,398,790
Fire						19,988,136
Fleet Services				1,786,961		1,786,961
Health Services						4,054,205
Health Insurance					12,116,172	12,116,172
Housing						189,681
Human Resources						738,911
Information Technology						2,416,305
Inspections						1,696,101
Legal						1,281,248
Library						3,477,651
Miscellaneous						866,643
Municipal Court						1,210,222
Municipal Information						687,112
Parks and Recreation						9,283,397
Planning						585,482
Police						31,845,692
Public Improvement District #1						911,449
Purchasing						428,633
Risk Management		3,776,834				3,776,834
Solid Waste						16,099,834
Street Reconstruction						3,886,972
Streets & Drainage						2,191,970
Texas Ranger Hall of Fame						1,327,579
Traffic						2,817,404
Waco Regional Airport						1,617,991
Waco Transit	7,265,673					7,265,673
Wastewater Utilities						21,187,076
Water Utilities						39,630,344
WMARSS						6,502,393
TOTAL	7,265,673	3,776,834	1,995,542	1,786,961	12,116,172	234,275,960



Net Fund Balance Change Estimated FY 2012-13

Fund	Beginning Fund Balance	Revenues	Expenditures	Ending Fund Balance	Net Change	Comments
General Fund	37,648,188	103,531,443	101,733,810	39,445,821	1,797,633	Several major revenues more than budgeted. Ending balance exceeds City's policy of 18% required reserves.
Health Fund	157,585	3,990,171	3,930,089	217,667	60,082	Excess revenues, particularly in private pay fees, contributed to increase in fund balance.
PID #1	520,765	843,764	233,515	1,131,014	610,249	Funds for major capital projects not used; will carry forward to next year.
Street Reconstruction Fund	6,595,099	4,148,884	4,341,048	6,402,935	(192,164)	Planned reduction of fund balance and engineering fees for capital projects over budget contributed to decrease in fund balance.
Water Fund	106,717,262	39,707,677	38,994,174	107,430,765	713,503	Underruns in all expense categories. Ending balance exceeds City's policy of 30% required reserves.
Wastewater Fund	67,311,402	21,186,230	21,734,016	66,763,616	(547,786)	Planned reduction of fund balance. Ending balance exceeds City's policy of 30% required reserves.
WMARSS Fund	-	6,783,425	6,299,895	483,530	483,530	Underrun in expenses contributed to increase in fund balance.
Solid Waste Fund	14,749,419	15,994,843	16,733,602	14,010,660	(738,759)	Planned reduction of fund balance. Ending balance exceeds City's policy of 30% required reserves.
Ranger Hall of Fame Fund	5,421,591	1,350,237	1,317,999	5,453,829	32,238	Revenues more than budgeted, even with construction around facility, which resulted in increase to fund balance.
Waco Regional Airport Fund	28,363,442	1,635,175	1,727,923	28,270,694	(92,748)	Planned reduction of fund balance for equipment replacement approved for purchase before year end.
Convention Center & Visitors' Fund	19,622,635	3,123,712	3,219,514	19,526,833	(95,802)	Planned reduction of fund balance for equipment replacement approved for purchase before year end.
Cameron Park Zoo Fund	15,260,595	3,329,562	3,420,013	15,170,144	(90,451)	Planned reduction of fund balance for equipment replacement approved for purchase before year end.
Cottonwood Creek Golf Course Fund	(130,268)	2,086,412	2,002,295	(46,151)	84,117	Operating revenues were better than budgeted.
Waco Transit Fund	11,228,674	7,243,987	7,256,160	11,216,501	(12,173)	Slight decrease in fund balance due to equipment replacement approved for purchase before year end.
Risk Management Fund	3,378,711	2,933,643	3,496,179	2,816,175	(562,536)	Planned decrease to fund balance.
Engineering Fund	48,968	1,980,903	1,968,520	61,351	12,383	Small increase to fund balance due to underrun in expenses.
Fleet Services Fund	682,858	1,616,374	1,706,431	592,801	(90,057)	Planned decrease to fund balance and approved year-end purchase of equipment.
Health Insurance Fund	3,658,130	11,580,839	11,532,350	3,706,619	48,489	Increase to fund balance due to underrun in our third party administrative services expense.
Total Funds	321,235,056	233,067,281	231,647,533	322,654,804	1,419,748	

This discussion on the net change to the fund balance is based on the Estimated 2012-13 budget. While we know that there will be changes to the fund balance for Fiscal Year 2013-14 we are required by city charter to adopt a balanced budget. Therefore, we do not know at this time what actual changes will occur for FY 2013-14.

**2012-2014 Summary of Estimated Revenues, Expenditures
and Changes in Fund Balances
Governmental Funds**

	General Fund			Health Fund		
	Actual	Estimated	Adopted	Actual	Estimated	Adopted
	2011-12	2012-13	2013-14	2011-12	2012-13	2013-14
Beginning Fund Balance	31,241,750	37,648,188	39,445,821	232,377	157,585	217,667
Revenues						
Taxes	85,505,823	88,449,201	88,655,882	-	-	-
Permits, Licenses & Fees	970,395	1,028,228	849,396	214,855	227,092	227,092
Intergovernmental Revenues	1,497,373	1,502,080	1,504,640	102,809	117,754	97,127
Charges for Services	1,224,767	1,206,537	1,228,773	654,839	694,379	693,186
Fines	1,573,921	1,665,244	1,681,097	-	-	-
Interest	98,481	97,820	72,000	150	400	-
Other Revenue	10,440,706	9,016,228	8,784,249	395,549	415,196	362,861
Miscellaneous	50,000	50,000	50,000	-	-	-
General Fund Transfer	-	-	-	2,459,993	2,535,350	2,673,939
Transfer from Surplus	-	-	-	-	-	-
Charges for Services/Sale of Merch	331,285	516,105	530,895	-	-	-
	101,692,751	103,531,443	103,356,932	3,828,195	3,990,171	4,054,205
Expenditures						
Salaries and Wages	47,391,533	49,696,279	51,959,060	1,365,480	1,562,586	1,594,904
Employee Benefits	16,737,843	17,445,274	18,491,189	483,902	557,590	566,686
Purchased Prof/Tech Services	1,997,850	2,382,140	2,321,083	61,590	87,154	58,808
Purchased Property Services	4,798,611	5,527,739	6,079,992	16,144	22,886	20,814
Other Purchased Services	2,346,099	2,901,255	3,123,555	66,916	68,709	79,812
Supplies	5,162,001	6,482,342	6,242,051	327,804	325,087	343,384
Other Expenses	1,850,753	2,133,729	701,830	287,799	315,977	399,697
Contracts with Others	1,892,306	1,961,882	2,104,474	961,262	990,100	990,100
Operating Expenditures	82,176,996	88,530,640	91,023,234	3,570,897	3,930,089	4,054,205
Transfers to Other Funds	12,297,504	11,640,445	11,412,020	2,439	-	-
Billings	(704,205)	(890,588)	(901,436)	-	-	-
Capital Outlay	3,780,054	2,453,313	1,823,114	-	-	-
Total Expenditures	97,550,349	101,733,810	103,356,932	3,573,336	3,930,089	4,054,205
Net Increase (Decrease) in Fund Balance	4,142,402	1,797,633	-	254,859	60,082	-
Adjustments to Balance to CAFR	2,264,036	-	-	(329,651)	-	-
Ending Fund Balance	37,648,188	39,445,821	39,445,821	157,585	217,667	217,667



**2012-2014 Summary of Estimated Revenues, Expenditures
and Changes in Fund Balances
Governmental Funds**

Public Improvement District #1			Street Reconstruction Fund			Total Governmental Funds		
Actual	Estimated	Adopted	Actual	Estimated	Adopted	Actual	Estimated	Adopted
2011-12	2012-13	2013-14	2011-12	2012-13	2013-14	2011-12	2012-13	2013-14
347,093	520,765	1,131,014	5,471,012	6,595,099	6,402,935	37,292,232	44,921,637	47,197,437
296,835	321,599	300,000	-	-	-	85,802,658	88,770,800	88,955,882
-	-	-	-	-	-	1,185,250	1,255,320	1,076,488
-	-	-	4,608	107,680	-	1,604,790	1,727,514	1,601,767
-	-	-	-	-	-	1,879,606	1,900,916	1,921,959
-	-	-	-	-	-	1,573,921	1,665,244	1,681,097
1,569	1,400	1,200	2,284	1,000	1,000	102,484	100,620	74,200
-	-	-	-	87,232	-	10,836,255	9,518,656	9,147,110
-	-	-	-	67,000	-	50,000	117,000	50,000
-	-	-	4,385,972	3,885,972	3,885,972	6,845,965	6,421,322	6,559,911
-	520,765	610,249	-	-	-	-	520,765	610,249
-	-	-	-	-	-	331,285	516,105	530,895
298,404	843,764	911,449	4,392,864	4,148,884	3,886,972	110,212,214	112,514,262	112,209,558
22,063	21,165	29,453	773,903	791,527	841,353	49,552,979	52,071,557	54,424,770
1,753	1,682	2,367	371,849	387,637	425,929	17,595,347	18,392,183	19,486,171
162,641	202,457	275,340	1,117,970	1,558,452	1,228,692	3,340,051	4,230,203	3,883,923
1,413	1,395	1,700	536,791	546,396	557,316	5,352,959	6,098,416	6,659,822
1,908	4,281	41,550	32,275	34,729	42,065	2,447,198	3,008,974	3,286,982
1,015	2,535	19,525	146,035	163,822	154,116	5,636,855	6,973,786	6,759,076
-	-	25,000	-	-	-	2,138,552	2,449,706	1,126,527
-	-	-	-	-	-	2,853,568	2,951,982	3,094,574
190,793	233,515	394,935	2,978,823	3,482,563	3,249,471	88,917,509	96,176,807	98,721,845
-	-	-	-	-	-	12,299,943	11,640,445	11,412,020
-	-	-	135,001	146,941	149,880	(569,204)	(743,647)	(751,556)
-	-	516,514	999,635	711,544	487,621	4,779,689	3,164,857	2,827,249
190,793	233,515	911,449	4,113,459	4,341,048	3,886,972	105,427,937	110,238,462	112,209,558
107,611	610,249	-	279,405	(192,164)	-	4,784,277	2,275,800	-
66,061	-	-	844,682	-	-	2,845,128	-	-
520,765	1,131,014	1,131,014	6,595,099	6,402,935	6,402,935	44,921,637	47,197,437	47,197,437

**2012-2014 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Assets
Enterprise Funds**

	Water Fund			WMARSS Fund		
	Actual 2011-12	Estimated 2012-13	Adopted 2013-14	Actual 2011-12	Estimated 2012-13	Adopted 2013-14
Beginning Year Total Net Assets	97,693,316	106,717,262	107,430,765	-	-	483,530
Revenues						
Taxes	-	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-	-
Interest	99,600	100,000	80,000	17,070	15,701	12,000
Other Revenue	674,468	691,711	637,092	38,707	29,000	29,000
Miscellaneous	-	-	-	-	-	-
General Fund Transfer	-	-	-	-	-	-
Transfer from Surplus	-	-	-	-	-	-
Hotel-Motel Tax	-	-	-	-	-	-
Charges for Services-Enterprise Funds	37,542,458	38,915,966	38,913,252	6,400,612	6,738,724	6,461,393
Sale of Merchandise	-	-	-	-	-	-
	<u>38,316,526</u>	<u>39,707,677</u>	<u>39,630,344</u>	<u>6,456,389</u>	<u>6,783,425</u>	<u>6,502,393</u>
Expenditures						
Salaries and Wages	4,377,006	4,933,425	5,093,428	1,107,704	1,153,996	1,196,435
Employee Benefits	1,815,210	2,009,632	2,125,967	404,411	430,950	456,332
Purchased Prof/Tech Services	1,231,896	1,367,287	1,291,631	479,320	580,480	580,480
Purchased Property Services	1,370,301	2,200,938	2,213,002	562,615	702,316	713,747
Other Purchased Services	908,080	980,581	1,043,487	115,795	169,606	189,644
Supplies	4,766,061	5,137,961	5,573,168	2,251,983	2,383,365	2,572,048
Other Expenses	6,806,527	7,027,403	7,077,760	363,292	313,714	363,707
Contracts with Others	6,000	6,000	6,000	-	-	-
Operating Expenditures	21,371,081	23,663,227	24,424,443	5,285,120	5,734,427	6,072,393
Transfers to Other Funds	14,725,801	13,658,821	12,750,812	-	-	-
Billings	(759,638)	(772,100)	(782,151)	-	-	-
Capital Outlay	1,206,327	2,444,226	3,237,240	360,607	565,468	430,000
Total Expenditures	<u>36,543,571</u>	<u>38,994,174</u>	<u>39,630,344</u>	<u>5,645,727</u>	<u>6,299,895</u>	<u>6,502,393</u>
Net Increase (Decrease) in Net Assets	1,772,955	713,503	-	810,662	483,530	-
Adjustments to Balance to CAFR	7,250,991	-	-	(810,662)	-	-
Ending Total Net Assets	106,717,262	107,430,765	107,430,765	-	483,530	483,530



**2012-2014 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Assets
Enterprise Funds**

Wastewater Fund			Solid Waste Fund			Texas Ranger Hall of Fame Fund		
Actual 2011-12	Estimated 2012-13	Adopted 2013-14	Actual 2011-12	Estimated 2012-13	Adopted 2013-14	Actual 2011-12	Estimated 2012-13	Adopted 2013-14
60,988,624	67,311,402	66,763,616	14,834,056	14,749,419	14,010,660	3,988,855	5,421,591	5,453,829
	-	-	18,899	17,866	17,866	-	-	-
2,324	-	-	3,760	-	-	-	-	-
26,705	20,970	17,500	28,534	22,387	17,500	719	564	350
36,044	22,313	20,685	106,120	141,002	131,604	116,797	57,933	49,715
-	-	-	-	-	-	-	-	150,000
-	-	-	-	-	-	624,396	776,047	609,012
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
21,153,165	21,142,947	21,148,891	16,406,715	15,813,588	15,932,864	294,469	278,533	280,157
-	-	-	-	-	-	251,992	237,160	238,345
21,218,238	21,186,230	21,187,076	16,564,028	15,994,843	16,099,834	1,288,373	1,350,237	1,327,579
1,643,421	1,766,027	1,868,796	2,721,146	2,928,081	3,141,551	539,247	571,807	589,566
663,391	697,651	758,138	1,348,049	1,406,785	1,576,311	198,687	207,647	214,963
520,544	700,121	681,761	1,375,695	1,736,406	1,695,306	24,519	25,795	26,495
881,051	928,146	945,565	1,801,159	2,006,677	2,048,577	16,646	30,987	25,047
110,424	133,558	147,358	120,143	158,394	155,342	46,134	49,789	54,297
376,749	444,566	482,542	1,830,467	2,141,890	2,336,784	99,639	123,491	118,262
7,765,638	8,189,391	7,962,493	2,298,220	2,491,791	2,549,294	179,520	160,275	146,295
-	-	-	39,000	39,000	39,000	-	-	-
11,961,218	12,859,460	12,846,653	11,533,879	12,909,024	13,542,165	1,104,392	1,169,791	1,174,925
6,809,927	6,397,192	6,592,426	1,194,359	1,184,031	1,283,013	-	-	-
568,586	576,658	584,997	303,129	310,881	316,056	143,891	148,208	152,654
975,730	1,900,706	1,163,000	3,165,837	2,329,666	958,600	-	-	-
20,315,461	21,734,016	21,187,076	16,197,204	16,733,602	16,099,834	1,248,283	1,317,999	1,327,579
902,777	(547,786)	-	366,824	(738,759)	-	40,090	32,238	-
5,820,001	-	-	(451,461)	-	-	1,392,646	-	-
67,311,402	66,763,616	66,763,616	14,749,419	14,010,660	14,010,660	5,421,591	5,453,829	5,453,829

**2012-2014 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Assets
Enterprise Funds**

	Waco Regional Airport Fund			Convention Center & Visitors' Services Fund		
	Actual 2011-12	Estimated 2012-13	Adopted 2013-14	Actual 2011-12	Estimated 2012-13	Adopted 2013-14
Beginning Year Total Net Assets	23,926,219	28,363,442	28,270,694	12,648,418	19,622,635	19,526,833
Revenues						
Taxes	-	-	-	-	-	-
Intergovernmental Revenues	99,162	100,000	100,000	-	-	-
Interest	2,637	1,973	1,500	25	-	-
Other Revenue	219,854	206,904	205,500	(497)	132,194	2,730
Miscellaneous	-	-	-	-	-	-
General Fund Transfer	370,573	501,711	491,536	116,337	-	-
Transfer from Surplus	-	-	-	-	-	-
Hotel-Motel Tax	-	-	-	1,897,865	1,967,641	2,202,676
Charges for Services-Enterprise Funds	788,830	762,008	755,624	700,341	817,691	889,678
Sale of Merchandise	93,779	62,579	63,831	226,121	206,186	214,933
	1,574,835	1,635,175	1,617,991	2,940,192	3,123,712	3,310,017
Expenditures						
Salaries and Wages	405,811	421,296	431,004	1,030,019	1,139,230	1,202,482
Employee Benefits	166,390	178,544	187,085	435,396	472,462	497,432
Purchased Prof/Tech Services	54,415	10,195	9,195	233,477	175,657	162,856
Purchased Property Services	75,774	91,857	79,297	118,992	145,987	148,175
Other Purchased Services	60,169	61,154	72,675	468,717	517,518	537,276
Supplies	152,702	178,019	190,560	405,914	441,242	436,750
Other Expenses	106,420	88,680	38,491	182,216	177,418	175,046
Contracts with Others	-	-	-	150,000	150,000	-
Operating Expenditures	1,021,681	1,029,745	1,008,307	3,024,731	3,219,514	3,160,017
Transfers to Other Funds	134,645	-	-	-	-	150,000
Billings	284,191	299,305	308,284	-	-	-
Capital Outlay	11,950	398,873	301,400	6,880	-	-
Total Expenditures	1,452,467	1,727,923	1,617,991	3,031,611	3,219,514	3,310,017
Net Increase (Decrease) in Net Assets	122,368	(92,748)	-	(91,419)	(95,802)	-
Adjustments to Balance to CAFR	4,314,855	-	-	7,065,636	-	-
Ending Total Net Assets	28,363,442	28,270,694	28,270,694	19,622,635	19,526,833	19,526,833



**2012-2014 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Assets
Enterprise Funds**

Cameron Park Zoo Fund			Cottonwood Creek Golf Course Fund			Waco Transit Fund		
Actual 2011-12	Estimated 2012-13	Adopted 2013-14	Actual 2011-12	Estimated 2012-13	Adopted 2013-14	Actual 2011-12	Estimated 2012-13	Adopted 2013-14
16,848,179	15,260,595	15,170,144	(708,526)	(130,268)	(46,151)	13,682,421	11,228,674	11,216,501
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	3,095,606	3,328,781	3,473,428
-	-	-	-	-	-	6	3	-
3,418	16,001	26,400	81,845	56,982	57,480	2,812,906	2,866,928	2,911,564
-	-	-	-	-	-	37,406	-	-
1,544,337	1,553,765	1,726,608	1,186,724	105,870	-	-	301,253	118,844
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
1,374,747	1,418,406	1,442,774	940,168	1,189,962	1,124,143	769,877	747,022	761,837
343,417	341,390	344,804	618,474	733,598	727,777	-	-	-
3,265,919	3,329,562	3,540,586	2,827,211	2,086,412	1,909,400	6,715,801	7,243,987	7,265,673
1,208,680	1,262,255	1,362,276	471,264	515,684	576,038	2,784,326	3,043,973	3,176,440
545,224	584,483	639,647	184,108	204,001	236,487	613,088	678,086	778,006
32,766	30,254	18,000	340,389	312,313	197,337	980,753	843,323	861,007
526,456	526,467	529,000	273,078	90,898	92,546	557,426	613,235	634,825
68,704	65,172	78,294	129,264	127,400	145,639	179,586	187,752	197,063
601,447	625,786	647,412	237,902	232,434	233,047	1,031,971	1,411,192	1,308,832
174,394	137,110	138,481	507,957	424,065	428,306	396,847	430,422	309,500
120,159	123,760	127,476	-	-	-	-	-	-
3,277,830	3,355,287	3,540,586	2,143,962	1,906,795	1,909,400	6,543,997	7,207,983	7,265,673
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
26,773	64,726	-	309,644	95,500	-	171,797	48,177	-
3,304,603	3,420,013	3,540,586	2,453,606	2,002,295	1,909,400	6,715,794	7,256,160	7,265,673
(38,684)	(90,451)	-	373,605	84,117	-	7	(12,173)	-
(1,548,900)	-	-	204,653	-	-	(2,453,754)	-	-
15,260,595	15,170,144	15,170,144	(130,268)	(46,151)	(46,151)	11,228,674	11,216,501	11,216,501

**2012-2014 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Assets
Enterprise Funds**

	Total Enterprise Funds		
	Actual 2011-12	Estimated 2012-13	Adopted 2013-14
Beginning Year Total Net Assets	243,501,562	268,544,752	268,280,421
Revenues			
Taxes	18,899	17,866	17,866
Intergovernmental Revenues	3,200,852	3,428,781	3,573,428
Interest	175,296	161,598	128,850
Other Revenue	4,089,662	4,220,968	4,071,770
Miscellaneous	37,406	-	150,000
General Fund Transfer	3,842,367	3,238,646	2,946,000
Transfer from Surplus	-	-	-
Hotel-Motel Tax	1,897,865	1,967,641	2,202,676
Charges for Services-Enterprise Funds	86,371,382	87,824,847	87,710,613
Sale of Merchandise	1,533,783	1,580,913	1,589,690
	101,167,512	102,441,260	102,390,893
Expenditures			
Salaries and Wages	16,288,624	17,735,774	18,638,016
Employee Benefits	6,373,954	6,870,241	7,470,368
Purchased Prof/Tech Services	5,273,774	5,781,831	5,524,068
Purchased Property Services	6,183,498	7,337,508	7,429,781
Other Purchased Services	2,207,016	2,450,924	2,621,075
Supplies	11,754,835	13,119,946	13,899,405
Other Expenses	18,871,031	19,440,269	19,189,373
Contracts with Others	315,159	318,760	172,476
Operating Expenditures	67,267,891	73,055,253	74,944,562
Transfers to Other Funds	22,864,732	21,240,044	20,776,251
Billings	540,159	562,952	579,840
Capital Outlay	6,235,545	7,847,342	6,090,240
Total Expenditures	96,908,327	102,705,591	102,390,893
Net Increase (Decrease) in Net Assets	4,259,185	(264,331)	-
Adjustments to Balance to CAFR	20,784,005	-	-
Ending Total Net Assets	268,544,752	268,280,421	268,280,421



**2012-2014 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Assets
Internal Service Funds**

	Risk Management Fund			Engineering Fund		
	Actual	Estimated	Adopted	Actual	Estimated	Adopted
	2011-12	2012-13	2013-14	2011-12	2012-13	2013-14
Beginning Total Net Assets	3,904,611	3,378,711	2,816,175	66,514	48,968	61,351
Revenues						
Permits, Licenses & Fees	-	-	-	18,160	19,035	19,225
Intergovernmental Revenues	-	-	-	-	-	-
Interest	17,900	11,828	9,000	1,036	400	300
Other Revenue	-	-	-	5,150	5,314	5,314
Transfer from Surplus	-	-	-	-	-	-
Charges for Services-Internal Services	2,668,019	2,921,815	3,767,834	1,764,924	1,956,154	1,970,703
	2,685,919	2,933,643	3,776,834	1,789,270	1,980,903	1,995,542
Expenditures						
Salaries and Wages	373,662	382,563	434,713	1,069,916	1,086,476	1,149,568
Employee Benefits	126,759	126,915	143,943	389,899	396,220	422,772
Purchased Prof/Tech Services	156,387	181,500	181,500	849	-	-
Purchased Property Services	292	1,590	1,601	91,045	94,539	96,413
Other Purchased Services	749,871	847,150	920,740	54,484	64,479	71,152
Supplies	71,311	48,686	49,398	38,563	39,590	39,631
Other Expenses	1,027,156	1,886,301	2,044,939	191,534	222,250	216,006
Contracts with Others	-	-	-	-	-	-
Operating Expenditures	2,505,438	3,474,705	3,776,834	1,836,290	1,903,554	1,995,542
Transfers to Other Funds	733,003	-	-	-	-	-
Billings	-	-	-	-	-	-
Capital Outlay	-	21,474	-	19,477	64,966	-
Total Expenditures	3,238,441	3,496,179	3,776,834	1,855,767	1,968,520	1,995,542
Net Increase (Decrease) in Net Assets	(552,522)	(562,536)	-	(66,497)	12,383	-
Adjustments to Balance to CAFR	26,622	-	-	48,951	-	-
Ending Total Net Assets	3,378,711	2,816,175	2,816,175	48,968	61,351	61,351

**2012-2014 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Assets
Internal Service Funds**

	Fleet Services Fund			Health Insurance Fund		
	Actual	Estimated	Adopted	Actual	Estimated	Adopted
	2011-12	2012-13	2013-14	2011-12	2012-13	2013-14
Beginning Total Net Assets	660,115	682,858	592,801	5,729,333	3,658,130	3,706,619
Revenues						
Permits, Licenses & Fees	-	-	-	-	-	-
Inter governmental Revenues	-	-	-	(520)	-	-
Interest	782	300	200	14,137	11,915	10,000
Other Revenue	11,599	10,451	10,508	5	-	-
Transfer from Surplus	-	-	-	-	-	-
Charges for Services-Internal Services	1,588,389	1,605,623	1,776,253	10,124,241	11,568,924	12,106,172
	1,600,770	1,616,374	1,786,961	10,137,863	11,580,839	12,116,172
Expenditures						
Salaries and Wages	779,478	810,889	849,997	51,380	53,996	55,076
Employee Benefits	331,538	344,655	367,451	17,569	18,644	19,217
Purchased Prof/Tech Services	43,964	32,540	19,000	1,432,686	1,601,274	1,550,905
Purchased Property Services	42,613	54,035	55,523	-	6,180	4,928
Other Purchased Services	23,097	28,173	32,806	215	2,000	2,000
Supplies	126,497	134,779	77,376	1,690	4,729	3,500
Other Expenses	184,341	211,302	234,808	9,943,087	9,845,527	10,480,546
Contracts with Others	-	-	-	-	-	-
Operating Expenditures	1,531,528	1,616,373	1,636,961	11,446,627	11,532,350	12,116,172
Transfers to Other Funds	-	-	-	-	-	-
Billings	-	-	-	-	-	-
Capital Outlay	47,615	90,058	150,000	-	-	-
Total Expenditures	1,579,143	1,706,431	1,786,961	11,446,627	11,532,350	12,116,172
Net Increase (Decrease) in Net Assets	21,627	(90,057)	-	(1,308,764)	48,489	-
Adjustments to Balance to CAFR	1,116	-	-	(762,439)	-	-
Ending Total Net Assets	682,858	592,801	592,801	3,658,130	3,706,619	3,706,619



**2012-2014 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Assets
Internal Service Funds**

	Total Internal Service Funds		
	Actual	Estimated	Adopted
	2011-12	2012-13	2013-14
Beginning Total Net Assets	10,360,573	7,768,667	7,176,946
Revenues			
Permits, Licenses & Fees	18,160	19,035	19,225
Intergovernmental Revenues	(520)	-	-
Interest	33,855	24,443	19,500
Other Revenue	16,754	15,765	15,822
Transfer from Surplus	-	-	-
Charges for Services-Internal Services	16,145,573	18,052,516	19,620,962
	16,213,822	18,111,759	19,675,509
Expenditures			
Salaries and Wages	2,274,436	2,333,924	2,489,354
Employee Benefits	865,765	886,434	953,383
Purchased Prof/Tech Services	1,633,886	1,815,314	1,751,405
Purchased Property Services	133,950	156,344	158,465
Other Purchased Services	827,667	941,802	1,026,698
Supplies	238,061	227,784	169,905
Other Expenses	11,346,118	12,165,380	12,976,299
Contracts with Others	-	-	-
Operating Expenditures	17,319,883	18,526,982	19,525,509
Transfers to Other Funds	733,003	-	-
Billings	-	-	-
Capital Outlay	67,092	176,498	150,000
Total Expenditures	18,119,978	18,703,480	19,675,509
Net Increase (Decrease) in Net Assets	(1,906,156)	(591,721)	-
Adjustments to Balance to CAFR	(685,750)	-	-
Ending Total Net Assets	7,768,667	7,176,946	7,176,946

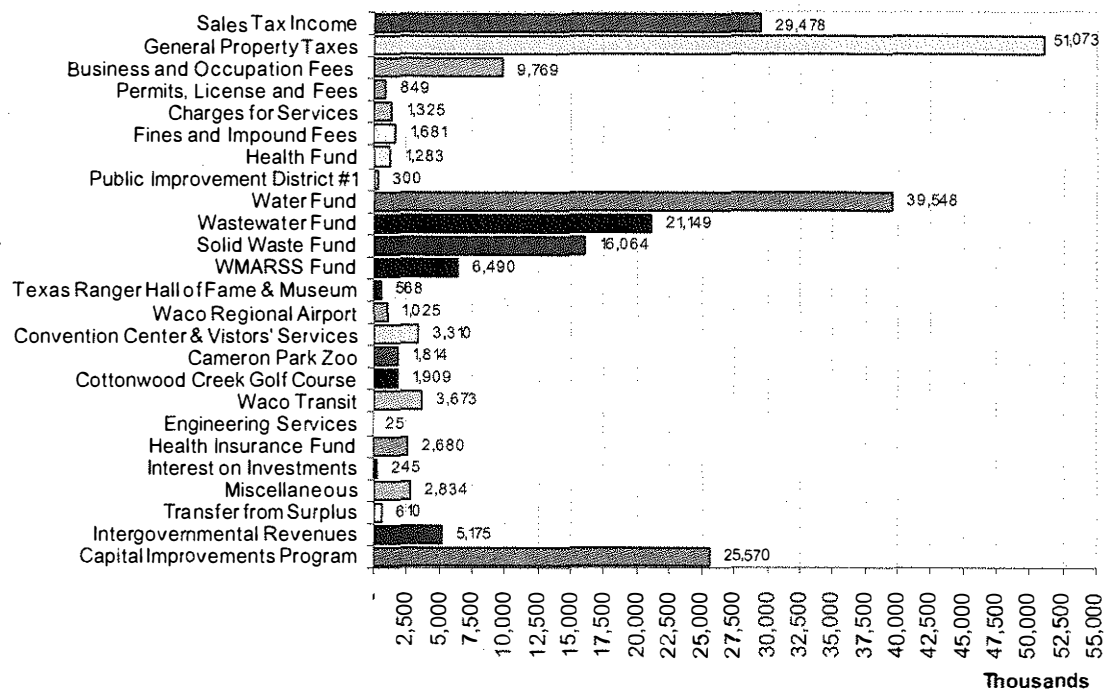
**2012-2014 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Assets
Total of All Funds**

	Total Funds		
	Actual 2011-12	Estimated 2012-13	Adopted 2013-14
Beginning Net Assets	291,154,367	321,235,056	322,654,804
Revenues			
Taxes	85,821,557	88,788,666	88,973,748
Permits, Licenses & Fees	1,203,410	1,274,355	1,095,713
Intergovernmental Revenues	4,805,122	5,156,295	5,175,195
Charges for Services	1,879,606	1,900,916	1,921,959
Fines	1,573,921	1,665,244	1,681,097
Interest	311,635	286,661	222,550
Other Revenue	14,942,671	13,755,389	13,234,702
Miscellaneous	87,406	117,000	200,000
General Fund Transfer	10,688,332	9,659,968	9,505,911
Transfer from Surplus	-	520,765	610,249
Hotel-Motel Tax	1,897,865	1,967,641	2,202,676
Charges for Services	102,848,240	106,393,468	107,862,470
Sale of Merchandise	1,533,783	1,580,913	1,589,690
Total Revenues	227,593,548	233,067,281	234,275,960
Expenditures			
Salaries and Wages	68,116,039	72,141,255	75,552,140
Employee Benefits	24,835,066	26,148,858	27,909,922
Purchased Professional/Technical Services	10,247,711	11,827,348	11,159,396
Purchased Property Services	11,670,407	13,592,268	14,248,068
Other Purchased Services	5,481,881	6,401,700	6,934,755
Supplies	17,629,751	20,321,516	20,828,386
Other Expenses	32,355,701	34,055,355	33,292,199
Contracts with Others	3,168,727	3,270,742	3,267,050
Operating Expenditures	173,505,283	187,759,042	193,191,916
Transfers to Other Funds	35,897,678	32,880,489	32,188,271
Billings	(29,045)	(180,695)	(171,716)
Capital Outlay	11,082,326	11,188,697	9,067,489
Total Expenditures	220,456,242	231,647,533	234,275,960
Net Increase (Decrease) in Net Assets	7,137,306	1,419,748	-
Adjustments to Balance to CAFR	22,943,383	-	-
Ending Total Net Assets	321,235,056	322,654,804	322,654,804



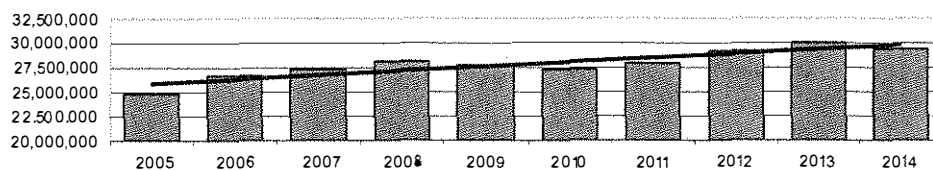
Explanation of Revenues

The City of Waco's revenue stream for FY 2013-14 is illustrated in this graph and explained on the following pages.



Sales Tax

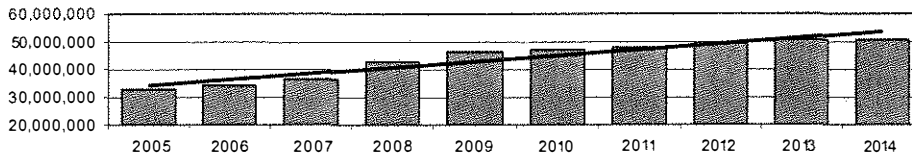
The City receives one and one-half percent sales tax on sales within the corporate city limits. Major exemptions from sales tax include food, drugs (both prescription and non-prescription), services, clothing and school supplies purchased during an annual tax holiday (added in August 2009) and equipment or materials used in manufacturing or for agricultural purposes. Prior to 2000 when the stock market boom kept unemployment low and consumers had more money to spend, sales tax enjoyed tremendous growth. Since that time, the state enacted an annual sales tax-free holiday just before school begins each year that is now three days long. Pressures from the economy and impending legislation that could change what items are normally exempted make it essential for us to keep this revenue projected as conservative as our budget will allow making sure that we will not have a problem funding our budgeted expenditures. This revenue is directly affected by the amount of retail business activity including increases in the number of retail businesses, inflation, the number of new living units and employment numbers. We have to be very guarded in budgeting sales tax since this revenue is so dependent on the state of the economy. We are expecting to end the current year significantly over budget, so we have budgeted this revenue at a 6% increase over the current adopted budget for FY 2013-14, which is less than estimated for FY 2012-13.



Explanation of Revenues

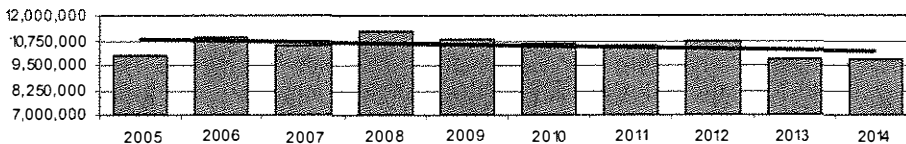
General Property Taxes

Property taxes include the current year's levy, prior year levies and penalty and interest collected on payment of delinquent taxes. Taxes attach as an enforceable lien on property as of January 1 and are levied on October 1. All unpaid taxes become delinquent if not paid before February 1 of the following year. The assessed value is 100% of the estimated actual value. The City has a charter limitation of \$1.85 per hundred dollars of valuation on the tax rate for debt service and operations. The adopted tax rate of \$.776232 per hundred dollars of valuation includes \$.137041 of debt service and is a decrease of one cent over the current rate. Property tax receipts are budgeted to increase 0.6% over the current year's budgeted amount due partially to new construction and reduced amount of debt service. Our decision for the past three years to not use the full amount of bonding capacity as allowed by the city's financial policies combined with having a refunding bond issue this year freed up about \$600,000 in ad valorem tax revenues that were no longer needed for debt service. Annexations and increased property values have also contributed to the steady increase in property taxes over the past ten years. The tax rate has fluctuated during the last ten years with a rate of \$.69970 for FY 2004-05 and FY 2006-07 and increased to \$.786232 for FY 2007-08 due to the bond election. The tax rate decrease, the first one since FY 2002-03, lowers the rate by one cent, which is \$646,517.



Business and Occupation Fees

Included in this revenue category are Gross Receipts and Occupation taxes. Gross Receipts represent those revenues collected on the gross receipts of utilities operating within the City and using the City's rights-of-way to conduct their business. The City Council has authorized a 4% charge on water, wastewater, and solid waste; 5% charge on natural gas and cable TV receipts; a 1% charge on bingo receipts; a per kilowatt hour charge on electricity receipts and a per line charge on telephone and telecommunications receipts. Business and Occupation fees are projected to increase by 1.7% over this year's adopted budget. The percent for natural gas receipts changed from 4% to 5% during FY 2007-08. The city received proceeds from a settlement with the electricity provider that we receive gross receipts from in addition to their normal gross receipts payment during FY 2004-05. This settlement payment continued through FY 2008-09. The substantial increases in water and wastewater rates from FY 2005-06 through FY 2007-08 is another factor that has contributed to the growth in these revenues. The weather greatly affects the amounts received from electricity, natural gas, water and wastewater fees and varies from year to year.

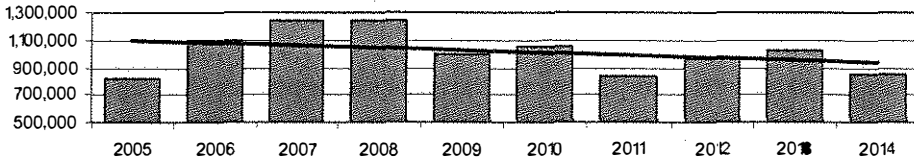




Explanation of Revenues

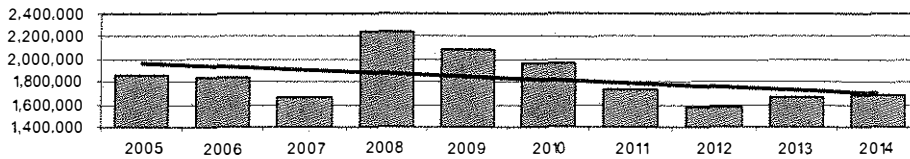
Permits, Licenses and Fees

License and permit revenues include fees charged by the City for certain types of operator licenses, permits for construction, and other items regulated by City ordinances. These revenues fluctuate with the economy so we are budgeting them conservatively.



Fines and Impound Fees

Fines and Impound Fees include court, auto impound, and false alarm fines. Many factors contribute to the realization of court fines revenue. In past years, this revenue was frequently under budget for a variety of reasons. Steps were taken during FY 2003-04 to make sure this trend would not continue. That year the City participated in a multi-jurisdictional Warrant Round-up with great success. The State of Texas Office of Court Administration reviewed our collection processes and made recommendations for improvement. Our staff Collections Task Force evaluated collection efforts in other jurisdictions and implemented the processes they judged to be the most effective for Waco. Because of the enormous success of the Warrant Round-up, a collection division was added to Municipal Court's budget in FY 2004-05. The Municipal Court judge periodically reviews the amounts of all fines and determines if any need changing. This review takes place after the legislature determines if any of the state fines will change. An increase in tickets and changes in collection efforts has contributed to this revenue exceeding budget this year and the trend is estimated to continue. Auto impound fees increased notably in FY 2011-12 and continue to be a strong source of revenue. False alarm fines are budgeted at about the same amount as estimated for the current year.



Charges for Services

Charges for Services are funds earned by the City in exchange for specific types of services provided including weed mowing, library fees and fines, recreation fees, concessions for special events, reimbursement for police security, animal pick-up charges and animal shelter fees. Additional revenues in FY 2004-05 were from hosting the Games of Texas and additional revenues in FY 2005-06 were from hosting the state youth basketball tournament. These charges increased in FY 2007-08 with the addition of one police officer that is partially reimbursed by Midway ISD. The opening of the Mammoth Site park and the city hosting the Games of Texas contributed to the increase in FY 2009-10 and FY 2010-11. Aquatic admissions were eliminated in FY 2011-12 with the privatization of the water park. Animal shelter fees were added in December 2012 when the City took over shelter operations from the Humane Society.

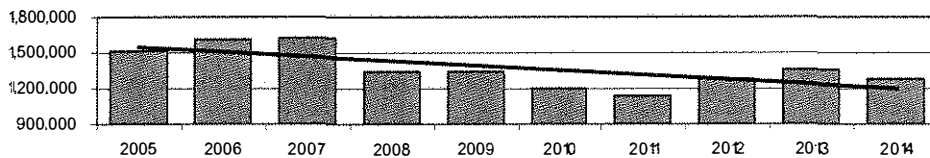


Explanation of Revenues

Health Services

Health fees are collected for services based on the amount of actual costs to the City or the client's ability to pay. These fees include death and birth certificates, environmental, septic system, immunization, and other health fees. Immunization fees increased dramatically in FY 2004-05 because we funded additional clinic hours to provide this service and some of the vaccine fees were increased during the year. Immunization fees are normally amended during the year when costs for vaccines increase.

The State of Texas increased birth and death certificate rates significantly beginning December 2005. The City receives fees from other McLennan County governments for participation in the health district. Several cities in the district became non-funding members in FY 2006-07, but most became funding members again in FY 2008-09. Revenues decreased significantly for the FY 2007-08 budget due to an agreement with Family Health Center to take over the dental clinic at the beginning of that fiscal year. Revenues were down slightly in FY 2009-10 because some environmental health services can now be obtained through the state and in FY 2010-11 because we are seeing more birth and death certificates being obtained through the state. Private pay revenues increased notably beginning in FY 2011-12 due to a change in program income distribution in Immunizations and is expected to continue.



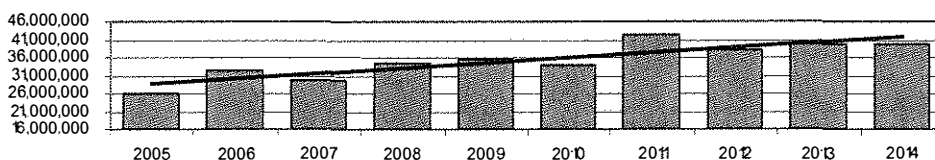
Enterprise Fund Revenues:

For services that benefit specific users, the City establishes and collects fees to recover the costs of those services. Where feasible and desirable, the City seeks to recover full direct and indirect costs. Department heads review user fees on a regular basis to calculate their full cost recovery levels and recommend adjustments where necessary. Fees are then approved by the City Council. All Enterprise Funds have user fees that support their operations.

Water Services

User fees increased significantly every year from FY 2003-04 through FY 2007-08 because of the large bond issues for improved infrastructure and treatment facilities. FY 2010-11 was the first time in three years that residential, commercial and industrial water customers dealt with increases. This was the last time rates were increased and there is no rate increase for FY 2013-14.

The graph below reflects the steady increase in water revenues due to the rate increases and fluctuations in the weather. Rate increases were necessary because of increasing operational expenses such as fuel and electricity, increasing debt service requirements for major infrastructure projects, regulatory mandates and the fluctuation in sales due to the weather. The spike in revenues for FY 2010-11 reflects the extreme hot and dry weather we experienced that year.

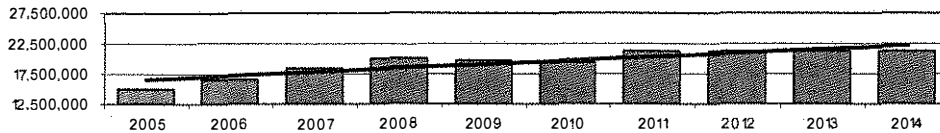




Explanation of Revenues

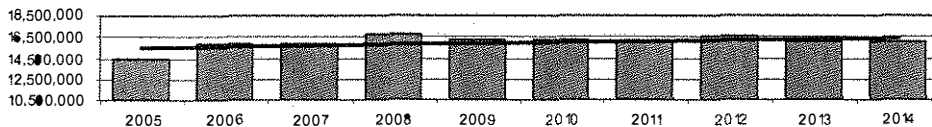
Wastewater Services

User fees were increased significantly in FY 2005-06 and FY 2007-08 because of the large bond issues for improved infrastructure and treatment facilities. FY 2010-11 was the first time in three years that residential, commercial and industrial wastewater customers dealt with increases. This was the last time rates were increased and there is no rate increase for FY 2013-14. Increases have been necessary due to higher operational expenses such as fuel and electricity, increasing debt service requirements for major infrastructure improvements, regulatory mandates and the fluctuation in sales due to the weather.



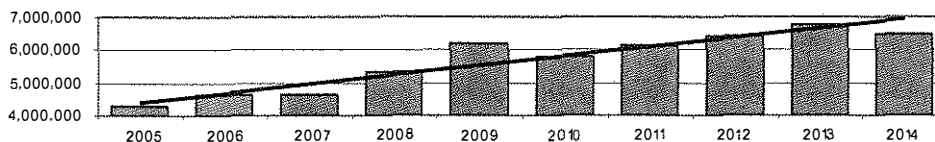
Solid Waste Services

Solid Waste residential, commercial and landfill service fees are not budgeted to increase in FY 2013-14. The residential service fee increased \$0.75 in FY 2004-05, \$1.00 in FY 2005-06 and \$.50 in March 2008, but previously had not changed since FY 1995-96. In addition to the residential increase in FY 2005-06, landfill fees were increased from \$23.56 to \$27.28 per ton for residential and commercial customers. Commercial and roll-off rates were changed in FY 2007-08 to simplify billing and to address shared containers. Some customers saw an increase in their billing and some saw a decrease. Overall this change did not increase total commercial revenues. Revenues were somewhat higher in FY 2009-10 because of disposition of large equipment in the City's auction. Total revenues for FY 2013-14 are expected to be about the same as the current year since no rate increases are included.



WMARSS

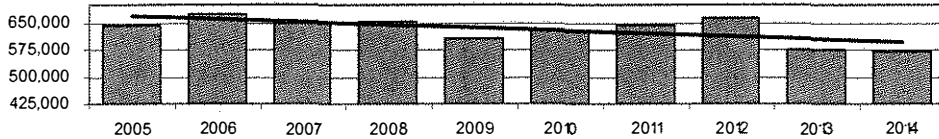
Revenues include charges to the owner cities based on their contributing flow into the regional wastewater system expressed as a percentage of the total flow of the system and multiplied by the annual requirement in maintaining and operating the Waco Metropolitan Area Regional Sewage System. Other revenue includes the sale of sludge to outside customers, septic hauler fees and a tipping fee for fats/oil/grease and industrial organic waste that was added during FY 2007-08. Revenues spiked in FY 2008-09 due to funding from owner cities for the dryer rehab project. The new Bullhide plant was in operation for the full year in FY 2012-13 which accounts for increased revenues in this fund from owner cities. A reduction in capital expenses accounts for reduced revenues from owner cities in FY 2013-14.



Explanation of Revenues

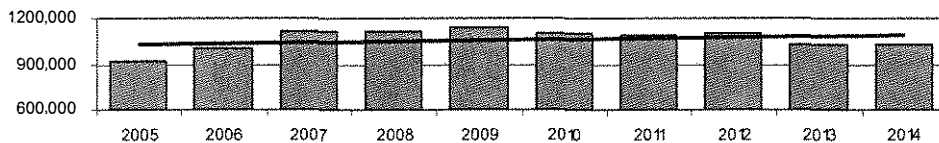
Ranger Hall of Fame

Revenues at the Hall of Fame include rents, admissions, merchandise licensing fees and sale of merchandise. Many licensing agreements have been signed over the past years, but it takes several years to see the fruits of these efforts. We started receiving rental revenue again in FY 2011-12 that was lost during the renovation of Knox Hall. Admission fees were increased in FY 2007-08 for the first time since FY 2000-01 and increased again in FY 2010-11 for adult admissions to bring that fee in line with other area attractions. Revenues declined somewhat in FY 2012-13 because of highway construction near the entrance of the facility and is expected to continue until the project is complete.



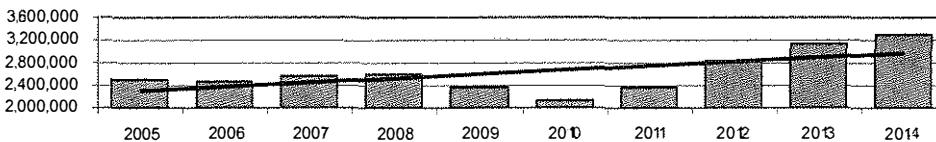
Waco Regional Airport

Airport revenues consist of commissions on rental cars, flowage fees, rents, landing fees, concessions and passenger facility charges. SkyWest Airlines began serving the area as the Continental Connection to Houston's Bush Intercontinental Airport in August 2003; however, this service was discontinued during 2012. City-operated concessions were added in mid-FY 2007-08 and helped decrease the General Fund support. Security costs are mandated, but are not totally reimbursed by the federal government. The economy and the departure of Continental has had an effect on the number of passengers using our facility the past few years but has leveled off in recent months.



Convention Center and Visitors' Services

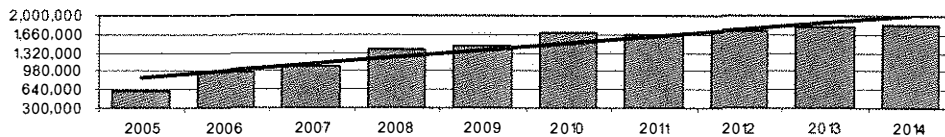
Convention Services revenues are dependent on the usage and catering/concessions operations of the Convention Center and the hotel/motel taxes generated from occupancy in our local accommodations. Marketing efforts have been revamped in an effort to maximize what this facility has to offer. These marketing efforts have paid off which is reflected in rental revenues increasing steadily every year since FY 2003-04. Rental revenues decreased in FY 2008-09 through FY 2010-11 because of the \$17.5 million renovation and expansion project that was expected to begin during the year. The project was delayed, but bookings for events were made with the expectation that the renovation would start in early to mid-FY 2008-09. The project was completed during FY 2011-12 and revenues for FY 2012-13 and FY 2013-14 reflect the increased bookings generated from the renovated facility. This is the second year that no funding from the General Fund is required.



Explanation of Revenues

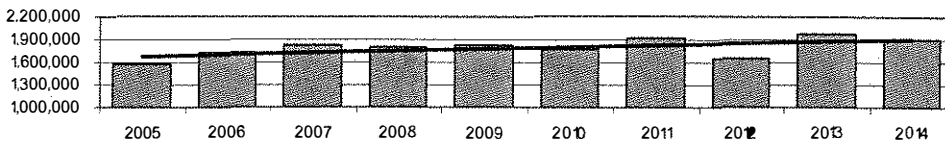
Cameron Park Zoo

The Brazos River Country expansion that doubled the zoo's animal collection opened in July 2005. Attendance revenue has increased steadily since that time, but not as fast as operating expenses for the new expansion. The new Asian Forest expansion opened in August 2009 and required an increase in staff as well as other expenses related to this new exhibit. Admission rates were increased in FY 2007-08 to help cover increasing expenses. The base admission price for adults and children had not been increased since FY 2000-01, even with the addition of the Brazos River Country expansion. The new exhibit and the rate increase have generated more in admission revenue, but continued increases in operating expenses have required increases in General Fund support. The base admission price for adults and children increased again at the start of FY 2009-10 to help offset the expenses of the Asian Forest exhibits. Admission and Concession revenues are greatly affected by how good or bad the weather is during the year.



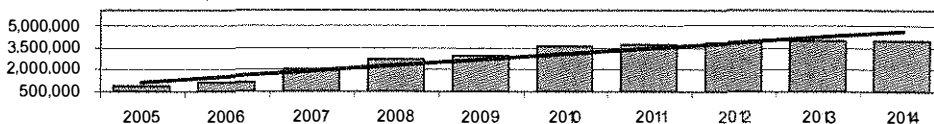
Cottonwood Creek Golf Course

Green fees and most other operating revenues are very dependent on the weather. Several Golf Course fees were increased every year between FY 2003-04 and FY 2006-07. Almost all operating fees were increased in FY 2009-10 including eliminating new memberships. Membership fees were restructured during FY 2010-11 and had a positive effect on all revenues. Revenues for FY 2011-12 were down considerably due to renovation of the greens during the prime revenue months. Fee increases were included in FY 2012-13 to offset the costs of the project. No funding from the General Fund is included for FY 2013-14.



Waco Transit

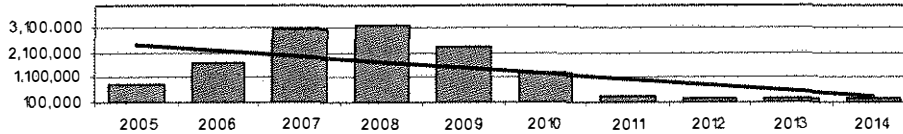
Waco Transit system provides public professional transportation services within the city limits. Revenues consist of regular and charter bus fares, van and trolley fares, and miscellaneous revenues. Transit receives funds from the Federal Transit Administration, the U.S. Department of Transportation, and the Texas Department of Transportation. In late FY 2005-06, Waco Transit was selected as the non-emergency transportation provider for Transportation Service Area Eleven (11) by TxDOT. Waco Transit provides non-emergency medical transportation services to Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties. This program produces approximately \$1.9 million in revenues. Waco Transit increased fares for all categories except elderly/handicapped base fare, day passes and transfers and added fares for student/child monthly and summer passes in FY 2008-09. Ridership grew as the price of fuel increased and has continued to remain steady.



Explanation of Revenues

Interest on Investments

Investment income is dependent on prevailing short-term interest rates and available fund balances. Interest rates were lower in past years after the September 11th terrorists' attacks, but started to rise during FY 2004-05 and continued through FY 2007-08, but have leveled off every year since then. The decrease in revenues since FY 2010-11 and budgeted for FY 2013-14 are due to the drastic decrease in interest rates.



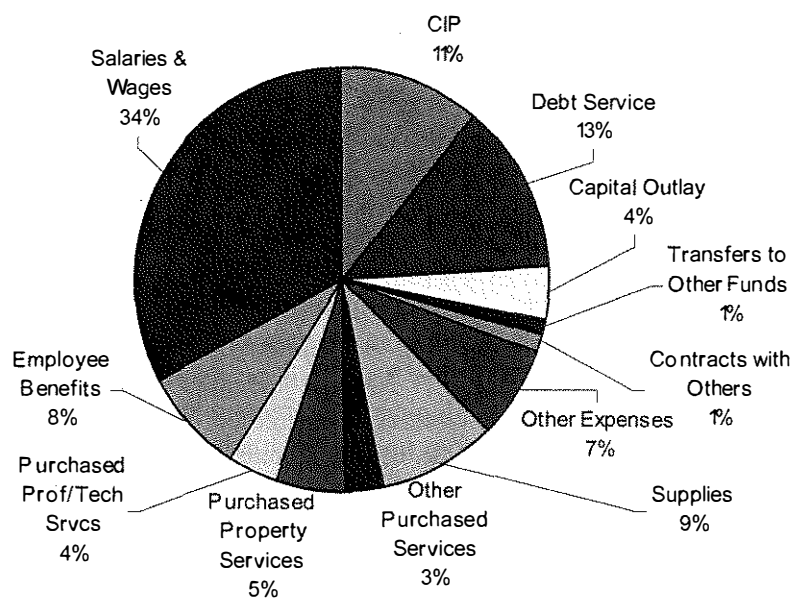
Other Revenues

Revenues not otherwise classified or collected under various City policies, practices and contracts are included in this category. The largest items include commission from mixed drinks and concessions, rent from General Fund property, proceeds from the sale of real estate, and contributions. These revenues can fluctuate greatly from year to year depending on real estate sales and the level of contributions.

Intergovernmental/Federal, State and County

These revenues result from contracts with the federal government, the State of Texas and McLennan County. These revenues vary yearly depending on the contractual services budgeted for in the current fiscal year.

Explanation of Expenditures



Salaries & Wages

Authorized staffing for all funds includes 1,516 full time employees and 60.55 part time employees (FTE's) for FY 2013-14. Salaries and benefits, which are the largest category of expenditures, are 42% of the total budget. Since FY 1997-98 the number of FTE's has grown from 1,491.28 to 1,576.55 for a total increase of 85.27 FTE's. However, we have added 122.73 employees in areas of expanded services including 17 in Fire, 42.25 in Police, 16.16 at the Zoo, 8.32 for the Mammoth Site park, 26 at WMARSS, 1 for Health Insurance/Wellness initiatives and 12 for the Animal Shelter. During this same period of time, we have consolidated services and found efficiencies so we could reduce 37.46 budgeted positions in other areas. Two major annexations happened during this 15-year period that put demands on the city's core services. The Highway 84 annexation occurred in late 1998 and the China Spring annexation occurred in 2001, which increased the city's land area by approximately 12 square miles.

FY 2013-14 Staffing Changes

General Fund

Added net of 16.02 FTE

Health Fund

Added .42 FTE

Solid Waste

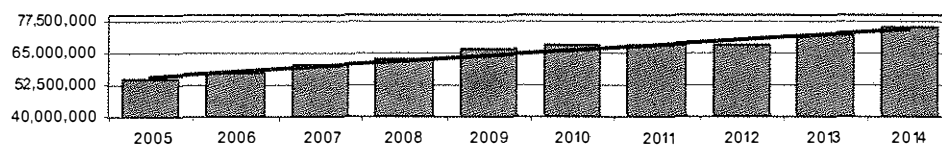
Reduced 3 FTE

Enterprise Funds

Reduced net of .48 FTE

Grants

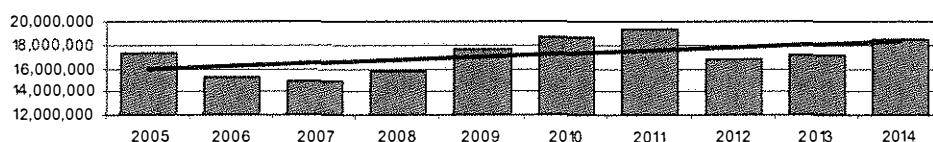
Reduced net of 6.82 FTE



Explanation of Expenditures

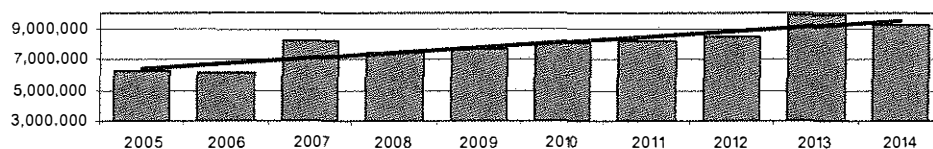
Employee Benefits

This category covers health insurance, life insurance, Medicare and Social Security taxes, retirement benefits, unemployment taxes, workers compensation, and dues and memberships. In FY 2004-05 the city made a change to the retirement system that increased employees' contributions to TMRS from 6% to 7% with the continued 2-1 match from the city. The City and its employees were faced with unusually high health insurance increases for FY 2005-06 and at that time decided to become self-funded. Unfortunately, we experienced high utilization of our plan's services and a large number of high dollar claims. These claims significantly impacted our overall plan costs resulting in a large deficit for FY 2005-06. The budget was amended during FY 2006-07 to cover the deficit from the prior year. Health insurance costs have continued to increase year after year so the budget for FY 2013-14 increases the city's contribution rate for health insurance per employee by 5%. The Texas Municipal Retirement System made significant changes in the actuarial assumptions and funding methodology used in calculating cities' contribution rates in 2009. Our plan's unfunded actuarial liabilities were being amortized over a 30-year period with an 8-year phase-in period to get to the full contribution rate. A plan change in FY 2011-12 turned off annually repeating COLAs and changed that benefit to an ad hoc basis. This change reduced the contribution rate enough to get us to the full rate, reduced our unfunded actuarial liability by more than half, and increased our funded ratio, which is now 88.6%. FY 2013-14 also includes an increase in workers compensation costs.



Purchased Professional/Technical Services

This category contains services that by their nature can be performed only by persons or firms with specialized skills and knowledge. Although a product may or may not result from the transaction, the primary reason for the purchase is the service provided. Included are the services of architects, engineers, auditors, physicians, lawyers, consultants, temporary employees, election expenses, etc. In FY 2001-02 these expenses rose sharply and peaked in FY 2006-07 due to legal expenses for the North Bosque River pollution case. These legal expenses decreased somewhat, but can vary from year to year depending on departments' needs.



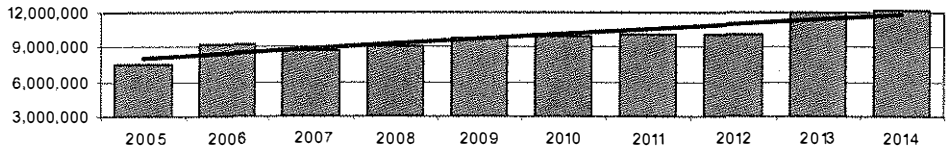
Purchased Property Services

These expenses are for services purchased to operate, repair, maintain and rent property owned or used by the City. Although a product may or may not result from the transaction, the primary reason for the expenditure is the service provided. The City began charging all departments for water, wastewater, and solid waste collection and landfill charges in FY 2001-02. These charges, especially water and wastewater, have had large rate increases in past years because of the vast infrastructure projects that were necessary to insure the quality and quantity of our water supply and the replacement of an aging sewage system to conform with the latest federal regulations.



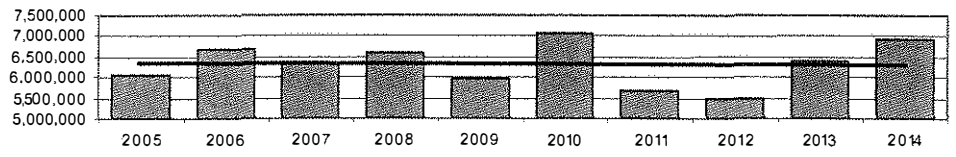
Explanation of Expenditures

Beginning in FY 2002-03 we have also included more maintenance dollars in the operating budget, particularly in Facilities, to fund projects that had previously been included in the capital improvements budget. Additional funding in Facilities for maintenance/capital improvements has been included for FY 2013-14 due to the initiative to fund these projects from operations rather than issuing debt.



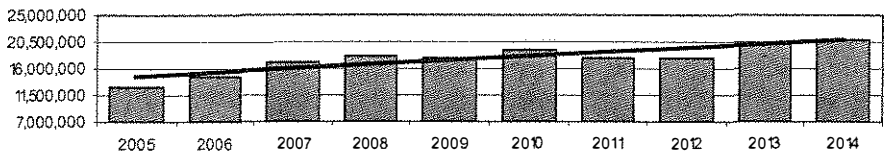
Other Purchased Services

This expense category is for services rendered by organizations or personnel not on the payroll of the City (separate from professional and technical services or property services). Although a product may or may not result from the transaction, the primary reason for the purchase is the service provided. Property, auto and general liability insurance charges are the largest items included here along with a wide variety of expenses such as communications, advertising and promotions, travel/training, and leasing of equipment and computers.



Supplies

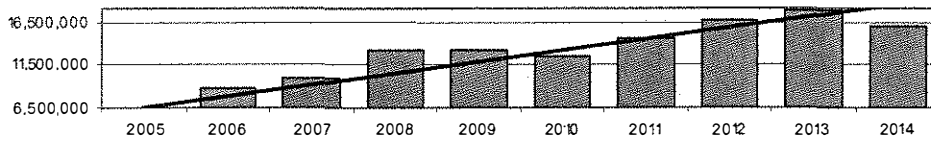
Supply accounts provide for articles of a nature which after use, are consumed or show a material change in or an appreciable impairment of their physical condition and articles liable to loss, theft and rapid depreciation. Major supply accounts in this category include office, chemical and medical, natural gas, electricity, and fuel. The trend since FY 2003-04 has been tremendous cost increases in natural gas, electricity, and fuel. This rise in costs also coincides with the expansion of services at the Zoo since FY 2004-05, the new Transit facility in FY 2004-05, adding the Waco Metropolitan Area Regional Sewage System in FY 2004-05, addition of the Mammoth Site in FY 2009-10, adding Bull Hide Creek Wastewater Treatment Plant and Flat Creek Interceptor in FY 2011-12 and adding the Animal Shelter in FY 2012-13. Annexations during this 10-year period have contributed to increased use of gasoline and diesel for fire, police and solid waste services. The volatility of fuel prices in the past few years and especially since FY 2007-08 has strained all budgets. A total of \$4.9 million is budgeted for fuel in FY 2013-14, a slight reduction from the current year since consumption is trending downward. This category also includes the purchase of minor equipment with an individual cost per item below the City's capitalization threshold of \$5,000. The amount of these non-expendable supplies can vary from year to year depending on the departments' needs.



Explanation of Expenditures

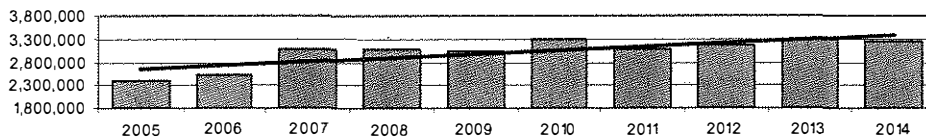
Other Expenses

Included in this category are charges for goods and services not previously classified in other accounts. The amount of these expenses can vary from year to year depending on the departments' needs.



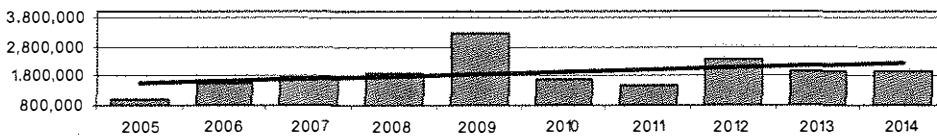
Contracts with Others

This category includes amounts paid for contracts with outside agencies or other governmental agencies for services rendered. Expenses have had only modest growth during the 10-year span until FY 2006-07 when \$750,000 was included for the initial year of sales tax rebate for the NAFTA agreement with the Marketplace shopping center. This agreement is for a seven-year period with the first two years at 50% followed by a decreasing percentage each year with the seventh year at 20%. The largest contract is with Family Health Center followed by the McLennan County Appraisal District and then the NAFTA agreement which has one month left of the contract in FY 2013-14. Most of the other contracts are with our Economic Development partners.



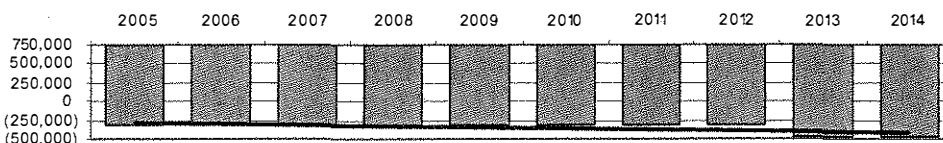
Transfers to Other Funds

This category includes funds set aside for a specific purpose and a small amount of matching funds for grants. The major transfer is to the Economic Incentive Fund. This fund started in FY 1997-98 and is used to account for incentive projects for local economic development in collaboration with McLennan County. The fluctuations during the 10-year period shown on the graph depend mostly on the amount of matching funds for grants. The Economic Incentive transfer increased by \$250,000 in FY 2005-06 and by another \$250,000 in FY 2006-07. Transfers peaked in FY 2008-09 due to the WMARSS Interceptor Improvement project.



Billings

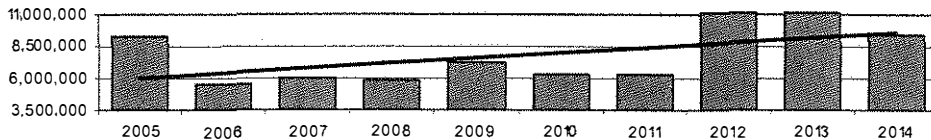
Billings are internal charges for goods and services provided by one department to another. Amounts can fluctuate year to year.



Explanation of Expenditures

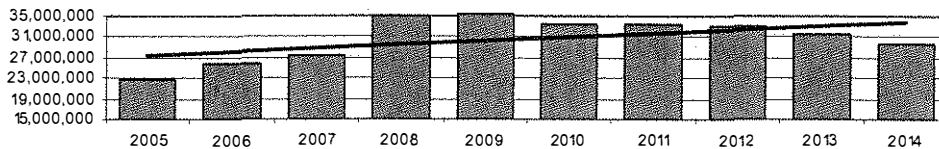
Capital Outlay

This category includes capital expenditures in excess of \$5,000 for items which increase the capital assets of the City. These include land, buildings, furniture and fixtures, and machinery and equipment. Amounts can fluctuate from year to year depending on replacement schedules and capital expenditures needed for new services approved in the budget.



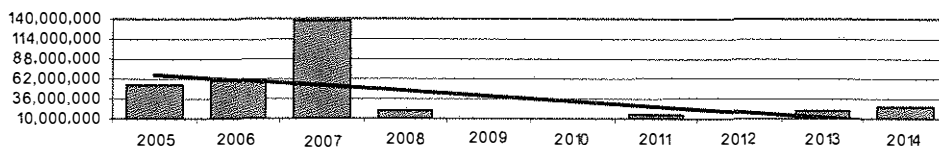
Debt Service

This category provides for the payment of principal and interest on the City's debt. A total of \$29,568,957 or 13% of the total budget has been budgeted in debt service for FY 2013-14. A detailed debt service section can be found beginning on page 229.



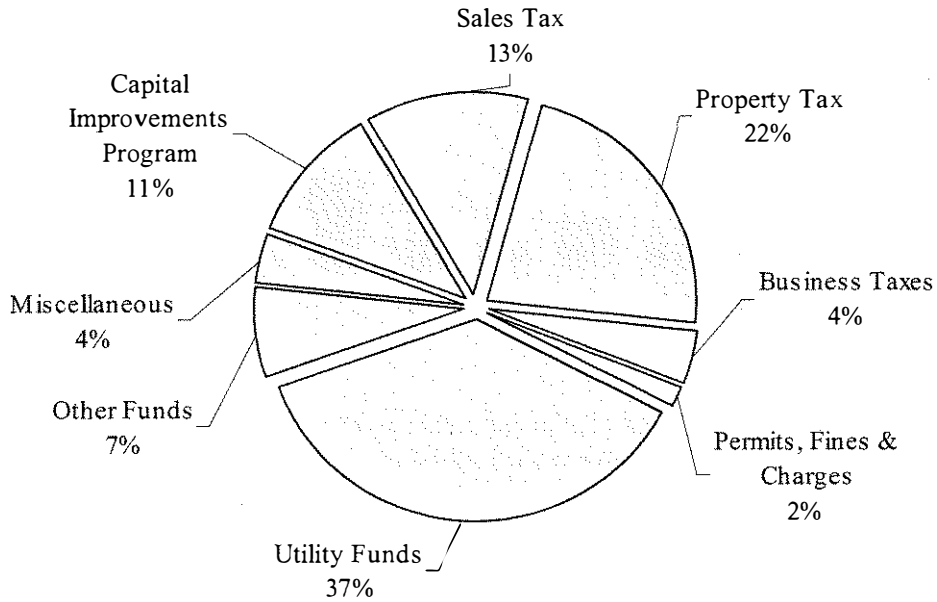
Capital Improvements Program

These funds are for the acquisition and development of the City's physical assets. The CIP includes those items typically thought of as "infrastructure"—streets, water and wastewater lines as well as facilities through which City government provides services directly to citizens or in support of City operations. Total expenditures for this category are budgeted at \$25,569,600 or 11% of the total budget. Details of the Capital Improvement Program can be found beginning on page 257.

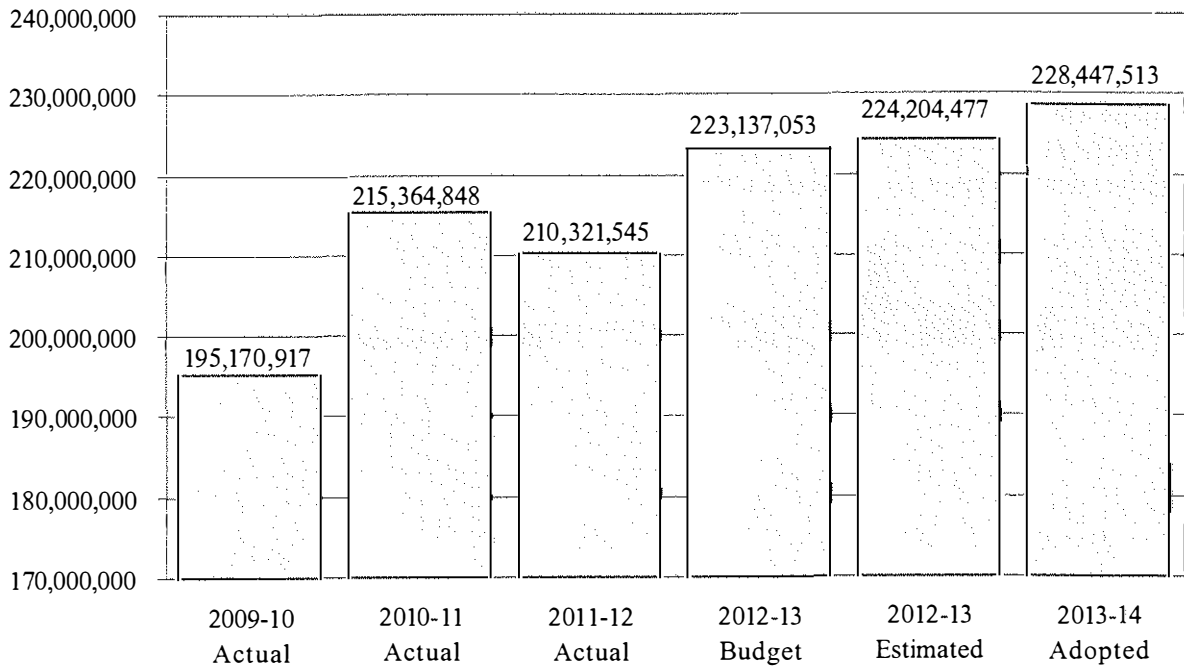


Revenue Summary

\$228,447,513



* Capital Improvements includes bond proceeds, donations, sale of property, reprogramming, etc.



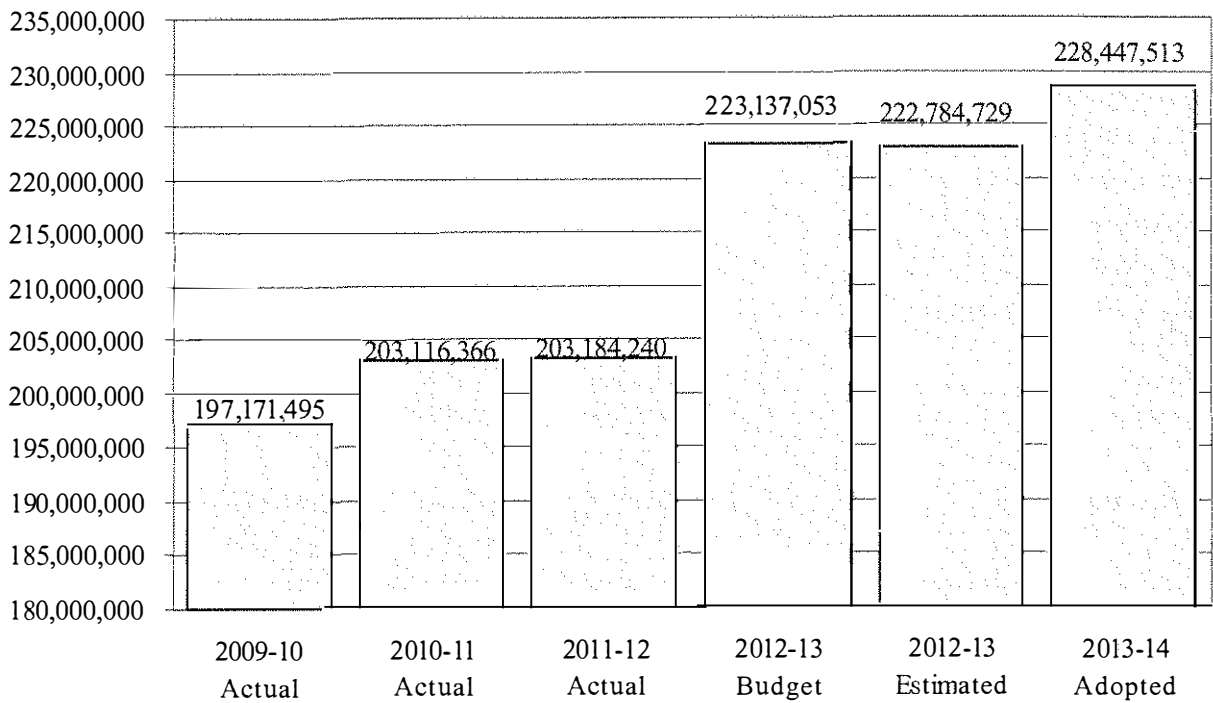
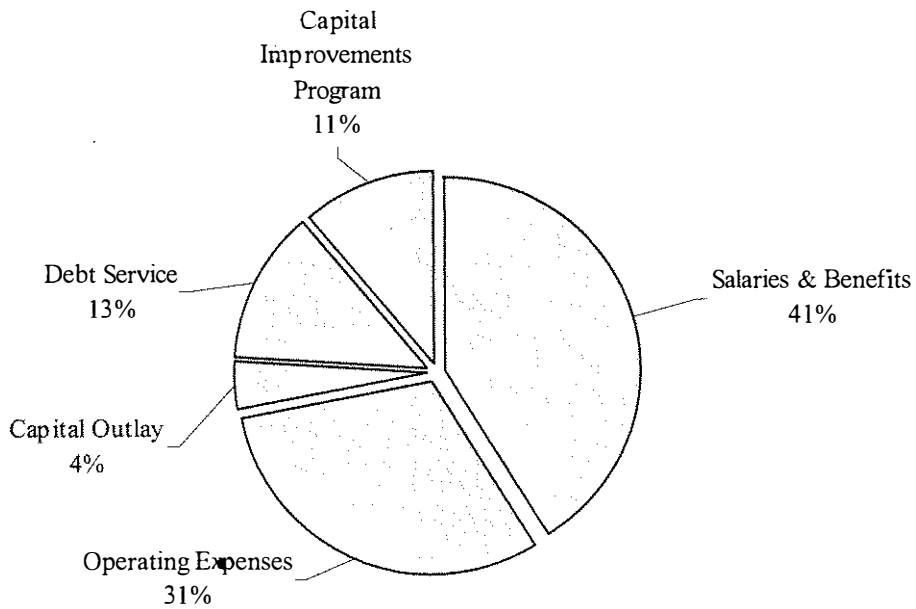


Revenue Summary

	Actual 2011-12	Budget 2012-13	Estimate 2012-13	Adopted 2013-14
Sales Tax Income	29,186,254	27,815,028	30,027,861	29,478,117
General Property Taxes	49,261,207	50,772,487	50,949,325	51,072,569
Business and Occupation Fees	10,690,257	9,628,312	9,806,370	9,768,560
Permits, Licenses and Fees	970,395	764,322	1,028,228	849,396
Charges for Services	1,148,576	1,307,550	1,317,756	1,324,844
Fines and Impound Fees	1,573,921	1,431,852	1,665,244	1,681,097
Health Fund	1,265,243	1,129,052	1,336,667	1,283,139
Public Improvement District #1	296,835	297,000	321,599	300,000
Water Fund	38,214,502	39,391,681	39,605,805	39,548,116
Wastewater Fund	21,165,318	20,899,423	21,142,947	21,148,891
Solid Waste Fund	16,512,835	15,613,439	15,954,590	16,064,468
WMARSS Fund	6,439,319	6,730,060	6,767,724	6,490,393
Texas Ranger Hall of Fame & Museum	663,258	536,407	573,626	568,217
Waco Regional Airport	1,102,463	989,679	1,031,491	1,024,955
Convention Center & Visitors' Services	2,823,830	3,123,712	3,123,712	3,310,017
Cameron Park Zoo	1,721,582	1,798,240	1,775,797	1,813,978
Cottonwood Creek Golf Course	1,640,487	1,891,394	1,980,542	1,909,400
Waco Transit	3,620,189	3,550,763	3,613,950	3,673,401
Engineering Services	23,310	25,480	24,349	24,539
Health Insurance Fund	2,048,098	2,674,447	2,580,000	2,680,086
Interest on Investments	338,980	203,439	311,044	244,605
Miscellaneous	4,070,090	2,041,121	3,775,772	2,833,681
Transfer from Surplus	-	5,799,767	520,765	610,249
Intergovernmental Revenues				
Federal	2,601,595	2,655,276	2,853,717	2,966,924
State	885,743	859,701	938,219	844,539
County	1,317,784	1,394,403	1,364,359	1,363,732
Total Revenues	199,582,071	203,324,035	204,391,459	202,877,913
Capital Improvements Program	10,739,474	19,813,018	19,813,018	25,569,600
Summary Total	210,321,545	223,137,053	224,204,477	228,447,513

Expenditure Summary

\$228,447,513



Expenditure Summary

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries & Wages	68,116,039	73,327,892	72,141,255	75,552,140
Employee Benefits	16,758,918	17,808,652	17,159,934	18,483,836
Purchased Professional/Technical Services	8,482,787	9,718,093	9,871,194	9,188,693
Purchased Property Services	10,033,436	12,012,797	11,936,606	12,420,275
Other Purchased Services	5,481,881	6,232,708	6,401,700	6,934,755
Supplies	17,629,751	19,999,816	20,321,516	20,828,386
Other Expenses	16,685,802	17,765,186	17,759,807	16,013,160
Contracts with Others	3,168,727	3,289,609	3,270,742	3,267,050
Operating Expenditures	146,357,341	160,154,753	158,862,754	162,688,295
Transfers to Other Funds	2,344,614	2,077,884	1,980,477	2,033,172
Billings	(313,236)	(480,000)	(460,542)	(480,000)
Capital Outlay	11,082,326	10,695,186	11,188,697	9,067,489
Total	159,471,045	172,447,823	171,571,386	173,308,956
Debt Service				
Principal Retired	19,298,911	17,686,633	17,686,633	16,920,000
Interest Retired	13,555,044	13,183,619	13,286,046	12,616,774
Exchange & Commission	119,766	5,960	427,646	32,183
Total Debt Service	32,973,721	30,876,212	31,400,325	29,568,957
Total Expenditures	192,444,766	203,324,035	202,971,711	202,877,913
Capital Improvements Program	10,739,474	19,813,018	19,813,018	25,569,600
Summary Total	203,184,240	223,137,053	222,784,729	228,447,513

Expenditures by Department

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
General Fund				
City Manager's Office	3,965,904	4,076,875	3,942,647	3,725,531
City Council	130,801	122,882	115,938	157,415
Animal Shelter	-	507,262	616,098	747,972
City Secretary	469,216	458,339	441,429	475,074
Finance	1,230,298	1,371,351	1,311,799	1,398,790
Purchasing	408,085	446,088	470,105	428,633
Information Technology	2,184,937	2,244,418	2,523,891	2,416,305
Legal	1,092,564	1,213,984	1,202,037	1,281,248
Municipal Court	1,009,085	1,120,462	1,066,869	1,210,222
Planning	534,633	556,121	530,513	585,482
Human Resources	647,350	713,995	709,825	738,911
Inspections	1,530,942	1,750,111	1,675,404	1,696,101
Streets & Drainage	1,841,701	3,743,719	3,643,794	2,191,970
Traffic	2,442,597	2,814,992	2,719,584	2,817,404
Emergency Management	410,345	731,278	712,778	1,514,144
Fire	18,248,061	19,297,072	19,462,682	19,988,136
Police	29,843,682	30,521,862	31,044,050	31,845,692
Library	3,196,212	3,377,310	3,327,051	3,477,651
Municipal Information	737,530	681,739	695,237	687,112
Housing	133,033	129,950	173,062	189,681
Facilities	2,608,747	3,074,457	3,109,844	3,409,014
Parks and Recreation	8,762,585	8,997,105	9,056,361	9,283,397
Contributions	15,220,673	11,690,094	11,757,097	11,850,672
Miscellaneous	463,644	1,824,968	1,159,861	866,643
Employee Benefits	437,724	373,582	265,854	373,732
	97,550,349	101,840,016	101,733,810	103,356,932
Special Revenue Funds				
Health Administration	1,839,320	1,987,982	1,991,729	2,091,442
Environmental Health	157,853	176,321	181,294	185,786
Environmental Health - OSSF	270,877	281,369	282,687	279,827
Public Health Nursing	780,355	819,204	950,341	956,804
Sexually Transmitted Diseases	344,696	353,188	349,928	360,580
HIV/AIDS	171,585	173,007	174,110	179,766
Dental	8,650	-	-	-
Public Improvement District #1	190,793	799,173	233,515	911,449
	3,764,129	4,590,244	4,163,604	4,965,654
Street Reconstruction	4,113,459	4,117,832	4,341,048	3,886,972



Expenditures by Department

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Utility Funds				
Water Office	1,368,294	1,760,035	1,765,327	1,660,752
Water Distribution	4,949,626	6,228,585	5,891,242	7,132,245
Water Treatment	7,609,125	8,888,543	8,561,884	8,828,620
Utilities Laboratory	(220,689)	-	-	-
Source of Supply	1,051,704	606,740	606,658	626,949
Water - Meter Shop	328	1,209,129	1,174,586	1,224,883
Water General & Admin	21,785,183	21,080,698	20,994,477	20,156,895
Wastewater Collection	4,620,397	6,003,081	6,015,456	5,465,479
Environmental Services	626,832	696,295	735,786	767,604
Wastewater Treatment	4,992,418	5,244,542	5,244,542	4,995,447
Wastewater General & Admin	10,075,814	9,733,243	9,738,232	9,958,546
WMARSS	5,645,727	6,792,983	6,299,895	6,502,393
	62,504,759	68,243,874	67,028,085	67,319,813
Other Enterprise Funds				
Solid Waste	16,197,204	16,502,136	16,733,602	16,099,834
Texas Ranger Hall of Fame	1,248,283	1,312,704	1,317,999	1,327,579
Waco Regional Airport	1,452,467	1,606,534	1,727,923	1,617,991
Convention Center & Visitors' Services	3,031,611	3,123,712	3,219,514	3,310,017
Cameron Park Zoo	3,304,603	3,352,005	3,420,013	3,540,586
Cottonwood Creek Golf Course	2,453,606	1,891,394	2,002,295	1,909,400
Waco Transit	6,715,794	6,935,380	7,256,160	7,265,673
	34,403,568	34,723,865	35,677,506	35,071,080
Internal Service Funds				
Risk Management	3,238,441	3,510,798	3,496,179	3,776,834
Engineering	1,855,767	2,028,950	1,968,520	1,995,542
Fleet Services	1,579,143	1,694,636	1,706,431	1,786,961
Health Insurance Fund	11,446,627	11,671,871	11,532,350	12,116,172
	18,119,978	18,906,255	18,703,480	19,675,509
	220,456,242	232,422,086	231,647,533	234,275,960
Less: Interfund Transfers	(28,011,477)	(29,098,051)	(28,675,822)	(31,398,047)
	192,444,765	203,324,035	202,971,711	202,877,913
Capital Improvements Program	10,739,474	19,813,018	19,813,018	25,569,600
Summary Total	203,184,239	223,137,053	222,784,729	228,447,513

General Fund

Revenues

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Taxes				
Sales Tax Income	29,186,254	27,815,028	30,027,861	29,478,117
Ad Valorem Taxes - Current	37,650,521	40,439,048	40,439,048	41,324,710
Ad Valorem Taxes - Delinquent	389,290	350,000	475,000	350,000
Interest and Penalty	486,577	450,000	500,000	450,000
Revenue in Lieu of Taxes	4,111,057	4,184,431	4,184,431	4,268,113
Occupation Taxes	103,078	30,000	30,000	100,000
Gross Tax Receipts Tax	13,579,046	12,592,858	12,792,861	12,684,942
	56,319,569	58,046,337	58,421,340	59,177,765
Licenses and Permits				
Building Permits	453,494	333,207	488,610	400,000
Open Air Vending	5,565	3,500	3,122	3,153
Farmer's Market	150	150	-	-
Street Furnishings	50	25	-	-
Plumbing Permits	144,622	117,526	154,621	120,000
Electrical Permits	199,131	156,778	202,866	170,000
Heating and A/C Permits	70,375	53,523	71,411	65,000
Sign Permits	4,245	15,000	16,479	4,500
House Moving Permits	385	-	220	-
Garage Sale Permits	28,970	28,435	26,370	26,634
Subdivision Fees	20,507	19,500	23,000	20,000
Zoning Applications	10,655	7,500	11,718	10,000
Fire Inspection Fees	32,246	29,178	29,811	30,109
	970,395	764,322	1,028,228	849,396
Intergovernmental				
Federal	12,554	-	1,440	-
State	252,844	189,792	234,035	238,035
County	1,231,975	1,287,734	1,266,605	1,266,605
	1,497,373	1,477,526	1,502,080	1,504,640
Charges for Services				
Recreation Fees	488,834	498,668	483,645	490,107
Weed Mowing Collections	55,495	32,000	50,315	35,000
Library Fees & Fines	100,264	97,061	98,203	99,185
Animal Pick Up Charge	18,224	19,032	16,948	17,117
Convention Center	48,582	50,039	50,039	51,540
Graphics	74,703	60,000	75,000	75,000
Airport Services	284,191	281,163	279,847	308,284
Police Security	154,474	150,000	152,540	152,540
	1,224,767	1,187,963	1,206,537	1,228,773



General Fund

Revenues

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Fines				
Court Fines	1,451,347	1,342,652	1,577,261	1,593,034
Auto Impound Fees	114,374	80,000	80,000	80,000
False Alarm Fines	8,200	9,200	7,983	8,063
	1,573,921	1,431,852	1,665,244	1,681,097
Interest on Investments	98,481	55,000	97,820	72,000
Other Revenues				
Contributions	219,577	171,171	176,227	153,671
Indirect Exp. Reimbursement	6,399,365	6,789,363	6,789,363	6,899,797
Rent From Real Estate	125,867	116,321	125,208	126,186
Sale of Real Estate	1,790,086	-	100,000	-
Sale of Other Scrap	17,721	20,000	11,855	11,974
Sale of Other	37,996	39,804	33,816	34,154
Comm from Sale of Mixed Drinks	353,980	353,678	353,691	360,765
Commission on Municipal Court	58,238	40,400	63,790	65,066
Commission on Concessions	59,921	49,928	53,624	54,697
Cash - Over or Short	(43)	-	-	-
Collection of Receivables	385	-	-	-
Miscellaneous Revenues	1,377,613	348,045	1,308,654	1,077,939
	10,440,706	7,928,710	9,016,228	8,784,249
Other Financing Sources				
Abandoned Motor Vehicles	50,000	50,000	50,000	50,000
	50,000	50,000	50,000	50,000
Other Revenues				
Admissions	277,215	278,408	277,126	282,669
Animal Shelter Fees	-	175,000	182,600	190,800
Concessions	54,070	57,381	56,379	57,426
	331,285	510,789	516,105	530,895
Transfer from Surplus	-	2,572,489	-	-
Total Revenues	101,692,751	101,840,016	103,531,443	103,356,932

General Fund

Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	47,391,533	50,427,201	49,696,279	51,959,060
Employee Benefits	16,737,843	17,796,118	17,445,274	18,491,189
Purchased Professional/Technical Services	1,997,850	2,264,634	2,382,140	2,321,083
Purchased Property Services	4,798,611	5,894,138	5,527,739	6,079,992
Other Purchased Services	2,346,099	2,739,974	2,901,255	3,123,555
Supplies	5,162,001	5,841,627	6,482,342	6,242,051
Other Expenses	1,850,753	2,095,021	2,133,729	701,830
Contracts with Others	1,892,306	1,980,749	1,961,882	2,104,474
Operating Expenditures	82,176,996	89,039,462	88,530,640	91,023,234
Transfers to Other Funds	2,974,112	2,077,884	2,086,347	1,756,109
Billings	(704,205)	(857,978)	(890,588)	(901,436)
Capital Outlay	3,780,054	2,026,550	2,453,313	1,823,114
Total	88,226,957	92,285,918	92,179,712	93,701,021
Health Services	2,230,002	2,535,350	2,535,350	2,673,939
Street Reconstruction Fund	3,885,972	3,885,972	3,885,972	3,885,972
Ranger Hall of Fame	666,900	776,047	776,047	759,012
Airport Services	308,452	501,711	501,711	491,536
Convention Center & Visitors' Services	362,139	-	-	-
Cameron Park Zoo	1,726,725	1,553,765	1,553,765	1,726,608
Cottonwood Creek Golf Course	143,202	-	-	-
Waco Transit	-	301,253	301,253	118,844
Total Interfund Transfers	9,323,392	9,554,098	9,554,098	9,655,911
Total Expenditures	97,550,349	101,840,016	101,733,810	103,356,932



Health Fund

The Health Fund accounts for the operations and City's share of health programs operated within McLennan County. Financing is provided from the General Fund to the extent patients' fees and other miscellaneous revenues are not sufficient to provide such financing. The Health Fund encompasses the following health related activities: Administration, Vital Statistics, Environmental Health, On-Site Sewage Facilities (OSSF), Public Health Nursing Services, Sexually Transmitted Diseases (STD) and HIV/AIDS programs. The Texas Department of State Health Services provides \$3,064,005 in additional funding for numerous health services such as the Women, Infants and Children (WIC) Program, Public Health Preparedness, TB and Immunization clinics, and several HIV/AIDS services. These programs and others are detailed in the Supplementary Grant Information section of the budget.

Revenues	Actual	Budget	Estimated	Adopted
	2011-12	2012-13	2012-13	2013-14
Food Permits	214,855	180,101	227,092	227,092
State	17,000	20,000	20,000	-
County	85,809	106,669	97,754	97,127
Birth Certificates	230,824	236,398	236,292	236,292
Death Certificates	24,272	17,828	17,538	17,538
Clinical Lab Fees	3,846	4,179	4,403	4,447
Health & Welfare Fees	211,927	130,931	251,213	252,209
Septic Systems	183,970	174,700	184,933	182,700
Interest on Investments	150	-	400	-
Contributions	7,950	-	29,846	-
Health District Assessments	331,373	336,906	336,906	341,557
Miscellaneous	56,226	48,009	48,444	21,304
General Fund	2,459,993	2,535,350	2,535,350	2,673,939
Total Revenues	3,828,195	3,791,071	3,990,171	4,054,205
Expenditures	Actual	Budget	Estimated	Adopted
	2011-12	2012-13	2012-13	2013-14
Salaries and Wages	1,365,480	1,550,451	1,562,586	1,594,904
Employee Benefits	483,902	549,861	557,590	566,686
Purchased Professional/Technical Services	61,590	54,011	87,154	58,808
Purchased Property Services	16,144	19,689	22,886	20,814
Other Purchased Services	66,916	67,441	68,709	79,812
Supplies	327,804	243,374	325,087	343,384
Other Expenses	287,799	316,144	315,977	399,697
Contracts with Others	961,262	990,100	990,100	990,100
Operating Expenditures	3,570,897	3,791,071	3,930,089	4,054,205
Transfers to Other Funds	2,439	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	3,573,336	3,791,071	3,930,089	4,054,205
Difference	254,859	-	60,082	-

Public Improvement District #1

Cities and Counties often need to make certain improvements to their infrastructure to facilitate economic growth within an area. New businesses may choose not to locate where there are inadequate streets, substandard utility services, or other public facilities or services that are inferior. It is also difficult for existing businesses to prosper in areas that have poor public infrastructure. Texas law provides a number of ways to finance needed public improvements, including the use of special assessments. Public Improvement Districts (PIDs) offer cities and counties a means for undertaking such projects. The assessment on real property (including structures or other improvements) located within the PID is \$0.10 per \$100 valuation as determined by McLennan County Appraisal District.

Revenues	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
PID Assessments	296,835	297,000	321,599	300,000
Interest on Investments	1,569	800	1,400	1,200
Transfer from Surplus	-	501,373	520,765	610,249
Total Revenues	298,404	799,173	843,764	911,449
Expenditures	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	22,063	28,510	21,165	29,453
Employee Benefits	1,753	2,270	1,682	2,367
Purchased Professional/Technical Services	162,641	301,648	202,457	275,340
Purchased Property Services	1,413	1,700	1,395	1,700
Other Purchased Services	1,908	2,150	4,281	41,550
Supplies	1,015	3,450	2,535	19,525
Other Expenses	-	25,000	-	25,000
Contracts with Others	-	-	-	-
Operating Expenditures	190,793	364,728	233,515	394,935
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	434,445	-	516,514
Total Expenditures	190,793	799,173	233,515	911,449
Difference	107,611	-	610,249	-



Street Reconstruction Fund

The Street Reconstruction Fund accounts for the maintenance and reconstruction of City streets. In 1988 the City of Waco adopted a resolution that dedicated a portion of the sales tax revenue to capital street improvements. For 2013-14 the contribution is \$3,885,972. These funds will provide for approximately 80 miles of street improvements divided among reconstruction, reclamation, overlays, and slurry seals. Arterial improvement needs are addressed in the Capital Improvements Program.

Revenues	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
State	4,608	107,680	107,680	-
Interest on Investments	2,284	1,055	1,000	1,000
Contributions	-	87,232	87,232	-
General Fund	4,385,972	3,885,972	3,885,972	3,885,972
Streets 08	-	-	67,000	-
Transfer from Surplus	-	35,893	-	-
Total Revenues	4,392,864	4,117,832	4,148,884	3,886,972
Expenditures	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	773,903	827,494	791,527	841,353
Employee Benefits	371,849	406,053	387,637	425,929
Purchased Professional/Technical Services	1,117,970	1,223,663	1,558,452	1,228,692
Purchased Property Services	536,791	546,248	546,396	557,316
Other Purchased Services	32,275	34,729	34,729	42,065
Supplies	146,035	173,320	163,822	154,116
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	2,978,823	3,211,507	3,482,563	3,249,471
Transfers to Other Funds	-	-	-	-
Billings	135,001	114,331	146,941	149,880
Capital Outlay	999,635	791,994	711,544	487,621
Total Expenditures	4,113,459	4,117,832	4,341,048	3,886,972
Difference	279,405	-	(192,164)	-

Water Fund

The Water Fund is an enterprise fund that accounts for the provision of water services to the residents of the City and Industrial District. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, billing, collection, operations, maintenance and debt service. Waco obtains its domestic and industrial water supply from the Lake Waco reservoir. Lake Waco was constructed by the Corps of Engineers to provide flood control and water conservation storage. The City received 39,000 acre-feet of storage in the lake in exchange for the like amount of storage capacity of the old lake. The City also contracted with the Brazos River Authority (BRA), the official agent for the State of Texas in the project, for purchase of the remainder of the 104,100 acre-feet of water supply storage. The City is presently authorized to store 191,962 acre-feet of water in Lake Waco since raising the pool elevation 7 feet in 2001 and to divert 79,100 acre-feet of water per year at a maximum rate of 110 cubic feet per second. All payments for such water diverted from the reservoir under contracts with BRA are made solely from City water sales revenues. In addition to the supply contracted from Lake Waco, the City also has a certified filing to obtain water from the Brazos River. The primary source of revenue is from user charges levied on utility customers.

Revenues	Actual 2011-12	Budget 2012-13	Es t i m a t e d 2012-13	Adopted 2013-14
Interest on Investments	99,600	67,858	100,000	80,000
Contributions	266,526	-	209,675	200,000
Indirect Expense Reimbursement	2,424	1,872	1,872	2,228
Rent from Real Estate	305,699	303,776	301,257	304,238
Sale of Other Scrap	15,662	11,991	32,253	32,576
Commission on Concessions	1,327	916	1,250	1,250
Miscellaneous	88,830	53,028	148,604	100,000
Transfer from Surplus	-	312,319	-	-
Metered Water Sales	32,851,950	34,344,204	33,974,353	33,974,353
Other Water Sales	3,398,476	3,479,648	3,671,841	3,671,841
New Services	34,230	24,615	38,875	35,000
Turn Ons	1,125,099	1,045,340	1,101,257	1,101,257
Miscellaneous Charges for Services	590	791	500	500
Parking Garage	1,470	1,440	810	720
Water Lab Fees	124,643	125,932	125,130	126,381
Total Revenues	38,316,526	39,773,730	39,707,677	39,630,344
Expenditures	Actual 2011-12	Budget 2012-13	Es t i m a t e d 2012-13	Adopted 2013-14
Salaries and Wages	4,377,006	4,994,055	4,933,425	5,093,428
Employee Benefits	1,815,210	2,050,604	2,009,632	2,125,967
Purchased Professional/Technical Services	1,231,896	1,617,279	1,367,287	1,291,631
Purchased Property Services	1,370,301	2,230,925	2,200,938	2,213,002
Other Purchased Services	908,080	1,032,134	980,581	1,043,487
Supplies	4,766,061	5,357,918	5,137,961	5,573,168
Other Expenses	6,896,527	7,068,094	7,027,403	7,077,760
Contracts with Others	6,000	6,000	6,000	6,000
Operating Expenditures	21,371,081	24,357,009	23,663,227	24,424,443
Transfers to Other Funds	14,725,801	13,658,820	13,658,821	12,750,812
Billings	(759,638)	(777,327)	(772,100)	(782,151)
Capital Outlay	1,206,327	2,535,228	2,444,226	3,237,240
Total Expenditures	36,543,571	39,773,730	38,994,174	39,630,344
Difference	1,772,955	-	713,503	-



Wastewater Fund

The Wastewater Fund is an enterprise fund that accounts for the provision of wastewater collection and implementation of federal, state and local environmental regulations to the residents of the City and Industrial District. All activities necessary to provide such services are accounted for in this fund, including but not limited to, administration, billing, collection, operations, maintenance and debt service. The primary source of revenue is from user charges levied on utility customers.

Revenues	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
State	2,324	-	-	-
Interest on Investments	26,705	14,000	20,970	17,500
WMARSS Loan	23,891	22,313	22,313	20,685
Miscellaneous	12,153	-	-	-
Transfer from Surplus	-	741,425	-	-
Pretreatment Fees	527,363	481,674	558,262	558,002
Wastewater Service Charges	20,577,725	20,384,026	20,544,845	20,551,049
Wastewater Connections	47,820	33,076	39,295	39,295
Miscellaneous Charges for Services	257	647	545	545
Total Revenues	21,218,238	21,677,161	21,186,230	21,187,076
Expenditures	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	1,643,421	1,815,184	1,766,027	1,868,796
Employee Benefits	663,391	729,591	697,651	758,138
Purchased Professional/Technical Services	520,544	418,406	700,121	681,761
Purchased Property Services	881,051	1,008,155	928,146	945,565
Other Purchased Services	110,424	131,647	133,558	147,358
Supplies	376,749	514,745	444,566	482,542
Other Expenses	7,765,638	8,179,650	8,189,391	7,962,493
Contracts with Others	-	-	-	-
Operating Expenditures	11,961,218	12,797,378	12,859,460	12,846,653
Transfers to Other Funds	6,809,927	6,397,192	6,397,192	6,592,426
Billings	568,586	581,885	576,658	584,997
Capital Outlay	975,730	1,900,706	1,900,706	1,163,000
Total Expenditures	20,315,461	21,677,161	21,734,016	21,187,076
Difference	902,777	-	(547,786)	-

WMARSS Fund

The WMARSS fund is an enterprise fund that accounts for the provision of operating and maintaining the regional wastewater system and to adequately receive, transport, treat and dispose of the owner cities' wastewater. The owner cities are Bellmead, Hewitt, Lacy Lakeview, Lorena, Robinson, Waco and Woodway. Since 1968, the Brazos River Authority (BRA) operated this system. However, in February 2004 the owner cities cancelled the contract. Through an inter-local agreement, the cities have chosen the City of Waco to be the entity that will manage, operate and maintain the facilities. Charges to the owner cities are based on its contributing flow into the system, expressed as a percentage of the total flow of the system and multiplied by the annual requirement in maintaining and operating the Waco Metropolitan Area Regional Sewage System (WMARSS).

Revenues	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Interest on Investments	17,070	9,000	15,701	12,000
Rent from Real Estate	24,886	9,000	24,000	24,000
Sale of Other Scrap	9,638	14,140	5,000	5,000
Miscellaneous	4,183	-	-	-
Transfer from Surplus	-	53,923	-	-
Wastewater Treatment Services	5,982,380	6,318,724	6,318,724	6,041,393
WMARSS Outside Customer	418,232	388,196	420,000	420,000
Total Revenues	6,456,389	6,792,983	6,783,425	6,502,393
Expenditures	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	1,107,704	1,226,757	1,153,996	1,196,435
Employee Benefits	404,411	456,178	430,950	456,332
Purchased Professional/Technical Services	479,320	648,000	580,480	580,480
Purchased Property Services	562,615	785,632	702,316	713,747
Other Purchased Services	115,795	169,217	169,606	189,644
Supplies	2,251,983	2,629,562	2,383,365	2,572,048
Other Expenses	363,292	313,714	313,714	363,707
Contracts with Others	-	-	-	-
Operating Expenditures	5,285,120	6,229,060	5,734,427	6,072,393
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	360,607	563,923	565,468	430,000
Total Expenditures	5,645,727	6,792,983	6,299,895	6,502,393
Difference	810,662	-	483,530	-



Solid Waste Fund

The Solid Waste Fund is an enterprise fund that accounts for the provision of solid waste services to the residents of the City and Industrial District. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, billing, collection, operations, maintenance and debt service. The City is the holder of one of only two Type I landfill permits within fifty miles of Waco.

Revenues	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Franchise Fees	18,899	17,979	17,866	17,866
State	3,760	-	-	-
Interest on Investments	28,534	10,000	22,387	17,500
Rent from Real Estate	(1,085)	1,768	300	300
Sale of Other Scrap	29,520	22,107	30,721	31,028
Commission on Concessions	619	559	565	576
Miscellaneous	78,366	3,900	109,716	100,000
Transfer from Surplus	-	860,718	-	-
Miscellaneous Charges for Services	221,645	3,200	3,200	3,200
Solid Waste Fees _ Commercial	5,424,413	5,400,000	5,401,995	5,401,995
Solid Waste Fees _ Residential	6,295,152	6,252,000	6,283,321	6,300,000
Solid Waste Fees _ Roll Off	864,240	672,000	795,276	795,276
Solid Waste Fees _ Landfill	3,505,891	3,156,000	3,250,364	3,352,961
Solid Waste _ Recycling	94,074	101,905	79,132	79,132
Total Revenues	16,564,028	16,502,136	15,994,843	16,099,834
Expenditures	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	2,721,146	3,156,356	2,928,081	3,141,551
Employee Benefits	1,348,049	1,524,609	1,406,785	1,576,311
Purchased Professional/Technical Services	1,375,695	1,684,578	1,736,406	1,695,306
Purchased Property Services	1,801,159	1,739,473	2,006,677	2,048,577
Other Purchased Services	120,143	153,453	158,394	155,342
Supplies	1,830,467	2,255,299	2,141,890	2,336,784
Other Expenses	2,298,220	2,479,987	2,491,791	2,549,294
Contracts with Others	39,000	39,000	39,000	39,000
Operating Expenditures	11,533,879	13,032,755	12,909,024	13,542,165
Transfers to Other Funds	1,194,359	1,184,031	1,184,031	1,283,013
Billings	303,129	310,881	310,881	316,056
Capital Outlay	3,165,837	1,974,469	2,329,666	958,600
Total Expenditures	16,197,204	16,502,136	16,733,602	16,099,834
Difference	366,824	-	(738,759)	-

Texas Ranger Hall of Fame Fund

The Texas Ranger Hall of Fame Fund is an enterprise fund that accounts for all activities necessary to provide the services of this facility. The museum is internationally known for its collection of guns, memorabilia and exhibits relating to this state's unique law enforcement agency. A worldwide interest in the "American Old West" attracts visitors from as far away as Europe and Asia. The museum is located in the 38-acre Fort Fisher Park at the intersection of University Parks Drive and Interstate 35.

Revenues	Actual	Budget	Estimated	Adopted
	2011-12	2012-13	2012-13	2013-14
Interest on Investments	719	250	564	350
Contributions	96,171	10,000	38,218	30,000
Rent from Real Estate	56,132	66,000	46,271	46,734
Miscellaneous	20,626	15,841	19,715	19,715
General Fund	624,396	776,047	776,047	609,012
Convention Center	-	-	-	150,000
Admissions	238,337	212,028	232,262	233,423
Sale of Merchandise	251,992	232,538	237,160	238,345
Total Revenues	1,288,373	1,312,704	1,350,237	1,327,579
Expenditures	Actual	Budget	Estimated	Adopted
	2011-12	2012-13	2012-13	2013-14
Salaries and Wages	539,247	591,971	571,807	589,566
Employee Benefits	198,687	211,622	207,647	214,963
Purchased Professional/Technical Services	24,519	26,061	25,795	26,495
Purchased Property Services	16,646	23,878	30,987	25,047
Other Purchased Services	46,134	50,234	49,789	54,297
Supplies	99,639	107,038	123,491	118,262
Other Expenses	179,520	153,692	160,275	146,295
Contracts with Others	-	-	-	-
Operating Expenditures	1,104,392	1,164,496	1,169,791	1,174,925
Transfers to Other Funds	-	-	-	-
Billings	143,891	148,208	148,208	152,654
Capital Outlay	-	-	-	-
Total Expenditures	1,248,283	1,312,704	1,317,999	1,327,579
Difference	40,090	-	32,238	-



Waco Regional Airport Fund

The Waco Regional Airport Fund is an enterprise fund that provides for passenger and freight air services to the residents of the City and surrounding areas. All activities necessary to provide such services are accounted for in this fund. The Waco Regional Airport is a Federal Aviation Administration certified facility with regularly scheduled airline service. The airport is classified as a Commercial Service Primary Airport in the National Plan of Integrated Airport Systems. An active Fixed Base Operator provides flight line services, fuel sales, aircraft maintenance and air charter service. There are several other flight-associated businesses located at the airport.

Revenues	Actual	Budget	Estimated	Adopted
	2011-12	2012-13	2012-13	2013-14
Federal	99,162	114,144	100,000	100,000
Interest on Investments	2,637	1,000	1,973	1,500
Sale of Other Scrap	234	-	604	-
Commission on Concessions	196,415	182,210	180,000	180,000
Miscellaneous	4,809	3,000	8,300	7,500
Boarding Bridges	18,396	11,800	18,000	18,000
General Fund	370,573	501,711	501,711	491,536
Gas & Oil Flowage Fees	54,639	48,907	50,454	50,959
Cargo & Hanger Rentals	343,782	348,912	350,000	350,000
Arrival Area Charges	114,511	91,570	99,689	94,800
Landing Fees	43,371	35,654	40,782	38,782
Passenger Facility Charges	232,527	183,322	221,083	221,083
Concessions	93,779	84,304	62,579	63,831
Total Revenues	1,574,835	1,606,534	1,635,175	1,617,991
Expenditures	Actual	Budget	Estimated	Adopted
	2011-12	2012-13	2012-13	2013-14
Salaries and Wages	405,811	430,629	421,296	431,004
Employee Benefits	166,390	181,344	178,544	187,085
Purchased Professional/Technical Services	54,415	5,059	10,195	9,195
Purchased Property Services	75,774	85,861	91,857	79,297
Other Purchased Services	60,169	61,268	61,154	72,675
Supplies	152,702	175,641	178,019	190,560
Other Expenses	106,420	86,696	88,680	38,491
Contracts with Others	-	-	-	-
Operating Expenditures	1,021,681	1,026,498	1,029,745	1,008,307
Transfers to Other Funds	134,645	-	-	-
Billings	284,191	281,163	299,305	308,284
Capital Outlay	11,950	298,873	398,873	301,400
Total Expenditures	1,452,467	1,606,534	1,727,923	1,617,991
Difference	122,368	-	(92,748)	-

Convention Center and Visitors' Services Fund

The Convention Center and Visitors' Services Fund is an enterprise fund that provides convention facilities to the public. All activities necessary to provide such services are accounted for in this fund. The Waco Convention Center offers 140,000 square feet of exhibit and meeting space. The facility is unrivaled within Waco for flexibility, quality and convenience. The downtown location in the heart of the Lake Brazos corridor makes the facility a focal point for the community. City Council and City department meetings are held in the facility as well as concerts, trade shows, conventions, banquets and business seminars. Also included in this fund is Waco's Tourist Information Center, which is located in Fort Fisher Park adjacent to the Texas Ranger Hall of Fame.

Revenues	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Interest on Investments	25	-	-	-
Contributions	665	-	2,391	2,391
Partner City Program	-	-	112,414	-
Rent from Real Estate	534,994	602,718	616,762	633,324
Miscellaneous	(1,162)	-	339	339
Regional Marketing	-	-	17,050	-
General Fund	116,337	-	-	-
Catering Fees	165,347	261,573	200,929	256,354
Concessions	55,759	86,689	57,431	60,303
Sale of Merchandise	32,211	22,663	27,855	28,412
Bar Revenue	138,151	159,022	120,900	126,218
Hotel-Motel Tax	1,897,865	1,991,047	1,967,641	2,202,676
Total Revenues	2,940,192	3,123,712	3,123,712	3,310,017
Expenditures	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	1,030,019	1,179,394	1,139,230	1,202,482
Employee Benefits	435,396	483,856	472,462	497,432
Purchased Professional/Technical Services	233,477	139,743	175,657	162,856
Purchased Property Services	118,992	137,408	145,987	148,175
Other Purchased Services	468,717	506,451	517,518	537,276
Supplies	405,914	375,917	441,242	436,750
Other Expenses	182,216	150,943	177,418	175,046
Contracts with Others	150,000	150,000	150,000	-
Operating Expenditures	3,024,731	3,123,712	3,219,514	3,160,017
Transfers to Other Funds	-	-	-	150,000
Billings	-	-	-	-
Capital Outlay	6,880	-	-	-
Total Expenditures	3,031,611	3,123,712	3,219,514	3,310,017
Difference	(91,419)	-	(95,802)	-



Cameron Park Zoo Fund

The Cameron Park Zoo Fund is an enterprise fund that provides this facility to the public. All activities necessary to provide such services are accounted for in this fund. The natural habitat Zoo was completed and opened in July 1993. The \$8 million Brazos River Country exhibit opened in July 2005 and doubled the zoo's animal collection. The latest major exhibit opened August of 2009, Mysteries of the Asian Forest. This immersion style display features orangutans and Komodo dragons in and around an old abandoned temple ruin similar to ruins at Angkor Wat. The Zoo, located in Cameron Park, emphasizes education and conservation by working on species survival plans with the American Association of Zoos. The Zoo participates in over twenty-five of these survival plans. The Zoo has two restaurants and two gift shops. One restaurant and gift shop, the Tree Top Village, is built overlooking the African Savanna with a close view of the animals.

Revenues	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Contributions	1,944	2,000	1,200	1,200
Sale of Other Scrap	278	-	-	-
Commission on Concessions	-	40,000	14,601	25,000
Miscellaneous	1,196	800	200	200
General Fund	1,544,337	1,553,765	1,553,765	1,726,608
Admissions	1,331,668	1,386,415	1,374,433	1,397,922
Zoo Adventure Camp	43,079	48,860	43,973	44,852
Concessions	343,417	320,165	341,390	344,804
Total Revenues	3,265,919	3,352,005	3,329,562	3,540,586
Expenditures	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	1,208,680	1,334,931	1,262,255	1,362,276
Employee Benefits	545,224	617,200	584,483	639,647
Purchased Professional/Technical Services	32,766	15,400	30,254	18,000
Purchased Property Services	526,456	468,345	526,467	529,000
Other Purchased Services	68,704	65,080	65,172	78,294
Supplies	601,447	609,948	625,786	647,412
Other Expenses	174,394	117,341	137,110	138,481
Contracts with Others	120,159	123,760	123,760	127,476
Operating Expenditures	3,277,830	3,352,005	3,355,287	3,540,586
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	26,773	-	64,726	-
Total Expenditures	3,304,603	3,352,005	3,420,013	3,540,586
Difference	(38,684)	-	(90,451)	-

Cottonwood Creek Golf Course Fund

The Cottonwood Creek Golf Course is an enterprise fund that provides a municipal golf course to the citizens of Waco and the surrounding area. The City completed the course in 1985 and leased the management and operations to American Golf Corporation. The City assumed total responsibility of the Golf Course in January 1997.

Revenues	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Membership Fees	70,700	90,428	53,000	53,530
Contributions	2	-	32	-
Miscellaneous	9,043	8,761	250	250
Rentals_Golf Clubs	2,100	3,570	3,700	3,700
General Fund	1,186,724	-	105,870	-
Golf Course_Range Fees	129,934	119,860	129,014	130,304
Golf Course_Cart Fees	251,754	318,948	333,765	287,103
Golf Course_Green Fees	553,165	676,862	722,183	701,736
Golf Course_Lessons	5,315	5,470	5,000	5,000
Concessions	89,375	122,929	120,999	123,419
Sale of Merchandise	439,804	439,528	503,713	494,383
Bar Revenue	89,295	105,038	108,886	109,975
Total Revenues	2,827,211	1,891,394	2,086,412	1,909,400
Expenditures	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	471,264	490,139	515,684	576,038
Employee Benefits	184,108	194,061	204,001	236,487
Purchased Professional/Technical Services	340,389	312,876	312,313	197,337
Purchased Property Services	273,078	82,855	90,898	92,546
Other Purchased Services	129,264	143,826	127,400	145,639
Supplies	237,902	217,596	232,434	233,047
Other Expenses	507,957	450,041	424,065	428,306
Contracts with Others	-	-	-	-
Operating Expenditures	2,143,962	1,891,394	1,906,795	1,909,400
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	309,644	-	95,500	-
Total Expenditures	2,453,606	1,891,394	2,002,295	1,909,400
Difference	373,605	-	84,117	-



Waco Transit Fund

The Waco Transit Fund is an enterprise fund that provides public transit services to the residents of the City. All activities necessary to provide for the operations and maintenance of this facility are accounted for in this fund. Regularly scheduled service is provided on ten routes throughout the City, with routes serving within one-quarter of a mile of more than 90% of the City's population. Waco Transit System provides citywide door-to-door van service to persons who cannot ride the regular bus due to a disability. Trolley buses provide services in the Downtown/Brazos River area and around Baylor University. The costs to operate these services, which are not covered by fares, are split between a grant from the Federal Transit Administration of the U. S. Department of Transportation and the City. Waco Transit was selected as the non-emergency transportation provider for Transportation Service Area Eleven (11) by the Texas Department of Transportation. These services are provided to Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties.

Revenues	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Federal	2,490,399	2,541,132	2,752,277	2,866,924
State	605,207	542,229	576,504	606,504
Interest on Investments	6	3	3	-
Contributions	30,440	29,076	29,529	29,529
Rent from Real Estate	19,913	20,112	19,979	20,179
Commission	9,755	10,330	10,057	10,158
Miscellaneous	556	478	511	511
Transit_Misc Revenues	263,139	227,241	294,197	300,081
Transit_TSTC Route	-	12,426	12,426	12,426
Transit_Baylor Route	609,645	577,659	577,659	577,659
Transit_Non Emergency Transportation	1,879,458	1,940,047	1,922,570	1,961,021
General Fund	-	301,253	301,253	118,844
Transit CIP	37,406	-	-	-
Bus Fares	339,186	326,007	328,523	335,093
Monthly Pass Revenue	137,701	131,971	132,524	135,174
ADA Van Revenue	83,502	75,799	87,763	89,518
ID Card Revenue	2,250	1,544	3,100	3,162
Bus Fares_Marlin Route	39,276	28,953	32,623	33,275
Bus Fares_Charter	6,060	7,025	6,176	6,176
Regional Maintenance	161,902	162,095	156,313	159,439
Total Revenues	6,715,801	6,935,380	7,243,987	7,265,673
Expenditures	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	2,784,326	2,883,684	3,043,973	3,176,440
Employee Benefits	613,088	680,743	678,086	778,006
Purchased Professional/Technical Services	980,753	1,002,043	843,323	861,007
Purchased Property Services	557,426	484,206	613,235	634,825
Other Purchased Services	179,586	174,121	187,752	197,063
Supplies	1,031,971	1,280,381	1,411,192	1,308,832
Other Expenses	396,847	430,202	430,422	309,500
Contracts with Others	-	-	-	-
Operating Expenditures	6,543,997	6,935,380	7,207,983	7,265,673
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	171,797	-	48,177	-
Total Expenditures	6,715,794	6,935,380	7,256,160	7,265,673
Difference	7	-	(12,173)	-

Risk Management Fund

The Risk Management Fund is an internal service fund that accounts for insurance and risk management activities for the risk retention fund of the City. The department is committed to the logical, systematic and continuous identification of loss exposures for and to the City of Waco, its employees, its citizens and taxpayers; to the evaluation of risk in terms of severity and frequency probability; to the application of sound loss control procedures; and to the financing of risks consistent with the City's total financial resources.

Revenues	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Interest on Investments	17,900	10,000	11,828	9,000
Transfer from Surplus	-	578,983	-	-
Appropriations from Other Funds	2,668,019	2,921,815	2,921,815	3,767,834
Total Revenues	2,685,919	3,510,798	2,933,643	3,776,834
Expenditures	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	373,662	385,239	382,563	434,713
Employee Benefits	126,759	131,822	126,915	143,943
Purchased Professional/Technical Services	156,387	181,040	181,500	181,500
Purchased Property Services	292	1,713	1,590	1,601
Other Purchased Services	749,871	811,864	847,150	920,740
Supplies	71,311	49,345	48,686	49,398
Other Expenses	1,027,156	1,928,301	1,886,301	2,044,939
Contracts with Others	-	-	-	-
Operating Expenditures	2,505,438	3,489,324	3,474,705	3,776,834
Transfers to Other Funds	733,003	-	-	-
Billings	-	-	-	-
Capital Outlay	-	21,474	21,474	-
Total Expenditures	3,238,441	3,510,798	3,496,179	3,776,834
Difference	(552,522)	-	(562,536)	-



Engineering Fund

The Engineering Fund is an internal service fund that accounts for engineering and design services provided in-house by the Engineering department. Water, Wastewater and Street Reconstruction provide funding.

Revenues	Actual	Budget	Estimated	Adopted
	2011-12	2012-13	2012-13	2013-14
Pennits	18,160	20,705	19,035	19,225
Interest on Investments	1,036	350	400	300
Miscellaneous	5,150	4,775	5,314	5,314
Transfer from Surplus	-	57,466	-	-
Engineering	1,764,924	1,945,654	1,956,154	1,970,703
Total Revenues	1,789,270	2,028,950	1,980,903	1,995,542
Expenditures	Actual	Budget	Estimated	Adopted
	2011-12	2012-13	2012-13	2013-14
Salaries and Wages	1,069,916	1,130,121	1,086,476	1,149,568
Employee Benefits	389,899	411,684	396,220	422,772
Purchased Professional/Technical Services	849	-	-	-
Purchased Property Services	91,045	97,350	94,539	96,413
Other Purchased Services	54,484	60,263	64,479	71,152
Supplies	38,563	49,816	39,590	39,631
Other Expenses	191,534	222,250	222,250	216,006
Contracts with Others	-	-	-	-
Operating Expenditures	1,836,290	1,971,484	1,903,554	1,995,542
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	19,477	57,466	64,966	-
Total Expenditures	1,855,767	2,028,950	1,968,520	1,995,542
Difference	(66,497)	-	12,383	-

Fleet Services Fund

The Fleet Services Fund is an internal service fund that accounts for the maintenance of the City of Waco fleet. Revenues come from charges for maintenance on the City's vehicle fleet.

Revenues	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Interest on Investments	782	300	300	200
Sale of Other Scrap	8,256	3,535	5,651	5,708
Sale of Other	3,343	-	4,800	4,800
Transfer from Surplus	-	85,178	-	-
Fleet Services	1,588,389	1,605,623	1,605,623	1,776,253
Total Revenues	1,600,770	1,694,636	1,616,374	1,786,961
Expenditures	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	779,478	821,780	810,889	849,997
Employee Benefits	331,538	351,316	344,655	367,451
Purchased Professional/Technical Services	43,964	28,900	32,540	19,000
Purchased Property Services	42,613	54,703	54,035	55,523
Other Purchased Services	23,097	26,856	28,173	32,806
Supplies	126,497	109,721	134,779	77,376
Other Expenses	184,341	211,302	211,302	234,808
Contracts with Others	-	-	-	-
Operating Expenditures	1,531,528	1,604,578	1,616,373	1,636,961
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	47,615	90,058	90,058	150,000
Total Expenditures	1,579,143	1,694,636	1,706,431	1,786,961
Difference	21,627	-	(90,057)	-



Health Insurance Fund

The Health Insurance Fund is an internal service fund that accounts for the health insurance needs for City of Waco employees, their dependents and retirees. Revenues come from charges for health insurance from each department and employee, dependent and retiree premiums.

Revenues	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Federal	(520)	-	-	-
Interest on Investments	14,137	8,500	11,915	10,000
Miscellaneous	5	-	-	-
Employee Health Deductions	1,690,100	2,330,447	2,244,000	2,344,086
City Health Insurance Contribution	8,076,148	8,988,924	8,988,924	9,426,086
City Retiree Contribution	330,527	324,000	300,000	300,000
City Cobra Contributions	27,466	20,000	36,000	36,000
Total Revenues	10,137,863	11,671,871	11,580,839	12,116,172
Expenditures	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	51,380	53,996	53,996	55,076
Employee Benefits	17,569	18,644	18,644	19,217
Purchased Professional/Technical Services	1,432,686	1,740,406	1,601,274	1,550,905
Purchased Property Services	-	6,180	6,180	4,928
Other Purchased Services	215	2,000	2,000	2,000
Supplies	1,690	5,118	4,729	3,500
Other Expenses	9,943,087	9,845,527	9,845,527	10,480,546
Contracts with Others	-	-	-	-
Operating Expenditures	11,446,627	11,671,871	11,532,350	12,116,172
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	11,446,627	11,671,871	11,532,350	12,116,172
Difference	(1,308,764)	-	48,489	-



CITY OF WACO



Personnel Summary

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14	Percent Change
Full Time Employees					
General Fund	900.43	903.18	915.86	919.10	1.76%
Special Revenue Funds	31.72	31.72	32.72	32.14	1.32%
Street Reconstruction Fund	30.00	30.00	30.00	30.00	0.00%
Utility Funds	191.00	198.00	198.00	198.00	0.00%
Other Enterprise Funds	215.00	216.00	213.00	213.00	-1.39%
Internal Service Funds	57.00	57.00	57.00	57.00	0.00%
Grants	75.85	73.10	70.42	66.76	-8.67%
Total Full Time Employees	1,501.00	1,509.00	1,517.00	1,516.00	0.46%
Part Time Employees (FTE's)					
General Fund	41.57	40.36	40.46	40.46	0.24%
Special Revenue Funds	1.50	1.50	2.25	1.50	0.00%
Street Reconstruction Fund	-	-	-	-	0.00%
Utility Funds	-	-	-	-	0.00%
Other Enterprise Funds	16.02	16.02	15.54	15.54	-2.97%
Internal Service Funds	-	-	-	-	0.00%
Grants	3.53	3.53	2.30	3.05	-13.60%
Total Part Time Employees (FTE's)	62.62	61.41	60.55	60.55	-1.40%
Total Full Time Equivalents	1,563.62	1,570.41	1,577.55	1,576.55	0.39%

Personnel Summary by Fund

Full Time Employees	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
General Fund				
City Manager's Office	12.00	13.00	13.00	13.00
Animal Shelter	-	-	12.00	12.00
City Secretary	6.00	6.00	6.00	6.00
Finance	15.00	15.00	15.00	15.00
Purchasing	6.00	6.00	6.00	6.00
Information Technology	15.00	15.00	15.00	15.00
Legal	11.00	11.00	11.00	11.00
Municipal Court	15.00	15.00	15.00	15.00
Planning	6.05	6.05	6.95	6.95
Human Resources	9.00	9.00	9.00	9.00
Inspections	19.30	21.05	20.52	20.52
Streets & Drainage	26.00	29.00	29.00	29.00
Traffic	22.00	22.00	22.00	22.00
Emergency Management	5.00	5.00	5.00	5.00
Fire	199.00	199.00	199.00	202.00
Police	333.72	333.72	333.72	333.72
Library Services	34.00	34.00	34.00	34.00
Municipal Information	9.00	9.00	9.00	9.00
Housing	1.36	1.36	1.67	1.91
Facilities	35.00	35.00	35.00	35.00
Parks and Recreation	121.00	118.00	118.00	118.00
	900.43	903.18	915.86	919.10
Special Revenue Funds				
Health Administration	9.00	9.00	9.00	9.00
Environmental Health	1.75	1.75	1.75	1.75
Environmental Health_OSSF	4.25	4.25	4.25	4.25
Public Health Nursing	9.58	9.58	10.58	10.00
Sexually Transmitted Diseases	4.89	4.89	4.89	4.89
HIV/AIDS	2.25	2.25	2.25	2.25
	31.72	31.72	32.72	32.14
Street Reconstruction	30.00	30.00	30.00	30.00
Utility Funds				
Water Office	24.25	24.25	24.25	24.25
Water Distribution	30.75	32.75	32.75	32.75
Water Treatment	37.25	38.25	38.25	38.25



Personnel Summary by Fund

Full Time Employees	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Utility Funds (cont)				
Utilities Laboratory	13.00	13.00	13.00	13.00
Meter Shop	17.00	18.00	18.00	18.00
Wastewater Collection	38.75	38.75	38.75	38.75
Environmental Services	6.00	7.00	7.00	7.00
WMARSS	24.00	26.00	26.00	26.00
	191.00	198.00	198.00	198.00
Other Enterprise Funds				
Solid Waste	100.00	101.00	98.00	98.00
Texas Ranger Hall of Fame	13.00	13.00	13.00	13.00
Waco Regional Airport	12.25	12.25	12.25	12.25
Convention Center & Visitors' Services	30.00	30.00	30.00	30.00
Cameron Park Zoo	44.75	44.75	44.75	44.75
Cottonwood Creek Golf Course	15.00	15.00	15.00	15.00
	215.00	216.00	213.00	213.00
Internal Service Funds				
Risk Management	7.00	7.00	7.00	7.00
Engineering	24.00	24.00	24.00	24.00
Fleet Services	25.00	25.00	25.00	25.00
Health Insurance Fund	1.00	1.00	1.00	1.00
	57.00	57.00	57.00	57.00
Grants				
Community Development	5.66	4.66	7.02	6.78
Community Development Code Enforcement	9.70	7.95	7.48	7.48
Community Development Housing Rehab	1.52	1.52	1.37	1.37
Housing & Urban Development (HOME)	1.46	1.46	1.94	1.94
Metropolitan Planning Org. (MPO)	2.95	2.95	3.05	3.05
State Police Grants	1.28	1.28	1.28	1.28
State Fire Grant	3.00	3.00	3.00	-
WIC Program	24.00	24.00	22.00	22.00
Environmental Health	7.00	7.00	7.00	7.00
Public Health Nursing	12.42	12.42	9.42	9.00
HIV/ AIDS Services	6.86	6.86	6.86	6.86
	75.85	73.10	70.42	66.76
Total Full Time Employees	1,501.00	1,509.00	1,517.00	1,516.00

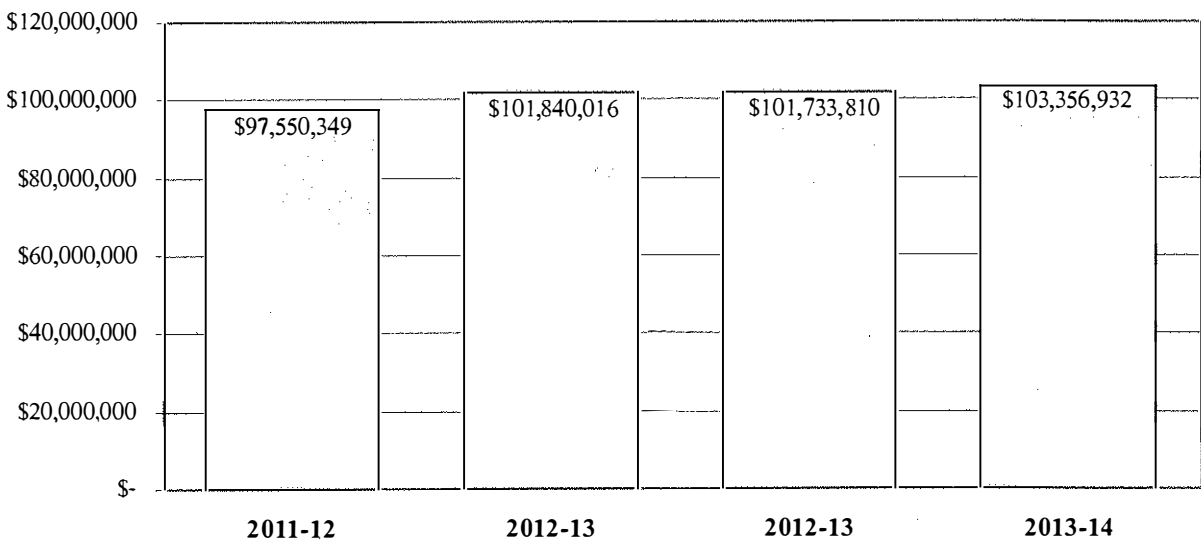
Personnel Summary by Fund

Part Time Employees (FTE's)	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
General Fund				
City Manager's Office	0.48	-	-	-
Finance	0.50	0.50	0.50	0.50
Human Resources	0.48	0.48	0.48	0.48
Emergency Management	0.50	0.50	0.50	0.50
Police	4.63	4.63	4.73	4.73
Library	10.45	10.45	10.45	10.45
Facilities	0.80	0.80	0.80	0.80
Parks and Recreation	23.73	23.00	23.00	23.00
	41.57	40.36	40.46	40.46
Special Revenue Funds				
Health Administration	0.50	0.50	0.50	0.50
Public Health Nursing	0.50	0.50	1.25	0.50
Sexually Transmitted Diseases	0.50	0.50	0.50	0.50
	1.50	1.50	2.25	1.50
Other Enterprise Funds				
Solid Waste	1.00	1.00	1.00	1.00
Texas Ranger Hall of Fame	2.50	2.50	2.50	2.50
Waco Regional Airport	1.52	1.52	1.52	1.52
Convention Center & Visitors' Services	3.63	3.63	3.20	3.20
Cameron Park Zoo	6.41	6.41	6.36	6.36
Cottonwood Creek Golf Course	0.96	0.96	0.96	0.96
	16.02	16.02	15.54	15.54
Grants				
Community Development	0.48	0.48	-	-
WIC Program	0.50	0.50	0.50	0.50
Environmental Health	0.50	0.50	0.50	0.50
Public Health Nursing	2.05	2.05	1.30	2.05
	3.53	3.53	2.30	3.05
Total Part Time Employees (FTE's)	62.62	61.41	60.55	60.54

General Fund

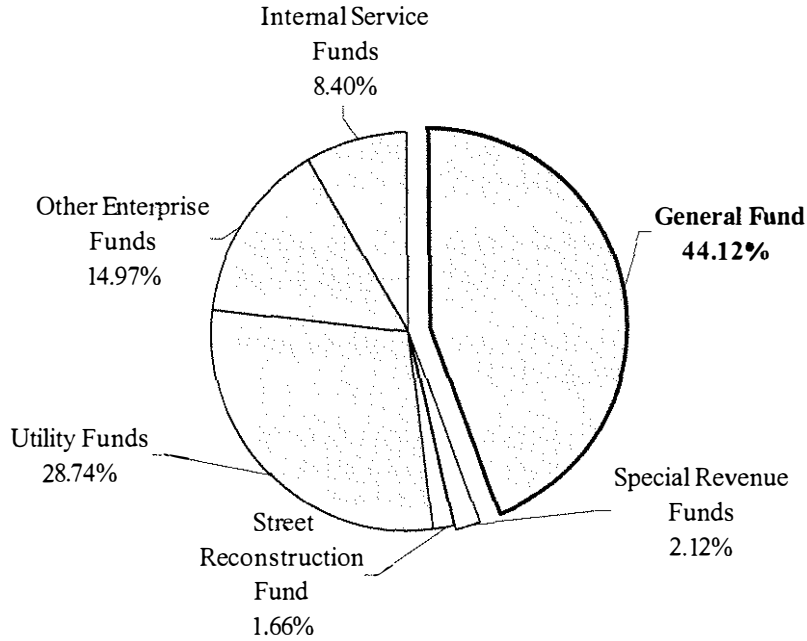
General Fund

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
City Manager's Office	3,965,904	4,076,875	3,942,647	3,725,531
City Council	130,801	122,882	115,938	157,415
Budget/Audit	-	-	-	-
Animal Shelter	-	507,262	616,098	747,972
City Secretary	469,216	458,339	441,429	475,074
Finance	1,230,298	1,371,351	1,311,799	1,398,790
Purchasing	408,085	446,088	470,105	428,633
Information Technology	2,184,937	2,244,418	2,523,891	2,416,305
Legal	1,092,564	1,213,984	1,202,037	1,281,248
Municipal Court	1,009,085	1,120,462	1,066,869	1,210,222
Planning	534,633	556,121	530,513	585,482
Human Resources	647,350	713,995	709,825	738,911
Inspections	1,530,942	1,750,111	1,675,404	1,696,101
Streets & Drainage	1,841,701	3,743,719	3,643,794	2,191,970
Traffic	2,442,597	2,814,992	2,719,584	2,817,404
Emergency Management	410,345	731,278	712,778	1,514,144
Fire	18,248,061	19,297,072	19,462,682	19,988,136
Police	29,843,682	30,521,862	31,044,050	31,845,692
Library	3,196,212	3,377,310	3,327,051	3,477,651
Municipal Information	737,530	681,739	695,237	687,112
Housing	133,033	129,950	173,062	189,681
Facilities	2,608,747	3,074,457	3,109,844	3,409,014
Parks and Recreation	8,762,585	8,997,105	9,056,361	9,283,397
Contributions	15,220,673	11,690,094	11,757,097	11,850,672
Miscellaneous	463,644	1,824,968	1,159,861	866,643
Employee Benefits	437,724	373,582	265,854	373,732
	\$ 97,550,349	\$ 101,840,016	\$ 101,733,810	\$ 103,356,932

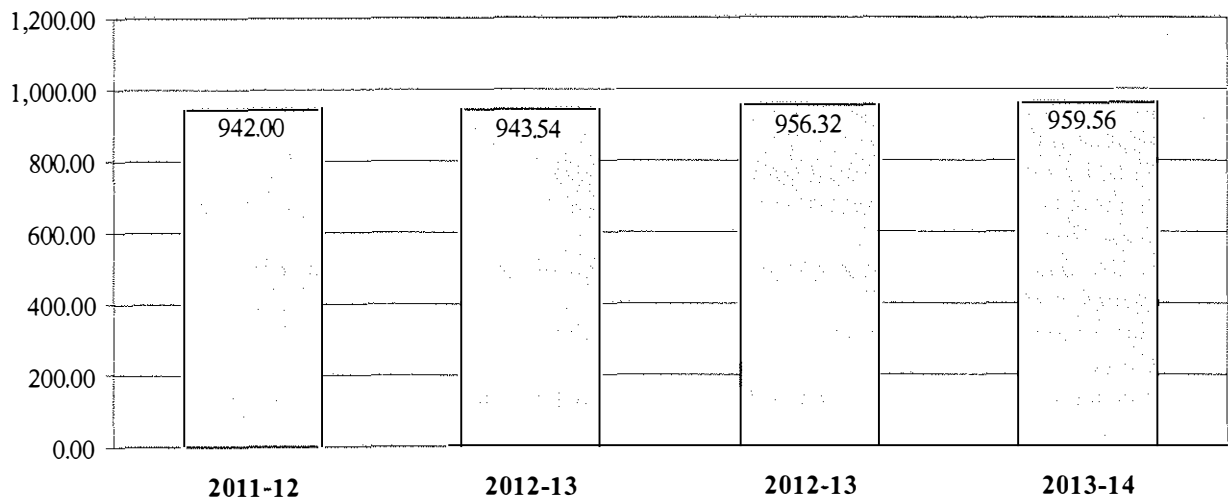


General Fund as a Percent of Total Budget

General Fund	\$ 103,356,932
Special Revenue Funds	4,965,654
Street Reconstruction Fund	3,886,972
Utility Funds	67,319,813
Other Enterprise Funds	35,071,080
Internal Service Funds	19,675,509
	\$ 234,275,960



General Fund Personnel Summary



City Manager's Office

Mission Statement

City Manager's Office introduces and promotes directives of the City Council to the organization and facilitates the achievement of Council goals. The Economic Development efforts of the office target employment opportunities that will produce high-paying jobs and a stronger tax base for the City of Waco. The Budget/Audit Office coordinates monitors and assists in the development of the City's budget and ensures that public assets are safeguarded.

Narrative

City Manager's Office is the executive arm of the City of Waco and is ultimately responsible for administration of all City functions. The City Manager's Office serves as a conduit of information between the City Council and the Staff, facilitates staff functions, interfaces with the citizenry and advises the Council on City policies and programs. The City Manager's Office fosters an atmosphere of support and growth within the organization, practices quality management principles and recruits qualified management personnel to lead the organization.

Economic Development coordinates, develops, implements and evaluates the numerous City of Waco Economic Development initiatives between federal, state, county, various private and financial institutions and City departments.

Neighborhood staff serves as liaisons to organized neighborhood associations in the City of Waco in order to facilitate communication between the neighborhoods and the City.

Budget is responsible for preparation and development of the City's annual operating and capital improvement budgets. Provides financial information to the City Manager and City Council used to make short and long-term management decisions. Provides support to other city departments in development and execution of adopted budgets.

Internal Audit performs sufficient audits of city operations to provide assurances that internal controls are adequate, operations are efficient, contractual obligations are satisfied, legal requirements are met, and assets are safeguarded.

Accomplishments for FY 2012-13

- * Completed all major 2007 bond election projects
- * Initiated RFP process for the riverfront development
- * Maintained a balanced budget
- * Initiated a Regional Marketing Plan
- * Selected a developer for the Sanger School property
- * Completed the Cottonbelt Trail project
- * Completed the IT strategic plan
- * Supported activities of Prosper Waco and Community Health
- * Assisted with eight new businesses and nine existing companies that invested \$477 million in new capital and created more than 276 new jobs
- * Issued 326 residential (5% more than the previous year) and 21 commercial (90% more than the previous year) new construction permits
- * Negotiated a ground lease and development agreement for a new hotel on 2.207 acres of land at the Cottonwood Creek Golf Course
- * Initiated an update of the Comprehensive Plan, including utilities master plans and transportation plans

Accomplishments for FY 2012-13 (cont)

- * Negotiated a wholesale water contract with the City of Robinson
- * Initiated the installation of a new telephone system for all city service locations
- * Executed early pay off of loan from the Texas Water Development Board for the Pool Rise Project at Lake Waco
- * Initiated the acquisition of the Union Pacific Railroad property in Northeast Waco
- * Initiated first year of Safety Certification Program to improve employee safety and reduce worker's compensation claims
- * Implemented MyGov software program to improve customer access to city information
- * Completed the audit plan based on risk assessment for compliance with auditing standards

Priorities for FY 2013-14

- * Execute a development agreement & land lease for the riverfront project
- * Monitor and maintain a balanced budget
- * Begin redevelopment of Barron's Branch
- * Begin implementation of the IT strategic plan
- * Begin redevelopment of Sanger School property
- * Continue monitoring water quality issues in the Lake Waco Watershed
- * Continue support of Prosper Waco
- * Control health insurance costs
- * Begin construction of the golf course hotel
- * Complete the FY 2013-14 audit plan

Budget Highlights

Funding for the Economic Incentive Fund is \$1,250,000 for FY2013-14.

Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	1,178,231	1,339,733	1,316,024	1,427,764
Employee Benefits	338,955	398,976	383,626	413,712
Purchased Prof/Tech Services	43,060	121,040	23,340	12,550
Purchased Property Services	2,868	5,696	3,679	5,686
Other Purchased Services	60,296	256,284	257,104	258,109
Supplies	86,955	71,885	75,613	77,710
Other Expenses	1,005,539	633,261	633,261	280,000
Contracts with Others	-	-	-	-
Operating Expenditures	2,715,904	2,826,875	2,692,647	2,475,531
Transfers to Other Funds	1,250,000	1,250,000	1,250,000	1,250,000
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	3,965,904	4,076,875	3,942,647	3,725,531

Personnel Summary

	Range	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Supervision					
City Manager	999	1.00	1.00	1.00	1.00
Deputy City Manager	999	1.00	1.00	1.00	1.00
Assistant City Manager	31	2.00	2.00	2.00	2.00
Program Manager	28	1.00	1.00	1.00	1.00
Technical Administrator	27	2.00	2.00	2.00	2.00
Program Administrator	27	1.00	1.00	1.00	1.00
		8.00	8.00	8.00	8.00
Clerical and Professional					
Administrative Svcs Coordinator	60	2.00	2.00	2.00	2.00
Internal Auditor	26	-	1.00	1.00	1.00
Program Supervisor	24	1.00	1.00	1.00	1.00
Program Coordinator	24	1.00	1.00	1.00	1.00
		4.00	5.00	5.00	5.00
Total Full Time		12.00	13.00	13.00	13.00
Part Time Employees (shown as FTE's)					
Customer Service Rep (300)-PT	58	0.48	-	-	-
Total Part Time (FTE's)		0.48	-	-	-
Total Employees		12.48	13.00	13.00	13.00

City Council

Mission Statement

To provide policy direction to the City Manager, City Attorney, City Secretary and the Municipal Judge and to effectively represent the citizens of Waco.

Narrative

The City Council consists of a Mayor elected at-large and five council members representing five districts of the City.

Budget Highlights

The City Council is committed to tackling some tough issues of significant importance to our community and for generations to come. Among the various key issues, significant focus is being placed on major capital needs, environmental quality including water resources and air, housing, economic development, continued provision of quality city services and other areas.

There were no significant changes in this budget's expenditures.

Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	-	-	-	-
Employee Benefits	28,887	9,378	9,560	9,560
Purchased Prof/Tech Services	15,740	15,420	14,156	40,064
Purchased Property Services	23,918	28,152	27,600	27,876
Other Purchased Services	35,498	42,501	38,184	38,248
Supplies	19,558	20,231	15,638	15,867
Other Expenses	7,200	7,200	10,800	10,800
Contracts with Others	-	-	-	15,000
Operating Expenditures	130,801	122,882	115,938	157,415
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	130,801	122,882	115,938	157,415

Animal Shelter

Mission Statement

With a focus on animal health, the shelter team operates and maintains the animal shelter including intake, kennels, and quarantine areas. The staff works with animal rescue and adoption groups to maximize live exits from the facility.

Narrative

The Waco Animal Shelter provides intake and boarding for 14 local cities and McLennan County receiving approximately 10,000 animals per year. The facility has a capacity of 350 animals and strives to ensure animal health and promote adoptions by presenting a clean, well maintained facility to potential pet owners. Through a contract with the Humane Society Central Texas, adoption and redemption services are provided to all contracting cities.

Accomplishments for FY 2012-13

- * Increased live exit rate from less than 50% to more than 75%
- * Improved facility appearance, cleanliness, and operational efficiency
- * Upgraded communication system
- * Installed security system
- * Increased air exchange rate in quarantine area to improve animal health
- * Remodeled intake area
- * Expanded capacity through addition of puppy area
- * Hired kennel staff with Veterinary Tech experience
- * Upgraded animal health protocols
- * Increased animal vaccinations

Priorities for FY 2013-14

- * Improve veterinary medical protocols
- * Increase staff training
- * Audit medical supply inventory
- * Complete facility inspection by independent agency
- * Increase live exits
- * Support spay/neuter microchip community outreach programs

Budget Highlights

Negotiate new contract with Humane Society Central Texas
Manage spay/neuter funds to support community initiative



Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	-	218,037	217,947	284,123
Employee Benefits	-	109,291	112,806	150,452
Purchased Prof/Tech Services	-	26,270	43,392	134,038
Purchased Property Services	-	36,850	57,195	25,800
Other Purchased Services	-	3,497	8,163	20,016
Supplies	-	113,317	114,195	133,543
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	-	507,262	553,698	747,972
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	62,400	-
Total Expenditures	-	507,262	616,098	747,972

Personnel Summary

	Range	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Supervision					
Animal Services Manager	26	-	-	1.00	1.00
Field Supervisor	22	-	-	1.00	1.00
		-	-	2.00	2.00
Clerical and Professional					
Customer Service Rep (400)	58	-	-	1.00	-
		-	-	1.00	-
Labor Operations					
Sr Animal Services Technician	56	-	-	2.00	2.00
Animal Services Technician	54	-	-	7.00	8.00
		-	-	9.00	10.00
Total Employees		-	-	12.00	12.00

City Secretary

Mission Statement

The City Secretary's Office is committed to maintaining the official records of the City and providing quality services in an accurate, timely and courteous manner to citizens, City Council and staff.

Narrative

The City Secretary is responsible for preserving and maintaining all official records; assisting citizens, Council and staff by indexing and retrieving official records; attending all meetings of the City Council; preparing minutes; coordinating general elections, boards and commissions, contracts, and agreements; maintaining conflict of interest questionnaire/disclosure forms; issuing various licenses and permits; and providing notary and bilingual translation services for various city departments. The City Secretary also directs the operations of the Information Desk/Switchboard and the Records Management Program.

Accomplishments for FY 2012-13

- * Coordinated a successful 2013 joint General Election for the City of Waco, Waco Independent School District and McLennan Community College, approved by the U. S. Department of Justice
- * Assisted in the implementation of an agenda management and minutes software
- * Assisted in the revisions to the taxicab ordinance
- * Implemented new process for public information/open records and provided training
- * Assisted with reorganization of the Animal Welfare Advisory Board
- * Coordinated ongoing destruction of records per the records retention schedule
- * Assisted with Prosper Waco training for community leaders

Priorities for FY 2013-14

- * Provide voter education of changes
- * Continue to implement electronic records destruction
- * Coordinate and implement agenda management/minute software for boards and commissions
- * Coordinate and implement an open government software process
- * Coordinate and implement new night club process
- * Assist with implementation of a Kiosk for public access
- * Coordinate the 2014 General Election with other entities

Budget Highlights

The budget for the City Secretary's Office will maintain current operations with no new additions in personnel, equipment or services.



Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	261,573	269,633	268,278	273,845
Employee Benefits	93,283	97,011	96,493	99,084
Purchased Prof/Tech Services	79,471	49,338	25,944	54,542
Purchased Property Services	2,858	3,844	3,699	11,513
Other Purchased Services	13,951	21,275	15,872	17,155
Supplies	18,080	17,238	31,143	18,935
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	469,216	458,339	441,429	475,074
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	469,216	458,339	441,429	475,074

Personnel Summary

	Range	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Supervision					
City Secretary	999	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Customer Service Rep (400)	58	3.00	3.00	3.00	3.00
Assistant City Secretary	24	1.00	1.00	1.00	1.00
Program Coordinator	24	1.00	1.00	1.00	1.00
		5.00	5.00	5.00	5.00
Total Employees		6.00	6.00	6.00	6.00

Finance

Mission Statement

The Finance Department develops and implements sound financial policies and provides customer service and quality information in a timely, efficient, and courteous manner in a safe and secure work environment.

Narrative

The Finance Department provides financial administration in support of effective and efficient management of City resources. The primary functions of the Finance Department include accounting, cash management, debt administration, financial analysis and projections.

The Finance Department records and reports all financial transactions and the condition of funds of the City of Waco in conformance with the City Charter and municipal accounting principles and regulations. The Department provides cash management and investment of available funds, processes payroll and accounts payable and receivable, provides accounting of fixed assets, and prepares bank reconciliations and the Comprehensive Annual Financial report.

Accomplishments for FY 2012-13

- * Completed the year-end closing process and annual audit for FY2011-12
- * Coordinated the bond issue to refinance existing bonds to achieve net present value savings over \$7 million
- * Coordinated the bond issue for Capital Improvements Program

Priorities for FY 2013-14

- * Complete the year-end closing process and annual audit for FY2012-13
- * Coordinate the planned bond issue for Capital Improvements Program

Budget Highlights

The budget for Finance will maintain current operations with no other changes in personnel. No new services are planned for the coming year.



Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	840,802	939,434	894,896	950,784
Employee Benefits	276,580	301,559	292,544	305,754
Purchased Prof/Tech Services	65,171	74,212	68,265	80,503
Purchased Property Services	-	500	300	300
Other Purchased Services	19,976	23,370	23,542	26,389
Supplies	23,888	24,615	26,841	29,603
Other Expenses	3,881	7,661	5,411	5,457
Contracts with Others	-	-	-	-
Operating Expenditures	1,230,298	1,371,351	1,311,799	1,398,790
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	1,230,298	1,371,351	1,311,799	1,398,790

Personnel Summary

	Range	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Supervision					
Municipal Services Director	30	1.00	1.00	1.00	1.00
Program Manager	28	1.00	1.00	1.00	1.00
Financial Supervisor	27	4.00	4.00	4.00	4.00
		6.00	6.00	6.00	6.00
Clerical and Professional					
Payroll Technician	60	2.00	2.00	2.00	2.00
Accounting Technician (400)	58	3.00	3.00	3.00	3.00
Customer Service Rep (400)	58	1.00	1.00	1.00	1.00
Staff Assistant	58	1.00	1.00	1.00	1.00
Senior Financial Analyst	25	2.00	2.00	2.00	2.00
		9.00	9.00	9.00	9.00
Total Full Time		15.00	15.00	15.00	15.00
Part Time Employees (shown as FTE's)					
Accounting Tech(300)-PT	58	0.50	0.50	0.50	0.50
Total Part Time (FTE's)		0.50	0.50	0.50	0.50
Total Employees		15.50	15.50	15.50	15.50

Purchasing

Mission Statement

Purchasing is a customer-oriented team, which serves as the central oversight of procurement activities for materials, equipment, supplies, services, and small construction, contributing to the efficient and cost effective operation of the City of Waco. Purchasing strives to procure quality goods and services at competitive prices while creating a favorable climate for business opportunities within the guidelines of the law and the ethics of the purchasing profession.

Narrative

Purchasing, a division of the General Services Department, is responsible for purchasing policy administration, bidding/contracting, warehousing and investment recovery functions. Administration sets policy and procedures that ensure compliance with federal, state, and local laws. The bidding/contracting function serves as the City's central vendor contact for competitive bidding and contract execution. The Warehousing function provides a readily available supply of required items for immediate pickup. Purchasing also manages investment recovery, which is the disposition of scrap and surplus equipment and materials.

Accomplishments for FY 2012-13

- * Managed the P-Card program resulting in a rebate of \$97,788
- * Assisted in investment recovery through online sales auctions for City surplus
- * Replaced twenty six vehicles and/or pieces of equipment listed on the City's approved equipment replacement list
- * Replaced nineteen vehicles and/or pieces of equipment requested by the Utilities Department
- * Participated in various purchasing cooperatives, which resulted in \$14,196 in rebates
- * Worked with the City's credit card provider, J.P. Morgan Chase, on the release of a major upgrade to Payment Net (credit card software)
- * Trained over 250 employees on the use of Payment Net 4, and transitioned the entire credit card program over to this upgraded software
- * Worked with Facilities and the Police Department with regards to building and equipment needs for the new Police Headquarters
- * Provided purchasing technical assistance when the City assumed responsibility and daily operations of the Animal Shelter
- * Solicited proposals for the design of the Riverfront Development
- * Provided additional training and oversight to departments regarding procurement card compliance

Priorities for FY 2013-14

- * Review annual purchases in consideration of initiating City-wide contracts on common products/services
- * Coordinate Request for Qualifications for the development of an approved list of vendors that provide temporary labor
- * Assist Solid Waste Services in exploring Recycling Waste to Energy options
- * Incorporate revised procedures for the oversight and review of wireless usage and wireless cost

Budget Highlights

The budget for Purchasing will maintain current operations with no additions in personnel or equipment.



Expenditures

	Actual	Budget	Estimated	Adopted
	2011-12	2012-13	2012-13	2013-14
Salaries and Wages	288,996	316,469	335,953	298,735
Employee Benefits	100,268	108,200	111,850	104,952
Purchased Prof/Tech Services	82	-	300	300
Purchased Property Services	-	250	250	250
Other Purchased Services	10,470	12,111	13,110	14,507
Supplies	8,269	9,058	8,642	9,889
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	408,085	446,088	470,105	428,633
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	408,085	446,088	470,105	428,633

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2011-12	2012-13	2012-13	2013-14
Supervision					
Program Administrator	27	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Senior Buyer	26	2.00	2.00	2.00	2.00
Buyer	25	1.00	1.00	1.00	1.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		4.00	4.00	4.00	4.00
Labor Operations					
Materials Specialist	57	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		6.00	6.00	6.00	6.00

Information Technology

Mission Statement

To provide solutions, service and support to the City of Waco staff and citizens

Narrative

Deliver seamless, integrated government services to citizens through coordinated information services.

Maintain a reliable communications and computer infrastructure foundation on which to efficiently conduct city business operations today and in the future.

Develop and maintain technically skilled staff that is competent in current and emerging information technology and a user community that understands and can employ modern technologies to maximize efficiencies.

Provide vision, leadership and a framework for evaluating emerging technologies and implementing proven technology solutions.

Work with city departments to improve business processes by thoroughly understanding business needs and by planning, implementing and managing the best information technology solutions available.

Accomplishments for FY 2012-13

- * Completed technology implementation for moving Police to the new Tower
 - * Worked with AT&T and Avaya to install new phone system with current technology at the tower
 - * Implemented a security system with 131 cameras
 - * Moved Police Data Center, including Police and Fire dispatch and 911
- * Worked with radio department to implement a digital IP radio system
- * Implemented disk backup system for file storage, eventually replacing tape backups
- * Worked with consultants to develop a 5-year strategic plan for IT
- * Implemented written policies and procedures
- * Expanded City's virtual server capabilities
- * Added over 100 smart devices, including iPhones and iPad's for mobile operations
- * Implemented and installed the network infrastructure for Central Library remodel and moved all computer components
- * Installed a public computer at Bledsoe Miller Recreation Center
- * Replaced 375 computers under 3-year-refresh plan
- * Upgraded Sungard HTE from version 7 to version 8
- * Wrote interfaces for a hosted mobile solution for Code Enforcement and Building Permitting
- * Developed and maintained PCI credit requirements

Priorities for FY 2013-14

- * Continue evaluation of the future of the City's core software
- * Complete installation of new phone system for all City Departments
- * Continue development of the City's mobility initiatives

Budget Highlights

The budget for Information Technology will maintain current operations with no new addition in personnel or equipment.



Expenditures

	Actual	Budget	Estimated	Adopted
	2011-12	2012-13	2012-13	2013-14
Salaries and Wages	778,210	842,825	863,845	951,461
Employee Benefits	266,439	283,271	287,805	313,592
Purchased Prof/Tech Services	75,310	78,280	143,762	83,802
Purchased Property Services	476,757	530,025	527,967	507,670
Other Purchased Services	342,236	413,716	414,728	434,902
Supplies	144,482	46,363	122,846	74,940
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	2,083,434	2,194,480	2,360,953	2,366,367
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	101,503	49,938	162,938	49,938
Total Expenditures	2,184,937	2,244,418	2,523,891	2,416,305

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2011-12	2012-13	2012-13	2013-14
Supervision					
Municipal Services Director	30	-	-	-	1.00
Municipal Services Director	29	1.00	1.00	1.00	-
Technical Administrator	27	2.00	2.00	2.00	2.00
Systems Analyst	26	2.00	2.00	2.00	2.00
Technical Supervisor	24	1.00	1.00	1.00	1.00
		6.00	6.00	6.00	6.00
Clerical and Professional					
Computer Support Technician	61	3.00	3.00	3.00	3.00
Staff Assistant	58	1.00	1.00	1.00	1.00
Computer Analyst	25	5.00	5.00	5.00	5.00
		9.00	9.00	9.00	9.00
Total Employees		15.00	15.00	15.00	15.00

Legal

Mission Statement

To provide the City of Waco, its officers and employees with professional and timely legal advice.

Narrative

The City Attorney's Office provides legal assistance and advice to the Waco City Council, City Boards and Commissions, management and employees in a professional and timely manner. The office represents or supervises the representation of the City of Waco in all legal matters. The office is responsible for the review and/or drafting of resolutions, ordinances, contracts, agreements, deeds and other legal documents in which the City has an interest. The office also prosecutes violations of City of Waco ordinances and Class C misdemeanors in the Waco Municipal Court. The City of Waco's real estate property inventory is managed by the Property Manager as part of the City Attorney's Office; the manager's duties include securing, maintaining, marketing and selling properties.

Accomplishments for FY 2012-13

- * Prepared/reviewed hundreds of ordinances, resolutions, and contracts/deeds/grants:
 - * Interlocal agreement with 7 cities for the operation and maintenance of WMARSS;
 - * Vehicle for Hire Ordinance Amendments; and
 - * Interlocal Agreement with McLennan County and WISD regarding sale of tax foreclosed properties;
- * Worked with other city departments to streamline the Open Records process:
- * Decreased attorney review of Open Records requests by 79% from same time period last year
- * Increased demolitions of substandard, commercial properties by 114% (including 2 pending); and
- * Sold 54% more properties.

Priorities for FY 2013-14

- * Continue to increase efficiency in provision of legal services
- * Continue to provide legal support to the City Council, management, and staff to achieve their goals
- * Continue to represent the City with competency and integrity.

Budget Highlights

The budget for Legal will maintain current operations with no additions in personnel or equipment. No new services are planned for the coming year.

Outside legal services are included in the following budgets:

Water	\$400,000
Risk Management	\$400,000

Expenditures

	Actual	Budget	Estimated	Adopted
	2011-12	2012-13	2012-13	2013-14
Salaries and Wages	786,288	858,157	850,013	915,515
Employee Benefits	240,167	257,304	256,179	270,834
Purchased Prof/Tech Services	10,999	34,130	31,500	28,685
Purchased Property Services	-	290	290	290
Other Purchased Services	23,064	30,015	31,496	32,878
Supplies	32,046	34,088	32,559	33,046
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	1,092,564	1,213,984	1,202,037	1,281,248
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	1,092,564	1,213,984	1,202,037	1,281,248

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2011-12	2012-13	2012-13	2013-14
Supervision					
City Attorney	999	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Legal Secretary	59	3.00	3.00	3.00	3.00
Assistant City Attorney	27	6.00	6.00	6.00	6.00
Property Manager	26	1.00	1.00	1.00	1.00
		10.00	10.00	10.00	10.00
Total Employees		11.00	11.00	11.00	11.00

Municipal Court

Mission Statement

The City of Waco Municipal Court is committed to operating the Court, within its jurisdiction, in compliance with State laws and city ordinances, to promote the safety and welfare of all citizens and to maintain public confidence.

Narrative

The sole function of the City of Waco Municipal Court is to dispose of all citations and summons filed. Municipal Court has jurisdiction over traffic citations, Class C Misdemeanors and City of Waco Code of Ordinances. Applying all laws effectively and meeting all customer needs is the number one priority of the Municipal Court.

Citations and summons filed in the City of Waco Municipal Court are received from the following entities: Waco Police Department, Waco Housing/Code Enforcement Inspectors, Animal Control Officers, Public Works, Park Rangers, Environmental Health Inspectors, Fire Marshals, Waco-McLennan County Library, Texas Alcohol & Beverage Commission, Woodway Police Department, Hewitt Police Department, Texas State Technical College Police Department and Waco Independent School District Police Officers.

All court activities include: arraignments; pre-trials and trials; court processes within Legislative guidelines; collections of court fines and court costs; and timely setting of court dockets. These activities interact with each other to reach final disposition of filed cases.

Accomplishments for FY 2012-13

- * Completion of a performance evaluation and analysis of collection court processes by the Office of Court Administration
- * Sent approximately \$3,700,000 of additional accounts receivable to McCreary, Veselka, Bragg & Allen, P.C. (MVBA), the court's collection agency; this is all eligible delinquent accounts sixty-one (61) days past due
- * Sent approximately 5,900 defendants' denial of driver's license renewal, in the amount of \$1,912,770, to the Texas Department of Public Safety Failure to Appear Program due to Warrant status
- * Participated in the Texas State-Wide Warrant Round-Up with aggressive advertisement through billboards, radio advertisements, news media, court website, large community employers, apartment complexes, etc.
- * Collaborate with the Waco Police Department in the selection process of a Waco Police Officer to serve as Municipal Court Bailiff
- * Met the goal of projected revenues and staying within budgeted operational expenditures

Priorities for FY 2013-14

- * Meet the projected revenues and budgeted expenditures
- * Adhere to requirements of Senate Bill 1863 for compliance of Office of Court Administration audits and reviews
- * Send all remaining delinquent accounts to McCreary, Veselka, Bragg & Allen, P.C. (MVBA) for collections as accounts become 61 days delinquent
- * Participate in the Texas State-Wide Warrant Round-Up
- * Evaluation and selection of a Court Case Management software application

Budget Highlights

The budget for Municipal Court will maintain current operations. The Bailiff position is funded from the Municipal Court Building Security Fund.



Expenditures

	Actual	Budget	Estimated	Adopted
	2011-12	2012-13	2012-13	2013-14
Salaries and Wages	653,472	730,838	685,796	793,026
Employee Benefits	232,490	252,743	235,647	268,428
Purchased Prof/Tech Services	12,449	19,900	19,300	19,900
Purchased Property Services	132	1,300	800	1,400
Other Purchased Services	20,192	22,020	25,146	29,664
Supplies	82,383	85,644	91,353	88,889
Other Expenses	7,967	8,017	8,827	8,915
Contracts with Others	-	-	-	-
Operating Expenditures	1,009,085	1,120,462	1,066,869	1,210,222
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	1,009,085	1,120,462	1,066,869	1,210,222

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2011-12	2012-13	2012-13	2013-14
Supervision					
Municipal Court Judge	999	1.00	1.00	1.00	1.00
Technical Administrator	27	1.00	1.00	1.00	1.00
Program Administrator	27	1.00	1.00	1.00	1.00
		3.00	3.00	3.00	3.00
Clerical and Professional					
Customer Service Rep (400)	58	10.00	10.00	10.00	10.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		11.00	11.00	11.00	11.00
Labor Operations					
Marshal/Bailiff	59	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		15.00	15.00	15.00	15.00

Planning

Mission Statement

To preserve and enhance the quality of life and human environment for the residents of Waco by planning for the most desirable and sustainable patterns of land development, balancing community needs with resources, educating the public about growth related issues and providing quality administration of plans, programs and ordinances for the City of Waco.

Narrative

Planning Services supports the efforts of the City Council, Plan Commission, Historic Landmark Preservation Commission and Board of Adjustment to ensure the orderly, safe, and responsible development of Waco. Planning Services is responsible for administrating the zoning & subdivision ordinances. The department processes zone changes, special permits, subdivision plats, variance requests, annexations, encroachment agreements, street name changes, abandonments, historic landmark designations and incentives and participates in the plan review process. Planning Services also provides support for long range planning efforts such as the comprehensive plan. The department serves as the point of contact with the US Census Bureau and houses the Metropolitan Planning Organization. Finally, Planning Services provides information to both internal & external customers such as demographics, maps, addresses, studies, plans and other relevant planning data.

Accomplishments for FY 2012-13

- * Started work on the Waco Comprehensive Plan update
- * Transportation section of Comprehensive Plan update adopted by City Council in February, 2013
- * Worked on the updates such as demographic and data collection, development trend analysis and consolidating goals and objectives from previous plans and studies

Priorities for FY 2013-14

- * Continue work on the City of Waco's Comprehensive Plan update
- * Further implementation of the Imagine Waco, A Plan for Greater Downtown through ordinance reviews and updates that help carry forward goals and objectives from the plan
- * Review and update specific ordinances related to community gardens, accessory dwelling units and the university overlay district
- * Focus effort on historic preservation and redevelopment initiatives for Elm Avenue

Budget Highlights

The budget for Planning will maintain current operations with no new additions in personnel or equipment. No new services are planned for the coming year.

The MPO is provided funds from the US Department of Transportation, which are passed through from the Texas Department of Transportation. There are 2.95 FTEs budgeted through the MPO.



Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	332,597	337,666	315,793	354,848
Employee Benefits	108,276	117,364	111,333	125,469
Purchased Prof/Tech Services	1,293	-	-	-
Purchased Property Services	65,097	66,194	67,004	67,086
Other Purchased Services	8,965	15,703	15,495	17,291
Supplies	18,405	19,194	20,888	20,788
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	534,633	556,121	530,513	585,482
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	534,633	556,121	530,513	585,482

Personnel Summary

	Range	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Supervision					
Municipal Services Director	29	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Staff Assistant	58	1.10	1.10	1.10	1.10
Senior Planner	26	1.00	1.00	0.75	0.75
Planner (300)	25	1.75	1.75	1.90	1.90
Planner (400)	25	1.20	1.20	1.20	1.20
		5.05	5.05	4.95	4.95
Labor Operations					
Inspector	60	-	-	1.00	1.00
		-	-	1.00	1.00
Total Employees		6.05	6.05	6.95	6.95

Human Resources

Mission Statement

Working together to provide resources and support to City of Waco employees, retirees and applicants so the best services possible can be provided to our community.

Narrative

The Human Resources Department provides support functions to City management, departments, and employees in areas such as facilitating the hiring process; providing staff development training and orientation for employees; maintaining position classifications and pay plans; administering compensation and benefits programs (including our self-funded health insurance plan); administering civil service activities; participating in special projects; and ensuring compliance with federal, state and local guidelines.

Accomplishments for FY 2012-13

- * Streamlined hiring process for supervisors and conducted training sessions to communicate changes
- * Participated in community-wide Integration of Incarcerated Workshops and revised internal processes for individuals convicted of serious offenses
- * Participated in Safety Certification Program training with several key H.R. staff members participating on the Safety Review Board
- * Administered 5th year of Weight Watchers program at work for City employees
- * Coordinated open enrollment and sixth year of employee wellness screenings (950 employees participated)
- * Participated on committee to evaluate information technology needs within the organization
- * Assisted with the selection process for a new Director of Information Technologies including salary review
- * Conducted annual health insurance and benefits survey among Waco's eleven peer cities with results presented to Budget and Finance Committee
- * Worked with City Management to develop an organization-wide wellness incentive for FY 2013-14
- * Completed initial TxDOT Title VI internal process implementation/review
- * Implemented mandatory training for supervisors in conjunction with Harassment and Ethics policies
- * Developed computer security training, new phone system training and e-mail etiquette training for City employees
- * Developed curriculum for new class of the City's Supervisor Series Training

Priorities for FY 2013-14

- * Continue to coordinate additional training opportunities for City Leadership Group
- * Coordinate employee and supervisor training on key policies
- * Continue to evaluate wellness activities and develop programs to increase participation
- * Develop policy for expansion of background checks to include annual checks for all employees
- * Evaluate City Temp Pool and develop standards for use of external temporary labor services
- * Implement additional compliance recommendations associated with TxDOT Title VI
- * Continue to review and revise key City policies

Budget Highlights

The budget for Human Resources will maintain current operations with no new additions in personnel or equipment.



Expenditures

	Actual	Budget	Estimated	Adopted
	2011-12	2012-13	2012-13	2013-14
Salaries and Wages	451,446	485,939	479,535	501,128
Employee Benefits	152,024	161,389	163,469	165,686
Purchased Prof/Tech Services	3,570	12,663	12,433	12,433
Purchased Property Services	1,549	2,090	2,049	2,080
Other Purchased Services	27,810	39,060	38,986	45,892
Supplies	10,951	12,854	13,353	11,692
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	647,350	713,995	709,825	738,911
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	647,350	713,995	709,825	738,911

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2011-12	2012-13	2012-13	2013-14
Supervision					
Municipal Services Director	30	1.00	1.00	1.00	1.00
Program Manager	28	1.00	1.00	1.00	1.00
Operations Administrator	26	1.00	1.00	1.00	1.00
		3.00	3.00	3.00	3.00
Clerical and Professional					
Benefits Technician	60	1.00	1.00	1.00	1.00
Customer Service Rep (400)	58	4.00	4.00	4.00	4.00
Personnel Generalist	24	1.00	1.00	1.00	1.00
		6.00	6.00	6.00	6.00
Total Full Time		9.00	9.00	9.00	9.00
Part Time Employees (shown as FTE's)					
Customer Service Rep (400)-PT	58	0.48	0.48	0.48	0.48
Total Part Time (FTE's)		0.48	0.48	0.48	0.48
Total Employees		9.48	9.48	9.48	9.48

Inspections

Mission Statement

To provide the citizens of Waco with a safe and healthy environment in which to work and live through the enforcement of model construction codes, housing codes, zoning and other miscellaneous ordinances.

Narrative

New Construction is responsible for the enforcement of the City's building, plumbing, electrical, gas and mechanical codes and zoning ordinances through plan review and construction inspections (also repairs and alterations to existing structures). This includes new residential, commercial and industrial land uses.

Inspection staff processes all construction drawings for permit issuance; writes building, plumbing, electrical, heating, ventilating and air conditioning permits. Inspections issues mobile home park licenses, indoor amusement facility licenses, sexually oriented business licenses and open air vending permits. Staff also provides technical assistance to builders, architects, engineers and developers. To accommodate the review and inspection of new construction projects, there are three phases that every project must pass: (1) plan review, (2) permit issuance and (3) inspection.

Code Enforcement is subdivided into two major areas for review: Code Enforcement and Demolition. Code Enforcement is responsible for ensuring that basic minimum housing standards deemed essential for safe and healthful living are met for approximately 45,000 living units and 3,500 commercial structures in the City of Waco. In order to accomplish this, the City has been divided into seven areas by neighborhood association boundaries. One inspector's job is to systematically survey their area to locate, inspect and write-up any violation that exists in the area.

Demolition is primarily responsible for the research, preparation and scheduling of hearings before the Building Standards Commission (BSC) pertaining to all structures which have been inspected and found to be substandard and unfit for human habitation. This area is also responsible for the process of demolition of those structures which are not feasible to repair or are owned by individuals who do not respond to the requirements of the Building Standards Commission.

Inspection also provides staff support to the following Boards and Commissions within the City of Waco: (1) Building Board of Adjustment & Appeals, (2) Board of Electrical Contractors, (3) Board of Plumbing and Mechanical Contractors and (4) the Building Standards Commission (BSC).

Accomplishments for FY 2012-13

- * Completed the demolition on 9 large commercial properties
- * Implemented a department reorganization to have an overall reduction in staff and prepare for future development growth
- * Implemented our department safety plan and procedures
- * Implemented the MyGov Permitting, Inspection and Code Enforcement software
- * Retired contractor billing system and replaced it with the ability to pay online with a credit card
- * Hired a new Building Inspector and Plans Examiner

Priorities for FY 2013-14

- * Continue the review for adoption of the 2012 International Codes and the 2011 National Electrical Code (NEC)

Budget Highlights

The budget for Inspections will maintain current operations with no new additions in personnel or equipment. Building and related permits are budgeted at \$762,653 for FY 2013-14.

Code Enforcement is partially funded through Community Development Block Grant funds in the amount of \$360,976 for FY 2013-14. In addition to the 20.52 full-time equivalents (FTEs) shown here, there are 7.48 FTEs budgeted in Community Development Code Enforcement.



Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	836,047	936,132	896,370	899,171
Employee Benefits	316,223	349,772	338,654	348,353
Purchased Prof/Tech Services	147,284	190,000	190,000	190,000
Purchased Property Services	87,502	126,924	115,414	115,824
Other Purchased Services	58,793	62,590	55,410	63,455
Supplies	78,139	80,238	71,412	70,819
Other Expenses	6,954	4,455	8,144	8,479
Contracts with Others	-	-	-	-
Operating Expenditures	1,530,942	1,750,111	1,675,404	1,696,101
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	1,530,942	1,750,111	1,675,404	1,696,101

Personnel Summary

	Range	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Supervision					
Municipal Services Director	30	0.64	0.64	0.64	0.64
Inspection Supervisor	24	1.26	1.28	1.28	1.28
		1.90	1.92	1.92	1.92
Clerical and Professional					
Customer Service Rep (400)	58	4.08	4.08	4.08	4.08
Program Supervisor	24	1.22	1.24	1.24	1.24
		5.30	5.32	5.32	5.32
Labor Operations					
Plans Examiner	62	2.00	2.00	2.00	2.00
Inspector	60	10.10	11.81	11.28	11.28
		12.10	13.81	13.28	13.28
Total Employees		19.30	21.05	20.52	20.52

Streets and Drainage

Mission Statement

To enhance the opportunity for each citizen to have effective, efficient Street Services and an environmentally safe lifestyle

Narrative

The goal of the Street Department is to keep the streets and drainage systems in good structural condition. We also strive to keep them looking good and safe for the citizens who use them. Street Department core services include:

Administration of Street Operations	Concrete Repair and Construction
Gravel Street Maintenance	Emergency Response
Alley Maintenance	Street Sweeping
Gravel Stockpiling	Storm Maintenance
Gutter and Inlet Cleaning	Ditch Grading and Cleaning

Accomplishments for FY 2012-13

- * Maintained 7.78 miles of gravel streets, alleys, access roads and lift stations through May
- * Inspected, cleaned and sprayed 496,459 feet of curb and gutter through May
- * Cleaned inspected and repaired 100,700 feet of drainage channels and pipe through May
- * Performed in house sweeping of 4775.5 curb miles through May
- * Completed the guardrail and end of road barricades inventories
- * Completed a haul road for utilities thru the landfill to the Cottonwood Creek Trail for future anticipated maintenance needs
- * Completed the back fill and repair of MLK for utilities environmental services
- * Assisted the Parks department on restoration of Park Roads at Ranger museum
- * Assisted facilities with the renovations of parking lot and concrete repairs needed for opening of new Police Tower

Priorities for FY 2013-14

- * Insure acceptably clean paved streets and downtown alleys through our streets sweeping program in house
- * Prevent the accelerated deterioration of asphalt streets, while protecting them from sedimentation and/or the plugging of drainage systems,
- * Sweep all sweepable residential streets once every 10.4 weeks - arterials every other week and the PID is swept once a week
- * Continue working on repairs of lined creeks found during 2012 inventory

Budget Highlights

The budget for Streets and Drainage includes no additions or changes in personnel or equipment. Streets and Drainage also bills Utilities for a portion of utility cut costs.

The Street Department won the TPWA award for Operations Excellence for the in-house sweeping project.



Expenditures

	Actual	Budget	Estimated	Adopted
	2011-12	2012-13	2012-13	2013-14
Salaries and Wages	695,018	846,897	728,307	829,904
Employee Benefits	331,958	402,430	347,377	413,268
Purchased Prof/Tech Services	31,684	7,500	7,500	7,500
Purchased Property Services	560,724	593,053	620,605	632,382
Other Purchased Services	59,141	86,953	107,387	115,516
Supplies	268,492	303,217	307,633	296,338
Other Expenses	342,921	1,098,000	1,146,000	-
Contracts with Others	-	-	-	-
Operating Expenditures	2,289,938	3,338,050	3,264,809	2,294,908
Transfers to Other Funds	-	-	-	-
Billings	(448,237)	(594,331)	(626,941)	(629,880)
Capital Outlay	-	1,000,000	1,005,926	526,942
Total Expenditures	1,841,701	3,743,719	3,643,794	2,191,970

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2011-12	2012-13	2012-13	2013-14
Supervision					
Program Administrator	27	1.00	1.00	1.00	1.00
Operations Supervisor	25	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Customer Service Rep (300)	58	3.00	3.00	3.00	3.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		4.00	4.00	4.00	4.00
Labor Operations					
Operations Coordinator	59	2.00	2.00	2.00	2.00
Equipment Operator (300)	57	12.00	15.00	15.00	15.00
Equipment Operator (400)	57	4.00	4.00	4.00	4.00
Service Provider	54	2.00	2.00	2.00	2.00
		20.00	23.00	23.00	23.00
Total Employees		26.00	29.00	29.00	29.00

Traffic

Mission Statement

To provide safe, convenient and efficient travel for Waco's citizens and visitors through the proper management of Traffic's activities and resources.

Narrative

Traffic provides for needed transportation and traffic safety improvements within the City. Developers are assisted so as to reduce the traffic impact of developments on City facilities. Programs for traffic related facilities are provided to: develop policies, procedures, specifications and standards; in-house monitoring of needs; and pro-actively designing and implementing needed changes and improvements. Citizen concerns and requests are investigated and serviced and resultant traffic control devices are designed when the traffic study indicates the need. Traffic installs and maintains traffic signs, pavement markings, traffic signals and other electronic traffic control devices. Street lighting is installed, monitored for outages and maintained.

Accomplishments for FY 2012-13

- * Constructed six new traffic signals
- * Placed 53.5 miles of striping
- * Placed 18,600 sf of stop bars and crosswalks

Priorities for FY 2013-14

- * Provide traffic control for city wide events
- * Upgrade two traffic signals
- * Implement changes in downtown traffic control indicated by downtown plan

Budget Highlights

The budget for Traffic will maintain current operations. The signal/controller replacement program will be \$220,000 for 2013-14.



Expenditures

	Actual	Budget	Estimated	Adopted
	2011-12	2012-13	2012-13	2013-14
Salaries and Wages	720,004	762,302	745,987	764,300
Employee Benefits	311,303	319,302	311,416	326,576
Purchased Prof/Tech Services	-	-	-	-
Purchased Property Services	446,988	530,364	523,968	534,257
Other Purchased Services	35,270	29,553	29,516	34,956
Supplies	744,904	903,281	838,507	937,315
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	2,258,469	2,544,802	2,449,394	2,597,404
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	184,128	270,190	270,190	220,000
Total Expenditures	2,442,597	2,814,992	2,719,584	2,817,404

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2011-12	2012-13	2012-13	2013-14
Supervision					
Program Administrator	27	1.00	1.00	1.00	1.00
Technical Supervisor	24	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Traffic Analyst (300)	59	3.00	3.00	3.00	3.00
Engineer in Training	25	1.00	1.00	1.00	1.00
		4.00	4.00	4.00	4.00
Labor Operations					
Technical Coordinator	61	1.00	1.00	1.00	1.00
Tradesworker (400)	59	1.00	1.00	1.00	1.00
Electronic Systems Technician	58	6.00	6.00	6.00	6.00
Sr. Electronic Systems Technician	58	1.00	1.00	1.00	1.00
Equipment Operator (400)	57	2.00	2.00	2.00	2.00
Traffic Control Technician	54	5.00	5.00	5.00	5.00
		16.00	16.00	16.00	16.00
Total Employees		22.00	22.00	22.00	22.00

Emergency Management

Mission Statement

Emergency Management protects lives, property and the environment from disasters and other emergencies through proactive emergency preparedness planning, mitigation efforts, public education, and emergency incident response.

Narrative

The Waco-McLennan County Office of Emergency Management is a division of the Waco Fire Department. The management of emergencies, planning, mitigation efforts, response and recovery are critical responsibilities of local government. Local government and the public must be prepared to take appropriate actions in disaster situations. Emergency Management maintains the Waco-McLennan County Emergency Management Plan, which includes all cities within the County. It operates the Waco and McLennan County Emergency Operations Center (EOC). The office serves all of McLennan County and is the liaison between local, state and federal agencies. The office interacts with the State Division of Emergency Management. Severe weather and hazardous materials incidents are the most significant disaster potentials in the county. The office coordinates disaster preparedness activities between public and private industries as well as non-profits in an effort to mitigate from, prepare for, respond to, and recover from, man-made and natural disasters as well as acts of terrorism.

Accomplishments for FY 2012-13

- * Trained citizens in Emergency Preparedness through our Community Emergency Response Team (CERT) training program
- * Conducted three (3) exercises
- * Applied for and received \$167,404 in grants for police, fire, public health and emergency management
- * Consolidated the new dispatch center radio components into the Radio Operations budget and maintenance schedule
- * Updated annexes to the Waco-McLennan County Emergency Management
- * Coordinated and implemented the first phase of the digital simulcast radio system that includes a fee structure and shared cost of the system as well as developed an interoperability plan for the county.
- * Responded to and managed the 4/17/13 West Fertilizer Plant Explosion

Priorities for FY 2013-14

- * Provide training for city employees that are involved in the emergency management process
- * Provide two Community Emergency Response Team trainings (CERT)
- * Engage local industries in preparedness
- * Apply for grants for equipment and training that would assist the city and county
- * Update annexes to the Waco-McLennan County Emergency Management Plan
- * Expand the Community Emergency Response Team through youth initiatives, classes and trainings
- * Strengthen relationships with Baylor and MCC in development of their EM plans and assist them with various planned events
- * Update the threat and hazard identification and risk assessment for the city and county
- * Perform exercises that comply with state and federal guidelines
- * Commencement of the 2nd phase of the digital simulcast radio system projected for July 2013 and should be finalized by Jan 2014

Budget Highlights

The Office of Emergency Management is funded equally by the City of Waco and McLennan County. It also receives FEMA funding through the State.

The budget for the OEM will maintain current operations with no new additions in personnel or services planned for the coming year. Funding from cash for the CIP Radio System project is included in this budget.



Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	194,923	250,505	250,505	257,154
Employee Benefits	67,118	90,262	90,228	93,495
Purchased Prof/Tech Services	5,455	17,660	8,874	15,760
Purchased Property Services	19,241	205,427	191,126	53,553
Other Purchased Services	14,679	24,421	25,542	26,217
Supplies	13,371	27,849	31,349	20,569
Other Expenses	95,558	115,154	115,154	121,162
Contracts with Others	-	-	-	-
Operating Expenditures	410,345	731,278	712,778	587,910
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	926,234
Total Expenditures	410,345	731,278	712,778	1,514,144

Personnel Summary

	Range	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Supervision					
Program Administrator	27	1.00	1.00	1.00	1.00
Operations Supervisor	25	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Program Coordinator	24	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Labor Operations					
Electronic Systems Technician	58	2.00	2.00	2.00	2.00
		2.00	2.00	2.00	2.00
Total Full Time		5.00	5.00	5.00	5.00
Part Time Employees (shown as FTE's)					
Secretary-PT	57	0.50	0.50	0.50	0.50
Total Part Time (FTE's)		0.50	0.50	0.50	0.50
Total Employees		5.50	5.50	5.50	5.50

Fire

Mission Statement

To protect life and property through effective fire, rescue, and other emergency services with dedicated service to the community.

Narrative

The Waco Fire Department (WFD) is an essential core service for public safety that also adheres to the City of Waco's values and goals. WFD is divided into 6 divisions which are made up of Emergency Operations, Fire Prevention and Life Safety (better know as the Fire Marshal's Office), Communication, Training, Fire Maintenance, and Fire Administration. WFD coordinates with the Waco-McLennan County Office of Emergency Management for Emergency/Disaster Preparedness & Management of incidents that can have an impact on the City's safety. WFD personnel and equipment are located in 13 fire stations which are strategically located throughout the city to allow quick response for all emergencies. A 14th Fire Station is used for the Fire Administration and Fire Prevention and Life Safety Division.

WFD responded to 9,950 emergency incidents for the 2012 calendar year. This does not include non-emergency calls for service. WFD has a Public Protection Classification (PPC) of 2 with the Insurance Services Office (ISO). Only .8% of fire departments across the country have a PPC rating of 2 or better. WFD provides protection for all hazards which include: fire protection; air rescue firefighting (ARFF) for two airports; basic life support for medical emergencies; all rescue operations which include confined space rescue; extrication rescue; swift water rescue; and vertical rescues. Some other services provided are fire investigations; fire & safety technical inspections; plan reviews; fire & safety education; pre-fire planning; and regional hazardous materials responses. WFD entered into its 10th year as a partner by contract with East Texas Medical Center (ETMC). ETMC is the ambulance provider to the City of Waco for advanced life support and transportation. WFD has written mutual aid agreements for fire and rescue services with 6 other cities which include, Bellmead, Beverly Hills, Hewitt, Lacy Lakeview, Robinson, and Woodway.

WFD has certain firefighters who are trained as technicians to inspect and repair any Self Contained Breathing Apparatus (SCBA). Also, the firefighters test and repair all fire hoses. These two operations are performed internally and save the city money by not out-sourcing this service. WFD has its own Fire Maintenance Division in which they repair and maintain all its apparatuses, vehicles, and related fire equipment. They keep all the apparatuses, vehicles, and equipment in working order and ready for deployment for emergencies. The Fire Marshal's office has certified fire investigators and inspectors who are trained as peace officers. These officers investigate all fire related crimes and make arrest upon solving these crimes.

Accomplishments for FY 2012-13

- * Received two new engines to replace two of the oldest engines within the WFD fleet
- * Completed design for new Fire Station 7 to be located at North 5th and Indiana
- * Began construction for the new Fire Maintenance Shop to be located at North 4th and Colcord with the other fleet maintenance facilities
- * Relocated Fire Dispatch to the 9th floor at the new Police Tower located at 3115 Pine
- * Upgraded training for all Fire Station 3 crew members to meet Texas Commission on Fire Protection's requirements for Air Rescue Firefighting which enhances protection at the TSTC Airport

Priorities for FY 2013-14

- * Complete the construction of Fire Station 7 and the new Fire Maintenance Shop
- * Continue to improve on professional development training

Budget Highlights

Three firefighters, which were previously funded by a grant, were added to the General Fund budget for FY 2013-14. The budget also includes a one time \$30,000 increase for the purchase of some needed equipment.



Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	12,680,867	13,512,543	13,398,125	13,885,351
Employee Benefits	4,231,969	4,467,146	4,430,865	4,653,368
Purchased Prof/Tech Services	98,508	145,304	140,792	167,244
Purchased Property Services	249,464	279,315	280,091	284,398
Other Purchased Services	265,864	251,986	307,559	349,428
Supplies	544,119	640,778	620,750	648,347
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	18,070,791	19,297,072	19,178,182	19,988,136
Transfers to Other Funds	145,768	-	160,000	-
Billings	-	-	-	-
Capital Outlay	31,502	-	124,500	-
Total Expenditures	18,248,061	19,297,072	19,462,682	19,988,136

Personnel Summary

	Range	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Supervision					
Municipal Services Director	30	1.00	1.00	1.00	1.00
Field Supervisor	22	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Customer Service Rep (400)	58	3.00	3.00	3.00	3.00
Staff Assistant	58	1.00	1.00	1.00	1.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		5.00	5.00	5.00	5.00
Labor Operations					
Fire Captain_Training	813	1.00	1.00	1.00	1.00
Fire Captain_Prevention	813	1.00	1.00	1.00	1.00
Fire Lieutenant_Prevention	812	3.00	3.00	3.00	3.00
Deputy Fire Chief	811	1.00	1.00	1.00	1.00
Assistant Fire Chief	808	3.00	3.00	3.00	3.00
Fire Training Officer	807	1.00	1.00	1.00	1.00
Fire Marshal	806	1.00	1.00	1.00	1.00
Fire Captain_Suppression	805	13.00	13.00	13.00	13.00
Fire Lieutenant_Alarm Office	804	5.00	5.00	5.00	5.00
Fire Lieutenant	804	35.00	35.00	35.00	35.00
Fire Prevention Specialist	803	1.00	1.00	1.00	1.00
Fire Equipment Engineer	802	48.00	48.00	48.00	48.00
Firefighter	801	78.00	78.00	78.00	81.00
		191.00	191.00	191.00	194.00
Labor Maintenance					
Fire Mechanic	58	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		199.00	199.00	199.00	202.00

Police

Mission Statement

Our mission is to provide services to the Waco community with professionalism, integrity, accountability and respect, to preserve life and property, to enforce the law within the framework of the Constitution and to work in partnership with the community while thoughtfully managing our resources to enhance the quality of life in Waco.

Vision Statement

The Waco Police Department (WPD) will be a leader in policing, working in partnership with the citizens of Waco to provide innovative and proactive service that enhances the safety and quality of life in our community.

Purpose:

Crime Suppression / Order Maintenance / The Safe and Orderly flow of Traffic

WPD Motto:

Committed to our Community

Narrative

The Waco Police Department is made up of diverse individuals working toward our mission. These include:

The Community Services Division includes three patrol shifts and an administrative services section which is composed of the Traffic Unit, K-9 Officers, Warrant Officer and the Street Crimes Unit

These patrol shifts are responsible for day to day uniformed field operations. Officers assigned to field operations respond to all calls for service, provide traffic direction and enforcement, and assist citizens in solving neighborhood problems.

The Administrative Services Section supervises the patrol office, the warrant officer, K-9 Unit, Traffic Unit, Street Crimes Unit and coordinates division training and other special projects for the division.

The Criminal Investigation Division includes the Special Crimes Unit, Family Violence Unit, Crimes Against Children Unit, the S.A.F.E. Unit, the Neighborhood Investigation Section, the Community Outreach and Support Section and the Drug Enforcement Section.

The Special Crimes Unit investigates violent crimes within the City. The unit also works closely with the Victim Services Unit and the Advocacy Center to provide resources for victims of violent crimes. Special Crimes has also formed a partnership with Adult Probation and State Parole to identify, locate and monitor adult sex offenders living in our community. In addition, the unit has trained a group of citizens to periodically assist with searches for evidence and/or missing persons in large-scale areas. The Victim Services Unit provides immediate intervention at crime scenes as well as follow-up services for the victims. The unit also assists the police by taking over the responsibility of meeting the many law enforcement related needs of the victims thereby freeing up police officers to respond to other calls.

The Family Violence Unit has a continuing partnership with the Family Abuse Center and works with the Family Violence Task Force made up of judges, district attorneys, other law enforcement officials and most social service agencies in McLennan County.

The Crimes Against Children Unit is housed at and works closely with the Children's Advocacy Center and also works closely with the Child Protective Services Agency. This unit is closely aligned with the McLennan County Child Fatality review team and works closely with area law enforcement agencies on child abuse cases, which cross jurisdictional boundaries.



Police (cont.)

The Community Outreach and Support Section includes crime prevention programs and also coordinates the Citizens on Patrol program, the Citizens Police Academy, Crime Stoppers, Victim Services, the police chaplains, and the police explorers and cadets.

The S.A.F.E. Unit's mission is to reduce crime and increase our citizen's quality of life by denying criminals the use of real property as a base of operations. S.A.F.E. stands for Support, Abatement, Forfeiture, and Enforcement.

The Drug Enforcement Section focuses on mid and upper level sources of supply of illegal substances, along with vice and gambling within the city.

The Neighborhood Investigators follow up on all criminal offenses not assigned to a specialized unit.

The Support Services Division includes the communication section, animal control, records, property room control, the Crime Scene Unit, the Computer Forensics Lab, the Intelligence/Media Unit and fingerprinting and photographic activities.

The Communication Section is the largest public safety answering point within McLennan County receiving all emergency calls to the department including: 911 dispatch calls for the City and the County including 7 smaller departments within the county, calls for animal control, and 13 volunteer fire departments countywide. The unit partners with the McLennan County 911 District for training. In addition, McLennan County provides partial funding for staffing and operating costs.

Animal Control answers all calls on animal bites and vicious animals within Waco and McLennan County, works with the Animal Advisory Board, Animal Grievance Board, and the local animal shelter.

The Crime Scene Unit provides forensic support to police investigations.

The Computer Forensics Lab focuses on the forensic examination of digital media.

The Records Section processes warrants, issues accident reports, provides the typing pool for police reports, is responsible for the sale of abandoned motor vehicles, open records requests for the Police Department and works with the media in the absence of the public information officer.

The Intelligence/Media Unit includes analysis of criminal activities, serves as news media liaison and gathers intelligence information. This unit works closely with the news media to insure accurate information is relayed to the public and good tips are received for our investigations and programs.

The Chief's Office includes the Management Services Section and the Professional Standards and Conduct Unit.

The Management Services Section consists of the Personnel, Training and Planning and Budget Units.

The Personnel Unit is charged with the recruitment and selection of police officers and civilian personnel.

The Training Unit conducts or coordinates training for the department. This includes new officer training, in-service training, firearms and emergency vehicle training.

The Planning and Budget Unit prepares short and long term planning reports, applies for and administers grants, coordinates vehicle and equipment purchases, oversees policy manual updates, prepares and administers the Department's budget, prepares payroll and orders equipment and supplies for the department.

The Professional Standards and Conduct Unit investigates allegations of employee misconduct.

Police (cont.)

Accomplishments for FY 2012-13

- * Relocated the Waco Police Headquarters to 3115 Pine Avenue (formerly Hillcrest Medical Tower). The new headquarters was opened on June 3, 2013 and allowed four separate police locations to relocate to a single location.
- * The Family Violence Unit investigated 2,154 new cases, issued 255 arrest warrants and transferred 547 cases to the District Attorney for prosecution in 2012.
- * The Crimes Against Children Unit investigated 953 criminal offense reports and 2,257 Child Protection Services referrals in 2012.
- * The S.A.F.E. Unit reported 69 single-family rental units and 62 apartment communities fully certified in the department's Crime Free Program. This totals approximately 5,300 rental units.
- * Neighborhood Services established a Facebook page to assist in identifying criminal suspects through the posting of video or photographs. The department posted pictures of 65 persons relating to 59 cases, resulting in 15 persons being identified (23% clearance rate).
- * Neighborhood Detectives continue to have success recovering stolen property using resources such as "Leads Online". In 2012, Detectives conducted 12,668 searches through the Leads Online database resulting in recovery of regulated metals (copper, aluminum, brass, etc.).

Priorities for FY 2013-14

- * The Community Services Division (Patrol) will continue proactive efforts to reduce crime, enforce traffic laws, improve traffic safety, reduce crashes and work with citizens to solve neighborhood problems and enhance the quality of life in our City.
- * The Criminal Investigation Division will continue to be aggressive in the investigation of crime and will work closely with other law enforcement agencies in the pursuit of convictions against offenders who prey upon the citizens and visitors of our community.
- * The Support Services Division will strive to provide the best possible customer service to the citizens of Waco and will support the mission of the department through efficient management of police operations.

Budget Highlights

The budget for Police maintains the current police service-staffing ratio of 2.0 officers per 1,000 residents.

Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	19,267,502	19,947,198	19,906,821	20,524,166
Employee Benefits	6,600,954	6,874,249	6,798,987	7,138,959
Purchased Prof/Tech Services	270,501	300,680	310,283	339,741
Purchased Property Services	792,912	851,286	855,917	899,219
Other Purchased Services	797,931	836,757	890,649	961,656
Supplies	1,347,977	1,621,687	2,139,652	1,903,518
Other Expenses	827	740	927	936
Contracts with Others	-	-	-	-
Operating Expenditures	29,078,604	30,432,597	30,903,236	31,768,195
Transfers to Other Funds	138,404	89,265	100,814	77,497
Billings	-	-	-	-
Capital Outlay	626,674	-	40,000	-
Total Expenditures	29,843,682	30,521,862	31,044,050	31,845,692



Personnel Summary

	Range	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Supervision					
Records Supervisor	59	8.00	8.00	8.00	8.00
Municipal Services Director	30	1.00	1.00	1.00	1.00
Program Administrator	27	3.00	3.00	3.00	3.00
Systems Analyst	26	-	-	1.00	1.00
Program Supervisor	24	-	-	1.00	1.00
		12.00	12.00	14.00	14.00
Clerical and Professional					
Computer Support Technician	61	1.00	1.00	1.00	1.00
Crisis Team Counselor	60	1.00	1.00	1.00	1.00
Dispatch Supervisor	60	5.00	5.00	4.00	4.00
Administrative Svcs Coordinator	60	1.00	1.00	1.00	1.00
Dispatcher	59	23.00	23.00	24.00	24.00
Crime Scene Technician	59	7.00	7.00	7.00	7.00
Accounting Technician (400)	58	1.00	1.00	1.00	1.00
Customer Service Rep (400)	58	19.00	19.00	19.00	19.00
Staff Assistant	58	1.00	1.00	1.00	1.00
Property Technician	57	2.00	2.00	2.00	2.00
Secretary (300)	57	6.00	6.00	6.00	6.00
Secretary (400)	57	1.00	1.00	1.00	1.00
Computer Analyst	25	1.00	1.00	-	-
Health Services Coordinator	25	1.00	1.00	1.00	1.00
Planner (300)	25	2.00	2.00	2.00	2.00
Crime Prevention Specialist	24	1.00	1.00	1.00	1.00
		73.00	73.00	72.00	72.00
Labor Operations					
Assistant Police Chief	904	3.00	3.00	3.00	3.00
Police Commander	903	10.00	10.00	10.00	10.00
Police Sergeant	902	36.00	36.00	36.00	36.00
Police Officer	901	194.72	194.72	194.72	194.72
		243.72	243.72	243.72	243.72
Labor Maintenance					
Animal Control Officer	57	4.00	4.00	4.00	4.00
Field Supervisor	22	1.00	1.00	-	-
		5.00	5.00	4.00	4.00
Total Full Time		333.72	333.72	333.72	333.72
Part Time Employees (shown as FTE's)					
Customer Service Rep (400)-PT	58	1.50	1.50	1.50	1.50
Dispatcher-PT	58	3.13	3.13	3.23	3.23
Total Part Time (FTE's)		4.63	4.63	4.73	4.73
Total Employees		338.35	338.35	338.44	338.44

Library

Mission Statement

The mission of the Waco-McLennan County Library is to provide resources and programs that stimulate and expand the reading interests of children, teens and adults and to coordinate this activity with other educational, cultural and social service organizations in the community.

Narrative

Through its four libraries and physical and virtual materials collections, the Waco-McLennan County Library system seeks to stimulate and expand the reading, learning, and information interests of children, teenagers and adults in the community. The library coordinates its services and works with area educational, cultural and social service agencies.

The library system owns over 322,000 adult, teen and children's items in a variety of formats including Books, Large Print Books, Periodicals, Audio Books, CDs, and DVDs. An additional 35,500 e-Books and 4,800 downloadable audio books are available through the library's website, www.wacolibrary.org. The Library's website provides access to a growing collection of virtual resources including online reference materials, research and homework databases and digitized materials.

A variety of programs for children, teenagers and adults are offered as a compliment to the library's materials collection and reference services. Weekly storytimes for children are provided at all libraries.

The recently renovated Central Library offers the largest variety of library services and materials including reference, periodicals and special interest programs. Specialized collections at the Central Library include: Spanish language, Business Reference and the Grants Resource Center.

Three branch libraries serve residents near their location and feature collections and services to meet the needs of their neighborhoods.

The East Waco Library has an African American collection, computer lab and meeting room.

The South Waco Library has Spanish language and consumer health collections, a meeting room, conference room and two study rooms.

The West Waco Library & Genealogy Center is the busiest branch library. The 32,000 square foot building, includes a large children's area, the Genealogy collection, a meeting room, a storytime room and multiple study rooms.

Accomplishments for FY 2012-13

- * Re-opened the Central Library after an 18 month renovation project
- * Added interactive chat reference assistance through the Library's webpage, www.wacolibrary.org
- * Added additional e-book and e-audiobook content
- * Marketed Library Services and Resources

Priorities for FY 2013-14

- * Begin East Waco renovation project
- * Develop mobile accessible website
- * Review library procedures

Budget Highlights

The budget for Library will maintain current operations with no other additions in personnel or equipment.

McLennan County funds one-sixth of the library budget.



Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	1,639,273	1,711,533	1,662,544	1,732,657
Employee Benefits	565,367	593,290	572,005	604,059
Purchased Prof/Tech Services	82,272	98,041	98,353	101,143
Purchased Property Services	89,892	99,751	102,109	120,792
Other Purchased Services	179,026	182,156	190,154	198,088
Supplies	495,642	543,378	552,702	567,267
Other Expenses	629	727	750	758
Contracts with Others	-	-	-	-
Operating Expenditures	3,052,101	3,228,876	3,178,617	3,324,764
Transfers to Other Funds	-	-	-	-
Billings	144,111	148,434	148,434	152,887
Capital Outlay	-	-	-	-
Total Expenditures	3,196,212	3,377,310	3,327,051	3,477,651

Personnel Summary

	Range	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Supervision					
Municipal Services Director	29	1.00	1.00	1.00	1.00
Program Administrator	27	1.00	1.00	1.00	1.00
Librarian (400)	24	7.00	7.00	7.00	7.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		10.00	10.00	10.00	10.00
Clerical and Professional					
Accounting Technician (300)	58	1.00	1.00	1.00	1.00
Staff Assistant	58	1.00	1.00	1.00	1.00
Library Technician	55	13.00	13.00	13.00	13.00
Computer Analyst	25	1.00	1.00	1.00	1.00
Community Promotions Specialist	24	1.00	1.00	1.00	1.00
Librarian (300)	24	7.00	7.00	7.00	7.00
		24.00	24.00	24.00	24.00
Total Full Time		34.00	34.00	34.00	34.00
Part Time Employees (shown as FTE's)					
Library Technician-PT	55	9.90	9.90	9.90	9.90
Librarian-PT	24	0.55	0.55	0.55	0.55
Total Part Time (FTE's)		10.45	10.45	10.45	10.45
Total Employees		44.45	44.45	44.45	44.45

Municipal Information

Mission Statement

The mission of Municipal Information is to provide accurate, effective transfer of information to the public, City Council, city staff and the media that educates, informs, enlightens and involves people in the quality of life in the city and to promote its positive image.

Narrative

It is the responsibility of Municipal Information Services to provide accurate, effective communications to the general public, the City Council and all city employees. This is accomplished through: the Waco City Cable Channel (WCCC.TV), a weekly *City Talk* radio program that airs on five local stations and WCCC.TV, various printed materials and publications including the *City Limits* monthly newsletter and the *Annual Report*, and the City's websites and other social media outlets. This department is responsible for the overall public relations of the city while maintaining a good working relationship with the media. The department also operates the Graphic Production Department providing design and printing services, handling all mail and courier deliveries to city facilities and city council representatives.

The Broadcast Division continues to produce award winning programming earning us the distinction of being the first city in the nation to be offered an HD PEG channel. We continue to be the only city in Texas airing programming on an HD channel. Additionally, all of our programs are viewable by anyone in the world on our website and on most mobile devices via a free mobile application. We also facilitate broadcast functions for MCC and TSTC, for the College Channel 18, generating \$900 a month in revenue for the General Fund. All capital equipment purchases for WCCC.TV are funded by cable fees, not General Funds.

Our Media/Communications Division provides complete design, hosting and maintenance for ten internal city sites representing 27 departments while also maintaining social media communications including Twitter, Facebook and YouTube. Our social media outlets continue to increase in usage and views. We also provide and maintain an internal Intranet for the City's over 1,500 employees keeping them up to date on information and resources they need to perform their jobs more effectively. Unlike many cities, the City of Waco does not contract out website design and/or maintenance. Everything is done in-house. We continue to work closely with all news media outlets by issuing regular press releases, facilitating interviews and hosting any needed press conferences and/or special events. This division also provides support for several other software and web-based functions including agenda management software, design programs, and other apps departments may be using. We also produce, design and layout two major publications (all in-house) including the *City Limits* monthly citizen newsletter, and an *Annual Report*.

The Graphics Division designs and prints various projects for all departments, as well as oversees copy machines and operates a warehouse at City Hall for basic office supplies. Graphics staff also receives, distributes and processes all mail to and from all city locations and city council members. They also provide graphic design support for WCCC.TV, our website and social media designs.

Accomplishments for FY 2012-13

- * Played a major role in the development and deployment of the new Minute Traq and Media Traq agenda management software
- * Continued to be the primary "go to" contact for digital tablets for City Council members and app support
- * Assisted in the maintenance and hosting of various additional website projects (Downtown Development Corporation, Animal Shelter, etc)
- * Continued to help and launch over 25 department's Facebook and Twitter pages while maintaining which city employees receive access to social media sites
- * Added an additional 30 minute television talk show featuring the City's Housing Department to inform our citizens on opportunities available from that department
- * Produced eleven monthly/weekly 30 minute talk shows to educate and inform our citizens
- * Eliminated the printed City Talk employee newsletter and redesigned and deployed an all new Intranet website to expand the information and access to City employees
- * Worked with Baylor University and mounted an HD robotic camera on the Robinson Tower to provide WCCC.TV viewers with a wide variety of live images from the Brazos, I-35, BRIC, Baylor's new stadium, the Ranger Museum, the Baylor campus and south on I-35

Priorities for FY 2013-14

- * Continue to provide efficient, accurate and timely information to our citizens and the media in the most accurate, efficient and innovative ways possible
- * Continue to monitor and explore the ever-changing communication technologies to inform our citizens and the world about the City of Waco.

Budget Highlights

The budget for Municipal Information will maintain current operations with no new additions in personnel or equipment.



Expenditures

	Actual	Budget	Estimated	Adopted
	2011-12	2012-13	2012-13	2013-14
Salaries and Wages	405,295	419,182	421,782	434,599
Employee Benefits	144,420	149,309	149,936	154,618
Purchased Prof/Tech Services	7,765	8,000	8,144	10,815
Purchased Property Services	8,030	7,618	10,602	8,499
Other Purchased Services	20,345	20,540	20,859	21,756
Supplies	58,505	45,050	51,874	24,785
Other Expenses	32,034	32,040	32,040	32,040
Contracts with Others	-	-	-	-
Operating Expenditures	676,394	681,739	695,237	687,112
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	61,136	-	-	-
Total Expenditures	737,530	681,739	695,237	687,112

Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2011-12	2012-13	2012-13	2013-14
Supervision					
Municipal Services Director	29	1.00	1.00	1.00	1.00
Technical Administrator	27	-	-	1.00	1.00
Operations Administrator	26	1.00	1.00	-	-
Technical Supervisor	24	1.00	1.00	1.00	1.00
		3.00	3.00	3.00	3.00
Clerical and Professional					
Cable Television Technician	60	1.00	1.00	1.00	1.00
Customer Service Rep (400)	58	-	-	1.00	1.00
Courier	53	1.00	1.00	1.00	1.00
Community Promotions Specialist	24	1.00	1.00	1.00	1.00
Graphic Design Supervisor	24	1.00	1.00	1.00	1.00
Broadcast Operations Analyst	24	1.00	1.00	1.00	1.00
		5.00	5.00	6.00	6.00
Labor Operations					
Inventory Technician	56	1.00	1.00	-	-
		1.00	1.00	-	-
Total Employees		9.00	9.00	9.00	9.00

Housing and Community Development

Mission Statement

To make Waco a "Place of Choice" by developing and maintaining collaborative, self-sustaining housing programs, improving homeownership rates, upgrading an aging housing stock, and providing community development programs that revitalize our neighborhoods with projects that span the full housing continuum in Waco including the development of mixed income neighborhoods and other housing and community development programs benefiting low to moderate income households along with homeless individuals and families.

Narrative

The City of Waco will act aggressively to stabilize and revitalize our neighborhoods' aging stock through high quality rehabilitation and reconstruction. In addition, a new construction program for a variety of housing types is ongoing along with an acquisition assistance program. These housing programs will create housing opportunities to address the entire spectrum of citywide needs from homelessness, to special needs, to affordable housing, to the upper scale developments. The City of Waco will maintain and establish new key local, state and national partnerships to ensure continuing success. The housing program will impact the market utilizing many city resources to stimulate private investment in housing development, including the successful lot sales program, infill development programs, and the residential tax abatement program. The City will continue the implementation of the 10 Year Plan To End Chronic Homelessness to decrease the number of chronic homeless persons in Waco and offer them opportunities for decent, safe affordable housing along with access to integral services to maintain their housing stability. In addition, the City facilitated the Poverty Reduction Plan with community leaders. The successes of the homeless and poverty plans depend upon a coordinated team approach. The City will continue its strong partnership with Baylor University and its student interns to develop and implement these plans.

Accomplishments for FY 2012-13

- * 17 homebuyers assisted with down payment on new homes
- * 5 homebuyers provided rehabilitation/reconstruction loans to repair or reconstruct their homes
- * 5 homeowners provided tax abatement
- * 3 lots sold to builders for the development of single-family homes for ownership
- * Provided funding to Community Housing Development Organizations (CHDOs) to develop 9 new single-family homes
- * Assisted 12 families with a Tenant Based Rental Assistance program
- * Rental assistance provided to 35 formerly homeless households under the Shelter Plus Care Grant program

Priorities for FY 2013-14

- * Continue to develop multiple partners in the private and not for profit housing arena
- * Continue to work on programs that encourage mixed income housing within the central City of Waco
- * Facilitate partnerships with both local and national partners
- * Build the capacity of our non-profits
- * Continue to identify other funding sources to leverage the grant funds we receive
- * Continue to work with local non-profit agencies and housing developers to create permanent supportive housing options for homeless persons
- * Continue to administer a program to prevent homelessness
- * Focus efforts on housing across the city to insure we increase the variety of housing options for all citizens in Waco
- * Continue efforts to improve homeownership, to provide quality affordable rental housing, upgrade an aging housing stock and provide community development programs to revitalize our neighborhoods

Budget Highlights

The Housing and Community Development Director's position is funded at 100% with General Fund. The Financial Supervisor position is funded at 65% with General Fund and 35% HOME funds. A Program Coordinator overseeing the implementation of the 10 Year Plan to End Chronic Homelessness is funded 80% General Fund and 20% with CDBG funds. A Program Coordinator overseeing the internal loan programs and other housing incentive programs is funded 10% with General Fund and 90% with HOME and CDBG funds. In addition to the Director, the Financial Supervisor and the Program Coordinators, 8.0 FTEs are budgeted in CDBG, HOME, and Supportive Housing Program grant funds.



Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	61,930	70,806	103,308	131,365
Employee Benefits	22,849	25,111	35,721	42,060
Purchased Prof/Tech Services	10,002	-	-	-
Purchased Property Services	100	-	-	-
Other Purchased Services	7,723	11,233	11,233	13,410
Supplies	2,325	2,800	2,800	2,846
Other Expenses	-	-	-	-
Contracts with Others	28,104	20,000	20,000	-
Operating Expenditures	133,033	129,950	173,062	189,681
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	133,033	129,950	173,062	189,681

Personnel Summary

	Range	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Supervision					
Municipal Services Director	29	0.25	0.25	0.56	0.80
Financial Supervisor	27	0.21	0.21	0.21	0.21
		0.46	0.46	0.77	1.01
Clerical and Professional					
Program Coordinator	24	0.80	0.80	0.80	0.80
Program Coordinator	24	0.10	0.10	0.10	0.10
		0.90	0.90	0.90	0.90
Total Employees		1.36	1.36	1.67	1.91

Facilities

Mission Statement

To provide quality facilities, which support the requirements of City employees and citizen services, to provide professional maintenance and repair of environmental, electrical, mechanical, plumbing, and structural systems with the effective use of in-house and contract resources, to oversee energy program for City users, and to provide customer-oriented custodial and cleaning services for City facilities.

Narrative

Facilities, a division of the General Services Department, is responsible for the maintenance, repair and renovation functions for over 136 City-owned and leased facilities and for custodial services at key facilities throughout the City. Building maintenance coordinates and/or completes actions required for the safe and efficient operation of facilities, for the accommodation of organizational changes and relocations, for preventative maintenance and phased replacement/modernization of aging infrastructure and equipment, and for support of renovation and new construction. Custodial services provide regular cleaning services for key facilities, assistance on furniture moves, and periodic heavy floor cleaning services.

Accomplishments for FY 2012-13

Facilities was actively involved in the design, start, support or completion and incorporation into the City facility inventory of various projects this past fiscal year.

- * Completed renovation of the Main Library and the former Hillcrest Medical Tower for the Police Department Headquarters from the 2007 Bond Program
- * Started construction of the Fire Department Vehicle Maintenance Building
- * Coordinated support for removal of old roads in Fort Fisher area and start of construction of a perimeter stone wall
- * Oversaw start of construction for replacement Fire Station #7
- * Began design on renovation of the HVAC system and interior finishes at the Water Office
- * Started design on the whole building renovation of the East Waco Library
- * Completed renovation work and HVAC replacement to improve facility conditions at the Waco Animal Shelter and to improve security with new exterior lights and a new video surveillance system

Priorities for FY 2013-14

- * Support the Police Department Headquarters in the 10-story Tower and Police Parking Garage with custodial services and minor modifications to support Police functions
- * Oversee the construction of new Fire Station #7 and completion of the new Fire Department Vehicle Maintenance Shop
- * Assist design and renovation oversight of the East Waco Library
- * Manage the bid award and renovation phases once design is completed for the HVAC replacement and interior finishes at the Water Office
- * Continue to be involved in tracking and completing maintenance, repair and small renovation activities at various City facilities across the City
- * Research budget and scope costs for restoration of the exteriors of City Hall and Bledsoe Miller Recreation Center
- * Conduct a roof assessment for major facilities to collect short and long term roof repair and replacement requirements
- * Coordinate with the IT Department to monitor HVAC digital control systems at the new 2007 Bond completed projects

Budget Highlights

The budget for Facilities will maintain current operations with no new additions in personnel or equipment.

A total of \$1,456,579 is included in FY 2013-14 for building maintenance, HVAC maintenance and elevator maintenance.

Billings to others are for the following: Library facility maintenance \$152,887



Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	1,002,962	1,087,003	1,055,723	1,096,140
Employee Benefits	454,296	486,742	475,838	494,507
Purchased Prof/Tech Services	150,097	91,580	156,780	170,970
Purchased Property Services	839,750	1,283,565	883,587	1,517,333
Other Purchased Services	49,474	56,301	56,406	62,974
Supplies	208,925	217,700	228,216	219,977
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	2,705,504	3,222,891	2,856,550	3,561,901
Transfers to Other Funds	-	-	394,663	-
Billings	(144,111)	(148,434)	(148,434)	(152,887)
Capital Outlay	47,354	-	7,065	-
Total Expenditures	2,608,747	3,074,457	3,109,844	3,409,014

Personnel Summary

	Range	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Supervision					
Program Manager	28	1.00	1.00	1.00	1.00
Operations Supervisor	25	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Customer Service Rep (400)	58	1.00	1.00	1.00	1.00
Staff Assistant	58	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Labor Operations					
Master Electrician	61	2.00	2.00	2.00	2.00
Master Tradesworker	60	2.00	2.00	2.00	2.00
Tradesworker (400)	59	5.00	5.00	5.00	5.00
Operations Coordinator	57	2.00	2.00	2.00	2.00
Building Attendant	53	20.00	20.00	20.00	20.00
		31.00	31.00	31.00	31.00
Total Full Time		35.00	35.00	35.00	35.00
Part Time Employees (shown as FTE's)					
Building Attendant-PT	53	0.80	0.80	0.80	0.80
Total Part Time (FTE's)		0.80	0.80	0.80	0.80
Total Employees		35.80	35.80	35.80	35.80

Parks and Recreation

Mission Statement

To provide excellent community services by maintaining an accessible, attractive, safe system of parks, open spaces and facilities to promote recreational and educational opportunities to be enjoyed by local residents and visitors to Waco.

Narrative

The Parks and Recreation Department provides services that sustain and actively enhance the livability and quality of life for citizens of Waco and the surrounding region. These services include Administration, Park Development, Park Maintenance, Recreation, Park Ranger and Cottonwood Creek Golf Course.

Priorities for park development are guided by the Parks, Recreation and Open Space Master Plan and include acquisition and development of new parks and renovation of existing facilities. Current high priority goals include the Brazos Park East Riverwalk extension and completion of the redevelopment of Sul Ross Park, and Seley Park.

The Parks Maintenance Division maintains over 1,484 acres of City parks and open spaces, municipal building landscapes, medians, right-of-ways, and creeks. The Lake Brazos Corridor Maintenance program has created an aesthetically improved appearance throughout the corridor enhancing the image that the community projects to visitors and local residents.

The Recreation Division continues to provide positive, affordable programming with activities at each Community Center geared towards youth, teens, young adults, and the continued development of outdoor activities and nature programming. The Athletics Section continues to provide adult athletics including flag football, softball and basketball while youth sports leagues in flag football, track & field and basketball are growing. The economic impact of Dubl-R Fields at Riverbend Park continues to be significant, hosting 30+ baseball & girls' fast pitch softball tournaments. The Waco Mammoth Site is offering new and expanded programs that offer hands-on activities in addition to tours. Special Events/ Marketing continues to improve the Brazos Nights concert series and 4th on the Brazos Celebration in addition to coordinating over 120 community events each year.

Park Ranger priorities include an increased emphasis on Brazos River Corridor land and water patrols and departmental safety programs. Rangers also provide security for special events and the Texas Ranger Hall of Fame & Museum in addition to mountain bike/horse/vehicle security patrols, interpretive programs, and coordinating trail maintenance projects with volunteers and department staff.

Accomplishments for FY 2012-13

- * Completed construction of South Waco Park Improvements project
- * Completed construction of Cotton Belt Trail and Trail Blazer Park project
- * Supported landscape development at new fire stations, Police Headquarters, Ranger Museum, and Convention Center
- * Supported design and development of Riverwalk Signage
- * Supported fundraising, design and development of the Children's Discovery Area at the Waco Mammoth Site
- * Completed construction of Oscar DuConge Park Improvements project
- * Completed design and bidding of Sul Ross Park Renovations and Skate Park project
- * Completed design of Seley Park Renovations project
- * Completed design of Bell's Hill Park Lighting Improvements project
- * Constructed bridge, trail, pavilion and lighting on Brazos Park East Riverwalk extension project
- * Installed new disc golf hole signs and informational/directional signage
- * Assumed maintenance of Trailblazer Park and the Cotton Belt Trail
- * Assumed operation and maintenance of new splash pad and restroom at Oscar DuConge Park
- * Demolished buildings acquired for Sul Ross Park expansion and completed remediation of contaminated soil remaining from the sites previous used as a gasoline station
- * Rangers provided educational, health and safety programs for Waco ISD, City Community Centers, surrounding school districts, and local businesses, clubs, and non-profit organizations
- * Continued Cameron Park trail improvement projects with community volunteers, eagle scouts and trail user groups
- * Implemented Lake Brazos water patrol
- * Hosted over 20,000 participants at Dubl-R Fields at Riverbend Park for baseball and softball tournaments
- * Hosted 310 Track & Field athletes
- * Had over 20,000 guests participate in activities at South Waco Community Center
- * Installed new computer lab at Bledsoe Miller Community Center with public Wi-Fi access

Accomplishments for FY 2012-13 (cont)

- * Hosted over 1,000 Zumba participants at Bledsoe Miller
- * Hosted the Public safety fair with over 200 participants at Dewey
- * Partnered with Zeta Phi Beta at Dewey for the Back to School Bash to provide children in the community school supplies and haircuts for the beginning of school – over 500 guests attended
- * Redesigned the Cameron Park Trail map
- * Designed the I-35 Mammoth Site Billboard
- * Provided support for over 125 community special events including the Waco Cultural Arts Fest, Tri-Waco Triathlon and Race for the Cure
- * Received Best Sponsor Report and Best TV promotion (WCCCTV10) from the Texas Festivals and Events Association (TFEA)
- * Partnered with Texas Tourism for the National music video filmed at the Waco Mammoth Site
- * Added the Dig Box activity for 1st thru 12th graders providing groups a full scale simulated dig experience
- * Expanded Fossil Fun Day event activities
- * Developed reciprocal partnership with the Cameron Park Zoo and the Mayborn Museum

Priorities for FY 2013-14

- * Complete construction of Sul Ross Park renovations and Skate Park project
- * Complete master plan of Emmons Cliff renovations; begin design and build of bicycle skills course
- * Complete construction of Seley Park renovations project
- * Complete construction of Bell's Hill Park lighting improvements project
- * Complete construction of Brazos Park East Riverwalk extension project
- * Support design and development of Riverwalk signage development
- * Support fundraising, design and development of the Children's Discovery Area at the Waco Mammoth Site
- * Support designation of the Waco Mammoth Site as a National Monument within the National Park System
- * Continue River Corridor development and maintenance
- * Begin development of a reforestation project for tree planting in the parks
- * Prepare Park, Recreation and Open Space Master Plan
- * Complete LED lighting replacement program funded by a Federal Energy reduction grant that includes LED security light fixtures and replacement lamps
- * Continue as liaison with the Public Improvement District with Special Events producing the Winter Wonderland Festival
- * Expand social media with Instagram and Twitter accounts along with other parks and recreation apps
- * Install new computer lab at Dewey Community Center with public Wi-Fi access
- * Expand baseball tournaments to include other sanctioning bodies
- * Continue land and water Ranger Patrol of Lake Brazos River Corridor and Cameron Park
- * Provide support for fundraising, design and development of the Doris Miller Memorial

Budget Highlights

The budget for Parks and Recreation will maintain current operations with no new additions in personnel or equipment.

Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	3,998,208	4,274,599	4,118,227	4,383,024
Employee Benefits	1,641,290	1,738,207	1,667,581	1,810,671
Purchased Prof/Tech Services	739,259	669,725	761,581	681,093
Purchased Property Services	1,127,214	1,241,644	1,250,487	1,260,784
Other Purchased Services	295,148	297,685	324,253	340,761
Supplies	952,595	1,001,162	1,081,183	1,035,368
Other Expenses	37,082	37,730	42,824	43,252
Contracts with Others	-	-	-	-
Operating Expenditures	8,790,796	9,260,752	9,246,136	9,554,953
Transfers to Other Funds	-	-	-	-
Billings	(255,968)	(263,647)	(263,647)	(271,556)
Capital Outlay	227,757	-	73,872	-
Total Expenditures	8,762,585	8,997,105	9,056,361	9,283,397

Personnel Summary

	Range	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Supervision					
Municipal Services Director	30	1.00	1.00	1.00	1.00
Program Administrator	27	3.00	3.00	3.00	3.00
Operations Supervisor	25	4.00	4.00	4.00	4.00
Field Supervisor	22	4.00	3.00	4.00	4.00
		12.00	11.00	12.00	12.00
Clerical and Professional					
Customer Service Rep (400)	58	5.00	5.00	5.00	5.00
Customer Service Rep (300)	58	3.00	3.00	3.00	3.00
Retail Aide	53	2.00	2.00	2.00	2.00
Senior Planner	26	1.00	1.00	1.00	1.00
Senior Financial Analyst	25	1.00	1.00	1.00	1.00
Planner (300)	25	1.00	1.00	1.00	1.00
Community Promotions Specialist	24	2.00	2.00	2.00	2.00
Program Coordinator	24	4.00	4.00	4.00	4.00
Recreation Program Coordinator	22	3.00	3.00	3.00	3.00
Recreation Specialist	21	4.00	4.00	4.00	4.00
		26.00	26.00	26.00	26.00
Labor Operations					
Master Electrician	61	1.00	1.00	1.00	1.00
Master Tradesworker	60	2.00	2.00	2.00	2.00
Tradesworker	59	4.00	4.00	4.00	4.00
Operations Coordinator	59	6.00	6.00	5.00	5.00
Park Ranger	58	6.00	6.00	6.00	6.00
Service Technician	58	1.00	1.00	1.00	1.00
Equipment Operator (300)	57	29.00	28.00	28.00	28.00
Senior Service Provider	56	5.00	5.00	5.00	5.00
Service Provider	54	29.00	28.00	28.00	28.00
		83.00	81.00	80.00	80.00
Total Full Time		121.00	118.00	118.00	118.00
Part Time Employees (shown as FTE's)					
Park Ranger-PT	58	4.90	4.90	4.90	4.90
Service Provider-PT	54	0.50	-	-	-
Retail Aide-PT	53	1.32	1.32	1.32	1.32
Facility Attendant-PT	53	0.23	-	-	-
Recreation Aide-PT	51	11.77	11.77	11.77	11.77
Recreation Specialist-TEMP	1	0.40	0.40	0.40	0.40
Recreation Aide-TEMP	1	4.61	4.61	4.61	4.61
Total Part Time (FTE's)		23.73	23.00	23.00	23.00
Total Employees		144.73	141.00	141.00	141.00



Contributions and Contracts

Narrative

This department contains contributions made from the General Fund to support other funds within the City organization and accounts for contracts with outside agencies.

Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Unemployment Compensation	92,892	100,000	80,000	80,000
Property Insurance	247	247	247	287
Water Park	2,500,000	-	-	-
Machinery, Tools & Implements	-	-	-	100,000
Greenwood Cemetery	1,500	1,500	1,500	1,500
The Arts & Historic Agencies	-	-	-	150,000
H.O.T. Council of Governments	9,842	11,344	11,344	11,344
The Advocacy Center	59,040	75,740	75,740	83,314
Greater Waco Chamber of Commerce	136,500	136,500	136,500	136,500
MCCAD	550,436	578,191	578,246	619,242
Animal Shelter	300,000	50,000	50,000	-
McLennan County	136,166	142,974	134,052	138,074
Cen-Tex African/American Chamber	68,000	68,000	68,000	68,000
Multi-Purpose Facility	55,000	55,000	55,000	55,000
Senior Ministry	28,000	28,000	28,000	28,000
Downtown River Corridor	53,333	200,000	200,000	200,000
Cen-Tex Hispanic Chamber	68,000	68,000	68,000	68,000
Economic Development Grants	168,336	305,500	305,500	465,500
NAFTA Impact Zone_Zone 2	220,049	200,000	190,000	25,000
Rosemound Cemetery	10,000	40,000	40,000	40,000
Total Contracts	1,864,202	1,960,749	1,941,882	2,089,474
Health Services	2,459,993	2,535,350	2,535,350	2,673,939
Housing Demo_Lot Clearance	75,000	75,000	75,000	75,000
Street Reconstruction Fund	4,385,972	3,885,972	3,885,972	3,885,972
Ranger Hall of Fame	624,396	776,047	776,047	609,012
Waco Regional Airport	370,573	501,711	501,711	491,536
Convention Services	116,337	-	-	-
Cameron Park Zoo	1,544,337	1,553,765	1,553,765	1,726,608
Cottonwood Creek Golf Course	1,186,724	-	105,870	-
Transit Services	-	301,253	301,253	118,844
Total Transfers to Other Funds	10,763,332	9,629,098	9,734,968	9,580,911
Total Expenditures	15,220,673	11,690,094	11,757,097	11,850,672

Miscellaneous

Narrative

Expenditures that are not included in any other operating department are included in this account.

No salary savings are budgeted in FY 2013-14.

Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purchased Prof/Tech Services	147,878	304,891	317,441	170,000
Purchased Property Services	3,615	-	3,000	3,000
Other Purchased Services	-	-	214	-
Supplies	1,990	-	3,193	-
Other Expenses	310,161	150,036	129,591	190,031
Contracts with Others	-	-	-	-
Operating Expenditures	463,644	454,927	453,439	363,031
Transfers to Other Funds	-	663,619	-	503,612
Billings	-	-	-	-
Capital Outlay	-	706,422	706,422	-
Total Expenditures	463,644	1,824,968	1,159,861	866,643



Retirement Benefits

Narrative

Several retired Fire Fighters and Police Officers remain on the old City pension plan. The annual contribution is included in this fund.

This budget also includes retirement payouts for fire and police civil service employees.

Expenditures

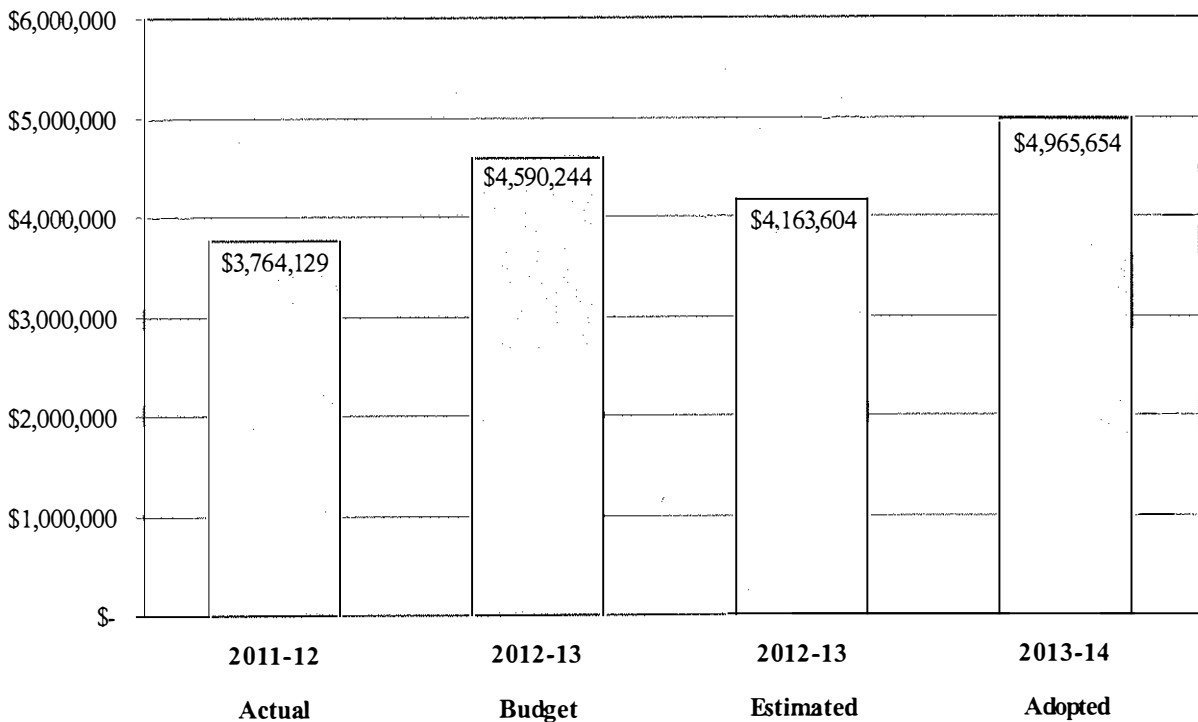
	Actual	Budget	Estimated	Adopted
	2011-12	2012-13	2012-13	2013-14
Salaries and Wages	317,889	269,770	180,500	270,000
Employee Benefits	119,835	103,812	85,354	103,732
Purchased Prof/Tech Services	-	-	-	-
Purchased Property Services	-	-	-	-
Other Purchased Services	-	-	-	-
Supplies	-	-	-	-
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	437,724	373,582	265,854	373,732
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	437,724	373,582	265,854	373,732



Special Revenue Funds

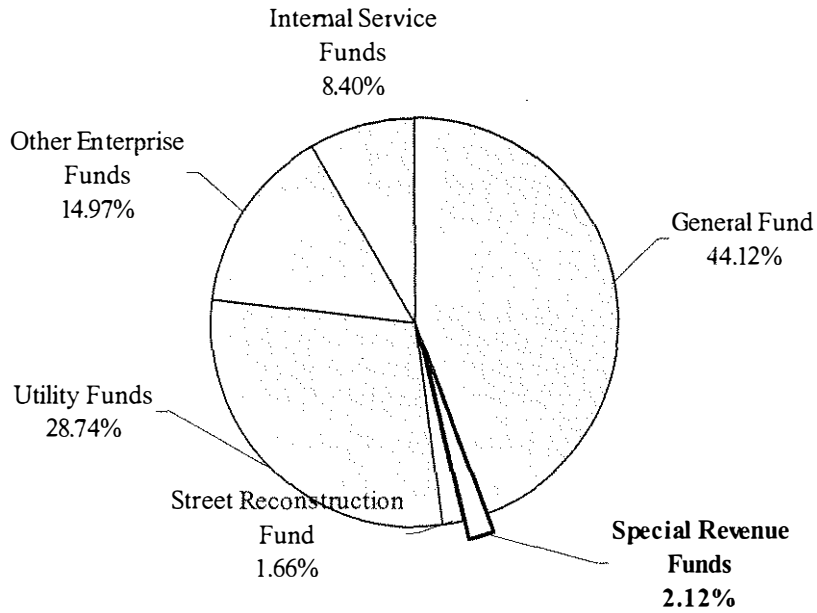
Special Revenue Funds

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Health Administration	1,839,320	1,987,982	1,991,729	2,091,442
Environmental Health	157,853	176,321	181,294	185,786
Environmental Health - OSSF	270,877	281,369	282,687	279,827
Public Health Nursing	780,355	819,204	950,341	956,804
Sexually Transmitted Diseases	344,696	353,188	349,928	360,580
HIV/AIDS	171,585	173,007	174,110	179,766
Dental	8,650	-	-	-
Public Improvement District #1	190,793	799,173	233,515	911,449
	\$ 3,764,129	\$ 4,590,244	\$ 4,163,604	\$ 4,965,654

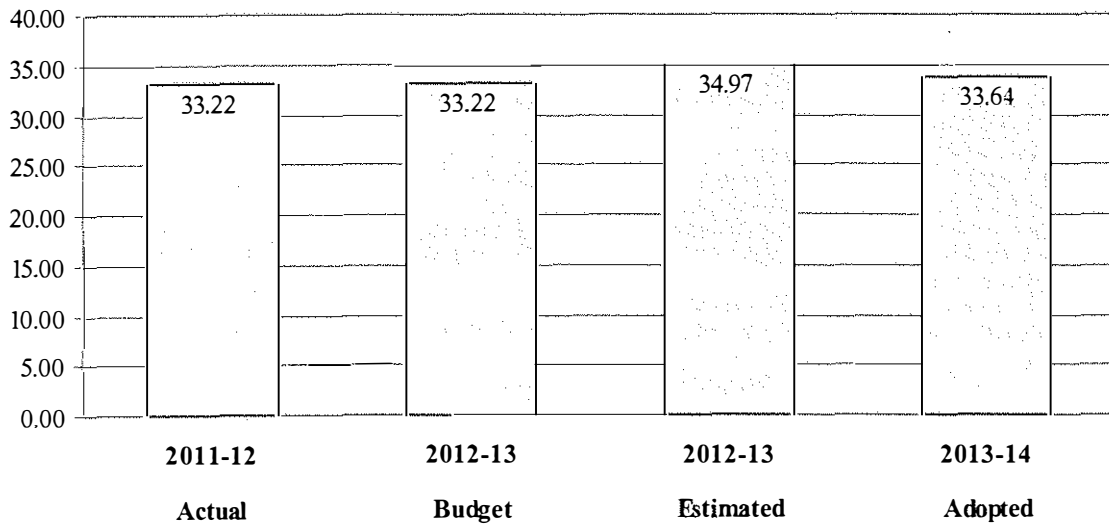


Special Revenue Funds as a Percent of Total Budget

General Fund	\$	103,356,932
Special Revenue Funds		4,965,654
Street Reconstruction Fund		3,886,972
Utility Funds		67,319,813
Other Enterprise Funds		35,071,080
Internal Service Funds		19,675,509
	\$	<u>234,275,960</u>



Special Revenue Funds Personnel Summary



Health Administration

Mission Statement

To work in partnership with the community to effectively promote, prevent and protect the health and well being of all McLennan County residents.

Narrative

Health Administration provides direction for the overall operation of comprehensive population-based health functions such as monitoring health status to identify community health problems; diagnosing and investigating health problems and health hazards in the community; informing, educating and empowering people concerning health issues; mobilizing community partnerships to identify and solve health problems; developing policies and plans that support individual and community health efforts; enforcing laws and regulations that protect health and ensure safety; linking people to needed personal health services; assuring a competent public health and personal health care workforce; evaluating effectiveness, accessibility and quality of personal and population-based health services; and researching new insights and innovative solutions to health problems. Vital Statistics maintains an effective and secure system for collection, recording, filing, storage and issuance of birth and death records occurring in the City of Waco in accordance with state statutory requirements. Central Cash provides a safe and secure area for the timely and efficient collection of revenues for all Health District Services operated in accordance with City of Waco policies.

Accomplishments for FY 2012-13

- * Facilitated level and improved program services despite funding challenges and staff vacancies
- * Completed the 2013 Community Health Needs Assessment, with collaboration from the Family Health Center, Hillcrest Baptist Medical Center/Scott & White Healthcare, Heart of Texas Regional Advisory Council, and Providence Healthcare Network
- * Established a Community Health Improvement Plan work group composed of various community partners to address needs identified in the 2013 Community Health Needs Assessment
- * Identified three priorities for the Health District to address over the next 3-5 years - Public Health Accreditation, Education and Collaboration, and Customer Service
- * Received 2012 Exemplary Five Star Award from the Dept. of State Health Services for excellence in recording and processing of birth and death records
- * Hosted the 20th Annual Funeral Directors Continuing Education Conference which was attended by approximately 100 funeral directors
- * Completed Dept. of State Health Services training to become Certified Birth Registrar
- * Have continued with the implementation of the Vital Statistics Records Automation and Preservation Project
- * Worked with preparedness coordinator to help facilitate and involve funeral directors to deal with mass casualties
- * Provided efficient collection of revenue and prompt and efficient billing for services provided to Health District customers
- * Completed Rightcare Health insurance contract application and have been credentialed to bill for immunizations

Priorities for FY 2013-14

- * Explore potential funding through new avenues including the 1115 Waiver process
- * Develop and implement a Community Health Improvement Plan in collaboration with community partner
- * Improve health services through electronic medical records and client data sharing
- * Sustain health services funding
- * Recruit competent public health professionals
- * Identify factors influencing health care cost trends and subsequent health behaviors
- * Monitor impact of health care reform on local public health
- * Monitor impacts to Medicaid, Medicare and Children's Health Insurance Program (CHIP)
- * Continue to assist hospitals, funeral homes, physicians and justices of the peace with the electronic filing of birth and death certificates using Texas Electronic Registrar
- * Continue with the document imaging of birth and death records
- * Continue to ensure that all revenues for Health District are collected and deposited in accordance with City of Waco cash handling policies
- * Continue to ensure all eligible charges are billed within required timeframe
- * Continue to work with insurance providers and complete credentialing process if appropriate
- * Continue to work with Health District Accreditation Leadership Team for Accreditation of the Waco-McLennan County Public Health District

Budget Highlights

The Waco-McLennan County Public Health District will continue to play a major role in education and supporting healthier lifestyle choices for citizens. This will be accomplished through partner collaborations, health fairs and presentations to the communities at large. The budget for Health Administration will maintain current operations while seeking new funding opportunities to minimize impacts to the local taxpayer.



Expenditures

	Actual	Budget	Estimated	Adopted
	2011-12	2012-13	2012-13	2013-14
Salaries and Wages	370,785	440,569	439,978	448,830
Employee Benefits	130,947	155,038	155,406	159,363
Purchased Prof/Tech Services	38,391	35,458	36,056	36,056
Purchased Property Services	4,766	4,749	4,751	4,773
Other Purchased Services	12,808	14,969	15,506	17,339
Supplies	32,562	30,955	33,955	35,284
Other Expenses	287,799	316,144	315,977	399,697
Contracts with Others	961,262	990,100	990,100	990,100
Operating Expenditures	1,839,320	1,987,982	1,991,729	2,091,442
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	1,839,320	1,987,982	1,991,729	2,091,442

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2011-12	2012-13	2012-13	2013-14
Supervision					
Municipal Services Director	30	1.00	1.00	1.00	1.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Accounting Technician (300)	58	3.00	3.00	3.00	3.00
Customer Service Rep (400)	58	2.00	2.00	2.00	2.00
Staff Assistant	58	1.00	1.00	1.00	1.00
Senior Financial Analyst	25	1.00	1.00	1.00	1.00
		7.00	7.00	7.00	7.00
Total Full Time		9.00	9.00	9.00	9.00
Part Time Employees (shown as FTE's)					
Customer Service Rep (300)-PT	58	0.50	0.50	0.50	0.50
Total Part Time (FTE's)		0.50	0.50	0.50	0.50
Total Employees		9.50	9.50	9.50	9.50

Environmental Health

Mission Statement

The mission of Environmental Health is to protect the community from disease outbreaks in an appropriate, effective and timely manner regarding food safety, onsite wastewater disposal and health and safety hazards within the local environment.

Narrative

The Environmental Health division performs functions relating to comprehensive programs of inspection, education, investigation, and enforcement of applicable rules and regulations. This includes inspections of food service establishments, teaching food worker and food manager classes, inspection of childcare facilities, investigating consumer complaints and health nuisance conditions, inspecting public/semipublic swimming pools and spas, inspecting onsite sewage facilities and responding to emergency situations.

Accomplishments for FY 2012-13

- * Maintained inspection frequencies to prevent increases of disease, nuisances, and violations
- * Provided food safety education to approximately 3,300 food handlers and food managers
- * Prevented and minimized disease outbreaks associated with food, swimming pools, sanitation, and vectors
- * Co-authored and implemented the West Nile Virus and Mosquito Control plan

Priorities for FY 2013-14

- * Provide food safety education to approximately 3,500 food handlers and food managers
- * Prevent disease outbreaks associated with food, swimming pools, sanitation, and vectors
- * Provide speakers and information to educate the public about environmental and consumer health topics
- * Identify and correct health nuisances in the community that will prevent illnesses from environmental conditions

Budget Highlights

The division will continue established interdepartmental and interagency cooperation providing multidisciplinary approaches for effective services to the public. By continuing partnerships already established, efficiency is achieved by coordinating efforts and reducing time and labor necessary to achieve the same purpose.

Existing services and inspections provided by Environmental Health will be maintained at current levels with no new additions in personnel or equipment. This ensures the community is protected from health and safety hazards within the local environment.



Expenditures

	Actual	Budget	Estimated	Adopted
	2011-12	2012-13	2012-13	2013-14
Salaries and Wages	87,027	104,400	104,401	106,546
Employee Benefits	29,176	35,942	35,890	36,796
Purchased Prof/Tech Services	1,543	966	1,415	1,415
Purchased Property Services	7,932	8,249	11,580	9,176
Other Purchased Services	2,734	2,449	2,629	4,172
Supplies	27,002	24,315	25,379	27,681
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	155,414	176,321	181,294	185,786
Transfers to Other Funds	2,439	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	157,853	176,321	181,294	185,786

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2011-12	2012-13	2012-13	2013-14
Supervision					
Program Administrator	27	0.75	0.75	0.75	0.75
		0.75	0.75	0.75	0.75
Labor Operations					
Senior Sanitarian	24	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		1.75	1.75	1.75	1.75

Environmental Health – OSSF

Mission Statement

To protect the environment and public health from improper wastewater disposal by ensuring the proper installation, maintenance, and repair of On-Site Sewage Facilities (OSSF).

Narrative

The OSSF program is responsible for ensuring On-Site Sewage Facilities (septic systems) do not cause environmental problems or nuisances by conducting inspections, investigating complaints, and enforcing state and county OSSF regulations.

Staff members inspect the installation of septic systems at various times throughout the construction process, checking for conditions that may lead to system failure. Reports of failed or improperly maintained septic systems are investigated providing assistance as necessary to bring the system into compliance. Enforcement actions are taken when property owners will not repair or keep their OSSF in proper working order. Actions may include filing court cases with the local Justices of the Peace.

Accomplishments for FY 2012-13

- * Closely monitored all aerobic unit maintenance contracts to reduce nuisance conditions and ensure compliance
- * Provided prompt complaint investigation to eliminate improper wastewater disposal
- * Streamlined process of processing OSSF cases in the Justice of the Peace courts

Priorities for FY 2013-14

- * Continue enforcement activity including court actions on violators to reduce nuisance conditions and increase compliance
- * Emphasize maintenance and repair of existing on-site sewage facilities to reduce nuisances and increase public health protection
- * Continue reducing the percentage of aerobic units without current contracts

Budget Highlights

The budget for Environmental Health-OSSF includes one-fourth of the Environmental Health Program Administrator position. The budget for Environmental Health-OSSF will maintain current operations with no new additions in personnel or equipment.



Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	182,442	188,960	189,015	185,594
Employee Benefits	68,852	71,419	71,429	71,945
Purchased Prof/Tech Services	3,706	4,000	3,800	3,800
Purchased Property Services	2,163	3,200	3,220	3,220
Other Purchased Services	6,582	6,832	8,041	8,678
Supplies	7,132	6,958	7,182	6,590
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	270,877	281,369	282,687	279,827
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	270,877	281,369	282,687	279,827

Personnel Summary

	Range	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Supervision					
Program Administrator	27	0.25	0.25	0.25	0.25
Inspection Supervisor	24	1.00	1.00	1.00	1.00
		1.25	1.25	1.25	1.25
Clerical and Professional					
Customer Service Rep (400)	58	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Labor Operations					
Inspector	60	2.00	2.00	2.00	2.00
		2.00	2.00	2.00	2.00
Total Employees		4.25	4.25	4.25	4.25

Public Health Nursing

Mission Statement

The mission of the Waco-McLennan County Public Health District is to work in partnership with the community to effectively promote, prevent and protect the health and well being of all McLennan County residents.

Narrative

The Public Health Nursing division promotes the mission by striving for public health excellence and innovation while advocating for community health and wellness through the provision of disease surveillance and epidemiology, health education and limited clinical services. Programs provided are health education with a major emphasis on disease prevention and health promotion; public health preparedness; immunizations; communicable disease surveillance; and tuberculosis control.

The Public Health Nursing staff continues to play a major role in public health preparedness and response for bioterrorism and all hazards planning for the county. The program receives grant funds from the Texas Department of State Health Services to plan for and implement activities should a public health threat, such as pandemic influenza or the release of smallpox, occur. In addition, surveillance and control of communicable disease efforts are continuing to improve. Clinical services provided through the immunization and tuberculosis control programs afford residents health services at a reduced rate or at no charge.

The division also receives funding from local governmental entities. Fees for service also fund a small percentage of the budget.

Accomplishments for FY 2012-13

- * Hosted a Community-wide Health Extravaganza that was a collaborative effort of businesses, organizations, and individuals, that identified 5 categories of wellness:
 - Be Well
 - Eat Well
 - Play Well
 - Think Well
 - Work Well
- * Hosted a Healthy Babies Launch that was a collaborative effort between hospitals, community agencies and the March of Dimes. These partnerships exist to decrease preterm births and infant mortality for residents of McLennan County.
- * Public Health Emergency Preparedness worked in alliance with Emergency Management, Regional and State agencies, and the community of West during and after the West Explosion. Providing services such as the Family Assistance Center, First Aid, Immunizations, and assisted with Reentry and Behavioral Health.
- * Public Health Emergency Preparedness (PHEP) team members partnered with our Epidemiology department during the response to WNV. The PHEP team focused their efforts on providing information to the public regarding prevention of West Nile Virus by preventing mosquito bites. The campaign was titled "Fight the Bite." Public Service Announcements were made, and flyers and postcards were distributed through a variety of venues.
- * Implemented several wellness programs including Do Well Be Well series, healthy cooking classes, High Five walking and Zumba programs (which has led to great weight loss success and weight maintenance for participants).

Priorities for FY 2013-14

- * Maintain adequate infrastructure that will enable the continuance for staff to focus on all program activities to include preparing for real and potential public health threats and all hazards.
- * Provide and administer current and new vaccines to ensure protection of citizens within the city and county.
- * Coordinate and expand activities of a tobacco free initiatives for the City of Waco (and other surrounding cities).
- * Explore potential funding associated with the 1115 Waiver process.
- * Explore potential funding associated with private insurance companies to expand vaccine coverage and administration.
- * Begin working towards Public Health Accreditation.
- * Continue to develop and expand volunteer opportunities through the Central Texas Medical Reserve Corps (MRC) and Community Emergency Response Teams (CERT).

Budget Highlights

The budget for Public Health Nursing will maintain current operations with no new additions in personnel or equipment.

Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	390,802	477,923	491,847	508,816
Employee Benefits	137,332	167,165	175,011	175,138
Purchased Prof/Tech Services	1,836	1,200	31,696	3,350
Purchased Property Services	1,283	3,291	3,135	3,445
Other Purchased Services	25,003	21,395	21,038	25,183
Supplies	224,099	148,230	227,614	240,872
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	780,355	819,204	950,341	956,804
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	780,355	819,204	950,341	956,804

Personnel Summary

	Range	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Supervision					
Program Administrator	27	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Customer Service Rep (300)	58	1.00	1.00	1.00	1.00
Outreach Worker	58	1.00	1.00	1.00	1.00
Secretary (300)	57	1.00	1.00	1.00	1.00
Advanced Nurse Practitioner	26	1.00	1.00	1.00	1.00
Nurse	26	2.00	2.00	2.00	2.00
Health Services Coordinator	25	2.58	2.58	2.58	3.00
Community Promotions Specialist	24	-	-	1.00	-
		8.58	8.58	9.58	9.00
Total Full Time		9.58	9.58	10.58	10.00
Part Time Employees (shown as FTE's)					
Nurse-PT	26	0.50	0.50	1.25	0.50
Total Part Time (FTE's)		0.50	0.50	1.25	0.50
Total Employees		10.08	10.08	11.83	10.50

Sexually Transmitted Diseases (STD) Services

Mission Statement

To reduce the incidence of sexually transmitted diseases in McLennan County through education, clinical services, disease investigations and surveillance.

Narrative

Sexually Transmitted Diseases (STD) Services performs functions relating to a comprehensive sexually transmitted disease clinic, including confidential testing and treatment of STD, HIV virus testing (in partnership with the HIV/AIDS program), disease investigation, partner elicitation, counseling services, distribution of free condoms for clients in order to stop the spread of Sexually Transmitted Diseases, community education and resource information.

Accomplishments for FY 2012-13

- * Saw a 20% increase from previous 12 months in the number of STD clinic visits
- * Successful Clinical Laboratory Improvement Amendments was completed for the lab for a 2 year period
- * New partnership was developed between HOTCOG, FEMA and the HIV/STD program. FEMA has allowed the staff to use one of their trailers to use at outside events/locations for HIV and syphilis testing. This not only gives the staff a cool place to draw blood but it also allows for more confidentiality than any outdoor setting would. FEMA delivers, sets up and removes the vehicle for each event.

Priorities for FY 2013-14

- * Continue to grow the STD clinical services rendered
- * Increase the number of Community Outreach activities

Budget Highlights

Two areas that we will be watching, regarding the STD budget, are how the Affordable Care Act (ACA) will affect the number of people who attend our clinic and rapid HIV testing charges. We are uncertain at this time about the effect that the Affordable Care Act may have on our clinic. If all the individuals who have ACA can only go to their primary care physician for care, then we may see a drastic reduction in the number of clinic visits we have. This in turn will reduce the program income. Secondly, the Texas Department of State Health Services (DSHS) may begin to provide free rapid HIV tests. In the past, we have had to purchase the tests for individuals not wanting to wait on the results of the traditional HIV test. If DSHS begins to provide the tests for free, then we will no longer be able to charge individuals for this service. Again, this could reduce program income.

The budget for STD will maintain current operations with no new additions in personnel or equipment. We do continue to generate a small revenue through STD testing, rapid HIV testing and pregnancy testing.



Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	221,180	220,916	219,662	225,007
Employee Benefits	78,609	80,028	79,586	82,149
Purchased Prof/Tech Services	13,352	11,687	11,687	11,687
Purchased Property Services	-	200	200	200
Other Purchased Services	8,691	12,928	12,934	14,163
Supplies	22,864	27,429	25,859	27,374
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	344,696	353,188	349,928	360,580
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	344,696	353,188	349,928	360,580

Personnel Summary

	Range	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Clerical and Professional					
Outreach Worker	58	2.00	2.00	2.00	2.00
Lab Technician	57	1.00	1.00	1.00	1.00
Secretary (300)	57	0.25	0.25	0.25	0.25
Nurse	26	1.64	1.64	1.64	1.64
		4.89	4.89	4.89	4.89
Total Full Time		4.89	4.89	4.89	4.89
Part Time Employees (shown as FTE's)					
Secretary-PT	57	0.50	0.50	0.50	0.50
Total Part Time (FTE's)		0.50	0.50	0.50	0.50
Total Employees		5.39	5.39	5.39	5.39

HIV/AIDS Services

Mission Statement

To reduce the incidence of HIV infection by providing risk-reduction education and information for the general public and particularly to individuals whose behavior(s) place them at risk in Bosque, Falls, Limestone, Freestone, Hill and McLennan counties and to promote early detection of HIV/Hepatitis C infection by providing testing and counseling to individuals with at-risk behaviors. To help HIV clients stay healthy as long as possible, maintain their quality of life and minimize further HIV transmission.

Narrative

The HIV/AIDS Program consists of the following programs: Protocol Based Counseling, Education, HIV Case Management, Prevention Case Management, Housing Opportunities for Persons With AIDS, and direct client services. The services are provided to individuals in Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties. The prevention program is two-fold: it provides risk-reduction education and information for the general public and particularly to individuals whose behavior(s) place them at risk of HIV infection. It also promotes early detection of HIV infection by providing counseling and testing to individuals with at-risk behaviors and partner elicitation and notification of seropositive clients. The Case Management program assists individuals with HIV/AIDS through professional assessment of psychosocial needs, referrals and linkage with appropriate services. The HOPWA program provides emergency assistance with rent and utility payments as well as long-term housing assistance for those who qualify and are at risk for homelessness. Direct client services include early intervention clinic, food cards, and financial assistance for ambulatory medical care, medication, dental, eye exams and transportation.

Accomplishments for FY 2012-13

- * Increased HIV grant funding almost \$18,000
- * Increased our advertising strategies throughout the community to educate individuals not only about the importance of testing but also what services are offered through our program

Priorities for FY 2013-14

- * Continue to increase the number of community partnerships in order to grow our condom distribution program
- * Continue to work closely with DSHS to maintain or increase grant funding
- * Continue to work with DSHS to develop strategies for locating HIV+ individual who are out of care and bring them back to service

Budget Highlights

The budget for HIV/AIDS will maintain current operations with no new additions in personnel or equipment.



Expenditures

	Actual	Budget	Estimated	Adopted
	2011-12	2012-13	2012-13	2013-14
Salaries and Wages	113,244	117,683	117,683	120,111
Employee Benefits	38,986	40,269	40,268	41,295
Purchased Prof/Tech Services	1,403	700	2,500	2,500
Purchased Property Services	-	-	-	-
Other Purchased Services	8,971	8,868	8,561	10,277
Supplies	8,981	5,487	5,098	5,583
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	171,585	173,007	174,110	179,766
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	171,585	173,007	174,110	179,766

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2011-12	2012-13	2012-13	2013-14
Supervision					
Program Administrator	27	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Secretary (300)	57	1.00	1.00	1.00	1.00
Health Services Coordinator	25	0.25	0.25	0.25	0.25
		1.25	1.25	1.25	1.25
Total Employees		2.25	2.25	2.25	2.25

Dental Services

Mission Statement

The mission of the Dental Health division is to provide both preventive and comprehensive dental care in a courteous and professional manner to the maximum number of qualifying clients.

Narrative

Oral healthcare is critical to and not separate from total health care. Healthy People 2010 reports strong disparities in both childhood dental disease and access to dental care. It is recommended that professional intervention begin at approximately 12 months of age or shortly after the primary teeth begin to erupt. The goal of the first dental visit is to assess the risk for dental disease, initiate a preventive program and decide on the periodicity of subsequent visits. Oral diseases are progressive and cumulative and become more complex over time, affecting our ability to eat, the food we choose, how we look and the way we communicate.

Budget Highlights

Family Health Center consolidated their dental services locations in the city and do not rent space and equipment from the Health District beginning in FY 2012-13. Existing health programs will utilize the space being vacated by the dental clinic.

Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purchased Prof/Tech Services	1,359	-	-	-
Purchased Property Services	-	-	-	-
Other Purchased Services	2,127	-	-	-
Supplies	5,164	-	-	-
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	8,650	-	-	-
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	8,650	-	-	-



Public Improvement District #1

Narrative

Public Improvement Districts (PID) allow any city or county to levy and collect special assessments on property within its extraterritorial jurisdiction (ETJ). APID may be formed to finance needed public improvements.

The Waco Public Improvement District Number One (PID1) was formed by a petition of the property owners that was authorized by City Council in October 2012 for fifteen years under municipal management. The general nature of the proposed improvements and/or enhanced services in the PID1 include:

- 1) A Maintenance and Landscaping program
- 2) A Security program
- 3) A Marketing/Economic Development program

The proposed services are supplemental to the existing level of city services and/or improvements and constitute an added increment to improvements and/or services offered to taxpayers generally. The City will continue to provide standard services and improvements in the District as they are currently provided.

The assessment on real property (including structures or other improvements) located within the PID1 is \$0.10 per \$100 valuation as determined by McLennan County Appraisal District. Assessment notices and payments are made via the McLennan County Tax Office. The PID1 Advisory Board consists primarily of property owners from the PID1 district (as required by statute), and this board makes recommendations to City Council on the expenditures of the PID assessments for improvements in the PID1 district. The PID1 Board must annually recommend a service plan and budget for the fiscal year which must be approved by City Council. That plan and budget are adopted after a public hearing at which anyone can speak. PID1 Board meetings are held bi-monthly and are open to the public as well.

Expenditures

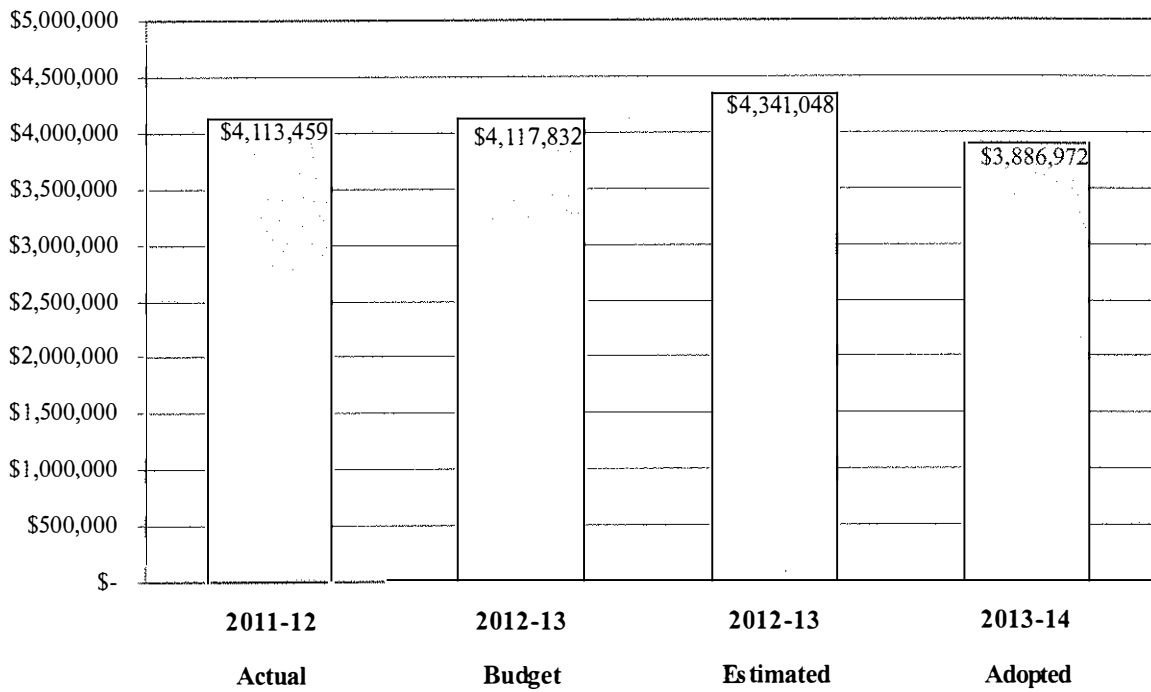
	Actual	Budget	Estimated	Adopted
	2011-12	2012-13	2012-13	2013-14
Salaries and Wages	22,063	28,510	21,165	29,453
Employee Benefits	1,753	2,270	1,682	2,367
Purchased Prof/Tech Services	162,641	301,648	202,457	275,340
Purchased Property Services	1,413	1,700	1,395	1,700
Other Purchased Services	1,908	2,150	4,281	41,550
Supplies	1,015	3,450	2,535	19,525
Other Expenses	-	25,000	-	25,000
Contracts with Others	-	-	-	-
Operating Expenditures	190,793	364,728	233,515	394,935
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	434,445	-	516,514
Total Expenditures	190,793	799,173	233,515	911,449



Street Reconstruction Fund

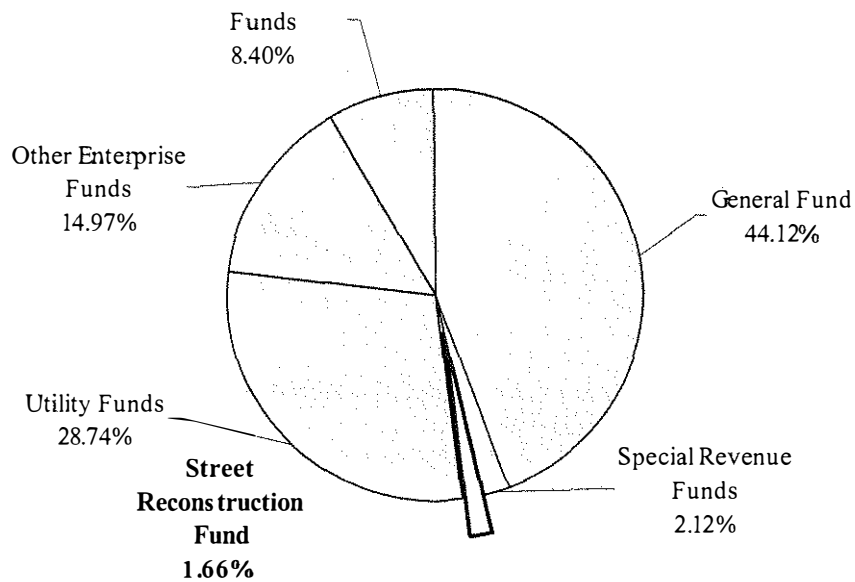
Street Reconstruction Fund

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Street Recons truction	\$ 4,113,459	\$ 4,117,832	\$ 4,341,048	\$ 3,886,972

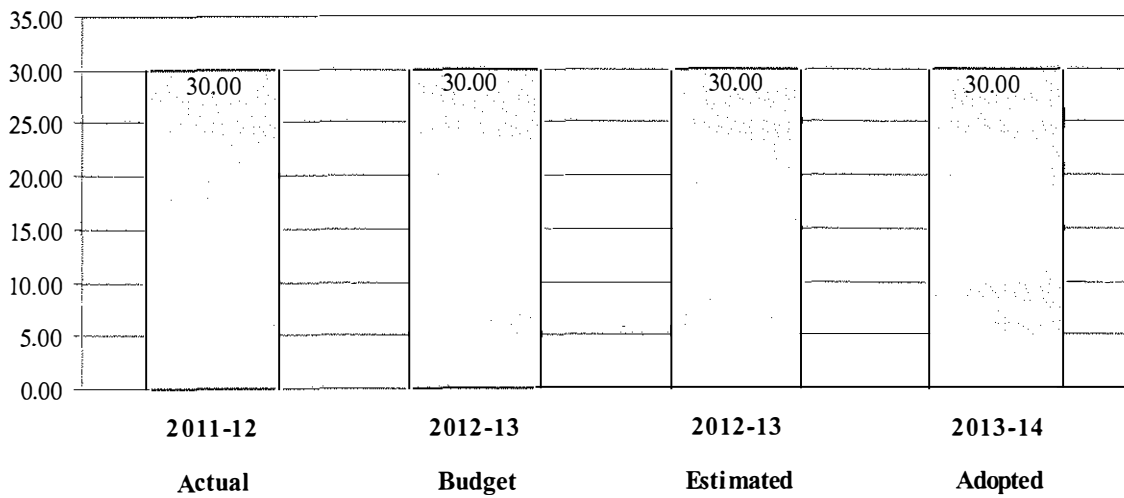


Street Reconstruction Fund as a Percent of Total Budget

General Fund	\$ 103,356,932
Special Revenue Funds	4,965,654
Street Reconstruction Fund	3,886,972
Utility Funds	67,319,813
Other Enterprise Funds	35,071,080
Internal Service Funds	19,675,509
	<hr/>
	\$ 234,275,960



Street Reconstruction Fund Personnel Summary



Street Reconstruction

Mission Statement

To create the opportunity for each citizen to have effective, efficient street services while providing an environmentally safe lifestyle.

Narrative

The Street Reconstruction Fund accounts for the maintenance and reconstruction of City streets. In 1988 the City of Waco adopted a resolution that dedicated a portion of the sales tax revenue to capital street improvements. For 2013-14 the contribution is \$3,885,972. These funds will provide for approximately 80 miles of street improvements divided among reconstruction, reclamation, overlays, and slurry seals. Arterial improvement needs are addressed in the Capital Improvements Program. The core services for street reconstruction include:

Utility Cut Repair
Pothole Patching
Surface Replacement

Crack Sealing
Base Failure Repair
Inspection of Contractors

Accomplishments for FY 2012-13

- * Made 115,155 square feet of base/surface and utility cut repairs using 1805.73 tons of cement treated base, 1,282 yards of concrete and 2,024 tons of asphalt through May
- * Patched 342 blocks and inspected 331 blocks of streets which is equivalent to 44.62 miles of our current 602.78 miles of streets through May
- * Inspected and crack sealed 250.83 lane miles of streets using 147,623 pounds of sealant through May
- * Completed more than 95% of the needed maintenance of crack seal, surface replacement and base failure prior to overlay, slurry and micro surfacing jobs through May
- * Produced 198 tons of the above mentioned asphalt using our in house asphalt recycler through May

Priorities for FY 2013-14

- * Maintain the goal of 98% Serviceability index rating to the condition of the City Streets, on an ongoing basis
- * Perform the needed maintenance on the 600.53 miles of streets in the City limits
- * Continue salvaging the asphalt materials from surface repair and base failures to use in our asphalt recycler
- * Begin street inventory in October and rate out all 602.78 miles of streets and determine the needs for the next four to five years

Budget Highlights

The budget maintains current operations with no changes or additions to personnel or services.

Billings to Street Reconstruction are for half of the materials used by the Streets and Drainage Department.

Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	773,903	827,494	791,527	841,353
Employee Benefits	371,849	406,053	387,637	425,929
Purchased Prof/Tech Services	1,117,970	1,223,663	1,558,452	1,228,692
Purchased Property Services	536,791	546,248	546,396	557,316
Other Purchased Services	32,275	34,729	34,729	42,065
Supplies	146,035	173,320	163,822	154,116
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	2,978,823	3,211,507	3,482,563	3,249,471
Transfers to Other Funds	-	-	-	-
Billings	135,001	114,331	146,941	149,880
Capital Outlay	999,635	791,994	711,544	487,621
Total Expenditures	4,113,459	4,117,832	4,341,048	3,886,972

Personnel Summary

	Range	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Supervision					
Operations Supervisor	25	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Labor Operations					
Operations Coordinator	59	2.00	2.00	2.00	2.00
Equipment Operator (300)	57	10.00	10.00	10.00	10.00
Equipment Operator (400)	57	7.00	7.00	7.00	7.00
Service Provider	54	10.00	10.00	10.00	10.00
		29.00	29.00	29.00	29.00
Total Employees		30.00	30.00	30.00	30.00

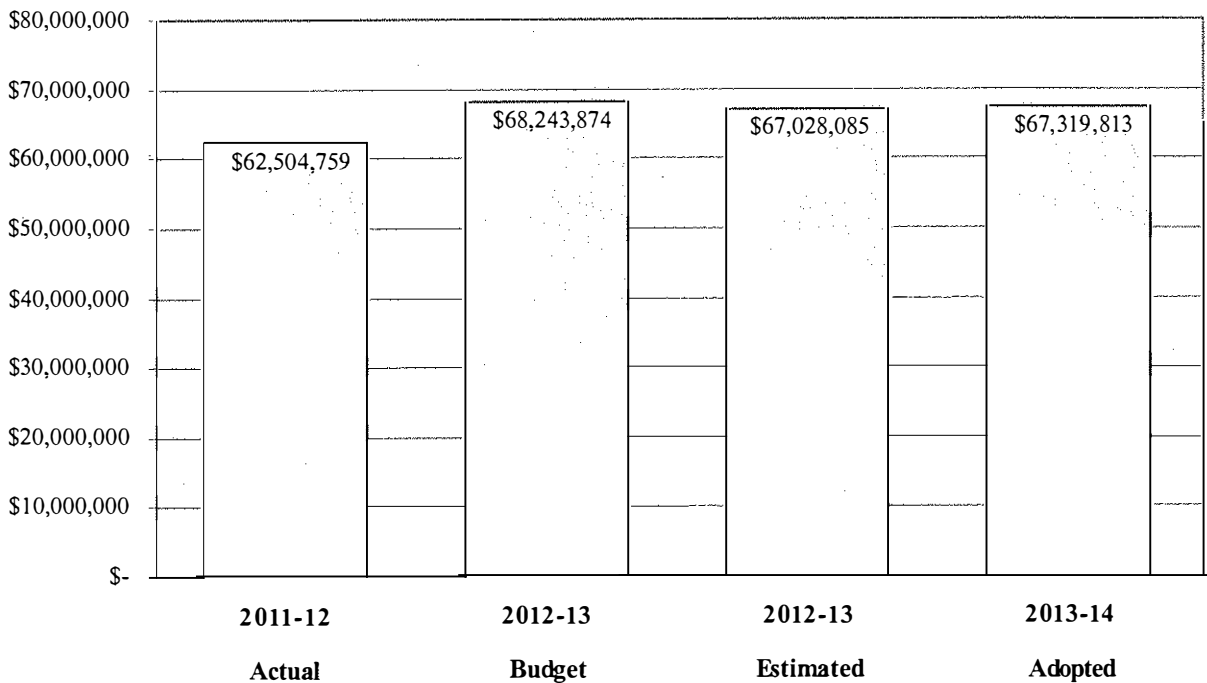


CITY OF WACO

Utility Funds

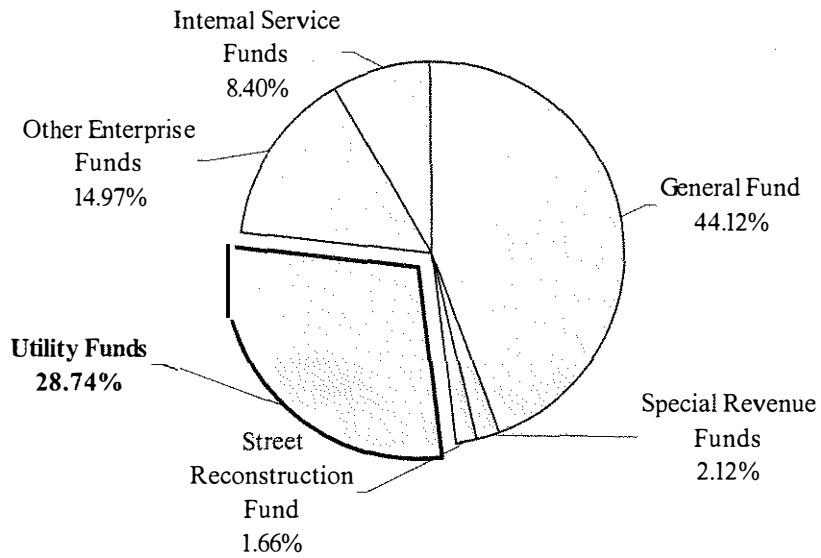
Utility Funds

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Water Office	1,368,294	1,760,035	1,765,327	1,660,752
Water Distribution	4,949,626	6,228,585	5,891,242	7,132,245
Water Treatment	7,609,125	8,888,543	8,561,884	8,828,620
Utilities Laboratory	(220,689)	-	-	-
Source of Supply	1,051,704	606,740	606,658	626,949
Water - Meter Shop	328	1,209,129	1,174,586	1,224,883
Water General & Admin	21,785,183	21,080,698	20,994,477	20,156,895
Wastewater Collection	4,620,397	6,003,081	6,015,456	5,465,479
Environmental Services	626,832	696,295	735,786	767,604
Wastewater Treatment	4,992,418	5,244,542	5,244,542	4,995,447
Wastewater General & Admin	10,075,814	9,733,243	9,738,232	9,958,546
WMARSS	5,645,727	6,792,983	6,299,895	6,502,393
	\$ 62,504,759	\$ 68,243,874	\$ 67,028,085	\$ 67,319,813

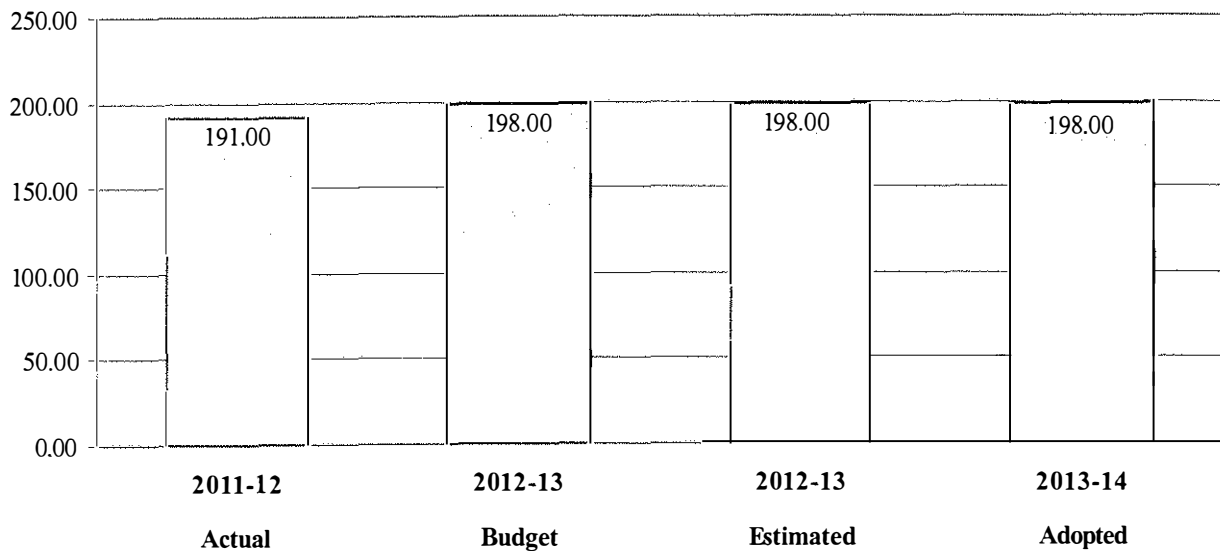


Utility Funds as a Percent of Total Budget

General Fund	\$	103,356,932
Special Revenue Funds		4,965,654
Street Reconstruction Fund		3,886,972
Utility Funds		67,319,813
Other Enterprise Funds		35,071,080
Internal Service Funds		19,675,509
	\$	234,275,960



Utility Funds Personnel Summary







Water

Mission Statement

The Water Department is committed to the protection of public health and to quality management of water and wastewater services.

Statistics

1,021	Miles of Water Main	28,107,000	Daily Avg. Water Production (gallons)
843	Miles of Sewer Main	46,063,000	Daily Max. Water Production (gallons)
43,297	Water Meters	13	Ground Storage Tanks
16,152	Water Valves	6	Elevated Storage Tanks
5,229	Fire Hydrants	11	Pump Stations
37,431	Sewer Connections	66	Sewer Lift Stations
12,459	Sewer Manholes	6	Pressure Planes
99.7	Service Area Covered (miles)	121,786	Calls Handled by the Call Center
3	Water Treatment Plants	158,978	Customers Served at Water Office
1	Water Quality Laboratory	51,734	Online Payments
2	Wastewater Treatment Plant		

Narrative

The department provides water and wastewater services. The water side consists of six divisions: Water Office, Water Distribution, Water Treatment, the Water Quality Laboratory, Source of Supply and Administration. Each division has distinct responsibilities to meet our goals of providing high quality water and excellent customer service. Pro-active measures are taken for continuous improvement in all areas - from securing and protecting the source of supply, to the abundant production and delivery of potable water, accurate meter service, billing and collection.

The department strives to exceed state and federal regulatory standards. Our Water Quality Laboratory meets EPA certifications and demonstrates reliable expertise in several analytical methods. The Utility Services Department consists of over 180 highly skilled employees. All operational staff must obtain professional licenses. The department is recognized for its training and innovation in maximizing personnel, equipment and other resources.

Accomplishments for FY 2012-13

- * Completed Riverside filter upgrade
- * Continued collaborative efforts with upstream watershed partners and Bosque River Coalition
- * Continued water quality success with Dissolved Air Flotation Plant
- * Coordinated the relocation of utilities to accommodate the new Baylor Stadium and the Interstate 35 expansion work near the Brazos River
- * Installed new lighted warning buoys near the Lake Brazos Dam
- * Expanded valve exercising program with a dedicated crew to proactively identify valve issues
- * Initiated updated Water Master Plan project
- * Expanded Water Lab national certification to include additional testing parameters
- * Processed more than 15,000 samples through water lab for State and Federal regulatory compliance, supporting approximately 150 public water systems
- * Welcomed over 3,900 students at outdoor educational activities at the Lake Waco Wetlands
- * Hosted teacher workshops at Lake Waco Wetlands such as Major Rivers, Texas Parks and Wildlife Department (TPWD) Angler Education, and Texas Stream Team Water Monitoring

Water

Priorities for FY 2013-14

- * Transition laboratory activities performed by WMARSS lab staff to the Waco Regional Water Quality Lab facility at Mt. Carmel, streamlining analytical activities
- * Continue to reinforce water conservation education and promotion
- * Complete Water Master Plan and develop detailed 5 and 10-year CIP
- * Submit and receive approval from TCEQ for a revised flushing program intended to increase overall program efficiency
- * Expand valve exercising program by using contract services
- * Improve SCADA (Supervisory Control and Data Acquisition) system and capabilities

Budget Highlights

The City of Waco is designated as the regional provider in McLennan County in the state's water plan. As such, the City of Waco Water Utility Services Department continues to plan for the future. The Dissolved Air Flotation Plant is addressing issues with the taste and odor and also positions us to meet future water quality regulations.

The budget for Water maintains current operations with no changes or additions to personnel or services.

Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	4,377,006	4,994,055	4,933,425	5,093,428
Employee Benefits	1,815,210	2,050,604	2,009,632	2,125,967
Purchased Prof/Tech Services	1,231,896	1,617,279	1,367,287	1,291,631
Purchased Property Services	1,370,301	2,230,925	2,200,938	2,213,002
Other Purchased Services	908,080	1,032,134	980,581	1,043,487
Supplies	4,766,061	5,357,918	5,137,961	5,573,168
Other Expenses	6,896,527	7,068,094	7,027,403	7,077,760
Contracts with Others	6,000	6,000	6,000	6,000
Operating Expenditures	21,371,081	24,357,009	23,663,227	24,424,443
Transfers to Other Funds	14,725,801	13,658,820	13,658,821	12,750,812
Billings	(759,638)	(777,327)	(772,100)	(782,151)
Capital Outlay	1,206,327	2,535,228	2,444,226	3,237,240
Total Expenditures	36,543,571	39,773,730	38,994,174	39,630,344



Personnel Summary

	Range	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Supervision					
Municipal Services Director	30	0.50	0.50	0.50	0.50
Engineering Administrator	28	1.00	1.00	1.00	1.00
Program Manager	28	2.50	2.50	2.50	2.50
Financial Supervisor	27	0.50	0.50	0.50	0.50
Technical Administrator	27	0.50	0.50	0.50	0.50
Program Administrator	27	1.00	1.00	1.00	1.00
Program Administrator	27	1.00	1.00	1.00	1.00
Operations Administrator	26	2.00	2.00	2.00	2.00
Utility Operations Supervisor	25	3.00	3.00	3.00	3.00
Environmental Coordinator	25	0.50	0.50	0.50	0.50
		12.50	12.50	12.50	12.50
Clerical and Professional					
Customer Relations Coordinator	61	3.50	3.50	3.50	3.50
Customer Relations Agent	59	8.00	8.00	8.00	8.00
Customer Service Rep (400)	58	9.50	9.50	9.50	9.50
Customer Service Rep (300)	58	1.50	1.50	1.50	1.50
Staff Assistant	58	0.50	0.50	0.50	0.50
Program Coordinator	24	2.75	2.75	2.75	2.75
Program Supervisor	24	1.00	1.00	1.00	1.00
Program Analyst	22	1.00	1.00	1.00	1.00
		27.75	27.75	27.75	27.75
Labor Operations					
Technical Coordinator	61	6.00	7.00	7.00	7.00
Environmental Inspector	61	6.00	6.00	6.00	6.00
Master Electrician	61	1.00	1.00	1.00	1.00
Lab Analyst	60	2.00	2.00	2.00	2.00
Sr. Water Utility Operator	60	7.00	7.00	7.00	7.00
Plant Operator	59	17.00	17.00	17.00	17.00
Water Utility Operator	59	24.00	27.00	27.00	27.00
Tradesworker (300)	59	1.00	1.00	1.00	1.00
Utility Worker	57	14.00	14.00	14.00	14.00
Service Provider	54	2.00	2.00	2.00	2.00
		80.00	84.00	84.00	84.00
Labor Maintenance					
Instrument Technician	60	2.00	2.00	2.00	2.00
		2.00	2.00	2.00	2.00
Total Employees		122.25	126.25	126.25	126.25

Wastewater

Mission Statement

The Wastewater Department is committed to the protection of public health and the City's natural resources through quality management of wastewater services and financially responsible implementation of Federal, State and Local Environmental Regulations.

Narrative

The Wastewater Department consists of the Wastewater Collection and Environmental Services areas. Employees operate and maintain a wastewater collection system and provide 24-hour response to customers for emergency assistance with sewer problems. Wastewater Services is responsible for implementing the regulations of the National Industrial Pretreatment, Storm Water Programs, Brownfields and other related environmental issues.

Accomplishments for FY 2012-13

- * Completed numerous sanitary sewer infrastructure improvement projects totaling nearly \$1 million to improve service, reduce stop-ups, and reduce infiltration and inflow
- * Cleaned 113,185 feet of sewer line as part of SSO Initiative to reduced overflows
- * Initiated Sewer and Stormwater Master Plan project
- * Began design TSTC forcemain

Priorities for FY 2013-14

- * Complete Wastewater and Stormwater Master Plan and develop detailed 5 & 10-year CIP
- * Continue small and medium scope projects throughout the collection system to improve overall service, reduce stop-ups, and reduce infiltration and inflow
- * Evaluate lift station improvements and flow transfers in southern portion of collection system

Budget Highlights

Significant progress has been made in addressing I and I (Inflow and Infiltration) and rainfall overflow events. Progress thus far has resulted in significantly reducing the number of rainfall related overflows. Continued repair and replacement of infrastructure: manholes, service lines and mains are necessary to effect further reduction of sanitary sewer overflow events.

The budget for Wastewater maintains current operations with no changes or additions to personnel or services.



Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	1,643,421	1,815,184	1,766,027	1,868,796
Employee Benefits	663,391	729,591	697,651	758,138
Purchased Prof/Tech Services	520,544	418,406	700,121	681,761
Purchased Property Services	881,051	1,008,155	928,146	945,565
Other Purchased Services	110,424	131,647	133,558	147,358
Supplies	376,749	514,745	444,566	482,542
Other Expenses	7,765,638	8,179,650	8,189,391	7,962,493
Contracts with Others	-	-	-	-
Operating Expenditures	11,961,218	12,797,378	12,859,460	12,846,653
Transfers to Other Funds	6,809,927	6,397,192	6,397,192	6,592,426
Billings	568,586	581,885	576,658	584,997
Capital Outlay	975,730	1,900,706	1,900,706	1,163,000
Total Expenditures	20,315,461	21,677,161	21,734,016	21,187,076

Personnel Summary

	Range	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Supervision					
Municipal Services Director	30	0.50	0.50	0.50	0.50
Program Manager	28	0.50	0.50	0.50	0.50
Financial Supervisor	27	0.50	0.50	0.50	0.50
Technical Administrator	27	0.50	0.50	0.50	0.50
Program Administrator	27	1.00	1.00	1.00	1.00
Utility Operations Supervisor	25	1.00	1.00	1.00	1.00
Environmental Coordinator	25	1.50	1.50	1.50	1.50
		5.50	5.50	5.50	5.50
Clerical and Professional					
Customer Relations Coordinator	61	0.50	0.50	0.50	0.50
Customer Service Rep (400)	58	0.50	0.50	0.50	0.50
Customer Service Rep (300)	58	0.50	0.50	0.50	0.50
Staff Assistant	58	0.50	0.50	0.50	0.50
Secretary (400)	57	1.00	1.00	1.00	1.00
Program Coordinator	24	0.25	0.25	0.25	0.25
		3.25	3.25	3.25	3.25
Labor Operations					
Technical Coordinator	61	2.00	2.00	2.00	2.00
Environmental Inspector	61	2.00	3.00	3.00	3.00
Inspector	60	1.00	1.00	1.00	1.00
Sr. Water Utility Operator	60	4.00	4.00	4.00	4.00
Water Utility Operator	59	18.00	18.00	18.00	18.00
Utility Worker	57	8.00	8.00	8.00	8.00
		35.00	36.00	36.00	36.00
Labor Maintenance					
Instrument Technician	60	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		44.75	45.75	45.75	45.75

WMARSS

Mission Statement

The Waco Metropolitan Area Regional Sewage System (WMARSS) is committed to providing environmentally sound, cost effective collection, treatment and disposal of sewage for its owner cities.

Narrative

WMARSS is a regional collection and treatment system comprised of a series of lift stations, piping and two treatment plants, owned by the cities of Bellmead, Hewitt, Lacy Lakeview, Lorena, Robinson, Waco and Woodway. The City of Waco operates and maintains the WMARSS facilities. WMARSS has been recognized as #2 in the nation in methane gas capture and conversion to energy, per plant influent. This is due to its cogeneration and industrial waste to energy initiatives.

The treatment plant treats a daily average flow of 25 million gallons. This treated water is sold to industry as reuse water or discharged to the Brazos River, meeting all state and federal regulations. The WMARSS plant also treats and converts the solids in the wastewater into a marketable soil amendment for resale.

Accomplishments for FY 2012-13

- * Began selling reclaimed water from the Bull Hide Wastewater Plant to be used to batch concrete for the I-35 widening south of Waco.
- * Completed first full year in National Biosolids Partnership program
- * Developed Technically Based Local Limits (TBLs) for WMARSS and Bull Hide Creek
- * Acquired reduced monitoring schedule for WMARSS and Bull Hide Creek
- * Continued communication efforts to inform businesses about upcoming TBL changes and surcharges
- * Completed emergency replacement of 42-inch diameter Cottonwood Interceptor

Priorities for FY 2013-14

- * Implement new TBLs upon receipt of approval from TCEQ
- * Continue interceptor rehabilitation projects
- * Continue improvements to waste-to-energy program

Budget Highlights

WMARSS is totally funded from contributions from owner cities. The operating and maintenance annual budget is allocated based on a 12-month period percentage flow. The cities also pay direct to Wastewater Fund annual debt payments for \$4 million worth of newly implemented increased system capacity projects. The debt payments are allocated based on equity share in the plant.

The budget for WMARSS maintains current operations with no changes or additions to personnel or services.



Expenditures

	Actual	Budget	Estimated	Adopted
	2011-12	2012-13	2012-13	2013-14
Salaries and Wages	1,107,704	1,226,757	1,153,996	1,196,435
Employee Benefits	404,411	456,178	430,950	456,332
Purchased Prof/Tech Services	479,320	648,000	580,480	580,480
Purchased Property Services	562,615	785,632	702,316	713,747
Other Purchased Services	115,795	169,217	169,606	189,644
Supplies	2,251,983	2,629,562	2,383,365	2,572,048
Other Expenses	363,292	313,714	313,714	363,707
Contracts with Others	-	-	-	-
Operating Expenditures	5,285,120	6,229,060	5,734,427	6,072,393
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	360,607	563,923	565,468	430,000
Total Expenditures	5,645,727	6,792,983	6,299,895	6,502,393

Personnel Summary

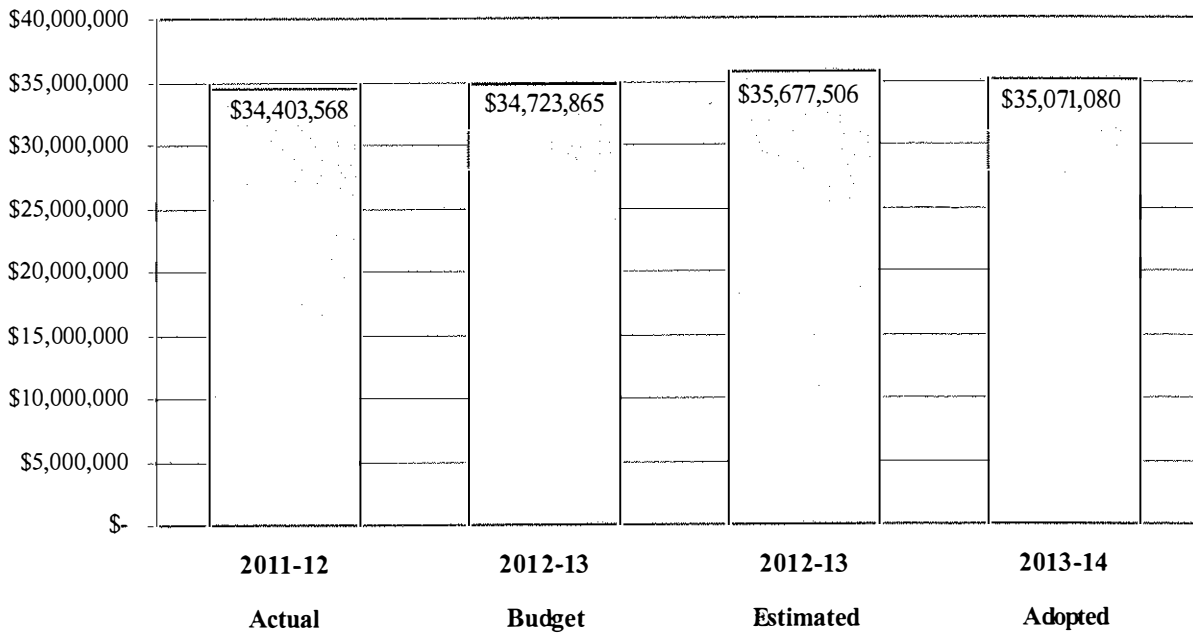
	Range	Actual	Budget	Estimated	Adopted
		2011-12	2012-13	2012-13	2013-14
Supervision					
Program Administrator	27	1.00	1.00	1.00	1.00
Utility Operations Supervisor	25	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Staff Assistant	58	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Labor Operations					
Technical Coordinator	61	2.00	2.00	2.00	2.00
Environmental Inspector	61	2.00	2.00	2.00	2.00
Waste Water Plant Operator	60	16.00	18.00	18.00	18.00
Service Provider	54	1.00	1.00	1.00	1.00
		21.00	23.00	23.00	23.00
Total Employees		24.00	26.00	26.00	26.00



Other Enterprise Funds

Other Enterprise Funds

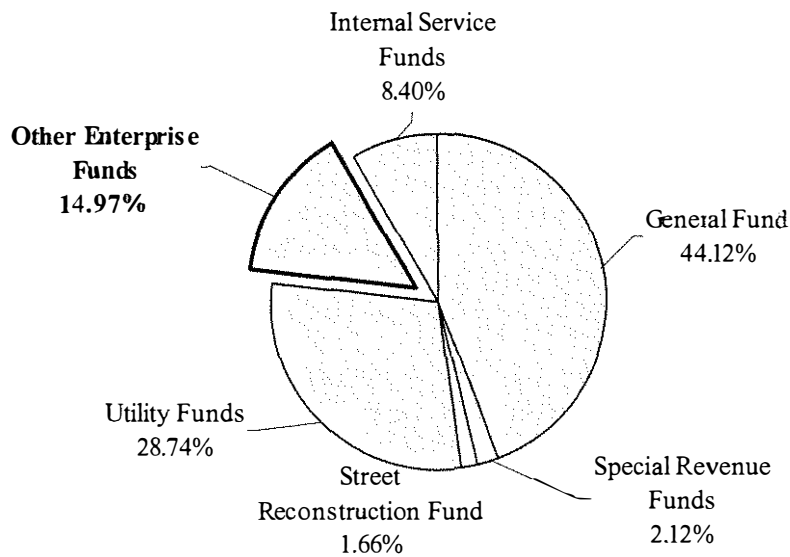
	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Solid Waste	16,197,204	16,502,136	16,733,602	16,099,834
Texas Ranger Hall of Fame	1,248,283	1,312,704	1,317,999	1,327,579
Waco Regional Airport	1,452,467	1,606,534	1,727,923	1,617,991
Convention Center & Visitors' Services	3,031,611	3,123,712	3,219,514	3,310,017
Cameron Park Zoo	3,304,603	3,352,005	3,420,013	3,540,586
Cottonwood Creek Golf Course	2,453,606	1,891,394	2,002,295	1,909,400
Waco Transit	6,715,794	6,935,380	7,256,160	7,265,673
	\$ 34,403,568	\$ 34,723,865	\$ 35,677,506	\$ 35,071,080



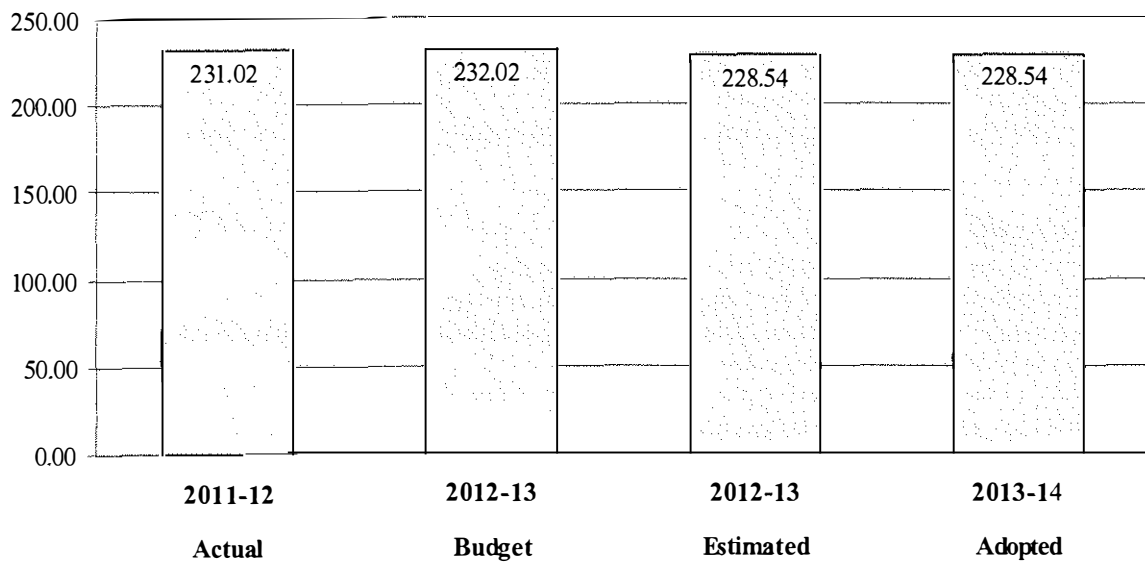


Other Enterprise Funds as a Percent of Total Budget

General Fund	\$ 103,356,932
Special Revenue Funds	4,965,654
Street Reconstruction Fund	3,886,972
Utility Funds	67,319,813
Other Enterprise Funds	35,071,080
Internal Service Funds	19,675,509
	<hr/>
	\$ 234,275,960



Other Enterprise Funds Personnel Summary



Solid Waste

Mission Statement

To provide exceptional customer service, protect the public health and the quality of the environment through efficient planning, collection, recycling processing and disposal of municipal solid waste.

Narrative

The Solid Waste Department provides environmentally sound and cost effective waste management services in the form of residential, commercial, industrial, and institutional garbage collection and disposal that are an essential need of the community. These services are provided to approximately 34,000 residential and 4,600 commercial customers. A city owned and operated 237-acre landfill is managed for the end disposal of wastes originating in Waco and surrounding region.

In order to conserve the life of the landfill and promote the recovery of natural resources, the department has developed a comprehensive portfolio of recycling services. These services include the residential curbside recycling program, residential curbside yard waste program, brush and bulky waste pick-up, operation of the Cobbs Citizen Convenience Center, apartment and multi-unit complex recycling and commercial recycling programs. In addition, the landfill operates a Citizen Convenience Center that diverts white goods, metal, tires and brush for resource recovery and recycling. To further encourage communication of environmental awareness among the communities it serves, the department participates in educational and outreach programs, including the Texas Product Stewardship Council/State of Texas Alliance for Recycling (STAR), Green Task Force, Master Naturalists and Partners in Education with Waco Independent School District.

Solid Waste Services will continue its successful partnership and alliance with Keep Waco Beautiful to organize special events, such as the Brazos River Clean-Up, Lake Waco Clean-Up, and Neighborhood Clean-Ups. The department will host and participate with surrounding communities to provide a regional Household Hazardous Waste Collection Day.

Solid Waste Services will maintain its partnership with the McLennan County Sheriff's Department through the funding of officers to enforce illegal dumping laws throughout Greater Waco and the County and fund Goodwill Services for Highway 84 litter abatement.

Accomplishments for FY 2012-13

- * Instituted a number of efficiency and cost control measures to maintain its current fee structures
 - * Acquisition and operation of automated collection trucks
 - * Use of routing software to optimize collection and transportation
 - * Continuance of preventative maintenance programs for its' equipment
 - * Procurement of off-road diesel storage for the landfill site
- * Held a successful Household Hazardous Waste and Scrap Tire events to keep the City of Waco clean and green

Priorities for FY 2013-14

- * Increase recycling and solid waste public awareness and education
- * Continue to implement cost effective recycling and solid waste services
- * Develop cost effective programs to manage increased solid waste generation and increased service demands
- * Continue special waste programs for residents
- * Continue focus on improved fleet standardization, productivity, and performance
- * Develop a long-term solid waste management plan

Budget Highlights

The budget for Solid Waste includes the addition of \$959,000 for equipment replacement. Solid Waste continues to fund the reserve, closure cost and future landfill cell construction through the operating budget. This budget maintains current operations even though three positions were eliminated due to efficiencies in collection services.



Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	2,721,146	3,156,356	2,928,081	3,141,551
Employee Benefits	1,348,049	1,524,609	1,406,785	1,576,311
Purchased Prof/Tech Services	1,375,695	1,684,578	1,736,406	1,695,306
Purchased Property Services	1,801,159	1,739,473	2,006,677	2,048,577
Other Purchased Services	120,143	153,453	158,394	155,342
Supplies	1,830,467	2,255,299	2,141,890	2,336,784
Other Expenses	2,298,220	2,479,987	2,491,791	2,549,294
Contracts with Others	39,000	39,000	39,000	39,000
Operating Expenditures	11,533,879	13,032,755	12,909,024	13,542,165
Transfers to Other Funds	1,194,359	1,184,031	1,184,031	1,283,013
Billings	303,129	310,881	310,881	316,056
Capital Outlay	3,165,837	1,974,469	2,329,666	958,600
Total Expenditures	16,197,204	16,502,136	16,733,602	16,099,834

Personnel Summary

	Range	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Supervision					
Program Manager	28	1.00	1.00	1.00	1.00
Program Administrator	27	2.00	2.00	2.00	2.00
Operations Administrator	26	1.00	1.00	1.00	1.00
Operations Supervisor	25	3.00	3.00	3.00	3.00
		7.00	7.00	7.00	7.00
Clerical and Professional					
Customer Relations Coordinator	61	1.00	1.00	1.00	1.00
Customer Service Rep (300)	58	6.00	6.00	8.00	8.00
Computer Analyst	25	-	1.00	1.00	1.00
Environmental Coordinator	25	1.00	1.00	1.00	1.00
		8.00	9.00	11.00	11.00
Labor Operations					
Service Technician	60	1.00	1.00	1.00	1.00
Tradesworker (300)	59	2.00	2.00	2.00	2.00
Operations Coordinator	59	6.00	6.00	5.00	5.00
Tradesworker (400)	59	1.00	1.00	1.00	1.00
Materials Specialist	57	1.00	1.00	1.00	1.00
Equipment Operator (400)	57	54.00	54.00	51.00	51.00
Equipment Operator (300)	57	9.00	9.00	9.00	9.00
Service Provider	54	11.00	11.00	10.00	10.00
		85.00	85.00	80.00	80.00
Total Full Time		100.00	101.00	98.00	98.00
Customer Service Rep (300)-PT	58	0.50	0.50	0.50	0.50
Service Provider-PT	54	0.50	0.50	0.50	0.50
Total Part Time (FTE's)		1.00	1.00	1.00	1.00
Total Employees		101.00	102.00	99.00	99.00

Texas Ranger Hall of Fame and Museum

Mission Statement

The mission of the Texas Ranger Hall of Fame and Museum (TRHFM) is to: (1) Disseminate knowledge and inspire appreciation of the Texas Rangers, a legendary symbol of Texas; (2) Serve as the State designated repository for artifacts and archives relating to the Texas Rangers; (3) Promote the economic development of Waco and McLennan County by serving as a high quality educational attraction; and (4) Contribute to the positive identity of Waco.

Narrative

The TRHFM is a nonprofit educational attraction portraying the history of the world-famous Texas Rangers law enforcement agency. The Texas Department of Public Safety selected the City of Waco as trustee of the official museum of the Texas Rangers in 1964 and it opened in 1968.

The TRHFM consists of a museum, hall of fame, research library, the headquarters of Texas Rangers Company "F", education center and a banquet center. It holds State designations as Official Museum of the Texas Rangers (1968), Official Hall of Fame of the Texas Rangers (1976) and Official Repository, Library and Archives (1997). Each year the facility has an economic development impact of \$3 to \$4 million (without multipliers) on the local economy. Historically it has self-generated 50% to 80% of its operating expenses. Over 45 years, the TRHFM has attracted at least \$70 million in tourism revenues. It has welcomed more than 4 million visitors on site and its Internet site has more than 700,000 visits each year.

Accomplishments for FY 2012-13

- * Completed and opened The Tobin and Anne Armstrong Texas Ranger Research Center, a \$1.2M library and archives
- * Presented 40 years of case files and operating records as a gift to the "Official State Repository" for Texas Ranger records
- * Appointed as the representative and steward of the 2023 Texas Ranger Bicentennial by the Texas Public Safety Commission
- * Increased use of 300% in nonprofit and governmental service organizations at the Texas Rangers Education Center
- * Drew 300 persons and 20 authors to Waco over two days to the *Lone Star History Conference*
- * Received gifts of antique firearms and a library of more than 500 books on Texas history
- * Assisted with two new television programs on the Texas Rangers and the *Lone Ranger* film premiering in July 2013

Priorities for FY 2013-14

- * Commence a state and national fundraising campaign for the renovation of the TRHFM
- * Replace I-35 road signs and the primary site sign to the TRHFM
- * Select an exhibit design and fabrication firm and proceed with interim improvements to existing exhibit galleries
- * Develop an operations plan for Baylor Stadium game and events days

Budget Highlights

The TRHFM will continue successful efforts to lessen the impact of I-35 construction on operating revenues. Marketing John Knox Center will highlight the proximity of the facility to Baylor Stadium. 'Tailgate party' food and drink options will be explored to replace revenue from admissions and store sales due to parking on game days.

The budget does not include additions for personnel, marketing or equipment.



Expenditures

	Actual	Budget	Estimated	Adopted
	2011-12	2012-13	2012-13	2013-14
Salaries and Wages	539,247	591,971	571,807	589,566
Employee Benefits	198,687	211,622	207,647	214,963
Purchased Prof/Tech Services	24,519	26,061	25,795	26,495
Purchased Property Services	16,646	23,878	30,987	25,047
Other Purchased Services	46,134	50,234	49,789	54,297
Supplies	99,639	107,038	123,491	118,262
Other Expenses	179,520	153,692	160,275	146,295
Contracts with Others	-	-	-	-
Operating Expenditures	1,104,392	1,164,496	1,169,791	1,174,925
Transfers to Other Funds	-	-	-	-
Billings	143,891	148,208	148,208	152,654
Capital Outlay	-	-	-	-
Total Expenditures	1,248,283	1,312,704	1,317,999	1,327,579

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2011-12	2012-13	2012-13	2013-14
Supervision					
Municipal Services Director	29	1.00	1.00	1.00	1.00
Program Administrator	27	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Customer Service Rep (400)	58	1.00	1.00	1.00	1.00
Customer Service Rep (300)	58	1.00	1.00	1.00	1.00
Curatorial Technician	55	1.00	1.00	1.00	1.00
Community Promotions Specialist	24	2.00	2.00	2.00	2.00
Program Coordinator	24	1.00	1.00	1.00	1.00
Program Supervisor	24	1.00	1.00	1.00	1.00
Librarian (300)	24	1.00	1.00	1.00	1.00
Program Analyst	22	1.00	1.00	1.00	1.00
		9.00	9.00	9.00	9.00
Labor Operations					
Tradesworker	59	1.00	1.00	1.00	1.00
Building Attendant	53	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Total Full Time		13.00	13.00	13.00	13.00
Part Time Employees (shown as FTE's)					
Customer Service Rep (300)-PT	58	1.88	1.88	1.88	1.88
Building Attendant-PT	53	0.62	0.62	0.62	0.62
Total Part Time (FTE's)		2.50	2.50	2.50	2.50
Total Employees		15.50	15.50	15.50	15.50

Waco Regional Airport

Mission Statement

Strive to provide services that reflect the community's values and exceeds the customer's expectations. To be a major factor in economic development by creating and maintaining an environment that promotes reliable air service and further develops the Waco Regional Airport Industrial Park.

Narrative

The department makes recommendations to the Aviation Advisory Board, the City Manager and the City Council regarding any improvements and/or additions to the Airport infrastructure. It also monitors the leasing of lands and granting of concessions or franchises for the privilege of doing business at the Airport. The Airport staff recommends rental rates and other fees and charges for tenants and other lessees of Airport property. The department designates restricted areas within the Airport system; advises, coordinates and promotes activities in the field of aviation so as to further the best interests of the City; and works closely with the Federal Aviation Administration and the Transportation Security Administration to ensure all regulations and Grant assurances are in compliance and that Airport certification is maintained.

Accomplishments for FY 2012-13

- * Completed a Taxiway redesign and rehabilitation project
- * Completion planned for spring of 2014 for apron reconstruction project

Priorities for FY 2013-14

- * Design and begin construction of a complete airfield perimeter road
- * Coordinate efforts to increase enplanements to improve current airline service and attract potential second carrier

Budget Highlights

Despite current trends Waco Regional Airport has maintained frequency of service for customers to utilize. This can be attributed to the ease of use, free parking and anticipated rise in enplanements.

The budget for Airport maintains current operations with no changes or additions to personnel or services.



Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	405,811	430,629	421,296	431,004
Employee Benefits	166,390	181,344	178,544	187,085
Purchased Prof/Tech Services	54,415	5,059	10,195	9,195
Purchased Property Services	75,774	85,861	91,857	79,297
Other Purchased Services	60,169	61,268	61,154	72,675
Supplies	152,702	175,641	178,019	190,560
Other Expenses	106,420	86,696	88,680	38,491
Contracts with Others	-	-	-	-
Operating Expenditures	1,021,681	1,026,498	1,029,745	1,008,307
Transfers to Other Funds	134,645	-	-	-
Billings	284,191	281,163	299,305	308,284
Capital Outlay	11,950	298,873	398,873	301,400
Total Expenditures	1,452,467	1,606,534	1,727,923	1,617,991

Personnel Summary

	Range	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Supervision					
Municipal Services Director	29	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Administrative Svcs Coordinator	60	1.00	1.00	1.00	1.00
Retail Services Coordinator	57	1.00	1.00	-	-
Retail Aide	53	1.00	1.00	2.00	2.00
Food Services Coordinator	22	0.25	0.25	0.25	0.25
		3.25	3.25	3.25	3.25
Labor Operations					
Tradesworker	59	1.00	1.00	1.00	1.00
Tradesworker (400)	59	1.00	1.00	1.00	1.00
Operations Coordinator	59	1.00	1.00	1.00	1.00
Equipment Operator (300)	57	2.00	2.00	2.00	2.00
Security Guard	55	1.00	1.00	1.00	1.00
Building Attendant	53	2.00	2.00	2.00	2.00
		8.00	8.00	8.00	8.00
Total Full Time		12.25	12.25	12.25	12.25
Part Time Employees (shown as FTE's)					
Secretary-PT	57	0.50	0.50	0.50	0.50
Security Guard-PT	55	0.40	0.40	0.40	0.40
Building Attendant-PT	53	0.62	0.62	0.62	0.62
Total Part Time (FTE's)		1.52	1.52	1.52	1.52
Total Employees		13.77	13.77	13.77	13.77

Convention Center and Visitors' Services

Mission Statement

The mission of Convention Center & Visitors' Services department is the primary marketing, selling and servicing resource for travel and tourism in the Waco area. The Waco CVB works to increase occupancy, revenues and visitation in area hotels, restaurants, meeting facilities and attractions; increase revenues to the Waco Convention Center; stimulate tourism-related job creation; and promote a positive image for Waco. In addition, this department is responsible for the coordination of the Waco & the Heart of Texas regional marketing initiative. This regional initiative is responsible for coordination of tourism marketing services for the cities of Waco, Bellmead, Hewitt and McGregor and is working to increase the scope of this partnership to other area cities and businesses.

Narrative

Tourism generates over \$461 million in travel spending, which represents a 4% increase from the previous year, with more than \$6.25 million in local taxes, more than \$27 million in state tax receipts, and supports more than 4,840 jobs in Waco and McLennan County. Convention Center & Visitors' Services includes marketing, advertising and selling to specifically targeted tourism and convention markets, as well as the operation of the Waco Tourist Information Center, through Waco & the Heart of Texas programs; and the operation of the Waco Convention Center.

Accomplishments from 2012-13

- * Booked over 46,500 room nights in all markets (sports, association, corporate)
- * Made over 400 sales calls on potential clients
- * Prospected over 950 potential clients via email or phone
- * Generated over \$1.4 million in positive media coverage through meeting and communicating with travel writers
- * Maintained and expanded Waco's presence in Social Media, subsequently reaching over 1,200 Facebook and more than 850 Twitter followers (citizens, clients and media contacts)
- * Provided assistance and service to at least 17 film and video projects
- * Launched two new websites, www.WacoHeartofTexas.com, a comprehensive regional tourism marketing site, and www.WacoCC.com which specifically promotes the new Waco Convention Center
- * Serviced over 21,000 walk-in visitors to the Tourist Information Center – in spite of major highway construction on I-35
- * Serviced more than 40 motorcoach groups at the Tourist Information center

Priorities for 2013-14

- * Increase revenues in the Waco Convention Center and in hotel occupancy tax through increased room nights in the hotels
- * Continue Waco & the Heart of Texas partnerships with adjacent cities in a joint marketing program to extend marketing dollars, develop partnerships and generate new revenues
- * Take advantage of tourism sales opportunities and tourism product enhancements with the opening of the Baylor Research and Innovation Collaborative (BRIC), the construction of the new Baylor Stadium, and continuing developments in downtown Waco and in surrounding communities
- * Generate at least \$150,000 in positive media coverage
- * Increase the number of fans and followers on Social Media by at least 10%
- * Increase booked room nights by at least 10%
- * Maintain customer satisfaction rating of at least 95% or better for all WCC clients

Budget Highlights

The budget for the Convention and Visitors' Services will maintain current operations. The department will continue with an increased focus on maximizing revenue generation in all revenue-producing areas of the department; more efficient and effective program implementation and increased results in convention sales and building rentals; increased attention and marketing in tourism sales and service and the leisure and group travel markets.



Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	1,030,019	1,179,394	1,139,230	1,202,482
Employee Benefits	435,396	483,856	472,462	497,432
Purchased Prof/Tech Services	233,477	139,743	175,657	162,856
Purchased Property Services	118,992	137,408	145,987	148,175
Other Purchased Services	468,717	506,451	517,518	537,276
Supplies	405,914	375,917	441,242	436,750
Other Expenses	182,216	150,943	177,418	175,046
Contracts with Others	150,000	150,000	150,000	-
Operating Expenditures	3,024,731	3,123,712	3,219,514	3,160,017
Transfers to Other Funds	-	-	-	150,000
Billings	-	-	-	-
Capital Outlay	6,880	-	-	-
Total Expenditures	3,031,611	3,123,712	3,219,514	3,310,017

Personnel Summary

	Range	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Supervision					
Municipal Services Director	29	1.00	1.00	1.00	1.00
Operations Administrator	26	1.00	1.00	1.00	1.00
Technical Supervisor	24	1.00	1.00	1.00	1.00
Food and Beverage Coordinator	24	1.00	1.00	1.00	1.00
		4.00	4.00	4.00	4.00
Clerical and Professional					
Customer Service Rep (400)	58	4.00	4.00	4.00	4.00
Retail Aide	53	2.00	2.00	2.00	2.00
Marketing/Communications Speci	26	1.00	1.00	1.00	1.00
Convention Services Specialist	25	1.00	1.00	1.00	1.00
Community Promotions Specialist	24	5.00	5.00	5.00	5.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		14.00	14.00	14.00	14.00
Labor Operations					
Tradesworker (400)	59	1.00	1.00	1.00	1.00
Operations Coordinator	59	4.00	4.00	4.00	4.00
Senior Service Provider	56	1.00	1.00	1.00	1.00
Service Provider	54	5.00	5.00	5.00	5.00
Building Attendant	53	1.00	1.00	1.00	1.00
		12.00	12.00	12.00	12.00
Total Full Time		30.00	30.00	30.00	30.00
Part Time Employees (shown as FTE's)					
Customer Service Rep (300)-PT	58	0.95	0.95	0.95	0.95
Service Provider-PT	54	2.25	2.25	2.25	2.25
Retail Aide-TEMP	1	0.43	0.43	-	-
Total Part Time (FTE's)		3.63	3.63	3.20	3.20
Total Employees		33.63	33.63	33.20	33.20

Cameron Park Zoo

Mission Statement

To promote conservation awareness and cultural enrichment through education and recreation; to be a survival center for native and exotic animal species and to be an active community partner in economic development through tourism.

Narrative

The Cameron Park Zoo continues to be a major component in improving the quality of life in Waco and Central Texas. It provides a safe and beautiful natural setting for displaying native and exotic animals as well as a sanctuary for endangered species from around the world. As an anchor in the Brazos River Corridor, the Zoo provides an important ingredient for economic development through tourism along with becoming a popular location for social events.

Accomplishments for FY 2012-13

- * Developed a schematic concept for Education complex
- * Reviewed several plans for developing components for an Animal Hospital
- * Hired Cameron Park Zoo's first full-time Veterinarian
- * Transported young female White rhino to enhance our animal collection
- * Trained and worked to successfully breed our Orangutans and raise the offspring
- * Introduced our komodo dragons for breeding
- * Welcomed 57% of our guests from outside the Waco area

Priorities for FY 2013-14

- * Condition the orangutans so that they successfully reproduce and raise their offspring
- * Introduce the young female rhino into the group
- * Continue to increase guest attendance and increase our tourism visitation
- * Increase/improve the guest experience
- * Improve Cameron Park Zoo's educational impact throughout Central Texas
- * Add to the current list of conservation projects that have zoo staff involvement

Budget Highlights

The budget for the Cameron Park Zoo will maintain current operations. No new personnel or services are planned for the coming year.



Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	1,208,680	1,334,931	1,262,255	1,362,276
Employee Benefits	545,224	617,200	584,483	639,647
Purchased Prof/Tech Services	32,766	15,400	30,254	18,000
Purchased Property Services	526,456	468,345	526,467	529,000
Other Purchased Services	68,704	65,080	65,172	78,294
Supplies	601,447	609,948	625,786	647,412
Other Expenses	174,394	117,341	137,110	138,481
Contracts with Others	120,159	123,760	123,760	127,476
Operating Expenditures	3,277,830	3,352,005	3,355,287	3,540,586
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	26,773	-	64,726	-
Total Expenditures	3,304,603	3,352,005	3,420,013	3,540,586

Personnel Summary

	Range	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Supervision					
Operations Administrator	26	1.00	1.00	1.00	1.00
Field Supervisor	22	-	-	2.00	2.00
		1.00	1.00	3.00	3.00
Clerical and Professional					
Staff Assistant	58	1.00	1.00	1.00	1.00
Retail Aide	53	1.00	1.00	1.00	1.00
Veterinarian	26	1.00	1.00	1.00	1.00
Community Promotions Specialist	24	1.00	1.00	1.00	1.00
Curator	23	1.00	1.00	1.00	1.00
Food Services Coordinator	22	0.75	0.75	0.75	0.75
		5.75	5.75	5.75	5.75
Labor Operations					
Park Ranger	58	3.00	3.00	3.00	3.00
Senior Zookeeper	58	4.00	4.00	4.00	4.00
Senior Service Provider	56	2.00	2.00	-	-
Zookeeper	55	19.00	19.00	19.00	19.00
Service Provider	54	9.00	9.00	9.00	9.00
Building Attendant	53	1.00	1.00	1.00	1.00
		38.00	38.00	36.00	36.00
Total Full Time		44.75	44.75	44.75	44.75
Part Time Employees (shown as FTE's)					
Retail Aide-PT	53	4.51	4.51	4.51	4.51
Retail Aide-TEMP	1	0.91	0.91	0.91	0.91
Service Provider-TEMP	1	0.48	0.48	0.48	0.48
Summer Worker III-PT	1	0.51	0.51	0.46	0.46
Total Part Time (FTE's)		6.41	6.41	6.36	6.36
Total Employees		51.16	51.16	51.11	51.11

Cottonwood Creek Golf Course

Mission Statement

To provide the highest quality and most affordable golfing experience for Central Texas golfers and a facility that provides enjoyment and challenges for golfers of all skill levels

Narrative

The Cottonwood Creek Golf Course excels in providing a high quality golf experience at an affordable cost for golfers. The fee schedule is structured so that golfers from every income level can afford to play. Cottonwood Creek Golf Course offers an 18-hole championship golf course, 9-hole junior course, practice putting green, chipping area, bunker and driving range. In addition, Cottonwood has a state of the art Pro Shop, custom club fitting, club repair services and snack bar. Outstanding course conditions, continued capital improvements and exemplary customer service make this municipal course a destination site for golfers from all over the state.

Cottonwood has a ladies' golf league, men's golf league and the largest senior league in Texas. Cottonwood Creek offers several junior golf programs, hosts over 30 junior golf tournaments annually and is the home course for 17 area junior high and high school golf teams. The course is also home to the Starburst Junior Golf Classic Tournament, which is one of the largest junior tournaments in the world. Cottonwood Creek hosts over 80 local, regional, and state tournaments annually.

Accomplishments for FY 2012-13

- * Renovated the greens
- * Sold an all time high of \$470,000 in merchandise for fiscal year 2012-13

Priorities for FY 2013-14

- * Explore options to replace the irrigation and pump station in the near future

Budget Highlights

The budget for Cottonwood Creek Golf Course for 2013-14 balanced revenues and expenses with no subsidy from the General Fund and will maintain current operations with no additions in personnel, equipment or services planned for the coming year.



Expenditures

	Actual	Budget	Estimated	Adopted
	2011-12	2012-13	2012-13	2013-14
Salaries and Wages	471,264	490,139	515,684	576,038
Employee Benefits	184,108	194,061	204,001	236,487
Purchased Prof/Tech Services	340,389	312,876	312,313	197,337
Purchased Property Services	273,078	82,855	90,898	92,546
Other Purchased Services	129,264	143,826	127,400	145,639
Supplies	237,902	217,596	232,434	233,047
Other Expenses	507,957	450,041	424,065	428,306
Contracts with Others	-	-	-	-
Operating Expenditures	2,143,962	1,891,394	1,906,795	1,909,400
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	309,644	-	95,500	-
Total Expenditures	2,453,606	1,891,394	2,002,295	1,909,400

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2011-12	2012-13	2012-13	2013-14
Supervision					
Operations Administrator	26	1.00	1.00	1.00	1.00
Operations Supervisor	25	1.00	1.00	1.00	1.00
Field Supervisor	22	1.00	1.00	1.00	1.00
		3.00	3.00	3.00	3.00
Clerical and Professional					
Retail Services Coordinator	57	1.00	1.00	1.00	1.00
Retail Aide	53	1.00	1.00	1.00	1.00
Program Coordinator	24	1.00	1.00	1.00	1.00
Recreation Specialist	21	3.00	3.00	4.00	4.00
		6.00	6.00	7.00	7.00
Labor Operations					
Service Technician	58	1.00	1.00	1.00	1.00
Senior Service Provider	56	3.00	3.00	2.00	2.00
Service Provider	54	2.00	2.00	2.00	2.00
		6.00	6.00	5.00	5.00
Total Full Time		15.00	15.00	15.00	15.00
Part Time Employees (shown as FTE's)					
Recreation Aide-PT	51	0.96	0.96	0.96	0.96
Total Part Time (FTE's)		0.96	0.96	0.96	0.96
Total Employees		15.96	15.96	15.96	15.96

Waco Transit

Mission Statement

To serve Waco and surrounding communities with safe, reliable and innovative public transportation solutions.

Narrative

Waco Transit System, Inc. provides the public with mass transportation services within the Waco Urbanized area. Regularly scheduled bus service is provided on nine routes throughout the urbanized area; routes serve to within one-quarter mile of more than 90% of the City's population. Waco Transit System, Inc. provides a door-to-door demand responsive service within three-quarters mile of the fixed route system to persons who cannot embark or disembark a regularly scheduled fixed route bus due to a qualified disability. A subsystem is operated in cooperation with Baylor University to help reduce vehicular traffic and parking congestion in and around the Baylor University campus. This service is comprised of four routes that are open to the public and no fare is required. Waco Transit provides non-emergency medical transportation to Transportation Service Area Eleven (11) which includes Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties. The associated costs to operate these services not covered by fares and contract revenue are provided through grants from the Federal Transit Administration of the U.S. Department of Transportation, the Texas Department of Transportation, and the City of Waco.

Accomplishments for FY 2012-13

- * Completed our first full year with the Ecolane Scheduling and Dispatching software
- * Added limited evening transportation for the general public from approximately 8:30 – 11:30 PM Monday – Saturday in conjunction with the HOT Workforce Board
- * Performed over one million passenger trips during the fiscal year across all service types

Priorities for FY 2013-14

- * Continue to improve on the services currently offered
- * Raise awareness about the benefits of using public transportation as an alternative to driving an automobile
- * Evaluate current routes to determine if modifications are needed due to new development

Budget Highlights

Over the last five years, Waco Transit System has seen stable funding at both the state and federal levels. The non-emergency medical transportation contract for FY 2013-14 is proposed at \$1,961,021 based upon expected demand for the service. The budget for Transit maintains current operations with a \$118,844 subsidy from the General Fund.

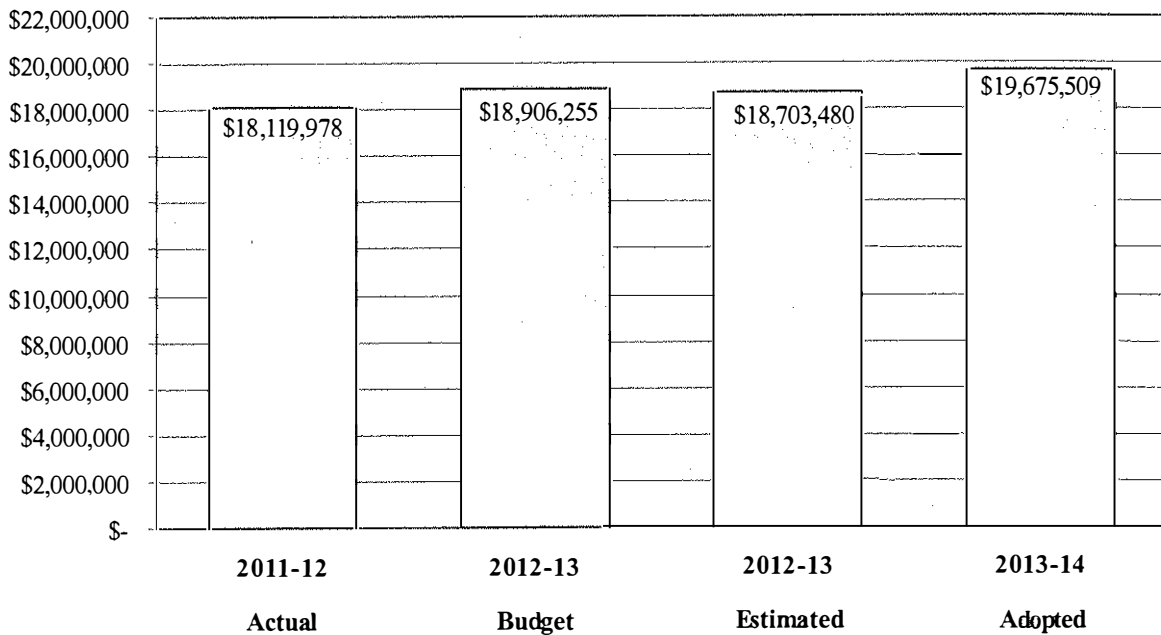
Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	2,784,326	2,883,684	3,043,973	3,176,440
Employee Benefits	613,088	680,743	678,086	778,006
Purchased Prof/Tech Services	980,753	1,002,043	843,323	861,007
Purchased Property Services	557,426	484,206	613,235	634,825
Other Purchased Services	179,586	174,121	187,752	197,063
Supplies	1,031,971	1,280,381	1,411,192	1,308,832
Other Expenses	396,847	430,202	430,422	309,500
Contracts with Others	-	-	-	-
Operating Expenditures	6,543,997	6,935,380	7,207,983	7,265,673
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	171,797	-	48,177	-
Total Expenditures	6,715,794	6,935,380	7,256,160	7,265,673

Internal Service Funds

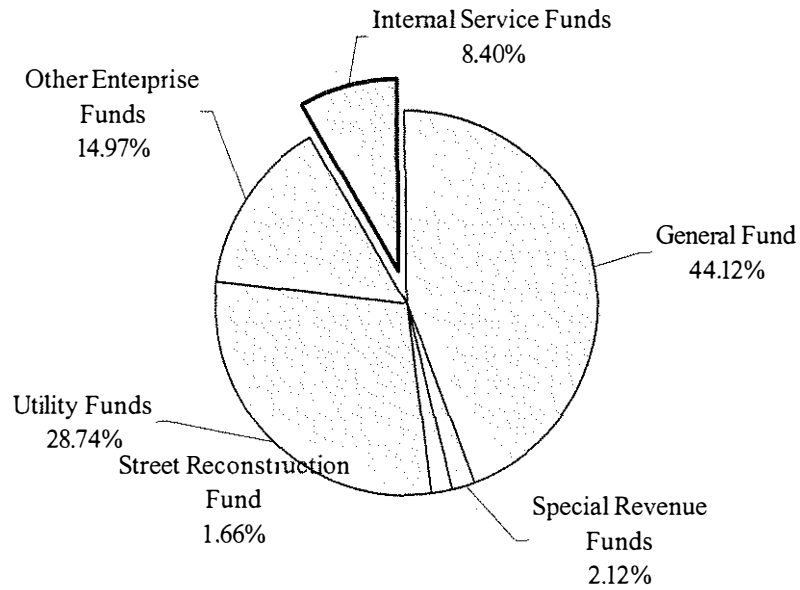
Internal Service Funds

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Risk Management	3,238,441	3,510,798	3,496,179	3,776,834
Engineering	1,855,767	2,028,950	1,968,520	1,995,542
Fleet Services	1,579,143	1,694,636	1,706,431	1,786,961
Health Insurance Fund	11,446,627	11,671,871	11,532,350	12,116,172
	\$ 18,119,978	\$ 18,906,255	\$ 18,703,480	\$ 19,675,509

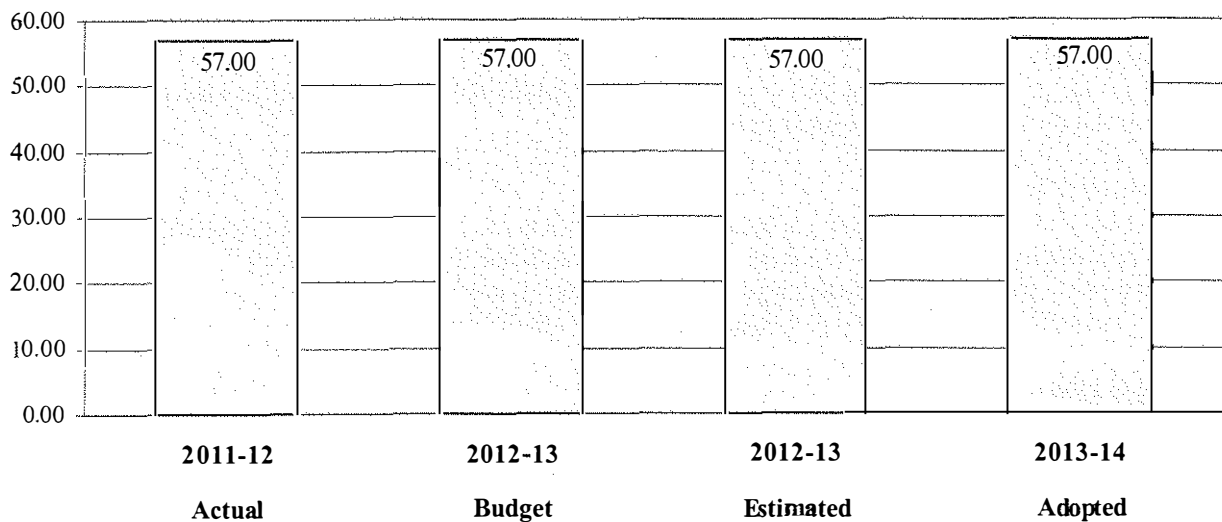


Internal Service Funds as a Percent of Total Budget

General Fund	\$	103,356,932
Special Revenue Funds		4,965,654
Street Reconstruction Fund		3,886,972
Utility Funds		67,319,813
Other Enterprise Funds		35,071,080
Internal Service Funds		19,675,509
	\$	<u>234,275,960</u>



Internal Service Funds Personnel Summary



Risk Management

Mission Statement

Risk Management implements programs to protect the City against financial losses, especially those of a catastrophic nature, while assuring a safe and healthy environment for citizens and city employees.

Narrative

Risk Management, a division of the General Services Department is responsible for the systematic and continuous identification of loss exposures, the evaluation of risk in terms of severity and frequency, the application of sound loss control procedures, the operation of the Employee Health Services Medical Clinic, the management of Third Party Administrator Services, insurance coverage, and the financing of risk consistent with total financial resources and risk exposures.

Risk Management investigates losses; prepares, processes and maintains workers' compensation records; analyzes accident and injury trends and recommends safety training; performs facility industrial hygiene and regulatory compliance audits and assessments upon request; performs job hazard and risk analysis; coordinates safety engineering activities with insurance carriers, manages claims, and develops both insured and self-insured strategies. Additionally, the department ensures compliance with federal Medicare reporting requirements for workers' compensation and liability claim payments.

Employee Health Services (EHS) Clinic sees employees for job-related injuries, non job-related injuries, illnesses, physical examinations, alcohol/drug testing, health screenings, immunizations, health hazard analysis, counseling, and participates in disaster preparedness programs. EHS also provides health education sessions and training classes, serves as a liaison between the city and community medical entities and facilitates compliance with occupational health legislation such as the ADA (Americans with Disabilities Act), FMLA (Family and Medical Leave Act), and HIPAA (Health Insurance Portability and Accountability Act). Medical oversight of the clinic and the occupational health nurses is provided by a Medical Director on a part-time basis. The nurses also provide limited services to dependents and retirees in support of activities such as health fairs and flu shot campaigns.

Accomplishments for FY 2012-13

- * Obtained Drug License for new Animal Services Department
- * Implemented Safety Certification Program to provide for accountability and consistency in injury reporting and investigation
- * Trained 391 employees to date in the Safety Certification Program - resulting in improved reporting and handling of both Workers' Compensation and Liability claims
- * Provided free flu shots to employees plus preventive vaccines for employees in high exposure positions
- * Enhanced services at the Employee Health Clinic and continued to increase in-house services rather than contracting out certain medical services
- * Reviewed over 255 contracts, requests for proposals, and insurance policies and provided guidance on major construction projects as well as professional services contracts

Priorities for FY 2013-14

- * Continue safety certifications and provide training opportunities in the classroom and the computer lab
- * Enhance medical assistance to City employees through free exams and wellness evaluations
- * Coordinate with departments in updating physical requirements for their workforce
- * Upgrade standard insurance and safety program requirements for City contracts

Budget Highlights

Risk Management is an Internal Service Fund and the costs of the department are appropriated to all funds through Workers' Compensation, General, Property and Auto liability insurance assessments. As an added service to customers, EHS nurses provide certain immunizations and health/safety training to employees at their worksite, which decreases work downtime.

The budget maintains current operations with no changes or additions in personnel or equipment. Significant increases are included for premiums and claims.



Expenditures

	Actual	Budget	Estimated	Adopted
	2011-12	2012-13	2012-13	2013-14
Salaries and Wages	373,662	385,239	382,563	434,713
Employee Benefits	126,759	131,822	126,915	143,943
Purchased Prof/Tech Services	156,387	181,040	181,500	181,500
Purchased Property Services	292	1,713	1,590	1,601
Other Purchased Services	749,871	811,864	847,150	920,740
Supplies	71,311	49,345	48,686	49,398
Other Expenses	1,027,156	1,928,301	1,886,301	2,044,939
Contracts with Others	-	-	-	-
Operating Expenditures	2,505,438	3,489,324	3,474,705	3,776,834
Transfers to Other Funds	733,003	-	-	-
Billings	-	-	-	-
Capital Outlay	-	21,474	21,474	-
Total Expenditures	3,238,441	3,510,798	3,496,179	3,776,834

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2011-12	2012-13	2012-13	2013-14
Supervision					
Municipal Services Director	29	1.00	1.00	1.00	1.00
Operations Administrator	26	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Benefits Technician	60	1.00	1.00	1.00	1.00
Customer Service Rep (400)	58	1.00	1.00	1.00	1.00
Nurse	26	2.00	2.00	2.00	2.00
Personnel Generalist	24	1.00	1.00	1.00	1.00
		5.00	5.00	5.00	5.00
Total Employees		7.00	7.00	7.00	7.00

Engineering

Mission Statement

To design and construct infrastructure projects (water, wastewater, and stormwater), develop and maintain standard specifications and details for public works improvement development, review proposed development projects, maintain City records for general public works construction, and administer approved policies.

Narrative

The department provides engineering planning and design and construction administration and inspection for all public works improvements in the City including street, drainage, water and sanitary sewer. Engineering review is provided on subdivision plats and plans, building plans inside the City and review and construction inspections of subdivision improvements within the City and the ETJ. Survey data for design and construction layout is provided. The department, to ensure that quality construction materials and methods are employed, operates an engineering laboratory. The department maintains record drawings of construction improvements and topological maps.

The department also provides for maintenance of key geographic databases such as street centerlines, utilities/infrastructure and aerial photography. It also insures that the software is current and available for use by other departments. Geographic Information Services (GIS) provides geographic analysis and mapping services for the City administration and for departments that don't have the personnel to do internal GIS work.

Accomplishments for FY 2012-13

- * Completed construction of Panther Way
- * Completed Kendrick Elementary School sidewalk
- * Completed \$2,800,000 of major street maintenance work
- * Constructed eight utility projects for Utility Dept
- * Completed design and began construction on nine utility projects for Utility Dept

Priorities for FY 2013-14

- * Complete design and begin construction of Ritchie Rd
- * Construct Beverly Drive
- * Assist Utilities as needed with water and sewer design and construction
- * Construct Loop 574 Water Line
- * Complete design and begin construction of FM 1637 Water Line
- * Complete Water, Sewer, and Stormwater Master Plans

Budget Highlights

The budget for Engineering will maintain current operations with no new additions in personnel or services planned for the coming year.

Engineering Services is an Internal Service fund and receives revenues from Street Reconstruction, Water Distribution and Wastewater Collection through charges for services.



Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	1,069,916	1,130,121	1,086,476	1,149,568
Employee Benefits	389,899	411,684	396,220	422,772
Purchased Prof/Tech Services	849	-	-	-
Purchased Property Services	91,045	97,350	94,539	96,413
Other Purchased Services	54,484	60,263	64,479	71,152
Supplies	38,563	49,816	39,590	39,631
Other Expenses	191,534	222,250	222,250	216,006
Contracts with Others	-	-	-	-
Operating Expenditures	1,836,290	1,971,484	1,903,554	1,995,542
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	19,477	57,466	64,966	-
Total Expenditures	1,855,767	2,028,950	1,968,520	1,995,542

Personnel Summary

	Range	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Supervision					
Municipal Services Director	30	1.00	1.00	1.00	1.00
Engineering Administrator	28	1.00	1.00	1.00	1.00
Engineering Supervisor	27	1.00	1.00	1.00	1.00
Inspection Supervisor	24	1.00	1.00	1.00	1.00
		4.00	4.00	4.00	4.00
Clerical and Professional					
Computer Support Technician	61	1.00	1.00	1.00	1.00
Staff Assistant	58	1.00	1.00	1.00	1.00
Computer Analyst	25	1.00	1.00	1.00	1.00
Graduate Engineer	25	1.00	1.00	1.00	1.00
Planner (400)	25	1.00	1.00	1.00	1.00
		5.00	5.00	5.00	5.00
Labor Operations					
Engineering Technician	60	3.00	3.00	3.00	3.00
Inspector	60	6.00	6.00	6.00	6.00
Senior Materials Testing Technici	58	1.00	1.00	1.00	1.00
Survey Coordinator	58	2.00	2.00	2.00	2.00
Survey Technician	57	2.00	2.00	2.00	2.00
Drafter	57	1.00	1.00	1.00	1.00
		15.00	15.00	15.00	15.00
Total Employees		24.00	24.00	24.00	24.00

Fleet Services

Mission Statement

To establish and maintain Fleet Services as a cost efficient center; to continue a courteous and cooperative attitude and relationship between vendors, department employees and staff; and to provide user departments with timely, effective, quality controlled fleet maintenance and support service, thereby permitting them to perform their services for the citizens of Waco in a timely and efficient manner.

Narrative

Fleet Services, a division of the General Services Department, performs repairs and preventive maintenance services on cars, trucks and heavy equipment. Tire repair service is provided, as well as 24 hour fueling services. We have completed 7,000 work orders from 10/1/2012 to 7/1/2013. Warranty activities are coordinated and contracted repair service activities arranged. The division is responsible for ordering, maintaining, and accounting for all parts and commodities utilized in daily activities; a monthly warehouse inventory of approximately \$80,000 is maintained. Management and user departments are provided with management information reports.

Accomplishments for FY 2012-13

- * Maintained our Automotive Service Excellence (ASE) Blue Seal Shop Certification
- * Upgraded Fuelmaster software and replaced pedestals
- * Installed New Electronic Fuel pumps
- * Procured and installed new parts washer
- * Procured and installed new air compressor in Fleet service truck
- * Installed security camera system for monitoring fueling station
- * Procured new Port-A-Cool Fans for technicians
- * Sold and removed glass office at main Fleet building
- * Received \$385,914 in Auction proceeds to date
- * Installed new fuel tank on Fleet Mobile Service Truck
- * Completed expansion move into Fleet Services Annex

Priorities for FY 2013-14

- * Continue to challenge technicians to become ASE certified
- * Ensure all Fleet employees complete Safety Certification Training
- * Install backup emergency power generator at Fleet
- * Install new 10,000 gallon unleaded fuel tank behind main Fleet building
- * Service shop gas heaters
- * Add new water lines to main Fleet shop to support new Port-A-Cool fans
- * Maintain the current low shop labor rate of \$48.50 per hour in 2014

Budget Highlights

The budget for Fleet Services will maintain current operations with no new additions in personnel or services planned for the coming year. The budget includes \$125,000 for an additional unleaded fuel tank and \$25,000 for the installation of an emergency back up generator.

Fleet Services is an internal service fund and receives funding through vehicle maintenance and gas/diesel charges from user departments throughout the city.



Expenditures

	Actual	Budget	Estimated	Adopted
	2011-12	2012-13	2012-13	2013-14
Salaries and Wages	779,478	821,780	810,889	849,997
Employee Benefits	331,538	351,316	344,655	367,451
Purchased Prof/Tech Services	43,964	28,900	32,540	19,000
Purchased Property Services	42,613	54,703	54,035	55,523
Other Purchased Services	23,097	26,856	28,173	32,806
Supplies	126,497	109,721	134,779	77,376
Other Expenses	184,341	211,302	211,302	234,808
Contracts with Others	-	-	-	-
Operating Expenditures	1,531,528	1,604,578	1,616,373	1,636,961
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	47,615	90,058	90,058	150,000
Total Expenditures	1,579,143	1,694,636	1,706,431	1,786,961

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2011-12	2012-13	2012-13	2013-14
Supervision					
Program Administrator	27	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Customer Service Rep (400)	58	2.00	2.00	2.00	2.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		3.00	3.00	3.00	3.00
Labor Operations					
Senior Service Technician	60	3.00	3.00	4.00	4.00
Service Technician	58	14.00	14.00	13.00	13.00
Inventory Technician	56	2.00	2.00	2.00	2.00
Service Provider	54	2.00	2.00	2.00	2.00
		21.00	21.00	21.00	21.00
Total Employees		25.00	25.00	25.00	25.00

Health Insurance

Narrative

The City provides health and prescription coverage to employees, retirees and dependents through a self-funded arrangement utilizing the administrative services of a third party administrator. Self-funding provides the City of Waco with long-term plan cost containment, plan control, and flexibility. Administrative services include claim processing, utilization review and disease management, network access, subrogation, prescription administration, section 125 cafeteria plan administration, an employee assistance program and stop loss insurance.

A Wellness Coordinator creates and promotes wellness programs that benefit all city employees. The coordinator will directly impact the health insurance and workers' compensation programs as well as increasing employee productivity for the benefit of the Waco citizens.

Included for 2013-14 are changes to the stop loss contract and plan design.

Expenditures

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Salaries and Wages	51,380	53,996	53,996	55,076
Employee Benefits	17,569	18,644	18,644	19,217
Purchased Prof/Tech Services	1,432,686	1,740,406	1,601,274	1,550,905
Purchased Property Services	-	6,180	6,180	4,928
Other Purchased Services	215	2,000	2,000	2,000
Supplies	1,690	5,118	4,729	3,500
Other Expenses	9,943,087	9,845,527	9,845,527	10,480,546
Contracts with Others	-	-	-	-
Operating Expenditures	11,446,627	11,671,871	11,532,350	12,116,172
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	11,446,627	11,671,871	11,532,350	12,116,172

Personnel Summary

	Range	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Supervision					
Operations Administrator	26	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		1.00	1.00	1.00	1.00



Debt Service

Debt Funding

The City typically issues debt by General Obligation Bonds or Certificates of Obligation. General Obligation Bonds are payable from the proceeds of annual property tax, levied within the limitations of the law. The full faith and credit of the City guarantees the payment of General Obligations Bonds, which are authorized by a vote of the citizens. Certificates of Obligation are guaranteed from the proceeds of an annual property tax, levied within the limitations of the law, and most are payable from and secured by the surplus revenues of the City's Enterprise Funds. The City adheres to the guidelines for debt financing from Section V of the Financial Management Policy Statements. These policies state that property tax revenues and/or utility revenue pledges are the only acceptable types of funding for debt financing. Guidelines for amortization of debt and affordability targets are also included in these policies found on page 31.

There is no specific maximum debt limit for General Obligation debt established by law. In a practical sense, the limit is imposed by the City's ability to levy and collect taxes. There is, however, a maximum tax rate established by law. That maximum rate is \$1.85 per \$100 of valuation. The current adopted rate is \$0.786232.

The various bond obligations contain certain financial limitations and restrictions. The ordinance authorizing the issuance of general obligations bonds or certificates of obligation creates an interest and sinking fund (general debt service fund). The ordinance requires the City to ascertain a rate and an amount of tax sufficient to pay interest as it comes due and a reserve fund adequate to meet principal as it comes due.

The City of Waco currently has a net debt-to-assessed valuation ratio of 1.36%. The 2012 median net debt-per-assessed valuation for Texas cities with comparable Moody's bond ratings is 2.3%. Waco's emphasis on economic development through new plants and plant additions plus increased housing activity due to new jobs has created value in this area.

Overlapping debt is general obligation debt payable from the tax levy from all debt issuing entities representing Waco citizens. Waco's overlapping debt-to-assessed valuation ratio is 6.59%. The median overlapping debt-to-assessed valuation ratio for Texas cities with comparable Moody's bond ratings is 6.9%. On November 1, 2011, the Council adopted Financial Management Policy language to gradually reduce outstanding general obligation debt. This strategy is incorporated in the budget by the city not budgeting to issue as much debt as allowed by our financial policies and the amount of available bond capacity for the year. For Fiscal Year 2013-14 a total of \$2,309,942 in Streets, Facilities, Emergency Management and Airport projects and a total of \$2,750,000 in Utilities projects are budgeted in operations rather than issuing debt.

Currently, the following ratings have been assigned to Waco's outstanding debt issues:

	Moody's	Standard & Poor's
Certificates of Obligation	Aa2	AA

The January 15, 2013 rating report from Standard & Poor's stated they affirmed the City's 'AA' rating and underlying rating on the city's existing general obligation debt. In their view the ratings reflect the City's "strong financial management practices and consistently solid financial position". The report further stated that the "outlook on all ratings is stable". Standard & Poor's deemed Waco's financial management practices "strong" under its FMA methodology, indicating that "practices are strong, well embedded, and likely sustainable". In its January 16, 2013 rating report Moody's affirmed the City's Aa2 rating citing the City's diverse and sizable tax base, economic stability, favorable location and growing reserves. The rating takes into consideration the financial performance of the city's water and sewer enterprise system, given the utility supports a significant portion of outstanding general obligation debt.

General obligation debt service, which includes general obligation bonds and certificates of obligation, is budgeted in the General Debt Service Fund. Voter-approved projects as well as projects financed with ad valorem tax proceeds are funded by this debt. The last bond election that was held in May 2007 approved \$63 million in new debt issuance to finance improvements in parks, libraries, convention center, fire, police and the Texas Ranger Hall of Fame and Museum.

Tax Ordinance

ORDINANCE NO. 2013-525

AN ORDINANCE SETTING A TAX RATE OF 0.776232 CENTS (WHICH INCLUDES \$0.639191 CENTS TO FUND MAINTENANCE AND OPERATIONS EXPENDITURES AND \$0.137041 CENTS TO PAY DEBT SERVICE ON EACH ONE HUNDRED DOLLARS (\$100.00) OF ASSESSED VALUATION OF PROPERTY; LEVYING TAXES FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF WACO AND PROVIDING INTEREST AND SINKING FUND FOR THE YEAR TWO THOUSAND THIRTEEN/ TWO THOUSAND FOURTEEN (2013/2014) AND APPROPRIATING EACH LEVY FOR THE SPECIFIC PURPOSE; FINDING AND DETERMINING THAT THE MEETING AT WHICH THIS ORDINANCE IS PASSED IS OPEN TO THE PUBLIC AS REQUIRED BY LAW; AND DECLARING AN EMERGENCY.

WHEREAS, the proposed tax rate is 0.786232 (per \$100) for the City of Waco Fiscal Year 2013-14; and

WHEREAS, two public hearings on the proposed tax rate were necessary because the proposed tax rate is less than the rollback tax rate (0.831681 per \$100), but it exceeds the effective tax rate (0.777283 per \$100) for the City of Waco Fiscal Year 2013-14; and

WHEREAS, a public hearing on the proposed tax rate was held at the regular meeting of the City of Waco City Council on August 20, 2013, and a second public hearing on the proposed tax rate was held at the regular meeting of the City of Waco City Council on September 3, 2013; and

WHEREAS, on August 20, 2013, by Resolution No. 2013-446, the Council moved the date for the vote on the proposed tax rate from September 17, 2013 until September 6, 2013; and

WHEREAS, at the end of the public hearings on August 20, 2013 and September 3, 2013, the Mayor announced the date for the vote on the proposed tax rate as September 6, 2013; and

WHEREAS, on August 20, 2013, the City of Waco City Council conducted a public hearing on the proposed budget and delayed the voted on the proposed budget until September 6, 2013; and

WHEREAS, on September 6, 2013, the Council passed Resolution No. 2013-524 to adopt and approve the City of Waco Operating Budget and Capital Improvements Program (CIP) for Fiscal Year 2013-14; and

WHEREAS, the City Council of the City of Waco desires to set the tax rate at 0.776232 (per \$100) for the City of Waco Fiscal Year 2013-14,

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF WACO, TEXAS:

Section 1. That the recitals set forth above are true and correct.

Section 2. That there shall be levied and collected, and is hereby levied for the use and support of the Municipal Government of the City of Waco, Texas ("City") and to provide Interest and Sinking Fund for the Fiscal Year October 1, 2013 through September 30, 2014, upon all property, real and personal and mixed, within the corporate limits of said City subject to taxation 0.776232 on each One Hundred Dollars of assessed valuation of property, said tax being so levied and to be appropriated to the specific purpose hereinafter set forth as follows:

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Each One Hundred Dollar Valuation, to-wit:

1. For General Fund **\$0.639191**
2. For Interest and Sinking Fund for outstanding bonds, certificates of obligation, and lawfully incurred contractual obligations, which bonds, certificates of obligation, and contractual obligations are now known upon the City's books by serial numbers as herein below set out, there is hereby levied for said bonds, certificates of obligation and lawfully incurred contractual obligations, which shall be appropriated to the Interest and Sinking Fund of the bonds, certificates of obligation and lawfully incurred contractual obligations as is now designated by said numbers as follows:

<u>Fund No.</u>	<u>Issue Year</u>	<u>Bond Issues</u>	<u>Share of Tax Rate</u>
679	2004	Certificate of Obligation	\$0.001619
681	2006	Certificate of Obligation	\$0.004218
682	2007	Obligation of Refunding	\$0.008100
683	2007	Certificate of Obligation	\$0.003902
684	2007	General Obligation Bonds	\$0.072402
685	2008	Certificate of Obligation	\$0.004166
652	2009	Obligation of Refunding	\$0.004467
653	2010	Certificate of Obligation	\$0.005430
654	2010	Obligation of Refunding	\$0.006648
655	2011	Certificate of Obligation	\$0.008116
656	2012	Certificate of Obligation	\$0.003497
657	2012	Obligation of Refunding	\$0.010897
658	2013	Certificate of Obligation	\$0.002299
659	2013	Obligation of Refunding	\$0.001280

TOTAL DEBT LEVY \$0.137041

Tax Rate FY 2013-2014:	M&O	\$0.639191
	Debt	\$0.137041
	TotalRate	\$0.776232

Section 3. That this tax levy is in accordance City of Waco Operating Budget and Capital Improvements Program (CIP) for Fiscal Year 2013-14.

Section 4. That all receipts for the City not specifically appropriated by this ordinance are hereby made to the General Fund above-mentioned.

Section 5. That all monies collected under this ordinance for the specific items therein named be, and the same are hereby appropriated and set apart for the specific purposes indicated in each item, and that the Tax Assessor-Collector and the Director of Finance shall keep those accounts so as to readily and distinctly show the amount collected, the amounts expended, and the amounts on hand at any time, belonging to such fund. It is hereby made the duty of the Tax Assessor-Collector and every person collecting money for the City of Waco to deliver to the Director of Finance at any

Tax Ordinance




time of depositing any monies a statement showing to what fund such deposit should be made and from what source received.

Section 6. That it is hereby officially found and determined that the meeting at which this ordinance is passed is open to the public as required by law and that public notice of the time, place, and purpose of said meeting was given as required.

Section 7. That the need to levy taxes for the use and support of the municipal government of the City of Waco for Fiscal Year 2013-2014 creates an urgent and imperative public necessity which, for the immediate preservation of the public peace, health, safety and welfare, requires that the rule requiring the reading of ordinances on two different days be suspended, and such rule is suspended and this ordinance shall take effect upon its passage as provided by the Charter of the City of Waco, Texas.

PASSED AND APPROVED this 6th day of September, 2013.





Malcolm Duncan, Jr., Mayor
City of Waco, Texas

ATTEST:



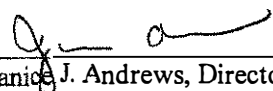
Patricia W. Ervin, City Secretary

APPROVED AS TO FORM & LEGALITY:



Jennifer Fichle, City Attorney

APPROVED:



Janice J. Andrews, Director of Finance

PPROVED:



June Skerik, Program Manager, Budget/Audit

**Statement of Bonds Principal and Interest Payable
September 30, 2013**

Issue No.		Interest Rate	Date of Issue	Date of Maturity
Certificates of Obligation / GO Bonds				
679	Certificate of Obligation, 2004	2.00-5.00	2004	2024
681	Certificate of Obligation, 2006	4.00-6.00	2006	2026
682	Obligation Refunding, 2007	4.00-4.50	2007	2021
683	Certificate of Obligation, 2007	4.00-5.00	2007	2027
684	GO Bond, 2007	4.00-5.00	2007	2024
685	Certificate of Obligation, 2008	3.50-4.50	2008	2028
652	Obligation Refunding, 2009	3.00	2009	2014
653	Certificate of Obligation, 2010	2.75-4.00	2010	2030
654	Obligation Refunding, 2010	3.00-4.125	2010	2030
655	Certificate of Obligation, 2011	2.50-4.35	2011	2031
656	Certificate of Obligation, 2012	2.00-3.50	2012	2032
657	Obligation Refunding, 2012	2.00-5.00	2012	2025
658	Certificate of Obligation, 2013	2.00-4.00	2013	2033
659	Obligation Refunding, 2013	2.00-5.00	2013	2024

Total Certificates of Obligation / GO Bonds

Water Revenue Bonds

505	Certificate of Obligation, 2004	2.00-5.00	2004	2034
507	Certificate of Obligation, 2006	4.00-6.00	2006	2036
510	Water Revenue Refunding, 2007	4.00-4.50	2007	2026
511	Certificate of Obligation, 2007	4.00-5.00	2007	2037
502	Certificate of Obligation, 2008	3.50-4.50	2008	2028
520	Water Revenue Refunding, 2009	3.000	2009	2014
509	Water Revenue Refunding, 2010	3.00-4.00	2010	2030
521	Certificate of Obligation, 2010	2.75-3.50	2010	2030
522	Water Revenue Refunding, 2012	2.00-5.00	2012	2030
523	Water Revenue Refunding, 2013	2.00-5.00	2013	2036
524	Certificate of Obligation, 2013	2.00-4.00	2013	2033

Total Water Revenue Bonds



Bonds Authorized	Bonds Issued	Bonds Outstanding	Interest Outstanding	Total Outstanding
3,085,000	3,085,000	145,000	3,625	148,625
3,705,000	3,705,000	2,790,000	842,000	3,632,000
5,220,000	5,220,000	3,995,000	670,638	4,665,638
3,380,000	3,380,000	2,725,000	905,697	3,630,697
63,000,000	63,000,000	50,340,000	19,038,857	69,378,857
3,775,000	3,775,000	3,150,000	1,041,107	4,191,107
5,289,358	5,289,358	275,143	4,127	279,270
4,925,000	4,925,000	4,430,000	1,606,138	6,036,138
2,900,000	2,900,000	2,340,000	328,291	2,668,291
7,285,000	7,285,000	6,885,000	2,724,323	9,609,323
3,480,000	3,480,000	3,380,000	983,708	4,363,708
6,465,000	6,465,000	5,870,000	1,255,625	7,125,625
2,175,000	2,175,000	2,175,000	896,611	3,071,611
1,700,000	1,700,000	1,700,000	505,625	2,205,625
116,384,358	116,384,358	90,200,143	30,806,372	121,006,515
22,910,000	22,910,000	995,000	24,875	1,019,875
24,250,000	24,250,000	21,365,000	13,074,809	34,439,809
8,400,000	8,400,000	7,700,000	1,616,179	9,316,179
27,705,000	27,705,000	25,025,000	16,706,570	41,731,570
6,870,000	6,870,000	5,745,000	1,897,307	7,642,307
5,270,521	5,270,521	550,286	8,254	558,540
6,805,000	6,805,000	5,515,000	1,303,056	6,818,056
8,250,000	8,250,000	7,430,000	2,693,663	10,123,663
40,945,000	40,945,000	40,290,000	13,018,819	53,308,819
32,055,000	32,055,000	32,055,000	13,320,088	45,375,088
4,830,000	4,830,000	4,830,000	1,984,798	6,814,798
188,290,521	188,290,521	151,500,286	65,648,418	217,148,704

**Statement of Bonds Principal and Interest Payable
September 30, 2013**

Issue No.		Interest Rate	Date of Issue	Date of Maturity
Wastewater Revenue Bonds				
528	Certificate of Obligation, 2004	2.00-5.00	2004	2024
530	Certificate of Obligation, 2006	4.00-6.00	2006	2026
531	Wastewater Revenue Refunding, 2007	4.00-4.50	2007	2021
545	Certificate of Obligation, 2007	4.00-5.00	2007	2032
533	Wastewater Revenue Refunding, 2009	3.000	2009	2014
534	Wastewater Revenue Refunding, 2010	3.00-4.00	2010	2030
535	Certificate of Obligation, 2010	2.75-3.50	2010	2030
536	Wastewater Revenue Refunding, 2012	2.00-5.00	2012	2025
526	Certificate of Obligation, 2013	2.00-4.00	2013	2033
527	Wastewater Revenue Refunding, 2013	2.00-5.00	2013	2024
Total Wastewater Revenue Bonds				
Solid Waste Revenue Bonds				
562	Certificate of Obligation, 2004	2.00-5.00	2004	2024
556	Certificate of Obligation, 2008	3.50-4.50	2008	2021
553	Solid Waste Revenue Refunding, 2012	2.00-5.00	2012	2015
551	Solid Waste Revenue Refunding, 2013	2.00-5.00	2013	2024
Total Solid Waste Revenue Bonds				
Tax Increment Financing Zone				
694	Certificate of Obligation, 2006	4.00-6.00	2006	2021
Total Tax Increment Financing Zone				
Total All Debt				



Bonds Authorized	Bonds Issued	Bonds Outstanding	Interest Outstanding	Total Outstanding
21,330,000	21,330,000	700,000	17,500	717,500
3,405,000	3,405,000	2,560,000	773,188	3,333,188
3,245,000	3,245,000	2,240,000	378,293	2,618,293
35,670,000	35,670,000	30,880,000	14,952,938	45,832,938
3,362,357	3,362,357	779,571	11,694	791,265
3,190,000	3,190,000	2,590,000	428,038	3,018,038
3,020,000	3,020,000	2,720,000	987,094	3,707,094
6,690,000	6,690,000	6,395,000	1,392,875	7,787,875
4,875,000	4,875,000	4,875,000	2,005,246	6,880,246
7,410,000	7,410,000	7,410,000	2,091,475	9,501,475
92,197,357	92,197,357	61,149,571	23,038,341	84,187,912
6,735,000	6,735,000	470,000	11,750	481,750
3,230,000	3,230,000	2,220,000	349,338	2,569,338
455,000	455,000	455,000	17,400	472,400
2,495,000	2,495,000	2,495,000	743,425	3,238,425
12,915,000	12,915,000	5,640,000	1,121,913	6,761,913
1,000,000	1,000,000	615,000	107,028	722,028
1,000,000	1,000,000	615,000	107,028	722,028
410,787,236	410,787,236	309,105,000	120,722,072	429,827,072

**Statement of Changes in Revenues as Compared with Budget
Certificates of Obligation / GO Bonds**

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Beginning Reserve Balance	343,125	226,137	208,474	117,058
Additions				
Property Tax	10,734,819	9,533,439	9,535,277	8,947,859
Interest on Investments	3,454	3,010	2,070	1,370
Other Financing Sources	<u>71,060</u>	<u>-</u>	<u>39,681</u>	<u>-</u>
Total Balance and Additions	11,152,458	9,762,586	9,785,502	9,066,287
Payments				
Principal Retired	6,679,254	5,714,588	5,714,588	5,275,143
Interest Expense	4,193,553	3,915,621	3,915,624	3,762,441
Exchange and Commission	<u>71,177</u>	<u>2,280</u>	<u>38,232</u>	<u>3,190</u>
Total Payments	10,943,984	9,632,489	9,668,444	9,040,774
Ending Reserve Balance	208,474	130,097	117,058	25,513

**Statement of Changes in Revenues as Compared with Budget
Water Revenue Bonds**

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Beginning Reserve Balance	-	-	-	462
Additions				
Transfer From Water	14,018,482	13,661,114	13,848,859	12,752,527
Interest on Investments	-	-	-	-
Other Financing Sources	-	-	252,439	-
Total Balance and Additions	14,018,482	13,661,114	14,101,298	12,752,989
Payments				
Principal Retired	7,558,751	7,218,324	7,218,324	6,650,286
Interest Expense	6,413,334	6,440,496	6,632,131	6,100,528
Exchange and Commission	46,397	2,294	250,381	2,175
Total Payments	14,018,482	13,661,114	14,100,836	12,752,989
Ending Reserve Balance	-	-	462	-

**Statement of Changes in Revenues as Compared with Budget
Wastewater Revenue Bonds**

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Beginning Reserve Balance	-	-	-	-
Additions				
Transfer From Wastewater	6,689,606	6,398,313	6,331,858	6,593,418
Interest on Investments	-	-	-	-
Other Financing Sources	-	-	111,994	-
Total Balance and Additions	6,689,606	6,398,313	6,443,852	6,593,418
Payments				
Principal Retired	4,055,906	3,848,721	3,848,721	4,049,571
Interest Expense	2,632,597	2,548,471	2,480,695	2,542,855
Exchange and Commission	1,103	1,121	114,436	992
Total Payments	6,689,606	6,398,313	6,443,852	6,593,418
Ending Reserve Balance	-	-	-	-



**Statement of Changes in Revenues as Compared with Budget
Solid Waste Revenue Bonds**

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Beginning Reserve Balance	-	-	-	-
Additions				
Transfer From Sanitation	1,187,004	1,184,296	1,162,378	1,181,776
Interest on Investments	-	-	-	-
Other Financing Sources	-	-	24,815	-
	<hr/>	<hr/>	<hr/>	<hr/>
Total Balance and Additions	1,187,004	1,184,296	1,187,193	1,181,776
Payments				
Principal Retired	875,000	905,000	905,000	945,000
Interest Expense	311,790	279,031	257,596	210,950
Exchange and Commission	214	265	24,597	25,826
	<hr/>	<hr/>	<hr/>	<hr/>
Total Payments	1,187,004	1,184,296	1,187,193	1,181,776
Ending Reserve Balance	-	-	-	-

**Statement of Changes in Revenues as Compared with Budget
Airport Revenue Bonds**

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Beginning Reserve Balance	-	-	-	-
Additions				
Transfer	134,645	-	-	-
Interest on Investments	-	-	-	-
Other Financing Sources	-	-	-	-
Total Balance and Additions	134,645	-	-	-
Payments				
Principal Retired	130,000	-	-	-
Interest Expense	3,770	-	-	-
Exchange and Commission	875	-	-	-
Total Payments	134,645	-	-	-
Ending Reserve Balance	-	-	-	-



**Statement of Changes in Revenues as Compared with Budget
Tax Increment Financing Zone**

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Beginning Reserve Balance	-	-	-	-
Additions				
Transfer	449,797	226,731	226,735	88,746
Interest on Investments	-	-	-	-
Other Financing Sources	-	-	-	-
Total Balance and Additions	<u>449,797</u>	<u>226,731</u>	<u>226,735</u>	<u>88,746</u>
Payments				
Principal Retired	411,089	198,366	198,366	65,000
Interest Expense	38,644	28,332	28,332	23,732
Exchange and Commission	64	33	37	14
Total Payments	<u>449,797</u>	<u>226,731</u>	<u>226,735</u>	<u>88,746</u>
Ending Reserve Balance	-	-	-	-

Statement of Cash Receipts and Disbursements
Adopted 2013-2014
Certificates of Obligation / GO Bonds

Issue No.		Beginning Balance 10/1/13	Transfers	Current Taxes
651	Contingency	25,493	-	-
679	Certificate of Obligation, 2004	43,188	-	104,437
681	Certificate of Obligation, 2006	2,836	-	272,723
682	Obligation Refunding, 2007	5,404	-	517,661
683	Certificate of Obligation, 2007	2,618	-	252,244
684	G O Bond, 2007	4,365	-	4,724,177
685	Certificate of Obligation, 2008	2,777	-	269,339
652	Obligation Refunding, 2009	2,838	-	273,807
653	Certificate of Obligation , 2010	3,622	-	346,037
654	Obligation Refunding, 2010	4,429	-	424,789
655	Certificate of Obligation , 2011	5,335	-	514,745
656	Certificate of Obligation , 2012	2,394	-	226,092
657	Obligation Refunding, 2012	7,287	-	704,498
658	Certificate of Obligation , 2013	3,583	-	146,649
659	Obligation Refunding, 2013	889	-	82,761
Total		117,058	-	8,859,959



Delinquent Taxes	Interest Earnings	Principal Retired	Interest Payments	Exchange & Commissions	Ending Balance 9/30/14
-	20	-	-	-	25,513
1,000	20	145,000	3,625	20	-
2,700	30	165,000	113,249	40	-
5,100	60	370,000	158,025	200	-
2,500	30	145,000	112,362	30	-
47,200	720	2,500,000	2,275,962	500	-
2,600	120	155,000	119,706	130	-
2,700	50	275,143	4,127	125	-
3,400	40	195,000	157,944	155	-
4,200	40	350,000	83,318	140	-
5,100	70	280,000	244,750	500	-
2,200	20	145,000	85,206	500	-
7,000	90	495,000	223,725	150	-
1,400	60	45,000	106,192	500	-
800	-	10,000	74,250	200	-
87,900	1,370	5,275,143	3,762,441	3,190	25,513

**Statement of Reserve for Bond Interest and Redemption
Adopted 2013-2014
Water Revenue Bonds**

Issue No.		Beginning Balance 10/1/13	Revenue Transfer	Total Receipts & Balances
	Bond Interest and Redemption			
505	Certificate of Obligation, 2004	-	1,020,022	1,020,022
507	Certificate of Obligation, 2006	-	1,477,250	1,477,250
510	Water Revenue Refunding, 2007	-	797,677	797,677
511	Certificate of Obligation, 2007	-	1,733,907	1,733,907
502	Certificate of Obligation, 2008	-	503,509	503,509
520	Water Revenue Refunding, 2009	-	558,766	558,766
521	Certificate of Obligation, 2010	-	595,130	595,130
509	Water Revenue Refunding, 2010	-	807,468	807,468
522	Water Revenue Refunding, 2012	-	3,572,896	3,572,896
523	Water Revenue Refunding, 2013	-	1,345,838	1,345,838
524	Certificate of Obligation, 2013	462	340,064	340,526
Total		462	12,752,527	12,752,989



Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/14
995,000	24,875	147	1,020,022	-
545,000	932,029	221	1,477,250	-
485,000	312,436	241	797,677	-
605,000	1,128,700	207	1,733,907	-
285,000	218,269	240	503,509	-
550,286	8,254	226	558,766	-
330,000	264,863	267	595,130	-
605,000	202,200	268	807,468	-
2,075,000	1,497,538	358	3,572,896	-
70,000	1,275,838		1,345,838	-
105,000	235,526		340,526	-
6,650,286	6,100,528	2,175	12,752,989	-

**Statement of Reserve for Bond Interest and Redemption
Adopted 2013-2014
Wastewater Revenue Bonds**

Issue No.		Beginning Balance 10/1/13	Revenue Transfer	Total Receipts & Balances
	Bond Interest and Redemption			
528	Certificate of Obligation, 2004	-	717,596	717,596
530	Certificate of Obligation, 2006	-	253,979	253,979
531	Wastewater Revenue Refunding, 2007	-	450,370	450,370
545	Certificate of Obligation, 2007	-	2,405,852	2,405,852
533	Wastewater Revenue Refunding, 2009	-	791,418	791,418
534	Wastewater Revenue Refunding, 2010	-	334,139	334,139
535	Certificate of Obligation, 2010	-	217,084	217,084
536	Wastewater Revenue Refunding, 2012	-	715,547	715,547
526	Certificate of Obligation, 2013	-	342,633	342,633
527	Wastewater Revenue Refunding, 2013	-	364,800	364,800
Total		-	6,593,418	6,593,418



Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/14
700,000	17,500	96	717,596	-
150,000	103,941	38	253,979	-
365,000	85,235	135	450,370	-
1,080,000	1,325,565	287	2,405,852	-
779,571	11,694	153	791,418	-
240,000	94,025	114	334,139	-
120,000	96,987	97	217,084	-
465,000	250,475	72	715,547	-
105,000	237,633		342,633	-
45,000	319,800		364,800	-
4,049,571	2,542,855	992	6,593,418	-

Statement of Reserve for Bond Interest and Redemption
Adopted 2013-2014
Solid Waste Revenue Bonds

Issue No.		Beginning Balance 10/1/13	Revenue Transfer	Total Receipts & Balances
	Bond Interest and Redemption			
562	Certificate of Obligation, 2004	-	481,802	481,802
556	Certificate of Obligation, 2008	-	317,652	317,652
553	Solid Waste Revenue Refunding, 2012	-	232,723	232,723
551	Solid Waste Revenue Refunding, 2013	-	149,599	149,599
Total		-	1,181,776	1,181,776



Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/14
470,000	11,750	52	481,802	-
240,000	77,500	152	317,652	-
220,000	12,700	23	232,723	-
15,000	109,000	25,599	149,599	-
945,000	210,950	25,826	1,181,776	-

**Statement of Reserve for Bond Interest and Redemption
Adopted 2013-2014
Tax Increment Financing Zone**

Issue No.		Beginning Balance 10/1/13	Revenue Transfer	Total Receipts & Balances
	Bond Interest and Redemption			
694	Certificate of Obligation, 2006	-	88,746	88,746
Total		-	88,746	88,746



Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/14
65,000	23,732	14	88,746	-
65,000	23,732	14	88,746	-

**Retirement Schedule to Maturity
Certificates of Obligation / GO Bonds**

Budget Year	Principal	Interest	Total
2013-14	5,275,143	3,762,441	9,037,584
2014-15	5,470,000	3,530,322	9,000,322
2015-16	5,625,000	3,322,033	8,947,033
2016-17	5,855,000	3,102,160	8,957,160
2017-18	6,085,000	2,868,338	8,953,338
2018-19	5,845,000	2,631,070	8,476,070
2019-20	6,105,000	2,383,569	8,488,569
2020-21	6,420,000	2,120,255	8,540,255
2021-22	6,250,000	1,846,054	8,096,054
2022-23	6,250,000	1,560,177	7,810,177
2023-24	6,330,000	1,268,022	7,598,022
2024-25	6,435,000	969,800	7,404,800
2025-26	6,495,000	665,789	7,160,789
2026-27	6,540,000	356,808	6,896,808
2027-28	1,405,000	173,586	1,578,586
2028-29	1,175,000	122,620	1,297,620
2029-30	1,220,000	75,713	1,295,713
2030-31	900,000	34,471	934,471
2031-32	370,000	10,800	380,800
2032-33	150,000	2,344	152,344
	90,200,143	30,806,372	121,006,515

Wastewater Revenue Bonds

Budget Year	Principal	Interest	Total
2013-14	4,049,571	2,542,855	6,592,426
2014-15	3,390,000	2,334,478	5,724,478
2015-16	3,490,000	2,208,710	5,698,710
2016-17	3,665,000	2,069,154	5,734,154
2017-18	3,785,000	1,922,716	5,707,716
2018-19	3,965,000	1,769,818	5,734,818
2019-20	4,115,000	1,599,751	5,714,751
2020-21	3,855,000	1,428,189	5,283,189
2021-22	3,460,000	1,274,603	4,734,603
2022-23	3,175,000	1,131,614	4,306,614
2023-24	3,325,000	988,437	4,313,437
2024-25	2,695,000	856,489	3,551,489
2025-26	2,480,000	743,443	3,223,443
2026-27	2,325,000	638,695	2,963,695
2027-28	2,570,000	531,863	3,101,863
2028-29	2,555,000	419,038	2,974,038
2029-30	2,670,000	305,625	2,975,625
2030-31	2,560,000	193,225	2,753,225
2031-32	2,680,000	74,325	2,754,325
2032-33	340,000	5,313	345,313
	61,149,571	23,038,341	84,187,912



**Retirement Schedule to Maturity
Water Revenue Bonds**

Budget Year	Principal	Interest	Total
2013-14	6,650,286	6,100,526	12,750,812
2014-15	7,490,000	5,776,401	13,266,401
2015-16	7,700,000	5,497,552	13,197,552
2016-17	8,060,000	5,187,384	13,247,384
2017-18	7,720,000	4,875,671	12,595,671
2018-19	8,095,000	4,564,206	12,659,206
2019-20	8,420,000	4,212,443	12,632,443
2020-21	8,275,000	3,857,912	12,132,912
2021-22	7,910,000	3,526,425	11,436,425
2022-23	7,645,000	3,192,072	10,837,072
2023-24	7,995,000	2,851,508	10,846,508
2024-25	6,950,000	2,534,134	9,484,134
2025-26	5,190,000	2,287,534	7,477,534
2026-27	5,435,000	2,075,476	7,510,476
2027-28	5,800,000	1,850,040	7,650,040
2028-29	5,380,000	1,624,729	7,004,729
2029-30	5,600,000	1,409,110	7,009,110
2030-31	4,920,000	1,208,022	6,128,022
2031-32	5,115,000	1,012,357	6,127,357
2032-33	5,325,000	802,884	6,127,884
2033-34	4,905,000	593,548	5,498,548
2034-35	4,950,000	384,853	5,334,853
2035-36	4,275,000	181,256	4,456,256
2036-37	1,695,000	42,375	1,737,375
	151,500,286	65,648,418	217,148,704

**Retirement Schedule to Maturity
Solid Waste Revenue Bonds**

Budget Year	Principal	Interest	Total
2013-14	945,000	210,950	1,155,950
2014-15	690,000	179,525	869,525
2015-16	470,000	159,650	629,650
2016-17	490,000	141,775	631,775
2017-18	510,000	123,150	633,150
2018-19	535,000	103,319	638,319
2019-20	555,000	81,019	636,019
2020-21	580,000	56,150	636,150
2021-22	275,000	36,375	311,375
2022-23	285,000	22,375	307,375
2023-24	305,000	7,625	312,625
	5,640,000	1,121,913	6,761,913

Tax Increment Financing Zone

Budget Year	Principal	Interest	Total
2013-14	65,000	23,732	88,732
2014-15	70,000	21,031	91,031
2015-16	70,000	18,231	88,231
2016-17	75,000	15,331	90,331
2017-18	80,000	12,231	92,231
2018-19	80,000	8,982	88,982
2019-20	85,000	5,578	90,578
2020-21	90,000	1,912	91,912
	615,000	107,028	722,028



Capital Improvements Program

Capital Improvements Program

Overview

The City of Waco's Capital Improvements Program (CIP) is a plan for acquisition and development of the City's physical assets. The CIP includes those items typically thought of as "infrastructure"—streets, sewer lines and water lines, as well as facilities through which City government provides services directly to citizens or in support of City operations. The latter category includes police facilities, recreation centers, maintenance facilities and general office buildings. The CIP covers all facilities and infrastructure the City government owns or for which the City has responsibility. The Capital Improvements Program defines the City's investment and reinvestment plans for allocating resources, assigning priorities and implementing strategies in order to finance growth of the City and to provide monies for continuing modernization and necessary replacement. Key elements of developing, assessing and coordinating potential internal and external funding sources is identifying the funding sources, assessing the City's financial condition and its ability to service existing and new debt and coordinating the best source of funds for needed capital improvements. This evaluation process of funding sources is the foundation for the proposed CIP.

The CIP is intended to ensure that required projects are undertaken according to priorities established by Council. The CIP combines elements of long and short range planning as well as current year budgeting to identify the City's capital needs and the means of financing them. The CIP identifies the specific improvements to City infrastructure and facilities, which are needed to support and implement the Comprehensive Development Plan. The CIP also encourages departments to establish an internal planning process to identify capital needs with sufficient lead-time so that decisions may be made on the most advantageous means of addressing them.

Generally, a capital improvement has the following characteristics:

- Relatively high monetary value (at least \$200,000),
- Will last at least 10 years, and
- Results in either the creation or rehabilitation of a fixed asset

Fixed assets are resources owned by the City of Waco that have monetary value, long-term character and will be held or used. Examples are:

- Purchase, improvement and development of land
- Construction of new facilities for the delivery of City services
- Remodeling or expansion of existing facilities
- Operating equipment and machinery for new and expanded facilities
- Planning/engineering costs related to specific improvements of the type listed above

The CIP is a six-year plan and is adopted annually as part of the annual operating budget. This timing is intended to provide better direction to the CIP from the Comprehensive Development Plan and better linkage with the annual budget by giving more timely input into the budget adoption process. The first year of the plan becomes the capital budget for the approved fiscal year and is presented in this document. Although only one year of the CIP is adopted and shown in this document, the full six-year plan is reviewed by the Budget/Audit Committee and presented to the full Council during the budget presentation. The City Manager and Council use this as a working document in their long-term assessment of future development and financing needs.

Since capital projects result in assets that need continuing maintenance and care, operating budgets are often affected. We have attempted to quantify additional operating costs associated with the completion of capital projects. As part of the capital planning process, departments submit capital projects and estimate the operating costs associated with the project. Annual operating costs can include personnel, scheduled repair and maintenance and utilities in the case of buildings. These costs are or will be included in the department's operating budget for the year the project is scheduled for completion and the facilities are put into operation. Anticipated changes in operating revenues or expenses are noted in the project descriptions beginning on page 262.



**Capital Improvements Program
Fiscal Year 2013-14
Summary**

	2012-13	2013-14
General Government		
Airport Services	2,795,000	3,014,000
City Manager's Office	40,000	17,000
Emergency Management	625,000	926,234
Facilities	400,000	555,366
Fleet Services	1,177,518	1,485,000
Fire Services	1,100,000	-
Parks and Recreation	355,500	-
General Government	6,493,018	5,997,600
Street Improvements	1,200,000	2,200,000
Wastewater Improvements	6,060,000	11,110,000
Water Improvements	6,060,000	6,262,000
Total Capital Improvements Program	19,813,018	25,569,600

**Capital Improvements Program
Fiscal Year 2013-14
General Government**

Department	Project Description	Funding	2013-14
Airport	Airport Improvements	FAA	2,712,600
	Airport Improvements	Cash	301,400
City Manager's Office	Issuance Costs	CO	17,000
Emergency Management	Replace Radio System	Cash	926,234
Facilities	Building Renovation Projects	Cash	555,366
Fleet Services	Rolling Stock Replacement	Interest	1,485,000
Total General Government			5,997,600

Certificate of Obligation Bonds (CO)	17,000
Federal Aviation Administration (FAA)	2,712,600
General Fund Operating Budget (Cash)	1,481,600
Airport Operating Budget (Cash)	301,400
Interest	1,485,000
	5,997,600

Street Improvements

Project Description	Funding	2013-14
Street Improvement Program		1,000,000
Ritchie Road, Panther Way to Hwy 84		1,000,000
Sidewalk Program		200,000
Total Street Improvements		2,200,000

Certificate of Obligation Bonds (CO)	1,673,058
General Fund Operating Budget (Cash)	526,942
	2,200,000



**Capital Improvements Program
Fiscal Year 2013-14
Wastewater Improvements**

Project Description		2013-14
Sewer Construct & Rehab at Various Locations	WWB	2,500,000
Wastewater Lift Station Rehabilitation	WWB	500,000
Warren Road Sewer	WWB	3,500,000
Village Lake Lift Station/Mains	WWB	3,000,000
HWY 6 County Jail LS/FM	WWB	1,500,000
Issuance costs	WWB	110,000
Total Wastewater Improvements		11,110,000
	Wastewater Revenue Bonds	10,160,000
	Wastewater Operating Budget (Cash)	950,000
		11,110,000

Water Improvements

Project Description		2013-14
Water Improvements at Various Locations	WB	2,000,000
Elm Mott Wholesale Line	WB	1,600,000
West Industrial Area Improvements	WB	1,300,000
Airport Pump Station Improvements	WB	1,300,000
Issuance Costs	WB	62,000
Total Water Improvements		6,262,000
	Water Revenue Bonds	4,462,000
	Water Operating Budget (Cash)	1,800,000
		6,262,000

Capital Improvements Program

Project Descriptions

Airport Services

Project: Airport Improvements
Description: Various improvements at Waco Regional Airport including construction of perimeter road to allow emergency vehicle access to all areas of airfield and design of airfield electrical improvements to include emergency generator backup for terminal and runway lighting system.
Cost: \$3,014,000
Funding: Federal Aviation Administration \$2,712,600
General Fund Operating Budget (Cash) 301,400
Budget Impact: Will have little impact on current maintenance.

City Manager's Office

Project: Issuance costs
Description: Cost of issuing bonded indebtedness, which is 1.0% of project costs.
Cost: \$17,000
Funding: Certificates of Obligation
Budget Impact: None

Emergency Management

Project: Replace Radio System
Description: Add simulcast equipment to 12th Street tower.
Cost: \$926,234
Funding: General Fund Operating Budget (Cash)
Budget Impact: Maintenance costs are estimated to increase and are included in the operating budget.

Facilities

Project: Building Renovation Projects
Description: The Facilities Department manages over 1 million SF of buildings throughout the City of Waco for repairs and renovations that support City personnel, operations and citizens. The varied single and multi-use buildings need attention for items such as office/shop interior remodeling to update functional layouts for users, HVAC and electrical replacements, elevator rehabs of existing buildings, restroom renovations, roof replacements, exterior renovations, safety rehabs, accessibility upgrades and parking lot paving. Projects will include but are not limited to: City Hall exterior rehab, Police Tower and Garage elevator modernization (5), City Hall HVAC repair, major roof replacements at Convention Center, Ranger Museum, Zoo and other locations, parking lot renovation, elevator rehabs, and various building upgrades for City functions and user support at Health District, Community Services, Sul Ross Center, and Ranger Museum.
Cost: \$555,366
Funding: General Fund Operating Budget (Cash)
Budget Impact: Maintenance will increase due to increased square footage.



Capital Improvements Program

Project Descriptions

Fleet Services

Project: Rolling Stock Replacement
Description: To maintain a quality fleet of equipment/vehicles that is cost effective and efficient, enabling the individual departments to perform the responsibilities and services for the citizens of Waco in a timely manner.
Cost: \$1,485,000
Funding: Interest
Budget Impact: Maintenance costs are minimized an estimated \$100,000 per year for first 3 years due to warranties.

Street Improvements

Project: Street Improvement Program
Description: This project involves the reconstruction, reclamation, seal, and overlay programs in residential areas.
Cost: \$1,000,000
Funding: Certificate of Obligation Bonds (CO) \$673,058
General Fund Operating Budget (Cash) 326,942
Budget Impact: Will have little impact on current maintenance.

Project: Ritchie Road, Panther Way to Hwy 84
Description: A new four lane road with a median beginning at the intersection of Panther Way and Ritchie Rd (S), proceeding north, curving to cross the existing Ritchie Rd, then straightening out to intersect Chapel Rd at a right angle, crossing Chapel Rd and tapering to match the existing section of Ritchie Rd at the railroad bridge. From that point the existing road will be reclaimed and repaved.
Cost: \$1,000,000
Funding: Certificates of Obligation
Budget Impact: No significant change in current maintenance program.

Project: Sidewalk Program
Description: Construction of sidewalks at various locations where there is heavy pedestrian traffic and sidewalk either doesn't exist or is not continuous.
Cost: \$200,000
Funding: General Fund Operating Budget (Cash)
Budget Impact: No significant change in current maintenance program.

Wastewater Improvements

Project: Sewer Construction & Rehabilitation at Various Locations
Description: Sewer System rehabilitation on Inflow & Infiltration studies and field investigations as well as extension of sewer services to dwellings and businesses inside City which are currently unserved.
Cost: \$2,500,000
Funding: Wastewater Revenue Bonds \$1,550,000
Wastewater Operating Budget (Cash) 950,000
Budget Impact: None

Capital Improvements Program Project Descriptions

Project: Wastewater Lift Station Rehabilitation
Description: Rehabilitation Program for Wastewater Lift Stations
Cost: \$500,000
Funding: Wastewater Revenue Bonds
Budget Impact: None

Project: Warren Road Sewer
Description: Sewer interceptor to serve the Bull Hide basin in the Waco ETJ area just south and west of Ritchie Road. This sewer main will provide sewer service to about 70% of the area formerly served by Hewitt water. The main will also provide service to the development being proposed along the southwest side of Ritchie Road from Panther to Warren Road.
Cost: \$3,500,000
Funding: Wastewater Revenue Bonds
Budget Impact: None

Project: Village Lake Lift Station/Mains
Description: The existing Village Lake Lift Station is duplex, dry well configuration with elevator access. The intent of this project is to increase the hydraulic capacity (impeller change) of the station, utilizing the existing pumps and motors. Bids are now being solicited to increase the capacity of the existing lift station to 500 GPM at 60' TDH. It will be necessary to complete the lift station modifications without taking the station out of service.
Cost: \$3,000,000
Funding: Wastewater Revenue Bonds
Budget Impact: None

Project: Hwy 6 County Jail Lift Station/Mains
Description: The Highway 6 LS serves the existing county jail in its current configuration of approximately 800 beds. The jail is being expanded to approximately 1 600 beds. It is expected the expansion will be completed in the near future. Bids are now being solicited to increase the capacity of the existing lift station from 90 GPM at 40' TDH to 145 GPM at 65' TDH. It will be necessary to complete the lift station modifications without taking the station out of service. It is anticipated that the existing guide rails will be reused.
Cost: \$1,500,000
Funding: Wastewater Revenue Bonds
Budget Impact: None

Project: Issuance Costs
Description: Cost of issuing bonded indebtedness, which is 1% of project costs.
Cost: \$110,000
Funding: Wastewater Revenue Bonds
Budget Impact: None



Capital Improvements Program

Project Descriptions

Water Improvements

Project: Water Improvements at Various Locations
Description: Capital improvements for water infrastructure at various locations to be determined based on need.
Cost: \$2,000,000
Funding: Water Revenue Bonds \$ 200,000
Water Operating Budget (Cash) 1,800,000
Budget Impact: None

Project: Elm Mott Wholesale Line
Description: This 12" line will extend from the Elm Mott Pump Station to Tours Road. Additionally, pump upgrades will be necessary to meet the wholesale demands north of Elm Mott. The cost associated with these improvements are absorbed through the wholesale rates.
Cost: \$1,600,000
Funding: Water Revenue Bonds
Budget Impact: None

Project: West Industrial Area Improvements
Description: Begin Phase II and III for water main construction from Beverly Dr. to Schroeder Tower. These phases will complement the large diameter main in Beverly Dr, to bring 3rd pressure plane water from Westview to Schroeder Tower and westward. Currently the industrial district west of Loop 340 along with the Ritchie Road. Area are dependent on a single transmission main from Owen Lane.
Cost: \$1,300,000
Funding: Water Revenue Bonds
Budget Impact: None

Project: Airport Pump Station Improvements
Description: The necessary pump station improvements to accommodate the China Spring area growth.
Cost: \$1,300,000
Funding: Water Revenue Bonds
Budget Impact: None

Project: Issuance Costs
Description: Cost of issuing bonded indebtedness, which is 1% of project costs.
Cost: \$62,000
Funding: Water Revenue Bonds
Budget Impact: None





Supplementary Grant Information

Grant Funds

Federal Grants

Department of Homeland Security

The SAFER (Staffing for Adequate Fire and Emergency Response) Grant

The SAFER grant was created to provide funding directly to fire departments to help them increase the number of trained, “front-line” firefighters available in their communities.

Department of Housing and Urban Development

Community Development Block Grant (CDBG)

Under 24 CFR Part 570, the Department of Housing and Urban Development annually allocates funds by formula among eligible recipients. The funds are to be used by the recipient for housing and community development activities within the designated area primarily to the benefit of low- and moderate-income persons. The City of Waco funding is being allocated toward the following activities:

CDBG Program Administration

The Housing and Community Development Program Administration’s primary function is to ensure that the grantee, City of Waco, complies with federal regulations mandating specific activities required to obtain, expend, and disburse Community Development Block Grant funds effectively.

Housing Rehabilitation & Reconstruction Program

This grant provides for the rehabilitation or reconstruction of substandard single-family residential owner occupied structures. These structures, after rehabilitation or reconstruction, must meet the requirements of the City’s Minimum Housing Code and the housing quality standards required by the Department of Housing and Urban Development.

Housing Code Enforcement

This grant funds the inspection and re-inspection of existing unoccupied and occupied structures for compliance with the Minimum Housing Code to aid in the prevention of slum and blight areas. In order to accomplish these inspections, the City has been divided into seven (7) areas that follow the neighborhood association boundaries.

Park and Infrastructure Improvements

This grant funds selected park improvements and infrastructure improvements, including sidewalks and alleys, within qualifying areas of the City.

All Other Community Development Block Grant Funding

Includes Youth Services Projects, Community Agencies serving the homeless and/or low-income, and multifamily housing rehabilitation.

Shelter Plus Care

The Shelter Plus Care Program provides rental assistance, in connection with supportive services funded from sources other than this program, to homeless persons with disabilities (primarily, persons who are seriously mentally ill; have chronic problems with alcohol, drugs, or both; or have acquired immunodeficiency syndrome and related diseases) and their families. The City of Waco sub grants the Shelter Plus Care grant funds to the Project Sponsor, Heart of Texas Region Mental Health Mental Retardation Center.

Supportive Housing Program

Under 24 CFR Part 583, the Department of Housing and Urban Development provides funding for eligible projects serving the homeless, including a homeless management information system. The City will serve as the grantee and area’s homeless management information system project manager. The area includes Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties. HMIS is a computerized data collection tool specifically designed to capture client-level, system-wide information over time on the characteristics and service needs of homeless men, women and children.



Grant Funds

HOME Investment Partnership Program

Under 24 CFR Part 92, the Department of Housing and Urban Development allocates funds by formula among eligible state and local governments to expand the supply of decent, safe, sanitary and affordable housing. HOME funding makes new construction, rehabilitation, reconstruction, substantial rehabilitation, and acquisition of such housing feasible and promotes the development of partnerships between the Federal government, states, and units of general local government. The City of Waco directs its HOME funding toward low-income owner occupied rehabilitation and low-income first time homebuyer assistance through down payment/closing cost assistance loans, along with grants to Community Housing Development Organizations (CHDO) for the new single family housing development.

Department of Transportation Federal Aviation Administration

Waco Regional Airport is eligible to receive assistance under the Airport Improvement Program (AIP) as authorized by Title 49, U.S. Code. Allocations are limited and may only be used for development or improvement of Airport facilities that are considered vital to the Airport's operation. The amount of this annual entitlement is determined by the number of yearly aircraft enplanements and is only awarded to the Airport for projects deemed vital to the airport in meeting FAA guidelines. The Secretary of Transportation allocates discretionary funding for priority projects. The City has to request funding separately for each priority project.

Federal Transit Administration

Funding for the operation of Waco Transit is provided from the Federal Transit Administration (FTA). Services provided by these grant funds include fixed route bus service, ADA demand response service, and other services to the community. In addition to operation expenses, FTA funds are also used for capital and planning assistance. Funding assistance is provided at an 80% match for capital and planning projects and a 50% match for operating expenses. Grant funding is based upon a formula process, which includes census information for the Waco urbanized area.

Metropolitan Planning Organization (MPO)

The Metropolitan Planning Organization is a multi-jurisdictional body comprised of the Texas Department of Transportation, McLennan County, and the cities of Bellmead, Beverly Hills, Bruceville-Eddy, Crawford, Gholson, Hallsburg, Hewitt, Lacy-Lakeview, Leroy, Lorena, Mart, McGregor, Moody, Riesel, Robinson, Ross, Waco, West and Woodway. The MPO provides short and long-range transportation planning for all of McLennan County. All projects using federal highway or transit funds within McLennan County must be identified within the MPO's Metropolitan Transportation Plan and the shorter range Transportation Improvement Program. The City of Waco is designated as the fiscal agent for the MPO. Funding is provided with 80% from the Federal Highway Administration and the Federal Transit Administration. Similar to FY 2013, the 20% match for FY 2014 for both the Federal Highway funds and Federal Transit funds are provided by the Texas Department of Transportation in the form of Transportation Development Credits. For the time being, there is no further discussion regarding the possibility of requiring member governments to provide a portion of the local match for FY 2015 or beyond. Funds provided by the Federal Highway Administration may be carried over into the next two fiscal years if not spent.

Department of Justice

Edward J. Byrne Justice Assistance Grant (JAG), Office of Justice Programs, Bureau of Justice Assistance

Since 1996, the City of Waco has been awarded a Local Law Enforcement Block Grant each year for the purpose of reducing crime and improving public safety. The U.S. Department of Justice, Bureau of Justice Assistance has now combined the Byrne Formula Grant and the Local Law Enforcement Block Grant into the Edward J. Byrne Justice Assistance Grant to be used for the purpose of law enforcement programs; prosecution and court programs; prevention and education programs; corrections and community corrections programs; drug treatment programs; or planning, evaluation, and technology improvement programs. For FY13-14, the proposed grant amount is \$74,859, which will be allocated between the City of Waco, McLennan County, and the City of Bellmead. The City of Waco's share of approximately \$34,640.10 will be used to expand law enforcement equipment and technology.

Grant Funds

Federal Emergency Management Agency Emergency Management Performance Grant

The Emergency Management Performance Grant is used to support local comprehensive emergency management programs to encourage improvement of mitigation, preparedness, response, and recovery capabilities for all hazards. Funding may be used to support activities that contribute to the capability to manage consequences of acts of terrorism.

State Grants

State Homeland Security Grant

The State Homeland Security Grant is to provide funds for homeland security and emergency operations planning; the purchase of equipment to enhance the capability of local agencies in areas of mitigation, prevention, response and recovery to incidents of terrorism, man made or natural disasters. This grant has enabled the City of Waco to train local volunteers and citizens in emergency response and achieve required benchmarks from the State and Federal government, increased our capabilities to respond to chemical, biological, radiological and explosive incidents as well as achieve interoperability throughout the region and update our current communication system.

State Transportation Grant

The Transportation Enhancement Grant, awarded December 2010 for \$2,085,286, provides funding for transportation enhancements including hike/bike/walk trails and is funding the construction of the 1.3 mile extension of the Brazos Riverwalk through Brazos Park East. Funding is provided with 80% from the Transportation Enhancement Grant in combination with a 20% local match. Construction is expected to begin in early 2013 and be completed in 2014.

Texas Park & Wildlife Grants

The 81st Texas Legislature (2010) awarded the City of Waco two Local Park Grant Program allocations through the Texas Parks & Wildlife Department for improvements at Sul Ross Park and Oscar DuConge Park. The allocation for Sul Ross Park of \$1,127,000, includes improvements to the skate park and is scheduled to be completed by August 2013. The allocation for Oscar DuConge of \$354,250, includes conversion of the swimming pool into a splash pad/spray ground and is scheduled to begin construction in the Fall of 2013 and be completed by Summer of 2014.

State Transit Grants

Funding from the State is provided to assist with the operation of Waco Transit. State funds are considered a local funding source and may be used to match federal grants. State funding levels are derived through a formula process completed by TxDOT. Funding is allocated for the two-year biennium.

State Police Grants

CJD Family Violence

The Family Violence Grant currently funds a percentage of two commissioned officers that work specifically as detectives on family violence cases. Funding for this program originated under the COPS program although it is now funded under the Violence Against Women Act through the State of Texas Criminal Justice office.

Click It or Ticket

The City of Waco teams up with the Texas Department of Transportation and works in conjunction with other law enforcement agencies to participate in a state-wide Click It or Ticket campaign. This campaign is designed to increase safety belt use and reduce death and injury of those individuals not properly restrained in a vehicle. Officers are paid overtime with grant funds to patrol the streets and target drivers, front-seat passengers and children that are not properly restrained and issue citations.

Comprehensive Selective Traffic Enforcement Program (STEP)

The grant provides funding of overtime compensation for law enforcement personnel to enforce speed limits and intersection traffic control and provide public education and information regarding traffic laws.

Grant Funds



Victim Services Expansion

The Victim Services Unit responds to the immediate needs of victims, witnesses, officers, and bystanders who are affected by crimes, which are usually serious or violent in nature. Victim Services provides a two-tier program that includes on-scene crisis intervention and on-going services 24-hours a day.

State Health Grants

Women, Infants and Children (WIC)

The WIC program is 100% federally funded through the Texas Department of State Health Services. WIC provides to its eligible participants nutrition education and counseling, special supplemental nutritious foods, breastfeeding support and linkage to other health and human resource services. There are six (6) WIC clinic sites located throughout McLennan County that provide services and benefits to approximately 7,600 eligible participants monthly.

Environmental Health

Bureau of Regional/Local Health Operations (BRLHO – 000 Funds)

Triple O funds through the Texas Department of State Health Services are used to deliver one or more of the essential public health services. The Environmental Health Division uses these funds to protect the community from food borne illnesses associated with restaurants and other food establishments, educate the public concerning the prevention of food borne illnesses and other environmental health topics, and investigate health nuisance conditions in the community.

Public Health Nursing

Public Health Preparedness

The Public Health Nursing Division has received a grant from the Texas Department of State Health Services that is designed to upgrade and integrate state and local public health jurisdiction's preparedness for and response to terrorism and other public health threats and emergencies to include Pandemic Influenza.

Immunizations

The Texas Department of State Health Services funds approximately 70% of the total Immunization program. The purpose of this program is to prevent the transmission of vaccine preventable diseases and to investigate and decrease the spread of communicable diseases in McLennan County. Services include childhood immunizations, immunizations to foreign travelers and communicable disease surveillance, investigation and control.

Tuberculosis Control

The Texas Department of State Health Services funds approximately 27% of the total Tuberculosis (TB) program. This program identifies and treats persons who have an active case of TB or have had contact with a person with a case of TB, thus interrupting the transmission of the disease. The primary purpose of this program is to provide diagnosis, education and treatment to persons suspected or known to have a positive skin test for Tuberculosis. Services provided include tuberculosis skin testing, contact investigation, limited medical evaluation by physicians, appropriate referrals, education and monthly follow-up. Active cases are being placed on Directly Observed Therapy (DOT) as encouraged by the state as a method of TB control. Staff is also presenting more educational programs to community organizations since awareness is very important in halting the spread of this infection.

Family Focused Community Diabetes Services Project

The Texas Department of State Health Services funds this project to provide community-based diabetes prevention and management interventions that implement population-based and evidenced based programs and strategies at the community level. The project targets families in high-risk populations-racial and ethnic minorities who have disproportionate rates and burdens of diabetes and limited access to health care.

National Association of County and City Health Officials

This Grant provides support to Medical Reserve Corps units and to encourage these units to provide certain information to the Office of the Surgeon General's Office of the Civilian Volunteer Medical Reserve Corps.

Grant Funds

Transforming Texas

This is a new grant that the Texas Department of State Health Services funds with an overarching purpose of preventing heart attacks, strokes, cancer and other leading causes of death and disability through evidence and practice-based policy, environmental, and system change approaches. Required outcomes include (1) reduce death and disability due to tobacco use by 5%; (2) reduce the rate of obesity through nutrition and physical activity interventions by 5%; and (3) reduce death and disability due to heart disease and stroke by 5% by September 2017.

HIV/AIDS Services

The Texas Department of Health provides funds for the following programs:

Ryan White Title II

The Health District receives federal funds through the Texas Department of State Health Services to provide health and social services to individuals with HIV disease. These services include on-going case management, nutritional assistance, emergency medication assistance, insurance assistance, transportation assistance, dental assistance, health education, and assistance with vision services. These funds are to be used to provide services for Bosque, Falls, Limestone, Freestone, Hill and McLennan Counties.

HIV Prevention

This program provides individual prevention and risk reduction counseling to clients at risk for HIV infection in an attempt to reinforce behavior changes and create appropriate risk reduction plans and linkage to services following the determination of their HIV status. All individuals testing positive for HIV receive partner elicitation. These funds are to be used to provide services for Bosque, Falls, Limestone, Freestone, Hill and McLennan Counties.

State Services

This program provides health and social services to individuals with HIV infection. Services include case management and early intervention services such as lab work, immunizations, complete physicals, TB testing, vaccine administration and other related health services. These funds are to be used to provide services for Bosque, Falls, Limestone, Freestone, Hill and McLennan Counties.

Housing Opportunities for People With Aids (HOPWA)

The Texas Department of State Health Services funds 100% of the HOPWA program. This program provides eligible clients in a six county area with resources to have their rent and utilities paid to encourage independent living. These funds are to be used to provide services for Bosque, Falls, Limestone, Freestone, Hill and McLennan Counties.



Supplementary Grant Information

	2012-13 Allocation	Proposed 2013-14 Allocation
FEDERAL GRANTS		
<u>Department of Homeland Security</u>		
SAFER (Staffing for Adequate Fire and Emergency Response)	39,060	9,765
Total Department of Homeland Security	39,060	9,765
<u>Department of Housing & Urban Development</u>		
Community Development Block Grant		
Administration	271,939	276,861
Housing Rehabilitation	319,256	383,356
Code Enforcement	364,042	359,783
Parks and Infrastructure Improvements	218,000	84,250
All Other	331,279	314,613
Total Community Development Block Grant	1,504,516	1,418,863
Shelter Plus Care	203,376	205,931
Supportive Housing Program	63,709	62,653
HOME		
Administration	125,725	73,319
Residential Rehabilitation	157,722	71,356
Homeownership Assistance	200,622	349,900
CHDO	326,625	232,025
Total HOME	810,694	726,600
Total Department of Housing & Urban Development	2,582,295	2,414,047
<u>Department of Transportation</u>		
Federal Aviation Administration		
Discretionary Funds	5,590,000	2,994,000
Total Federal Aviation Administration	5,590,000	2,994,000
Federal Transit Administration		
Capital/Planning Grants	100,000	120,000
Operating Assistance	1,000,000	1,100,000
Preventive Maintenance	1,000,000	1,100,000
ADA Expense	200,000	265,000
Miscellaneous Capital	85,000	74,180
Total Federal Transit Administration	2,385,000	2,659,180
Metropolitan Planning Organization	370,000	405,600
Total Department of Transportation	8,345,000	6,058,780

Supplementary Grant Information

	2012-13 Allocation	Proposed 2013-14 Allocation
<u>Department of Justice</u>		
Justice Assistance Grant	39,090	34,640
Total Department of Justice	39,090	34,640
<u>Federal Emergency Management Agency</u>		
Emergency Management Performance Grant	71,000	63,500
Total Federal Emergency Management Agency	71,000	63,500
Total Federal Grants	11,076,445	8,580,732
STATE GRANTS		
<u>State Homeland Security</u>		
State Homeland Security Grant	96,404	66,141
Total State Homeland Security	96,404	66,141
<u>State Transportation Grant</u>		
Transportation Enhancement Grant	Awarded in 2010	
Total State Transportation Grant	-	-
<u>Texas Parks & Wildlife</u>		
Local Park Grant Program - Oscar DuConge Park	Awarded in 2010	
Local Park Grant Program - Sul Ross Park	Awarded in 2010	
Total State Transit Grants	-	-
<u>State Transit Grants</u>		
Operating Assistance	457,000	400,000
5310 Federal Through the State Preventative Maintenance	85,000	91,500
Total State Transit Grants	542,000	491,500
<u>State Police Grants</u>		
Family Violence Unit	201,775	200,688
Tobacco Compliance Program	3,000	-
Click It or Ticket	7,000	7,000
Step Grant	103,505	120,001
Victim Services Expansion	-	43,208
Total State Police Grants	315,280	370,897



Supplementary Grant Information

	2012-13 Allocation	Proposed 2013-14 Allocation
<u>State Health Grants</u>		
Women, Infants and Children (WIC)	1,352,811	1,352,811
Public Health Preparedness	200,205	170,023
Tuberculosis Control	26,560	26,560
Immunizations	325,635	325,635
Triple "O"- Environmental	175,007	175,007
Diabetes	80,000	80,000
HIV/AIDS-Ryan White	350,010	328,264
HIV/AIDS-Prevention	142,449	170,300
HIV/AIDS-State Services	89,885	96,977
HIV/AIDS-HOPWA	98,725	103,428
National Assoc of County & City Health Officials	10,115	-
Transforming Texas	235,000	235,000
Healthy Babies	120,000	-
Public Health Preparedness Discretionary Projects (2)	40,060	-
Influenza Surveillance Project	20,000	-
Total State Health Grants	3,266,462	3,064,005
Total State Grants	4,220,146	3,992,543
Total Federal and State Grants	15,296,591	12,573,275



Appendix A

Glossary of Terms

Accrual Accounting - A basis of accounting in which revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred.

Ad Valorem Tax - A tax computed from the assessed valuation of land and improvements.

Amortization – The gradual elimination of a liability in regular payments over a specified period of time. These payments must cover both principal and interest.

Appropriation - An authorization made by the legislative body of a government which permits officials to incur obligations against and to make expenditures of governmental resources. Specific appropriations are usually made at the fund level and are granted for a one-year period.

ARRA – The American Recovery and Reinvestment Act was signed into law in 2009 to provide stimulus funding.

Assessed Valuation - A valuation set on real estate or other property by the McLennan County Appraisal District as a basis of levying taxes.

Assets - Resources owned or held by the City, which have monetary value.

Balanced Budget - A budget adopted by the legislative body and authorized by ordinance where the proposed expenditures are equal to or less than the proposed resources.

BRIC - Baylor Research and Innovation Collaboration

Budget - A plan of financial operation embodying an estimate of proposed means of financing it. The “operating budget” is the financial plan adopted for a single fiscal year. The “proposed budget” designates the financial plan initially developed by departments and presented by the City Manager to the Council for approval. The “adopted budget” is the plan as modified and finally approved by that body. The approved budget is authorized by resolution and thus specifies the legal spending limits for the fiscal year.

Budget Document- The compilation of the spending plans for the various funds, along with supporting schedules, tables and charts which, in total, comprises the annual revenue and expenditure plan.

CAFR – Comprehensive Annual Financial Report

CDBG – Community Development Block Grant

CIP – Capital Improvement Program

COW – City of Waco

Capital Improvements Program - A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from a long-term work program. It sets forth each project and specifies the full resources estimated to be available to finance the projected expenditures.

Capital Outlay - An expenditure that results in the acquisition of or addition to fixed assets.

Certificates of Obligation - Legal debt instruments used to finance capital improvement projects. Certificates of obligation are backed by the full faith and credit of the government entity and are fully payable from a property tax levy. Certificates of obligation differ from general obligation debt in that they are approved by the City Council and are not voter approved.

Contingency Fund - A budgetary reserve set-aside for emergencies or unforeseen expenditures not otherwise budgeted.

Cost Center - A section of the total organization having a specialized function or activity and segregated cost and revenue data.



Glossary of Terms

Credit Rating - The credit worthiness of a government unit as determined by an independent ratings agency. The City of Waco is rated by Moody's Investors Service and Standard and Poor's.

Debt Service Fund - A fund used to account for the monies set aside for the payment of interest and principal to holders of the City's certificates of obligation and revenue bonds, the sale of which finances long-term capital improvements, such as facilities, streets and drainage, parks and water/wastewater systems.

Delinquent Taxes - Taxes remaining unpaid on and after the date on which a penalty for non-payment is attached.

Depreciation - (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence. (2) That portion of the cost of a capital asset that is charged as an expense during a particular period.

DRS - Demand Response Service (i.e. door-to door)

EHS - Employee Health Services

EMS - Emergency Medical Service

Effective Tax Rate - A tax rate that when applied to the taxable assessed valuation would produce the same total taxes as last year when compared to properties taxed in both years.

Encumbrances - Obligations in the form of purchase orders, contracts, or salary commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved. When paid, the encumbrance is liquidated.

Enterprise Fund - A fund established to account for operations that are financed and operated in a manner similar to private business enterprises—where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Expenditures - The cost of goods received or services rendered recognized through cash payments or encumbrance.

FTE - Full-time equivalent

Fiscal Year - A twelve month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operation. For City of Waco, the Fiscal year is October 1 to September 30.

Full Time Equivalent (FTE) - A quantifiable unit of measure utilized to convert hours worked by part-time, seasonal, or temporary employees into hours worked by full time employees. Full time employees work 2080 hours annually. A part-time employee working 1040 hours annually represents a .50 FTE.

Fund - An accounting device established to control receipt and disbursement of income from sources set aside to support specific activities or to attain certain objectives. Each fund is treated as a distinct fiscal entity with a self-balancing set of accounts.

Fund Balance (Equity) - The excess of a fund's assets over its liabilities; accumulated balances are the result of continual excess of revenues over expenditures. A negative fund balance is often referred to as a deficit.

Funding - Provides budgetary resources to cover total costs of a program or project at the time it is undertaken.

GAAP - Generally Accepted Accounting Principles

General Fund - The fund used to account for all financial resources except those required to be accounted for in another fund. The General Fund is tax supported.

Glossary of Terms

Generally Accepted Accounting Principles (GAAP) - Detailed accounting standards and practices for state and local governments as prescribed by the Governmental Accounting Standards Board (GASB).

Goals - Statement of direction for accomplishing the department's mission.

Governmental Funds – Funds that are often referred to as “source and use” funds. Most governmental functions are typically financed through these types of funds. Included in this category are general, special revenue, debt service, capital projects and special assessment funds.

Grant - A contribution by one government unit to another unit. The contribution is usually made to aid in the support of a specified function, but it can also be for general purposes.

Gross Receipts Taxes - Fees paid by public service businesses for use of City property in conducting their business. These fees are also referred to as franchise fees. Waco collects electric, natural gas, telephone, cable TV, bingo, water, wastewater and solid waste gross receipts taxes.

HTE – HTE Sungard is the City of Waco's mainframe software provider.

HUD - Housing & Urban Development

HVAC – Heating, Ventilation & Air Conditioning

Home Rule City - A Texas municipality that operates under a municipal charter that has been adopted or amended as authorized by Article XII, Section 5, of the Texas Constitution. A home rule City must have a population of more than 5,000 people and is governed by the State Constitution of Texas as opposed to the state laws of Texas.

Independent Auditor - An auditor who is independent of the governmental unit whose accounts are being audited.

Infrastructure - That portion of a City's assets located at or below ground level, including the water and wastewater systems and streets.

Interfund Transfer - Amounts transferred from one fund to another.

Internal Service Fund - A fund used to account for the financing of goods or services provided by one City department or cost center to other departments, on a cost-reimbursement basis.

Investment - Securities purchased and held for the production of income in the form of interest or dividends.

Liabilities - Debt or other legal obligations arising out of transactions in the past that must be liquidated, reviewed, or refunded at some future date. This term does not include encumbrances.

MCC – McLennan Community College

MPO – Metropolitan Planning Organization

Mission Statement - The fundamental purpose of a department or division.

Modified Accrual Basis - The basis of accounting under which expenditures (other than accrued interest on general long-term debt and certain compensated absences) are recorded at the time liabilities are incurred and under which revenues are recorded when measurable and available. “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to pay liabilities of the current period.

Narrative - General description of the programs within each department or division.



Glossary of Terms

Operating Budget - Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of the City are controlled. State law requires the use of annual operating budgets.

OSSF – On-site sewage facilities

PEG – Public, educational and governmental programming.

Performance Measures - Specific quantitative measures of work performed within an activity or program. They may also measure results obtained through an activity or program.

PID – Public Improvement District

ROW – Right of Way

Reimbursement - Repayment to a specific fund for expenditures incurred or services performed by that fund to or for the benefit of another fund.

Reserve - An account used to indicate that a portion of fund resources is restricted for a specific purpose, or is not available for appropriation and subsequent spending.

Reserve Fund - A backup fund for payment of matured bonds and interest should the Water/Wastewater Debt Service Fund fall short of required amounts.

Revenue Bonds - Bonds whose principal and interest are payable exclusively from earnings of a public enterprise.

Revenues - All amounts of money received by a government from external sources other than expense refunds, capital contributions and residual equity transfers.

Rolling Stock - Those capital items such as motor vehicles, heavy equipment and other apparatus, which are maintained by the Fleet Services Fund.

Special Revenue Funds – Funds that account for the accumulation and disbursement of legally restricted resources to expenditures for a specific purpose.

STD – Sexually Transmitted Diseases

TB – Tuberculosis

TIF – Tax Increment Financing

Tax Rate - A percentage applied to all taxable property to raise general revenues. It is stated in terms of a unit of the tax base.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

TCEQ – Texas Commission on Environmental Quality is a state regulatory agency.

TSTC – Texas State Technical College

TxDOT – Texas Department of Transportation

Glossary of Terms

WIC – Women, Infants and Children

WISD – Waco Independent School District

WMARSS – Waco Metropolitan Area Regional Sewage System is a regional sewage treatment plant owned by the cities of Bellmead, Hewitt, Lacy Lakeview, Lorena, Robinson, Waco and Woodway.

Working Capital - Current assets less current liabilities.

Appendix B

Budget Resolution

RESOLUTION NO. 2013-524

WHEREAS, the City Manager filed the proposed Operating Budget and Capital Improvement Program for the City of Waco Fiscal Year 2013-2014 with the City Secretary on July 12, 2013; and

WHEREAS, the City Manager submitted the proposed Operating Budget and Capital Improvement Program for the City of Waco Fiscal Year 2013-2014 to the City Council on July 23, 2013; and

WHEREAS, the City Council set the date and time for a public hearing on said proposed Operating Budget and Capital Improvement Program (by Res. No. 2013-382 approved on July 23, 2013), and the notice for said public hearing was published as required by law on August 1, 2013; and

WHEREAS, said public hearing was held on August 20, 2013, and all citizens were given an opportunity to attend and participate in the hearing; and

WHEREAS, at the close of said public hearing, the Council voted to delay consideration of the resolution adopting the Operating Budget and Capital Improvement Program for the City of Waco Fiscal Year 2013-2014 until September 6, 2013,

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF WACO, TEXAS:

That City of Waco City Council by separate, record vote approves and adopts the portion of the Operating Budget to provide funding to the Cen-Tex Hispanic Chamber of Commerce, regarding which Council member Alice Rodriguez filed an affidavit of substantial interest and was disqualified from voting on funding.

That the City of Waco City Council by separate, record vote approves and adopts the remainder of the Operating Budget and the Capital Improvements Program for the City of Waco Fiscal Year 2013-2014, together with Appendix A (Glossary of Terms), Appendix B (Schedule of Fees), and the Financial Management Policy Statements.

That the following expenditures of funds, which are provided for in this approved Operating Budget and Capital Improvement Program for FY2012-2013, are authorized to be made by the City Manager without further action by the Council:

- (1) Salaries, compensation, and benefits for employees, including TMRS, Social Security, Medicare, health insurance, life insurance, health claims payments, and workers compensation;
- (2) Temporary employment services;
- (3) Regulatory fees required by the State of Texas, including fees to TCEQ for water utilities, waste water, and solid waste permits and operations;
- (4) Various utility services for City operations, including telephones, cell phone, electricity, natural gas, water, waste water, and solid waste;
- (5) Refund Contracts approved by the City Council;
- (6) Debt service, bond payments, bank fees, investment fees, and collection fees;
- (7) Various support services, upgrades, rental fees, lease and installment payments, and supplies for City computers, copiers and telephones;



Budget Resolution


- (8) Expenditures for cell phone and wireless devices under an existing contract with AT&T Mobility National Accounts LLC and an existing contract with Verizon Wireless and its Related Entities, as long as each vendor renews its Texas Department of Information Resources contract with the same terms and conditions;
- (9) Vendor expenditures for mowing services on privately-owned lots and City-owned lots even in the case of a single vendor who earns more than \$50,000 in a single fiscal year, as long as said vendor has competitively bid to mow said lots and the total amount in the Budget for Mowing Services (for privately-owned and City-owned lots) is not exceeded;
- (10) Expenditures under an existing 25-year lease with Allen Samuel Sports, Inc. for the operation and management of the Waco Regional Tennis and Fitness Center;
- (11) Amounts collected for remission to the State of Texas, including municipal court fees, sales tax, and mixed beverage fees;
- (12) Expenditures up to the budgeted amount for legal services to be performed in connection with water permitting, watershed protection, and water supply matters;
- (13) Expenditures for services provided by McLennan County Appraisal District and McLennan County Tax Office;
- (14) Expenditures for existing management service contracts with YMCA of Central Texas, Cameron Park Zoological Society, and McDonald Transit Associates, Inc.; and
- (15) Expenditures authorized for business grants.

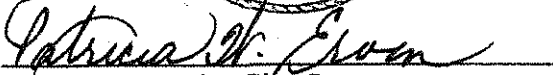
That a true copy of the approved and adopted Operating Budget and the Capital Improvements Program shall be filed with the City Secretary and County Clerk for McLennan County, and an electronic copy will be posted on the City of Waco website.

That it is hereby officially found and determined that the meeting at which this resolution is passed is open to the public as required by law and that public notice of the time, place, and purpose of said meeting was given as required.

PASSED AND APPROVED this 6th day of September, 2013.

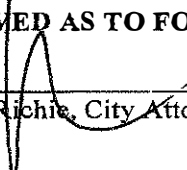



 Malcolm Duncan, Jr., Mayor
 City of Waco, Texas

ATTEST:

 Patricia W. Ervin, City Secretary

APPROVED:

 June Skerik, Program Manager
 Budget/Audit

APPROVED AS TO FORM & LEGALITY:

 Jennifer Richie, City Attorney

Fee Schedule By Department

FY2013-14
Effective October 1, 2013

DESCRIPTION	ADOPTED
BUDGET/AUDIT	
Ad Valorem Taxes (per Hundred)	0.776232
CAMERON PARK ZOO	
Base Admission Price	
Adult	9.00
Children(4-12 yrs)	6.00
Senior (over 60)	8.00
Military (with ID)	8.00
Military Child (4-12 yrs)	5.00
Late Afternoon Discount (after 3:00 p.m.)	(2.00) per person
Group Rates	
Group Size 20 - 100	
Adult	8.00 each
Children(4-12 yrs)	5.00 each
Group Size 101 - 500	
Adults	7.00 each
Children (4-12 yrs)	4.00 each
Group Size Over 500	
Adults	6.00 each
Children(4-12 yrs)	3.00 each
After hours group rate	150.00 per hour
SPECIAL EVENTS and PARTIES are available by calling the Cameron Park Zoological Society.	
EDUCATION	
School and Group Educational Programs	
Animal Presentations	2.00 per person plus admission 25.00 minimum
Behind-the-Scenes Tours	20.00 per person - Africa 20.00 per person - Herpetarium 20.00 per person - Brazos River Country 20.00 per person - Asian Forest
Outreach Programs	
Zoomobile Trips (out of county)	2.00 per mile
Programs for groups of less than 35	30.00 1st program 25.00 add'l program on same day
Auditorium Programs for groups greater than 35	125.00 1st program 100.00 add'l program on same day
Zoo Adventure Camp	
Half Day camp	80.00 per week - member 100.00 per week - non-member
Full Day camp	150.00 per week - member 180.00 per week - non-member
Extended Care Option	25.00 per week for early a.m. care 25.00 per week for late p.m. care
Cancellation Fee	20.00
Mini Camps	
Half Day camp	50.00 per week - member 75.00 per week - non-member
Cancellation Fee	20.00
Special Events	
Zoo Snoozes / Birthday Parties	45.00 per person
Nonrefundable deposit	150.00 per group
CITY MANAGER	
Animal Shelter	
Boarding fees	15.00 per day
Boarding fees for bite quarantine (must be paid within 24 hours from time animal is quarantined)	20.00 per day
Vaccinations	5.00 per cat 15.00 per dog

Fee Schedule By Department

FY2013-14

Effective October 1, 2013



<u>DESCRIPTION</u>	<u>ADOPTED</u>
Surrender fee	50.00 per animal
Outside City Limits fee	75.00 per animal
Owner requested euthanasia	
0 - 25lbs	45.00
26 lbs and over	65.00
Disposal fee	25.00
Animal Intact Permit	35.00
Rabies Testing Fee	100.00
Flea and Tick Treatment	10.00
Business Tax Abatement Application	0.00
Project located within the State Enterprise Zone	500.00
Project located outside the State Enterprise Zone	1,000.00
Residential Tax Abatement Application	0.00
Non Profit Organization	75.00
All Others	150.00
Business Grant Application	0.00
Project located within the State Enterprise Zone	500.00
Project located outside the State Enterprise Zone	1,000.00
Administrative fee for bond issuance for other organizations	1,000.00
Administrative fee for changing corporation name on documents previously approved By Council	250.00
CITY SECRETARY	
Solicitation Permits	25.00
Taxicab Fees	100.00 per cab
Horsedrawn Carriage Permit	25.00
Vehicle for Hire Application Fee	25.00
Vehicle for Hire Permit Fee	100.00 per vehicle
Driver's Application and Permit Fee	25.00
Duplicate Driver's Permit	10.00
Copying Charges (Outside requests; Electronically received)	0.10 per page
Copies of Microfilm	1.50 plus 0.10 per page
Certification of Documents	2.50
Cassette of Council Meetings	1.00
CD of Council Meetings	1.00
Duplicate Cemetery Deeds	10.00
District Maps	30.00
Copy of a Recorded DVD	3.00
CD of Maps/Plans	3.00
Computer Generated Maps	30.00
CONVENTION SERVICES	
Hotel/Motel Room Tax	7.00 %
All Day Rental	
Rental of Entire Building (excludes Business Office and back-of-house areas) - Allows Lessee control of lobbies and entrances	
Rental	3,500.00 +70.00 Maintenance Fee
Rental of Single Floor -- Meeting/Event Rooms only, does not include lobbies or entrances	
Upper Level	2,000.00 +50.00 Maintenance Fee
Lower Level	1,500.00 +50.00 Maintenance Fee
Individual Rooms:	
Chisholm Hall	1,350.00 +20.00 Maintenance Fee
McLennan Hall	550.00 +10.00 Maintenance Fee
1/3 McLennan Hall	250.00 +10.00 Maintenance Fee
2/3 McLennan Hall	450.00 +10.00 Maintenance Fee
Brazos Ballroom w/ Terrace	650.00 +10.00 Maintenance Fee
1/2 Brazos Ballroom	450.00 +10.00 Maintenance Fee
Bosque Theater	375.00 +10.00 Maintenance Fee
DeCordova Room	100.00 +10.00 Maintenance Fee
Event Office	50.00
Cameron Room	50.00

Fee Schedule By Department

FY 2013-14

Effective October 1, 2013

DESCRIPTION	ADOPTED	
Texas Room North	300.00	+10.00 Maintenance Fee
1/3 TX Room North	100.00	+10.00 Maintenance Fee
Texas Room South	300.00	+10.00 Maintenance Fee
1/3 TX Room South	100.00	+10.00 Maintenance Fee
Ranger Room	275.00	+10.00 Maintenance Fee
Waco Room	100.00	+10.00 Maintenance Fee
Lone Star Room #105	125.00	+10.00 Maintenance Fee
Lone Star Room #104	250.00	+10.00 Maintenance Fee
Lone Star Room #103	300.00	+10.00 Maintenance Fee
<p>Prefunction & Foyer Space - Foyers and Prefunction space adjacent to main event/meeting rooms is typically open public space. When an event planner requires foyer and prefunction space to be used as event space, i.e. trade shows, large social events, etc., and limits access to this space, just as other event rooms, then these foyer and prefunction areas should be rented like an event room.</p>		
Upper Main Foyer	300.00	
Lower Main Foyer	300.00	
Chisholm North Prefunction	150.00	
McLennan Prefunction	150.00	
Texas Foyer	100.00	
Bosque Foyer	75.00	
Lower Prefunction #102	50.00	
Move In Decorator/Set Up Day	1/2 of daily room rental for respective room	
Move Out Day	1/2 of daily room rental for respective room	
After Midnight charge (1:00 a.m. maximum)	200.00	per hour
Early Open - No Show	200.00	
Early opening before 7:30 a.m.	100.00	per hour
EQUIPMENT SERVICES		
Skirted Table	20.00	
Table Linen Change	6.00	
Tables - Standard = all tables will be covered with white cloth (lap length)		
5 ft (60") Round Tables	8.00	
8 ft Rectangle Tables	8.00	
Chairs	0.75	
Pipe & Drape - limited supply - one color only, charged per linear foot		
3 foot pipe & drape	5.00	
8 foot pipe & drape	5.00	
14 foot pipe & drape	8.00	
Reset Fees (After room is set originally, cost per chair or table)	Standard Rental times 2	
Stages (per section)		
Stage Sections	35.00	per section
AUDIO VISUAL SERVICES		
Audio-Visual and meeting equipment	Inventory & prices listed at www.wacocon.com or call 254-750-5810	
High-speed Internet access (hard wire connection)	75.00	per day
ELECTRICAL SERVICES All electrical charges are based on per day charge not per event.		
120 volt single - 20 amp	30.00	per day
Customers needing		
Extension cords and power strips	25.00	per day
FREIGHT RECEIVING/STORAGE*		
* WCC has		
limited onsite		
Drayage Fee (receiving/storage of customers' freight)	10.00	per each container/per day
Bulk storage	75.00	per pallet/per day
WATER CONNECTIONS		
Initial connection	100.00	
Water connections only available in limited locations - please contact Waco Convention Center for availability and specifications.		
FOOD AND BEVERAGE SERVICES		
Catering Fee	15.00	%
* Fee is charged to the Outside Caterer, all Outside Caterers must sign an agreement explaining rules and requirements.		
Food, Beverages and Bars	Inventory & prices listed at www.wacocon.com or call 254-750-5810	
* Waco Convention Center is the exclusive provider of beer, wine and alcohol services.		

Fee Schedule By Department

FY 2013-14

Effective October 1, 2013



DESCRIPTION	ADOPTED
LOCAL PACKAGE PRICING: (Additional packages will be developed as the success of this package is evaluated.)	
Small Meeting Specials - Week Day Only (New Business Only)	
Lone Star Rooms - 3 Rooms for the price of two rooms. Regularly \$675.	375.00
Texas Rooms - 3 Rooms for the price of two rooms. Regularly \$300.	200.00
All Equipment/AV and Catering will be charged at normal prices. Other discounts will not apply.	
Local Non Profit Special (Proof of non-profit status required (501c3 or 501c6)) (Weekday or Weekend)	
Chisholm Hall, McLennan Hall or Texas Room	Negotiable
All Equipment/AV and Catering will be charged at normal prices. Other discounts will not apply.	
COTTONWOOD CREEK GOLF COURSE	
Green Fees:	
Weekday	24.00
Weekend	32.00
Twilight & 9 - Hole (Weekday) & Tuesday Special	21.00
Twilight & 9 - Hole (Weekend)	26.00
Super Twilight (Weekdays)	14.00
Super Twilight (Weekends)	17.00
Senior League (Monday)	22.00
Senior Non-Member (Monday-Friday)	18.00
Senior Member (Monday-Friday)	10.00
Senior Member (Weekend)	13.00
Junior (Mon-Fri)	16.00
Regular Member (Weekdays)	13.00
Regular Member (Weekends)	14.00
Junior Golf Facility	
Adults	5.00
Children (12 and under)	2.00
Combined Green Fee and Cart Fee for Senior Non-League Play (Monday - Friday)	31.00
Cart Fees:	
18 holes per person	17.00
9 holes per person	11.00
Twilight	11.00
Super Twilight	8.00
Regular Members (All Times)	12.00
Senior Members (Mon-Fri)	7.00
Senior Members (Weekends)	12.00
Range Fees:	
Small Basket	5.00
Regular Basket	8.00
Large Basket	9.00
Member - Small Basket	3.00
Member - Regular Basket	5.00
Member - Large Basket	6.00
Rentals:	
Clubs	30.00
Pull carts	3.00
Tournaments and Promotions	Price Negotiated
Membership Fees	
Individual Membership	600.00
Couple/Family Membership	900.00
Senior Membership (55 & up)	500.00
Charges for ISDs and Colleges	
Range Fees: Per basket	
Small Basket	2.50
Regular Basket	4.00
Large Basket	4.50
Green Fees: Per golfer	7.50

Fee Schedule By Department

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DESCRIPTION	ADOPTED
WISD golf teams practice 5 days a week for 32 weeks	
Limit each golf team to 7 golfers	
Each school may have more than one team (i.e. Varsity, Jr. Varsity)	
Coach is responsible for advising pro-shop if team will play or hit balls or both on a daily basis.	
Every golfer must sign in at pro-shop counter upon arrival	
Invoice ISDs and/or Colleges monthly for range and green fees	
ENGINEERING	
Inspection of Curb, Gutter and Drive Approach	
One (1) Drive Approach	75.00
One (1) Drive Approach with up to 50' Curb & Gutter	75.00
Two (2) Drive Approaches on the same lot	75.00
Curb and Gutter Only (Up to 50')	75.00
Each Additional 50' Increment of Curb & Gutter	35.00
Sidewalks - up to 50'	75.00
Each additional 50' increment	35.00
Alley Permits (every 50')	75.00
Handicap Ramp	35.00
Street Opening Permits	50.00
Blueprints	2.00 each
Plan Review and Construction Inspection	0.75 % of estimated cost (3/4 of 1%)
Overtime Inspection (Saturday or Holidays)	275.00 per day
Computer Generated Maps	30.00 base rate
	30.00 per hour after 1 hour
	0.50 per sq. ft. plotted map
Fee for large Xerox (24"x36") copies	3.00 per page
Data Transfer Fee	25.00 base rate
	25.00 per hour after 1 hour
FINANCE DEPARTMENT	
Garage Sale Permits	10.00
FIRE SERVICES	
Installation and Remodeling of Fire Protection System	
Hood and duct suppression systems	40.00 plus 2.50 per head
Sprinkler systems	65.00 plus 0.30 per head
Standpipe systems	65.00 plus 5.00 per outlet
Fire pump installation	65.00
Fire alarm system	65.00 plus 1.00 per device
Commercial paint booth systems	55.00 plus 2.50 per head
Additional permits initiated	35.00
Installation and Removal of Fuel Storage Tanks and Dispensing Systems	
Installation of underground or above ground storage tanks and/or dispensers	80.00 for 1st tank, plus 25.00 per add'l tank at same location and 2.00 per nozzle on dispensers
Removal of underground storage tanks	65.00 for 1st tank, plus 25.00 per add'l tank at same location
Single Events or Activities	
Pyrotechnical display or fireworks display	125.00 plus 250.00 for each hour of standby per Fire Company
Special Assembly Activities	125.00 plus 250.00 for each hour of standby per Fire Company
Trench burn	125.00 plus 250.00 for each hour of standby per Fire Company
FACILITY INSPECTION PERMITS	
Hospitals, nursing homes, retirement centers, MHMR homes, rehab centers, shelters (app. 40)	100.00 plus 0.50 per bed
Example: 300 bed hospital = \$250 fee (\$100 + (300 x \$0.50))	
Daycare centers, foster homes, pre-school centers (app. 60)	35.00 plus 0.50 per licensed child
Example: Daycare licensed for ten kids = \$40 (\$35 + (10 x \$0.50))	

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DESCRIPTION

ADOPTED

OTHER OPERATIONAL PERMITS

Hazardous operations or storage, (service stations, flammable liquid storage -- app. 75)	35.00	plus 1.00 per nozzle(per year)
Installation of underground fire mains	65.00	
Re-Inspection		
All permit fees include up to two inspections. If failure of inspection a fee of \$50 will be required before additional inspections.		
Environmental Impact Fee	500.00	

HEALTH SERVICES

VITAL STATISTICS

Funding Member

Non Funding Member

Certified copies of birth certificate	23.00	23.00
Search Fee for birth certificate	22.00	22.00
Certified copies of death certificate	21.00	21.00
Search Fee for death certificate	20.00	20.00
Additional copies of death certificate (at time of initial request)	4.00	4.00
Expedited Service Fee	10.00	10.00
Annual Funeral Directors Continuing Education Conference	45.00	45.00 per day

ENVIRONMENTAL HEALTH

The following Septic System permits and fees are set and adopted by the County Commissioners Court

Septic system permit & inspection

Single family residences	410.00	410.00
All others except single family residences	610.00	610.00
Aerobic OSSF Maintenance	100.00	100.00
Septic System Minor Repairs		
Single family residences	160.00	160.00
All others except single family residences	160.00	160.00
Septic System Major Repairs		
Single family residences	410.00	410.00
All others except single family residences	610.00	610.00
Fee included on all permits, new or repairs, for the TCEQ	10.00	10.00
Design resubmittal fee	50.00	50.00
Annual aerobic unit maintenance fee	20.00	20.00 per unit
Maintenance provider administrative penalty fee	10.00	10.00 per contract
Septic system reinspection fees		
Single family residences	100.00	100.00
All others except single family residences	100.00	100.00
Subdivision plat review site evaluation	50.00	50.00
Records copy fee	0.50	0.50 per page

The following fees for food and pools are for cities only. Unincorporated areas of the county are under a different fee schedule.

Food Establishment Permit Fees:

City of Waco Seating Capacity

1 - 30	150.00	200.00
31 - 100	225.00	300.00
101 or more	350.00	450.00

City of Waco with No Seating Fee Based on Square Footage

Less than 2,500	150.00	200.00
2,501 - 10,000	225.00	300.00
10,001 or more	350.00	450.00

Non Profit food establishments (any type or size)

(501 (3) or church under section 170(b)(1)(A)(i) IRS code) 45.00

Additional preopening inspection or consultation (one free each per establishment) 75.00 100.00

Other Food related inspections not mandated 75.00

Mobile Food Vendor 150.00 per unit 200.00 per unit

School Food Service Based on sq.ft. of kitchen/food op area only

Adult or Child Care food services 20.00 50.00

Late Payment Fee (per month past due) - Activates 1st day of the month 20.00 per month 20.00 per month

Reinspection Fee 75.00 100.00

Reinstatement of Suspended Permit 75.00 100.00

Fee Schedule By Department

FY 2013-14

Effective October 1, 2013

<u>DESCRIPTION</u>	<u>ADOPTED</u>	
Temporary food establishment permit		
Events 1 to 14 days	40.00	50.00
Late Payment Fee (for temporary permit)	Double normal fee	Double normal fee
Non profit organizations and churches		1/2 of normal fee
Food Manager Certification Course	100.00 per student	100.00 per student
Food Manager Recertification	100.00 per student	100.00 per student
Retest Fee for Food Manager Course	50.00 per retest	50.00 per retest
Food Safety Classes (for food employees)	20.00 per student	20.00 per student
Childcare Food Worker Class	20.00 per student	20.00 per student
On site food safety class trip fee		70.00
Childcare Food Manager Class	40.00 per student	40.00 per student
Duplicate copy of food safety class certificate	1.00	1.00
Copy of Texas Food Establishment Rules (TFER) (One complimentary copy)	10.00	15.00
Refrigerator/Freezer Thermometer	2.00	4.00
Handwashing sign	1.00	2.00
Adult or Child Care Inspection		
1-12 individuals	30.00	50.00
13-99 individuals	100.00	100.00
100+ individuals	125.00	125.00
Public or semi-public swimming pool/spa permit	125.00 each	150.00 each
Fee is charge for each separate circulation system. A wading pool or spa connected to pool that operates off the same circulation system does not require a separate fee. However, if the wading pool or spa has a separate circulation system, a separate permit is required		
Reinspection of pool/spa	75.00	100.00
Reprint/additional copy of a permit	5.00 per copy	7.00 per copy
Late Payment Fee (per month past due) - Activates 1st day of the month	20.00 per month	20.00 per month
Copy of TDH Standards for Public Swimming Pool and Spa (1 free copy per permit)	5.00	7.00
Other pool/spa related inspections not mandated		70.00
West Nile Virus activities (each)		70.00
Complaint investigations non-disease/illness		205.00
(call from nonfunding city official who requests physical response by District to location)		
LABORATORY		
Pregnancy Test	10.00	15.00
Rapid HIV Testing	40.00 per test	40.00 per test
PUBLIC HEALTH NURSING		
Conference Registration	40.00	40.00
Flu Shot	20.00 per dose	25.00 per dose
Pneumococcal Vaccine	83.00 per dose	88.00 per dose
Immunizations	14.85 per visit	14.85 per visit
Typhoid vaccine	77.00 per dose	82.00 per dose
Yellow fever vaccine	115.00 per dose	120.00 per dose
Duplicate immunization card	2.00 per copy	7.00 per copy
Diabetes Cooking Class Cookbook	5.00	5.00
Health card (TB Test)	23.00	28.00
Hepatitis A (Adult) 19 yrs & up	47.00 per dose	52.00 per dose
Hepatitis B (Adult)	54.00 per dose	59.00 per dose
Varicella Vaccine	112.00 per dose	117.00 per dose
Meningococcal Polysaccharide Vaccine	125.00 per dose	139.00 per dose
Inactivated Polio Vaccine (IPV) Adult	47.00 per dose	52.00 per dose
Tetanus - Diphtheria (Td) Adult	42.00 per dose	47.00 per dose
Measles, Mumps, Rubella (MMP) Adult	73.00 per dose	78.00 per dose
Human Immune Globulin	72.00 per vial	77.00 per vial
Meningococcal Conjugate Vaccine	123.00 per dose	128.00 per dose
Tetanus-Diphtheria-Acellular Pertussis (Adacel)	52.00 per dose	57.00 per dose
Twimix (Combination Hepatitis A & Hepatitis B)	73.00 per dose	78.00 per dose
Gardasil (HPV vaccine)	150.00 per dose	155.00 per dose
Menveo-Meningococcal Conjugate Vaccine	94.00 per dose	99.00 per dose
DTaP	44.00 per dose	49.00 per dose
DTaP/IPV-HIB	97.00 per dose	102.00 per dose
HIB	40.00 per dose	45.00 per dose

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DESCRIPTION	ADOPTED	
TB CONTROL		
Chest X-Rays		
Radiological exam, chest; single view, frontal	45.00	50.00
Radiological exam, chest; two views, frontal & lateral	45.00	50.00
With apical lordotic procedure	32.52	32.52
With oblique projections	34.13	34.13
Radiological exam, chest, special view (e.g., lateral decubitus, Bucky studies)	22.57	22.57
Initial Examination		
Level 01, non-physician services only, client class 1 or 2	26.53	26.53
Level 06, non-physician and physician services, client class 1 or 2	52.90	52.90
Level 08, non-physician and physician services and prescribed medications (preventive treatment), class 1 or 2	54.10	54.10
Level 01, non-physician services only, client class 3 or 5	43.27	43.27
Level 06, non-physician and physician services, client class 3 or 5	73.51	73.51
Level 07, non-physician and physician services and prescribed medications (preventive treatment), class 3 or 5	253.99	253.99
Physician Exam		
Level 06, non-physician services, client class 1 or 2	37.48	37.48
Level 08, non-physician and physician services, and prescribed medications (preventive treatment), client class 1 or 2	38.69	38.69
Level 06, non-physician and physician services, client class 3 or 5	38.51	38.51
Level 07, non-physician and physician services and prescribed medications (initial treatment), client class 3 or 5	218.99	218.99
Follow-Up Exams		
Level 01, non-physician services only, client class 1 or 2	22.12	22.12
Level 06, non-physician and physician services, client class 1 or 2	46.37	46.37
Level 01, non-physician services only, client class 3 or 5	27.12	27.12
Level 06, non-physician and physician services, client class 3 or 5	57.59	57.59
Monthly Examination		
Level 03, non-physician series and prescribed medications (preventative treatment), client class 1 or 2	13.54	13.54
Level 08, non-physician series and prescribed medications (preventative treatment), client class 1 or 2	47.57	47.57
Level 02, non-physician services and prescribed medications (initial treatment), client class 3 or 5	202.38	202.38
Level 04, non-physician services and prescribed medications (maintenance treatment), client class 3 or 5	45.30	45.30
Level 05, non-physician services and prescribed medications (advanced treatment) client class 3 or 5	809.94	809.94
Level 07, non-physician services and prescribed medications (advanced treatment) client class 3 or 5	212.27	212.27
Level 09, non-physician & physician services and prescribed medications (maintenance treatment), client class 3 or 5	55.19	55.19
Level 10, non-physician & physician services and prescribed medications (advanced treatment), client class 3 or 5	819.83	819.83
Directly Observed Therapy (DOT) Directly Observed Preventative Therapy (DOPT)		
DOT/DOPT exam-level 01, non-physician services only, client class 1 or 2	9.69	9.69
DOT/DOPT exam-level 01, non-physician services only, client class 3 or 5	9.69	9.69
HEALTH EDUCATION		
On Site Health Education		25.00 per hour
SEXUALLY TRANSMITTED DISEASE		
Comprehensive examination and treatment	30.00	40.00
HOUSING SERVICES		
Non Profit Organization	75.00	
All Others	150.00	
Homeless Management Information System (HMIS)	Activation Fee	Annual
Single licensed Agencies	250.00	150.00 per license
Multiple licensed Agencies	250.00	100.00 per license
ART Licenses		90.00 per license

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FY2013-14
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DESCRIPTION	ADOPTED
INSPECTION SERVICES	
Sexually Oriented Businesses	
Non-refundable application fee	100.00
Non-refundable renewal fee	50.00
Annual License fee	253.00
Open Air Vending	150.00
Temporary for Non-Profits	10.00
Seasonal for 3 consecutive days	45.00
Indoor Amusement Facilities	
Initial Application Fee	100.00
License Fee	100.00
Renewal Application Fee	50.00
Farmer's Market Permit Fee	150.00
Street Furnishings Fee	25.00
Building Permit Fee Schedule	
General Construction permit fees	
Minimum fee	35.75
Residential structures	
Living area per square foot	0.11
Garage, carports, porches, patios, and accessory buildings, per sq.ft.	0.09
Residential structures - Green tagged	125.00
Commercial Buildings	
Occupancy groups: A) Assembly, B) Business, E) Educational, F) Factory-Industrial, H) Hazardous, M) Mercantile, R) Residential - Multifamily	
First 50,000 sq.ft.	0.12 per sq.ft.
Each additional sq.ft.	0.09 per sq.ft.
Occupancy group S) Storage and all shell buildings	
First 50,000 sq. ft.	0.11 per sq.ft.
Each additional sq.ft.	0.08 per sq.ft.
Parking, paving and walks	0.01 per sq.ft.
Parking Lot Only - No Structure	
First 10,000 sq. ft.	159.50
10,000 to 20,000 sq. ft.	212.00
Over 20,000 sq. ft.	283.00
Repairs & alterations to existing structures & completion of shell buildings: First \$2,000 (Minimum)	35.75
2,001 to 15,000	5.25 per add'l 1,000
15,000 to 50,000	104.00 first 15,000
50,001 to 100,000	4.50 per add'l 1,000
100,001 to 500,000	265.00 first 50,000
500,001 and up	4.00 per add'l 1,000
100,001 to 500,000	467.50 first 100,000
500,001 and up	3.00 per add'l 1,000
500,001 and up	1,622.50 first 500,000
500,001 and up	2.00 per add'l 1,000
Demolition:	
Residential structure	45.00
Commercial structure	100.00
Accessory structure	36.00
Structure relocation:	
Out of City	55.00
Within City	112.00
Signs:	
Permit Fee for all Signs	
0 - 72 sq. ft.	48.00
73 - 300 sq. ft.	83.00
301 - 672 sq. ft.	110.00
Annual Registration - Conventional Off-Premise signs for 0 - 72 sq.ft.	
0 - 72 sq.ft.	25.00
73 - 300 sq.ft.	35.00
301 - 672 sq.ft.	40.00

Fee Schedule By Department

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<u>DESCRIPTION</u>	<u>ADOPTED</u>
Late Fee - Conventional Off-Premise signs	
0 - 72 sq.ft.	6.00
73 - 300 sq.ft.	9.00
301 - 672sq.ft.	10.00
Annual Registration - Digital (LED) Off-Premise signs	
0 - 382sq.ft.	35.00
383 - 672 sq.ft.	40.00
Late Fee - Digital (LED) Off-Premise signs	
0 - 382sq.ft.	9.00
383 - 672 sq.ft.	10.00
Registration fees are due on October 1st of each year. The late fee is charged per registered sign and will double after 60 days.	
Portable Signs	66.00
Certificate of Occupancy Inspection	55.00
Reinspection Fee	55.00
Appeals to Building Board of Adjustment & Appeals	65.00
Code Compliance Letters	9.00
Swimming Pools	
Residential	58.00
Commercial	115.50
Tents	37.50
Temporary Stands	37.50
Microwave Towers, Wind Turbine Generators, Communication Towers	495.00
Site Grading	36.00
Foundation Only	1/3 cost of Permit
Roof Drain System Permit Fees	
To issue the permit	26.50
Discharge Line Fee	9.00
Roof Drain Fee	7.00
Issuing fee if roof drain permit is separate from plumbing permit.	26.50
Environmental Fee	
To Mow lots	150.00
Lots that require special bids for mowing & clearing	125.00 Plus contractor's bid
Electrical Permit Fees	
For issuing the following permits:	26.50
Up to 400 amps	12.00
Over 400 amps	26.50
110 branch circuits	6.00
220 branch circuits	7.00
3 phase circuits	8.00
0.0000	12.00
Over 50 H.P.	26.50
Up to 50 KVA	12.00
Over 50 KVA	26.50
Elevators	59.50
Signs	26.50
Temporary installations: Carnivals, etc	59.50
Temporary service inspection	34.00
Construction service pole	31.00
Commercial Check	53.00
Reinspection Fee	55.00
Appeals to Board of Electrical Contractors	65.00
Penalty. In case any work, for which a permit is required by this chapter, is started prior to obtaining said permit, the fee above shall be doubled. The payment of such doubled fee shall not relieve any person from complying with the requirements of this chapter in execution of work nor from other penalties prescribed herein.	
Plumbing Permit and Lawn Sprinkler Fees	
For issuing each permit	26.50
For each house sewer, water service and gas service (yard lines installation or repair)	9.00

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DESCRIPTION	ADOPTED
For each plumbing fixture, trap, grease and sand trap, hot water heater, and gas fired appliance	7.00
For the first vacuum breaker or back flow protective device installed subsequent to the installation of a lawn sprinkler system	40.00
For each sump pump, grinder pump or lift station	9.00
Each additional device	9.00
Trip fee for lawn sprinkler inspections in the ETJ	60.00
Reinspection Fee	55.00
Appeals to Board of Plumbing and Mechanical Contractors	65.00
Mechanical Permit Fees	
For issuing each permit	26.50 per building
Heating Systems	
Installation of each direct-fired unit heater, boiler hot air furnace or central heating plant	
Each unit up to 250,000 BTU	20.00
Each unit over 250,000 BTU	45.00
Refrigerated air Systems	
Installation of each refrigerated air system	
Each unit up to 5 tons	20.00
Each unit over 5 tons	45.00
Each air handler unit up to 10,000 CFM	5.00
Each air handler unit over 10,000 CFM	8.00
Exhaust/Ventilation systems	
Installation of each blower or fan connected to duct system	5.00
Reinspection Fee	55.00
Appeals to Board of Plumbing and Mechanical Contractors	65.00
Penalty. In case any work, for which a permit is required by this chapter, is started prior to obtaining said permit, the fee above shall be doubled. The payment of such doubled fee shall not relieve any person from complying with the requirements of this chapter in execution of work nor from other penalties prescribed herein.	
LIBRARY SERVICES	
Replace Lost Materials	5.00 Plus cost of item
	For item with cost less than \$20.00
	10.00 Plus cost of item
	For item with cost of \$20.00 or more
Fine for Overdue Materials	0.15 per day up to cost of the item
Fine for Overdue Video recordings	1.00 per day up to cost of the item
Replace Lost Library Cards	1.00 per card
Public Access Computer Printing	0.15 per page
Rental of Family History Library microfilm	
Per roll (30 day loan)	3.25
Per order (by title)	0.25
Inter-Library Loan Postage Fee	1.00 per item
MUNICIPAL COURT - Fees as set by the Texas State Legislature and fines as set by the Municipal Court Judge	
PARKS AND RECREATION	
FACILITY RENTALS	
Cameron Park Clubhouse (includes attendant for oversight)	600.00 6 hours
	100.00 each additional hour
	250.00 clean up deposit
Pavilion Rentals (3 hour minimum)	
Large Redwood, Pecos Bottoms, Eldorado Miller, Anniversary, South Waco, Oscar DuConge, Northern Gateway, Brazos Park East Horseshoe Pit/Pavilion	50.00 per hour & electricity included
Small Alta Vista, Crestview, East Waco, Kendrick, North Waco, S. J. Guthrie, Dowey, Proctor Springs, Rock Shelter, Mouth of the Bosque, Lovers Leap, Brazos Park East Band Pavilion, Brazos Park East Pavilion	25.00 per hour & electricity included
Clean up deposit	100.00



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DESCRIPTION	ADOPTED
Festival Areas	
Includes: Brazos Park East, Indian Spring Park/Suspension Bridge, Heritage Square and Northern Gateway	750.00 non-commercial per day 250.00 non-commercial - clean up deposit 1,500.00 commercial-per day 500.00 commercial- clean up deposit
Community and Senior Center Meeting Rooms	50.00 per hour
Clean up deposit	100.00
Gymnasium	250.00 for 4 hours Non-Athletic 25.00 per add'l hour Non-Athletic
Clean up deposit	100.00 refundable
Recreation Center Gym Rentals for Practice (during regular business hours)	30.00 per hour 1/2 court 40.00 per hour full court
Facility & Grounds	Price Negotiated
Clean-up Deposit	250.00 (unless noted)
RECREATIONAL ACTIVITIES	
Daily Drop-In Activity Fee	2.00 - 10.00 per visit
Recreation Classes	4.00 - 100.00 range per session
After School Camp	25.00 - 200.00 range per month
Summer Camp	100.00 - 300.00 range per month
0.0000	300.00 - 1,500.00 range entire summer camp
Registration Fee	25.00 - 100.00 range
Park Ranger Classes	5.00 - 50.00 range
Athletics	
Adult Athletic League (Team)	175.00 - 525.00 range
Adult Individual	35.00 - 100.00 range
Youth Athletic League (Team)	125.00 - 425.00 range
Youth Individual	35.00 - 100.00 range
Tournament Fee	150.00 - 1,025.00 range
Field Rental:	
4-Field Hub	600.00 non-commercial per day 250.00 non-commercial clean-up deposit 1,250.00 commercial per day 500.00 commercial clean-up deposit
Team Practice	25.00 per hour
Team Practice with lights	50.00 per hour
Game Fee	100.00-500.00 range
Track/Swimming Per Event	2.00-10.00 range
Special Events	
Special Event Application	25.00 Small events (<150 people) 50.00 Large Events and parades
Water Key Deposit (refundable)	50.00
Event Electricity Panel	150.00
Downtown Banner Installation	45.00 Per pole. Minimum 10 poles, Maximum 70 poles
Sound System Rental	50.00 per hour includes technician 250.00 per day includes technician
MAMMOTH SITE	
Base Admission Price	
Adult	7.00
Children (4-12 yrs)	5.00
Senior (over 60)	6.00
Student (with student ID)	(1.00) per person discount
Military Rate (with ID)	(1.00) per person discount
Group Rates (Over 20 people)	
Adult	6.00 each
Children (4-12 yrs)	4.00 each
Senior (over 60)	5.00 each
Student (with student ID)	4.00 each
Educational/Interpretive Programs	
Scout Badge/Patch Programs	5.00-20.00 Range per person
Educational Program Add-ons	5.00-20.00 Range per person

Fee Schedule By Department

FY 2013-14
Effective October 1, 2013

<u>DESCRIPTION</u>	<u>ADOPTED</u>
PLANNING SERVICES	
Documents/ Maps	
Zoning Ordinance with Maps (Color Maps)	100.00
Subdivision Ordinance	25.00
Zoning Ordinance Only	50.00
Zoning Maps Only (Color)	75.00
Zoning Compliance Letter	25.00
Land Use Plan Map (Color)	75.00
Metropolitan Transportation Plan	100.00
Transportation Improvement Program (MPO)	50.00
City Map with ETJ (36" x 48")	30.00
Other Large Maps (36" x 48")	30.00
Small Maps (11" x 17" or 8.5" x 11")	1st map free, Additional map 1.00
Comprehensive Plan 2000	100.00
Developer's Guide	25.00
All other reports	Varies
Any document or map may be burned to a CD-ROM	25.00
Processes	
Zoning Board of Adjustment	
Zone Change Applications	250.00
Special Permits	250.00
Board of Adjustment Applications	225.00
Administrative Appeal	225.00
Subdivisions	
Preliminary Subdivision Plat	150.00
Final, Replat, or Amended Subdivision Plat	300.00
Subdivision Plat Vacation	100.00
Minor Plat (4 lots or less w/o improvements)	250.00
Abandonment Fee	300.00
Encroachment	300.00
Planned Unit Developments (PUD)	
PUD Concept Plan (Zoning)	300.00
PUD Final Plan	300.00
Historic Landmark Commission	
Historic Landmark Medallion	50.00 includes tax
Historic Landmark Designation	50.00
Historic District Designation	200.00
Historic Landmark Certificate of Appropriateness	25.00
Historic Landmark Tax Abatement	200.00
Other Processes	
Street Name Change	300.00
Land Use Plan Change	150.00
Affidavit Preparation and Filing	30.00
Copy Charges	
Copying Black & White	0.10 per page
Copying Color or Color Print	1.00 per page
Copying CD for data or documents	1.00
POLICE SERVICES	
Vehicle Towing	50.00
Vehicle Storage	10.00 per day
Impound Notification Fee	15.00
Copying Charges	0.10 per page
	No charge less than 10 pages
Produce a Business Record Affidavit	10.00
Sign/Stamp a Business Record Affidavit	5.00
Certify Records	5.00
Immigration Letter	15.00
Fingerprinting	20.00
Individual Background Checks	15.00



Fee Schedule By Department

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DESCRIPTION	ADOPTED	
Animal Control	Altered	Unaltered
All animals, except Livestock	25.00 1st pickup	50.00 1st pickup
	50.00 2nd pickup	75.00 2nd pickup
	75.00 3 & over	100.00 3 & over
	25.00 returned after proof of altering	
Permitting of Households that have 6 or more Animals	20.00	
Intact Animal Permit	35.00	
Livestock	50.00	
Texas Peace Officers Accident Report (ST-3)	6.00 per report	
Certified copy of accident report	8.00 per report	
Crime Free Apartment Complex Fees (charged after they complete third phase of becoming a Crime Free Member)		
5 - 49 units	50.00 per year	
50 - 99 units	75.00 per year	
100 or more units	100.00 per year	
Crime Free Landlords Property Managers Fees (charged after they complete third phase of becoming a Crime Free Member)		
1 - 4 units	25.00 per year	
5 - 49 units	50.00 per year	
50 - 99 units	75.00 per year	
100 or more units	100.00 per year	
Crime Free Books	10.00 each	
SOLID WASTE SERVICES		
Residential Solid Waste Collection:		
Residential Collection means the collection of solid waste from premises used as residential or living units and includes but is not limited to: single family dwellings, duplexes (2 living units), tri-plexes (3 living units), four-plexes (4 living units), apartment units (number of living units depends on density of complex), and mobile homes. Each occupied living unit will be billed as a separate unit. The City will assume all living units are occupied. It is up to property owner/manager to provide the City with information on the number of occupied living units.		
Solid Waste Administration fee	12.50	
Residential Collection <u>Fees do not include applicable sales tax</u>	14.20 per month	1x/wk
Curbside Garbage - gray cart (1 cart up to 95 gals)	Included in monthly rate 1x/wk	
Curbside Recycling - blue cart (1 cart up to 95 gals)	Included in monthly rate Bi-weekly	
Curbside Yard Waste - green cart (1 cart up to 95 gals)	Included in monthly rate Bi-weekly	
Extra Container (garbage, recycle or yard waste cart up to 95 gals)	4.00 per month	
Special Pickup for Carts	10.00	
Residential Curbside Bulky Waste	Included in monthly rate 5x4x4' 1x/wk	
Large Bulky Waste Service - Scheduled after payment arrangements have been made.	35.00 Up to 7 cu. yds.	
	75.00 8 to 15 cu. yds.	
	150.00 16 to 30 cu. yds.	
Fee for Carts Left at Curb	10.00 per event (after 1 warning)	
Fee for Unbagged Solid Waste (per Section 21-23 (d))	10.00 per event (after 1 warning)	
Fee for Use of Non City Provided Cart (per Section 21-23 (a))	10.00 per event (after 1 warning)	
Fee for Overfilled or Waste Out of Cart (per Section 21-23 (b))	10.00 per event (after 1 warning)	
Animal Collection		
Small Animal (at curb) 35lbs or less	Call-in only 1X per yr. per household	
Small Animal 35lbs or less	45.00	
Medium Animal 36lbs - 75lbs	75.00	
Large Animal 75lbs & over	150.00 minimum	
Shelters/Veterinarians/Taxidermists	18.33 per cart	
All Animals Must Be Frozen, Double Bagged & Placed In Cart	45.00 handling fee per trip	
Multiple Residential Dwelling Office/Laundry (limit one charge per complex)	34.89 per month	
Collection/Drop-Off Stations <u>Fees do not include applicable sales tax</u>		
Current Water Bill & Drivers License Required (no copies)	No Charge 2X/M	
Refrigerant Removal From Refrigerant Containing Device (residential only)	15.00 per unit	
E-Waste Recycling (drop off only)		
Computer Processors, Notebooks & Servers	No Charge	
Computer Monitors	5.00 per unit	
Table Top Televisions	15.00 per unit	
Console Televisions	20.00 per unit	
Flat Panels Not Accepted		

Fee Schedule By Department

FY 2013-14

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DESCRIPTION	ADOPTED						
Residential Tires, W/O Wheels (No Commercial or industrial sizes accepted) Max. 4 per visit							
15" or smaller			2.50			per tire	
20" or smaller			5.00			per tire	
Commercial Collection: Fees do not include applicable sales tax							
Curbside Bulky Waste			150.00			Minimum, per load	
Roll-off, Per Service Fee (open-top)							
10 cubic yard			102.33				
13 cubic yard			144.02				
20 cubic yard			203.38				
30 cubic yard			259.29				
40 cubic yard			343.21				
50 cubic yard			401.07				
Roll-off, Per Service Fee (compactor)					Share 2+	Share 4+	
20 cubic yard			250.00		125.00	62.50	
30 cubic yard			300.00		150.00	75.00	
40 cubic yard			350.00		175.00	87.50	
Pack Roll-off			150.00		75.00	37.50	
Small Generator Containerized Service Fee					1X/WK	2X/WK	
95 gallon Cart Service Fee	# of containers	1			18.88	34.90	
		2			31.93	56.11	
Commercial Container Collection - Front, Side and Rear Load Monthly Fee							
Shared Fee Applicable To Two (2) Or More Active Customers Accounts Only							
			1X/WK	2X/WK	3X/WK	4X/WK	
					5X/WK	6X/WK	
3 cubic yards	Standard Per Container Fee	67.20	108.13	153.14	198.97	244.87	290.16
	Shared Fee (per customer)	33.60	54.07	76.57	99.49	122.44	145.08
4 cubic yards	Standard Per Container Fee	79.91	129.87	184.71	240.54	296.53	351.89
	Shared Fee (per customer)	39.96	64.94	92.36	120.27	148.27	175.95
6 cubic yards	Standard Per Container Fee	103.75	171.58	245.60	320.93	396.53	471.54
	Shared Fee (per customer)	51.88	85.79	122.80	160.47	198.27	235.77
8 cubic yards	Standard Per Container Fee	126.39	214.19	308.64	404.49	500.63	596.13
	Shared Fee (per customer)	63.20	107.10	154.32	202.25	250.32	298.07
10 cubic yards	Standard Per Container Fee	157.98	267.74	385.80	509.65	630.79	751.12
	Shared Fee (per customer)	78.99	133.87	192.90	254.83	315.40	375.56
6 cy Compactor frontload	Standard Per Container Fee	171.58	245.60	320.93	396.53	471.54	518.70
	Shared Fee (per customer)	85.79	122.80	160.46	198.26	235.77	259.35
Extra Service Fee is 25% of the Standard Per Container Or Cart Fee at 1X/WK							
Extra Service Fee Must Be Paid Prior To Service When Container Is Shared							
Container Lock (prevents unwanted usage) Monthly Fee					2.58		
Shared Container Lock Monthly Fee					1.29		per customer
Commercial Recycling: Fees do not include applicable sales tax							
Commercial Recycling Monthly Fee (no shared conta per container)					41.20	66.95	
Extra Service Fee is 25% of the Standard Per Container Fee at 1X/WK							
Commercial & Non-Profit Recycle Carts (Available to garbage carted customers only)					1 Cart/1X/WK	2 Carts/1X/WK	
Commercial Recycling Cart Monthly Fee (no shared carts)					5.00	7.00	
Non-Profit Recycling Cart Monthly Fee (no shared carts)					2.50	3.50	
Landfill: Fees do not include applicable sales tax							
Residential, Current Water bill & Drivers License required (no copies)					No Charge	2X/MO Limit 1 ton per month	
Residential					27.28	per ton	
Self Hauling Entities					27.28	per ton	
Outside County					35.34	per ton	
Special Waste							
Asbestos					40.00	per yard/ 2 yard minimum	
Special Handling (most products, etc...)					45.00	plus landfill fees	
Dead Animals					45.00	handling fee/ plus tonnage	
Residential Tires, W/O Wheels (No Commercial or industrial sizes accepted) Max. 4 per visit							
15" or smaller					2.50	per tire	
20" or smaller					5.00	per tire	



Fee Schedule By Department

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DESCRIPTION	ADOPTED	
Mobile Home Disposal		
Less than 60 feet in length	350.00	per unit
60 feet or greater in length	450.00	per unit
Weight Ticket	10.00	per vehicle or item
Unsecured Load	15.00	per visit
Special Event Service	<u>Fees do not include applicable sales tax</u>	
Cart Service Fee	17.51	per cart per service
Recycle Cart Service Fee	8.75	per cart per service
Recycle Container Service Fee	41.20	per cart per service
STREET SERVICES		
Clean up fee for spills (construction materials)	500.00	per hour
TEXAS RANGER HALL OF FAME & MUSEUM		
Adult Admission	7.00	
Child Admission	3.00	
Senior (over 60) Admission	6.00	
Military (with ID) Admission	6.00	
Adult Group Rate (10 or more)	6.00	
Child Group Rate (10 or more)	2.50	
School Group Admission Fee	2.50	
John Knox Texas Ranger Memorial Center		
Facility Rental Fee	550.00	Regular Corporate
Non-refundable Deposit (1/2 Rental Rate)	275.00	275.00 137.50
Move In / Decorate / Set Up Day	275.00	137.50
Move Out Day (after 10:00 a.m.)	275.00	137.50
Hall of Fame Rotunda (after 5p only)		
Facility Rental Fee	550.00	275.00
Non-refundable Deposit (1/2 Rental Rate)	275.00	137.50
Serial Rentals		
Monthly Rental (Time of Use Restrictions Apply)	3,500.00	annually
Weekly Rental (Time of Use Restrictions Apply)	6,500.00	annually
Miscellaneous Rentals		
Tables	5.00	
Chairs	1.00	
Catering Fee	10.00	%
Banner Hanging Fee	25.00	per pre-approved item
Clean-up Fee	150.00	
Set-up Fee	100.00	
Knox Center Early Opening before 8:00 a.m.	200.00	per hour
After Midnight Fee	200.00	per hour
(rental facilities will close no later than 1:00 a.m. nightly)		
Audio/Visual Equipment Rental		
Podium	No Charge	Regular Corporate
Lectern with PA	50.00	No Charge 37.50
AV Cart	10.00	per day 7.50
Easel	5.00	per day 3.75
Microphone	10.00	per day 7.50
Wireless Microphone	50.00	per day 37.50
Video/Data Projector	200.00	per day 150.00
Elmo Digital Presenter	50.00	per day 37.50
Portable Screen	50.00	per day 37.50
9 x 12' Drop Screen	100.00	per day 75.00
Total Audio/Visual Package	500.00	per day 375.00
Membership Fees		
Individuals and Families		
Silver Star	55.00	
Gold Star	250.00	renewable at \$55.00
Captain's Circle	5,000.00	one time for life

Fee Schedule By Department

FY2013-14

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<u>DESCRIPTION</u>	<u>ADOPTED</u>
Corporate	
Traditions	500.00
Heritage	1,500.00
Legacy	2,500.00
Trailblazer	5,000.00
Third Century Club	10,000.00 one time for life
Educational Fees	
Mystery Kit - Experiential Education Resource	2.00 per student 20 student minimum plus shipping
CSI Program	0.50 per student
Roundup Program	0.50 per student
Library Fees	
Genealogy Research	25.00 one ancestor
Per Hour Research Fee	35.00
Photo Reproductions	Based on Usage
Product Licensing Royalties	5% to 10% of sales
TRAFFIC SERVICES	
Signal Repairman to Escort House mover (Damage Avoidance Repair)	
One Signal Technician and Truck	59.00 per hour
Each Additional Signal Technician	22.50 per hour
Each Additional Truck	47.25 per hour
Special Events - delivery/pickup of barricades and cones	
Standard delivery/pickup (during normal working hours)	20.00 plus std mileage rate
On-call assistance for closure on day of event:	
Non-business hours	26.00 per hour per employee
Business hours	17.50 per hour per employee (no minimum)
Pickup of barricades and cones by customer (Mon-Fri) (8am - 11am and 1pm - 2pm)	40.00 flat fee
Events will be charged for missing or damaged materials	
Traffic control plan inspection fee	26.00
New Street (Public or Private) name sign (per intersection)	220.00
WACO REGIONAL AIRPORT	
Aircraft Hangars:	
Damage/Security Deposit	One month's rental
T-Hangars #1 - 10	125.00 per month
T-Hangars #11 - 50	135.00 per month
Executive T-Hangars (exc. # 7, 13, 16)	160.00 per month
Executive T-Hangars # 7, 13, 16	200.00 per month
Overnight Aircraft Tie-down Parking	
General Aviation (may be waived with purchase of fuel)	
Less than 12,500 Maximum Gross Landing Weight (MGLW)	10.00 per night
12,500 to 50,000 Maximum Gross Landing Weight (MGLW)	20.00 per night
Over 50,000 Maximum Gross Landing Weight (MGLW)	50.00 per night
Commercial Aircraft	
Scheduled Carriers	Negotiated in Lease Agreement
Non-scheduled Carriers	
Less than 50,000 MGLW	50.00 per night
50,000 to 100,000 MGLW	100.00 per night
Over 100,000 MGLW	150.00 per night
Long-Term Aircraft Tie-down/Parking	
Single Engine	75.00 per month
Light Twin	125.00 per month
Others	Negotiated by Airport Director
After hours Service Fee	50.00 per call
Landing Fees (Commercial Operators)	0.40 per 1,000 pounds maximum allowable gross landing weight
	3.25 per landing - Minimum
Non-Signatory Landing Fee	0.55 per 1,000 pounds maximum allowable gross landing weight



Fee Schedule By Department

FY2013-14

Effective October 1, 2013

<u>DESCRIPTION</u>	<u>ADOPTED</u>
Airline Terminal Charges	
Ticket Counter (Each)	Included in Contract
Office, Baggage, Other Space	Included in Contract
Non Signatory Security Fee	0.50 per explained passenger
Miscellaneous Storage Space	0.17 per sq.ft. per month
Land for Billboard Site	300.00 per year
Land Lease	
Unimproved Land	0.10 per sq.ft. per year
Improved Land	0.15 per sq.ft. per year
Aircraft Fuel Flowage Fee	0.09 per gallon
Conference Room Fee	40.00 per day
Rental Car Commission Fee	Included in Contract
Passenger Facility Charge	4.50
Fingerprinting Fee	45.00 per individual
Identification Media	
ID Badge fee	5.00 per individual
Vehicle Hang tag	2.50 per vehicle
RAM Parking Sticker Fee	10.00 per sticker
Motorcycle Sticker Fee	2.50
Replacement Fees	
Employee Parking Permit	15.00 per permit
1st Lost Identification Media	25.00 per media
2nd Lost Identification Media	50.00 per media
3rd Lost Identification Media	100.00 per media & approval of director
Air Stairs Usage Fee	
Signatory Carriers	100.00 per use
Non Signatory Carriers	100.00 per use
Office Charges	
Fax	2.00 first page/ 1.00 extra pages
Copies	0.10 per copy
Passenger Loading Bridge Fee	
Signatory Carriers	Included in contract
0-200 uses	350.00 per month
201-400 uses	450.00 per month
over 400 uses	550.00 per month
Non Signatory Carriers	500.00 per use
WACO TRANSIT SYSTEM	
Base Adult Cash Fare	1.50
Day Pass	3.00
Student/Child	1.00
Elderly/Handicapped	0.50
Day Pass (Elderly/Handicapped)	1.25
Monthly Pass	40.00
Monthly Pass (Student)	20.00
Summer Student Pass (June, July, August)	30.00
ADA Van Fare	3.00
Transfers	No Transfers
Bus Charter	115.00 per hour
Bus Charter - non-profit	95.00 per hour
Exterior Bus Advertising	
Street Side Window - 45" x 28.5"	
1 Window	150.00 per month
2 or more Window	125.00 per month
All 4 Windows	400.00 per month
Curb Side Window - 45" x 28.5"	
1 Window	150.00 per month
2 or more Window	125.00 per month
All 3 Windows	300.00 per month

Fee Schedule By Department

FY 2013-14

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<u>DESCRIPTION</u>	<u>ADOPTED</u>
Small Side Window - 45" x 20.5"	
1 Window	100.00 per month
2 Windows	175.00 per month
Rear Window - 71.5" x 30"	
1 Bus	300.00 per month
Head Sign	50.00 per month per bus
Full Bus Advertising (any length of time)	400.00 per month for all buses
Kong Wrap - 40.5" x 14.5 ft	800.00 per month per bus
1 bus	350.00 per month
2 or more buses	300.00 per month
King Wrap - 30" x 12 ft	
1 bus	350.00 per month
2 or more buses	300.00 per month
Interior Bus Advertising (any length of time)	
Fixed Route	
Small Interior Cards (28" x 11")	50.00 per month per vehicle
All 5 Vehicles	200.00 per month
Large Interior Cards (42" x 11")	75.00 per month per vehicle
All 5 Vehicles	300.00 per month
Behind Driver Seat Cards (18" x 24")	75.00 per month per vehicle
All 5 Vehicles	325.00 per month
Baylor Route	
Small Interior Cards (28" x 11")	50.00 per month per vehicle
All 5 Vehicles	200.00 per month
Large Interior Cards (42" x 11")	75.00 per month per vehicle
All 5 Vehicles	300.00 per month
Behind Driver Seat Cards (18" x 24")	75.00 per month per vehicle
All 5 Vehicles	325.00 per month
Bus Bench Advertising	
1 - 5 Benches	80.00 per month (1-5 months)
	75.00 per month (6-12+ months)
6+ Benches	70.00 per month (1-5 months)
	60.00 per month (6-12+ months)
Bus Shelters	
1 Shelter 1 - 5 months	250.00 per month
1 Shelter 6 - 12 months	225.00 per month
2 or more Shelters 1 - 5 months	225.00 per month
2 or more Shelters 6 - 12 months	200.00 per month
Digital Media (All Buses)	300.00 per 30 second spot
Digital Media (Baylor Routes)	350.00 per 30 second spot
Minivans	
Side Window	
1 Window	125.00 per month
2 Windows	200.00 per month
Back Window	
1 Window	150.00 per month per minivan
Full Minivan Advertising (Any length of time)	500.00 per month
WATER FUND	
Residential Water Rate	
Inside City	
Base	15.00
0 - 15,000 gallons	2.54 per 1000
15,001 - 25,000 gallons	2.98 per 1000
Over 25,000 gallons	3.82 per 1000



Fee Schedule By Department

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<u>DESCRIPTION</u>	<u>ADOPTED</u>
Outside City	
Base	17.40
0- 15,000 gallons	2.92 per 1000
15,001 - 25,000 gallons	3.43 per 1000
Over 25,000 gallons	4.40 per 1000
Residential Domestic Demand Rates	
Inside City	
3/4 inch meter	15.00
1 inch meter	24.24
1.5 inch meter	34.90
2 inch meter	48.10
3 inch meter	75.94
Outside City	
3/4 inch meter	17.40
1 inch meter	28.03
1.5 inch meter	40.28
2 inch meter	55.47
3 inch meter	87.48
Inside City	
3/4 inch meter	15.00
1 inch meter	41.58
1.5 inch meter	74.62
2 inch meter	114.24
3 inch meter	197.84
4 inch meter	289.15
6 inch meter	434.98
8 inch meter	613.92
10 inch meter	939.46
Irrigation	
0 - 25,000 gallons	2.98 per 1000
Over 25,000 gallons	3.82 per 1000
All other Classes (Commercial/Industrial)	
Volumetric Rate	2.68 per 1000
Reclaimed Water Rate (Purple Pipe)	To be determined
Pre-treated Irrigation	
All Classes	
Volumetric Rate	1.33 per 1000
Outside City	
3/4 inch meter	17.40
1 inch meter	47.97
1.5 inch meter	85.96
2 inch meter	131.52
3 inch meter	227.67
4 inch meter	332.67
6 inch meter	500.37
8 inch meter	706.15
10 inch meter	1,080.53
Irrigation	
0 - 25,000 gallons	3.53 per 1000
Over 25,000 gallons	4.50 per 1000
All other Classes (Commercial/Industrial)	
Volumetric Rate	3.08 per 1000
Reclaimed Water Rate (Purple Pipe)	To be determined
Pre-treated Irrigation	
All Classes	
Volumetric Rate	1.67 per 1000
Raw Water	125.00 per acre foot minimum subject to contract revisions

Fee Schedule By Department

FY 2013-14

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DESCRIPTION	ADOPTED
Raw Water Administration Fee	25.00 per month
Emergency Wholesale Water Supply Agreement	1.5 times Waco non-residential rates per 1000
Residential Deposit	75.00 minimum
Additional deposit may be required based on periodic history review	
Commercial Deposit	150.00 Min or two months average or greater
Additional deposit may be required based on periodic history review	
Apartment/Multi-Family Deposits	
1-10 units	750.00 minimum
11-30 units	1,000.00 minimum
31-50 units	1,500.00 minimum
Over 50 units	3,000.00 minimum
Tagging	25.00
FireFlows	60.00
Basic Service Call	
8am to 12pm	50.00
After 12pm	100.00
Customer Requested Meter Test (plus Service Call Fee)	
In Shop: Meter 1" or smaller	50.00
Meter 1.5" and 2"	75.00
Field: Meter 1.5" or larger	150.00
Meter Testing outside the city limits	400.00 minimum - includes 2 tests
	50.00 service fee per meter
Each additional test	200.00
	50.00 service fee per meter
Tampering / Obstructed / Damaged Meter / Pull Meter Charge / Unauthorized Usage	150.00 minimum
Fire Hydrant Installation / Monthly Service Charge	100.00
Annual water tank backflow inspection	30.00 per inspection
Meter Charge	100.00 minimum
Backflow prevention violation fee	250.00 minimum
Backflow inspection/test fee	200.00
Backflow Inspector Annual Registration Fee	25.00
Water Tap Charges:	
1" taps on main sizes up to and including 8" (tap includes no meter box)	Quoted on per cost basis
Each larger size main	Quoted on per cost basis
2" taps on main sizes up to and including 8" (not including meter and meter box or vault)	Quoted on per cost basis
Each larger size main	Quoted on per cost basis
All meters above 1" - Meter, meter box or vault, meeting City of Waco specifications, will be furnished by the owner.	
4" Main	Quoted on per cost basis
6" Main	Quoted on per cost basis
6" Main	Quoted on per cost basis
8" Main	Quoted on per cost basis
8" Main	Quoted on per cost basis
8" Main	Quoted on per cost basis
10" Main	Quoted on per cost basis
10" Main	Quoted on per cost basis
10" Main	Quoted on per cost basis
10" Main	Quoted on per cost basis
12" Main	Quoted on per cost basis
12" Main	Quoted on per cost basis
12" Main	Quoted on per cost basis
12" Main	Quoted on per cost basis
12" Main	Quoted on per cost basis
	Quoted on per cost basis

All other sizes required to file survey to set fee

These prices above are only approximates and the exact cost will have to be approved based on location of tap.



Fee Schedule By Department

FY2013-14

Effective October 1, 2013

DESCRIPTION	ADOPTED
No multiple connections will be made on a 3/4" service.	
Existing 1" Residential service tap (Bullhead) City will furnish and install additional 5/8" or 3/4" meter setting	425.00 includes meter & composite box
Existing 1 1/2" Residential service tap (Bullhead) City will furnish and install additional meter setting up to 1"	535.00 includes meter & composite box
Existing 2" Residential service tap (Bullhead) City will install additional 1 1/2" meter setting or furnish and install additional 1" meter setting. Service will not support more than one 1 1/2" meter and one 1" meter.	550.00 includes meter & composite box
On other combinations, price will be calculated on individual basis.	
Repair Existing Water Tap (3/4" - 2")	Quoted on per cost basis
Unauthorized tampering to the water or wastewater system and its appurtenances	2,000.00 minimum
Customer Requested Report	Quoted per report (includes any programming costs)
Burglar Alarm	50.00 after 5 incidents
Hold-up Alarm	50.00 after 3 incidents
Returned Check Charge/Bank Draft	30.00
Water Office Training Room Rental	400.00
Water Office Conference Room Rental	100.00
Parking Garage Charges	30.00 plus sales tax per month
Lake Waco Wetlands Research and Education Center Rentals	
Lake Waco Wetlands and Education Center (occupancy 100)	300.00 per day (8 am to 12 midnight)
	150.00 per half day (minimum time frame)
Rental Deposit (required for reservation, applied to rental)	150.00
Cleanup Deposit (forfeited if building is not cleaned after rental)	50.00
Caterer	0.05 catering cost pd by caterer
Security (required for rentals involving alcohol, dancing or student events)	Price Negotiated
Tables & Chairs	
Classroom Only (occupancy 30)	50.00 per day plus 50.00 deposit
Water Laboratory Analyses Fees	
Shipping Charge	2.50 per sample
Handling Charge	10.00 for <5 samples shipped
General Chemistry	
Algae	110.00
Alkalinity (ALK)	20.00
Bromate	50.00
Bromide (Br)	20.00
Chlorate	50.00
Chloride (Cl)	20.00
Residual Chlorine-Free (Cl ₂ -F)	15.00
Residual Chlorine-Total (Cl ₂ -T)	15.00
Chlorite	50.00
Conductivity (COND)	15.00
Dissolved organic carbon (DOC)	30.00
Dissolved Oxygen (DO)	15.00
Fluoride (F)	20.00
Geosmin	150.00
Haloacetic Acids (HAA5)	110.00
Total Hardness	20.00
Ammonia Nitrogen (NH ₃)	30.00
Total Kjeldahl Nitrogen (TKN)	35.00
Nitrate Nitrogen (NO ₃)	20.00
Nitrite Nitrogen (NO ₂)	20.00
Perchlorate	65.00
pH	15.00
Orthophosphate (PO ₄)	20.00
Total Phosphorus (TP)	35.00
Sulfate (SO ₄)	20.00
Total Dissolved Solids-Probe (TDS-P)	20.00
Total Dissolved Solids-Gravimetric (TDS-G)	20.00
Total Organic Carbon (TOC)	30.00
Total Suspended Solids (TSS)	16.00

Fee Schedule By Department

FY 2013-14

Effective October 1, 2013

<u>DESCRIPTION</u>	<u>ADOPTED</u>
Total Trihalomethanes (THM)	80.00
Turbidity	15.00
UV254 Absorbance (UV254)	20.00
Volatile Suspended Solids (VSS)	20.00
Metals	
Aluminum (Al)	20.00
Antimony (Sb)	20.00
Arsenic (As)	20.00
Barium (Ba)	20.00
Beryllium (Be)	20.00
Boron (B)	20.00
Cadmium (Cd)	20.00
Calcium (Ca)	20.00
Chromium (Cr)	20.00
Cobalt (Co)	20.00
Copper (Cu)	20.00
Iron (Fe)	20.00
Lead (Pb)	20.00
Magnesium (Mg)	20.00
Manganese (Mn)	20.00
Molybdenum (Mo)	20.00
Nickel (Ni)	20.00
Potassium (K)	20.00
Selenium (Se)	20.00
Silver (Ag)	20.00
Sodium (Na)	20.00
Strontium (Sr)	20.00
Thallium (Tl)	20.00
Tin (Sn)	20.00
Vanadium (V)	20.00
Zinc (Zn)	20.00
Biological	
Total coliform E. coli (P/A)	13.00
Total coliform E. coli (quantitative)	16.00
Chlorophyll	40.00
Heterotrophic Plate Count (HPC)	20.00
Group Analyses	
Anion scan (F, Cl, Br, NO2, NO3, PO4, SO4)	120.00
Cation Scan (Ca, Mg, Na, K, Li, NH4)	120.00
WaterChem (ALK, Total Hardness, pH, COND, TDS-P, Temperature, DO)	80.00
DBP Anions (Bromate, Chlorate, Chlorite)	135.00
Primary Drinking Water Metals (As, Ag, Ba, Cd, Cr, Pb, Se)	125.00
Secondary Drinking Water Metals (Cu, Fe, Mn, Zn)	72.00
Non-potable Water Metals Scan (As, Cu, Fe, Mn, Pb, Zn)	110.00
Well Water Characterization (TDS-P, ALK, COND, Cl, NO2, NO3, Fe, Mn, Ca, Mg, Na, K)	200.00
Sample Preparation	
Acid digestion	30.00
After hours bacteriological analysis (additional charge per sample)	20.00
Rush Analysis (1 - 2 day turn around) (additional charge per sample)	50.00
Alcoholic Beverage Permits (New & Renewal Permits are for a 2 year period)	
Beer - On Premise	150.00
Off Premise	60.00
Wholesale Distributor	300.00
Package Store Permit	500.00
Package Store Tasting Permit	25.00
Brewer's Permit	1,500.00
Wine Only Package Store Permit	75.00
Wine and Beer Retailer's	
On Premise	175.00
Off Premise	60.00
Wine and Beer Late Hour Permit	250.00



Fee Schedule By Department

FY2013-14
Effective October 1, 2013

<u>DESCRIPTION</u>	<u>ADOPTED</u>
Mixed Beverage Permit	
Third year in Business	750.00
Late Hours Third year in Business	150.00
Mixed Beverage Restaurant Permit	
Third year in Business	750.00
Late Hours Third year in Business	150.00
Caterer's Permit Third year in Business	500.00
Importer's License	20.00
Wholesaler's Permit	1,875.00
Local Class B Wholesaler	75.00
Local Distributor's Permit	100.00
Branch Distributor's License	75.00
General Class B Wholesaler	300.00
Bonded Warehouse Permit	150.00
Beverage Cartage Permit	20.00
Special Licenses	
Brew Pub License	500.00
Solicitor's Permit	
Master's Permit	100.00
Per Annum	100.00
Six Months	60.00
One Month	15.00
One Week	10.00
One Day	5.00
Sound Cars or Trucks	
Per Annum	25.00
After 6/30, prorated fee	12.50
Thirty Days	10.00
Carnivals	250.00
House Moving	
2 Rooms	20.00
3 or more Rooms	40.00
Garage	20.00
Amusement Machine Tax	
Quarterly Rates	
January-February-March	15.00
April-May-June	11.25
July-August-September	7.50
October-November-December	3.75
To release a sealed machine	5.00
WASTEWATER FUND	
Residential Sewer Rate	
Inside City	
Base	13.00
Volumetric Rate	2.89 per 1000
Outside City	
Base	16.79
Volumetric Rate	4.70 per 1000
Non-Residential Sewer Rate	
Inside City	
3/4 inch meter	13.00
1 inch meter	18.85
1.5 inch meter	28.63
2 inch meter	40.36
3 inch meter	55.99
4 inch meter	71.64
6 inch meter	106.81
8 inch meter	165.45
10 inch meter	207.19
Volumetric Rate	2.89 per 1000

Fee Schedule By Department

FY 2013-14

Effective October 1, 2013

DESCRIPTION	ADOPTED
Outside City	
3/4 inch meter	16.79
1 inch meter	24.19
1.5 inch meter	36.52
2 inch meter	51.31
3 inch meter	74.04
4 inch meter	90.77
6 inch meter	135.17
8 inch meter	209.15
10 inch meter	238.49
Volumetric Rate	4.70 per 1000
Sewer Tap 4"	Quoted on per cost basis
Sewer Tap 6"	Quoted on per cost basis
Retire Existing Sewer Tap	Quoted on per cost basis
Commercial Sewer Taps:	
All commercial sewer services shall be tapped into a manhole	Quoted on per cost basis
Industrial Waste Fees/Surcharges	
Excess of 300 ppm for BOD	0.0624 per pound
Excess of 400 ppm for TSS	0.0667 per pound
Charges for Industrial Pretreatment	
Non-contract Batch Discharge	Quoted on per cost basis
Emergency Non-contract Batch Discharge	Quoted on per cost basis
Permit Formulation & Issuance	
SUC Application Review & Facility Inspection	
Small - < 25,000 GPD	155.00
Medium - > 25,000 < 100,000 GPD	240.00
Large - > 100,000 GPD	340.00
Formulation & Issuance (charged annually for 5 year permits)	
Small - < 25,000 GPD	260.00
Medium - > 25,000 < 100,000 GPD	385.00
Large - > 100,000 GPD	560.00
Permit Renewal & Administration (charged annually for 5 year permits)	
Small - < 25,000 GPD	375.00
Medium - > 25,000 < 100,000 GPD	510.00
Large - > 100,000 GPD	735.00
Compliance Sampling (subject to prices set by outside laboratories)	
CBOD/BOD	25.00
TSS	16.00
VSS	16.00
NH3	25.00
Nitrite/Nitrate Nitrogen	15.00
TKN	25.00
Potassium	14.00
Sodium	27.00
Total Phosphorus	22.00
Total Dissolved Solids	16.00
Table I Metals	180.00
Table II	445.00
Oil and Grease	39.00
Arsenic	17.50
Barium	15.00
Cadmium	15.00
Chromium	15.00
Chromium, Hex	25.00
Cobalt	15.00
Copper	15.00
Lead	15.00
Nickel	15.00
Silver	15.00
Selenium	15.00
Zinc	15.00



Fee Schedule By Department

FY 2013-14

Effective October 1, 2013

DESCRIPTION	ADOPTED
Amenable Cyanide	40.00
Total Cyanide	40.00
Chlorides	18.00
Mercury	35.00
pH	5.00
Metals Prep	15.00
EPA 624	250.00
EPA 601	105.00
EPA 608	285.00
EPA 625	450.00
TI	445.00
Chapter 307	1,000.00
Ionic Silver	240.00
COD	25.00
EPA 602	105.00
EPA 606	125.00
BTEX	95.00
Pharmaceuticals	550.00
Sampling Fees	Actual Cost Recovery
BOD extra handling	7.00
Sample Disposal	5.00
Shipping Cost (avg.)	Actual Cost Recovery
TPH	70.00
TCDD	425.00
Phenols	35.00
Sulfides	20.00
Formaldehyde	105.00
% Solids	12.00
TCLP	484.00
PCB	66.00
Material ID Test	Actual Cost Recovery
Sewer Deposit (Non Water Customers)	100.00 minimum
Unauthorized tampering to the water or wastewater system and its appurtenances	2,000.00 minimum
Rates are established as follows:	
Residential - Annually, the average of the actual water consumption on the billing statements for the months of November, December, January and February with consumption, up to 20,000 gallons per month, is the maximum monthly consumption that will be charged. If no consumption during these months, the winter quarter defaults to 6,000 gallons. For new residences and new turn-ons that do not have adequate consumption statistics during the months stated above, a maximum monthly consumption figure of 6,000 gallons shall be utilized.	
The monthly service charge is the lesser between the actual monthly consumption shown by the water meter or the four months average consumption (November-February), capped at 20,000 gallons times the use rate plus the minimum charge.	
Non-residential - 100% of metered water volumes times use rate.	
WMARSS FUND	
Septic Hauler Permit/1st Truck	25.00
Additional Truck	15.00
Septic Truck Tank Cleaning Charge	100.00
Septage Charge	0.06 per gallon
Septage with Trash & Debris Charge	0.50
Septage with Trash & Debris Charge (Min. \$500. up to 1,000 gallons)	500.00
Pellet Sales	30.00 per ton or Seasonal Market Value depending on storage capacity
Laboratory Analyses Fees	
BOD	20.00
CBOD	20.00
VSS	20.00
Ammonia	22.00
TSS	15.00
Solids (Group-TSS/VSS)	28.00
Tipping Fees	
Fats/Oils/Grease (FOG)	0.15 per gallon or seasonal markets & treatability
Industrial Organic Waste	0.10 per gallon or seasonal markets & treatability
Significant industrial users	0.01 per gallon or seasonal markets & treatability

CITY GROUPS/DEPARTMENTS/DIVISIONS

AS OF OCTOBER 1, 2013

Animal Shelter	Police Department
Building Inspections/Code Enforcement	Chief's Office
Cameron Park Zoo	Planning and Budget
City Manager's Office	Personnel and Training
City Secretary's Office	Community Services Administration
Convention Center & Visitors' Services	CS Shift 1 Field Operations
Administration/Operations/Catering	CS Shift 2 Field Operations
Sales/Service/Tourist Information	CS Shift 3 Field Operations
Finance	Traffic
Fire	K9
Administration/Emergency Management/Training	Criminal Investigations Administration
Suppression A Shift	Criminal Investigations Burglary/Theft
Suppression B Shift	Criminal Investigations Assaults
Suppression C Shift	Criminal Investigations General
Prevention	Community Outreach and Support
Communications	Victim Services
Maintenance	SAFE
General Services	Drug Enforcement
Purchasing	Crimes against Children
Facilities	Special Crimes
Fleet Services	Family Violence
Risk Management/Employee Health Services	Computer Forensics
Health Services	Street Crimes
Administration/Vital Statistics	Support Services Administration
Environmental Health/OSSF	Records
WIC Program	Communications
Public Health Nursing/Preparedness	Animal Control
STD/HIV/Lab	Crime Scene
Housing & Community Development	Criminal Intelligence
Human Resources	Public Works Group
Information Technology	Engineering
Legal	Traffic
Library	Streets
Central Library	Solid Waste
East Waco Library	Administration
South Waco Library	Recycling
West Waco Library	Commercial
Municipal Court	Residential
Municipal Information	Landfill
Parks & Recreation	Repair
Administration	Texas Ranger Hall of Fame and Museum
Parks Development	Utilities Group
Parks Maintenance	Water Office
Park Rangers	Water Laboratory
Recreation	Water Distribution, Treatment, WW Collection
Waco Mammoth Site	Environmental Services
Cottonwood Creek Golf Course	WMARSS
Planning/Metropolitan Planning Organization	Waco Regional Airport