



**City of Waco, Texas**  
**Adopted Annual Operating Budget And Capital Improvements Program**  
**Fiscal Year October 1, 2014 – September 30, 2015**

**City Council**

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

City Manager  
 Dale A. Fisseler, P.E.

\*\*\*\*\*

**Budget Vote: FOR: Duncan, Rodriguez, Austin, Kinnaird, Herbert, Deaver**  
**AGAINST: None**

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	<b>FY 2014-2015</b>		<b>FY 2013-2014</b>
<b>Property Tax Rate:</b>	\$0.776232/\$100	<b>Property Tax Rate:</b>	\$0.776232/\$100
<b>Effective Tax Rate:</b>	\$0.740563/\$100	<b>Effective Tax Rate:</b>	\$0.777283/\$100
<b>Effective M/O Tax Rate:</b>	\$0.612965/\$100	<b>Effective M/O Tax Rate:</b>	\$0.631828/\$100
<b>Rollback Tax Rate:</b>	\$0.803791/\$100	<b>Rollback Tax Rate:</b>	\$0.831681/\$100
<b>Debt Rate:</b>	\$0.129488/\$100	<b>Debt Rate:</b>	\$0.137041/\$100

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**Total debt obligation for City of Waco secured by property taxes: \$114,256,482**

\*\*\*\*\*

This budget will raise more revenue from property taxes than last year's budget by an amount of \$1,816,162, which is a 3.44 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$1,096,115.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Waco  
Texas**

For the Fiscal Year Beginning

**October 1, 2013**

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, 2013**.

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, 2014

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

It is my honor to present to you the recommended operating and capital improvement budgets for the fiscal year beginning October 1, 2014 and ending September 30, 2015 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 sustaining relatively 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. Of primary importance was to develop and bring this budget to you without an increase in the tax rate. Also, no rate increases are recommended for Water, Wastewater or Solid Waste services, except for the landfill tipping fee.

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. We have a solid increase of \$141 million in new construction assessments for next year, which is a large part of the projected 6.77% growth in the property tax base. Based on the trend for the past three years, our sales tax revenues are budgeted at an 8% increase over the current budget.

One of the major challenges was prioritizing the current and future capital needs of the City. Each year, these needs continue to grow as the City's infrastructure ages and services expand in order to serve economic development goals. Beginning in fiscal year 2011-12, the City has incorporated initiatives to fund capital needs with cash rather than bond proceeds. While these initiatives will ultimately result in interest savings and money being readily available for anticipated significant capital spending, pressure is placed on current revenues to meet both current and future needs, which were previously funded by debt. The Capital Improvements Program (CIP) includes continued improvements for streets, building renovations, fire, 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 with the long-term goal of totally funding the CIP with cash.

This recommended budget includes a 2% pay adjustment for all employees. Once again, a challenge was funding health insurance. Claims for this year are projected to be within budget, but our analysis of future costs predicts a 3% to 8% increase in medical and prescription claims. To fund the projected shortfall, dependent premiums for active employees are increasing. These steps, along with new and continued wellness program initiatives, should stabilize the costs of this important employee benefit.

We are including the addition of staff in the vital area of public safety and continuing the new initiative for funding certain 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.

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 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. The construction phase of these projects is now complete and cost savings are funding additional projects, such as the East Waco Library project.

Specifics of the budget follow in the Budget Message. I am confident that this recommended 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 2014-15.

Sincerely,



Dale A. Fisseler, P.E.  
City Manager





## Budget Message

The fiscal year 2014-15 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 2014-15 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 2014-15.

Budget glossary explains terms used in the document.

Fee schedule.

## **How the Budget Was Developed**

The FY 2014-15 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 our efforts on Council directives.

### **Fee Revenues**

Most revenues have remained relatively flat for a number of 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, Fire, Health, Parks and Recreation, Planning, Solid Waste, Texas Ranger Hall of Fame & Museum, 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 2014-15. Residential, commercial, and industrial water and wastewater customers have only had one rate increase in the last seven years.

Solid Waste residential, commercial, and roll-off rates will remain the same for FY 2014-15. The landfill charge for non-citizens and self-hauling entities was increased.

### 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 13.5 full time equivalent positions over last year's budget even though a total of approximately 21 employees were added. Most of these employees were added in the vital Public Safety functions of Fire and Police. 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 2014-15, 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 to 1 match for the Texas Municipal Retirement System (TMRS). The full TMRS contribution rate required for 2015 decreased slightly from the 2014 rate. Cost-of-living adjustments for retirees are considered on an ad hoc basis. Our funded ratio decreased slightly due to changes made by TMRS and is currently 85.0% while the unfunded liability also increased to \$61.6 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 an 8% 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 \$4.00 per gallon for diesel and \$3.75 per gallon for unleaded. Consumption over the past twelve months was relatively steady and the proposed amounts for both diesel and unleaded is \$0.25 less per gallon than the current year. These changes result in an overall decrease in our budget proposal from \$5 million to \$4.6 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 13.5 FTEs is proposed even though 21 FTEs were added during the current year primarily for Public Safety functions. Our self-funded health insurance for employees has had higher than normal claims experience the past three years, but stayed more in line with budget this year because of plan changes and premium increases that started with the 2013-14 fiscal year. Still, as we worked on the budget with input from our benefits consultant, it was clear that health insurance costs would continue to rise due mainly to health care reform. Medical and prescription claims are projected to increase in a range of 3% to 8%. To address this shortfall and protect the financial integrity of this fund, the cost of dependent coverage will increase by \$30 per month. However, this premium adjustment still keeps the City in line or below the premiums paid by other City employees in our peer group.

Three 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 (CIP) with cash rather than issuing debt. This approach 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 2014-15, we allocated \$2,251,155 in cash funding for Street projects in operations rather than issuing debt. In addition, we continued this same initiative in Water by funding \$1,850,000 of capital projects with cash and in Wastewater by funding \$436,596 of capital projects with cash. These steps are crucial to keeping our city financially sound and staying in compliance with our financial policies.

Most expenditures are proposed relatively 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 2014-15. These proposals include a minimum salary of \$9.55 per hour for all full- and part-time positions and to continue a plan for replacement of capital assets on a regular schedule. This initiative is strengthened by our financial policies in Section IV C. Loss of grant funds for Inspections, Police and Housing 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 \$2 million of these service and equipment replacement requests to be purchased before the end of this fiscal year. These purchases were possible due to excess revenues and underruns in expenses in the current year. Only \$785,500 of the other requests are funded in the FY 2014-15 budget. While the remaining departmental requests of \$5.5 million may be justified and desired, funding is unavailable. The proposed fund balances for FY 2014-15 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 \$110,929,866 is based on an increase in revenues of 7.3% over last year's adopted budget, due mainly to the increase from ad valorem taxes, sales taxes and court fines. No tax rate adjustment is included for FY 2014-15. Most of the additional revenues provide for salary and benefit adjustments, increased funding of operational activities, increased funding of capital projects with cash and additional staffing in Public Safety and Animal Shelter.

#### 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 6.77% growth in the property tax base. New construction assessments are proposed at a healthy increase of \$141 million for FY 2014-15, but is somewhat offset by a \$101 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 three 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 affected by so many factors over which we have no control. 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 8% over last year's adopted budget.

Other factors came into play to get the budget balanced. Our decision for the past four years to not use the full amount of our bonding capacity as allowed by the City's financial policies has paid off. The City also entered into an agreement with L-3 Communications (L-3) to perform fire prevention, suppression and related safety duties. L-3's reimbursement approximately covers the City's additional expenditures incurred to provide this service. Property, auto and general liability insurance remained the same as the current year, which is another area that sometimes requires considerable increases. 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.

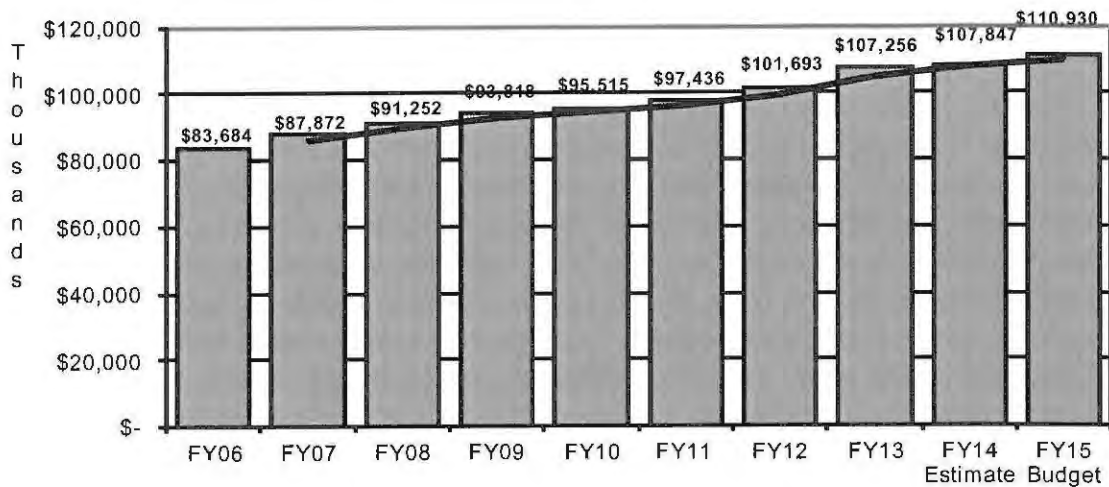
# Budget Message

## Expenditures

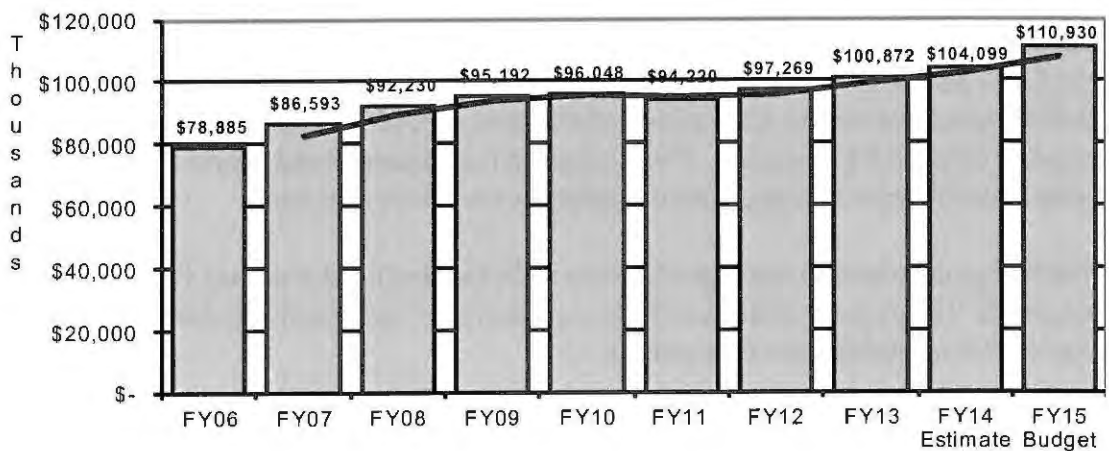
The largest increase in General Fund expenditures is for the initiative to decrease the City's debt by using cash for capital projects that previously would have been funded with debt. Although there are few additions included for FY 2014-15, the major changes in the General Fund are:

- Salary adjustment – \$1.3 million
- Increased cash funding for capital needs – \$3.4 million
- Staff changes for Fire – \$585,000
- Increased funds for additional dispatchers in Police – \$371,000
- Added funds for Capital Equipment Replacement Fund – \$100,000
- Added funds to bring minimum salary to \$9.55 per hour – \$67,000
- Added funds to replace loss of grant funding in Housing, Inspections and Police – \$253,000
- Added replacement equipment for Police and Fire – \$50,000
- Increase in appraisal district services expense – \$120,000

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 2014-15 budget seeks to enhance this value while preparing to meet some important challenges in each utility. Those challenges are described here.

#### Water Operations

The widespread statewide drought continues and is a stark reminder of the importance of abundant clean water – water that is vital to supporting economic growth and a superior standard of living. The increasing water demand in many large Texas cities coupled with the dwindling groundwater supply and the ongoing drought means that sound water management and efficient water use are increasingly important. The City of Waco, designated a Superior Water System by the state, is fortunate to have an adequate water supply in Lake Waco. 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 number of pipeline extension and replacement projects were completed. A comprehensive System Master Plan, outlining required infrastructure rehabilitation and replacement as well as planning for future expansion is currently in process. This document will provide a blueprint for the Utilities Department over the next 20 years.

#### Wastewater Operations

Wastewater services include operation of the collection system, laboratory analysis, and the industrial pretreatment program. Connecting all residents to the sanitary sewer system is a vital and achievable public health and water quality goal. System improvements over the past decade have significantly reduced the number of unserved areas.

Although growth and development continue, replacement of distressed sewer lines in older neighborhoods continues to be a priority, as this significantly reduces the number of sewer stop-ups 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. In parallel with the Water System Master Plan project mentioned above, a Wastewater Systems Master Plan project is underway that will identify undersized or impacted existing infrastructure and plan for future growth.

#### Solid Waste Operations

The Solid Waste Services Department will operate during FY 2014-15 without residential rate increases. This budget also allows for continued update of the worn fleet and continues implementation of residential fleet standardization towards fully-automated trucks that improve collection ef-

## **Budget Message**

iciencies. The department will continue efforts to increase recycling and resource conservation through its residential curbside collections and operation of drop-off sites; promoting public education and awareness of residential and business solid waste programs and initiatives through communication, planning and outreach; participating in regional and local solid waste recycling planning; reducing landfill consumption through diversion programs; conducting special events such as household hazardous waste and scrap tire days; and assessing ways to improve offered services through a comprehensive 20-Year Master Plan study. The Solid Waste Department is confident about the future and looks forward to providing continued waste management services to the residents and businesses of the City of Waco in this upcoming FY 2014-15.

### **Waco Metropolitan Area Regional Sewerage System (WMARSS)**

The WMARSS Wastewater Treatment Plant began operating in 1925 and has undergone two major modifications and expansions. 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 Wastewater Treatment 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. Major interceptor and lift station replacement/rehabilitation is the next priority for the WMARSS system. Investigations also continue regarding improved waste to energy processes with the ultimate goal of energy independence for the Central Wastewater Treatment Plant.

## **Other City Operations**

### **Economic Development**

The City Council approves economic development policies that allow the City to provide incentive programs for new and expanding businesses. The City also coordinates with local partners, state and federal government to provide incentive programs. The City continues partnerships with our economic development service providers that help facilitate all areas of economic development – industrial, regional, small business, and downtown. The guiding principles of the City of Waco's economic development are the City's Comprehensive Plan, the Upjohn Research Institute data, and the Imagine Waco downtown master plan.

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 2014-15.





## 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**

As the “Gatekeeper of Our Communities’ Health”, 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 Waco-McLennan County Public Health District Cooperative Agreement also provides direction to recruit 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 reviews the FY 2014-15 budget that is approved by the Waco City Council, which includes financial support from twenty municipalities and McLennan County for Health District operations.

Health District staff, in collaboration with community partners, develops plans to ensure a strong and comprehensive public health presence in every city and rural area of McLennan County. The Health District is actively working with Prosper Waco and other partners utilizing the Collective Impact model to develop a Community Health Improvement Plan (CHIP) that addresses priority issues identified in the 2013 Community Health Needs Assessment (CHNA). The CHIP may modify, expand or create new projects to address issues. The Health District also continues to provide services that address reducing vaccine preventable diseases, TB, HIV, Diabetes, and death and disability due to other chronic diseases. Staff provides Vital Statistics activities as well as various inspection-related services associated with the Environmental Health program.

Priority issues for the coming year include continuing to work with Prosper Waco and other community partners on the CHIP; development of a strategic plan; exploring possibilities of shared health services between the City of Waco, Waco Independent School District, and McLennan County; implementation of an electronic health record; maintaining or increasing federal/state funding to sustain basic services, monitoring the impact of health care reform on local public health; and having adequate office space to house employees.

## Budget Message

### **Texas Ranger Hall of Fame and Museum**

The Texas Ranger Hall of Fame and Museum (TRHFM) was founded in 1964 and is a department of the City of Waco sanctioned by the State of Texas and Texas DPS. This year marks its 50<sup>th</sup> anniversary. Its mission is to collect, preserve and present Texas Ranger history and memorabilia and to serve as an educational attraction for Waco and Central Texas. It has been an anchor of the Brazos River Walk since opening in 1968 and has attracted more than 4 million visitors. They have spent an estimated \$75 million to \$120 million in the local economy.

The complex consists of the State-appointed museum of the Texas Rangers; the Texas Ranger Hall of Fame, a State monument; the Tobin and Anne Armstrong Texas Ranger Research Center; the Headquarters of Texas Rangers Company "F"; the Knox Center banquet hall; the Mitchell Education Center; and a museum store.

It is an enterprise department of the City of Waco and is charged with generating operating revenues through admissions, sale of merchandise, banquet rentals, and fund raising. It currently averages 50,000 to 60,000 general admission visitors a year, plus about 20,000 to 30,000 persons attending banquet and educational functions, and more than 700,000 Internet site visitors. Publications such as **Texas Highways**, **USA Today** and *True West* have consistently ranked it among the most popular museums in Texas.

Priorities for FY 2014-15 include renovations to its existing exhibits, initiation of a capital campaign for the Texas Ranger Bicentennial <sup>TM</sup>, and implementation of an adaptive plan for McLane Stadium athletic and non-athletic events. The replacement of the primary I-35 site and freeway directional signs are a priority after the completion of I-35 improvements.

### **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 128,248 passengers traveled through the facility in calendar year 2013, which is a 3.2% increase from 2012.

Envoy operates a CRJ 145, which is a 54-seat regional jet and services Central Texas with five flights daily. The Airport Service Road project creates safe and efficient roadway for both maintenance and emergency vehicles and will be completed by spring 2015.

### **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 Convention Center (WCC) has been the primary meeting facility for central Texas since 1972. In 2012, the City of Waco completed a \$17.5 million renovation and expansion as one of six bond-funded projects approved by voters in 2007. Each year since the completion of the expanded Waco Convention Center, [www.wacocc.com](http://www.wacocc.com), the facility continues to gain attention and bookings and is a vital economic revenue generator for the entire community.



## Budget Message

Waco & the Heart of Texas, [www.wacoheartoftexas.com](http://www.wacoheartoftexas.com), is the primary vehicle for marketing Waco as a regional destination. This initiative benefits the destination as a whole and works in cooperation with the various city-owned and community-wide attractions in the region. The Waco & the Heart of Texas website includes an interactive calendar of events, online hotel booking capabilities, a personalized trip builder to allow visitors to plan their itinerary prior to their arrival along with a variety of other features including blogs and interactive social media opportunities.

Aggressive sales strategies and goals are implemented each year to allow for greater coverage of the various convention and meetings markets. Converting business leads into new business and keeping repeat customers within the marketplace is the desired result. As the lodging industry continues to add supply to this marketplace, Waco & the Heart of Texas will continue to work to increase sales efforts and activities.

The Waco Meetings Marketplace, a Waco & the Heart of Texas tradeshow created in 2011, brings meeting planners together with local businesses, hoteliers, caterers, and attractions. Multiple business sponsorships offset all costs of the show. This show enjoyed record attendance in 2014 and continues to grow each year. Other sales activities include customer appreciation luncheons and receptions in feeder markets of Dallas/Fort Worth and Austin, along with sales blitzes in those same markets.

The Waco & the Heart of Texas' regional marketing and sales efforts have been engineered to provide opportunities for cooperative partnering. Tourism sales activities focus on building more demand for experiential travel activities to reach individual and family travelers. Direct selling and travel trade shows are 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, also bolsters support for arts and cultural activities in Waco.

The successful educational and local awareness program, *Wild About Waco!*, for businesses and front-line hospitality industry workers will also continue.

### **Cameron Park Zoo**

Cameron Park Zoo, for the seventh year in a row, posted attendance over 240,000. More than 120,000 or 50% of those visitors traveled from outside of McLennan County, creating an economic impact of approximately \$9 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 & Botanical Society secured a grant from Allergan and Bank of America to fund a part-time position to teach about Texas wildlife and habitats. This Society employee has visited 56 schools and conducted 558 programs. Cameron Park Zoo volunteers conducted over 580 programs, donating a total of 8,671 hours. These donated hours equal out to a little more than four additional staff members. More than 137,000 children under the age of 12 visited Cameron Park Zoo last year.

## Budget Message

Brazos River Country, which opened July 2, 2005, continues to be a successful attraction. Attendance figures continue to hold steady throughout its ninth 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 240,000 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 reproduced a female orangutan baby. It is being mother raised with the father in the display. The zoo still has the second litter of tigers that were born last year. The first litter was sent to an accredited zoo in Indiana. 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 19<sup>th</sup> 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.

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.

Cottonwood Creek Golf Course is partnering with the USGA and the Lady Bird Johnson Wildflower Center to establish test plots and convert several areas and tee surrounds into natural areas that will consist of native grasses and wild flowers. Irrigation on the teeing areas is being replaced to allow water to cover only the tee tops. These efforts will have a positive impact from water conservation, lower maintenance costs and be a model for golf courses throughout the United States.



## Budget Message

### 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 8<sup>th</sup> 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 as funding becomes available. The maintenance and administration building that was completed in July 2005 continues to be the 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 2014-15, Waco Transit will be performing regional scheduling and dispatching within the region for all Demand Response Service (DRS) trips. This includes both Urban (ADA Trips) and Rural (5310 Elderly and Disabled, and 5311 General Public) trips. The goal of this function is to continue streamlining trip dispatching through a centralized location for the Heart of Texas region. Waco Transit staff will schedule all trips for the six-county region and then dispatch vehicles within the region to complete requested trips. The current scheduling software utilized by Waco Transit is capable of scheduling and dispatching all trips within the Heart of Texas region. Passengers will continue to have the ability to schedule demand responsive trips using the available online scheduling feature. Passengers utilizing the fixed route system will continue to have the availability to monitor vehicle arrivals and departures through the RideSystem's smart phone app and/or texting features. Waco Transit will continue to operate as the regional maintenance center for the Heart of Texas region. The current fleet and levels of service will continue with no increase in bus fares for FY 2014-15.

### 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.

## **Budget Message**

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 (TPA) service. These services include claim processing, utilization review and disease management, network access, subrogation, medical services cost and quality comparison information for employees, stop-loss coverage and prescription administration. Reimbursement to the fund comes from departmental health insurance budgets, from employee dependent premiums and retiree premiums. Wellness initiatives such as our employee wellness coordinator, fitness center and biometric screenings are also provided to employees through this fund.

## **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





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

**City Attorney**  
  
Jennifer Richie

**City Manager**  
  
Dale A. Fisseler, P.E.  
City Manager  
  
General Administration  
Internal Audit  
Municipal Information

**City Secretary**  
  
Patricia W. Ervin

**Municipal  
Court Judge**  
  
Chris Taylor

**Jack Harper, II**  
**Assistant City Manager**  
  
Budget  
Finance  
Inspection/  
Code Enforcement  
Planning  
Public Works  
Engineering/GIS  
Traffic  
Streets

**Wiley Stem, III**  
**Assistant City Manager**  
  
Animal Services  
Fire  
Information Technology  
Parks & Recreation/Golf Course  
Police  
Purchasing / Fleet / Facilities  
Solid Waste  
Texas Ranger Museum  
Water Utilities

**George Johnson, Jr.**  
**Assistant City Manager**  
  
Cameron Park Zoo  
Convention & Visitors' Services  
Economic Development  
Health  
Housing  
Human Resources  
Library  
Waco Regional Airport  
Waco Transit

## Profile of Waco, Texas

Welcome to our profile of the City of Waco! Although the budget for fiscal year 2014-15 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 Huaco 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 23rd 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	(2013 Estimate) 129,030
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	201
Personnel per 1,000 population	1.56

### 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	1.91

### Streets, Sidewalks and Storm Sewers

(All figures approximate)

Paved Streets	602 miles
Unpaved Streets	1.6 miles
Paved Alleys	17.23 miles
Sidewalks	303 miles
Storm Sewers	355 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	11,402,622,902
Number of Gallons of Water Sold	9,624,613,744
Average Daily Consumption	28,920,000
Maximum Daily Capacity of Plants	90,000,000
Water Connections	49,663
Water Mains (all lines)	1,035 miles
Meters in Service	44,339

## Profile of Waco, Texas

### Municipal Wastewater System

Sanitary Sewer Mains	846 miles
Sewer Connections	37,456

### Municipal Solid Waste Services

Number of active permitted Landfills	1
Number of Residential Customers	36,132
Number of Commercial Customers	4,386

### Park and Recreation

Parks and Greenbelt Areas	60
Developed Acreage	1,271 acres
Pavilions/Picnic Shelters	36
Picnic Tables	298
BBQ Grills	66
Park Benches	211
Restrooms	21
Drinking Fountains	26
Community Centers	5
Aquatic Facilities	1
Splash Pads	7
Playgrounds	23
Softball/Baseball Fields	23
Basketball Courts	10
Tennis Courts	26
Football Fields	3
Disc Golf Courses (18 baskets each)	2
Hike/Bike/Walk Trails	34.55 miles

### Waco – McLennan County Library System

Number of Public Libraries	4
Number of Materials	
Books	293,284
Microfilm	92,242
Videos/DVDs	21,830
Cassettes/CDs	16,237
Bound Periodicals	5,458
E-Books	41,852
Circulation (City/County)	722,901
Circulation per Capita (City/County)	3.624
Library Cards	87,273
Reference Questions	78,615
Patron Traffic	475,785

### 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 122,212, which reflects a 7.5% growth. The Waco MSA, population 238,707, is approximately 76.7% white, 14.5% black, 8.8% other racial groups and 24.4% are Hispanic (of any race). About 63.4% of Wacoans are below age 45 and the median household income for the Waco MSA is \$40,855.



## 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 115,734 as of June 2014. Labor force growth reflected a 3% increase from 1970 through 1980 and a 5.4% increase from 2003 through 2013. As of June 2014, total civilian employment was 116,653, which is a 0.55% increase from June 2013. The unemployment rate decreased from 6.1% in 2013 to 5.6% in 2014.

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:**

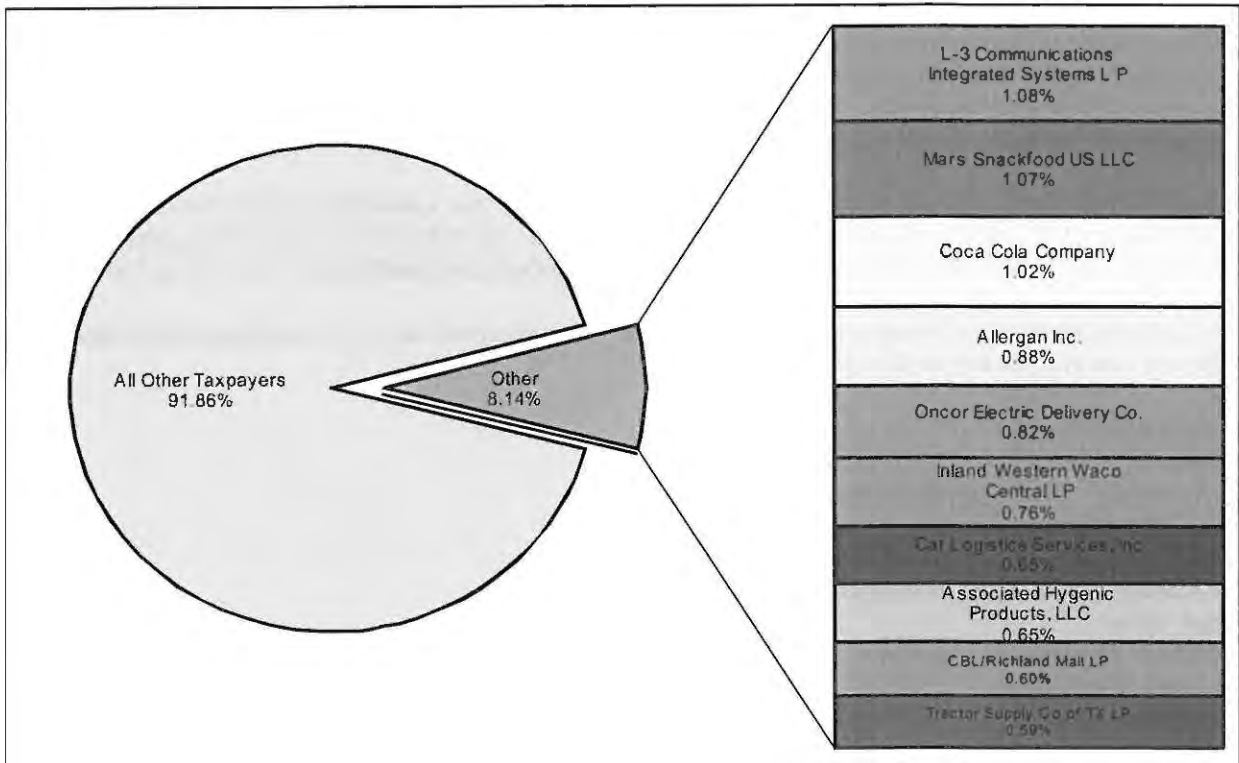
Examination Management Services, Inc. – Insurance Inspection Audit  
 McLennan County –County Government  
 McLennan Community College – Post Secondary Education  
 Veterans Administration Medical Center - Medical-Hospital

**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:**

L-3 Communications Integrated Systems L P	Aircraft Modification	76,263,750	1.08%
Mars Snackfood US LLC	Confectionary Products	75,673,316	1.07%
Coca Cola Company	Production of Soft Drinks/Juices	71,733,269	1.02%
Allergan Inc.	Optical Products /Drugs	62,045,624	0.88%
Oncor Electric Delivery Co.	Electric and Gas Utilities	57,638,637	0.82%
Inland Western Waco Central LP	Retail Real Estate Investment	53,760,400	0.76%
Cat Logistics Services, Inc	Logistics	46,083,695	0.65%
Associated Hygenic Products, LLC	Disposable Diapers	45,990,038	0.65%
CBL/Richland Mall LP	Regional Shopping Center	42,291,560	0.60%
Tractor Supply Co of TX LP	Distribution Center for Region	41,891,099	0.59%
		573,371,388	8.14%
All Other Taxpayers		<u>6,470,407,915</u>	<u>91.86%</u>
		<b>7,043,779,303</b>	<b>100.00%</b>



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 is \$477 million with \$28 million in state tax receipts, \$7.0 million in local tax receipts, supporting more than 4,930 jobs.

Source: Texas Tourism, Office of Governor, Economic Development and Tourism, © Dean Runyan Associates, Inc. 2007-2014

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

With Baylor's new McLane Stadium on the east bank and exciting riverfront development on the west bank, Lake Brazos has become a major component in the downtown revitalization. Sailgating, canoeing, kayaking and paddle boarding are gaining popularity, enhancing leisure activities in the River Corridor.

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 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 160 public events each year.



## 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 Position**  
Maintain the fund balance, working capital and net position 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 Position

The City shall use the following guidelines to maintain the fund balance, working capital and net position 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 Unassigned 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 Position; Utility Working Capital**

In other operating funds, the City shall strive to maintain a positive unrestricted net 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 Position**

Fund Balance / Net Position 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 Position of Internal Service Funds**

The City shall not regularly maintain positive unrestricted net position in internal service funds used to account for fleet and engineering operations. When one of these internal service funds builds up unrestricted net position, 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 position, 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 position as allowed by the Fund Balance/ Net Position 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.

These policies were amended by the Waco City Council on August 19, 2014.





## 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 3, 2013.

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 I 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 October 4, 2013, obtained from <http://www.newyorkfed.org>.

#### **Other Broker/Dealer Firms:**

Coastal Securities, L.P.  
GX. Clarke & Co.  
Mesirow Financial  
FTN Financial  
TD Securities  
Piper Jaffray & Co.  
Robert W. Baird & Co.  
BOSC, Inc.  
Raymond James

#### **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 2014-15 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, Abandoned Motor Vehicles 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 budgets. 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 adopted tax rate for the City of Waco is \$0.776232 for fiscal year 2014-15. 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 and on the City’s website 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 30<sup>th</sup>). Unexpended governmental funds become components of the reserves while unexpended proprietary funds become components of net position. 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 a 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, 2015

Date	Responsibility	Action Required
January 27	Budget Office, City Manager's Office Department Heads	Distribute CIP budget forms
January 27	Budget Office/City Manager	Budget Planning – 2:00 p.m.
February	Budget Office	Begin budget preparation
<b>February 18</b>	<b>City Council Budget/Audit Committee Budget Office, City Manager's Office</b>	<b>Budget Audit Meeting</b>
February 24	Department Heads	Submit CIP requests to Budget Office
March 3 - 21	Budget Office	Update budget manual and forms Finish salary projections and prepare preliminary budgets
March 12	CIP Budget Team	Review and rank CIP – 2:00 p.m.
<b>March 18</b>	<b>City Council Budget/Audit Committee Budget Office, City Manager's Office</b>	<b>Budget Audit Meeting</b>
March 20	Budget Team, All Departments	Distribute departmental budgets Bosque Theater - 9:00 a.m. & 3:00 p.m.
April 4	City Manager, Budget/Audit, City Secretary, Legal, Municipal Court, Planning, Inspections, Housing, Municipal Information	Final date to return completed budget to Budget Office
April 7	Finance, Information Technology, Hall of Fame, Airport, Cameron Park Zoo,	Final date to return completed budget to Budget Office
April 11	Purchasing, Facilities, Fleet Services	Final date to return completed budget to Budget Office
April 14	Human Resources, Risk Management, Library, Health, Convention Services	Final date to return completed budget to Budget Office
April 21	Traffic, Parks & Recreation/Golf Course, Solid Waste, Engineering	Final date to return completed budget to Budget Office
April 25	Streets, Emergency Management/Fire, Police, Utilities, Transit	Final date to return completed budget to Budget Office
<b>April 15</b>	<b>City Council Budget/Audit Committee Budget Office, City Manager's Office</b>	<b>Budget Audit Meeting</b>



# Operating and CIP Budget Calendar

Fiscal Year Ended September 30, 2015

<b>Date</b>	<b>Responsibility</b>	<b>Action Required</b>
April 21 – May 2	Budget Team, All Departments	Prepare budgets for review
April 25	Outside Agencies	Final date to return completed budget packet to Budget Office
May 12	Plan Commission	Distribute CIP for review/public hearing
May 5 – 23	Budget Team, City Manager’s Office	Budget Review Discuss proposed funding levels with Department Managers
<b>May 6</b>	<b>City Council Budget/Audit Committee Budget Office, City Manager’s Office</b>	<b>Budget Audit Meeting</b>
<b>May 20</b>	<b>City Council Budget/Audit Committee Budget Office, City Manager’s Office</b>	<b>Budget Audit Meeting</b>
June	Budget Team	Finish reviews and balance Finalize City Manager’s proposed budget
<b>June 3</b>	<b>City Council Budget/Audit Committee Budget Office, City Manager’s Office</b>	<b>Budget Audit Meeting</b>
<b>July 1</b>	<b>City Council Budget/Audit Committee Budget Office, City Manager’s Office</b>	<b>Budget Audit Meeting</b>
July 11	City Manager	File proposed budget with City Secretary
July 15	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
August 19	City Council	Adopt 2014-15 Budget
August 26	City Council	Special Meeting – Public hearing on tax rate
September 2	City Council	Adopt 2014-15 Tax Rate
September - October	Budget Office	Complete adopted budget according to GFOA criteria
October	Budget Office	Distribute printed budget

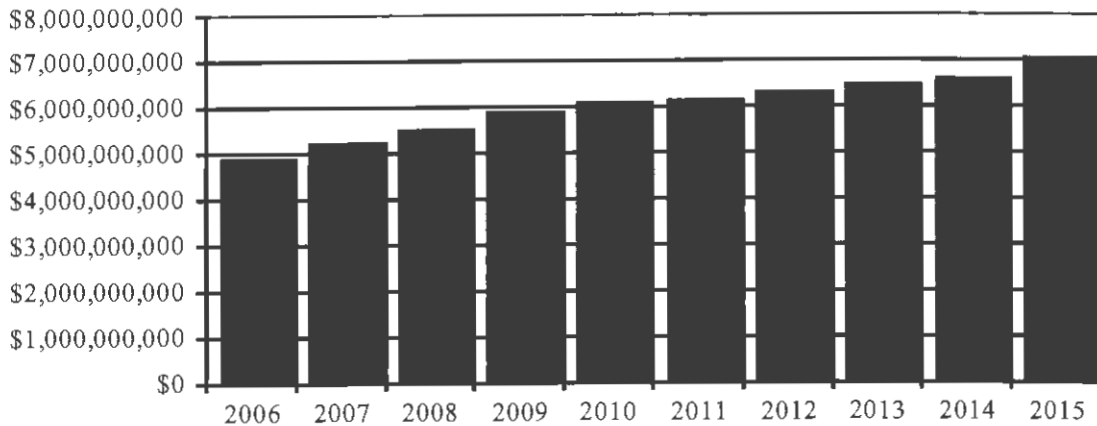


## Summaries

## Property Tax Structure for the Fiscal Year Ended September 30, 2015

<b>Total Assessed Value</b>	<b>\$ 9,704,800,775</b>	
Captured Value for TIF	(236,786,307)	
<b>Exemptions</b>		
Over 65	(34,153,417)	
Homestead	(241,300,302)	
Agricultural Use	(71,101,609)	
Veterans	(56,071,318)	
Tax Abatement	(93,678,462)	
Freeport	(353,293,135)	
Pollution Control Abatement	(28,852,629)	
Limited Value	(36,398,892)	
Totally Exempt	(1,509,385,401)	
<b>Less Exemptions</b>	<b>(2,424,235,165)</b>	
<b>Total Value after Exemptions</b>	<b>\$ 7,043,779,303</b>	
<b>Adopted Tax Rate per \$100 Valuation</b>	<b>\$ 0.776232</b>	
<b>Estimated Gross Revenues</b>	<b>\$ 54,676,069</b>	
<b>Percent (%) of Collection</b>	<b>98.00</b>	
<b>Estimated Collections for 2014-15</b>	<b>\$ 53,582,547</b>	

### 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 2013-14 to FY 2014-15 of \$446,673,511 or 6.77%.



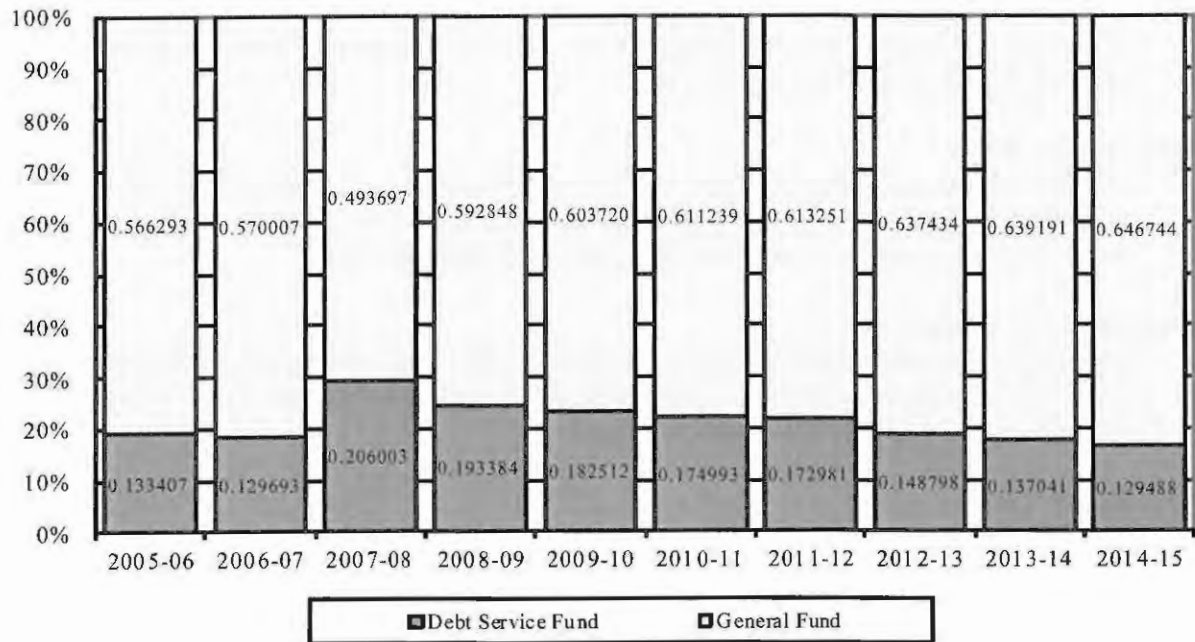


## Distribution of Current Tax Rate

	% of Total	Rate Per \$100	Budgeted Revenues
General Fund	83.32%	\$0.646744	\$44,644,089
Debt Service Fund	16.68%	\$0.129488	\$8,938,458
<b>Total</b>	<b>100.00%</b>	<b>\$0.776232</b>	<b>\$53,582,547</b>

Each \$1,000,000 of Valuation at 98% Collection Produces                   \$           7,607  
 Each \$0.01 of the Proposed Levy at 98% Collection Produces           \$           690,290

## 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 29.44% in FY 2007-08 to the current 16.68% in FY 2014-15.

## 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, the Abandoned Motor Vehicles 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

Abandoned Motor Vehicles 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	Abandoned Motor Vehicles	PID #1	Health Fund	Street Reconstruction	Water Fund
Abandoned Motor Vehicles		220,000				
Animal Shelter	899,314					
Cameron Park Zoo						
City Council	162,997					
City Manager's Office	3,871,434					
City Secretary	505,963					
Contributions	14,483,152					
Convention & Visitors' Services						
Cottonwood Creek Golf Course						
Emergency Management	1,253,820					
Employee Benefits	366,073					
Engineering Services						
Facilities	3,344,769					
Finance	1,432,201					
Fire	20,765,840					
Fleet Services						
Health Services				4,028,275		
Health Insurance						
Housing	276,603					
Human Resources	798,009					
Information Technology	2,398,809					
Inspections	1,832,949					
Legal	1,181,404					
Library	3,531,479					
Miscellaneous	854,795					
Municipal Court	1,222,567					
Municipal Information	700,441					
Parks and Recreation	9,887,972					
Planning	705,286					
Police	32,879,304					
Public Improvement District #1			976,502			
Purchasing	444,496					
Risk Management						
Solid Waste						
Street Reconstruction					3,887,972	
Streets & Drainage	4,510,245					
Texas Ranger Hall of Fame						
Traffic	2,619,944					
Waco Regional Airport						
Waco Transit						
Wastewater Utilities						
Water Utilities						40,155,199
WMARSS						
<b>TOTAL</b>	<b>110,929,866</b>	<b>220,000</b>	<b>976,502</b>	<b>4,028,275</b>	<b>3,887,972</b>	<b>40,155,199</b>



## Departments by Funding Sources

Wastewater Fund	Solid Waste Fund	WMARSS	Ranger Hall of Fame	Airport Fund	Convention Services	Zoo Fund	Golf Course Fund
						3,647,635	
					3,926,878		1,939,363
	16,141,842						
			1,354,003				
				1,410,139			
21,231,341							
		7,126,815					
21,231,341	16,141,842	7,126,815	1,354,003	1,410,139	3,926,878	3,647,635	1,939,363

### Departments by Funding Sources

Department	Transit Fund	Risk Management	Engineering Fund	Fleet Services	Health Insurance	TOTAL
Abandoned Motor Vehicles						220,000
Animal Shelter						899,314
Cameron Park Zoo						3,647,635
City Council						162,997
City Manager's Office						3,871,434
City Secretary						505,963
Contributions						14,483,152
Convention & Visitors' Services						3,926,878
Cottonwood Creek Golf Course						1,939,363
Emergency Management						1,253,820
Employee Benefits						366,073
Engineering Services			2,047,701			2,047,701
Facilities						3,344,769
Finance						1,432,201
Fire						20,765,840
Fleet Services				1,800,884		1,800,884
Health Services						4,028,275
Health Insurance					12,296,946	12,296,946
Housing						276,603
Human Resources						798,009
Information Technology						2,398,809
Inspections						1,832,949
Legal						1,181,404
Library						3,531,479
Miscellaneous						854,795
Municipal Court						1,222,567
Municipal Information						700,441
Parks and Recreation						9,887,972
Planning						705,286
Police						32,879,304
Public Improvement District #1						976,502
Purchasing						444,496
Risk Management		3,760,034				3,760,034
Solid Waste						16,141,842
Street Reconstruction						3,887,972
Streets & Drainage						4,510,245
Texas Ranger Hall of Fame						1,354,003
Traffic						2,619,944
Waco Regional Airport						1,410,139
Waco Transit	6,288,383					6,288,383
Wastewater Utilities						21,231,341
Water Utilities						40,155,199
WMARSS						7,126,815
<b>TOTAL</b>	6,288,383	3,760,034	2,047,701	1,800,884	12,296,946	243,169,778



## Net Fund Balance Change Estimated FY 2013-14

Fund	Beginning Fund Balance	Revenues	Expenditures	Ending Fund Balance	Net Change	Comments
General Fund	45,430,976	107,846,828	104,099,461	49,178,343	3,747,367	Several major revenues more than budgeted. Ending balance exceeds City's policy of 18% required reserves.
Health Fund	351,412	3,981,087	3,966,903	365,596	14,184	Vacancies and turnover during the year created underruns in expenses that contributed to increase in fund balance.
Abandoned Motor Vehicles	-	-	-	-	-	
PID #1	611,577	353,740	340,265	625,052	13,475	Funds for capital projects not used; will carry forward to next year.
Street Reconstruction Fund	6,570,204	3,936,003	3,860,517	6,645,690	75,486	Excess revenues combined with an underrun in expenses contributed to increase in fund balance.
Water Fund	111,629,068	39,612,775	40,081,348	111,160,495	(468,573)	Planned reduction in fund balance due to capital projects. Ending balance exceeds City's policy of 30% required reserves.
Wastewater Fund	70,018,119	21,235,251	21,189,404	70,063,966	45,847	Revenues slightly over budget which led to increase in fund balance. Ending balance exceeds City's policy of 30% required reserves.
WMARSS Fund	-	6,493,893	6,558,370	(64,477)	(64,477)	Overrun in expenses and underrun in revenues contributed to decrease in fund balance.
Solid Waste Fund	14,922,926	16,285,314	15,535,822	15,672,418	749,492	Underrun in expenses and excess revenues contributed to increase in fund balance. Ending balance exceeds City's policy of 30% required reserves.
Ranger Hall of Fame Fund	5,588,338	1,299,987	1,340,579	5,547,746	(40,592)	Revenues less than budgeted and approved year-end purchase of equipment resulted in decrease to fund balance.
Waco Regional Airport Fund	32,137,915	1,822,135	1,670,164	32,289,886	151,971	Increase in fund balance due mainly to overruns in revenues.
Convention Center & Visitors' Fund	18,922,245	3,564,365	3,539,549	18,947,061	24,816	Increase in fund balance due to excess revenues despite equipment replacement approved for purchase before year end.
Cameron Park Zoo Fund	14,270,752	3,360,079	3,628,616	14,002,215	(268,537)	Planned reduction of fund balance for equipment replacement approved for purchase before year end. Revenues less than budgeted.
Cottonwood Creek Golf Course Fund	(191,476)	1,960,356	2,236,029	(467,149)	(275,673)	Planned reduction of fund balance for equipment replacement approved for purchase before year end.
Waco Transit Fund	9,984,799	7,137,483	7,138,075	9,984,207	(592)	Slight decrease in fund balance due to less revenues and expenses than budgeted.
Risk Management Fund	2,284,915	3,655,804	3,671,048	2,269,671	(15,244)	Underrun in revenues is greater than the underrun in expenses.
Engineering Fund	(9,798)	2,003,741	1,955,566	38,377	48,175	Increase to fund balance due to underrun in expenses.
Fleet Services Fund	774,492	1,788,741	1,950,776	612,457	(162,035)	Planned decrease in fund balance due to approved year-end purchase of equipment.
Health Insurance Fund	3,783,633	11,950,071	12,162,718	3,570,986	(212,647)	Decrease to fund balance due mainly to medical claims over budget.
<b>Total Funds</b>	<b>337,080,097</b>	<b>238,287,653</b>	<b>234,925,210</b>	<b>340,442,540</b>	<b>3,362,443</b>	

This discussion on the net change to the fund balance is based on the Estimated 2013-14 budget. While we know that there will be changes to the fund balance for Fiscal Year 2014-15 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 2014-15.

**2013-2015 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Balances  
Governmental Funds**

	General Fund			Abandoned Motor Vehicles Fund		
	Actual 2012-13	Estimated 2013-14	Adopted 2014-15	Actual 2012-13	Estimated 2013-14	Adopted 2014-15
<b>Beginning Fund Balance</b>	37,648,188	45,430,976	49,178,343	-	-	-
<b>Revenues</b>						
Taxes	90,057,547	92,035,621	94,651,962	-	-	-
Permits, Licenses & Fees	1,209,807	1,050,600	944,951	-	-	-
Intergovernmental Revenues	1,568,065	1,634,374	1,580,878	-	-	-
Charges for Services	1,226,149	1,095,025	1,223,024	-	-	-
Fines	1,815,856	1,998,215	2,266,934	-	-	-
Interest	88,678	121,685	75,000	-	-	-
Other Revenue	10,365,125	9,328,658	9,386,182	-	-	220,000
Miscellaneous	450,000	50,000	137,031	-	-	-
General Fund Transfer	-	-	-	-	-	-
Transfer from Surplus	-	-	-	-	-	-
Charges for Services/Sale of Merch	474,714	532,650	663,904	-	-	-
	<b>107,255,941</b>	<b>107,846,828</b>	<b>110,929,866</b>	<b>-</b>	<b>-</b>	<b>220,000</b>
<b>Expenditures</b>						
Salaries and Wages	49,936,296	51,598,087	53,983,115	-	-	-
Employee Benefits	17,274,552	18,335,528	18,971,156	-	-	-
Purchased Prof/Tech Services	2,498,385	2,654,480	2,790,705	-	-	-
Purchased Property Services	5,313,723	5,817,657	6,380,020	-	-	45,500
Other Purchased Services	2,499,375	3,185,201	3,526,959	-	-	6,500
Supplies	6,011,444	6,864,400	6,393,663	-	-	8,000
Other Expenses	1,811,972	712,979	1,489,902	-	-	-
Contracts with Others	1,990,807	2,037,991	2,247,641	-	-	-
<b>Operating Expenditures</b>	<b>87,336,554</b>	<b>91,206,323</b>	<b>95,783,161</b>	<b>-</b>	<b>-</b>	<b>60,000</b>
Transfers to Other Funds	11,736,259	11,608,406	13,171,661	-	-	50,000
Billings	(929,090)	(901,436)	(915,235)	-	-	-
Capital Outlay	2,728,256	2,186,168	2,890,279	-	-	110,000
<b>Total Expenditures</b>	<b>100,871,979</b>	<b>104,099,461</b>	<b>110,929,866</b>	<b>-</b>	<b>-</b>	<b>220,000</b>
Net Increase (Decrease) in Fund Balance	6,383,962	3,747,367	-	-	-	-
Adjustments to Balance to CAFR	1,398,826	-	-	-	-	-
<b>Ending Fund Balance</b>	<b>45,430,976</b>	<b>49,178,343</b>	<b>49,178,343</b>	<b>-</b>	<b>-</b>	<b>-</b>





**2013-2015 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Balances  
Governmental Funds**

Health Fund			Public Improvement District #1			Street Reconstruction Fund		
Actual 2012-13	Estimated 2013-14	Adopted 2014-15	Actual 2012-13	Estimated 2013-14	Adopted 2014-15	Actual 2012-13	Estimated 2013-14	Adopted 2014-15
157,585	351,412	365,596	520,765	611,577	625,052	6,595,009	6,570,204	6,645,690
-	-	-	323,153	300,000	300,000	-	-	-
185,770	184,519	186,046	-	-	-	-	-	-
47,631	53,467	58,433	-	-	-	89,453	47,031	-
771,992	703,328	705,345	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
1,054	1,144	-	1,349	1,650	1,450	1,714	3,000	2,000
412,874	364,690	354,222	-	52,090	50,000	111,212	-	-
-	-	-	-	-	-	67,000	-	-
2,535,350	2,673,939	2,724,229	-	-	-	3,885,972	3,885,972	3,885,972
-	-	-	-	-	625,052	-	-	-
-	-	-	-	-	-	-	-	-
<b>3,954,671</b>	<b>3,981,087</b>	<b>4,028,275</b>	<b>324,502</b>	<b>353,740</b>	<b>976,502</b>	<b>4,155,351</b>	<b>3,936,003</b>	<b>3,887,972</b>
1,463,790	1,532,009	1,577,756	20,449	23,130	30,075	706,760	775,341	841,521
508,432	548,864	563,853	1,624	1,870	2,425	340,214	390,777	424,442
89,247	58,820	55,223	202,461	263,518	309,116	1,327,996	1,256,388	1,204,309
21,733	18,647	18,876	2,020	1,350	1,800	507,891	578,767	590,334
63,027	78,699	82,658	4,553	11,897	42,150	29,752	42,065	42,065
309,106	340,162	345,088	2,584	18,500	13,025	121,110	166,148	147,769
315,400	399,602	394,721	-	-	25,000	-	-	-
990,100	990,100	990,100	-	-	-	-	-	-
<b>3,760,835</b>	<b>3,966,903</b>	<b>4,028,275</b>	<b>233,691</b>	<b>320,265</b>	<b>423,591</b>	<b>3,033,723</b>	<b>3,209,486</b>	<b>3,250,440</b>
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	155,053	149,880	158,248
-	-	-	-	20,000	552,911	831,663	501,151	479,284
<b>3,760,835</b>	<b>3,966,903</b>	<b>4,028,275</b>	<b>233,691</b>	<b>340,265</b>	<b>976,502</b>	<b>4,020,439</b>	<b>3,860,517</b>	<b>3,887,972</b>
193,836	14,184	-	90,811	13,475	-	134,912	75,486	-
(9)	-	-	1	-	-	(159,717)	-	-
<b>351,412</b>	<b>365,596</b>	<b>365,596</b>	<b>611,577</b>	<b>625,052</b>	<b>625,052</b>	<b>6,570,204</b>	<b>6,645,690</b>	<b>6,645,690</b>

**2013-2015 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Balances  
Governmental Funds**

	Total Governmental Funds		
	Actual 2012-13	Estimated 2013-14	Adopted 2014-15
<b>Beginning Fund Balance</b>	44,921,547	52,964,169	56,814,681
<b>Revenues</b>			
Taxes	90,380,700	92,335,621	94,951,962
Permits, Licenses & Fees	1,395,577	1,235,119	1,130,997
Intergovernmental Revenues	1,705,149	1,734,872	1,639,311
Charges for Services	1,998,141	1,798,353	1,928,369
Fines	1,815,856	1,998,215	2,266,934
Interest	92,795	127,479	78,450
Other Revenue	10,889,211	9,745,438	10,010,404
Miscellaneous	517,000	50,000	137,031
General Fund Transfer	6,421,322	6,559,911	6,610,201
Transfer from Surplus	-	-	625,052
Charges for Services/Sale of Merch	474,714	532,650	663,904
	<b>115,690,465</b>	<b>116,117,658</b>	<b>120,042,615</b>
<b>Expenditures</b>			
Salaries and Wages	52,127,295	53,928,567	56,432,467
Employee Benefits	18,124,822	19,277,039	19,961,876
Purchased Prof/Tech Services	4,118,089	4,233,206	4,359,353
Purchased Property Services	5,845,367	6,416,421	7,036,530
Other Purchased Services	2,596,707	3,317,862	3,700,332
Supplies	6,444,244	7,389,210	6,907,545
Other Expenses	2,127,372	1,112,581	1,909,623
Contracts with Others	2,980,907	3,028,091	3,237,741
<b>Operating Expenditures</b>	<b>94,364,803</b>	<b>98,702,977</b>	<b>103,545,467</b>
Transfers to Other Funds	11,736,259	11,608,406	13,221,661
Billings	(774,037)	(751,556)	(756,987)
Capital Outlay	3,559,919	2,707,319	4,032,474
<b>Total Expenditures</b>	<b>108,886,944</b>	<b>112,267,146</b>	<b>120,042,615</b>
Net Increase (Decrease) in Fund Balance	6,803,521	3,850,512	-
Adjustments to Balance to CAFR	1,239,101	-	-
<b>Ending Fund Balance</b>	<b>52,964,169</b>	<b>56,814,681</b>	<b>56,814,681</b>



**2013-2015 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Net Position**

**Enterprise Funds**

	Water Fund			WMARSS Fund		
	Actual	Estimated	Adopted	Actual	Estimated	Adopted
	2012-13	2013-14	2014-15	2012-13	2013-14	2014-15
<b>Beginning Year Total Net Position</b>	<b>106,717,262</b>	<b>111,629,068</b>	<b>111,160,495</b>	-	-	(64,477)
<b>Revenues</b>						
Taxes	-	-	-	-	-	-
Intergovernmental Revenues	2,033	-	-	-	-	-
Interest	78,581	90,000	90,000	15,128	15,000	15,000
Other Revenue	692,659	596,309	598,982	17,547	17,500	17,675
Miscellaneous	-	-	-	-	-	-
General Fund Transfer	-	-	-	-	-	-
Transfer from Surplus	-	-	-	-	-	-
Hotel-Motel Tax	-	-	-	-	-	-
Charges for Services-Enterprise Funds	39,274,259	38,926,466	39,466,217	6,730,806	6,461,393	7,094,140
Sale of Merchandise	-	-	-	-	-	-
	<b>40,047,532</b>	<b>39,612,775</b>	<b>40,155,199</b>	<b>6,763,481</b>	<b>6,493,893</b>	<b>7,126,815</b>
<b>Expenditures</b>						
Salaries and Wages	4,797,274	5,008,624	5,188,289	1,122,569	1,201,641	1,325,492
Employee Benefits	1,941,988	2,066,511	2,123,666	418,600	450,635	491,694
Purchased Prof/Tech Services	1,069,634	1,488,562	1,385,494	442,628	568,590	568,590
Purchased Property Services	1,849,865	2,407,227	2,290,700	612,925	747,840	772,536
Other Purchased Services	762,062	1,023,676	1,052,031	168,062	224,229	238,568
Supplies	4,669,652	5,418,516	5,408,322	1,970,484	2,571,728	2,625,602
Other Expenses	7,027,391	7,108,960	7,173,358	295,346	363,707	340,333
Contracts with Others	6,000	6,000	6,000	-	-	-
<b>Operating Expenditures</b>	<b>22,123,866</b>	<b>24,528,076</b>	<b>24,627,860</b>	<b>5,030,614</b>	<b>6,128,370</b>	<b>6,362,815</b>
Transfers to Other Funds	13,848,859	12,750,812	15,257,251	-	-	-
Billings	(777,327)	(779,506)	(792,527)	-	-	-
Capital Outlay	1,022,062	3,581,966	1,062,615	161,739	430,000	764,000
<b>Total Expenditures</b>	<b>36,217,460</b>	<b>40,081,348</b>	<b>40,155,199</b>	<b>5,192,353</b>	<b>6,558,370</b>	<b>7,126,815</b>
Net Increase (Decrease)	3,830,072	(468,573)	-	1,571,128	(64,477)	-
in Net Position						
Adjustments to Balance to CAFR	1,081,734	-	-	(1,571,128)	-	-
<b>Ending Total Net Position</b>	<b>111,629,068</b>	<b>111,160,495</b>	<b>111,160,495</b>	-	<b>(64,477)</b>	<b>(64,477)</b>

**2013-2015 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Net Position  
Enterprise Funds**

	Wastewater Fund			Solid Waste Fund		
	Actual 2012-13	Estimated 2013-14	Adopted 2014-15	Actual 2012-13	Estimated 2013-14	Adopted 2014-15
<b>Beginning Year Total Net Position</b>	67,311,402	70,018,119	70,063,966	14,749,419	14,922,926	15,672,418
<b>Revenues</b>						
Taxes	-	-	-	20,530	19,791	19,791
Intergovernmental Revenues	408	-	-	-	-	-
Interest	22,124	20,000	15,000	21,907	27,604	22,000
Other Revenue	22,959	53,473	19,016	323,213	138,652	138,662
Miscellaneous	-	-	-	-	-	-
General Fund Transfer	-	-	-	-	-	-
Transfer from Surplus	-	-	-	-	-	-
Hotel-Motel Tax	-	-	-	-	-	-
Charges for Services-Enterprise Funds	21,364,852	21,161,778	21,197,325	16,145,452	16,099,267	15,961,389
Sale of Merchandise	-	-	-	-	-	-
	<b>21,410,343</b>	<b>21,235,251</b>	<b>21,231,341</b>	<b>16,511,102</b>	<b>16,285,314</b>	<b>16,141,842</b>
<b>Expenditures</b>						
Salaries and Wages	1,774,606	1,811,877	1,899,866	2,844,840	2,929,581	3,103,758
Employee Benefits	698,049	730,857	758,177	1,397,400	1,467,163	1,553,944
Purchased Prof/Tech Services	663,888	754,208	735,631	1,472,129	1,698,032	1,645,410
Purchased Property Services	859,348	956,912	978,519	1,696,017	1,944,757	1,996,462
Other Purchased Services	112,738	142,361	145,501	134,337	176,695	193,813
Supplies	434,280	455,567	440,696	1,919,759	2,156,725	2,234,515
Other Expenses	8,090,651	7,962,493	8,536,236	2,425,816	2,548,936	2,450,874
Contracts with Others	-	-	-	39,000	39,000	39,000
<b>Operating Expenditures</b>	<b>12,633,560</b>	<b>12,814,275</b>	<b>13,494,626</b>	<b>11,929,298</b>	<b>12,960,889</b>	<b>13,217,776</b>
Transfers to Other Funds	6,331,859	6,592,426	6,575,597	1,162,378	1,283,013	869,525
Billings	581,885	584,997	591,118	310,881	316,056	322,689
Capital Outlay	1,408,347	1,197,706	570,000	1,954,750	975,864	1,731,852
<b>Total Expenditures</b>	<b>20,955,651</b>	<b>21,189,404</b>	<b>21,231,341</b>	<b>15,357,307</b>	<b>15,535,822</b>	<b>16,141,842</b>
Net Increase (Decrease) in Net Position	454,692	45,847	-	1,153,795	749,492	-
Adjustments to Balance to CAFR	2,252,025	-	-	(980,288)	-	-
<b>Ending Total Net Position</b>	<b>70,018,119</b>	<b>70,063,966</b>	<b>70,063,966</b>	<b>14,922,926</b>	<b>15,672,418</b>	<b>15,672,418</b>



**2013-2015 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Net Position**

**Enterprise Funds**

Texas Ranger Hall of Fame Fund			Waco Regional Airport Fund			Convention Center & Visitors' Services		
Actual 2012-13	Estimated 2013-14	Adopted 2014-15	Actual 2012-13	Estimated 2013-14	Adopted 2014-15	Actual 2012-13	Estimated 2013-14	Adopted 2014-15
5,421,591	5,588,338	5,547,746	28,363,442	32,137,915	32,289,886	19,622,635	18,922,245	18,947,061
-	-	-	-	-	-	-	-	-
-	-	-	87,600	87,600	87,600	-	-	-
688	718	500	2,374	3,243	1,800	23	44	44
107,416	34,783	18,799	220,603	346,921	245,390	142,695	153,558	153,558
-	150,000	150,000	-	-	-	-	-	-
776,047	609,012	669,631	562,679	491,536	179,235	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	2,095,987	2,233,848	2,420,520
272,985	282,537	287,682	818,444	817,669	819,445	842,729	939,708	1,107,285
238,161	222,937	227,391	71,412	75,166	76,669	216,987	237,207	245,471
<b>1,395,297</b>	<b>1,299,987</b>	<b>1,354,003</b>	<b>1,763,112</b>	<b>1,822,135</b>	<b>1,410,139</b>	<b>3,298,421</b>	<b>3,564,365</b>	<b>3,926,878</b>
570,983	589,430	603,603	420,847	435,288	453,162	1,122,406	1,181,045	1,298,200
205,066	215,002	216,072	170,894	186,995	192,008	461,749	492,653	561,749
21,817	25,277	44,077	17,956	24,184	34,195	177,544	197,601	443,642
17,633	26,098	26,523	71,406	96,017	97,461	117,014	141,144	147,087
42,567	54,441	54,423	59,312	71,202	71,321	627,497	651,155	679,886
113,981	131,573	120,676	145,332	177,171	176,908	437,405	476,821	415,084
217,208	140,904	132,922	86,093	38,099	38,480	207,729	249,130	231,230
-	-	-	-	-	-	142,000	-	-
<b>1,189,255</b>	<b>1,182,725</b>	<b>1,198,296</b>	<b>971,840</b>	<b>1,028,956</b>	<b>1,063,535</b>	<b>3,293,344</b>	<b>3,389,549</b>	<b>3,776,878</b>
-	-	-	279,500	-	-	-	150,000	150,000
148,208	152,654	155,707	316,619	339,808	346,604	-	-	-
-	5,200	-	80,341	301,400	-	-	-	-
<b>1,337,463</b>	<b>1,340,579</b>	<b>1,354,003</b>	<b>1,648,300</b>	<b>1,670,164</b>	<b>1,410,139</b>	<b>3,293,344</b>	<b>3,539,549</b>	<b>3,926,878</b>
57,834	(40,592)	-	114,812	151,971	-	5,077	24,816	-
108,913	-	-	3,659,661	-	-	(705,467)	-	-
<b>5,588,338</b>	<b>5,547,746</b>	<b>5,547,746</b>	<b>32,137,915</b>	<b>32,289,886</b>	<b>32,289,886</b>	<b>18,922,245</b>	<b>18,947,061</b>	<b>18,947,061</b>

**2013-2015 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Net Position**

**Enterprise Funds**

	Cameron Park Zoo Fund			Cottonwood Creek Golf Course Fund		
	Actual 2012-13	Estimated 2013-14	Adopted 2014-15	Actual 2012-13	Estimated 2013-14	Adopted 2014-15
<b>Beginning Year Total Net Position</b>	<b>15,260,595</b>	<b>14,270,752</b>	<b>14,002,215</b>	<b>(130,268)</b>	<b>(191,476)</b>	<b>(467,149)</b>
<b>Revenues</b>						
Taxes	-	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-	-
Interest	37	-	-	-	-	-
Other Revenue	16,796	26,400	25,200	78,093	73,427	73,446
Miscellaneous	-	-	-	-	-	-
General Fund Transfer	1,553,765	1,726,608	1,983,223	105,870	-	-
Transfer from Surplus	-	-	-	-	-	-
Hotel-Motel Tax	-	-	-	-	-	-
Charges for Services-Enterprise Funds	1,391,869	1,266,197	1,291,521	1,185,803	1,160,810	1,137,932
Sale of Merchandise	334,401	340,874	347,691	732,914	726,119	727,985
	<b>3,296,868</b>	<b>3,360,079</b>	<b>3,647,635</b>	<b>2,102,680</b>	<b>1,960,356</b>	<b>1,939,363</b>
<b>Expenditures</b>						
Salaries and Wages	1,330,453	1,325,336	1,403,513	472,909	475,768	522,368
Employee Benefits	600,564	619,918	668,512	185,495	191,694	209,039
Purchased Prof/Tech Services	23,239	9,000	9,000	394,988	351,530	282,788
Purchased Property Services	404,817	530,470	531,616	79,847	89,800	95,331
Other Purchased Services	64,190	81,320	81,410	135,080	144,796	146,191
Supplies	605,797	713,095	682,587	208,483	239,928	249,333
Other Expenses	111,690	140,548	141,954	502,638	430,013	434,313
Contracts with Others	123,764	127,476	129,043	-	-	-
<b>Operating Expenditures</b>	<b>3,264,514</b>	<b>3,547,163</b>	<b>3,647,635</b>	<b>1,979,440</b>	<b>1,923,529</b>	<b>1,939,363</b>
Transfers to Other Funds	-	-	-	-	-	-
Billings	-	-	-	-	-	-
Capital Outlay	58,796	81,453	-	88,877	312,500	-
<b>Total Expenditures</b>	<b>3,323,310</b>	<b>3,628,616</b>	<b>3,647,635</b>	<b>2,068,317</b>	<b>2,236,029</b>	<b>1,939,363</b>
Net Increase (Decrease) in Net Position	(26,442)	(268,537)	-	34,363	(275,673)	-
Adjustments to Balance to CAFR	(963,401)	-	-	(95,571)	-	-
<b>Ending Total Net Position</b>	<b>14,270,752</b>	<b>14,002,215</b>	<b>14,002,215</b>	<b>(191,476)</b>	<b>(467,149)</b>	<b>(467,149)</b>



**2013-2015 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Net Position  
Enterprise Funds**

Waco Transit Fund			Total Enterprise Funds		
Actual 2012-13	Estimated 2013-14	Adopted 2014-15	Actual 2012-13	Estimated 2013-14	Adopted 2014-15
11,228,674	9,984,799	9,984,207	268,544,752	277,282,686	277,136,368
-	-	-	20,530	19,791	19,791
3,410,265	3,394,502	3,629,031	3,500,306	3,482,102	3,716,631
4	8	8	140,866	156,617	144,352
2,683,623	2,826,604	1,692,784	4,305,604	4,267,627	2,983,512
6,525	-	-	6,525	150,000	150,000
-	118,844	153,216	2,998,361	2,946,000	2,985,305
-	-	-	-	-	-
-	-	-	2,095,987	2,233,848	2,420,520
768,003	797,525	813,344	88,795,202	87,913,350	89,176,280
-	-	-	1,593,875	1,602,303	1,625,207
<b>6,868,420</b>	<b>7,137,483</b>	<b>6,288,383</b>	<b>103,457,256</b>	<b>102,771,638</b>	<b>103,221,598</b>
2,960,015	3,116,264	2,979,996	17,416,902	18,074,854	18,778,247
666,966	753,471	736,614	6,746,771	7,174,899	7,511,475
857,533	922,246	211,558	5,141,356	6,039,230	5,360,385
627,587	721,188	648,782	6,336,459	7,661,453	7,585,017
167,262	182,478	180,904	2,273,107	2,752,353	2,844,048
1,104,070	1,130,928	1,178,733	11,609,243	13,472,052	13,532,456
429,831	310,100	351,796	19,394,393	19,292,890	19,831,496
-	-	-	310,764	172,476	174,043
<b>6,813,264</b>	<b>7,136,675</b>	<b>6,288,383</b>	<b>69,228,995</b>	<b>74,640,207</b>	<b>75,617,167</b>
-	-	-	21,622,596	20,776,251	22,852,373
-	-	-	580,266	614,009	623,591
55,152	1,400	-	4,830,064	6,887,489	4,128,467
<b>6,868,416</b>	<b>7,138,075</b>	<b>6,288,383</b>	<b>96,261,921</b>	<b>102,917,956</b>	<b>103,221,598</b>
4	(592)	-	<b>7,195,335</b>	<b>(146,318)</b>	-
(1,243,879)	-	-	<b>1,542,599</b>	-	-
<b>9,984,799</b>	<b>9,984,207</b>	<b>9,984,207</b>	<b>277,282,686</b>	<b>277,136,368</b>	<b>277,136,368</b>

**2013-2015 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Net Position  
Internal Service Funds**

	Risk Management Fund			Engineering Fund		
	Actual 2012-13	Estimated 2013-14	Adopted 2014-15	Actual 2012-13	Estimated 2013-14	Adopted 2014-15
<b>Beginning Total Net Position</b>	3,378,711	2,284,915	2,269,671	48,968	(9,798)	38,377
<b>Revenues</b>						
Permits, Licenses & Fees	-	-	-	18,891	19,759	19,957
Intergovernmental Revenues	-	-	-	-	-	-
Interest	11,769	13,779	10,000	433	651	500
Other Revenue	-	-	-	6,427	12,628	12,628
Transfer from Surplus	-	-	-	-	-	-
Charges for Services-Internal Services	2,751,331	3,642,025	3,750,034	1,828,994	1,970,703	2,014,616
	<b>2,763,100</b>	<b>3,655,804</b>	<b>3,760,034</b>	<b>1,854,745</b>	<b>2,003,741</b>	<b>2,047,701</b>
<b>Expenditures</b>						
Salaries and Wages	385,386	349,758	371,738	1,074,810	1,101,372	1,204,822
Employee Benefits	127,277	117,718	128,736	392,238	408,300	430,748
Purchased Prof/Tech Services	160,766	183,296	173,796	67	2,000	-
Purchased Property Services	274	1,100	1,118	96,527	98,399	100,859
Other Purchased Services	767,949	855,977	919,264	50,807	62,825	62,949
Supplies	49,948	50,760	51,880	36,113	37,833	35,398
Other Expenses	1,616,709	2,112,439	2,113,502	235,950	216,006	212,925
Contracts with Others	-	-	-	-	-	-
<b>Operating Expenditures</b>	<b>3,108,309</b>	<b>3,671,048</b>	<b>3,760,034</b>	<b>1,886,512</b>	<b>1,926,735</b>	<b>2,047,701</b>
Transfers to Other Funds	744,670	-	-	-	-	-
Billings	-	-	-	-	-	-
Capital Outlay	21,474	-	-	35,168	28,831	-
<b>Total Expenditures</b>	<b>3,874,453</b>	<b>3,671,048</b>	<b>3,760,034</b>	<b>1,921,680</b>	<b>1,955,566</b>	<b>2,047,701</b>
Net Increase (Decrease) in Net Position	(1,111,353)	(15,244)	-	(66,935)	48,175	-
Adjustments to Balance to CAFR	17,557	-	-	8,169	-	-
<b>Ending Total Net Position</b>	<b>2,284,915</b>	<b>2,269,671</b>	<b>2,269,671</b>	<b>(9,798)</b>	<b>38,377</b>	<b>38,377</b>





**2013-2015 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Net Position  
Internal Service Funds**

Fleet Services Fund			Health Insurance Fund			Total Internal Service Funds		
Actual 2012-13	Estimated 2013-14	Adopted 2014-15	Actual 2012-13	Estimated 2013-14	Adopted 2014-15	Actual 2012-13	Estimated 2013-14	Adopted 2014-15
682,858	774,492	612,457	3,658,130	3,783,633	3,570,986	7,768,667	6,833,242	6,491,491
-	-	-	-	-	-	18,891	19,759	19,957
-	-	-	-	-	-	-	-	-
277	92	92	10,007	10,000	10,000	22,486	24,522	20,592
16,147	12,396	12,472	25	-	-	22,599	25,024	25,100
-	-	-	-	-	-	-	-	-
1,525,222	1,776,253	1,788,320	11,558,217	11,940,071	12,286,946	17,663,764	19,329,052	19,839,916
<b>1,541,646</b>	<b>1,788,741</b>	<b>1,800,884</b>	<b>11,568,249</b>	<b>11,950,071</b>	<b>12,296,946</b>	<b>17,727,740</b>	<b>19,398,357</b>	<b>19,905,565</b>
791,007	852,493	939,460	52,300	58,148	59,311	2,303,503	2,361,771	2,575,331
336,037	370,125	398,919	17,911	19,842	19,765	873,463	915,985	978,168
26,378	26,225	34,166	1,751,558	1,460,000	1,598,756	1,938,769	1,671,521	1,806,718
71,114	65,470	68,197	2,030	4,928	6,628	169,945	169,897	176,802
25,593	31,243	38,692	741	2,000	2,000	845,090	952,045	1,022,905
94,819	132,594	81,300	1,485	2,750	2,750	182,365	223,937	171,328
202,784	234,808	240,150	9,616,648	10,615,050	10,607,736	11,672,091	13,178,303	13,174,313
-	-	-	-	-	-	-	-	-
1,547,732	1,712,958	1,800,884	11,442,673	12,162,718	12,296,946	17,985,226	19,473,459	19,905,565
-	-	-	-	-	-	744,670	-	-
-	-	-	-	-	-	-	-	-
185,893	237,818	-	-	-	-	242,535	266,649	-
<b>1,733,625</b>	<b>1,950,776</b>	<b>1,800,884</b>	<b>11,442,673</b>	<b>12,162,718</b>	<b>12,296,946</b>	<b>18,972,431</b>	<b>19,740,108</b>	<b>19,905,565</b>
(191,979)	(162,035)	-	125,576	(212,647)	-	(1,244,691)	(341,751)	-
283,613	-	-	(73)	-	-	309,266	-	-
774,492	612,457	612,457	3,783,633	3,570,986	3,570,986	6,833,242	6,491,491	6,491,491

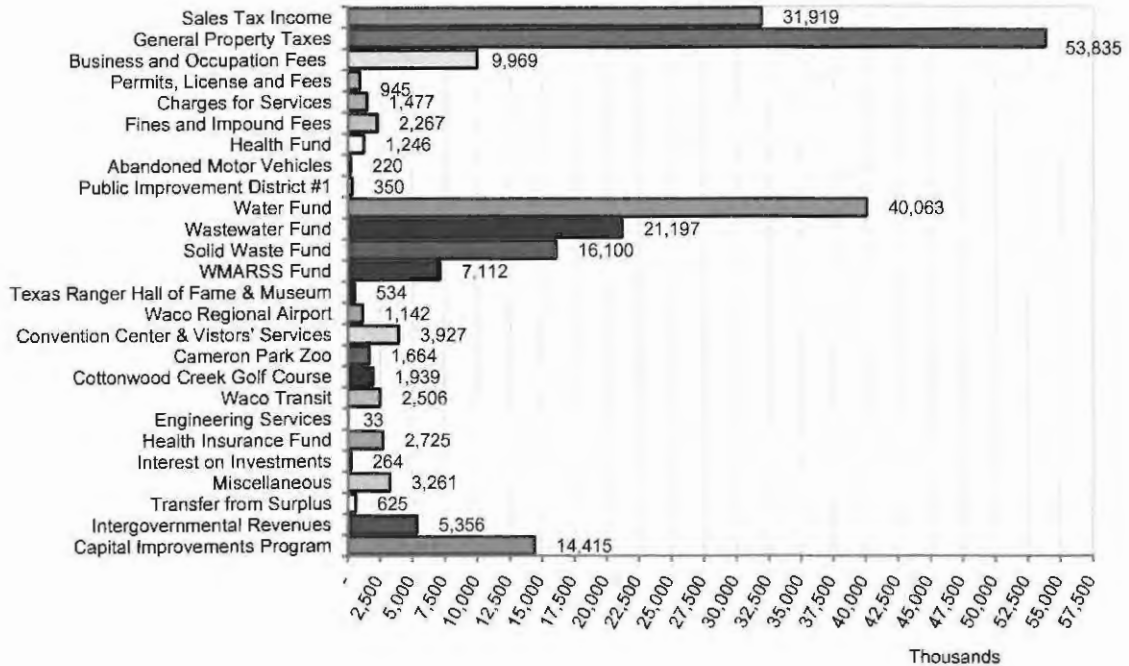
**2013-2015 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Balance / Net Position  
Total of All Funds**

	<b>Total Funds</b>		
	<b>Actual 2012-13</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
<b>Beginning Net Position</b>	<b>321,234,966</b>	<b>337,080,097</b>	<b>340,442,540</b>
<b>Revenues</b>			
Taxes	90,401,230	92,355,412	94,971,753
Permits, Licenses & Fees	1,414,468	1,254,878	1,150,954
Intergovernmental Revenues	5,205,455	5,216,974	5,355,942
Charges for Services	1,998,141	1,798,353	1,928,369
Fines	1,815,856	1,998,215	2,266,934
Interest	256,147	308,618	243,394
Other Revenue	15,217,414	14,038,089	13,019,016
Miscellaneous	523,525	200,000	287,031
General Fund Transfer	9,419,683	9,505,911	9,595,506
Transfer from Surplus	-	-	625,052
Hotel-Motel Tax	2,095,987	2,233,848	2,420,520
Charges for Services	106,933,680	107,775,052	109,680,100
Sale of Merchandise	1,593,875	1,602,303	1,625,207
<b>Total Revenues</b>	<b>236,875,461</b>	<b>238,287,653</b>	<b>243,169,778</b>
<b>Expenditures</b>			
Salaries and Wages	71,847,700	74,365,192	77,786,045
Employee Benefits	25,745,056	27,367,923	28,451,519
Purchased Professional/Technical Services	11,198,214	11,943,957	11,526,456
Purchased Property Services	12,351,771	14,247,771	14,798,349
Other Purchased Services	5,714,904	7,022,260	7,567,285
Supplies	18,235,852	21,085,199	20,611,329
Other Expenses	33,193,856	33,583,774	34,915,432
Contracts with Others	3,291,671	3,200,567	3,411,784
Operating Expenditures	<b>181,579,024</b>	<b>192,816,643</b>	<b>199,068,199</b>
Transfers to Other Funds	34,103,525	32,384,657	36,074,034
Billings	(193,771)	(137,547)	(133,396)
Capital Outlay	8,632,518	9,861,457	8,160,941
<b>Total Expenditures</b>	<b>224,121,296</b>	<b>234,925,210</b>	<b>243,169,778</b>
Net Increase (Decrease) in Net Position	12,754,165	3,362,443	-
Adjustments to Balance to CAFR	3,090,966	-	-
<b>Ending Total Net Position</b>	<b>337,080,097</b>	<b>340,442,540</b>	<b>340,442,540</b>



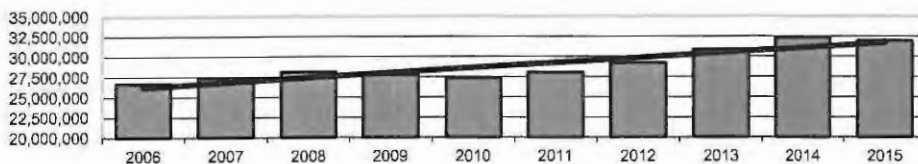
# Explanation of Revenues

The City of Waco's revenue stream for FY 2014-15 is illustrated in this graph and explained on the following pages.



## Sales Tax

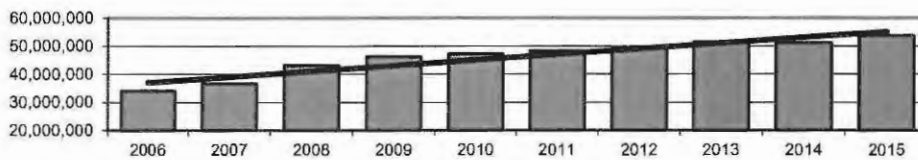
The City receives one and one-half percent sales tax on all retail sales, leases and rentals of most goods, as well as taxable services within the corporate city limits. Major exemptions from sales tax include food, drugs (both prescription and non-prescription), non-taxable services, clothing and school supplies purchased during an annual tax holiday (added in August 2009) and equipment or materials used in manufacturing or for agricultural purposes. 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. Sales tax growth for the past twenty-four months was led by the retail and wholesale trade sectors and the services sector. This trend of solid rebates together with employment gains gives us confidence in proposing a sizable increase for sales tax revenue. We are expecting to end the current year significantly over budget, so we have budgeted this revenue at an 8.3% increase over the current adopted budget.



# Explanation of Revenues

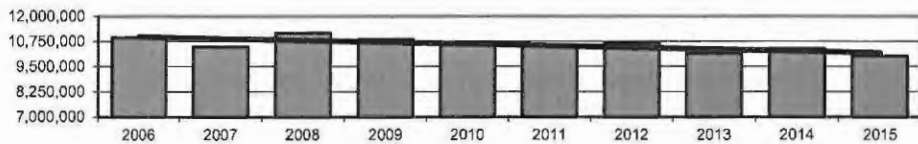
## General Property Taxes

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 proposed tax rate of \$.776232 per hundred dollars of valuation includes \$.129488 of debt service. Property tax receipts are budgeted to increase 6.8% over the current year's budgeted amount due mainly to new construction and increased appraisal valuations. Annexations and increased property values have 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 2005-06 and FY 2006-07 and increased to \$.786232 for FY 2007-08 due to the bond election. In FY 2013-14 the tax rate decreased to \$.776232, which is the same rate for FY 2014-15.



## 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 2.1% 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 and in FY 2010-11 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.

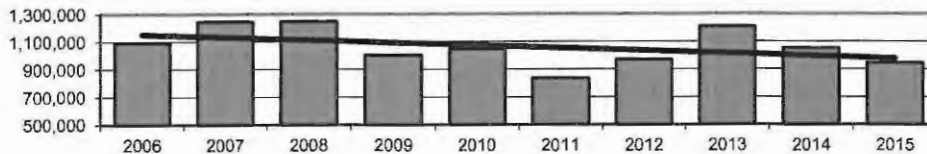




## Explanation of Revenues

### 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.



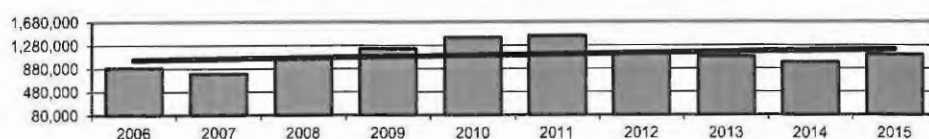
### Fines and Impound Fees

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 have 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. These charges increased in FY 2007-08 with the addition of one police officer that is partially reimbursed by Midway ISD. The contract for police security with Midway ISD ended in FY 2013-14. 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.

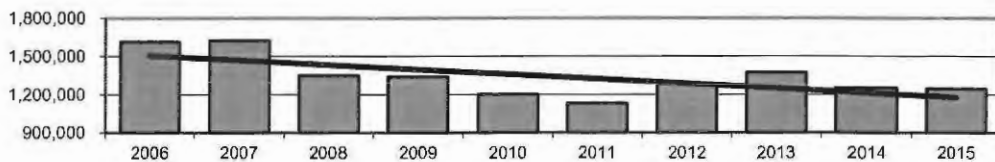


## Explanation of Revenues

### 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 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 can fluctuate from year to year.



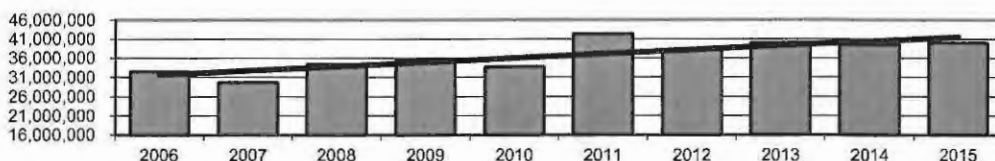
### Enterprise Fund Revenues:

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 2005-06 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 proposed for FY 2014-15.

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.

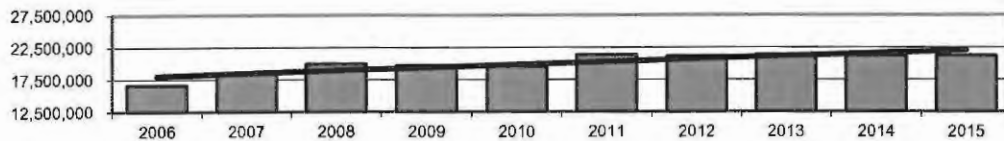




## Explanation of Revenues

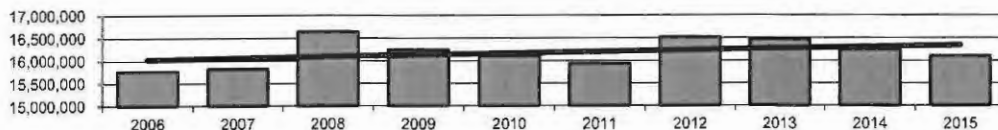
### Wastewater Services

User fees were increased significantly in FY 2005-06 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 wastewater customers dealt with increases. This was the last time rates were increased and there is no rate increase proposed for FY 2014-15. 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.



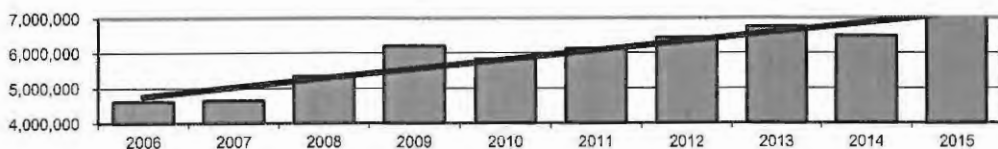
### Solid Waste Services

Solid Waste residential and commercial service fees are not budgeted to increase in FY 2014-15. The residential service fee increased \$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. The landfill fee is proposed to increase from \$27.28 to \$28.65 for FY 2014-15. 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.



### WMARSS

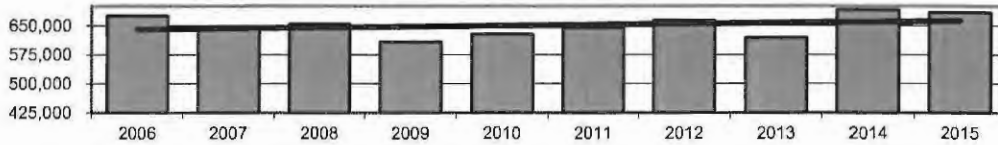
Revenues include charges to the owner cities based on their contributing flow into the regional wastewater system expressed as a percentage of the total flow of the system and multiplied by the annual requirement in maintaining and operating the Waco Metropolitan Area Regional Sewage System. Other revenue 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. The revenue from the owner cities fluctuates from year to year depending on capital needs and changes in operations.



## Explanation of Revenues

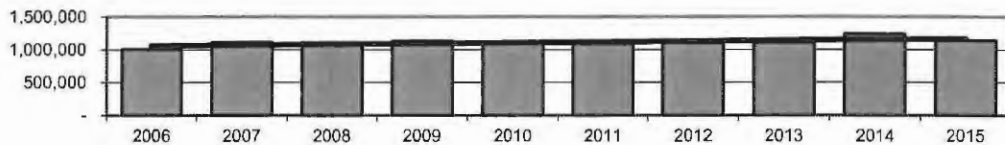
### Ranger Hall of Fame

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 increase for FY 2014-15 as the project is completed.



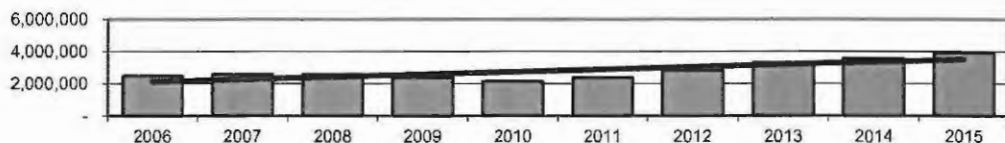
### Waco Regional Airport

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 we are beginning to see an improving trend.



### 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 2005-06. 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 all revenue categories for FY 2012-13 through FY 2014-15 reflect the increased bookings generated from the renovated facility. This is the third year that no funding from the General Fund is required.



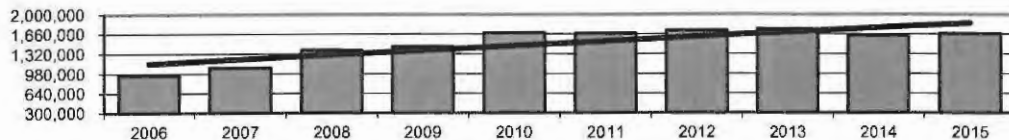




## Explanation of Revenues

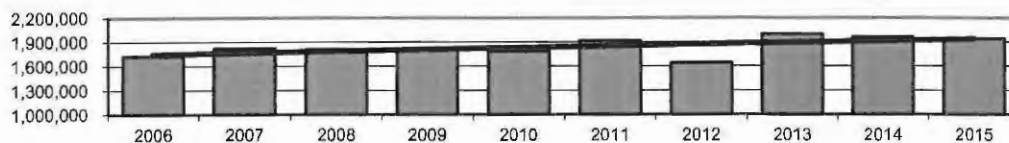
### Cameron Park Zoo

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 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.



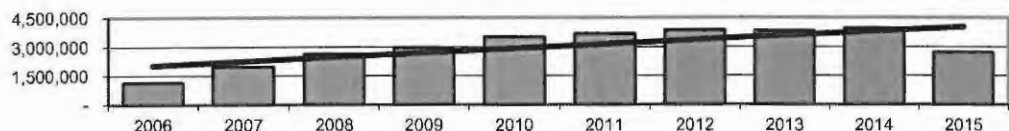
### Cottonwood Creek Golf Course

Green fees and most other operating revenues are very dependent on the weather. Several Golf Course fees were increased in FY 2005-06 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, but 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 2014-15.



### 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 provided non-emergency medical transportation services to Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties and produced approximately \$1.9 million in revenues. This service contract will terminate just before the end of this fiscal year and we are in the process of trying to secure another revenue generating program to take its place. 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

### Investment Earnings

Investment earnings is dependent on prevailing short term interest rates and available fund balances. Interest rates were lower in past years after the September 11<sup>th</sup> 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 2014-15 are due to the drastic decrease in interest rates.



### Other Revenues

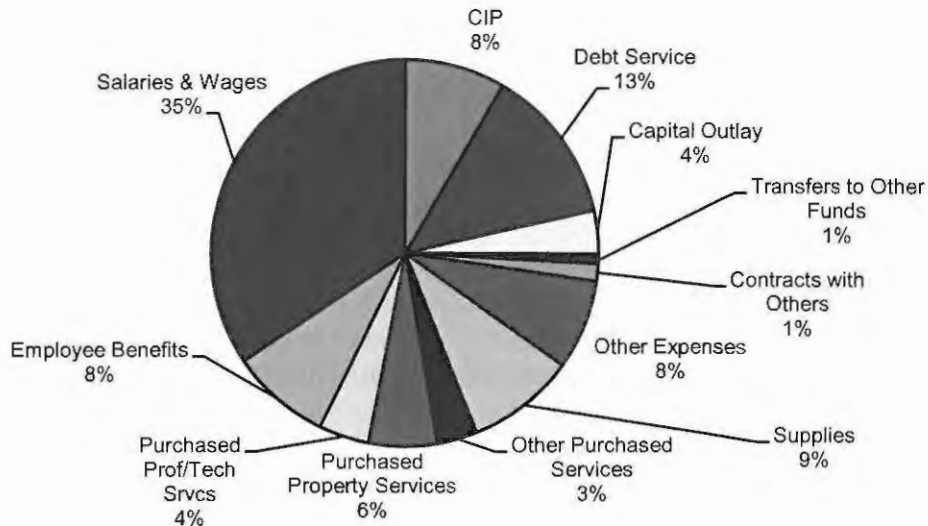
Revenues not otherwise classified or collected under various City policies, practices and contracts are included in this category. The largest items include commission from mixed drinks and concessions, rent from General Fund property, proceeds from the sale of real estate, and contributions. These revenues 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 1,532 full time employees and 58.06 part time employees (FTEs) for FY 2014-15. Salaries and benefits, which are the largest category of expenditures, are 43% of the total budget. Since FY 1999-00 the number of FTEs has grown from 1,479.37 to 1,590.06 for a total increase of 110.69 FTEs. However, we have added 156.33 employees in areas of expanded services including 24 in Fire, 50 in Police, 16.42 at the Zoo, 4.32 for the Mammoth Site park, 11.25 in Water, 8.84 in Wastewater, 27 at WMARSS, 1 for Health Insurance/Wellness initiatives and 13.5 for the Animal Shelter. During this same period of time, we have consolidated services and found efficiencies so we could reduce 45.64 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 2014-15 Staffing Changes

#### General Fund

Added net of 16.69 FTE

#### Solid Waste

Reduced 3.00 FTE

#### Other Enterprise Funds

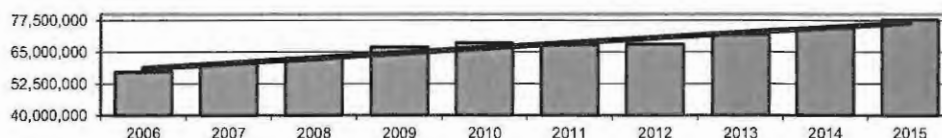
Reduced net of .47 FTE

#### Internal Service Funds

Increased 2.00 FTE (Transferred from General Fund)

#### Grants

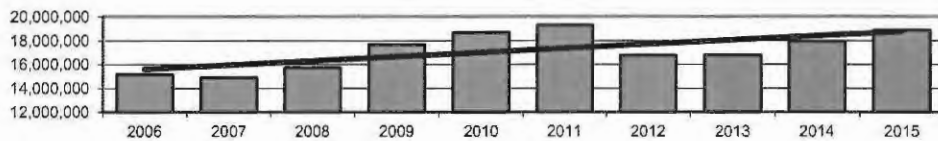
Reduced net of 1.72 FTE



## Explanation of Expenditures

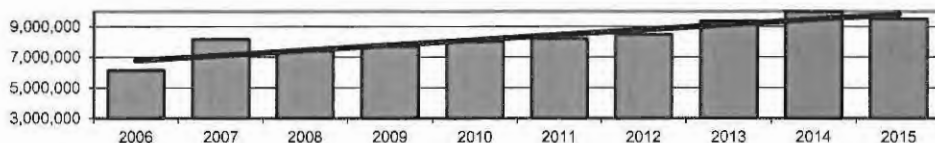
### Employee Benefits

This category covers health insurance, life insurance, Medicare and Social Security taxes, retirement benefits, unemployment taxes, workers compensation, and dues and memberships. 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, which 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; however, there is no increase in the City's contribution rate for health insurance per employee for FY 2014-15. 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 85%. Workers compensation rates were increased in FY 2013-14.



### 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. Legal expenses for the North Bosque River pollution case peaked in FY 2006-07. These expenses can vary from year to year depending on departments' needs.



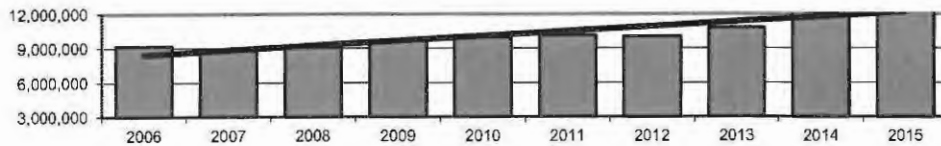
### Purchased Property Services

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. City departments are expensed for water, wastewater, and solid waste collection and landfill charges. 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.



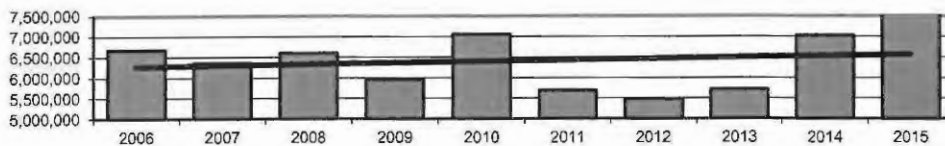
## Explanation of Expenditures

We have also included more maintenance dollars in the operating budget since FY 2012-13, particularly in Facilities, to fund projects that had previously been included in the capital improvements budget. This additional funding has been included due to the initiative to fund these projects from operations rather than issuing debt.



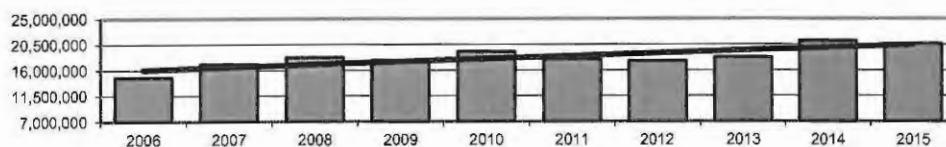
### Other Purchased Services

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

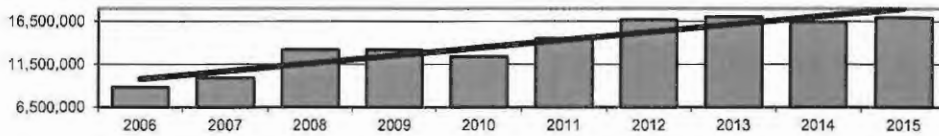
Supply accounts provide for articles of a nature which after use, are consumed or show a material change in or an appreciable impairment of their physical condition and articles liable to loss, theft and rapid depreciation. Major supply accounts in this category include office, chemical and medical, 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, completion of the DAF (Dissolved Air Flotation) plant in FY 2010-11, adding Bull Hide Creek Wastewater Treatment Plant and Flat Creek Interceptor in FY 2011-12 and adding the Animal Shelter in FY 2012-13. The volatility of fuel prices in the past few years and especially since FY 2007-08 has strained all budgets. A total of \$4.8 million is budgeted for fuel and lubricants in FY 2014-15, 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

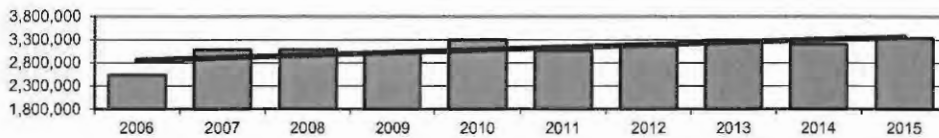
### Other Expenses

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.



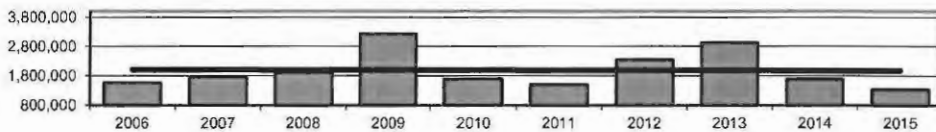
### Contracts with Others

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 concluded in early FY 2013-14. Most of the other contracts are with our Economic Development partners.



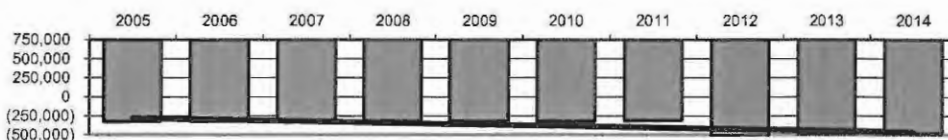
### Transfers to Other Funds

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.

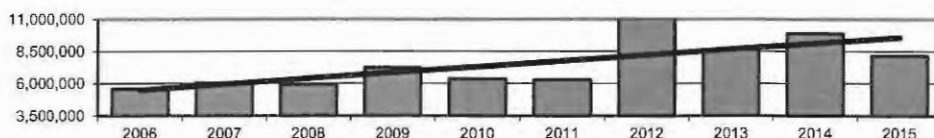




## Explanation of Expenditures

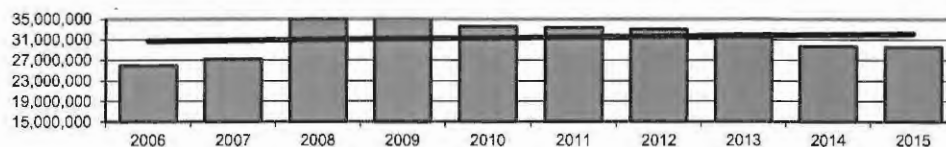
### Capital Outlay

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.



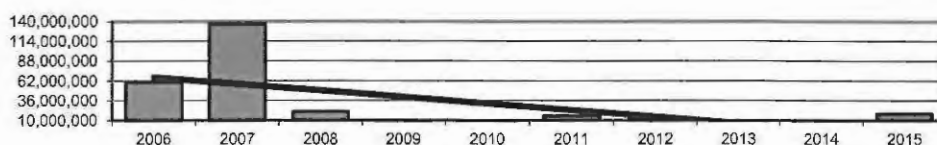
### Debt Service

This category provides for the payment of principal and interest on the City's debt. A total of \$29,542,701 or 13% of the total budget has been budgeted in debt service for FY 2014-15. A detailed debt service section can be found beginning on page 229.



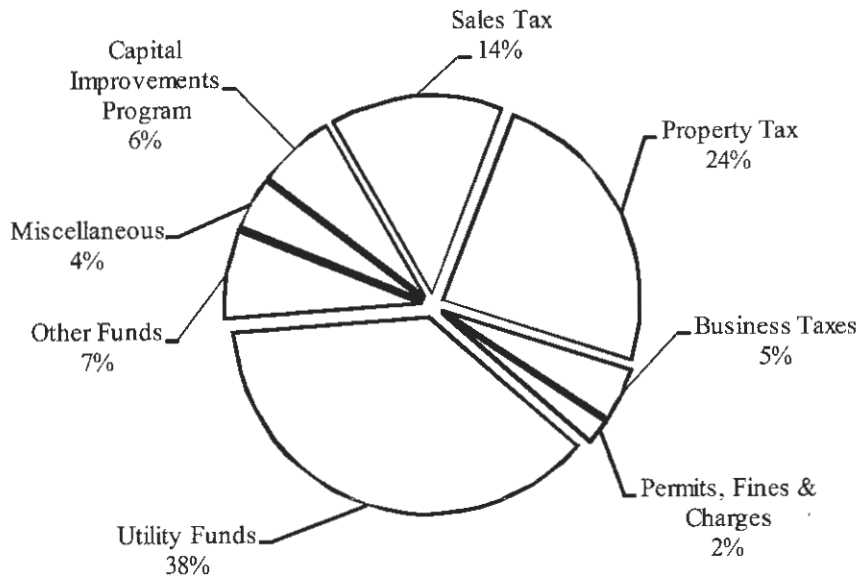
### Capital Improvements Program

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 \$18,953,000 or 8% of the total budget. Details of the Capital Improvement Program can be found beginning on page 257.

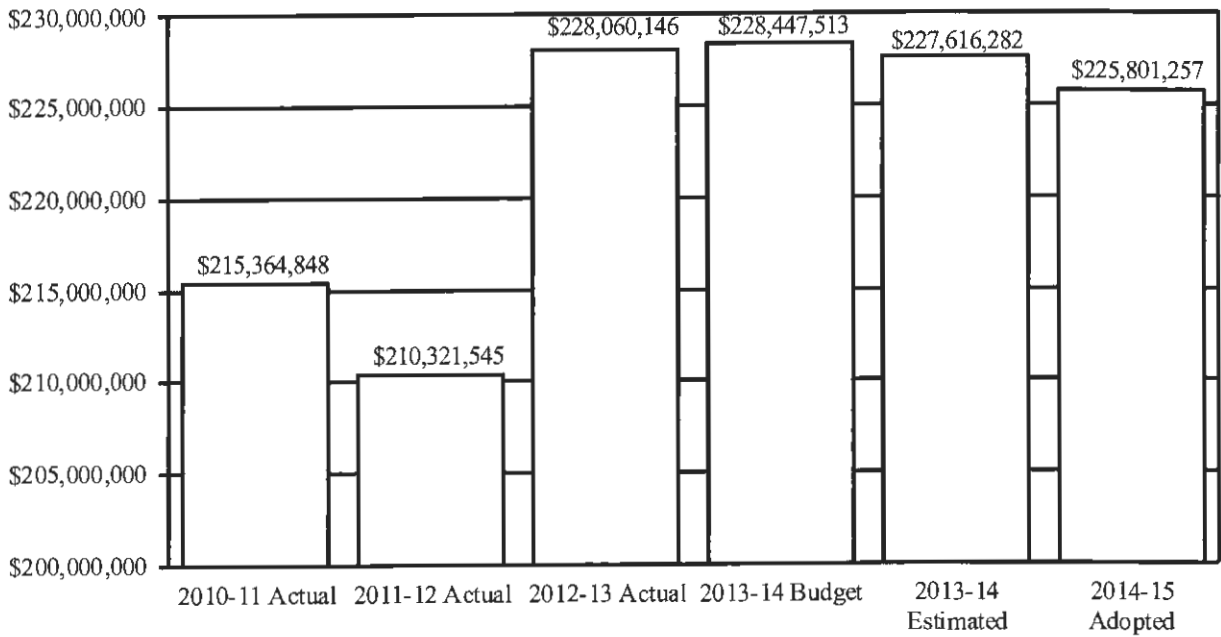


## Revenue Summary

**\$225,801,257**



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





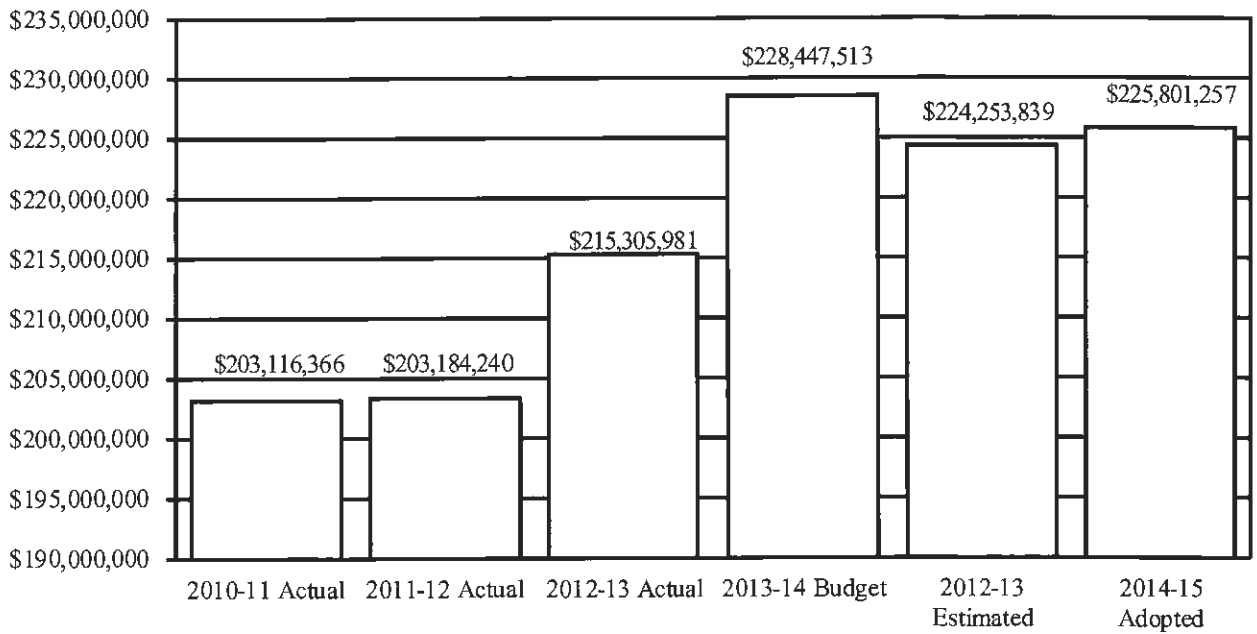
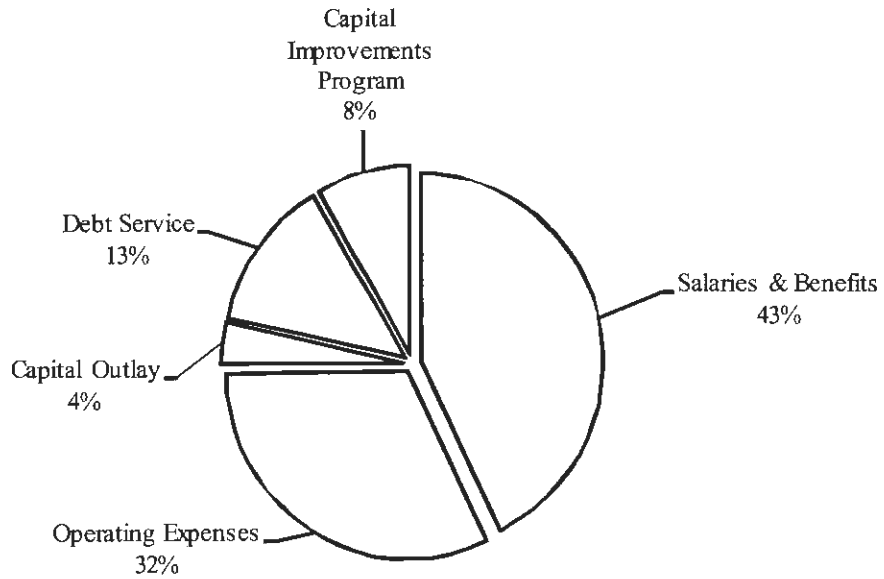


## Revenue Summary

	Actual 2012-13	Budget 2013-14	Estimate 2013-14	Adopted 2014-15
Sales Tax Income	30,822,078	29,478,117	32,318,686	31,918,686
General Property Taxes	51,520,607	51,072,569	51,102,410	54,545,294
Business and Occupation Fees	10,087,162	9,768,560	10,363,941	9,969,325
Permits, Licenses and Fees	1,209,807	849,396	1,050,600	944,951
Charges for Services	1,689,176	1,374,844	1,225,793	1,477,219
Fines and Impound Fees	1,815,856	1,681,097	1,998,215	2,266,934
Health Fund	1,370,636	1,283,139	1,252,537	1,245,613
Abandoned Motor Vehicles	-	-	-	220,000
Public Improvement District #1	323,153	300,000	352,090	350,000
Water Fund	39,965,046	39,548,116	39,520,547	40,062,952
Wastewater Fund	21,365,498	21,148,891	21,194,566	21,197,325
Solid Waste Fund	16,468,665	16,064,468	16,237,919	16,100,051
WMARSS Fund	6,748,353	6,490,393	6,478,893	7,111,815
Texas Ranger Hall of Fame & Museum	618,562	568,217	540,257	533,872
Waco Regional Airport	1,110,459	1,024,955	1,239,756	1,141,504
Convention Center & Visitors' Services	3,298,398	3,310,017	3,564,321	3,926,834
Cameron Park Zoo	1,743,066	1,813,978	1,633,471	1,664,412
Cottonwood Creek Golf Course	1,996,810	1,909,400	1,960,356	1,939,363
Waco Transit	3,458,151	3,673,401	3,624,129	2,506,128
Engineering Services	25,318	24,539	32,387	32,585
Health Insurance Fund	2,595,730	2,680,086	2,513,985	2,724,873
Investment Earnings	281,303	244,605	332,307	263,870
Miscellaneous	4,948,744	2,783,681	3,357,008	3,261,408
Transfer from Surplus	-	610,249	-	625,052
Intergovernmental Revenues				
Federal	2,953,521	2,966,924	2,969,067	3,162,600
State	925,361	844,539	894,949	787,918
County	1,326,573	1,363,732	1,352,958	1,405,424
<b>Total Revenues</b>	<b>208,668,033</b>	<b>202,877,913</b>	<b>207,111,148</b>	<b>211,386,008</b>
<b>Capital Improvements Program</b>	<b>19,392,113</b>	<b>25,569,600</b>	<b>20,505,134</b>	<b>14,415,249</b>
<b>Summary Total</b>	<b>228,060,146</b>	<b>228,447,513</b>	<b>227,616,282</b>	<b>225,801,257</b>

## Expenditure Summary

**\$225,801,257**





## Expenditure Summary

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries & Wages	71,847,700	75,558,140	74,365,192	77,786,045
Employee Benefits	16,782,544	18,483,836	17,941,837	18,889,446
Purchased Professional/Technical Services	9,369,220	9,229,586	9,973,254	9,511,840
Purchased Property Services	10,776,510	12,346,222	12,419,978	12,957,458
Other Purchased Services	5,714,904	6,935,472	7,022,260	7,567,285
Supplies	18,235,852	20,827,168	21,085,199	20,611,329
Other Expenses	17,032,290	16,013,160	16,430,544	17,564,428
Contracts with Others	3,291,671	3,267,050	3,200,567	3,411,784
<b>Operating Expenditures</b>	<b>153,050,691</b>	<b>162,660,634</b>	<b>162,438,831</b>	<b>168,299,615</b>
Transfers to Other Funds	2,920,341	2,033,172	1,674,192	1,325,000
Billings	(510,390)	(480,000)	(477,355)	(480,000)
Capital Outlay	8,632,518	9,095,150	9,861,457	8,160,941
<b>Total</b>	<b>164,093,160</b>	<b>173,308,956</b>	<b>173,497,125</b>	<b>177,305,556</b>
<b>Debt Service</b>				
Principal Retired	17,686,633	16,920,000	16,920,000	17,290,000
Interest Retired	13,286,045	12,616,774	12,616,775	12,242,969
Exchange & Commission	427,625	32,183	159,439	9,732
<b>Total Debt Service</b>	<b>31,400,303</b>	<b>29,568,957</b>	<b>29,696,214</b>	<b>29,542,701</b>
<b>Total Expenditures</b>	<b>195,493,463</b>	<b>202,877,913</b>	<b>203,193,339</b>	<b>206,848,257</b>
<b>Capital Improvements Program</b>	<b>19,812,518</b>	<b>25,569,600</b>	<b>21,060,500</b>	<b>18,953,000</b>
<b>Summary Total</b>	<b>215,305,981</b>	<b>228,447,513</b>	<b>224,253,839</b>	<b>225,801,257</b>

## Expenditures by Department

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>General Fund</b>				
City Manager's Office	3,336,480	3,725,531	3,761,104	3,871,434
City Council	110,233	157,415	173,126	162,997
Animal Shelter	625,899	747,972	806,243	899,314
City Secretary	427,994	475,074	477,072	505,963
Finance	1,285,930	1,398,790	1,349,064	1,432,201
Purchasing	457,306	428,633	439,140	444,496
Information Technology	2,416,797	2,416,305	2,687,490	2,398,809
Legal	1,158,297	1,281,248	1,113,770	1,181,404
Municipal Court	977,264	1,210,222	1,176,794	1,222,567
Planning	519,994	585,482	626,064	705,286
Human Resources	683,611	738,911	917,001	798,009
Inspections	1,619,701	1,696,101	1,650,870	1,832,949
Streets & Drainage	3,209,097	2,191,970	2,255,164	4,510,245
Traffic	2,420,323	2,817,404	2,603,341	2,619,944
Emergency Management	1,212,399	1,514,144	1,545,228	1,253,820
Fire	19,454,581	19,988,136	20,378,858	20,765,840
Police	31,596,257	31,845,692	32,116,597	32,879,304
Library	3,226,980	3,477,651	3,441,144	3,531,479
Municipal Information	797,978	687,112	789,987	700,441
Housing	177,536	189,681	189,027	276,603
Facilities	3,368,734	3,409,014	3,611,213	3,344,769
Parks and Recreation	8,719,890	9,283,397	9,509,474	9,887,972
Contributions	11,824,122	11,850,672	11,784,189	14,483,152
Miscellaneous	1,131,883	866,643	360,633	854,795
Employee Benefits	112,693	373,732	336,868	366,073
	<b>100,871,979</b>	<b>103,356,932</b>	<b>104,099,461</b>	<b>110,929,866</b>
<b>Special Revenue Funds</b>				
Health Administration	1,982,778	2,091,442	2,055,716	2,052,764
Environmental Health	128,788	185,786	184,882	188,539
Environmental Health - OSSF	250,517	279,827	256,467	260,933
Public Health Nursing	895,871	956,804	935,763	978,952
Sexually Transmitted Diseases	328,338	360,580	354,518	364,902
HIV/AIDS	173,772	179,766	179,557	182,185
Dental	771	-	-	-
Abandoned Motor Vehicles	-	-	-	220,000
Public Improvement District #1	233,691	911,449	340,265	976,502
	<b>3,994,526</b>	<b>4,965,654</b>	<b>4,307,168</b>	<b>5,224,777</b>
<b>Street Reconstruction</b>	<b>4,020,439</b>	<b>3,886,972</b>	<b>3,860,517</b>	<b>3,887,972</b>



## Expenditures by Department

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Utility Funds</b>				
Water Office	1,568,555	1,660,752	1,802,700	1,760,741
Water Distribution	4,437,227	7,132,245	7,095,283	4,789,023
Water Treatment	7,858,297	8,828,620	9,107,169	9,094,964
Utilities Laboratory	(204,042)	-	-	-
Source of Supply	575,107	626,949	764,815	662,875
Water - Meter Shop	1,162,175	1,224,883	1,183,979	1,244,272
Water General & Admin	20,820,141	20,156,895	20,127,402	22,603,324
Wastewater Collection	5,477,716	5,465,479	5,480,188	4,964,487
Environmental Services	669,979	767,604	755,471	738,236
Wastewater Treatment	5,190,960	4,995,447	4,995,447	5,477,466
Wastewater General & Admin	9,616,996	9,958,546	9,958,298	10,051,152
WMARSS	5,192,353	6,502,393	6,558,370	7,126,815
	<b>62,365,464</b>	<b>67,319,813</b>	<b>67,829,122</b>	<b>68,513,355</b>
<b>Other Enterprise Funds</b>				
Solid Waste	15,357,307	16,099,834	15,535,822	16,141,842
Texas Ranger Hall of Fame	1,337,463	1,327,579	1,340,579	1,354,003
Waco Regional Airport	1,648,300	1,617,991	1,670,164	1,410,139
Convention Center & Visitors' Services	3,293,344	3,310,017	3,539,549	3,926,878
Cameron Park Zoo	3,323,310	3,540,586	3,628,616	3,647,635
Cottonwood Creek Golf Course	2,068,317	1,909,400	2,236,029	1,939,363
Waco Transit	6,868,416	7,265,673	7,138,075	6,288,383
	<b>33,896,457</b>	<b>35,071,080</b>	<b>35,088,834</b>	<b>34,708,243</b>
<b>Internal Service Funds</b>				
Risk Management	3,874,453	3,776,834	3,671,048	3,760,034
Engineering	1,921,680	1,995,542	1,955,566	2,047,701
Fleet Services	1,733,625	1,786,961	1,950,776	1,800,884
Health Insurance Fund	11,442,673	12,116,172	12,162,718	12,296,946
	<b>18,972,431</b>	<b>19,675,509</b>	<b>19,740,108</b>	<b>19,905,565</b>
	<b>224,121,296</b>	<b>234,275,960</b>	<b>234,925,210</b>	<b>243,169,778</b>
<b>Less: Interfund Transfers</b>	<b>(28,627,833)</b>	<b>(31,398,047)</b>	<b>(31,731,871)</b>	<b>(36,321,521)</b>
	<b>195,493,463</b>	<b>202,877,913</b>	<b>203,193,339</b>	<b>206,848,257</b>
<b>Capital Improvements Program</b>	<b>19,812,518</b>	<b>25,569,600</b>	<b>21,060,500</b>	<b>18,953,000</b>
<b>Summary Total</b>	<b>215,305,981</b>	<b>228,447,513</b>	<b>224,253,839</b>	<b>225,801,257</b>

## General Fund

### Revenues

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Taxes</b>				
<b>Sales Tax Income</b>	<b>30,822,078</b>	<b>29,478,117</b>	<b>32,318,686</b>	<b>31,918,686</b>
Ad Valorem Taxes - Current	40,637,841	41,324,710	41,324,710	44,644,089
Ad Valorem Taxes - Delinquent	649,033	350,000	350,000	350,000
Interest and Penalty	626,311	450,000	450,000	450,000
Revenue in Lieu of Taxes	4,184,431	4,268,113	4,213,827	4,273,952
Occupation Taxes	35,233	100,000	101,437	35,000
Gross Tax Receipts Tax	13,102,620	12,684,942	13,276,961	12,980,235
	<b>59,235,469</b>	<b>59,177,765</b>	<b>59,716,935</b>	<b>62,733,276</b>
<b>Licenses and Permits</b>				
Building Permits	558,029	400,000	442,400	430,000
Open Air Vending	5,240	3,153	4,653	4,700
Plumbing Permits	191,203	120,000	145,652	125,226
Electrical Permits	242,139	170,000	250,192	200,219
Heating and A/C Permits	78,540	65,000	88,305	75,018
Sign Permits	27,117	4,500	18,736	18,923
House Moving Permits	332	-	224	-
Garage Sale Permits	25,500	26,634	24,030	24,030
Subdivision Fees	31,601	20,000	30,036	20,000
Zoning Applications	13,375	10,000	11,343	11,456
Fire Inspection Fees	36,731	30,109	35,029	35,379
	<b>1,209,807</b>	<b>849,396</b>	<b>1,050,600</b>	<b>944,951</b>
<b>Intergovernmental</b>				
Federal	11,989	-	100,996	-
State	277,003	238,035	233,887	233,887
County	1,279,073	1,266,605	1,299,491	1,346,991
	<b>1,568,065</b>	<b>1,504,640</b>	<b>1,634,374</b>	<b>1,580,878</b>
<b>Charges for Services</b>				
Recreation Fees	448,375	490,107	435,114	554,027
Weed Mowing Collections	65,427	35,000	51,974	51,974
Library Fees & Fines	107,405	99,185	114,239	115,382
Animal Pick Up Charge	12,755	17,117	11,590	11,706
Convention Center	50,039	51,540	51,540	52,571
Graphics	95,029	75,000	60,534	60,534
Airport Services	316,619	308,284	339,808	346,604
Police Security	130,500	152,540	30,226	30,226
	<b>1,226,149</b>	<b>1,228,773</b>	<b>1,095,025</b>	<b>1,223,024</b>



## General Fund

### Revenues

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Fines</b>				
Court Fines	1,762,756	1,593,034	1,874,104	2,091,662
Auto Impound Fees	44,550	80,000	116,111	167,272
False Alarm Fines	8,550	8,063	8,000	8,000
	<b>1,815,856</b>	<b>1,681,097</b>	<b>1,998,215</b>	<b>2,266,934</b>
<b>Investment Earnings</b>	<b>88,678</b>	<b>72,000</b>	<b>121,685</b>	<b>75,000</b>
<b>Other Revenues</b>				
Contributions	315,363	153,671	614,508	585,078
Indirect Exp. Reimbursement	6,760,825	6,899,797	6,899,797	6,948,945
Rent From Real Estate	135,013	126,186	133,662	134,724
Sale of Real Estate	290,376	-	-	-
Sale of Other Scrap	23,928	11,974	10,000	10,100
Sale of Other	35,778	34,154	34,522	34,867
Comm from Sale of Mixed Drinks	357,993	360,765	400,000	440,000
Commission on Municipal Court	79,790	65,066	83,349	115,016
Commission on Concessions	53,269	54,697	55,535	56,642
Cash - Over or Short	(979)	-	218	218
Collection of Receivables	1,537	-	1,918	-
Miscellaneous Revenues	2,312,232	1,077,939	1,095,149	1,060,592
	<b>10,365,125</b>	<b>8,784,249</b>	<b>9,328,658</b>	<b>9,386,182</b>
<b>Other Financing Sources</b>				
Court Security Fund	-	-	-	87,031
Abandoned Motor Vehicles	450,000	50,000	50,000	50,000
	<b>450,000</b>	<b>50,000</b>	<b>50,000</b>	<b>137,031</b>
<b>Other Revenues</b>				
Admissions	263,440	282,669	289,501	298,291
Animal Shelter Fees	154,272	190,800	191,366	308,747
Concessions	57,002	57,426	51,783	56,866
	<b>474,714</b>	<b>530,895</b>	<b>532,650</b>	<b>663,904</b>
<b>Total Revenues</b>	<b>107,255,941</b>	<b>103,356,932</b>	<b>107,846,828</b>	<b>110,929,866</b>

## General Fund

### Expenditures

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	49,936,296	51,959,060	51,598,087	53,983,115
Employee Benefits	17,274,552	18,491,189	18,335,528	18,971,156
Purchased Professional/Technical Services	2,498,385	2,357,824	2,654,480	2,790,705
Purchased Property Services	5,313,723	6,016,101	5,817,657	6,380,020
Other Purchased Services	2,499,375	3,126,138	3,185,201	3,526,959
Supplies	6,011,444	6,238,957	6,864,400	6,393,663
Other Expenses	1,811,972	701,830	712,979	1,489,902
Contracts with Others	1,990,807	2,104,474	2,037,991	2,247,641
<b>Operating Expenditures</b>	<b>87,336,554</b>	<b>90,995,573</b>	<b>91,206,323</b>	<b>95,783,161</b>
Transfers to Other Funds	2,316,576	1,906,109	2,102,495	3,576,155
Billings	(929,090)	(901,436)	(901,436)	(915,235)
Capital Outlay	2,728,256	1,850,775	2,186,168	2,890,279
<b>Total</b>	<b>91,452,296</b>	<b>93,851,021</b>	<b>94,593,550</b>	<b>101,334,360</b>
Health Services	2,535,350	2,673,939	2,673,939	2,724,229
Street Reconstruction Fund	3,885,972	3,885,972	3,885,972	3,885,972
Ranger Hall of Fame	776,047	609,012	609,012	669,631
Airport Services	562,679	491,536	491,536	179,235
Cameron Park Zoo	1,553,765	1,726,608	1,726,608	1,983,223
Cottonwood Creek Golf Course	105,870	-	-	-
Waco Transit	-	118,844	118,844	153,216
<b>Total Interfund Transfers</b>	<b>9,419,683</b>	<b>9,505,911</b>	<b>9,505,911</b>	<b>9,595,506</b>
<b>Total Expenditures</b>	<b>100,871,979</b>	<b>103,356,932</b>	<b>104,099,461</b>	<b>110,929,866</b>





## 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 \$2,975,533 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.

<b>Revenues</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Food Permits	185,770	227,092	184,519	186,046
State	131	-	-	-
County	47,500	97,127	53,467	58,433
Birth Certificates	236,670	236,292	230,950	230,950
Death Certificates	19,873	17,538	17,561	17,561
Clinical Lab Fees	3,812	4,447	2,035	2,055
Health & Welfare Fees	308,620	252,209	249,782	252,279
Septic Systems	203,017	182,700	203,000	202,500
Investment Earnings	1,054	-	1,144	-
Contributions	30,196	-	550	-
Health District Assessments	334,275	341,557	341,557	341,247
Miscellaneous	48,403	21,304	22,583	12,975
General Fund	2,535,350	2,673,939	2,673,939	2,724,229
<b>Total Revenues</b>	<b>3,954,671</b>	<b>4,054,205</b>	<b>3,981,087</b>	<b>4,028,275</b>
<b>Expenditures</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Salaries and Wages	1,463,790	1,594,904	1,532,009	1,577,756
Employee Benefits	508,432	566,686	548,864	563,853
Purchased Professional/Technical Services	89,247	58,808	58,820	55,223
Purchased Property Services	21,733	21,264	18,647	18,876
Other Purchased Services	63,027	79,812	78,699	82,658
Supplies	309,106	342,934	340,162	345,088
Other Expenses	315,400	399,697	399,602	394,721
Contracts with Others	990,100	990,100	990,100	990,100
<b>Operating Expenditures</b>	<b>3,760,835</b>	<b>4,054,205</b>	<b>3,966,903</b>	<b>4,028,275</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>3,760,835</b>	<b>4,054,205</b>	<b>3,966,903</b>	<b>4,028,275</b>
<b>Difference</b>	<b>193,836</b>	<b>-</b>	<b>14,184</b>	<b>-</b>

## Abandoned Motor Vehicles Fund

In order to fulfill its public safety duties, the Police Department may need to impound a vehicle in various circumstances as allowed by Texas law. In the instances where these vehicles are not reclaimed by the owners or lien holders, they may be sold at public auction.

<b>Revenues</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Abandoned Motor Vehicles	-	-	-	220,000
<b>Total Revenues</b>	-	-	-	<b>220,000</b>
<b>Expenditures</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purchased Professional/Technical Services	-	-	-	-
Purchased Property Services	-	-	-	45,500
Other Purchased Services	-	-	-	6,500
Supplies	-	-	-	8,000
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	-	-	-	<b>60,000</b>
Transfers to Other Funds	-	-	-	50,000
Billings	-	-	-	-
Capital Outlay	-	-	-	110,000
<b>Total Expenditures</b>	-	-	-	<b>220,000</b>
<b>Difference</b>	-	-	-	-



## 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.

<b>Revenues</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
PID Assessments	323,153	300,000	300,000	300,000
Investment Earnings	1,349	1,200	1,650	1,450
Contributions	-	-	28	-
Winter	-	-	52,062	50,000
Transfer from Surplus	-	610,249	-	625,052
<b>Total Revenues</b>	<b>324,502</b>	<b>911,449</b>	<b>353,740</b>	<b>976,502</b>
<b>Expenditures</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Salaries and Wages	20,449	29,453	23,130	30,075
Employee Benefits	1,624	2,367	1,870	2,425
Purchased Professional/Technical Services	202,461	275,340	263,518	309,116
Purchased Property Services	2,020	1,700	1,350	1,800
Other Purchased Services	4,553	41,550	11,897	42,150
Supplies	2,584	19,525	18,500	13,025
Other Expenses	-	25,000	-	25,000
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>233,691</b>	<b>394,935</b>	<b>320,265</b>	<b>423,591</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	516,514	20,000	552,911
<b>Total Expenditures</b>	<b>233,691</b>	<b>911,449</b>	<b>340,265</b>	<b>976,502</b>
<b>Difference</b>	<b>90,811</b>	<b>-</b>	<b>13,475</b>	<b>-</b>

## 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 2014-15 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.

<b>Revenues</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Es t imated 2013-14</b>	<b>Adopted 2014-15</b>
State	89,453	-	47,031	-
Investment Earnings	1,714	1,000	3,000	2,000
Contributions	111,212	-	-	-
General Fund	3,885,972	3,885,972	3,885,972	3,885,972
Streets 08	67,000	-	-	-
<b>Total Revenues</b>	<b>4,155,351</b>	<b>3,886,972</b>	<b>3,936,003</b>	<b>3,887,972</b>
<b>Expenditures</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Es t imated 2013-14</b>	<b>Adopted 2014-15</b>
Salaries and Wages	706,760	841,353	775,341	841,521
Employee Benefits	340,214	425,929	390,777	424,442
Purchased Professional/Technical Services	1,327,996	1,228,692	1,256,388	1,204,309
Purchased Property Services	507,891	557,316	578,767	590,334
Other Purchased Services	29,752	42,065	42,065	42,065
Supplies	121,110	154,116	166,148	147,769
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>3,033,723</b>	<b>3,249,471</b>	<b>3,209,486</b>	<b>3,250,440</b>
Transfers to Other Funds	-	-	-	-
Billings	155,053	149,880	149,880	158,248
Capital Outlay	831,663	487,621	501,151	479,284
<b>Total Expenditures</b>	<b>4,020,439</b>	<b>3,886,972</b>	<b>3,860,517</b>	<b>3,887,972</b>
<b>Difference</b>	<b>134,912</b>	<b>-</b>	<b>75,486</b>	<b>-</b>



## 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.

<b>Revenues</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
State	2,033	-	-	-
Investment Earnings	78,581	80,000	90,000	90,000
Contributions	134,230	200,000	200,000	200,000
Indirect Expense Reimbursement	1,872	2,228	2,228	2,247
Rent from Real Estate	292,551	304,238	266,984	269,654
Sale of Other Scrap	40,111	32,576	30,000	30,000
Commission on Concessions	1,315	1,250	1,297	1,323
Miscellaneous	225,980	100,000	100,000	100,000
Metered Water Sales	33,353,542	33,974,353	32,974,107	33,503,848
Other Water Sales	4,562,765	3,671,841	4,648,564	4,657,434
New Services	71,625	35,000	48,043	48,043
Turn_Ons	1,154,249	1,101,257	1,136,868	1,136,868
Miscellaneous Charges for Services	577	500	526	526
Parking Garage	780	720	360	360
Utilities Training	4,025	-	4,025	4,025
Water Lab Fees	123,296	126,381	109,773	110,871
<b>Total Revenues</b>	<b>40,047,532</b>	<b>39,630,344</b>	<b>39,612,775</b>	<b>40,155,199</b>
<b>Expenditures</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Salaries and Wages	4,797,274	5,093,428	5,008,624	5,188,289
Employee Benefits	1,941,988	2,125,967	2,066,511	2,123,666
Purchased Professional/Technical Services	1,069,634	1,291,631	1,488,562	1,385,494
Purchased Property Services	1,849,865	2,213,002	2,407,227	2,290,700
Other Purchased Services	762,062	1,043,487	1,023,676	1,052,031
Supplies	4,669,652	5,573,168	5,418,516	5,408,322
Other Expenses	7,027,391	7,077,760	7,108,960	7,173,358
Contracts with Others	6,000	6,000	6,000	6,000
<b>Operating Expenditures</b>	<b>22,123,866</b>	<b>24,424,443</b>	<b>24,528,076</b>	<b>24,627,860</b>
Transfers to Other Funds	13,848,859	12,750,812	12,750,812	15,257,251
Billings	(777,327)	(782,151)	(779,506)	(792,527)
Capital Outlay	1,022,062	3,237,240	3,581,966	1,062,615
<b>Total Expenditures</b>	<b>36,217,460</b>	<b>39,630,344</b>	<b>40,081,348</b>	<b>40,155,199</b>
<b>Difference</b>	<b>3,830,072</b>	<b>-</b>	<b>(468,573)</b>	<b>-</b>

## 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.

<b>Revenues</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
State	408	-	-	-
Investment Earnings	22,124	17,500	20,000	15,000
WMARSS Loan	22,313	20,685	20,685	19,016
Miscellaneous	646	-	32,788	-
Pretreatment Fees	674,838	558,002	566,068	566,068
Wastewater Service Charges	20,640,550	20,551,049	20,549,775	20,585,322
Wastewater Connections	48,958	39,295	45,358	45,358
Miscellaneous Charges for Services	506	545	577	577
<b>Total Revenues</b>	<b>21,410,343</b>	<b>21,187,076</b>	<b>21,235,251</b>	<b>21,231,341</b>
<b>Expenditures</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Salaries and Wages	1,774,606	1,868,796	1,811,877	1,899,866
Employee Benefits	698,049	758,138	730,857	758,177
Purchased Professional/Technical Services	663,888	681,761	754,208	735,631
Purchased Property Services	859,348	945,565	956,912	978,519
Other Purchased Services	112,738	147,358	142,361	145,501
Supplies	434,280	482,542	455,567	440,696
Other Expenses	8,090,651	7,962,493	7,962,493	8,536,236
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>12,633,560</b>	<b>12,846,653</b>	<b>12,814,275</b>	<b>13,494,626</b>
Transfers to Other Funds	6,331,859	6,592,426	6,592,426	6,575,597
Billings	581,885	584,997	584,997	591,118
Capital Outlay	1,408,347	1,163,000	1,197,706	570,000
<b>Total Expenditures</b>	<b>20,955,651</b>	<b>21,187,076</b>	<b>21,189,404</b>	<b>21,231,341</b>
<b>Difference</b>	<b>454,692</b>	<b>-</b>	<b>45,847</b>	<b>-</b>



## 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).

<b>Revenues</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2012-13</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2014-15</b>
Investment Earnings	15,128	12,000	15,000	15,000
Rent from Real Estate	17,547	24,000	17,500	17,675
Sale of Other Scrap	-	5,000	-	-
Wastewater Treatment Services	6,318,660	6,041,393	6,041,393	6,674,140
WMARSS Outside Customer	412,146	420,000	420,000	420,000
<b>Total Revenues</b>	<b>6,763,481</b>	<b>6,502,393</b>	<b>6,493,893</b>	<b>7,126,815</b>
<b>Expenditures</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2012-13</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2014-15</b>
Salaries and Wages	1,122,569	1,196,435	1,201,641	1,325,492
Employee Benefits	418,600	456,332	450,635	491,694
Purchased Professional/Technical Services	442,628	580,480	568,590	568,590
Purchased Property Services	612,925	713,747	747,840	772,536
Other Purchased Services	168,062	189,644	224,229	238,568
Supplies	1,970,484	2,572,048	2,571,728	2,625,602
Other Expenses	295,346	363,707	363,707	340,333
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>5,030,614</b>	<b>6,072,393</b>	<b>6,128,370</b>	<b>6,362,815</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	161,739	430,000	430,000	764,000
<b>Total Expenditures</b>	<b>5,192,353</b>	<b>6,502,393</b>	<b>6,558,370</b>	<b>7,126,815</b>
<b>Difference</b>	<b>1,571,128</b>	<b>-</b>	<b>(64,477)</b>	<b>-</b>

## 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.

<b>Revenues</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Franchise Fees	20,530	17,866	19,791	19,791
Investment Earnings	21,907	17,500	27,604	22,000
Contributions	31,395	-	-	-
Rent from Real Estate	-	300	1,000	1,000
Sale of Other Scrap	35,909	31,028	38,152	38,152
Commission on Concessions	724	576	500	510
Miscellaneous	255,185	100,000	100,000	100,000
Miscellaneous Charges for Services	3,942	3,200	3,200	3,200
Solid Waste Fees _ Commercial	5,428,288	5,401,995	4,937,878	4,800,000
Solid Waste Fees _ Residential	6,387,206	6,300,000	6,871,932	6,871,932
Solid Waste Fees _ Roll Off	777,640	795,276	757,697	757,697
Solid Waste Fees _ Landfill	3,470,104	3,352,961	3,442,985	3,442,985
Solid Waste _ Recycling	78,272	79,132	84,575	84,575
<b>Total Revenues</b>	<b>16,511,102</b>	<b>16,099,834</b>	<b>16,285,314</b>	<b>16,141,842</b>
<b>Expenditures</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Salaries and Wages	2,844,840	3,141,551	2,929,581	3,103,758
Employee Benefits	1,397,400	1,576,311	1,467,163	1,553,944
Purchased Professional/Technical Services	1,472,129	1,695,306	1,698,032	1,645,410
Purchased Property Services	1,696,017	2,047,577	1,944,757	1,996,462
Other Purchased Services	134,337	161,646	176,695	193,813
Supplies	1,919,759	2,331,480	2,156,725	2,234,515
Other Expenses	2,425,816	2,549,294	2,548,936	2,450,874
Contracts with Others	39,000	39,000	39,000	39,000
<b>Operating Expenditures</b>	<b>11,929,298</b>	<b>13,542,165</b>	<b>12,960,889</b>	<b>13,217,776</b>
Transfers to Other Funds	1,162,378	1,283,013	1,283,013	869,525
Billings	310,881	316,056	316,056	322,689
Capital Outlay	1,954,750	958,600	975,864	1,731,852
<b>Total Expenditures</b>	<b>15,357,307</b>	<b>16,099,834</b>	<b>15,535,822</b>	<b>16,141,842</b>
<b>Difference</b>	<b>1,153,795</b>	<b>-</b>	<b>749,492</b>	<b>-</b>





## 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.

<b>Revenues</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Investment Earnings	688	350	718	500
Contributions	91,361	30,000	16,984	1,000
Rent from Real Estate	48,915	46,734	50,594	51,100
Miscellaneous	16,055	19,715	17,799	17,799
General Fund	776,047	609,012	609,012	669,631
Convention Center	-	150,000	150,000	150,000
Admissions	224,070	233,423	231,943	236,582
Sale of Merchandise	238,161	238,345	222,937	227,391
<b>Total Revenues</b>	<b>1,395,297</b>	<b>1,327,579</b>	<b>1,299,987</b>	<b>1,354,003</b>
<b>Expenditures</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Salaries and Wages	570,983	589,566	589,430	603,603
Employee Benefits	205,066	214,963	215,002	216,072
Purchased Professional/Technical Services	21,817	26,495	25,277	44,077
Purchased Property Services	17,633	25,047	26,098	26,523
Other Purchased Services	42,567	54,297	54,441	54,423
Supplies	113,981	118,262	131,573	120,676
Other Expenses	217,208	146,295	140,904	132,922
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,189,255</b>	<b>1,174,925</b>	<b>1,182,725</b>	<b>1,198,296</b>
Transfers to Other Funds	-	-	-	-
Billings	148,208	152,654	152,654	155,707
Capital Outlay	-	-	5,200	-
<b>Total Expenditures</b>	<b>1,337,463</b>	<b>1,327,579</b>	<b>1,340,579</b>	<b>1,354,003</b>
<b>Difference</b>	<b>57,834</b>	<b>-</b>	<b>(40,592)</b>	<b>-</b>

## 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.

<b>Revenues</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2012-13</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2014-15</b>
Federal	87,600	100,000	87,600	87,600
Investment Earnings	2,374	1,500	3,243	1,800
Sale of Real Estate	-	-	5,321	-
Sale of Other Scrap	604	-	-	-
Commission/Customer Facility Charge	-	-	96,500	-
Commission on Concessions	197,274	180,000	222,100	222,100
Miscellaneous	9,475	7,500	8,500	8,500
Boarding Bridges	13,250	18,000	14,500	14,790
General Fund	562,679	491,536	491,536	179,235
Gas & Oil Flowage Fees	52,597	50,959	54,732	55,279
Cargo & Hanger Rentals	356,203	350,000	364,995	364,995
Arrival Area Charges	100,119	94,800	87,600	88,476
Landing Fees	35,872	38,782	35,342	35,695
Passenger Facility Charges	273,653	221,083	275,000	275,000
Concessions	71,412	63,831	75,166	76,669
<b>Total Revenues</b>	<b>1,763,112</b>	<b>1,617,991</b>	<b>1,822,135</b>	<b>1,410,139</b>
<b>Expenditures</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2012-13</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2014-15</b>
Salaries and Wages	420,847	431,004	435,288	453,162
Employee Benefits	170,894	187,085	186,995	192,008
Purchased Professional/Technical Services	17,956	9,195	24,184	34,195
Purchased Property Services	71,406	79,297	96,017	97,461
Other Purchased Services	59,312	72,675	71,202	71,321
Supplies	145,332	190,560	177,171	176,908
Other Expenses	86,093	38,491	38,099	38,480
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>971,840</b>	<b>1,008,307</b>	<b>1,028,956</b>	<b>1,063,535</b>
Transfers to Other Funds	279,500	-	-	-
Billings	316,619	308,284	339,808	346,604
Capital Outlay	80,341	301,400	301,400	-
<b>Total Expenditures</b>	<b>1,648,300</b>	<b>1,617,991</b>	<b>1,670,164</b>	<b>1,410,139</b>
<b>Difference</b>	<b>114,812</b>	<b>-</b>	<b>151,971</b>	<b>-</b>



## 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.

<b>Revenues</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Investment Earnings	23	-	44	44
Contributions	6,032	2,391	3,029	3,029
Partner City Program	112,421	-	122,509	122,509
Rent from Real Estate	613,779	633,324	669,758	811,936
Sale of Other Scrap	177	-	-	-
Miscellaneous	400	339	370	370
Regional Marketing	23,665	-	27,650	27,650
Catering Fees	228,950	256,354	269,950	295,349
Concessions	68,305	60,303	67,953	69,312
Sale of Merchandise	27,640	28,412	24,000	28,000
Bar Revenue	121,042	126,218	145,254	148,159
Hotel-Motel Tax	2,095,987	2,202,676	2,233,848	2,420,520
<b>Total Revenues</b>	<b>3,298,421</b>	<b>3,310,017</b>	<b>3,564,365</b>	<b>3,926,878</b>
<b>Expenditures</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Salaries and Wages	1,122,406	1,208,482	1,181,045	1,298,200
Employee Benefits	461,749	497,432	492,653	561,749
Purchased Professional/Technical Services	177,544	167,008	197,601	443,642
Purchased Property Services	117,014	138,563	141,144	147,087
Other Purchased Services	627,497	530,744	651,155	679,886
Supplies	437,405	442,742	476,821	415,084
Other Expenses	207,729	175,046	249,130	231,230
Contracts with Others	142,000	-	-	-
<b>Operating Expenditures</b>	<b>3,293,344</b>	<b>3,160,017</b>	<b>3,389,549</b>	<b>3,776,878</b>
Transfers to Other Funds	-	150,000	150,000	150,000
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>3,293,344</b>	<b>3,310,017</b>	<b>3,539,549</b>	<b>3,926,878</b>
<b>Difference</b>	<b>5,077</b>	<b>-</b>	<b>24,816</b>	<b>-</b>

## 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.

<b>Revenues</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Investment Earnings	37	-	-	-
Contributions	1,600	1,200	1,200	-
Sale of Other Scrap	646	-	-	-
Commission on Concessions	14,601	25,000	25,000	25,000
Miscellaneous	(51)	200	200	200
General Fund	1,553,765	1,726,608	1,726,608	1,983,223
Admissions	1,355,190	1,397,922	1,230,660	1,255,273
Zoo Adventure Camp	36,679	44,852	35,537	36,248
Concessions	334,401	344,804	340,874	347,691
<b>Total Revenues</b>	<b>3,296,868</b>	<b>3,540,586</b>	<b>3,360,079</b>	<b>3,647,635</b>
<b>Expenditures</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Salaries and Wages	1,330,453	1,362,276	1,325,336	1,403,513
Employee Benefits	600,564	639,647	619,918	668,512
Purchased Professional/Technical Services	23,239	18,000	9,000	9,000
Purchased Property Services	404,817	529,000	530,470	531,616
Other Purchased Services	64,190	78,294	81,320	81,410
Supplies	605,797	647,412	713,095	682,587
Other Expenses	111,690	138,481	140,548	141,954
Contracts with Others	123,764	127,476	127,476	129,043
<b>Operating Expenditures</b>	<b>3,264,514</b>	<b>3,540,586</b>	<b>3,547,163</b>	<b>3,647,635</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	58,796	-	81,453	-
<b>Total Expenditures</b>	<b>3,323,310</b>	<b>3,540,586</b>	<b>3,628,616</b>	<b>3,647,635</b>
<b>Difference</b>	<b>(26,442)</b>	<b>-</b>	<b>(268,537)</b>	<b>-</b>



## 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.

<b>Revenues</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Es timated 2013-14</b>	<b>Adopted 2014-15</b>
Membership Fees	65,800	53,530	70,000	70,000
Contributions	32	-	44	-
Miscellaneous	8,661	250	250	250
Rentals_Golf Clubs	3,600	3,700	3,133	3,196
General Fund	105,870	-	-	-
Other Water Sales	33,493	-	-	-
Golf Course_Range Fees	137,017	130,304	140,420	127,256
Golf Course_Cart Fees	318,048	287,103	315,026	317,926
Golf Course_Green Fees	686,875	701,736	693,564	680,750
Golf Course_Lessons	10,370	5,000	11,800	12,000
Concessions	111,576	123,419	123,368	124,602
Sale of Merchandise	512,254	494,383	492,966	492,500
Bar Revenue	109,084	109,975	109,785	110,883
<b>Total Revenues</b>	<b>2,102,680</b>	<b>1,909,400</b>	<b>1,960,356</b>	<b>1,939,363</b>
<b>Expenditures</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Es timated 2013-14</b>	<b>Adopted 2014-15</b>
Salaries and Wages	472,909	576,038	475,768	522,368
Employee Benefits	185,495	236,487	191,694	209,039
Purchased Professional/Technical Services	394,988	197,337	351,530	282,788
Purchased Property Services	79,847	92,546	89,800	95,331
Other Purchased Services	135,080	145,639	144,796	146,191
Supplies	208,483	233,047	239,928	249,333
Other Expenses	502,638	428,306	430,013	434,313
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,979,440</b>	<b>1,909,400</b>	<b>1,923,529</b>	<b>1,939,363</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	88,877	-	312,500	-
<b>Total Expenditures</b>	<b>2,068,317</b>	<b>1,909,400</b>	<b>2,236,029</b>	<b>1,939,363</b>
<b>Difference</b>	<b>34,363</b>	<b>-</b>	<b>(275,673)</b>	<b>-</b>

## 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.

<b>Revenues</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Federal	2,853,932	2,866,924	2,780,471	3,075,000
State	556,333	606,504	614,031	554,031
Investment Earnings	4	-	8	8
Contributions	38,922	29,529	32,964	32,964
Rent from Real Estate	19,913	20,179	20,002	20,202
Commission	8,524	10,158	9,479	9,574
Miscellaneous	697	511	588	563,588
Transit_Misc Revenues	394,380	300,081	334,822	341,519
Transit_TSTC Route	-	12,426	12,426	12,426
Transit_Baylor Route	470,229	577,659	552,511	552,511
Transit_Non Emergency Transportation	1,750,958	1,961,021	1,863,812	160,000
General Fund	-	118,844	118,844	153,216
Transit CIP	6,525	-	-	-
Bus Fares	344,863	335,093	339,714	346,508
Monthly Pass Revenue	135,376	135,174	136,084	138,806
ADA Van Revenue	95,982	89,518	89,667	91,460
ID Card Revenue	3,265	3,162	1,235	1,260
Bus Fares_Marlin Route	45,517	33,275	39,356	40,143
Bus Fares_Charter	15,834	6,176	6,556	6,556
Regional Maintenance	109,791	159,439	150,163	153,166
Regional Scheduling	17,375	-	34,750	35,445
<b>Total Revenues</b>	<b>6,868,420</b>	<b>7,265,673</b>	<b>7,137,483</b>	<b>6,288,383</b>
<b>Expenditures</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Salaries and Wages	2,960,015	3,176,440	3,116,264	2,979,996
Employee Benefits	666,966	778,006	753,471	736,614
Purchased Professional/Technical Services	857,533	861,007	922,246	211,558
Purchased Property Services	627,587	634,825	721,188	648,782
Other Purchased Services	167,262	197,063	182,478	180,904
Supplies	1,104,070	1,308,832	1,130,928	1,178,733
Other Expenses	429,831	309,500	310,100	351,796
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>6,813,264</b>	<b>7,265,673</b>	<b>7,136,675</b>	<b>6,288,383</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	55,152	-	1,400	-
<b>Total Expenditures</b>	<b>6,868,416</b>	<b>7,265,673</b>	<b>7,138,075</b>	<b>6,288,383</b>
<b>Difference</b>	<b>4</b>	<b>-</b>	<b>(592)</b>	<b>-</b>



## 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.

<b>Revenues</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Investment Earnings	11,769	9,000	13,779	10,000
Appropriations from Other Funds	2,751,331	3,767,834	3,642,025	3,750,034
<b>Total Revenues</b>	<b>2,763,100</b>	<b>3,776,834</b>	<b>3,655,804</b>	<b>3,760,034</b>
<b>Expenditures</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Salaries and Wages	385,386	434,713	349,758	371,738
Employee Benefits	127,277	143,943	117,718	128,736
Purchased Professional/Technical Services	160,766	181,500	183,296	173,796
Purchased Property Services	274	1,601	1,100	1,118
Other Purchased Services	767,949	919,102	855,977	919,264
Supplies	49,948	51,036	50,760	51,880
Other Expenses	1,616,709	2,044,939	2,112,439	2,113,502
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>3,108,309</b>	<b>3,776,834</b>	<b>3,671,048</b>	<b>3,760,034</b>
Transfers to Other Funds	744,670	-	-	-
Billings	-	-	-	-
Capital Outlay	21,474	-	-	-
<b>Total Expenditures</b>	<b>3,874,453</b>	<b>3,776,834</b>	<b>3,671,048</b>	<b>3,760,034</b>
<b>Difference</b>	<b>(1,111,353)</b>	<b>-</b>	<b>(15,244)</b>	<b>-</b>

## 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.

<b>Revenues</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Permits	18,891	19,225	19,759	19,957
Investment Earnings	433	300	651	500
Miscellaneous	6,427	5,314	12,628	12,628
Engineering	1,828,994	1,970,703	1,970,703	2,014,616
<b>Total Revenues</b>	<b>1,854,745</b>	<b>1,995,542</b>	<b>2,003,741</b>	<b>2,047,701</b>
<b>Expenditures</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Salaries and Wages	1,074,810	1,149,568	1,101,372	1,204,822
Employee Benefits	392,238	422,772	408,300	430,748
Purchased Professional/Technical Services	67	-	2,000	-
Purchased Property Services	96,527	96,413	98,399	100,859
Other Purchased Services	50,807	71,152	62,825	62,949
Supplies	36,113	39,631	37,833	35,398
Other Expenses	235,950	216,006	216,006	212,925
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,886,512</b>	<b>1,995,542</b>	<b>1,926,735</b>	<b>2,047,701</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	35,168	-	28,831	-
<b>Total Expenditures</b>	<b>1,921,680</b>	<b>1,995,542</b>	<b>1,955,566</b>	<b>2,047,701</b>
<b>Difference</b>	<b>(66,935)</b>	<b>-</b>	<b>48,175</b>	<b>-</b>





## 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.

<b>Revenues</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Investment Earnings	277	200	92	92
Sale of Other Scrap	8,840	5,708	7,601	7,677
Sale of Other	6,241	4,800	4,795	4,795
Miscellaneous	1,066	-	-	-
Fleet Services	1,525,222	1,776,253	1,776,253	1,788,320
<b>Total Revenues</b>	<b>1,541,646</b>	<b>1,786,961</b>	<b>1,788,741</b>	<b>1,800,884</b>
<b>Expenditures</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Salaries and Wages	791,007	849,997	852,493	939,460
Employee Benefits	336,037	367,451	370,125	398,919
Purchased Professional/Technical Services	26,378	19,000	26,225	34,166
Purchased Property Services	71,114	55,523	65,470	68,197
Other Purchased Services	25,593	32,806	31,243	38,692
Supplies	94,819	77,376	132,594	81,300
Other Expenses	202,784	234,808	234,808	240,150
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,547,732</b>	<b>1,636,961</b>	<b>1,712,958</b>	<b>1,800,884</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	185,893	150,000	237,818	-
<b>Total Expenditures</b>	<b>1,733,625</b>	<b>1,786,961</b>	<b>1,950,776</b>	<b>1,800,884</b>
<b>Difference</b>	<b>(191,979)</b>	<b>-</b>	<b>(162,035)</b>	<b>-</b>

## 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.

<b>Revenues</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Investment Earnings	10,007	10,000	10,000	10,000
Miscellaneous	25	-	-	-
Employee Health Deductions	2,236,805	2,344,086	2,221,951	2,448,873
City Health Insurance Contribution	8,962,512	9,426,086	9,426,086	9,562,073
City Retiree Contribution	295,277	300,000	232,034	216,000
City Cobra Contributions	63,623	36,000	60,000	60,000
<b>Total Revenues</b>	<b>11,568,249</b>	<b>12,116,172</b>	<b>11,950,071</b>	<b>12,296,946</b>
<b>Expenditures</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Salaries and Wages	52,300	55,076	58,148	59,311
Employee Benefits	17,911	19,217	19,842	19,765
Purchased Professional/Technical Services	1,751,558	1,550,905	1,460,000	1,598,756
Purchased Property Services	2,030	4,928	4,928	6,628
Other Purchased Services	741	2,000	2,000	2,000
Supplies	1,485	3,500	2,750	2,750
Other Expenses	9,616,648	10,480,546	10,615,050	10,607,736
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>11,442,673</b>	<b>12,116,172</b>	<b>12,162,718</b>	<b>12,296,946</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>11,442,673</b>	<b>12,116,172</b>	<b>12,162,718</b>	<b>12,296,946</b>
<b>Difference</b>	<b>125,576</b>	<b>-</b>	<b>(212,647)</b>	<b>-</b>



## Personnel Summary

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15	Percent Change
<b>Full Time Employees</b>					
General Fund	915.86	919.10	926.10	936.27	1.87%
Special Revenue Funds	32.72	32.14	32.64	32.64	1.56%
Street Reconstruction Fund	30.00	30.00	30.00	30.00	0.00%
Utility Funds	198.00	198.00	198.00	198.00	0.00%
Other Enterprise Funds	213.00	213.00	209.00	209.00	-1.88%
Internal Service Funds	57.00	57.00	59.00	59.00	3.51%
Grants	70.42	66.76	71.26	67.09	0.49%
<b>Total Full Time Employees</b>	<b>1,517.00</b>	<b>1,516.00</b>	<b>1,526.00</b>	<b>1,532.00</b>	<b>1.06%</b>
<b>Part Time Employees (FTEs)</b>					
General Fund	40.46	40.46	39.98	39.98	-1.19%
Special Revenue Funds	2.25	1.50	1.00	1.00	-33.33%
Street Reconstruction Fund	-	-	-	-	0.00%
Utility Funds	-	-	-	-	0.00%
Other Enterprise Funds	15.55	15.55	16.08	16.08	3.41%
Internal Service Funds	-	-	-	-	0.00%
Grants	2.30	3.05	1.00	1.00	-67.21%
<b>Total Part Time Employees (FTEs)</b>	<b>60.56</b>	<b>60.56</b>	<b>58.06</b>	<b>58.06</b>	<b>-4.13%</b>
<b>Total Full Time Equivalents</b>	<b>1,577.56</b>	<b>1,576.56</b>	<b>1,584.06</b>	<b>1,590.06</b>	<b>0.86%</b>

## Personnel Summary by Fund

Full Time Employees	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>General Fund</b>				
City Manager's Office	13.00	13.00	14.00	13.00
Animal Shelter	12.00	12.00	12.00	13.00
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	10.00	10.00
Municipal Court	15.00	15.00	15.00	15.00
Planning	6.95	6.95	7.95	7.95
Human Resources	9.00	9.00	10.00	10.00
Inspections	20.52	20.52	20.52	20.72
Streets & Drainage	29.00	29.00	29.00	29.00
Traffic	22.00	22.00	22.00	22.00
Emergency Management	5.00	5.00	6.00	6.00
Fire	199.00	202.00	206.00	206.00
Police	333.72	333.72	333.72	343.00
Library Services	34.00	34.00	34.00	34.00
Municipal Information	9.00	9.00	9.00	9.00
Housing	1.67	1.91	1.91	2.60
Facilities	35.00	35.00	35.00	35.00
Parks and Recreation	118.00	118.00	118.00	118.00
	<b>915.86</b>	<b>919.10</b>	<b>926.10</b>	<b>936.27</b>
<b>Special Revenue Funds</b>				
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	10.58	10.00	10.50	10.50
Sexually Transmitted Diseases	4.89	4.89	4.89	4.89
HIV/AIDS	2.25	2.25	2.25	2.25
	<b>32.72</b>	<b>32.14</b>	<b>32.64</b>	<b>32.64</b>
<b>Street Reconstruction</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>
<b>Utility Funds</b>				
Water Office	24.25	24.25	24.25	24.25
Water Distribution	32.75	32.75	31.75	31.75
Water Treatment	38.25	38.25	38.25	38.25



## Personnel Summary by Fund

Full Time Employees	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Utility Funds (cont)</b>				
Utilities Laboratory	13.00	13.00	13.00	13.00
Meter Shop	18.00	18.00	18.00	18.00
Wastewater Collection	38.75	38.75	38.75	38.75
Environmental Services	7.00	7.00	7.00	7.00
WMARSS	26.00	26.00	27.00	27.00
	<b>198.00</b>	<b>198.00</b>	<b>198.00</b>	<b>198.00</b>
<b>Other Enterprise Funds</b>				
Solid Waste	98.00	98.00	95.00	95.00
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	31.00	31.00
Cameron Park Zoo	44.75	44.75	44.75	44.75
Cottonwood Creek Golf Course	15.00	15.00	13.00	13.00
	<b>213.00</b>	<b>213.00</b>	<b>209.00</b>	<b>209.00</b>
<b>Internal Service Funds</b>				
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	27.00	27.00
Health Insurance Fund	1.00	1.00	1.00	1.00
	<b>57.00</b>	<b>57.00</b>	<b>59.00</b>	<b>59.00</b>
<b>Grants</b>				
Community Development	7.02	6.78	6.78	6.00
Community Development Code Enforcement	7.48	7.48	7.48	7.28
Community Development Housing Rehab	1.37	1.37	1.37	1.37
Housing & Urban Development (HOME)	1.94	1.94	1.94	2.03
Metropolitan Planning Org. (MPO)	3.05	3.05	3.05	3.05
State Police Grants	1.28	1.28	2.28	1.00
State Fire Grant	3.00	-	-	-
WIC Program	22.00	22.00	22.00	22.00
Environmental Health	7.00	7.00	7.00	7.00
Public Health Nursing	9.42	9.00	12.50	10.50
HIV/ AIDS Services	6.86	6.86	6.86	6.86
	<b>70.42</b>	<b>66.76</b>	<b>71.26</b>	<b>67.09</b>
<b>Total Full Time Employees</b>	<b>1,517.00</b>	<b>1,516.00</b>	<b>1,526.00</b>	<b>1,532.00</b>

## Personnel Summary by Fund

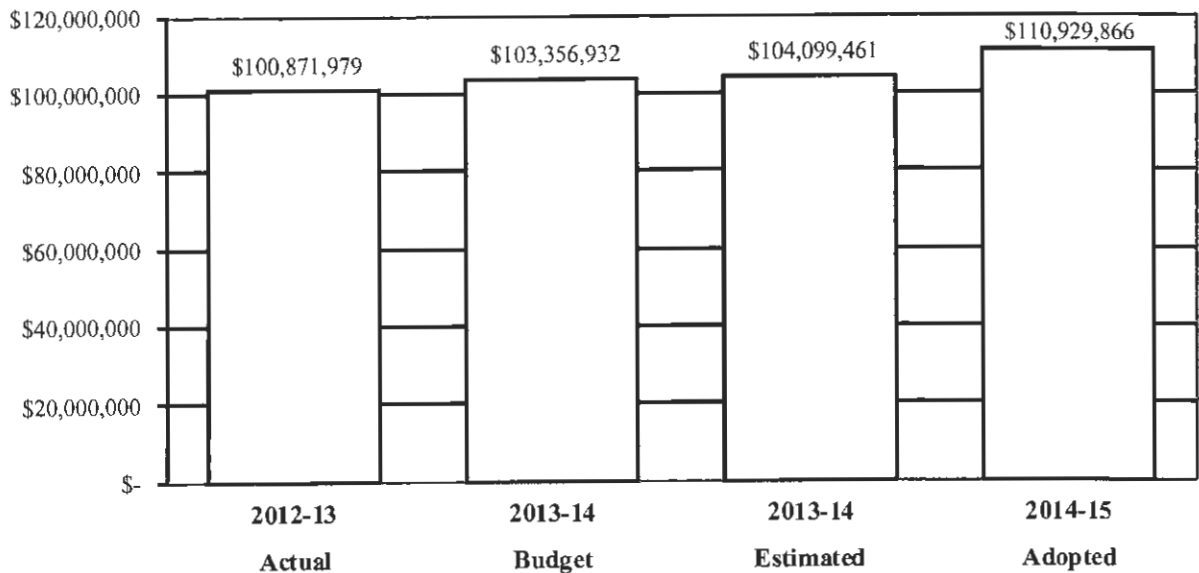
Part Time Employees (FTEs)	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>General Fund</b>				
Animal Shelter	-	-	0.50	0.50
Finance	0.50	0.50	0.50	0.50
Human Resources	0.48	0.48	-	-
Emergency Management	0.50	0.50	-	-
Police	4.73	4.73	4.73	4.73
Library	10.45	10.45	10.45	10.45
Facilities	0.80	0.80	0.80	0.80
Parks and Recreation	23.00	23.00	23.00	23.00
	<b>40.46</b>	<b>40.46</b>	<b>39.98</b>	<b>39.98</b>
<b>Special Revenue Funds</b>				
Health Administration	0.50	0.50	0.50	0.50
Public Health Nursing	1.25	0.50	-	-
Sexually Transmitted Diseases	0.50	0.50	0.50	0.50
	<b>2.25</b>	<b>1.50</b>	<b>1.00</b>	<b>1.00</b>
<b>Other Enterprise Funds</b>				
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	3.21	3.21	4.71	4.71
Cameron Park Zoo	6.36	6.36	6.36	6.36
Cottonwood Creek Golf Course	0.96	0.96	-	-
	<b>15.55</b>	<b>15.55</b>	<b>16.08</b>	<b>16.08</b>
<b>Grants</b>				
WIC Program	0.50	0.50	0.50	0.50
Environmental Health	0.50	0.50	0.50	0.50
Public Health Nursing	1.30	2.05	-	-
	<b>2.30</b>	<b>3.05</b>	<b>1.00</b>	<b>1.00</b>
<b>Total Part Time Employees (FTEs)</b>	<b>60.55</b>	<b>60.55</b>	<b>58.06</b>	<b>58.06</b>



## **General Fund**

## General Fund

	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
City Manager's Office	3,336,480	3,725,531	3,761,104	3,871,434
City Council	110,233	157,415	173,126	162,997
Animal Shelter	625,899	747,972	806,243	899,314
City Secretary	427,994	475,074	477,072	505,963
Finance	1,285,930	1,398,790	1,349,064	1,432,201
Purchasing	457,306	428,633	439,140	444,496
Information Technology	2,416,797	2,416,305	2,687,490	2,398,809
Legal	1,158,297	1,281,248	1,113,770	1,181,404
Municipal Court	977,264	1,210,222	1,176,794	1,222,567
Planning	519,994	585,482	626,064	705,286
Human Resources	683,611	738,911	917,001	798,009
Inspections	1,619,701	1,696,101	1,650,870	1,832,949
Streets & Drainage	3,209,097	2,191,970	2,255,164	4,510,245
Traffic	2,420,323	2,817,404	2,603,341	2,619,944
Emergency Management	1,212,399	1,514,144	1,545,228	1,253,820
Fire	19,454,581	19,988,136	20,378,858	20,765,840
Police	31,596,257	31,845,692	32,116,597	32,879,304
Library	3,226,980	3,477,651	3,441,144	3,531,479
Municipal Information	797,978	687,112	789,987	700,441
Housing	177,536	189,681	189,027	276,603
Facilities	3,368,734	3,409,014	3,611,213	3,344,769
Parks and Recreation	8,719,890	9,283,397	9,509,474	9,887,972
Contributions	11,824,122	11,850,672	11,784,189	14,483,152
Miscellaneous	1,131,883	866,643	360,633	854,795
Employee Benefits	112,693	373,732	336,868	366,073
	<b>\$ 100,871,979</b>	<b>\$ 103,356,932</b>	<b>\$ 104,099,461</b>	<b>\$ 110,929,866</b>

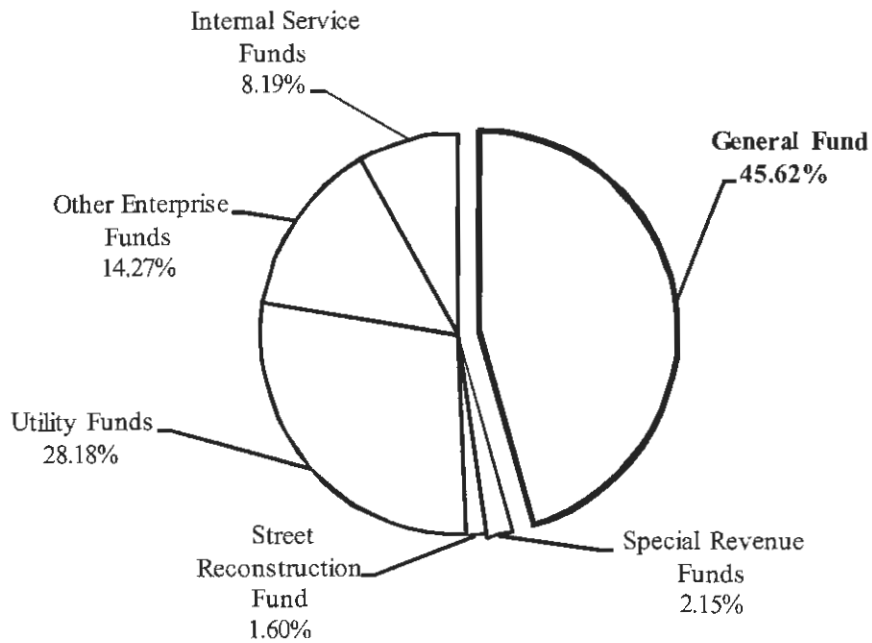




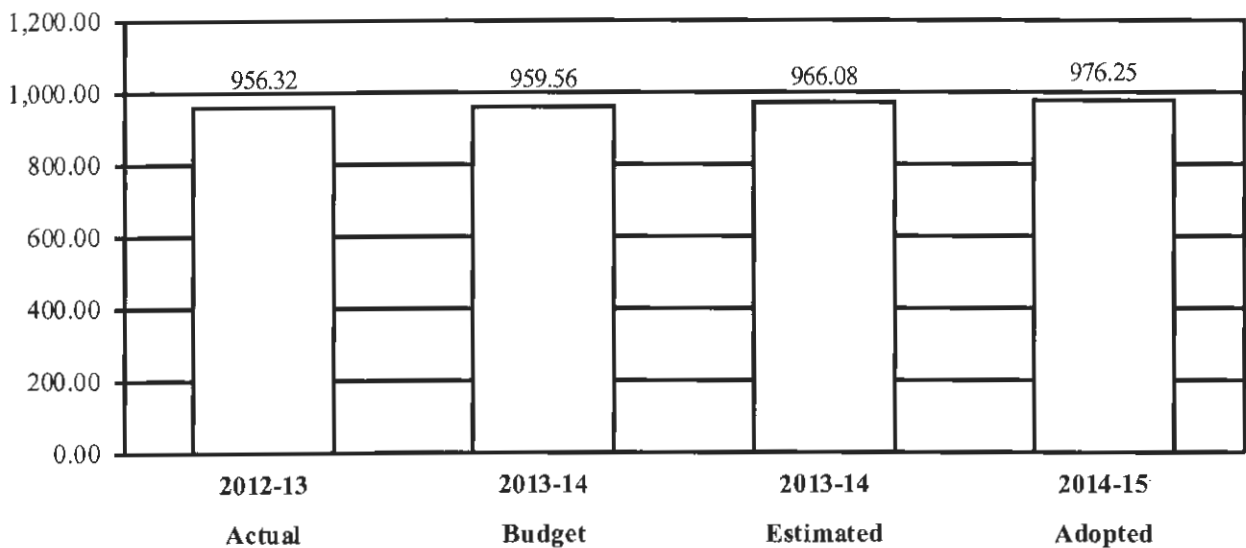


## General Fund as a Percent of Total Budget

<b>General Fund</b>	<b>\$ 110,929,866</b>
Special Revenue Funds	5,224,777
Street Reconstruction Fund	3,887,972
Utility Funds	68,513,355
Other Enterprise Funds	34,708,243
Internal Service Funds	19,905,565
	\$ 243,169,778



## 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 2013-14

- \* Maintained a balanced budget
- \* Retained an 18.97 percent General Fund Balance
- \* Assisted the completion of the Upjohn Economic Development Strategic Plan proposal
- \* Supported Prosper Waco and Community Health Initiatives
- \* Initiated a Comprehensive Downtown Transportation Plan
- \* Assisted six businesses and eight existing companies make \$145 million in new capital investments
- \* Incentivized the creation of more than 590 new full-time jobs with benefits
- \* Supported the issuance of new construction permits for 237 residential and 24 commercial development projects
- \* Assisted the development and implementation of Downtown Game Day strategic transportation and parking plan
- \* Initiated compensation study
- \* Developed a cooperative health clinic partnership with WISD and County
- \* Initiated comprehensive plan development for Planning, Zoning and Development, Water, Wastewater, Solid Waste, Storm Water Drainage
- \* Initiated a cost of service study for water and wastewater
- \* Established joint planning effort with Southern Trinity Groundwater District
- \* Represented Brazos River Basin Municipalities on the State Water Planning Group
- \* Established partnerships with animal welfare groups to promote a No Kill Animal Shelter
- \* Completed Animal Shelter agreements and Animal ordinance changes in cooperation with 15 area Cities and McLennan County
- \* Conducted Collective Bargaining and Meet/Confer sessions with Fire Fighters and Police Officers
- \* Initiated RFP process to upgrade the City's Enterprise Management software



### **Accomplishments for FY 2013-14 (cont)**

- \* Hired new Information Technology Director, Water Utilities Director, Budget Officer, Engineering Director and Assistant City Manager
- \* Restructured three departments eliminating one department director position through retirement

### **Priorities for FY 2014-15**

- \* Monitor and maintain a balanced budget
- \* Begin redevelopment of Barron's Branch
- \* Execute a development agreement and land lease for the riverfront project
- \* Begin construction of the golf course hotel
- \* Continue support of Prosper Waco initiatives
- \* Continue monitoring water quality issues in the Lake Waco Watershed
- \* Implement the City of Waco's Comprehensive Plan utilizing information from the Master Plans

### **Budget Highlights**

Funding for the Economic Incentive Fund is \$1,250,000 for FY 2014-15.

## Expenditures

	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Salaries and Wages	1,290,999	1,427,764	1,452,655	1,555,800
Employee Benefits	375,912	413,712	423,737	434,617
Purchased Prof/Tech Services	21,521	12,550	12,550	12,550
Purchased Property Services	4,539	5,686	5,657	5,664
Other Purchased Services	52,982	258,109	257,948	257,927
Supplies	68,417	77,710	78,557	74,876
Other Expenses	272,110	280,000	280,000	280,000
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>2,086,480</b>	<b>2,475,531</b>	<b>2,511,104</b>	<b>2,621,434</b>
Transfers to Other Funds	1,250,000	1,250,000	1,250,000	1,250,000
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>3,336,480</b>	<b>3,725,531</b>	<b>3,761,104</b>	<b>3,871,434</b>

## Personnel Summary

	<b>Range</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
<b>Supervision</b>					
City Manager	999	1.00	1.00	1.00	1.00
Deputy City Manager	999	1.00	1.00	-	-
Assistant City Manager	31	2.00	2.00	3.00	3.00
Program Manager	28	1.00	1.00	2.00	1.00
Technical Administrator	27	2.00	2.00	2.00	2.00
Program Administrator	27	1.00	1.00	1.00	1.00
		<b>8.00</b>	<b>8.00</b>	<b>9.00</b>	<b>8.00</b>
<b>Clerical and Professional</b>					
Administrative Svcs Coordinator	60	2.00	2.00	2.00	2.00
Internal Auditor	26	1.00	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
		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Total Employees</b>		<b>13.00</b>	<b>13.00</b>	<b>14.00</b>	<b>13.00</b>

# 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 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	-	-	-	28,000
Employee Benefits	9,003	9,560	10,000	12,323
Purchased Prof/Tech Services	25,613	40,064	40,000	29,264
Purchased Property Services	29,990	27,876	32,400	32,724
Other Purchased Services	22,008	38,248	38,092	38,133
Supplies	14,759	15,867	26,834	17,076
Other Expenses	8,860	10,800	10,800	-
Contracts with Others	-	15,000	15,000	5,477
<b>Operating Expenditures</b>	<b>110,233</b>	<b>157,415</b>	<b>173,126</b>	<b>162,997</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>110,233</b>	<b>157,415</b>	<b>173,126</b>	<b>162,997</b>

# 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 the Humane Society of Central Texas and their animal rescue and adoption partners to maximize live exits from the facility.

## Narrative

The Waco Animal Shelter provides intake and boarding for 15 local cities and McLennan County receiving approximately 8,000 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 2013-14

- \* Improved live exit rates to 85%
- \* Upgraded phone system and network service
- \* Completed new signage installation
- \* Sponsored adoptions to improve live exit rate

## Priorities for FY 2014-15

- \* Develop plans and specifications for major shelter improvements
- \* Work with HSCT and animal welfare partners to raise funds for shelter improvements
- \* Reach 90% live exit rate – No Kill Shelter
- \* Seek foundation funding for Veterinary Clinic

## Budget Highlights

Added contract funding for a full time Veterinarian and added one technician. Will continue funding for SpayStreet Waco outreach and education.



## Expenditures

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	214,847	284,123	290,966	328,593
Employee Benefits	109,780	150,452	152,131	170,307
Purchased Prof/Tech Services	67,805	134,038	165,506	205,750
Purchased Property Services	56,549	25,800	28,603	28,600
Other Purchased Services	14,241	20,016	38,443	33,257
Supplies	123,107	133,543	129,634	131,837
Other Expenses	282	-	960	970
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>586,611</b>	<b>747,972</b>	<b>806,243</b>	<b>899,314</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	39,288	-	-	-
<b>Total Expenditures</b>	<b>625,899</b>	<b>747,972</b>	<b>806,243</b>	<b>899,314</b>

## Personnel Summary

	Range	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Supervision</b>					
Animal Services Manager	26	1.00	1.00	1.00	1.00
Field Supervisor	22	1.00	1.00	-	-
		<b>2.00</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Labor Operations</b>					
Animal Services Coordinator	58	-	-	1.00	1.00
Sr Animal Services Technician	56	2.00	2.00	1.00	1.00
Animal Services Technician	54	8.00	8.00	9.00	10.00
		<b>10.00</b>	<b>10.00</b>	<b>11.00</b>	<b>12.00</b>
<b>Total Full Time</b>		<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>13.00</b>
<b>Part Time Employees (shown as FTEs)</b>					
Animal Services Technician-PT	58	-	-	0.50	0.50
<b>Total Part Time (FTEs)</b>		<b>-</b>	<b>-</b>	<b>0.50</b>	<b>0.50</b>
<b>Total Employees</b>		<b>12.00</b>	<b>12.00</b>	<b>12.50</b>	<b>13.50</b>

# 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 processing, indexing and retrieving official records; attending all meetings of the City Council; preparing minutes; coordinating general elections, boards and commissions, contracts, agreements, conflicts of interest questionnaire 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 2013-14**

- \* Coordinated 2014 joint General Election for the City of Waco and Waco Independent School District
- \* Implemented new Web Q/A system for processing public information requests
- \* Assisted in the implementation of a new process for issuing night club Licenses
- \* Utilized MinuteTraq Agenda Management software to provide public access to Board and Commission agendas and backup information
- \* Scanned and indexed Inspection Services residential and commercial plans in OptiView
- \* Coordinated ongoing destruction of records per the Texas State Retention Schedule
- \* Assisted with email management policy and training
- \* Assisted with implementation of Kiosk for public access at City Hall

## **Priorities for FY 2014-15**

- \* Continue to implement best practices for Records Management
- \* Continue to enhance on-line Public Information
- \* Continue to provide training to departmental staff on: email etiquette, records management/Optiview, public information requests, and notary services

## **Budget Highlights**

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





## Expenditures

	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2012-13</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2014-15</b>
Salaries and Wages	258,004	273,845	273,845	304,679
Employee Benefits	92,069	99,084	98,981	104,534
Purchased Prof/Tech Services	37,814	54,542	37,442	45,542
Purchased Property Services	2,974	11,513	11,440	13,146
Other Purchased Services	17,895	17,155	20,381	19,485
Supplies	19,238	18,935	34,983	18,577
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>427,994</b>	<b>475,074</b>	<b>477,072</b>	<b>505,963</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>427,994</b>	<b>475,074</b>	<b>477,072</b>	<b>505,963</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
		<b>2012-13</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2014-15</b>
<b>Supervision</b>					
City Secretary	999	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Clerical and Professional</b>					
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
		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Total Employees</b>		<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

# 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 2013-14

- \* Completed the year-end closing process and annual audit for FY2012-13
- \* Coordinated the bond issue for Capital Improvements Program

## Priorities for FY 2014-15

- \* Complete the year-end closing process and annual audit for FY2013-14
- \* Coordinate the planned bond issue for Capital Improvements Program

## Budget Highlights

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



## Expenditures

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	889,008	950,784	912,332	976,717
Employee Benefits	284,506	305,754	297,481	307,583
Purchased Prof/Tech Services	64,573	80,503	82,800	89,200
Purchased Property Services	-	300	300	300
Other Purchased Services	18,878	26,389	26,239	26,296
Supplies	24,032	29,603	24,455	26,580
Other Expenses	4,933	5,457	5,457	5,525
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,285,930</b>	<b>1,398,790</b>	<b>1,349,064</b>	<b>1,432,201</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>1,285,930</b>	<b>1,398,790</b>	<b>1,349,064</b>	<b>1,432,201</b>

## Personnel Summary

	Range	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Supervision</b>					
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
		<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Clerical and Professional</b>					
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
		<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
<b>Total Full Time</b>		<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>
<b>Part Time Employees (shown as FTEs)</b>					
Accounting Tech (300)-PT	58	0.50	0.50	0.50	0.50
<b>Total Part Time (FTEs)</b>		<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>
<b>Total Employees</b>		<b>15.50</b>	<b>15.50</b>	<b>15.50</b>	<b>15.50</b>

# 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 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 2013-14

- \* Received a rebate of \$114,778 due to active management of, and participation in, the P-Card program
- \* Replaced thirty three vehicles and/or pieces of equipment listed on the City's approved equipment replacement list
- \* Replaced six vehicles and/or pieces of equipment requested by the Utilities Department
- \* Received \$17,244 in rebates as a result of participation in various purchasing cooperatives
- \* Facilitated the solicitation of proposals titled "Integrated Municipal System Replacement" to procure a new City-wide computer system and participated on the steering committee for this project and contributed to the evaluation of proposed vendors
- \* Provided extensive purchasing assistance and training to the Animal Shelter as it transitioned to a City managed operation
- \* Managed approximately \$340,000 of inventory in the Central Warehouse, containing water and sewer materials and general supplies to be utilized by departments City-wide
- \* Provided oversight of the City's wireless inventory and served as the point of contact between all City departments and the City's wireless carriers
- \* Administered an estimated 50 formal Requests for Bids or Proposals
- \* Provided P-Card training to all new users, and an annual renewal training to all existing users
- \* Provided additional training and oversight to departments regarding compliance with the City's Purchasing Policy

## Priorities for FY 2014-15

- \* Continue to review annual purchases in consideration of initiating City-wide contracts on common products/services
- \* Facilitate physically securing Traffic inventory and creating City recognized part numbers and locations for each item and initiating a computer record accordingly
- \* Assume responsibility for administering the procurement process for all Requests for Bids and Proposals for the Engineering Department

## Budget Highlights

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



## Expenditures

	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
Salaries and Wages	328,844	298,735	306,801	313,072
Employee Benefits	108,758	104,952	107,183	107,353
Purchased Prof/Tech Services	152	300	300	450
Purchased Property Services	57	250	825	250
Other Purchased Services	11,247	14,507	13,459	13,507
Supplies	8,248	9,889	10,572	9,864
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>457,306</b>	<b>428,633</b>	<b>439,140</b>	<b>444,496</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>457,306</b>	<b>428,633</b>	<b>439,140</b>	<b>444,496</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
<b>Supervision</b>					
Program Manager	28	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Clerical and Professional</b>					
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
		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Labor Operations</b>					
Materials Specialist	57	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Total Employees</b>		<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

# Information Technology

## **Mission Statement**

To be a technology leader in the local government community while exceeding the service expectations of our customers (citizens, businesses, visitors, and employees) through the innovative use of technology.

## **Narrative**

Provide exceptional customer service to our citizens and customers.

Develop and maintain a secure and reliable digital infrastructure upon 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 technologies 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.

Build partnerships 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 2013-14**

- \* Increased the stability of the Utilities SCADA system by upgrading the core infrastructure and equipment that services the system
- \* Completed the citywide Avaya phone system upgrade project
- \* Successfully completed the replacement and upgrading of the citywide data networks in support of the new phone system project

## **Priorities for 2014-15**

- \* Develop a customer service culture within the department while decreasing overall response times
- \* Complete the citywide upgrade of the Microsoft Office product suite
- \* Complete the upgrade of the Exchange email and email storage environment
- \* Continue expansion and improvement in the SCADA infrastructure
- \* Complete Tiburon CAD upgrade project for Public Safety

## **Budget Highlights**

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



## Expenditures

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	850,179	951,461	932,479	905,709
Employee Benefits	279,317	313,592	307,814	296,827
Purchased Prof/Tech Services	158,457	83,802	117,358	92,302
Purchased Property Services	366,230	507,670	485,866	529,442
Other Purchased Services	392,346	434,902	469,233	467,340
Supplies	248,852	74,940	324,802	57,251
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>2,295,381</b>	<b>2,366,367</b>	<b>2,637,552</b>	<b>2,348,871</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	121,416	49,938	49,938	49,938
<b>Total Expenditures</b>	<b>2,416,797</b>	<b>2,416,305</b>	<b>2,687,490</b>	<b>2,398,809</b>

## Personnel Summary

	Range	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Supervision</b>					
Municipal Services Director	30	-	-	1.00	1.00
Municipal Services Director	29	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
		<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Clerical and Professional</b>					
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
		<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
<b>Total Employees</b>		<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>

# 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.

## Accomplishments for FY 2013-14

- \* Prepared/reviewed hundreds of ordinances, resolutions, and contracts/deeds grants, including
  - \* Establishment of the Baylor Waco Stadium Authority
  - \* Development of Barron's Branch
  - \* Modernization of ordinances for on-street parking and sexually oriented businesses
- \* Presented a legislative and case law update to Waco Police Department personnel
- \* Continued to work with other city departments to streamline the Open Records process
  - \* Further decreased attorney review of Open Records requests by 26.5% from same time period last year
- \* Continued to assist with code enforcement, including the demolition of the Metropolitan Apartments and the commercial building at 2301-2323 Austin Avenue

## Priorities for FY 2014-15

- \* Increase efficiency in provision of legal services
- \* Provide legal support to the City Council, management, and staff to achieve their goals
- \* Represent the City with competency and integrity

## Budget Highlights

The Property Manager was transferred to Planning during FY 2013-14. One long tenured Assistant City Attorney is scheduled to retire during FY 2014-15. 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	\$200,000
Risk Management	\$300,000
Solid Waste	\$5,000





## Expenditures

	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2012-13</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2014-15</b>
Salaries and Wages	851,108	915,515	802,380	860,406
Employee Benefits	252,300	270,834	239,117	248,320
Purchased Prof/Tech Services	6,438	28,685	6,850	6,850
Purchased Property Services	224	290	300	300
Other Purchased Services	22,654	32,878	31,929	31,950
Supplies	25,573	33,046	33,194	33,578
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,158,297</b>	<b>1,281,248</b>	<b>1,113,770</b>	<b>1,181,404</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>1,158,297</b>	<b>1,281,248</b>	<b>1,113,770</b>	<b>1,181,404</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
		<b>2012-13</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2014-15</b>
<b>Supervision</b>					
City Attorney	999	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Clerical and Professional</b>					
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	-	-
		<b>10.00</b>	<b>10.00</b>	<b>9.00</b>	<b>9.00</b>
<b>Total Employees</b>		<b>11.00</b>	<b>11.00</b>	<b>10.00</b>	<b>10.00</b>

# 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 2013-14

- \* Completed a performance evaluation and analysis of collection court processes by the Office of Court Administration
- \* Sent approximately \$3,000,000 of additional accounts receivable to McCreary, Veselka, Bragg & Allen P.C. (MVBA), the court's collection agency
- \* Sent approximately 3,704 defendants' denial of driver's license renewal, in the amount of \$2,054,394 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.
- \* Met the goal of projected revenues and staying within budgeted operational expenditures

## Priorities for FY 2014-15

- \* 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 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
- \* Purchase and implement a Court Case Management software application
- \* Evaluate any additional court security needs and training

## Budget Highlights

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



## Expenditures

	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
Salaries and Wages	633,404	793,026	761,962	797,338
Employee Benefits	226,713	268,428	262,331	266,471
Purchased Prof/Tech Services	13,459	19,900	19,100	22,300
Purchased Property Services	108	1,400	1,000	1,000
Other Purchased Services	18,311	29,664	28,720	31,469
Supplies	75,587	88,889	89,826	89,995
Other Expenses	9,682	8,915	13,855	13,994
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>977,264</b>	<b>1,210,222</b>	<b>1,176,794</b>	<b>1,222,567</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>977,264</b>	<b>1,210,222</b>	<b>1,176,794</b>	<b>1,222,567</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
<b>Supervision</b>					
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
		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Clerical and Professional</b>					
Customer Service Rep (400)	58	10.00	10.00	10.00	10.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>
<b>Labor Operations</b>					
Police Officer	901	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Total Employees</b>		<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>

# 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 and enforcing 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. Enforcement and inspection of all the City's zoning laws is handled by the department. 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. Planning Services provides information to both internal & external customers such as demographics, maps, addresses, studies, plans and other relevant planning data. Finally, Planning Services manages all of the City's excess property which includes tax foreclosure property for the City of Waco, McLennan County and Waco Independent School District.

## Accomplishments for FY 2013-14

- \* Continued work on the Waco Comprehensive Plan update
- \* Finished demographic and data collection, development trend analysis and consolidating goals and objectives from previous plans and studies
- \* Began public participation in the last quarter of FY 2013-14
- \* Facilitated the approval of a new college and university neighborhoods overlay district designed to improve development in the areas around Baylor University
- \* Applied for and received a Texas Historical Commission Grant for the purpose of creating a preservation plan for historic Elm Ave

## Priorities for FY 2014-15

- \* Continue work on the City of Waco's Comprehensive Plan update
- \* Continue implementation of the Imagine Waco, A Plan for Greater Downtown through planning initiatives, ordinance reviews and updates that help carry forward goals and objectives from the plan
- \* Review and update the downtown parking study, open air vending ordinances, pedestrian and bicycle facility planning, accessory dwelling units and the Elm Ave preservation plan

## Budget Highlights

The Property Manager was transferred from Legal to Planning during FY 2013-14. The budget for Planning maintains current operations with no other additions in personnel or equipment.

The MPO is provided funds from the US Department of Transportation, which are passed through from the Texas Department of Transportation. There are 3.05 FTEs budgeted through the MPO.



## Expenditures

	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
Salaries and Wages	310,614	354,848	386,645	428,292
Employee Benefits	107,577	125,469	134,602	148,729
Purchased Prof/Tech Services	370	-	-	20,685
Purchased Property Services	68,158	67,086	66,204	66,286
Other Purchased Services	10,302	17,291	17,725	20,506
Supplies	22,973	20,788	20,888	20,788
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>519,994</b>	<b>585,482</b>	<b>626,064</b>	<b>705,286</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>519,994</b>	<b>585,482</b>	<b>626,064</b>	<b>705,286</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
<b>Supervision</b>					
Municipal Services Director	29	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Clerical and Professional</b>					
Staff Assistant	58	1.10	1.10	1.10	1.10
Property Manager	26	-	-	1.00	1.00
Senior Planner	26	0.75	0.75	0.75	0.75
Planner (300)	25	1.90	1.90	1.90	1.90
Planner (400)	25	1.20	1.20	1.20	1.20
		<b>4.95</b>	<b>4.95</b>	<b>5.95</b>	<b>5.95</b>
<b>Labor Operations</b>					
Inspector	60	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Total Employees</b>		<b>6.95</b>	<b>6.95</b>	<b>7.95</b>	<b>7.95</b>

# Human Resources

## Mission Statement

The Human Resources Department provides 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. Human Resources also supervises the functions of Risk Management, which includes workers' compensation, safety and the Employee Health Clinic.

## Accomplishments for FY 2013-14

- \* Participated in the City-wide Integration of Incarcerated Workshops and developed a new background check policy to facilitate reintegration practices
- \* Implemented a revised process and procedures for handling background checks
- \* Coordinated and conducted another Supervisor Training Series
- \* Participated in recruitment and selection of Director of Engineering and Assistant City Manager positions
- \* Participated in Safety Certification Program training with several key staff members serving on the Safety Review Board
- \* Coordinated open enrollment and employee wellness screenings (offered screenings to spouses for first time)
- \* Participated on RFP Committee to evaluate and select an integrated municipal information system replacement for the City of Waco
- \* Conducted annual health insurance and benefits survey among Waco's eleven peer cities (results presented to Budget and Audit Committee)
- \* Provided harassment and ethics training to Management Council

## Priorities for FY 2014-15

- \* Implement a new compensation/classification system with emphasis on movement from broad banding to a more traditional system driven by market-oriented practices
- \* Revise all job descriptions in conjunction with the comp/class study to insure compliance with key federal guidelines (FLSA, ADA, FMLA, etc.)
- \* Develop an online e-mail etiquette training program
- \* Implement standards associated with use of external temporary labor services
- \* Continue to evaluate wellness activities and work with Wellness Committee to increase wellness activity participation
- \* Continue to evaluate and coordinate additional training opportunities for the City Leadership Program
- \* Evaluate City of Waco peer city group and make recommendations to City Management and City Council
- \* Work with WISD and County staff to evaluate a joint EHS Clinic operation that meets the goals and objective of each entity
- \* Work with City departments to develop an Internship Policy
- \* Evaluate clinic opportunities and participate in discussions regarding potential shared services with other local entities

## Budget Highlights

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



## Expenditures

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	475,918	501,128	521,892	547,178
Employee Benefits	156,996	165,686	176,628	182,238
Purchased Prof/Tech Services	2,836	12,433	162,561	12,561
Purchased Property Services	3,544	2,080	2,049	2,090
Other Purchased Services	30,994	45,892	42,892	42,908
Supplies	13,323	11,692	10,979	11,034
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>683,611</b>	<b>738,911</b>	<b>917,001</b>	<b>798,009</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>683,611</b>	<b>738,911</b>	<b>917,001</b>	<b>798,009</b>

## Personnel Summary

	Range	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Supervision</b>					
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
		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Clerical and Professional</b>					
Human Resources Specialist	59	4.00	4.00	4.00	4.00
Customer Service Rep (400)	58	-	-	1.00	1.00
Personnel Generalist	24	2.00	2.00	2.00	2.00
		<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Total Full Time</b>		<b>9.00</b>	<b>9.00</b>	<b>10.00</b>	<b>10.00</b>
<b>Part Time Employees (shown as FTEs)</b>					
Customer Service Rep (400)-PT	58	0.48	0.48	-	-
<b>Total Part Time (FTEs)</b>		<b>0.48</b>	<b>0.48</b>	<b>-</b>	<b>-</b>
<b>Total Employees</b>		<b>9.48</b>	<b>9.48</b>	<b>10.00</b>	<b>10.00</b>

# 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: Building Inspections Advisory & Appeals Board and the Building Standards Commission (BSC).

## Accomplishments for FY 2013-14

- \* Adopted and are enforcing the 2012 International Codes and the 2011 National Electrical Code (NEC)
- \* Continue to refine the MyGov Permitting, Inspection and Code Enforcement software to better meet the needs of the development and construction industry

## Priorities for FY 2014-15

- \* Continue to implement the plan to mow and maintain approx. 800 city owned properties
- \* Fill several key vacant staff positions

## 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 \$854,086 for FY 2014-15.

Code Enforcement is partially funded through Community Development Block Grant funds in the amount of \$339,036 for FY 2014-15. In addition to the 20.72 full-time equivalents (FTEs) shown here, there are 7.28 FTEs budgeted in Community Development Code Enforcement.





## Expenditures

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	873,721	899,171	881,238	979,249
Employee Benefits	327,332	348,353	338,753	369,242
Purchased Prof/Tech Services	165,379	190,000	155,000	220,000
Purchased Property Services	117,439	115,824	117,946	118,431
Other Purchased Services	54,889	63,455	61,682	59,727
Supplies	68,531	70,819	78,529	68,419
Other Expenses	12,410	8,479	17,722	17,881
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,619,701</b>	<b>1,696,101</b>	<b>1,650,870</b>	<b>1,832,949</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>1,619,701</b>	<b>1,696,101</b>	<b>1,650,870</b>	<b>1,832,949</b>

## Personnel Summary

	Range	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Supervision</b>					
Municipal Services Director	30	0.64	0.64	0.64	0.77
Inspection Supervisor	24	1.28	1.28	1.28	1.56
		<b>1.92</b>	<b>1.92</b>	<b>1.92</b>	<b>2.33</b>
<b>Clerical and Professional</b>					
Customer Service Rep (400)	58	4.08	4.08	4.08	4.42
Program Supervisor	24	1.24	1.24	1.24	1.74
		<b>5.32</b>	<b>5.32</b>	<b>5.32</b>	<b>6.16</b>
<b>Labor Operations</b>					
Plans Examiner	62	2.00	2.00	2.00	2.00
Inspector	60	11.28	11.28	11.28	10.23
		<b>13.28</b>	<b>13.28</b>	<b>13.28</b>	<b>12.23</b>
<b>Total Employees</b>		<b>20.52</b>	<b>20.52</b>	<b>20.52</b>	<b>20.72</b>

# Streets and Drainage

## Mission Statement

The mission of the Public Works Department is to provide Engineering, Traffic System, and Street and Drainage services that provide and maintain reliable and cost-effective public works facilities in a manner that emphasizes public service, customer satisfaction, and the long-term best interest of the community.

## Narrative

The Streets and Drainage Fund is administered by the Street Division of the Public Works Department with the goal of maintaining streets and drainage systems in good structural working condition. Street Division core services include administration of street operations, concrete repair and construction, gravel street maintenance, emergency response, alley maintenance, street sweeping and storm drain maintenance that includes gutter and inlet cleaning and ditch grading and cleaning.

## Accomplishments for FY 2013-14

- \* Maintained 3.7 miles of gravel streets, alleys and lift stations
- \* Inspected and cleaned 454,583 feet of curb & gutter removing 583 cubic yards of debris
- \* Sprayed 387 curb miles of herbicide to prevent vegetation along edge of roadways allowing for better drainage and street sweeping
- \* Cleaned, inspected and repaired 31,672 feet of drainage channels and pipe removing 698 cubic yards of debris
- \* Cleaned and inspected 1,444 inlets and marked 77 inlets that were not marked
- \* Performed in-house sweeping of 3,935 curb miles, removing 739 tons of debris from the roadways
- \* Repaired and inspected 2,489 feet of guard rail and end of road barricades
- \* Placed 1,436 feet of erosion control, treated 17,660 square feet for mosquito prevention and placed 114 bags of sacrete for erosion repairs
- \* Installed 1,001 tons of flex base material covering 3,220 square yards at Corps of Engineering sites as part of the Lake Waco Lake raising project
- \* All employees completed the Safety Certification Program training

## Priorities for FY 2014-15

- \* Ensure clean streets and alleys through our in-house sweeping program
- \* Prevent premature deterioration of asphalt streets while protecting them from sedimentation and / or the plugging of drainage systems
- \* Sweep residential streets once approximately every 10 weeks and arterials every other week
- \* Continue to work on the repairs noted in the lined creek inventory completed in 2012 and complete the inventory of all lined concrete channels and the retention ponds on the City's inventory
- \* Complete the alley inventory rating all discrepancies for needed future maintenance

## 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 received the TPWA award for Environmental Water/Wastewater for the haul road installed at the Landfill for continuous utility access.



## Expenditures

	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Salaries and Wages	719,786	829,904	776,129	845,683
Employee Benefits	330,765	413,268	382,896	415,357
Purchased Prof/Tech Services	7,910	7,500	26,000	7,500
Purchased Property Services	708,120	632,382	718,977	732,513
Other Purchased Services	63,896	115,516	117,568	117,634
Supplies	248,768	296,338	293,364	278,651
Other Expenses	1,190,366	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>3,269,611</b>	<b>2,294,908</b>	<b>2,314,934</b>	<b>2,397,338</b>
Transfers to Other Funds	-	-	-	2,251,155
Billings	(665,443)	(629,880)	(629,880)	(638,248)
Capital Outlay	604,929	526,942	570,110	500,000
<b>Total Expenditures</b>	<b>3,209,097</b>	<b>2,191,970</b>	<b>2,255,164</b>	<b>4,510,245</b>

## Personnel Summary

	<b>Range</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
<b>Supervision</b>					
Program Administrator	27	1.00	1.00	1.00	1.00
Operations Supervisor	25	1.00	1.00	1.00	1.00
		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Clerical and Professional</b>					
Customer Service Rep (400)	58	1.00	1.00	1.00	1.00
Customer Service Rep (300)	58	2.00	2.00	2.00	2.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Labor Operations</b>					
Operations Coordinator	59	2.00	2.00	2.00	2.00
Equipment Operator (300)	57	15.00	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
		<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>
<b>Total Employees</b>		<b>29.00</b>	<b>29.00</b>	<b>29.00</b>	<b>29.00</b>

# Traffic

## Mission Statement

The mission of the City of Waco Public Works Department is to provide Engineering, Traffic System, and Street and Drainage services that provide and maintain reliable and cost-effective public works facilities in a manner that emphasizes public service, customer satisfaction, and the long-term best interest of the community.

## Narrative

Traffic Services are administered by the Traffic Division of the Public Works Department for transportation and traffic safety improvements within the City. Developers are assisted to minimize traffic impact of developments on City facilities. Programs for traffic facilities are provided to develop policies, procedures, specifications and standards for traffic related matters. The Division also monitors needs and proactively designs and implements needed changes and improvements to the City's traffic management system.

Citizen traffic concerns and requests are investigated and responded to. Traffic Division personnel also install and maintain traffic signs, pavement markings, street lighting and traffic signals and other electronic traffic control devices.

## Accomplishments for FY 2013-14

- \* Upgraded to mercury relay at 190 intersections
- \* Completed L.E.D. bulb change out at signal intersections
- \* Constructed one new traffic signal
- \* Provided traffic control support for city wide events
- \* Conducted traffic control changes in support of the downtown plan
- \* Provided traffic control for all Baylor home football games
- \* Developed on-call construction contract for striping and traffic signal needs
- \* All employees completed the Safety Certification Program training

## Priorities for FY 2014-15

- \* Upgrade Valley Mills Drive signals
- \* Upgrade Waco Drive / New Road Drive signals
- \* Upgrade to video detection at various intersections
- \* Provide traffic control for all Baylor home football games
- \* Develop on-call contracts for traffic signal, pavement and signage work

## Budget Highlights

The budget for Traffic will maintain current operations. The signal/controller replacement program will be \$220,000 for 2014-15.



## Expenditures

	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
Salaries and Wages	711,916	764,300	630,705	744,068
Employee Benefits	298,420	326,576	271,646	320,573
Purchased Prof/Tech Services	9,926	2,875	2,875	2,875
Purchased Property Services	532,090	533,893	528,659	534,492
Other Purchased Services	32,931	34,956	39,015	38,578
Supplies	702,919	934,804	888,341	759,358
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>2,288,202</b>	<b>2,597,404</b>	<b>2,361,241</b>	<b>2,399,944</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	132,121	220,000	242,100	220,000
<b>Total Expenditures</b>	<b>2,420,323</b>	<b>2,817,404</b>	<b>2,603,341</b>	<b>2,619,944</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
<b>Supervision</b>					
Program Administrator	27	1.00	1.00	1.00	1.00
Technical Supervisor	24	1.00	1.00	1.00	1.00
		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Clerical and Professional</b>					
Traffic Analyst (300)	59	3.00	3.00	3.00	3.00
Engineer in Training	25	1.00	1.00	1.00	1.00
		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Labor Operations</b>					
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
		<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>
<b>Total Employees</b>		<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>

# 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 2013-14

- \* Trained citizens in Emergency Preparedness through our Community Emergency Response Team (CERT) training program
- \* Conducted three (3) exercises
- \* Applied for and received \$66,630.00 in grants for police, fire, public health and emergency management
- \* Updated annexes to the Waco-McLennan County Emergency Management
- \* Coordinated and implemented the second and third phase of the digital simulcast radio system
- \* Responded to thirteen incidents
- \* Worked with local animal issues groups to reestablish the animal issue committee
- \* Finalized the Hazard Mitigation Action Plan for the County and received approval from FEMA
- \* Became a recognized Storm Ready Community by the National Weather Service

## Priorities for FY 2014-15

- \* 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 and continue to grow partnerships with various community stakeholders and working groups
- \* Apply for grants for equipment and training that would assist the city and county
- \* Update annexes to the Waco-McLennan County Emergency Management Plan
- \* 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

## 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.



## Expenditures

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	249,368	257,154	246,536	271,615
Employee Benefits	87,859	93,495	92,617	102,143
Purchased Prof/Tech Services	10,484	15,760	13,224	13,212
Purchased Property Services	105,647	53,553	60,449	211,198
Other Purchased Services	16,732	26,217	30,991	29,926
Supplies	27,209	20,569	31,264	489,203
Other Expenses	114,798	121,162	121,162	136,523
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>612,097</b>	<b>587,910</b>	<b>596,243</b>	<b>1,253,820</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	600,302	926,234	948,985	-
<b>Total Expenditures</b>	<b>1,212,399</b>	<b>1,514,144</b>	<b>1,545,228</b>	<b>1,253,820</b>

## Personnel Summary

	Range	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Supervision</b>					
Program Administrator	27	1.00	1.00	1.00	1.00
Operations Supervisor	25	1.00	1.00	1.00	1.00
		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Clerical and Professional</b>					
Secretary (300)	57	-	-	1.00	1.00
Program Coordinator	24	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Labor Operations</b>					
Radio Communications Technicia	58	2.00	2.00	2.00	2.00
		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Total Full Time</b>		<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Part Time Employees (shown as FTEs)</b>					
Secretary-PT	57	0.50	0.50	-	-
<b>Total Part Time (FTEs)</b>		<b>0.50</b>	<b>0.50</b>	<b>-</b>	<b>-</b>
<b>Total Employees</b>		<b>5.50</b>	<b>5.50</b>	<b>6.00</b>	<b>6.00</b>

# 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 5 divisions which are made up of Emergency Operations, Fire Prevention and Life Safety (better known as the Fire Marshal's Office), Communication, Training 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 14 fire stations which are strategically located throughout the city to allow quick response for all emergencies.

WFD responded to 9,264 emergency incidents last 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). Less than 1% of fire departments across the country have a PPC rating of 2 or better. WFD provides protection for all hazards which include: fire protection; aircraft 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 11th 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 and perform annual pump test on all the apparatus. These two operations are performed internally and save the city money by not out-sourcing this service. 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 2013-14

- \* Moved Fire Maintenance to Fleet Services
- \* Completed construction of a new Fire Station 7 in July
- \* Received two new Fire Engines into the Waco Fire Department to replace two older Fire Engines

## Priorities for FY 2014-15

- \* Identify land for the future re-construction of Fire Station 6
- \* Research efficient ways to offer services at the same level or better for the continuing growth of the City
- \* Update the Strategic Plan for the Waco Fire Department

## Budget Highlights

WFD will continue its EMS First Responder partnership with the contract ambulance service. This program continues to save lives and provides excellent customer service. The contract with the private EMS is at no cost to the City of Waco. WFD will continue a partnership with Inspection Services to conduct vacant building inspections and expedite plan reviews. WFD will also continue partnerships with local private industry members and businesses of the community to improve Hazardous Materials incident response capabilities and public education through their donations and support. WFD will continue its fee permits to assist with expenses in providing technical inspections for the city. WFD will continue to explore other revenue possibilities.





## Expenditures

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	13,415,875	13,885,351	13,998,838	14,447,148
Employee Benefits	4,353,449	4,653,368	4,709,381	4,769,605
Purchased Prof/Tech Services	138,733	166,610	78,714	71,029
Purchased Property Services	306,137	283,032	387,357	399,073
Other Purchased Services	323,677	352,011	351,249	385,762
Supplies	646,301	647,764	669,687	693,223
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>19,184,172</b>	<b>19,988,136</b>	<b>20,195,226</b>	<b>20,765,840</b>
Transfers to Other Funds	186,549	-	144,632	-
Billings	-	-	-	-
Capital Outlay	83,860	-	39,000	-
<b>Total Expenditures</b>	<b>19,454,581</b>	<b>19,988,136</b>	<b>20,378,858</b>	<b>20,765,840</b>

## Personnel Summary

	Range	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Supervision</b>					
Municipal Services Director	30	1.00	1.00	1.00	1.00
Field Supervisor	22	1.00	1.00	-	-
		<b>2.00</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Clerical and Professional</b>					
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
		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Labor Operations</b>					
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	14.00	14.00
Fire Lieutenant_Alarm Office	804	5.00	5.00	5.00	5.00
Fire Lieutenant	804	35.00	35.00	37.00	37.00
Fire Prevention Specialist	803	1.00	1.00	1.00	1.00
Fire Equipment Engineer	802	48.00	48.00	51.00	51.00
Firefighter	801	78.00	81.00	81.00	81.00
Service Technician	58	1.00	1.00	-	-
		<b>192.00</b>	<b>195.00</b>	<b>200.00</b>	<b>200.00</b>
<b>Total Employees</b>		<b>199.00</b>	<b>202.00</b>	<b>206.00</b>	<b>206.00</b>

# 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, and is responsible for screening and re-opening any "cold homicide case" based on new evidence or credible information. Special Crimes personnel are on call 24 – 7 to respond and assist Patrol with investigations that are specific to the Unit's responsibilities. Special Crimes is also responsible for investigating any Officer-Involved Use of Deadly Force that results in serious injury or the death of a person. 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. The Special Crimes Unit strives to stay abreast of violent crime trends in our community and takes the necessary steps to address and decrease the occurrences. 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 that cross jurisdictional boundaries.



## Police (cont.)

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

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

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 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 to include 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 2013-14

- \* The Family Violence Unit investigated 1,864 new cases, issued 189 arrest warrants and transferred 584 cases to the District Attorney for prosecution in 2013.
- \* The Crimes Against Children Unit investigated 1,129 criminal offense reports and 2,088 Child Protection Services referrals in 2013.
- \* The S.A.F.E. Unit reported 92 single-family rental units and 76 apartment communities fully certified in the department's Crime Free Program. This totals approximately 5,969 rental units.
- \* Neighborhood Services Facebook page continues to assist in identifying criminal suspects through the posting of video or photographs. The department posted pictures of 102 persons relating to 76 cases, resulting in 43 persons being identified (42% clearance rate).
- \* Neighborhood Detectives continue to have success recovering stolen property using resources such as "Leads Online". In 2013, Detectives conducted over 9,000 searches through the Leads Online database resulting in recovery of regulated metals (copper, aluminum, brass, etc.) and other stolen property.
- \* The Community Outreach Section conducted 222 crime prevention programs in the community covering 28 different safety, education and crime prevention topics during 2013, educating 16,262 citizens.

### Priorities for FY 2014-15

- \* 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. New staffing for FY 2014-15 includes 2 Dispatch Supervisors and 6 Dispatchers.

### Expenditures

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	20,465,766	20,524,166	20,465,311	21,305,469
Employee Benefits	6,874,697	7,138,959	7,085,230	7,355,631
Purchased Prof/Tech Services	378,648	339,741	360,710	471,000
Purchased Property Services	787,072	899,219	917,307	981,755
Other Purchased Services	847,234	961,656	985,461	991,158
Supplies	1,857,157	1,903,518	2,224,156	1,773,357
Other Expenses	839	936	925	934
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>31,211,413</b>	<b>31,768,195</b>	<b>32,039,100</b>	<b>32,879,304</b>
Transfers to Other Funds	120,323	77,497	77,497	-
Billings	-	-	-	-
Capital Outlay	264,521	-	-	-
<b>Total Expenditures</b>	<b>31,596,257</b>	<b>31,845,692</b>	<b>32,116,597</b>	<b>32,879,304</b>



## Personnel Summary

	Range	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Supervision</b>					
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	1.00	1.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>
<b>Clerical and Professional</b>					
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	5.00	7.00
Administrative Svcs Coordinator	60	1.00	1.00	1.00	1.00
Dispatcher	59	23.00	23.00	23.00	29.00
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	5.00	5.00
Secretary (400)	57	1.00	1.00	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
		<b>72.00</b>	<b>72.00</b>	<b>71.00</b>	<b>79.00</b>
<b>Labor Operations</b>					
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	37.00	37.00
Police Officer	901	194.72	194.72	194.72	196.00
		<b>243.72</b>	<b>243.72</b>	<b>244.72</b>	<b>246.00</b>
<b>Labor Maintenance</b>					
Animal Control Officer	57	4.00	4.00	4.00	4.00
		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Total Full Time</b>		<b>333.72</b>	<b>333.72</b>	<b>333.72</b>	<b>343.00</b>
<b>Part Time Employees (shown as FTEs)</b>					
Customer Service Rep (400)-PT	58	1.50	1.50	1.50	1.50
Dispatcher-PT	58	3.23	3.23	3.23	3.23
<b>Total Part Time (FTEs)</b>		<b>4.73</b>	<b>4.73</b>	<b>4.73</b>	<b>4.73</b>
<b>Total Employees</b>		<b>338.44</b>	<b>338.44</b>	<b>338.44</b>	<b>347.73</b>

# 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 333,000 adult, teen and children's items in a variety of formats including Books, Large Print Books, Periodicals, Audio Books, CDs, and DVDs. An additional 35,675 e-Books and 6,100 downloadable audio books are available through the library's website, [www.wacolibrary.org](http://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 2013-14

- \* Added additional E-content including 3M Cloud Library
- \* Experienced record level increases in Library use and visits
- \* Provided an array of STEM Programming for Children and Teens as part of summer activities

## Priorities for FY 2014-15

- \* Renovate the East Waco Library
- \* Review library procedures
- \* Participate in Prosper Waco and Great Waco Education Alliance initiatives

## 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

	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
Salaries and Wages	1,635,901	1,732,657	1,703,293	1,767,325
Employee Benefits	558,844	604,059	582,169	604,967
Purchased Prof/Tech Services	111,299	101,143	155,908	147,387
Purchased Property Services	96,989	120,792	118,839	134,671
Other Purchased Services	155,722	198,088	163,587	167,970
Supplies	518,868	567,267	542,356	541,868
Other Expenses	923	758	1,145	1,156
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>3,078,546</b>	<b>3,324,764</b>	<b>3,267,297</b>	<b>3,365,344</b>
Transfers to Other Funds	-	-	-	-
Billings	148,434	152,887	152,887	155,945
Capital Outlay	-	-	20,960	10,190
<b>Total Expenditures</b>	<b>3,226,980</b>	<b>3,477,651</b>	<b>3,441,144</b>	<b>3,531,479</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
<b>Supervision</b>					
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
		<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
<b>Clerical and Professional</b>					
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
		<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>
<b>Total Full Time</b>		<b>34.00</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>
<b>Part Time Employees (shown as FTEs)</b>					
Library Technician-PT	55	9.90	9.90	9.90	9.90
Librarian-PT	24	0.55	0.55	0.55	0.55
<b>Total Part Time (FTEs)</b>		<b>10.45</b>	<b>10.45</b>	<b>10.45</b>	<b>10.45</b>
<b>Total Employees</b>		<b>44.45</b>	<b>44.45</b>	<b>44.45</b>	<b>44.45</b>

## 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 four 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 that in 2008 earned us the distinction of being the first city in the nation to be offered an HD PEG channel. We continue to be one of the only cities 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 more than 30 internal city sites representing 27 departments and several city related non-profits. We also maintain social media communications including Twitter, Facebook and YouTube where more and more citizens access for information. We also provide and maintain an internal Intranet for the City's 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 2013-14

- \* Discontinued publishing the hardcopy employee newsletter, *City Talk*
- \* Expanded our employee Intranet to provide information to city staff
- \* Increased the number of Facebook and Twitter followers helping inform our citizens
- \* Developed and installed digital customer kiosk in City Hall to help citizens find city services
- \* Collaborated with Animal Shelter on marketing campaign that included websites, PSA's and social media sites
- \* Added an HD camera on Baylor's Robinson Tower for WCCC-TV viewers to see the new McLane Stadium, River and I-35 signature bridges
- \* Earned three new Telly Awards for outstanding production on WCCC-TV
- \* Produced 11 studio Talk Shows and distributed many of our local productions to 55 other Texas cities to air on their cable channels
- \* Reached 3.5M page views for the year on the City's website
- \* Led the selection, development and implementation of new Minute Traq electronic agenda system

### Priorities for FY 2014-15

- \* 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

	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
Salaries and Wages	418,533	434,599	434,051	448,330
Employee Benefits	146,711	154,618	153,430	156,071
Purchased Prof/Tech Services	16,444	10,815	115,989	10,910
Purchased Property Services	11,387	8,499	9,130	9,152
Other Purchased Services	33,587	21,756	21,440	21,770
Supplies	61,258	24,785	23,907	22,168
Other Expenses	32,034	32,040	32,040	32,040
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>719,954</b>	<b>687,112</b>	<b>789,987</b>	<b>700,441</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	78,024	-	-	-
<b>Total Expenditures</b>	<b>797,978</b>	<b>687,112</b>	<b>789,987</b>	<b>700,441</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
<b>Supervision</b>					
Municipal Services Director	29	1.00	1.00	1.00	1.00
Technical Administrator	27	1.00	1.00	1.00	1.00
Technical Supervisor	24	1.00	1.00	1.00	1.00
		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Clerical and Professional</b>					
Cable Television Technician	60	1.00	1.00	1.00	1.00
Customer Service Rep (400)	58	1.00	1.00	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
		<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Total Employees</b>		<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

# 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 2013-14

- \* Assisted 32 homebuyers with down payment on new homes
- \* Provided 5 homebuyers rehabilitation/reconstruction loans to repair or reconstruct their homes
- \* Provided funding to Community Housing Development Organizations (CHDOs) to develop 8 new single-family homes
- \* Assisted 36 families with a Tenant Based Rental Assistance program
- \* Provided rental assistance to 41 formerly homeless households under the Shelter Plus Care Grant
- \* Mentored and guided 7 local Master's and Bachelor's social work students along with 3 research classes
- \* Facilitated successful approval of Barron's Branch, LLC, a large multifamily redevelopment of Parkside Village apartment complex

## Priorities for FY 2014-15

- \* Continue developing multiple partners in the private and not for profit housing arena
- \* Continue to work on programs that will 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
- \* Work with local non-profit agencies and housing developers to create permanent supportive housing options for homeless persons
- \* Administer a program to prevent homelessness
- \* Focus our efforts on housing across the city to insure we increase the variety of housing options for all citizens in Waco
- \* 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
- \* 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

## Budget Highlights

The Housing and Community Development Director's position is funded at 100% with General Fund. The Financial Supervisor position is funded at 70% with General Fund and 30% 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 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	105,397	131,365	130,851	201,424
Employee Benefits	34,158	42,060	41,916	58,873
Purchased Prof/Tech Services	(1,818)	-	-	-
Purchased Property Services	4,526	-	-	-
Other Purchased Services	7,688	13,410	13,460	13,460
Supplies	10,245	2,846	2,800	2,846
Other Expenses	-	-	-	-
Contracts with Others	17,340	-	-	-
<b>Operating Expenditures</b>	<b>177,536</b>	<b>189,681</b>	<b>189,027</b>	<b>276,603</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>177,536</b>	<b>189,681</b>	<b>189,027</b>	<b>276,603</b>

## Personnel Summary

	Range	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Supervision</b>					
Municipal Services Director	29	0.56	0.80	0.80	1.00
Financial Supervisor	27	0.21	0.21	0.21	0.70
		<b>0.77</b>	<b>1.01</b>	<b>1.01</b>	<b>1.70</b>
<b>Clerical and Professional</b>					
Program Coordinator	24	0.80	0.80	0.80	0.80
Program Coordinator	24	0.10	0.10	0.10	0.10
		<b>0.90</b>	<b>0.90</b>	<b>0.90</b>	<b>0.90</b>
<b>Total Employees</b>		<b>1.67</b>	<b>1.91</b>	<b>1.91</b>	<b>2.60</b>

# 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 is responsible for the maintenance, repair and renovation functions for over 150 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 2013-14

- \* Continued to support City-wide function with maintenance, repair, renovation, construction and custodial support
- \* Constructed and opened new Fire Station #7
- \* Developed, awarded contract and initiated work to modernize the four elevators at the Police Department Headquarters Building
- \* Replaced the digital controls for the heating, ventilation, and air conditioning (HVAC) systems for the Water Office and Development Center
- \* Constructed a new 4,900 sf Fire Department vehicle maintenance building with use of both contract and in house resources
- \* Completed a new consolidated roof assessment report for facility flat roofs and shingle roofs to help plan for future projects
- \* Installed a new security access control system at City Hall for exterior doors
- \* Coordinated with Library Services for the purchase of a building and property at 1726 Washington; demolition of existing improvements was done and design started for a parking lot expansion project for the Central Library
- \* Performed various facility maintenance improvements at the Waco Animal Shelter and a commercial washer and dryer were installed to augment residential machines
- \* Completed an interior renovation on the 2<sup>nd</sup> floor clinic at the Health District Building
- \* Replaced the digital HVAC controls system at the Transit Admin, Operations and Maintenance building with a new system
- \* Completed various roof repairs or replacement at the Police Tower, the Main Library and ball field concession buildings
- \* Repaved the service roads for the Texas Ranger Museum Knox Hall and Ranger Company Headquarters Building in coordination with Engineering
- \* Upgraded the electrical systems and the emergency power generator at Information Technology with higher capacity service

## Priorities for FY 2014-15

- \* Continue daily facility and custodial support operations for City-wide functions that are growing in size and/or at different locations
- \* Coordinate bidding and construction for parking lot expansion project at the Central Library
- \* Oversee the modernization contract and coordinate work schedule for four elevators at the Police Department Headquarters Building
- \* Manage project for the upgrade of the Police Garage electrical and lighting systems
- \* Coordinate with Library Services for the renovation design at East Waco Library and assist with request for proposal process and oversight of the renovation project
- \* Design HVAC improvements and contract project at the Transit Intermodal Transfer Station
- \* Implement a new contract custodial cleaning service on select areas in the multi-story Police Department Headquarters Building
- \* Coordinate maintenance and repair projects that were identified in the roof assessment report
- \* Assist with proposed building addition and other improvements at the Waco Animal Shelter
- \* Continue facility repair, renovation and construction projects as City functions require their respective facilities to change to support expanding or new City priorities and goals

## Budget Highlights

The budget for Facilities will maintain current operations with no new additions in personnel or equipment. Funding is included for contract cleaning at the Police Tower. A total of \$1,222,686 is included in FY 2014-15 for building maintenance, HVAC maintenance and elevator maintenance.

Billings to others are for the following: Library facility maintenance      \$155,945



## Expenditures

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	1,106,912	1,096,140	1,087,345	1,127,948
Employee Benefits	484,472	494,507	499,781	510,200
Purchased Prof/Tech Services	230,782	205,470	220,370	266,075
Purchased Property Services	986,887	1,455,172	1,063,896	1,283,786
Other Purchased Services	46,144	62,974	68,776	59,944
Supplies	262,428	219,977	268,566	252,761
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>3,117,625</b>	<b>3,534,240</b>	<b>3,208,734</b>	<b>3,500,714</b>
Transfers to Other Funds	394,663	-	555,366	-
Billings	(148,434)	(152,887)	(152,887)	(155,945)
Capital Outlay	4,880	27,661	-	-
<b>Total Expenditures</b>	<b>3,368,734</b>	<b>3,409,014</b>	<b>3,611,213</b>	<b>3,344,769</b>

## Personnel Summary

	Range	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Supervision</b>					
Program Manager	28	1.00	1.00	1.00	1.00
Operations Supervisor	25	1.00	1.00	1.00	1.00
		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Clerical and Professional</b>					
Customer Service Rep (400)	58	1.00	1.00	1.00	1.00
Staff Assistant	58	1.00	1.00	1.00	1.00
		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Labor Operations</b>					
Master Electrician	61	2.00	2.00	2.00	2.00
Technical Coordinator	61	-	-	1.00	1.00
Master Tradesworker	60	2.00	2.00	2.00	2.00
Tradesworker (400)	59	5.00	5.00	4.00	4.00
Operations Coordinator	57	2.00	2.00	2.00	2.00
Building Attendant	53	20.00	20.00	20.00	20.00
		<b>31.00</b>	<b>31.00</b>	<b>31.00</b>	<b>31.00</b>
<b>Total Full Time</b>		<b>35.00</b>	<b>35.00</b>	<b>35.00</b>	<b>35.00</b>
<b>Part Time Employees (shown as FTEs)</b>					
Building Attendant-PT	53	0.80	0.80	0.80	0.80
<b>Total Part Time (FTEs)</b>		<b>0.80</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>
<b>Total Employees</b>		<b>35.80</b>	<b>35.80</b>	<b>35.80</b>	<b>35.80</b>

# 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 Rangers 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 completion of the redevelopment of Sul Ross Park, Seley Park and Anniversary Pavilion in Cameron 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 provides positive, affordable programming with activities at each Community Center geared towards youth, teens, young adults, and 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 the Dubl-R Fields at Riverbend Park continues to be significant, hosting 30+ baseball & girls' fast pitch softball tournaments. The Waco Mammoth Site offers new and expanded programs that offer hands-on activities in addition to tours. Special Events/ Marketing continues to improve the Brazos Nights concert series, 4<sup>th</sup> on the Brazos Celebration and coordinate the Winter Wonderland Festival in addition to supporting over 125 community events each year.

Park Ranger priorities include an increased emphasis on Brazos River Corridor land and water patrols along with 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 2013-14

- \* Completed construction of Brazos Park East Riverwalk extension project
- \* Supported the design and assisted with construction of Riverwalk Signage
- \* Began construction of Sul Ross Park Renovations & Skate Park project
- \* Construction for phase one of Seley Park Renovations project scheduled to be completed
- \* Installed lighting at Bell's Hill Park
- \* Installed new disc golf hole signs and revised the course at Brazos Park East
- \* Turf and irrigation renovation at Indian Spring Park
- \* Modified the softball/baseball roofs of the Dubl-R Fields at Riverbend Park to mitigate foul ball entrapment
- \* Harvested and planted 62 trees grown by department staff on an unbuildable vacant lot
- \* Completed LED security lighting replacement program
- \* Constructed and installed tournament quality foul poles on the Dubl-R Fields at Riverbend Park
- \* Rangers provided educational, health and safety programs for Waco ISD, City Community Centers, surrounding school districts, local businesses, clubs and non-profit organizations
- \* Continued Cameron Park trail improvement projects with community volunteers, Eagle Scouts, and trail user groups
- \* Began Lake Brazos boat patrols and educated boaters regarding safe watercraft speed zones
- \* The Waco Mammoth Site added an annual event, "Mammoths on the March"
- \* Increased Mammoth Site seasonal revenue to record levels
- \* Organized the Brazos Nights concert series and Fourth on the Brazos, which brought more than 30,000 people to downtown Waco
- \* Received multiple awards from the Texas Festivals and Events Association, including Best Social Media Campaign and Best New Event Promotion
- \* Completed and launched the Cameron Park website
- \* Launched the Cameron Park Trail Map via Google Maps



### Accomplishments for FY 2013-14 (cont)

- \* Won a \$1,000 award from H-E-B for partnership with Cameron Park
- \* Coordinated inaugural Winter Wonderland event in downtown Waco
- \* Certified 9 staff members to teach archery
- \* Received a \$45,000.00 grant to promote free meals during after school and summer hours for children in Waco and began serving meals to children ages 18 and under in January of 2014
- \* Established Computer lab at Dewey Community Center
- \* Community Centers hosted several special events including Juneteenth Carnival, Easter Egg Hunts, Public Safety Fair, National Night Out, Summer Talent Show, Cinco De Mayo, Senior Citizen Festival, Halloween carnivals (South Waco drawing over 1500 citizens) and Back to School Bash/Supply giveaways
- \* Worked with a variety of community agencies and organizations

### Priorities for FY 2014-15

- \* Complete construction of Sul Ross Park Renovations & Skate Park project
- \* Complete design and construction of Seley Park Renovations project phase two
- \* Complete construction of new Anniversary Park pavilion
- \* Harvest and plant at select locations 120 trees from the existing tree farm and replant sapling trees
- \* Continue development of an expanded tree farm
- \* New interpretive signs, a student internship program, and continued development of educational programming to enhance off-season attendance at the Waco Mammoth Site
- \* Launch new website design for department and all attractions that will be responsive in design, allowing better communication with mobile audience
- \* Implement the WebTrac software for online registration and ticketing
- \* Continue to expand contacts via social media applications such as Instagram and Facebook. Waco Wonderland Facebook page gained 10,000 followers in two months
- \* Develop programs designed to encourage better fitness and health including City of Waco employees

### Budget Highlights

The Parks & Recreation budget reflects recreation programs at the three Community Centers, league and tournament play at the Dubl-R Fields at Riverbend Park, the Brazos Night concert series, special event support and Park Ranger patrols. Additional funds are included to support maintenance of existing parks and facilities.

### Expenditures

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	4,072,565	4,383,024	4,356,833	4,529,072
Employee Benefits	1,654,168	1,810,671	1,795,836	1,853,119
Purchased Prof/Tech Services	722,205	681,093	711,223	821,463
Purchased Property Services	1,119,139	1,260,784	1,257,453	1,292,147
Other Purchased Services	304,792	340,761	346,624	357,965
Supplies	958,885	1,035,368	1,055,132	1,020,353
Other Expenses	35,133	43,252	42,854	40,840
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>8,866,887</b>	<b>9,554,953</b>	<b>9,565,955</b>	<b>9,914,959</b>
Transfers to Other Funds	-	-	-	-
Billings	(263,647)	(271,556)	(271,556)	(276,987)
Capital Outlay	116,650	-	215,075	250,000
<b>Total Expenditures</b>	<b>8,719,890</b>	<b>9,283,397</b>	<b>9,509,474</b>	<b>9,887,972</b>

## Personnel Summary

	Range	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Supervision</b>					
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	4.00	4.00	4.00
		<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
<b>Clerical and Professional</b>					
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
		<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>
<b>Labor Operations</b>					
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	5.00	5.00	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	28.00	28.00	28.00	28.00
Senior Service Provider	56	5.00	5.00	5.00	5.00
Service Provider	54	28.00	28.00	28.00	28.00
		<b>80.00</b>	<b>80.00</b>	<b>80.00</b>	<b>80.00</b>
<b>Total Full Time</b>		<b>118.00</b>	<b>118.00</b>	<b>118.00</b>	<b>118.00</b>
<b>Part Time Employees (shown as FTEs)</b>					
Park Ranger-PT	58	4.90	4.90	4.90	4.90
Retail Aide-PT	53	1.32	1.32	1.32	1.32
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
<b>Total Part Time (FTEs)</b>		<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>
<b>Total Employees</b>		<b>141.00</b>	<b>141.00</b>	<b>141.00</b>	<b>141.00</b>





## 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.

Additional funding is included for rolling stock replacement, previously funded by bond interest, as well as future capital projects not included in the CIP. McCAD expenses are increased substantially for FY 2014-15 due mainly to cover the city's share of a contingency in their budget.

### Expenditures

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Unemployment Compensation	65,684	80,000	80,000	80,000
Property Insurance	247	287	287	287
Buildings	-	-	-	800,000
Streets, Roadways & Highways	-	-	-	200,000
Machinery, Tools & Implements	-	100,000	100,000	200,000
Motor Vehicles	-	-	-	660,151
Total Capital Outlay	-	100,000	100,000	1,860,151
Budget Contingency	-	-	-	630,044
Greenwood Cemetery	1,500	1,500	1,500	1,500
The Arts & Historic Agencies	-	150,000	150,000	150,000
H.O.T. Council of Governments	9,842	11,344	11,344	11,344
The Advocacy Center	75,740	83,314	83,314	91,645
Greater Waco Chamber of Commerce	136,500	136,500	136,500	136,500
MCCAD	578,246	619,242	590,438	739,056
Animal Shelter	50,000	-	-	-
McLennan County	134,048	138,074	125,395	132,919
Cen-Tex African/American Chamber	68,000	68,000	68,000	68,000
Multi-Purpose Facility	55,006	55,000	55,000	55,000
Senior Ministry	28,000	28,000	28,000	28,000
Downtown Development Corporation	200,286	200,000	200,000	280,000
Cen-Tex Hispanic Chamber	68,000	68,000	68,000	68,000
Economic Development Grants	328,299	465,500	465,500	440,200
NAFTA Impact Zone_Zone 2	200,000	25,000	-	-
Rosemound Cemetery	40,000	40,000	40,000	40,000
Total Contracts	1,973,467	2,089,474	2,022,991	2,242,164
Health Services	2,535,350	2,673,939	2,673,939	2,724,229
Housing Demo_Lot Clearance	365,041	75,000	75,000	75,000
Street Reconstruction Fund	3,885,972	3,885,972	3,885,972	3,885,972
Ranger Hall of Fame	776,047	609,012	609,012	669,631
Waco Regional Airport	562,679	491,536	491,536	179,235
Cameron Park Zoo	1,553,765	1,726,608	1,726,608	1,983,223
Cottonwood Creek Golf Course	105,870	-	-	-
Transit Services	-	118,844	118,844	153,216
Total Transfers to Other Funds	9,784,724	9,580,911	9,580,911	9,670,506
<b>Total Expenditures</b>	<b>11,824,122</b>	<b>11,850,672</b>	<b>11,784,189</b>	<b>14,483,152</b>

## Miscellaneous

### Narrative

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

### Budget Highlights

Included for FY 2014-15 are funds for sponsorship of a community special event and for the Patient-Centered Outcomes Research Institute fee imposed by the Affordable Care Act.

### Expenditures

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purchased Prof/Tech Services	309,355	170,000	170,000	221,800
Purchased Property Services	5,917	3,000	3,000	3,000
Other Purchased Services	(22)	-	-	300,000
Supplies	4,766	-	1,574	-
Other Expenses	129,602	190,031	186,059	329,995
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>449,618</b>	<b>363,031</b>	<b>360,633</b>	<b>854,795</b>
Transfers to Other Funds	-	503,612	-	-
Billings	-	-	-	-
Capital Outlay	682,265	-	-	-
<b>Total Expenditures</b>	<b>1,131,883</b>	<b>866,643</b>	<b>360,633</b>	<b>854,795</b>



## 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 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	57,631	270,000	245,000	270,000
Employee Benefits	55,062	103,732	91,868	96,073
Purchased Prof/Tech Services	-	-	-	-
Purchased Property Services	-	-	-	-
Other Purchased Services	-	-	-	-
Supplies	-	-	-	-
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>112,693</b>	<b>373,732</b>	<b>336,868</b>	<b>366,073</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>112,693</b>	<b>373,732</b>	<b>336,868</b>	<b>366,073</b>

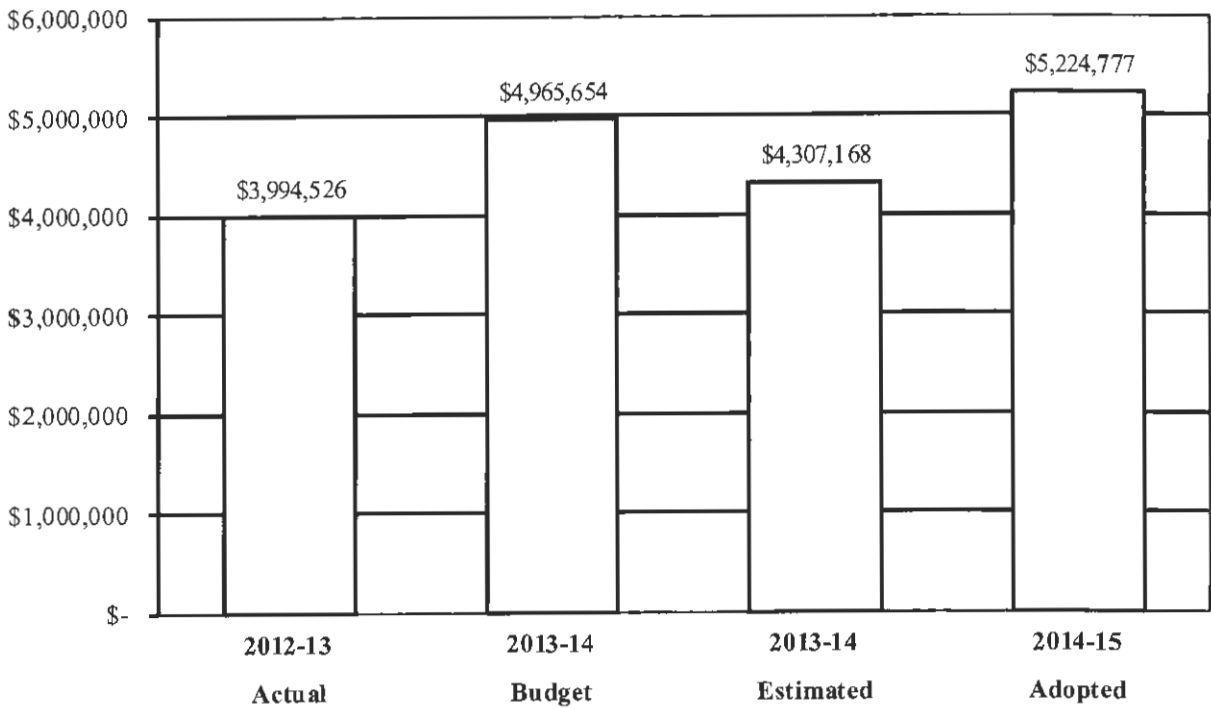




## **Special Revenue Funds**

## Special Revenue Funds

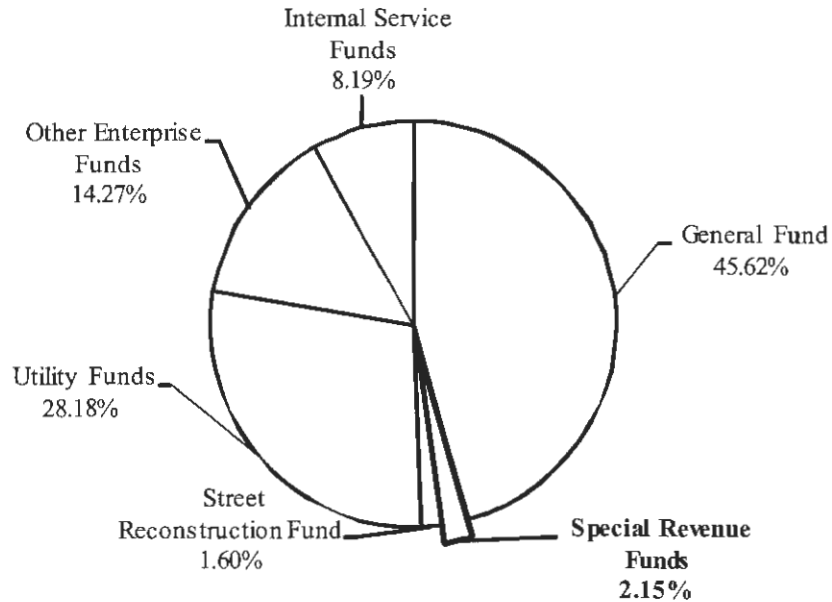
	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Health Administration	1,982,778	2,091,442	2,055,716	2,052,764
Environmental Health	128,788	185,786	184,882	188,539
Environmental Health - OSSF	250,517	279,827	256,467	260,933
Public Health Nursing	895,871	956,804	935,763	978,952
Sexually Transmitted Diseases	328,338	360,580	354,518	364,902
HIV/AIDS	173,772	179,766	179,557	182,185
Dental	771	-	-	-
Abandoned Motor Vehicles	-	-	-	220,000
Public Improvement District #1	233,691	911,449	340,265	976,502
	<b>\$ 3,994,526</b>	<b>\$ 4,965,654</b>	<b>\$ 4,307,168</b>	<b>\$ 5,224,777</b>



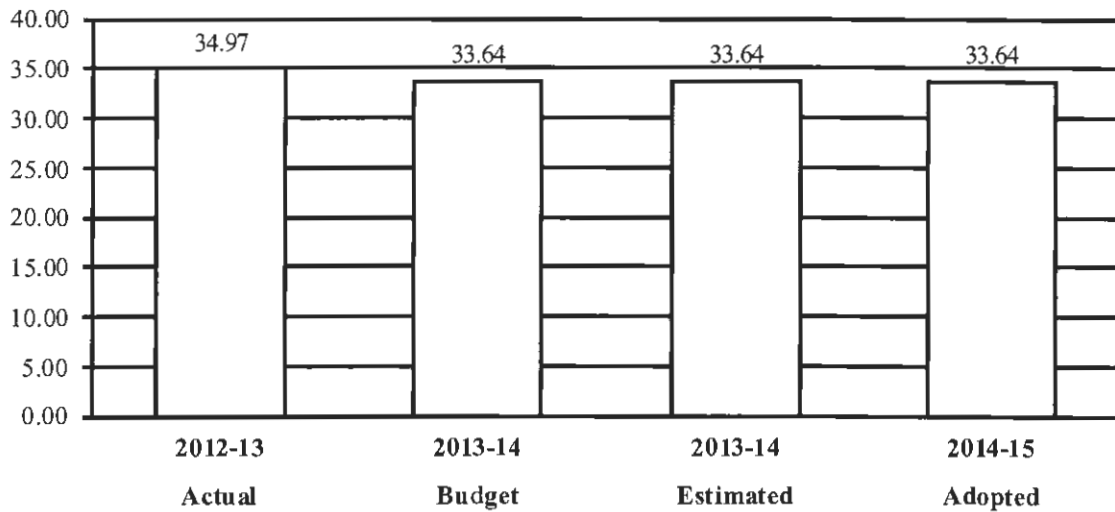


## Special Revenue Funds as a Percent of Total Budget

General Fund	\$ 110,929,866
<b>Special Revenue Funds</b>	<b>5,224,777</b>
Street Reconstruction Fund	3,887,972
Utility Funds	68,513,355
Other Enterprise Funds	34,708,243
Internal Service Funds	19,905,565
	\$ 243,169,778



## Special Revenue Funds Personnel Summary



## Health Administration/Vital Statistics

### 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 2013-14

- \* Worked in collaboration with community partners and Prosper Waco on a Community Health Improvement Plan
- \* Implemented a Tobacco Free Campus policy
- \* Began discussion on shared health services between the City of Waco, Waco Independent School District, and McLennan County
- \* Received 2013 Exemplary Five Star Award from the Texas Department of State Health Services for excellence in recording and processing birth and death records
- \* Worked with the Texas Department of State Health Services on the design and early stages of TxEver, a comprehensive electronic vital records system
- \* Worked with the Public Health Emergency Preparedness program to help facilitate and involve funeral directors on their roles with mass casualties

### Priorities for FY 2014-15

- \* Develop a strategic plan for the Health District
- \* Continue to develop the Community Health Improvement Plan in collaboration with community partners
- \* Continue to explore possibilities related to shared health services between the City of Waco, Waco Independent School District and McLennan County
- \* Continue to assist hospital staff, funeral home directors, physicians, and Justices of the Peace with electronic filing of birth and death certificates using Texas Electronic Registrar
- \* Work with the Texas Department of State Health Services on the implementation of the TxEver electronic Vital Statistics system
- \* Continue to work with insurance providers and complete credentialing processes as appropriate
- \* Participate in the Texas Revenue Generation Learning Collaborative to improve revenue generation for the Health District
- \* Work with the Mass Fatality Planning Committee to develop a mass fatality plan for McLennan County

### 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 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	440,115	448,830	423,797	427,076
Employee Benefits	152,227	159,363	148,826	152,440
Purchased Prof/Tech Services	34,528	36,056	38,827	35,230
Purchased Property Services	4,536	5,223	3,067	3,077
Other Purchased Services	14,560	17,339	17,275	17,298
Supplies	31,312	34,834	34,222	32,822
Other Expenses	315,400	399,697	399,602	394,721
Contracts with Others	990,100	990,100	990,100	990,100
<b>Operating Expenditures</b>	<b>1,982,778</b>	<b>2,091,442</b>	<b>2,055,716</b>	<b>2,052,764</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>1,982,778</b>	<b>2,091,442</b>	<b>2,055,716</b>	<b>2,052,764</b>

## Personnel Summary

	Range	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Supervision</b>					
Municipal Services Director	30	1.00	1.00	1.00	1.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Clerical and Professional</b>					
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
		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Total Full Time</b>		<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
<b>Part Time Employees (shown as FTEs)</b>					
Customer Service Rep (300)-PT	58	0.50	0.50	0.50	0.50
<b>Total Part Time (FTEs)</b>		<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>
<b>Total Employees</b>		<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>

# 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 2013-14

- \* Maintained inspection frequencies to prevent increases of disease, nuisances, and violations
- \* Provided food safety education to approximately 2,850 food handlers and food managers
- \* Prevented and minimized disease outbreaks associated with food, swimming pools, sanitation, and vectors
- \* Implemented the West Nile Virus and Mosquito Control plan for a second year

## Priorities for FY 2014-15

- \* Provide food safety education to approximately 2,545 food handlers and food managers
- \* Prevent disease outbreaks associated with food, swimming pools and spas, 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 use established interdepartmental and interagency cooperation with multidisciplinary approaches to provide 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

	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2012-13</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2014-15</b>
Salaries and Wages	67,209	106,546	106,546	108,733
Employee Benefits	22,713	36,796	36,801	37,281
Purchased Prof/Tech Services	1,159	1,415	1,415	1,415
Purchased Property Services	12,490	9,176	8,902	9,076
Other Purchased Services	2,587	4,172	4,172	4,172
Supplies	22,630	27,681	27,046	27,862
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>128,788</b>	<b>185,786</b>	<b>184,882</b>	<b>188,539</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>128,788</b>	<b>185,786</b>	<b>184,882</b>	<b>188,539</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
		<b>2012-13</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2014-15</b>
<b>Supervision</b>					
Program Administrator	27	0.75	0.75	0.75	0.75
		<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>
<b>Labor Operations</b>					
Senior Sanitarian	24	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Total Employees</b>		<b>1.75</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>

## **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 2013-14**

- \* Closely monitored all aerobic unit maintenance contracts and maintenance providers to reduce nuisance conditions and ensure compliance
- \* Received a “no action items required” compliance review from the Texas Commission on Environmental Quality (TCEQ)
- \* Improved processing OSSF cases in the Justice of the Peace courts resulting in increased compliance and reduced expenses
- \* Adapted to significant increase in permitting activity without increasing expenses

### **Priorities for FY 2014-15**

- \* 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

	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
Salaries and Wages	168,904	185,594	169,977	173,630
Employee Benefits	63,609	71,945	68,155	68,467
Purchased Prof/Tech Services	1,805	3,800	1,200	1,200
Purchased Property Services	2,581	3,220	2,878	2,911
Other Purchased Services	6,881	8,678	8,083	8,456
Supplies	6,737	6,590	6,174	6,269
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>250,517</b>	<b>279,827</b>	<b>256,467</b>	<b>260,933</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>250,517</b>	<b>279,827</b>	<b>256,467</b>	<b>260,933</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
<b>Supervision</b>					
Program Administrator	27	0.25	0.25	0.25	0.25
Inspection Supervisor	24	1.00	1.00	1.00	1.00
		<b>1.25</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>
<b>Clerical and Professional</b>					
Customer Service Rep (400)	58	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Labor Operations</b>					
Inspector	60	2.00	2.00	2.00	2.00
		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Total Employees</b>		<b>4.25</b>	<b>4.25</b>	<b>4.25</b>	<b>4.25</b>

# 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 2013-14

- \* Implemented the use of T-Spot TB Test to screen for tuberculosis on high-risk individuals
- \* Conducted an epidemiological investigation regarding the acute injuries related to the West Fertilizer Plant Explosion in April 2013
- \* Hosted a Mass Fatality Planning Workshop with McLennan County Justices of the Peace (JP) and multiple local funeral home directors to discuss mass fatality response plans for McLennan County
- \* Provided JPs with a response kit filled with appropriate personal protective equipment and other supplies for managing the scene of a mass fatality incident
- \* Implemented a tobacco free campus policy to eliminate secondhand smoke exposure and serve as a model for healthier lifestyles and behavior
- \* Instituted a healthy food policy for Health District staff to support employees in healthy eating endeavors

## Priorities for FY 2014-15

- \* Provide and administer current and new vaccines to ensure protection of citizens within the city and county
- \* Explore potential funding associated with private insurance companies to expand vaccine coverage and administration
- \* Strengthen collaboration with hospitals, clinics, laboratories, and any other public and private agencies to ensure
  - \* Prompt and accurate assessment of tuberculosis
  - \* Proper reporting of Tuberculosis infection and disease according to Texas laws for disease reporting
- \* Begin planning efforts with local hospitals, medical providers, and EMS to develop stronger plans for health and medical coordination within McLennan County and strengthen the operational capability of the Strategic National Stockpile (SNS) program to include updated agreements and site specific plans for key Point of Dispensing sites
- \* Increase community awareness of policies and projects implemented thus far and increase partnerships within Waco ISD and the 5 largest employer groups to support policy changes affecting healthy eating and active living

## Budget Highlights

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



## Expenditures

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	461,059	508,816	491,221	516,084
Employee Benefits	155,983	175,138	173,298	182,003
Purchased Prof Tech Services	37,540	3,350	2,900	2,900
Purchased Property Services	2,126	3,445	3,295	3,307
Other Purchased Services	21,484	25,183	26,206	29,707
Supplies	217,679	240,872	238,843	244,951
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>895,871</b>	<b>956,804</b>	<b>935,763</b>	<b>978,952</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>895,871</b>	<b>956,804</b>	<b>935,763</b>	<b>978,952</b>

## Personnel Summary

	Range	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Supervision</b>					
Program Administrator	27	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Clerical and Professional</b>					
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	2.00
Nurse	26	2.00	2.00	2.50	1.50
Health Services Coordinator	25	2.58	3.00	3.00	3.00
Community Promotions Specialist	24	1.00	-	-	-
		<b>9.58</b>	<b>9.00</b>	<b>9.50</b>	<b>9.50</b>
<b>Total Full Time</b>		<b>10.58</b>	<b>10.00</b>	<b>10.50</b>	<b>10.50</b>
<b>Part Time Employees (shown as FTEs)</b>					
Nurse-PT	26	1.25	0.50	-	-
<b>Total Part Time (FTEs)</b>		<b>1.25</b>	<b>0.50</b>	<b>-</b>	<b>-</b>
<b>Total Employees</b>		<b>11.83</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>

## **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 2013-14**

- \* Waco McLennan County Public Health Districts's Disease Intervention Specialist (DIS) program was ranked #1 out of 16 regional and local health departments for meeting the highest percentage of the mandated state STD objectives
- \* Participated in an increased number of community outreach events and testing
- \* Maintained strong working relationship with area medical providers to ensure all newly diagnosed cases of syphilis, gonorrhea and chlamydia were appropriately treated in a timely manner to help reduce the further spread of diseases

### **Priorities for FY 2014-15**

- \* Continue working hard to maintain a high program ranking through quality and efficient work
- \* Increase program revenue of the STD clinic
- \* Work toward obtaining Electronic Medical Records

### **Budget Highlights**

Due to changes that have occurred since the implementation of the Affordable Care Act (ACA), there are many more challenges with billing (what services are allowed to be provided by a local health district and what providers the health district can bill for services). A team has been established to work with the Texas Department of State Health Services (DSHS) to study, learn and implement a revenue generation plan in hopes of significantly increasing program income. This will be a long and tedious process, however, it is one that our health district is committed to work through as a team. Finally, DSHS is now providing all rapid HIV tests free of charge, therefore, we are not able, at this time, to charge for this service. The loss of this charge will have a slight impact in the amount of program income that was previously generated from this service.





## Expenditures

	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2012-13</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2014-15</b>
Salaries and Wages	208,700	225,007	220,357	229,647
Employee Benefits	74,091	82,149	80,486	82,255
Purchased Prof/Tech Services	11,495	11,687	11,978	11,978
Purchased Property Services	-	200	505	505
Other Purchased Services	10,008	14,163	12,971	13,023
Supplies	24,044	27,374	28,221	27,494
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>328,338</b>	<b>360,580</b>	<b>354,518</b>	<b>364,902</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>328,338</b>	<b>360,580</b>	<b>354,518</b>	<b>364,902</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
		<b>2012-13</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2014-15</b>
<b>Clerical and Professional</b>					
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
		<b>4.89</b>	<b>4.89</b>	<b>4.89</b>	<b>4.89</b>
<b>Total Full Time</b>		<b>4.89</b>	<b>4.89</b>	<b>4.89</b>	<b>4.89</b>
<b>Part Time Employees (shown as FTEs)</b>					
Secretary-PT	57	0.50	0.50	0.50	0.50
<b>Total Part Time (FTEs)</b>		<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>
<b>Total Employees</b>		<b>5.39</b>	<b>5.39</b>	<b>5.39</b>	<b>5.39</b>

## 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 2013-14**

- \* Maintained level funding with HIV grants
- \* An increase in advertising opportunities and targeted advertising strategies has assisted the HIV Prevention program to reach the state mandated goals for testing and locating newly diagnosed cases of HIV in a very specific target population
- \* Successful completion of the first year of the community condom distribution program

### **Priorities for FY 2014-15**

- \* Work closely with DSHS to maintain or increase grant funding
- \* Continue working with DSHS to develop strategies to identify HIV+ individuals who are out of medical care in order to bring them back into care

### **Budget Highlights**

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



## Expenditures

	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
Salaries and Wages	117,803	120,111	120,111	122,586
Employee Benefits	39,809	41,295	41,298	41,407
Purchased Prof/Tech Services	2,720	2,500	2,500	2,500
Purchased Property Services	-	-	-	-
Other Purchased Services	7,507	10,277	9,992	10,002
Supplies	5,933	5,583	5,656	5,690
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>173,772</b>	<b>179,766</b>	<b>179,557</b>	<b>182,185</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>173,772</b>	<b>179,766</b>	<b>179,557</b>	<b>182,185</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
<b>Supervision</b>					
Program Administrator	27	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Clerical and Professional</b>					
Secretary (300)	57	1.00	1.00	1.00	1.00
Health Services Coordinator	25	0.25	0.25	0.25	0.25
		<b>1.25</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>
<b>Total Employees</b>		<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>

## 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 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purchased Prof/Tech Services	-	-	-	-
Purchased Property Services	-	-	-	-
Other Purchased Services	-	-	-	-
Supplies	771	-	-	-
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>771</b>	-	-	-
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>771</b>	-	-	-



## Abandoned Motor Vehicles

### Narrative

The revenue collected in the Abandoned Motor Vehicles Fund accumulates from auction proceeds collected from the sale of abandoned vehicles that have been impounded by the Police Department. Officers impound vehicles for different circumstances including abandonment, for an investigative purpose, because of an arrest or when an owner/operator lacks liability insurance as required by State law. Vehicles that are not reclaimed by the owners or lien holders are auctioned through a monthly, online process.

Chapter 683 of the Texas Transportation Code requires the law enforcement agency to hold the proceeds from the sale of abandoned motor vehicles for 90 days pending owner or lien holder claims. In addition, the code permits funds in excess of \$1,000 to be transferred to the municipality's general fund for use by the law enforcement agency.

### Expenditures

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purchased Prof/Tech Services	-	-	-	-
Purchased Property Services	-	-	-	45,500
Other Purchased Services	-	-	-	6,500
Supplies	-	-	-	8,000
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	-	-	-	<b>60,000</b>
Transfers to Other Funds	-	-	-	50,000
Billings	-	-	-	-
Capital Outlay	-	-	-	110,000
<b>Total Expenditures</b>	-	-	-	<b>220,000</b>

## 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). A PID 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

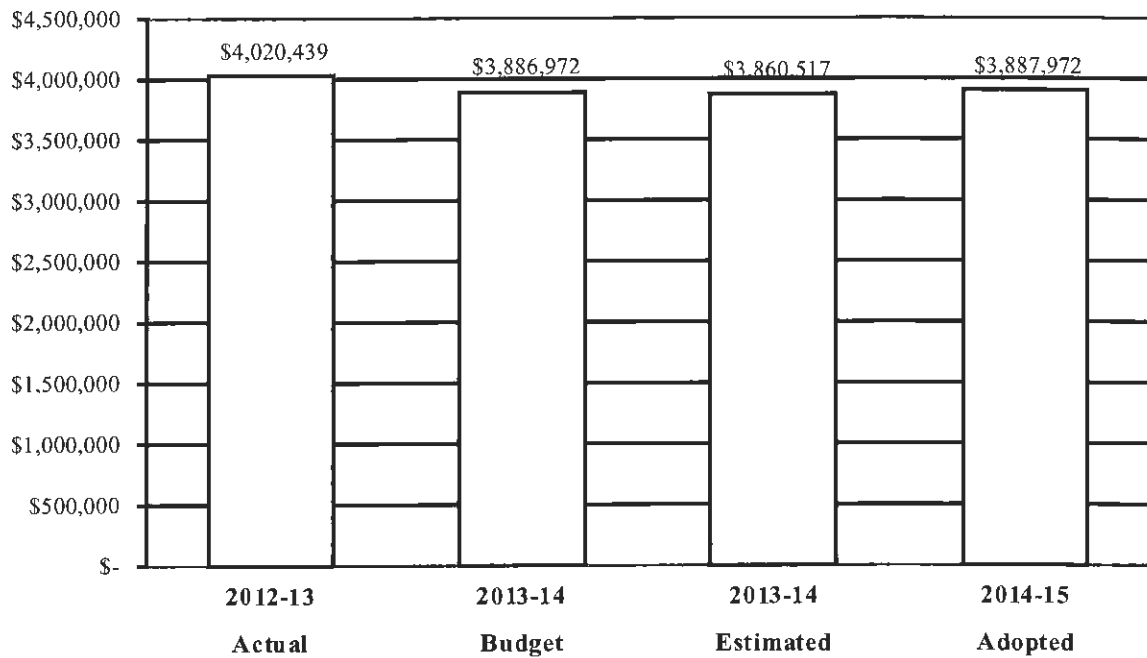
	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	20,449	29,453	23,130	30,075
Employee Benefits	1,624	2,367	1,870	2,425
Purchased Prof/Tech Services	202,461	275,340	263,518	309,116
Purchased Property Services	2,020	1,700	1,350	1,800
Other Purchased Services	4,553	41,550	11,897	42,150
Supplies	2,584	19,525	18,500	13,025
Other Expenses	-	25,000	-	25,000
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>233,691</b>	<b>394,935</b>	<b>320,265</b>	<b>423,591</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	516,514	20,000	552,911
<b>Total Expenditures</b>	<b>233,691</b>	<b>911,449</b>	<b>340,265</b>	<b>976,502</b>



## **Street Reconstruction Fund**

## Street Reconstruction Fund

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Street Reconstruction	\$ 4,020,439	\$ 3,886,972	\$ 3,860,517	\$ 3,887,972

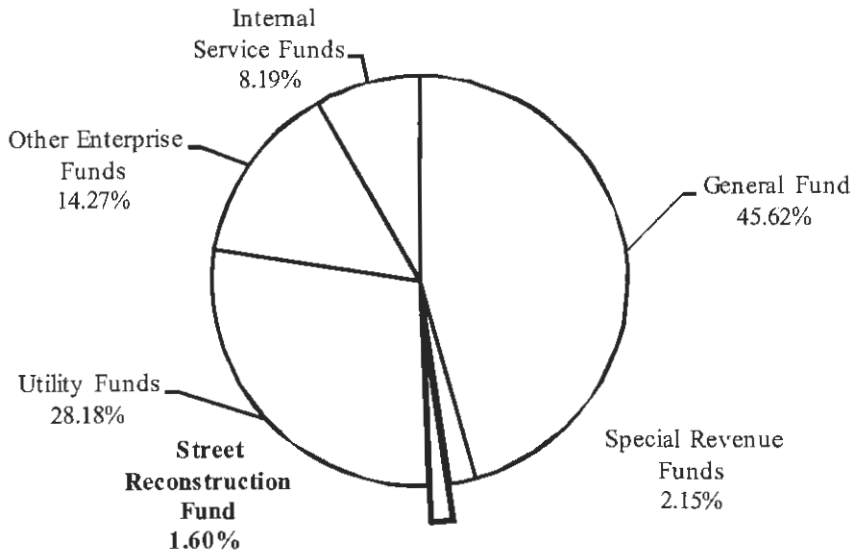






## Street Reconstruction Fund as a Percent of Total Budget

General Fund	\$	110,929,866
Special Revenue Funds		5,224,777
<b>Street Reconstruction Fund</b>		<b>3,887,972</b>
Utility Funds		68,513,355
Other Enterprise Funds		34,708,243
Internal Service Funds		19,905,565
	\$	243,169,778



## Street Reconstruction Fund Personnel Summary

		30.00		30.00		30.00		30.00
35.00								
30.00								
25.00								
20.00								
15.00								
10.00								
5.00								
0.00								
		<b>2012-13</b>		<b>2013-14</b>		<b>2013-14</b>		<b>2014-15</b>
		<b>Actual</b>		<b>Budget</b>		<b>Estimated</b>		<b>Adopted</b>

# Street Reconstruction

## Mission Statement

The mission of the Public Works Department is to provide Engineering, Traffic System, and Street and Drainage services that provide and maintain reliable and cost-effective public works facilities in a manner that emphasizes public service, customer satisfaction, and the long-term best interest of the community.

## Narrative

The Street Reconstruction Fund is administered by the Street Division of the Public Works Department. 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. These funds will provide 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 repairs, pavement crack sealing, pothole patching, pavement base failure repair, and pavement surface replacements.

## Accomplishments for FY 2013-14

- \* Made 149,766 square feet of base/surface and utility cut repairs through May
- \* Patched 880 blocks and inspected 2,164 blocks of streets which is equivalent to 211 miles of the current 605 miles of streets through May
- \* Inspected 310 miles of streets and crack sealed 370 lane miles
- \* Completed the street inventory and rated all 605 miles of streets and determined the needs for the next four to five years
- \* Equipment operators and above completed their NIMS training for emergency response
- \* All employees completed the Safety Certification Program training

## Priorities for FY 2014-15

- \* Maintain the goal of 98% serviceability index relating to the condition of the City streets
- \* Perform the needed maintenance on the 605 miles of streets in the City limits
- \* Continue salvaging asphalt materials from surface repair and base repair to use in our asphalt recycler

## Budget Highlights

The budget for Street Reconstruction includes 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

	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2012-13</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2014-15</b>
Salaries and Wages	706,760	841,353	775,341	841,521
Employee Benefits	340,214	425,929	390,777	424,442
Purchased Prof Tech Services	1,327,996	1,228,692	1,256,388	1,204,309
Purchased Property Services	507,891	557,316	578,767	590,334
Other Purchased Services	29,752	42,065	42,065	42,065
Supplies	121,110	154,116	166,148	147,769
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>3,033,723</b>	<b>3,249,471</b>	<b>3,209,486</b>	<b>3,250,440</b>
Transfers to Other Funds	-	-	-	-
Billings	155,053	149,880	149,880	158,248
Capital Outlay	831,663	487,621	501,151	479,284
<b>Total Expenditures</b>	<b>4,020,439</b>	<b>3,886,972</b>	<b>3,860,517</b>	<b>3,887,972</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
		<b>2012-13</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2014-15</b>
<b>Supervision</b>					
Operations Supervisor	25	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Labor Operations</b>					
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
		<b>29.00</b>	<b>29.00</b>	<b>29.00</b>	<b>29.00</b>
<b>Total Employees</b>		<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>

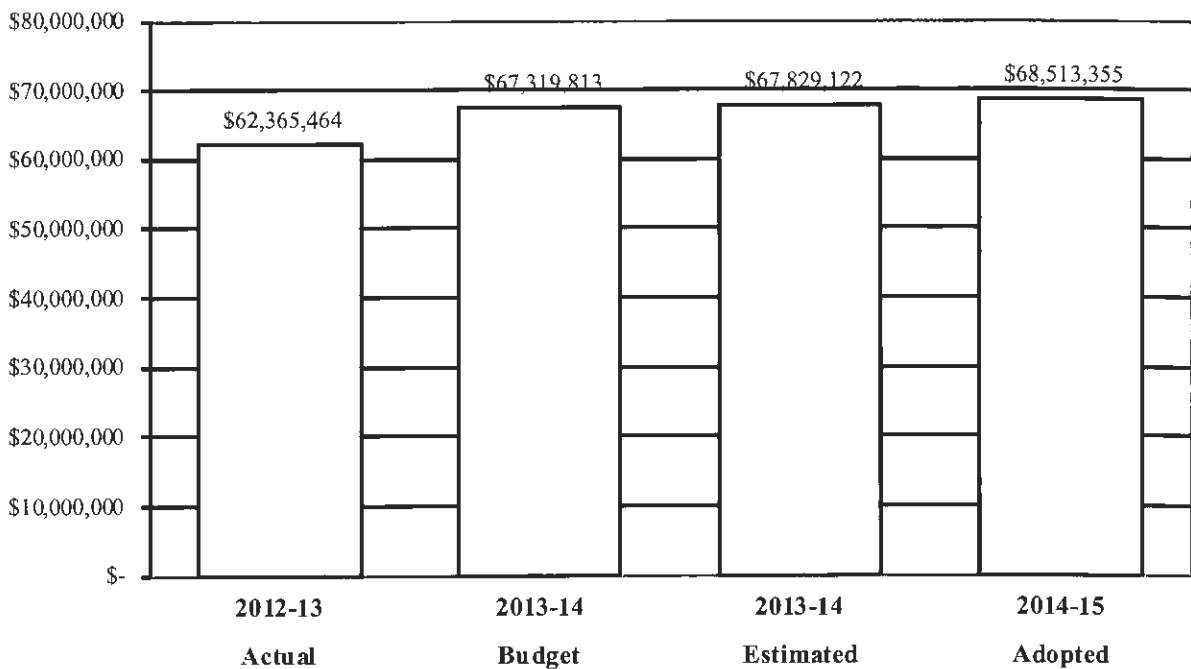




## **Utility Funds**

## Utility Funds

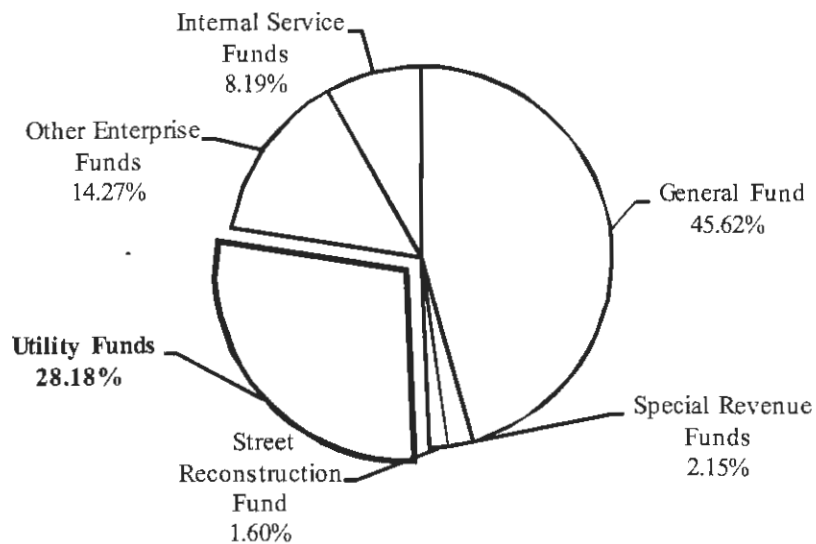
	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Water Office	1,568,555	1,660,752	1,802,700	1,760,741
Water Distribution	4,437,227	7,132,245	7,095,283	4,789,023
Water Treatment	7,858,297	8,828,620	9,107,169	9,094,964
Utilities Laboratory	(204,042)	-	-	-
Source of Supply	575,107	626,949	764,815	662,875
Water - Meter Shop	1,162,175	1,224,883	1,183,979	1,244,272
Water General & Admin	20,820,141	20,156,895	20,127,402	22,603,324
Wastewater Collection	5,477,716	5,465,479	5,480,188	4,964,487
Environmental Services	669,979	767,604	755,471	738,236
Wastewater Treatment	5,190,960	4,995,447	4,995,447	5,477,466
Wastewater General & Admin	9,616,996	9,958,546	9,958,298	10,051,152
WMARSS	5,192,353	6,502,393	6,558,370	7,126,815
	<b>\$ 62,365,464</b>	<b>\$ 67,319,813</b>	<b>\$ 67,829,122</b>	<b>\$ 68,513,355</b>



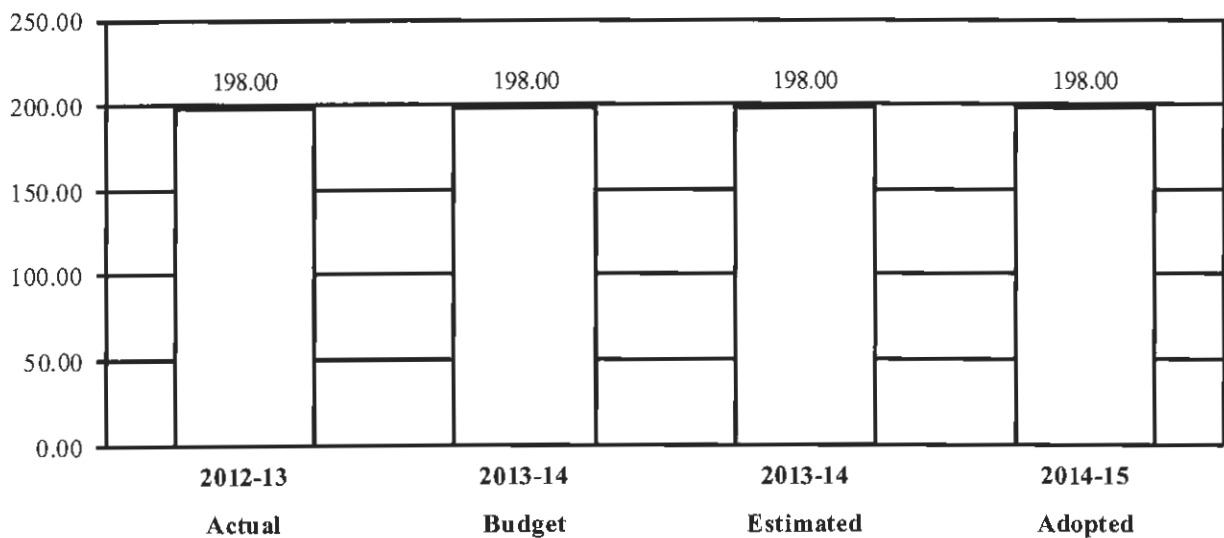


## Utility Funds as a Percent of Total Budget

General Fund	\$	110,929,866
Special Revenue Funds		5,224,777
Street Reconstruction Fund		3,887,972
<b>Utility Funds</b>		<b>68,513,355</b>
Other Enterprise Funds		34,708,243
Internal Service Funds		19,905,565
	\$	243,169,778



## Utility Funds Personnel Summary









# Water Utilities

## Mission Statement

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

## Statistics

1,035	Miles of Water Main	28,920,000	Daily Avg. Water Production (gallons)
846	Miles of Sewer Main	49,068,000	Daily Max. Water Production (gallons)
44,339	Water Meters	13	Ground Storage Tanks
16,152	Water Valves	6	Elevated Storage Tanks
5,362	Fire Hydrants	11	Pump Stations
37,456	Sewer Connections	66	Sewer Lift Stations
12,459	Sewer Manholes	6	Pressure Planes
99.7	Service Area Covered (miles)	140,514	Calls Handled by the Call Center
3	Water Treatment Plants	107,656	Customers Served at Water Office
1	Water Quality Laboratory	157,934	Online Payments
2	Wastewater Treatment Plant		

## Narrative

The Water Utility Services Department provides water and wastewater services to the citizens of Waco and several surrounding communities. There are six divisions on the water side: Water Office, Water Distribution, Water Treatment, Water Quality Laboratory, Source of Supply/Watershed, and Administration. Each division has distinct responsibilities to meet the department's 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 in the Bosque River watershed, to the production and delivery of potable water, accurate meter service, billing, and collection.

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

## Accomplishments for FY 2013-14

- \* Completed system-wide cleaning, chlorine burn throughout entire distribution system
- \* Continued collaborative efforts with upstream watershed partners and Bosque River Coalition, including recruiting 20 new Stream Team volunteers within the Bosque River watershed
- \* Continued water quality success with the Dissolved Air Flotation Plant
- \* Initiated biofiltration study, with potential for improved filtration and reduced costs
- \* Completed ozone piping modifications
- \* Increased water quality monitoring program for distribution system
- \* Maintained water lab national accreditation
- \* Integrated laboratory facilities, more efficiently managing regulatory workload
- \* Held municipal stormwater workshop with 200 attendees
- \* Lake Waco Wetlands hosted workshops such as Sustainability in the Swamp, Project Aquatic Wild, Texas Stream Team Water Monitoring and hosted 2,885 students on field trips
- \* Updated Water Conservation and Drought Contingency Plan

## Water Utilities

### Priorities for FY 2014-15

- \* Implementation of Unregulated Contaminant Monitoring Rule 2
- \* Continue to reinforce water conservation education and promotion
- \* Complete Water Master Plan and develop detailed 5 & 10-year CIP improvement program
- \* Initiate new comprehensive study of Lake Waco
- \* Improve SCADA 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.

### Expenditures

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	4,797,274	5,093,428	5,008,624	5,188,289
Employee Benefits	1,941,988	2,125,967	2,066,511	2,123,666
Purchased Prof/Tech Services	1,069,634	1,291,631	1,488,562	1,385,494
Purchased Property Services	1,849,865	2,213,002	2,407,227	2,290,700
Other Purchased Services	762,062	1,043,487	1,023,676	1,052,031
Supplies	4,669,652	5,573,168	5,418,516	5,408,322
Other Expenses	7,027,391	7,077,760	7,108,960	7,173,358
Contracts with Others	6,000	6,000	6,000	6,000
<b>Operating Expenditures</b>	<b>22,123,866</b>	<b>24,424,443</b>	<b>24,528,076</b>	<b>24,627,860</b>
Transfers to Other Funds	13,848,859	12,750,812	12,750,812	15,257,251
Billings	(777,327)	(782,151)	(779,506)	(792,527)
Capital Outlay	1,022,062	3,237,240	3,581,966	1,062,615
<b>Total Expenditures</b>	<b>36,217,460</b>	<b>39,630,344</b>	<b>40,081,348</b>	<b>40,155,199</b>



## Personnel Summary

	Range	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Supervision</b>					
Municipal Services Director	30	0.50	0.50	0.50	0.50
Engineering Administrator	28	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
		<b>12.50</b>	<b>12.50</b>	<b>11.50</b>	<b>11.50</b>
<b>Clerical and Professional</b>					
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
		<b>27.75</b>	<b>27.75</b>	<b>27.75</b>	<b>27.75</b>
<b>Labor Operations</b>					
Technical Coordinator	61	7.00	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	27.00	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
		<b>84.00</b>	<b>84.00</b>	<b>84.00</b>	<b>84.00</b>
<b>Labor Maintenance</b>					
Instrument Technician	60	2.00	2.00	2.00	2.00
		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Total Employees</b>		<b>126.25</b>	<b>126.25</b>	<b>125.25</b>	<b>125.25</b>

# Wastewater Services

## **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 Services 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 Program, Storm Water Programs and other related environmental issues.

## **Accomplishments for FY 2013-14**

- \* Completed numerous sanitary sewer infrastructure improvement projects, improving service, reducing stop-ups, infiltration and inflow
- \* Continued work on SSO Initiative to reduced overflows
- \* Initiated Sewer Master Plan project

## **Priorities for FY 2014-15**

- \* Complete Wastewater Plan and develop detailed 5 & 10-year CIP improvement program
- \* 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 infiltration and inflow, and sanitary sewer overflows. 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.



## Expenditures

	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2012-13</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2014-15</b>
Salaries and Wages	1,774,606	1,868,796	1,811,877	1,899,866
Employee Benefits	698,049	758,138	730,857	758,177
Purchased Prof/Tech Services	663,888	681,761	754,208	735,631
Purchased Property Services	859,348	945,565	956,912	978,519
Other Purchased Services	112,738	147,358	142,361	145,501
Supplies	434,280	482,542	455,567	440,696
Other Expenses	8,090,651	7,962,493	7,962,493	8,536,236
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>12,633,560</b>	<b>12,846,653</b>	<b>12,814,275</b>	<b>13,494,626</b>
Transfers to Other Funds	6,331,859	6,592,426	6,592,426	6,575,597
Billings	581,885	584,997	584,997	591,118
Capital Outlay	1,408,347	1,163,000	1,197,706	570,000
<b>Total Expenditures</b>	<b>20,955,651</b>	<b>21,187,076</b>	<b>21,189,404</b>	<b>21,231,341</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
		<b>2012-13</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2014-15</b>
<b>Supervision</b>					
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
		<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>
<b>Clerical and Professional</b>					
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
		<b>3.25</b>	<b>3.25</b>	<b>3.25</b>	<b>3.25</b>
<b>Labor Operations</b>					
Technical Coordinator	61	2.00	2.00	2.00	2.00
Environmental Inspector	61	3.00	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
		<b>36.00</b>	<b>36.00</b>	<b>36.00</b>	<b>36.00</b>
<b>Labor Maintenance</b>					
Instrument Technician	60	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Total Employees</b>		<b>45.75</b>	<b>45.75</b>	<b>45.75</b>	<b>45.75</b>

# 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, large wastewater interceptors, 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 a national leader in methane gas capture and conversion to energy, per plant influent. This is due to its cogeneration and industrial waste to energy initiatives.

The Central Wastewater Treatment Plant treats an average daily inflow 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 2013-14**

- \* Continued activities associated with the National Biosolids Partnership program
- \* Continuous communication to inform businesses about upcoming Technically Based Local Limits (TBLL) changes and surcharges
- \* Completed improvements on the East Bank Interceptor
- \* Purchased new gen-set for additional onsite power generation

## **Priorities for FY 2014-15**

- \* Implement new TBLLs upon receipt of approval from the Texas Commission on Environmental Quality
- \* Continue interceptor rehabilitation projects
- \* Continue improvements to waste-to-energy program
- \* Initiate design activities to replace the LaSalle Lift Station and force main

## **Budget Highlights**

WMARSS capital improvements are funded by the seven owner cities based on capacity ownership. The annual Operating and Maintenance budget is allocated based on a city's percentage of annual flow.



## Expenditures

	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
Salaries and Wages	1,122,569	1,196,435	1,201,641	1,325,492
Employee Benefits	418,600	456,332	450,635	491,694
Purchased Prof/Tech Services	442,628	580,480	568,590	568,590
Purchased Property Services	612,925	713,747	747,840	772,536
Other Purchased Services	168,062	189,644	224,229	238,568
Supplies	1,970,484	2,572,048	2,571,728	2,625,602
Other Expenses	295,346	363,707	363,707	340,333
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>5,030,614</b>	<b>6,072,393</b>	<b>6,128,370</b>	<b>6,362,815</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	161,739	430,000	430,000	764,000
<b>Total Expenditures</b>	<b>5,192,353</b>	<b>6,502,393</b>	<b>6,558,370</b>	<b>7,126,815</b>

## Personnel Summary

	<b>Range</b>	<b>Actual 2012-13</b>	<b>Budget 2013-14</b>	<b>Estimated 2013-14</b>	<b>Adopted 2014-15</b>
<b>Supervision</b>					
Program Manager	28	-	-	1.00	1.00
Program Administrator	27	1.00	1.00	1.00	1.00
Utility Operations Supervisor	25	1.00	1.00	1.00	1.00
		<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Clerical and Professional</b>					
Staff Assistant	58	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Labor Operations</b>					
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	18.00	18.00	18.00	18.00
Service Provider	54	1.00	1.00	1.00	1.00
		<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>
<b>Total Employees</b>		<b>26.00</b>	<b>26.00</b>	<b>27.00</b>	<b>27.00</b>



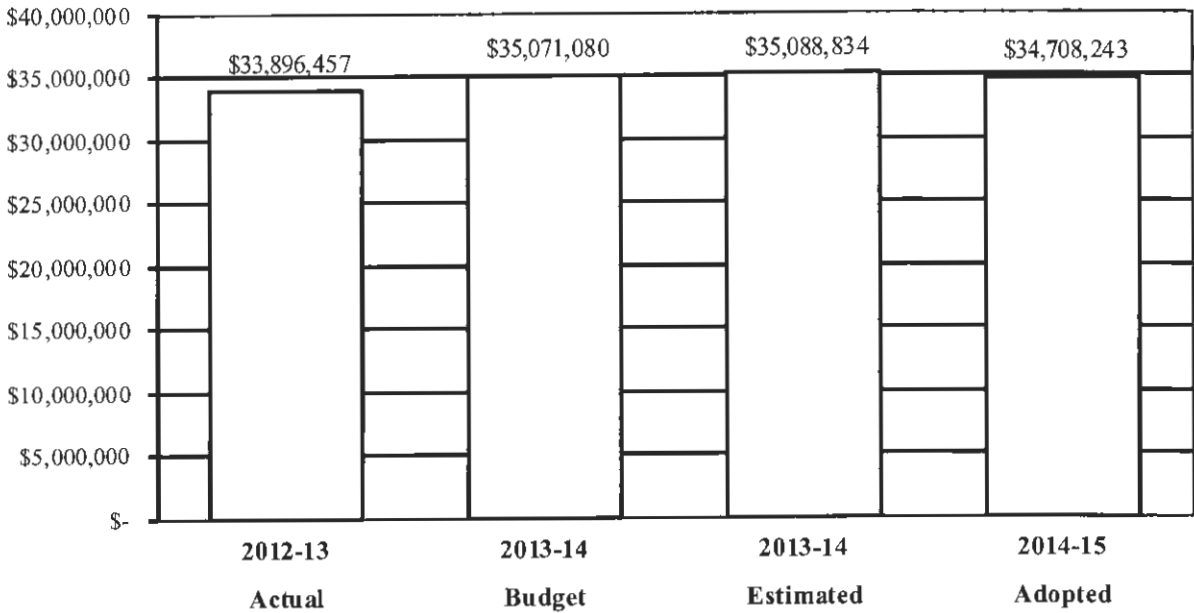




## **Other Enterprise Funds**

## Other Enterprise Funds

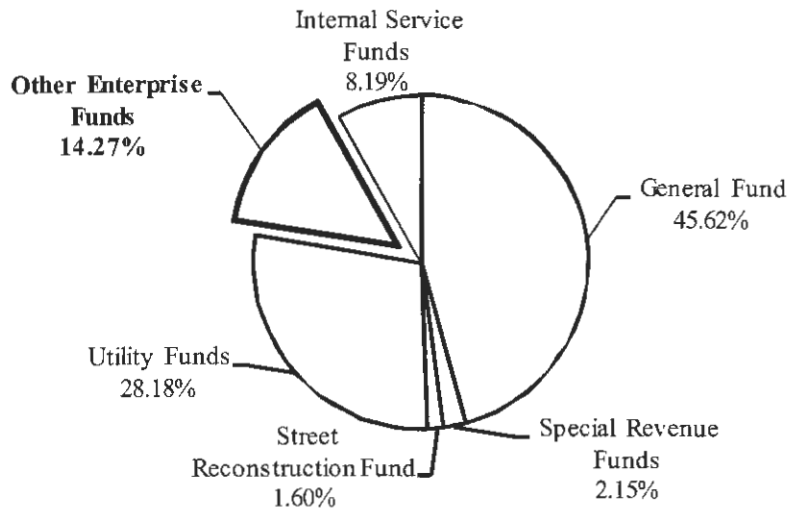
	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Solid Waste	15,357,307	16,099,834	15,535,822	16,141,842
Texas Ranger Hall of Fame	1,337,463	1,327,579	1,340,579	1,354,003
Waco Regional Airport	1,648,300	1,617,991	1,670,164	1,410,139
Convention Center & Visitors' Services	3,293,344	3,310,017	3,539,549	3,926,878
Cameron Park Zoo	3,323,310	3,540,586	3,628,616	3,647,635
Cottonwood Creek Golf Course	2,068,317	1,909,400	2,236,029	1,939,363
Waco Transit	6,868,416	7,265,673	7,138,075	6,288,383
	<b>\$ 33,896,457</b>	<b>\$ 35,071,080</b>	<b>\$ 35,088,834</b>	<b>\$ 34,708,243</b>



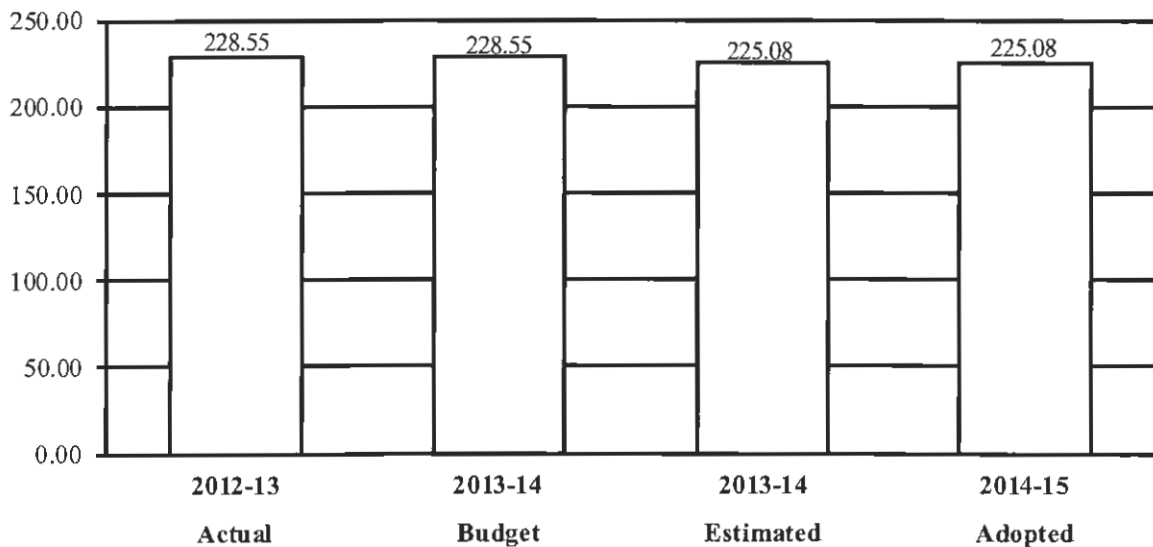


## Other Enterprise Funds as a Percent of Total Budget

General Fund	\$ 110,929,866
Special Revenue Funds	5,224,777
Street Reconstruction Fund	3,887,972
Utility Funds	68,513,355
<b>Other Enterprise Funds</b>	<b>34,708,243</b>
Internal Service Funds	19,905,565
	<hr/>
	\$ 243,169,778



## 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 diversion, 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 35,800 residential and 4,700 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 preserve the life of the landfill and promote the recovery of natural resources, the department has developed a comprehensive portfolio of recycling services and diversion programs. These services include the residential curbside recycling program, residential curbside yard waste program, brush and bulky waste pick-up, operation of the Cobbs Recycling Center, apartment and multi-unit complex recycling and commercial recycling programs. In addition, the Waco landfill operates a Citizen Convenience Center that diverts white goods, metal, tires and brush for resource recovery and recycling. To further encourage waste diversion and proper waste management among the communities it serves, the department participates in many educational and outreach programs, including the Texas Product Stewardship Council/ State of Texas Alliance for Recycling (STAR), Keep Waco Beautiful, and the Heart of Texas Council of Governments Solid Waste Advisory Committee.

Solid Waste Services will continue its successful partnerships and alliances with community leadership such as Keep Waco Beautiful and Neighborhood Services to organize special events, such as the Brazos River Clean-Up, Neighborhood and Baylor Steppin' Out Clean-Ups and Earth Day celebrations. The department will host and participate with surrounding communities to provide Household Hazardous Waste and Scrap Tire Collection events. 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 allies and Highway 84 litter abatement.

## Accomplishments for FY 2013-14

- \* Began work on the comprehensive 20-Year Solid Waste Master Plan
- \* Expanded E-Waste recycling drop-off and discontinued fees
- \* Changed to every-other-week recycle and yard waste collection resulting in 28% increase in residential recycling carts and an 85% increase in residential yard waste carts for a net increase of 15% more curbside materials recycled – the largest such increase
- \* Cleared 200 sites and prevented the unlawful disposal of more than 1,000,000 pounds of waste as a result of the illegal enforcement program
- \* Held a Household Hazardous Waste Day event with participating cities that drew 1,108 households that contributed to a 34% increase over the prior year event
- \* Continued public outreach and education in English and Spanish through printed distribution, website content, media outreach and face-to-face meetings
- \* Continued standardization of the residential collections fleet through replacement with multi-purpose fully-automated trucks

## Priorities for FY 2014-15

- \* Enhance outreach to existing and new businesses for recycling participation
- \* Continue outreach and awareness for existing and new Waco residents of solid waste services, ordinances and recycling and yard waste diversion programs
- \* Address improvements needed for seasonal leaf and grass collection
- \* Evaluate programs and services needed for on-site recycling at new multi-family dwellings
- \* Continue fleet standardization for increased productivity and performance

## Budget Highlights

The budget for Solid Waste includes \$1,731,852 for equipment replacement. Solid Waste continues to fund the reserve, closure cost and future landfill cell construction through the operating budget. Three Service Provider positions have been eliminated for FY 14-15.



## Expenditures

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	2,844,840	3,141,551	2,929,581	3,103,758
Employee Benefits	1,397,400	1,576,311	1,467,163	1,553,944
Purchased Prof/Tech Services	1,472,129	1,695,306	1,698,032	1,645,410
Purchased Property Services	1,696,017	2,047,577	1,944,757	1,996,462
Other Purchased Services	134,337	161,646	176,695	193,813
Supplies	1,919,759	2,331,480	2,156,725	2,234,515
Other Expenses	2,425,816	2,549,294	2,548,936	2,450,874
Contracts with Others	39,000	39,000	39,000	39,000
<b>Operating Expenditures</b>	<b>11,929,298</b>	<b>13,542,165</b>	<b>12,960,889</b>	<b>13,217,776</b>
Transfers to Other Funds	1,162,378	1,283,013	1,283,013	869,525
Billings	310,881	316,056	316,056	322,689
Capital Outlay	1,954,750	958,600	975,864	1,731,852
<b>Total Expenditures</b>	<b>15,357,307</b>	<b>16,099,834</b>	<b>15,535,822</b>	<b>16,141,842</b>

## Personnel Summary

	Range	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Supervision</b>					
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
		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Clerical and Professional</b>					
Customer Relations Coordinator	61	1.00	1.00	1.00	1.00
Weighmaster	59	-	-	-	1.00
Customer Service Rep (400)	58	1.00	1.00	1.00	-
Customer Service Rep (300)	58	7.00	7.00	7.00	7.00
Computer Analyst	25	1.00	1.00	1.00	1.00
Environmental Coordinator	25	1.00	1.00	1.00	1.00
		<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>
<b>Labor Operations</b>					
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	5.00	5.00	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	51.00	51.00	51.00	51.00
Equipment Operator (300)	57	9.00	9.00	9.00	9.00
Service Provider	54	10.00	10.00	7.00	7.00
		<b>80.00</b>	<b>80.00</b>	<b>77.00</b>	<b>77.00</b>
<b>Total Full Time</b>		<b>98.00</b>	<b>98.00</b>	<b>95.00</b>	<b>95.00</b>
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
<b>Total Part Time (FTEs)</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Total Employees</b>		<b>99.00</b>	<b>99.00</b>	<b>96.00</b>	<b>96.00</b>

# 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 46 years, the TRHFM has attracted an estimated \$75 to \$120 million in tourism revenues. It has welcomed more than 44 million visitors on site and its Internet site has more than 700,000 visits each year.

## Accomplishments for FY 2013-14

- \* Appointed by the State, the TRHFM/City of Waco will be a steward of the 2023 Texas Ranger Bicentennial™ - a statewide and national event
- \* Completed schematic design concept for the modernization of the Texas Ranger Hall of Fame and Museum including replacement of the aging Hall of Fame building and new interactive exhibits
- \* Raised funding was for an exhibit on living retired Texas Rangers
- \* Hosted 174 days of rental events from June 2013-June 2014 in the renovated John Knox Center
- \* Assisted 3,124 researchers working on projects as diverse as family history to documentary TV programs at the Armstrong Texas Ranger Research Center
- \* Assisted more than 150 nonprofit community service, safety and health groups in their programs, trainings and initiatives through The Education Center

## Priorities for FY 2014-15

- \* Seek funding with the Board to complete renovations on two to three galleries of interim improvements to the Texas Ranger Hall of Fame and Museum
- \* Design and install signage to replace those removed for I-35 construction
- \* Plan and implement capital campaign for Texas Ranger Bicentennial™
- \* Implement adaptive plan for operations during Baylor athletic and non-athletic events in McLane Stadium

## Budget Highlights

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



## Expenditures

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	570,983	589,566	589,430	603,603
Employee Benefits	205,066	214,963	215,002	216,072
Purchased Prof/Tech Services	21,817	26,495	25,277	44,077
Purchased Property Services	17,633	25,047	26,098	26,523
Other Purchased Services	42,567	54,297	54,441	54,423
Supplies	113,981	118,262	131,573	120,676
Other Expenses	217,208	146,295	140,904	132,922
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,189,255</b>	<b>1,174,925</b>	<b>1,182,725</b>	<b>1,198,296</b>
Transfers to Other Funds	-	-	-	-
Billings	148,208	152,654	152,654	155,707
Capital Outlay	-	-	5,200	-
<b>Total Expenditures</b>	<b>1,337,463</b>	<b>1,327,579</b>	<b>1,340,579</b>	<b>1,354,003</b>

## Personnel Summary

	Range	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Supervision</b>					
Municipal Services Director	29	1.00	1.00	1.00	1.00
Program Administrator	27	1.00	1.00	1.00	1.00
Field Supervisor	22	1.00	1.00	1.00	1.00
		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Clerical and Professional</b>					
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
		<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
<b>Labor Operations</b>					
Building Attendant	53	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Total Full Time</b>		<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>
<b>Part Time Employees (shown as FTEs)</b>					
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
<b>Total Part Time (FTEs)</b>		<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>
<b>Total Employees</b>		<b>15.50</b>	<b>15.50</b>	<b>15.50</b>	<b>15.50</b>

# 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 2013-14**

- \* Oversaw the completion of the Apron Phase II reconstruction project and the Taxiway Alpha/Delta Rehabilitation Phase II project
- \* Completed the designed the Airport Service Road

## **Priorities for FY 2014-15**

- \* Oversee the construction of the Airport Service Road and the Design of Taxiway Bravo Realignment and rehabilitation

## **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 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	420,847	431,004	435,288	453,162
Employee Benefits	170,894	187,085	186,995	192,008
Purchased Prof/Tech Services	17,956	9,195	24,184	34,195
Purchased Property Services	71,406	79,297	96,017	97,461
Other Purchased Services	59,312	72,675	71,202	71,321
Supplies	145,332	190,560	177,171	176,908
Other Expenses	86,093	38,491	38,099	38,480
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>971,840</b>	<b>1,008,307</b>	<b>1,028,956</b>	<b>1,063,535</b>
Transfers to Other Funds	279,500	-	-	-
Billings	316,619	308,284	339,808	346,604
Capital Outlay	80,341	301,400	301,400	-
<b>Total Expenditures</b>	<b>1,648,300</b>	<b>1,617,991</b>	<b>1,670,164</b>	<b>1,410,139</b>

## Personnel Summary

	Range	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Supervision</b>					
Municipal Services Director	29	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Clerical and Professional</b>					
Administrative Svcs Coordinator	60	1.00	1.00	1.00	1.00
Retail Aide	53	2.00	2.00	2.00	2.00
Food Services Coordinator	22	0.25	0.25	0.25	0.25
		<b>3.25</b>	<b>3.25</b>	<b>3.25</b>	<b>3.25</b>
<b>Labor Operations</b>					
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
		<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Total Full Time</b>		<b>12.25</b>	<b>12.25</b>	<b>12.25</b>	<b>12.25</b>
<b>Part Time Employees (shown as FTEs)</b>					
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
<b>Total Part Time (FTEs)</b>		<b>1.52</b>	<b>1.52</b>	<b>1.52</b>	<b>1.52</b>
<b>Total Employees</b>		<b>13.77</b>	<b>13.77</b>	<b>13.77</b>	<b>13.77</b>

# Convention Center and Visitors' Services

## Mission Statement

This department is the primary marketing, selling and servicing resource for travel and tourism in Waco and is responsible for the coordination of the Waco & the Heart of Texas regional marketing initiative, the operation of the Waco Visitor Information Center and the operation of the Waco Convention Center.

The mission of this department, working as Waco & the Heart of Texas and the Waco Convention Center, is to stimulate tourism-related job creation, increase occupancy and revenues to area hotels, increase visitation and revenues to area attractions, stimulate increased business to area meeting facilities, restaurants and other partners, and promote positive images of Waco.

## Narrative

The Waco & the Heart of Texas regional collaboration includes tourism marketing, advertising and selling to specifically targeted tourism and convention markets using the Waco & the Heart of Texas brand. This regional collaboration with the cities of Waco, Bellmead, Hewitt and McGregor is intended to expand to include other area cities and businesses as those partners buy-in.

Tourism generates over \$477.4 million in travel spending with more than \$7 million in local tax receipts and more than \$28 million in state tax receipts. These numbers represent an increase of 4% over the previous year. Tourism supports more than 4,930 jobs in Waco and McLennan County.

## Accomplishments for FY2013-14

- \* Generated \$693,773 in direct revenue from Convention Center bookings, a 13% increase from the prior year
- \* Generated \$433,987 in direct revenue from food and beverage sales in the Convention Center, a 16% increase from the prior year
- \* Booked over 47,000 room nights in all convention markets (sports, association, religious, and corporate), a 20% increase from the prior year
- \* Made over 480 sales calls on potential convention clients
- \* Prospected over 1,200 potential convention clients via email or phone
- \* Generated over \$1.8 million in positive media coverage through meeting and communicating with travel writers
- \* Maintained and expanded Waco's presence in Social Media, subsequently reaching over 16,145 Facebook and more than 1,196 Twitter followers (citizens, clients and media contacts)
- \* Provided assistance and service to at least 23 film and video projects
- \* Serviced over 16,000 walk-in visitors to the Tourist Information Center, in spite of major highway construction on I-35
- \* Serviced more than 30 motorcoach groups at the Tourist Information Center

## Priorities for FY 2014-15

- \* Increase revenues in the Waco Convention Center and in hotel occupancy tax through the generation of increased room nights in the hotels
- \* Continue Waco & the Heart of Texas tourism marketing partnerships with adjacent cities to extend the marketing program reach, continue to develop partnerships and generate new revenues
- \* Develop new and ongoing tourism sales opportunities and tourism product enhancements that take advantage of the new McLane Stadium and continuing developments in downtown Waco and 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 this department will maintain current operations with an emphasis on finding ways to save money through contracting some services and recruiting and developing additional business partnerships. The department will continue with an increased focus on maximizing revenue generation in all revenue-producing areas. Focus will also be directed to more efficient and effective program implementation and increasing results in all sales programs – conventions, convention center rentals, and marketing and tourism sales and service.



## Expenditures

	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
Salaries and Wages	1,122,406	1,208,482	1,181,045	1,298,200
Employee Benefits	461,749	497,432	492,653	561,749
Purchased Prof/Tech Services	177,544	167,008	197,601	443,642
Purchased Property Services	117,014	138,563	141,144	147,087
Other Purchased Services	627,497	530,744	651,155	679,886
Supplies	437,405	442,742	476,821	415,084
Other Expenses	207,729	175,046	249,130	231,230
Contracts with Others	142,000	-	-	-
<b>Operating Expenditures</b>	<b>3,293,344</b>	<b>3,160,017</b>	<b>3,389,549</b>	<b>3,776,878</b>
Transfers to Other Funds	-	150,000	150,000	150,000
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>3,293,344</b>	<b>3,310,017</b>	<b>3,539,549</b>	<b>3,926,878</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
<b>Supervision</b>					
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
		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Clerical and Professional</b>					
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
		<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>
<b>Labor Operations</b>					
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	6.00	6.00
Building Attendant	53	1.00	1.00	1.00	1.00
		<b>12.00</b>	<b>12.00</b>	<b>13.00</b>	<b>13.00</b>
<b>Total Full Time</b>		<b>30.00</b>	<b>30.00</b>	<b>31.00</b>	<b>31.00</b>
<b>Part Time</b>					
Customer Service Rep (300)-PT	58	0.96	0.96	0.96	0.96
Service Provider-PT	54	2.25	2.25	3.00	3.00
Building Attendant-PT	53	-	-	0.75	0.75
<b>Total Part Time (FTEs)</b>		<b>3.21</b>	<b>3.21</b>	<b>4.71</b>	<b>4.71</b>
<b>Total Employees</b>		<b>33.20</b>	<b>33.20</b>	<b>35.70</b>	<b>35.70</b>

# 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 2013-14

- \* Through the staff's use of operant conditioning, the orangutans successfully produced a female infant and are raising the baby
- \* Introduced a young female rhino into the White Rhino herd
- \* Shipped a new young male lion from Hawaii to Texas
- \* Attendance for the 9<sup>th</sup> straight year has been over 240,000
- \* On average 51% of Zoo guests drive from outside McLennan County making Cameron Park Zoo a destination attraction
- \* Added additional special events to the Zoo's calendar to increase/improve our guests' experience, which provide guests interaction with the animal care staff
- \* Partnered with Baylor University's Education department to develop an informal education student teaching program
- \* Expanded the outreach program to include every 5<sup>th</sup> grade class in McLennan County
- \* Continued Zoo staff involvement in several conservation programs, several are involved in professional organizations managing species in the US and internationally

## Priorities for FY 2014-15

- \* Successfully reproduce Masai giraffe and white rhino
- \* Locate and acquire new young lions to be genetically matched with our new male lion
- \* Continue to improve the guest experience
- \* Increase the Zoo's brand throughout Central Texas
- \* Continue to grow the Zoo's educational impact
- \* Continue to expand and grow the Zoo's conservation programs
- \* Continue to improve the health and welfare of our animal collection
- \* Strive to reduce General Fund support by 1%

## 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 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	1,330,453	1,362,276	1,325,336	1,403,513
Employee Benefits	600,564	639,647	619,918	668,512
Purchased Prof/Tech Services	23,239	18,000	9,000	9,000
Purchased Property Services	404,817	529,000	530,470	531,616
Other Purchased Services	64,190	78,294	81,320	81,410
Supplies	605,797	647,412	713,095	682,587
Other Expenses	111,690	138,481	140,548	141,954
Contracts with Others	123,764	127,476	127,476	129,043
<b>Operating Expenditures</b>	<b>3,264,514</b>	<b>3,540,586</b>	<b>3,547,163</b>	<b>3,647,635</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	58,796	-	81,453	-
<b>Total Expenditures</b>	<b>3,323,310</b>	<b>3,540,586</b>	<b>3,628,616</b>	<b>3,647,635</b>

## Personnel Summary

	Range	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Supervision</b>					
Operations Administrator	26	1.00	1.00	1.00	1.00
Field Supervisor	22	2.00	2.00	2.00	2.00
		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Clerical and Professional</b>					
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
		<b>5.75</b>	<b>5.75</b>	<b>5.75</b>	<b>5.75</b>
<b>Labor Operations</b>					
Park Ranger	58	3.00	3.00	3.00	3.00
Senior Zookeeper	58	4.00	4.00	4.00	4.00
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
		<b>36.00</b>	<b>36.00</b>	<b>36.00</b>	<b>36.00</b>
<b>Total Full Time</b>		<b>44.75</b>	<b>44.75</b>	<b>44.75</b>	<b>44.75</b>
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	0.46	0.46	0.46	0.46
<b>Total Part Time (FTEs)</b>		<b>6.36</b>	<b>6.36</b>	<b>6.36</b>	<b>6.36</b>
<b>Total Employees</b>		<b>51.11</b>	<b>51.11</b>	<b>51.11</b>	<b>51.11</b>

# 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 2013-14**

- \* Entered a partnership with the USGA and Lady Bird Johnson to establish test plots for native grasses and wild flowers which will result in reducing water use and maintenance costs
- \* Began configuring irrigation system to water only the tee top of the teeing areas to conserve water and converting the areas around the tee surrounds into native areas as well

## **Priorities for FY 2014-15**

- \* Explore options to replace the irrigation system in the near future
- \* Complete negotiations with Fairway Suites and initiate construction of an extended stay hotel

## **Budget Highlights**

The budget for Cottonwood Creek Golf Course for 2014-15 balanced revenues and expenses with no subsidy from the General Fund and will maintain current operations with no additions in equipment or services planned for the coming year. Two Service Provider positions have been eliminated for FY 14-15.



## Expenditures

	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
Salaries and Wages	472,909	576,038	475,768	522,368
Employee Benefits	185,495	236,487	191,694	209,039
Purchased Prof/Tech Services	394,988	197,337	351,530	282,788
Purchased Property Services	79,847	92,546	89,800	95,331
Other Purchased Services	135,080	145,639	144,796	146,191
Supplies	208,483	233,047	239,928	249,333
Other Expenses	502,638	428,306	430,013	434,313
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,979,440</b>	<b>1,909,400</b>	<b>1,923,529</b>	<b>1,939,363</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	88,877	-	312,500	-
<b>Total Expenditures</b>	<b>2,068,317</b>	<b>1,909,400</b>	<b>2,236,029</b>	<b>1,939,363</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
<b>Supervision</b>					
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
		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Clerical and Professional</b>					
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	4.00	4.00	4.00	4.00
		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Labor Operations</b>					
Service Technician	58	1.00	1.00	1.00	1.00
Senior Service Provider	56	2.00	2.00	2.00	2.00
Service Provider	54	2.00	2.00	-	-
		<b>5.00</b>	<b>5.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Total Full Time</b>		<b>15.00</b>	<b>15.00</b>	<b>13.00</b>	<b>13.00</b>
<b>Part Time Employees (shown as FTEs)</b>					
Recreation Aide-PT	51	0.96	0.96	-	-
<b>Total Part Time (FTEs)</b>		<b>0.96</b>	<b>0.96</b>	<b>-</b>	<b>-</b>
<b>Total Employees</b>		<b>15.96</b>	<b>15.96</b>	<b>13.00</b>	<b>13.00</b>

# 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. 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 2013-14

- \* Provided over 1 million passenger trips system wide for second year in a row
- \* Awarded 1<sup>st</sup> Business Innovator's Award by the Waco Chamber of Commerce
- \* Provided live GPS tracking of all Waco Transit System's fixed routes
- \* Won the American Public Transportation Association Adwheel Award
- \* Completed the Walmart Bus Shelter Project (initiated by Hewitt Elementary students)
- \* Completed the Downtown Transportation Study

## Priorities for FY 2014-15

- \* Develop county wide transportation provider for McLennan County
- \* Implement Downtown Transportation Study recommendations
- \* Implement successful Game Day Shuttle service to Baylor University's McLane Stadium
- \* Establish transportation contract with Regional Non-Emergency Medical Transportation Broker for service area
- \* Increase ridership throughout Waco Transit System services
- \* Enhance customer service and passenger experiences

## Budget Highlights

Over the last five years, Waco Transit System has seen stable funding at both the state and federal levels. Waco Transit System continues to expect consistent funding at both the state and federal levels for FY2014-15. Waco Transit System will continue to develop and grow contract and advertising revenues to help support transportation services provided to the community.

## Expenditures

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	2,960,015	3,176,440	3,116,264	2,979,996
Employee Benefits	666,966	778,006	753,471	736,614
Purchased Prof/Tech Services	857,533	861,007	922,246	211,558
Purchased Property Services	627,587	634,825	721,188	648,782
Other Purchased Services	167,262	197,063	182,478	180,904
Supplies	1,104,070	1,308,832	1,130,928	1,178,733
Other Expenses	429,831	309,500	310,100	351,796
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>6,813,264</b>	<b>7,265,673</b>	<b>7,136,675</b>	<b>6,288,383</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	55,152	-	1,400	-
<b>Total Expenditures</b>	<b>6,868,416</b>	<b>7,265,673</b>	<b>7,138,075</b>	<b>6,288,383</b>

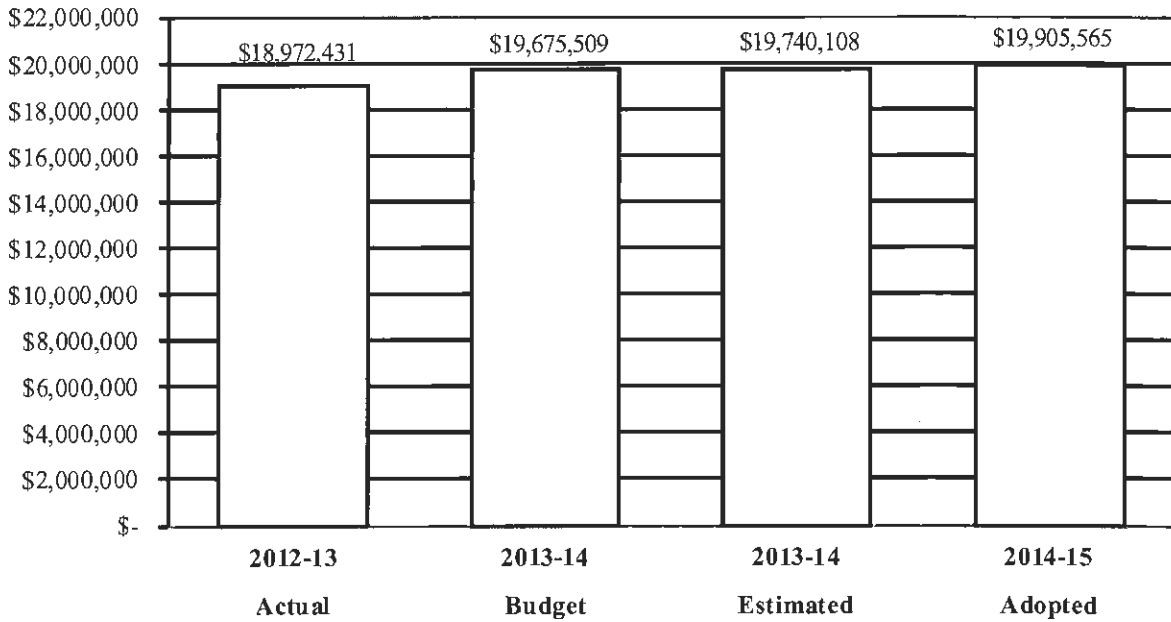




## **Internal Service Funds**

## Internal Service Funds

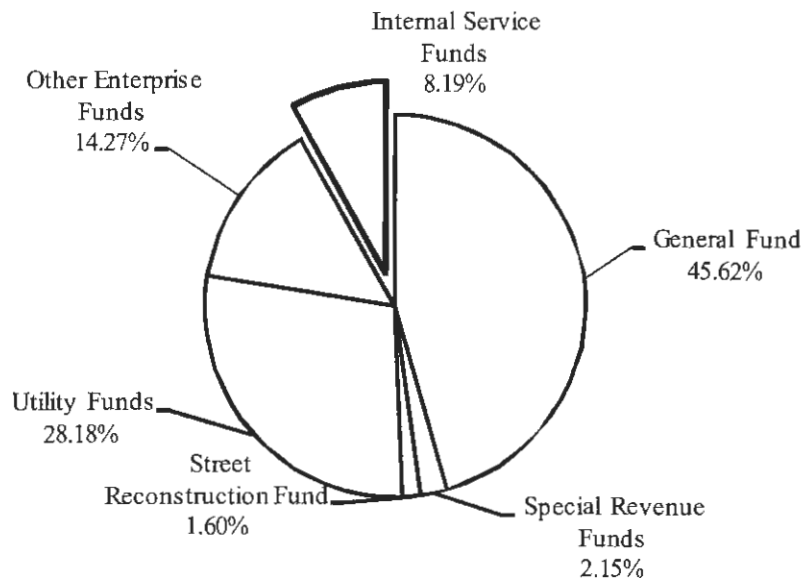
	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Risk Management	3,874,453	3,776,834	3,671,048	3,760,034
Engineering	1,921,680	1,995,542	1,955,566	2,047,701
Fleet Services	1,733,625	1,786,961	1,950,776	1,800,884
Health Insurance Fund	11,442,673	12,116,172	12,162,718	12,296,946
	<b>\$ 18,972,431</b>	<b>\$ 19,675,509</b>	<b>\$ 19,740,108</b>	<b>\$ 19,905,565</b>



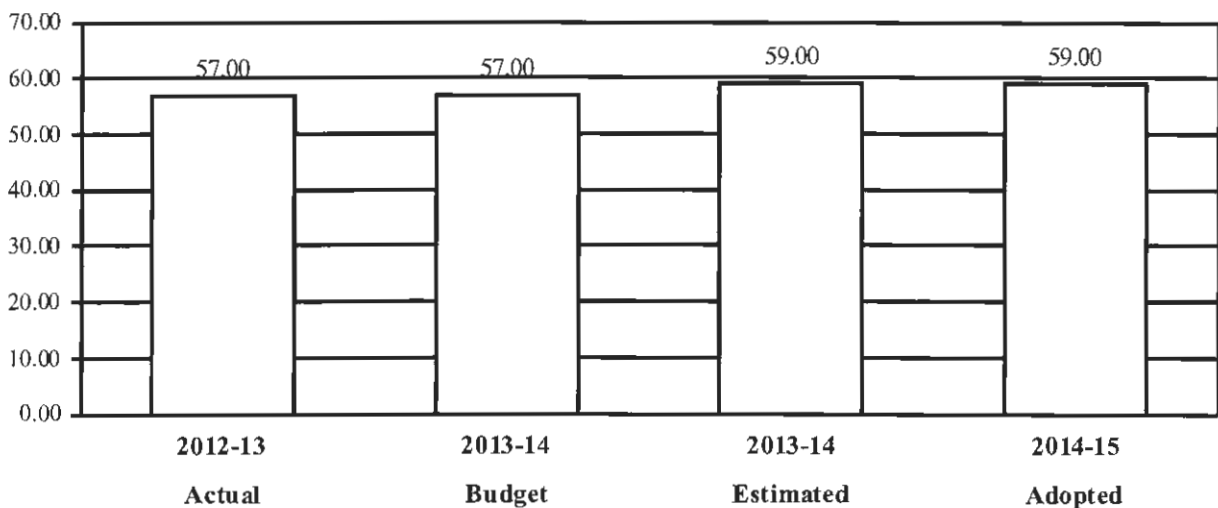


## Internal Service Funds as a Percent of Total Budget

General Fund	\$ 110,929,866
Special Revenue Funds	5,224,777
Street Reconstruction Fund	3,887,972
Utility Funds	68,513,355
Other Enterprise Funds	34,708,243
<b>Internal Service Funds</b>	<b>19,905,565</b>
	<hr/>
	\$ 243,169,778



## 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 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 2013-14

- \* Continued training associated with the Safety Certification Program to provide for accountability and consistency in injury reporting and investigation; developed a specific curriculum for office/clerical staff
- \* Trained 332 employees in the Safety Certification Program which has resulted in improved reporting and handling of both Workers' Compensation and Liability claims
- \* Reviewed multiple contracts, requests for proposals and insurance policies—provided guidance on major construction projects as well as professional services contracts

## Priorities for FY 2014-15

- \* Continue training associated with Safety Certification Program
- \* Provide training opportunities in the classroom and the computer lab
- \* Coordinate with departments to update physical requirements for their workforce
- \* Upgrade standard insurance and safety program requirements for City contracts
- \* Expand safety programs to increase the presence of the Safety Administrator within key departments
- \* Identify additional online courses and secure a vendor for defensive driving training
- \* Work with Safety Instructors to develop a streamlined agenda for Safety Certification training that will allow for a single session that meets the needs of all employee groups

## 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

	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
Salaries and Wages	385,386	434,713	349,758	371,738
Employee Benefits	127,277	143,943	117,718	128,736
Purchased Prof/Tech Services	160,766	181,500	183,296	173,796
Purchased Property Services	274	1,601	1,100	1,118
Other Purchased Services	767,949	919,102	855,977	919,264
Supplies	49,948	51,036	50,760	51,880
Other Expenses	1,616,709	2,044,939	2,112,439	2,113,502
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>3,108,309</b>	<b>3,776,834</b>	<b>3,671,048</b>	<b>3,760,034</b>
Transfers to Other Funds	744,670	-	-	-
Billings	-	-	-	-
Capital Outlay	21,474	-	-	-
<b>Total Expenditures</b>	<b>3,874,453</b>	<b>3,776,834</b>	<b>3,671,048</b>	<b>3,760,034</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
<b>Supervision</b>					
Municipal Services Director	29	1.00	1.00	-	-
Risk Manager	27	-	-	1.00	1.00
Operations Administrator	26	1.00	1.00	1.00	1.00
		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Clerical and Professional</b>					
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
		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Total Employees</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

# Engineering

## Mission Statement

The mission of the City of Waco Public Works Department is to provide Engineering, Traffic System, and Street and Drainage services that provide and maintain reliable and cost-effective public works facilities in a manner that emphasizes public service, customer satisfaction, and the long-term best interest of the community.

## Narrative

The Engineering Division provides design and construction administration services, development plan review services, and construction inspection and material testing for public works improvement projects. Types of projects include street maintenance, sidewalk design and construction, roadway reconstruction, storm drain improvements, and water and wastewater utility system upgrades. The Division also maintains the standard construction specifications and details and manages all work in the city right-of-way in accordance with City ordinances.

The Engineering Division also provides Geographic Information Services (GIS) analyses and mapping services for the City of Waco and maintains geographic databases such as street centerlines, utilities/infrastructure, aerial photography, etc. GIS also provides an interactive on-line map for the public showing infrastructure, political boundaries, parcel information, overlay districts, etc. for viewing and querying City information.

## Accomplishments for FY 2013-14

- \* Completed Cameron Park Road
- \* Began Sanitary Sewer, Water and Stormwater master plans
- \* Completed new water lines crossing airport and along 1637 towards Tree Lake
- \* Completed new 24" Water Line for Loop 574
- \* Began construction of Pressure Plane 4/6 Water Line
- \* Began construction of Castleman Creek Sanitary Sewer mains and Warren Road Lift Station
- \* All employees completed the Safety Certification Program training

## Priorities for FY 2014-15

- \* Complete Castleman Creek Sanitary Sewer mains & Warren Rd Lift Station
- \* Complete Pressure Plane 4/6 Water Line & mitigation plan
- \* Begin construction of Ritchie Road
- \* Begin construction for relocation of FM 1637 utilities
- \* Begin design of improvements to Lake Shore Drive
- \* Begin design of Waco Riverwalk Extension

## Budget Highlights

The Engineering Division is an Internal Service fund and receives revenues from Street Reconstruction, Water Distribution and Wastewater Collection through charges for services. The budget for the Division maintains current operations with no new additions in personnel or equipment.



## Expenditures

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
Salaries and Wages	1,074,810	1,149,568	1,101,372	1,204,822
Employee Benefits	392,238	422,772	408,300	430,748
Purchased Prof/Tech Services	67	-	2,000	-
Purchased Property Services	96,527	96,413	98,399	100,859
Other Purchased Services	50,807	71,152	62,825	62,949
Supplies	36,113	39,631	37,833	35,398
Other Expenses	235,950	216,006	216,006	212,925
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,886,512</b>	<b>1,995,542</b>	<b>1,926,735</b>	<b>2,047,701</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	35,168	-	28,831	-
<b>Total Expenditures</b>	<b>1,921,680</b>	<b>1,995,542</b>	<b>1,955,566</b>	<b>2,047,701</b>

## Personnel Summary

	Range	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Supervision</b>					
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
		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Clerical and Professional</b>					
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
		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Labor Operations</b>					
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
		<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>
<b>Total Employees</b>		<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>

# 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 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 7,536 work orders from 10.1/2013 to 6/18/2014. 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 \$140,000 is maintained. Management and user departments are provided with management information reports.

## Accomplishments for FY 2013-14

- \* Incorporated fire maintenance into our fleet maintenance operations
- \* Added another 10,000 gallon unleaded fuel tank to enhance fuel operations for the City
- \* Made approximately \$220,000 as of 6/18/2014 with two remaining auctions scheduled for this year

## Priorities for FY 2014-15

- \* Start a second shift for preventive maintenance (PM) that will increase our PM production and in turn decrease our vendor repairs
- \* Increase our training/certifications for technicians which will enhance public safety and decrease vendor repairs
- \* Work on fleet fuel cards in the event of an emergency fueling scenario
- \* Add hydraulic hose and cylinder rebuild to our parts warehouse operations to decrease down time of equipment and decrease vendor repairs
- \* Add an emergency generator, purchasing computer hardware and move the fuel system to the IT network to enhance fuel operation dependability

## Budget Highlights

Fleet Services is an internal service fund and receives funding through vehicle maintenance and gas/diesel charges from user departments throughout the city.

The budget for Fleet Services will maintain current operations with no new additions in personnel but will expand current operations to include a night shift for PM services. Two Service Technician positions were transferred from Fire to Fleet during FY 13-14.





## Expenditures

	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
Salaries and Wages	791,007	849,997	852,493	939,460
Employee Benefits	336,037	367,451	370,125	398,919
Purchased Prof/Tech Services	26,378	19,000	26,225	34,166
Purchased Property Services	71,114	55,523	65,470	68,197
Other Purchased Services	25,593	32,806	31,243	38,692
Supplies	94,819	77,376	132,594	81,300
Other Expenses	202,784	234,808	234,808	240,150
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,547,732</b>	<b>1,636,961</b>	<b>1,712,958</b>	<b>1,800,884</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	185,893	150,000	237,818	-
<b>Total Expenditures</b>	<b>1,733,625</b>	<b>1,786,961</b>	<b>1,950,776</b>	<b>1,800,884</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
<b>Supervision</b>					
Program Administrator	27	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Clerical and Professional</b>					
Customer Service Rep (400)	58	2.00	2.00	2.00	2.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Labor Operations</b>					
Senior Service Technician	60	4.00	4.00	5.00	5.00
Service Technician	58	13.00	13.00	14.00	14.00
Inventory Technician	56	2.00	2.00	2.00	2.00
Service Provider	54	2.00	2.00	2.00	2.00
		<b>21.00</b>	<b>21.00</b>	<b>23.00</b>	<b>23.00</b>
<b>Total Employees</b>		<b>25.00</b>	<b>25.00</b>	<b>27.00</b>	<b>27.00</b>

## 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.

### Expenditures

	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
Salaries and Wages	52,300	55,076	58,148	59,311
Employee Benefits	17,911	19,217	19,842	19,765
Purchased Prof/Tech Services	1,751,558	1,550,905	1,460,000	1,598,756
Purchased Property Services	2,030	4,928	4,928	6,628
Other Purchased Services	741	2,000	2,000	2,000
Supplies	1,485	3,500	2,750	2,750
Other Expenses	9,616,648	10,480,546	10,615,050	10,607,736
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>11,442,673</b>	<b>12,116,172</b>	<b>12,162,718</b>	<b>12,296,946</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>11,442,673</b>	<b>12,116,172</b>	<b>12,162,718</b>	<b>12,296,946</b>

### Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2012-13</b>	<b>Budget</b> <b>2013-14</b>	<b>Estimated</b> <b>2013-14</b>	<b>Adopted</b> <b>2014-15</b>
<b>Supervision</b>					
Operations Administrator	26	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Total Employees</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

## **Debt Service**

## Debt Funding

The City typically issues debt by General Obligation Bonds or Combination 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 Obligation Bonds, which are authorized by a vote of the citizens. Combination 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 \$0.776232.

The various bond obligations contain certain financial limitations and restrictions. The ordinance authorizing the issuance of general obligation 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 1.27%. The 2013 median net debt-per-assessed valuation for Texas cities with comparable Moody's bond ratings is 2.4%. 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 levies of all debt issuing entities representing Waco citizens. Waco's overlapping debt-to-assessed valuation ratio is 7.2%. The median overlapping debt-to-assessed valuation ratio for Texas cities with comparable Moody's bond ratings is 7.4%. On November 1, 2011, the Council adopted Financial Management Policy language to gradually reduce outstanding general obligation debt. For Fiscal Year 2014-15 a total of \$2,251,155 in Streets projects and a total of \$2,286,596 in Utilities projects are budgeted to be funded from operating revenue rather than issuing debt.

Currently, the following ratings have been assigned to Waco's outstanding debt issues:

	Moody's	Standard & Poor's
General Obligation Debt	Aa2	AA

In its rating report dated January 17, 2014, Standard & Poor's (S&P) assigned its AA/Stable long-term rating to the City's 2014 combination tax and revenue certificates of obligation and affirmed its AA/Stable long-term rating and underlying rating on the city's outstanding general obligation debt based on S&P's local GO criteria released Sept. 12, 2013. In its view the ratings reflect the City's very strong budget flexibility and liquidity and strong budgetary performance and management conditions. In its January 16, 2014, rating report Moody's assigned a Aa2 rating to the City's 2014 combination tax and revenue certificates of obligation and affirmed its Aa2 rating on the City's outstanding parity debt, citing the City's diverse and sizable tax base, economic stability, favorable location and prudent financial practices. These ratings take 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 a \$63 million debt issuance to finance improvements in parks, libraries, convention center, fire, police and the Texas Ranger Hall of Fame and Museum.



**ORDINANCE NO. 2014-514**

**AN ORDINANCE SETTING A TAX RATE OF \$0.776232 (WHICH INCLUDES \$0.646744 TO FUND MAINTENANCE AND OPERATIONS EXPENDITURES AND \$0.129488 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 AN INTEREST AND SINKING FUND FOR THE YEAR TWO THOUSAND FOURTEEN/ TWO THOUSAND FIFTEEN (2014/2015) 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 \$0.776232 (per \$100) for the City of Waco Fiscal Year 2014-15; and

**WHEREAS**, two public hearings on the proposed tax rate were necessary because the proposed tax rate is less than the rollback tax rate (\$0.803791 per \$100), but it exceeds the effective tax rate (\$0.740563 per \$100) for the City of Waco Fiscal Year 2014-15; 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 19, 2014, and a second public hearing on the proposed tax rate was held at a special meeting of the City of Waco City Council on August 26, 2014; and

**WHEREAS**, at the end of the public hearings on August 19, 2014 and August 26, 2014, the Mayor announced the date for the vote on the proposed tax rate as September 2, 2014; and

**WHEREAS**, on August 19, 2014, the Council passed Resolution No. 2014-442 to adopt and approve the City of Waco Operating Budget and Capital Improvements Program (CIP) for Fiscal Year 2014-15,

**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 an Interest and Sinking Fund **for the Fiscal Year October 1, 2014 through September 30, 2015**, upon all property, real and personal and mixed, within the corporate limits of said City subject to taxation of \$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:

**For Tax Rate of \$0.776232**

Each One Hundred Dollar Valuation, to-wit:

1. For General Fund **\$0.646744**  
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>
681	2006	Certificates of Obligation	\$0.003936
682	2007	General Obligation Refunding Bonds	\$0.010686
683	2007	Certificates of Obligation	\$0.003650
684	2007	General Obligation Bonds	\$0.068395
685	2008	Certificates of Obligation	\$0.003896
653	2010	Certificates of Obligation	\$0.004974
654	2010	General Obligation Refunding Bonds	\$0.008522
655	2011	Certificates of Obligation	\$0.007349
656	2012	Certificates of Obligation	\$0.003315
657	2012	General Obligation Refunding Bonds	\$0.007959
658	2013	Certificates of Obligation	\$0.002113
659	2013	General Obligation Refunding Bonds	\$0.003028
660	2014	General Obligation Refunding Bonds	\$0.001665

---

TOTAL DEBT LEVY \$0.129488

<b>Tax Rate FY 2014-2015:</b>	<b>M&amp;O</b>	<b>\$0.646744</b>
	<b>Debt</b>	<b>\$0.129488</b>
	<b>Total Rate</b>	<b>\$0.776232</b>

**Section 3.** That this tax levy is in accordance City of Waco Operating Budget and Capital Improvements Program (CIP) for Fiscal Year 2014-15.

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


**Section 6.** That **THE TAX RATE WILL EFFECTIVELY BE RAISED BY 5.51 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$7.55.**

**Section 7.** 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 time of depositing any monies a statement showing to what fund such deposit should be made and from what source received.

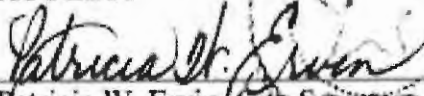
**Section 8.** That it is hereby officially found and determined that the meeting at which this ordinance is passed is open to the public and that public notice of the time, place, and purpose of said meeting was given as required by law.

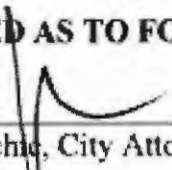
**Section 9.** That the need to levy taxes for the use and support of the municipal government of the City of Waco for Fiscal Year 2014-2015 creates an urgent and imperative public necessity which, for the immediate preservation of the public peace, health, safety and welfare, requires that the rule 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.

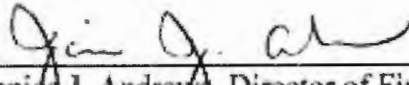
**PASSED AND APPROVED** by record vote this 2nd day of September, 2014.

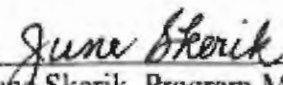
  
\_\_\_\_\_  
Malcolm Duncan, Jr., Mayor  
City of Waco, Texas



**ATTEST:**  
  
\_\_\_\_\_  
Patricia W. Ervin, City Secretary

**APPROVED AS TO FORM & LEGALITY:**  
  
\_\_\_\_\_  
Jennifer Richie, City Attorney

**APPROVED:**  
  
\_\_\_\_\_  
Janice J. Andrews, Director of Finance

**APPROVED:**  
  
\_\_\_\_\_  
June Skerik, Program Manager, Budget/Audit

**Statement of Bonds Principal and Interest Payable  
September 30, 2014**

Issue No.		Interest Rate	Date of Issue	Date of Maturity
<b>Property Tax Supported Obligations</b>				
681	Certificates of Obligation, 2006	4.00-6.00	2006	2026
682	General Obligation Refunding Bonds, 2007	4.00-4.50	2007	2021
683	Certificates of Obligation, 2007	4.00-5.00	2007	2027
684	GO Bonds, 2007	4.00-5.00	2007	2024
685	Certificates of Obligation, 2008	3.50-4.50	2008	2028
653	Certificates of Obligation, 2010	2.75-4.00	2010	2030
654	General Obligation Refunding Bonds, 2010	3.00-4.125	2010	2030
655	Certificates of Obligation, 2011	2.50-4.35	2011	2031
656	Certificates of Obligation, 2012	2.00-3.50	2012	2032
657	General Obligation Refunding Bonds, 2012	2.00-5.00	2012	2025
658	Certificates of Obligation, 2013	2.00-4.00	2013	2033
659	General Obligation Refunding Bonds, 2013	2.00-5.00	2013	2024
660	Certificates of Obligation, 2014	2.00-4.00	2014	2034
<b>Total Property Tax Supported Obligations</b>				
<b>Water Revenue Supported Obligations</b>				
507	Certificates of Obligation, 2006	4.00-6.00	2006	2036
510	General Obligation Refunding Bonds, 2007	4.00-4.50	2007	2026
511	Certificates of Obligation, 2007	4.00-5.00	2007	2037
502	Certificates of Obligation, 2008	3.50-4.50	2008	2028
509	General Obligation Refunding Bonds, 2010	3.00-4.00	2010	2030
521	Certificates of Obligation, 2010	2.75-3.50	2010	2030
522	General Obligation Refunding Bonds, 2012	2.00-5.00	2012	2030
523	General Obligation Refunding Bonds, 2013	2.00-5.00	2013	2036
524	Certificates of Obligation, 2013	2.00-4.00	2013	2033
504	Certificates of Obligation, 2014	2.00-4.00	2014	2034
<b>Total Water Revenue Supported Obligations</b>				





<b>Bonds Authorized</b>	<b>Bonds Issued</b>	<b>Bonds Outstanding</b>	<b>Interest Outstanding</b>	<b>Total Outstanding</b>
3,705,000	3,705,000	2,625,000	728,751	3,353,751
5,220,000	5,220,000	3,625,000	512,612	4,137,612
3,380,000	3,380,000	2,580,000	793,334	3,373,334
63,000,000	63,000,000	47,840,000	16,762,894	64,602,894
3,775,000	3,775,000	2,995,000	921,400	3,916,400
4,925,000	4,925,000	4,235,000	1,448,194	5,683,194
2,900,000	2,900,000	1,990,000	244,972	2,234,972
7,285,000	7,285,000	6,605,000	2,479,572	9,084,572
3,480,000	3,480,000	3,235,000	898,503	4,133,503
6,465,000	6,465,000	5,375,000	1,031,900	6,406,900
2,175,000	2,175,000	2,130,000	790,419	2,920,419
1,700,000	1,700,000	1,690,000	431,375	2,121,375
1,645,000	1,645,000	1,645,000	642,556	2,287,556
<b>109,655,000</b>	<b>109,655,000</b>	<b>86,570,000</b>	<b>27,686,482</b>	<b>114,256,482</b>
24,250,000	24,250,000	20,820,000	12,142,780	32,962,780
8,400,000	8,400,000	7,215,000	1,303,743	8,518,743
27,705,000	27,705,000	24,420,000	15,577,870	39,997,870
6,870,000	6,870,000	5,460,000	1,679,038	7,139,038
6,805,000	6,805,000	4,910,000	1,100,856	6,010,856
8,250,000	8,250,000	7,100,000	2,428,801	9,528,801
40,945,000	40,945,000	38,215,000	11,521,281	49,736,281
32,055,000	32,055,000	31,985,000	12,044,250	44,029,250
4,830,000	4,830,000	4,725,000	1,749,273	6,474,273
2,075,000	2,075,000	2,075,000	813,850	2,888,850
<b>162,185,000</b>	<b>162,185,000</b>	<b>146,925,000</b>	<b>60,361,742</b>	<b>207,286,742</b>

**Statement of Bonds Principal and Interest Payable  
September 30, 2014**

Issue No.		Interest Rate	Date of Issue	Date of Maturity
<b>Wastewater Revenue Supported Obligations</b>				
530	Certificates of Obligation, 2006	4.00-6.00	2006	2026
531	General Obligation Refunding Bonds, 2007	4.00-4.50	2007	2021
545	Certificates of Obligation, 2007	4.00-5.00	2007	2032
534	General Obligation Refunding Bonds, 2010	3.00-4.00	2010	2030
535	Certificates of Obligation, 2010	2.75-3.50	2010	2030
536	General Obligation Refunding Bonds, 2012	2.00-5.00	2012	2025
526	Certificates of Obligation, 2013	2.00-4.00	2013	2033
527	General Obligation Refunding Bonds, 2013	2.00-5.00	2013	2024
532	Certificates of Obligation, 2014	2.00-4.00	2014	2034
<b>Total Wastewater Revenue Supported Obligations</b>				
<b>Solid Waste Revenue Supported Obligations</b>				
556	Certificates of Obligation, 2008	3.50-4.50	2008	2021
553	General Obligation Refunding Bonds, 2012	2.00-5.00	2012	2015
551	General Obligation Refunding Bonds, 2013	2.00-5.00	2013	2024
<b>Total Solid Waste Revenue Supported Obligations</b>				
<b>Tax Increment Financing Supported Obligations</b>				
694	Certificates of Obligation, 2006	4.00-6.00	2006	2021
<b>Total Tax Increment Financing Supported Obligations</b>				
<b>Total All Debt</b>				



<b>Bonds Authorized</b>	<b>Bonds Issued</b>	<b>Bonds Outstanding</b>	<b>Interest Outstanding</b>	<b>Total Outstanding</b>
3,405,000	3,405,000	2,410,000	669,248	3,079,248
3,245,000	3,245,000	1,875,000	293,057	2,168,057
35,670,000	35,670,000	29,800,000	13,627,372	43,427,372
3,190,000	3,190,000	2,350,000	334,013	2,684,013
3,020,000	3,020,000	2,600,000	890,106	3,490,106
6,690,000	6,690,000	5,930,000	1,142,400	7,072,400
4,875,000	4,875,000	4,770,000	1,767,613	6,537,613
7,410,000	7,410,000	7,365,000	1,771,675	9,136,675
5,930,000	5,930,000	5,930,000	2,323,173	8,253,173
<b>73,435,000</b>	<b>73,435,000</b>	<b>63,030,000</b>	<b>22,818,657</b>	<b>85,848,657</b>
3,230,000	3,230,000	1,980,000	271,837	2,251,837
455,000	455,000	235,000	4,700	239,700
2,495,000	2,495,000	2,480,000	634,425	3,114,425
<b>6,180,000</b>	<b>6,180,000</b>	<b>4,695,000</b>	<b>910,962</b>	<b>5,605,962</b>
1,000,000	1,000,000	550,000	83,297	633,297
<b>1,000,000</b>	<b>1,000,000</b>	<b>550,000</b>	<b>83,297</b>	<b>633,297</b>
<b>352,455,000</b>	<b>352,455,000</b>	<b>301,770,000</b>	<b>111,861,140</b>	<b>413,631,140</b>

**Statement of Changes in Revenues as Compared with Budget  
Property Tax Supported Obligations**

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Beginning Reserve Balance</b>	208,474	117,058	189,999	130,734
<b>Additions</b>				
Property Tax	9,607,422	8,947,859	8,977,700	9,101,205
Investment Earnings	2,843	1,370	3,004	1,460
Other Financing Sources	39,681	-	26,107	-
<b>Total Balance and Additions</b>	<b>9,858,420</b>	<b>9,066,287</b>	<b>9,196,810</b>	<b>9,233,399</b>
<b>Payments</b>				
Principal Retired	5,714,588	5,275,143	5,275,143	5,515,000
Interest Expense	3,915,623	3,762,441	3,762,443	3,602,190
Exchange and Commission	38,210	3,190	28,490	3,685
<b>Total Payments</b>	<b>9,668,421</b>	<b>9,040,774</b>	<b>9,066,076</b>	<b>9,120,875</b>
<b>Ending Reserve Balance</b>	<b>189,999</b>	<b>25,513</b>	<b>130,734</b>	<b>112,524</b>



**Statement of Changes in Revenues as Compared with Budget  
Water Revenue Supported Obligations**

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Beginning Reserve Balance</b>	-	462	461	-
<b>Additions</b>				
Transfer From Water	13,848,859	12,752,527	12,752,815	13,411,113
Investment Earnings	-	-	-	-
Other Financing Sources	252,438	-	32,932	-
<b>Total Balance and Additions</b>	<b>14,101,297</b>	<b>12,752,989</b>	<b>12,786,208</b>	<b>13,411,113</b>
<b>Payments</b>				
Principal Retired	7,218,324	6,650,286	6,650,286	7,540,000
Interest Expense	6,632,131	6,100,528	6,100,526	5,867,253
Exchange and Commission	250,381	2,175	35,396	3,860
<b>Total Payments</b>	<b>14,100,836</b>	<b>12,752,989</b>	<b>12,786,208</b>	<b>13,411,113</b>
<b>Ending Reserve Balance</b>	<b>461</b>	-	-	-

**Statement of Changes in Revenues as Compared with Budget  
Wastewater Revenue Supported Obligations**

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Beginning Reserve Balance</b>	-	-	-	-
<b>Additions</b>				
Transfer From Wastewater	6,331,859	6,593,418	6,593,659	6,140,916
Investment Earnings	-	-	-	-
Other Financing Sources	<u>111,994</u>	<u>-</u>	<u>94,113</u>	<u>-</u>
<b>Total Balance and Additions</b>	<b>6,443,853</b>	<b>6,593,418</b>	<b>6,687,772</b>	<b>6,140,916</b>
<b>Payments</b>				
Principal Retired	3,848,721	4,049,571	4,049,571	3,545,000
Interest Expense	2,480,695	2,542,855	2,542,856	2,594,001
Exchange and Commission	<u>114,437</u>	<u>992</u>	<u>95,345</u>	<u>1,915</u>
<b>Total Payments</b>	<b>6,443,853</b>	<b>6,593,418</b>	<b>6,687,772</b>	<b>6,140,916</b>
<b>Ending Reserve Balance</b>	-	-	-	-



**Statement of Changes in Revenues as Compared with Budget  
Solid Waste Revenue Supported Obligations**

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Beginning Reserve Balance</b>	-	-	-	-
<b>Additions</b>				
Transfer From Sanitation	1,162,378	1,181,776	1,156,158	869,797
Investment Earnings	-	-	-	-
Other Financing Sources	24,815	-	-	-
<b>Total Balance and Additions</b>	<b>1,187,193</b>	<b>1,181,776</b>	<b>1,156,158</b>	<b>869,797</b>
<b>Payments</b>				
Principal Retired	905,000	945,000	945,000	690,000
Interest Expense	257,596	210,950	210,950	179,525
Exchange and Commission	24,597	25,826	208	272
<b>Total Payments</b>	<b>1,187,193</b>	<b>1,181,776</b>	<b>1,156,158</b>	<b>869,797</b>
<b>Ending Reserve Balance</b>	-	-	-	-

**Statement of Changes in Revenues as Compared with Budget  
Tax Increment Financing Supported Obligations**

	Actual 2012-13	Budget 2013-14	Estimated 2013-14	Adopted 2014-15
<b>Beginning Reserve Balance</b>	-	-	-	-
<b>Additions</b>				
Transfer	226,734	88,746	202,744	91,063
Investment Earnings	-	-	-	-
Other Financing Sources	-	-	-	-
<b>Total Balance and Additions</b>	<b>226,734</b>	<b>88,746</b>	<b>202,744</b>	<b>91,063</b>
<b>Payments</b>				
Principal Retired	198,366	65,000	179,000	70,000
Interest Expense	28,331	23,732	23,731	21,031
Exchange and Commission	37	14	13	32
<b>Total Payments</b>	<b>226,734</b>	<b>88,746</b>	<b>202,744</b>	<b>91,063</b>
<b>Ending Reserve Balance</b>	-	-	-	-





**Statement of Cash Receipts and Disbursements**  
**Adopted 2014-2015**  
**Property Tax Supported Obligations**

Issue No.		Beginning Balance 10/1/14	Current Taxes	Delinquent Taxes
651	Contingency	112,524	-	-
681	Certificates of Obligation, 2006	-	271,718	3,532
682	General Obligation Refunding Bonds, 2007	2,599	737,623	9,589
683	Certificates of Obligation, 2007	-	251,932	3,275
684	GO Bonds, 2007	-	4,721,295	63,231
685	Certificates of Obligation, 2008	-	268,911	3,496
653	Certificates of Obligation, 2010	3,157	343,345	4,463
654	General Obligation Refunding Bonds, 2010	1,933	588,271	7,648
655	Certificates of Obligation, 2011	6,901	507,304	6,595
656	Certificates of Obligation, 2012	-	228,858	2,975
657	General Obligation Refunding Bonds, 2012	-	549,440	7,143
658	Certificates of Obligation, 2013	3,620	145,853	1,896
659	General Obligation Refunding Bonds, 2013	-	208,998	2,717
660	Certificates of Obligation, 2014	-	114,910	1,494
<b>Total</b>		<b>130,734</b>	<b>8,938,458</b>	<b>118,054</b>



<b>Penalties &amp; Interest</b>	<b>Interest Earnings</b>	<b>Principal Retired</b>	<b>Interest Payments</b>	<b>Exchange &amp; Commissions</b>	<b>Ending Balance 9/30/15</b>
-	-	-	-	-	112,524
1,359	40	170,000	106,549	100	-
3,688	60	615,000	138,324	235	-
1,260	40	150,000	106,462	45	-
23,606	880	2,635,000	2,173,262	750	-
1,345	50	160,000	113,612	190	-
1,717	60	200,000	152,512	230	-
2,941	30	535,000	65,618	205	-
2,537	100	285,000	237,687	750	-
1,144	30	150,000	82,257	750	-
2,747	90	350,000	209,300	120	-
729	30	80,000	71,988	140	-
1,045	30	140,000	72,750	40	-
575	20	45,000	71,869	130	-
<b>44,693</b>	<b>1,460</b>	<b>5,515,000</b>	<b>3,602,190</b>	<b>3,685</b>	<b>112,524</b>

**Statement of Reserve for Bond Interest and Redemption**  
**Adopted 2014-2015**  
**Water Revenue Supported Obligations**

Issue No.		Beginning Balance 10/1/14	Revenue Transfer	Total Receipts & Balances
	<b>Bond Interest and Redemption</b>			
507	Certificates of Obligation, 2006	-	1,480,255	1,480,255
510	General Obligation Refunding Bonds, 2007	-	1,381,217	1,381,217
511	Certificates of Obligation, 2007	-	1,734,295	1,734,295
502	Certificates of Obligation, 2008	-	502,392	502,392
509	General Obligation Refunding Bonds, 2010	-	1,150,884	1,150,884
521	Certificates of Obligation, 2010	-	591,102	591,102
522	General Obligation Refunding Bonds, 2012	-	3,275,008	3,275,008
523	General Obligation Refunding Bonds, 2013	-	2,815,078	2,815,078
524	Certificates of Obligation, 2013	-	339,874	339,874
504	Certificates of Obligation, 2014	-	141,008	141,008
<b>Total</b>		-	<b>13,411,113</b>	<b>13,411,113</b>



<b>Bonds Retired</b>	<b>Interest Payments</b>	<b>Exchange Fees</b>	<b>Total Disbursements</b>	<b>Ending Balance 9/30/15</b>
570,000	909,729	526	1,480,255	-
1,100,000	280,736	481	1,381,217	-
630,000	1,104,000	295	1,734,295	-
295,000	207,050	342	502,392	-
980,000	170,500	384	1,150,884	-
335,000	255,719	383	591,102	-
1,845,000	1,429,512	496	3,275,008	-
1,555,000	1,259,588	490	2,815,078	-
180,000	159,569	305	339,874	-
50,000	90,850	158	141,008	-
<b>7,540,000</b>	<b>5,867,253</b>	<b>3,860</b>	<b>13,411,113</b>	-

**Statement of Reserve for Bond Interest and Redemption**  
**Adopted 2014-2015**  
**Wastewater Revenue Supported Obligations**

Issue No.		Beginning Balance 10/1/14	Revenue Transfer	Total Receipts & Balances
	<b>Bond Interest and Redemption</b>			
530	Certificates of Obligation, 2006	-	252,933	252,933
531	General Obligation Refunding Bonds, 2007	-	450,372	450,372
545	Certificates of Obligation, 2007	-	2,406,876	2,406,876
534	General Obligation Refunding Bonds, 2010	-	589,186	589,186
535	Certificates of Obligation, 2010	-	213,826	213,826
536	General Obligation Refunding Bonds, 2012	-	493,535	493,535
526	Certificates of Obligation, 2013	-	346,281	346,281
527	General Obligation Refunding Bonds, 2013	-	972,919	972,919
532	Certificates of Obligation, 2014	-	414,988	414,988
<b>Total</b>		-	<b>6,140,916</b>	<b>6,140,916</b>



<b>Bonds Retired</b>	<b>Interest Payments</b>	<b>Exchange Fees</b>	<b>Total Disbursements</b>	<b>Ending Balance 9/30/15</b>
155,000	97,841	92	252,933	-
380,000	70,335	37	450,372	-
1,125,000	1,281,465	411	2,406,876	-
510,000	79,025	161	589,186	-
120,000	93,687	139	213,826	-
255,000	238,400	135	493,535	-
185,000	160,975	306	346,281	-
660,000	312,750	169	972,919	-
155,000	259,523	465	414,988	-
<b>3,545,000</b>	<b>2,594,001</b>	<b>1,915</b>	<b>6,140,916</b>	-

**Statement of Reserve for Bond Interest and Redemption  
 Adopted 2014-2015  
 Solid Waste Revenue Supported Obligations**

Issue No.		Beginning Balance 10/1/14	Revenue Transfer	Total Receipts & Balances
	<b>Bond Interest and Redemption</b>			
556	Certificates of Obligation, 2008	-	318,243	318,243
553	General Obligation Refunding Bonds, 2012	-	239,700	239,700
551	General Obligation Refunding Bonds, 2013	-	311,854	311,854
<b>Total</b>		-	<b>869,797</b>	<b>869,797</b>





<b>Bonds Retired</b>	<b>Interest Payments</b>	<b>Exchange Fees</b>	<b>Total Disbursements</b>	<b>Ending Balance 9/30/15</b>
250,000	68,025	218	318,243	-
235,000	4,700	-	239,700	-
205,000	106,800	54	311,854	-
<b>690,000</b>	<b>179,525</b>	<b>272</b>	<b>869,797</b>	<b>-</b>

**Statement of Reserve for Bond Interest and Redemption  
Adopted 2014-2015  
Tax Increment Financing Supported Obligations**

Issue No.		Beginning Balance 10/1/14	Revenue Transfer	Total Receipts & Balances
694	Bond Interest and Redemption Certificates of Obligation, 2006	-	91,063	91,063
<b>Total</b>		-	<b>91,063</b>	<b>91,063</b>



<b>Bonds Retired</b>	<b>Interest Payments</b>	<b>Exchange Fees</b>	<b>Total Disbursements</b>	<b>Ending Balance 9/30/15</b>
70,000	21,031	32	91,063	-
70,000	21,031	32	91,063	-

**Retirement Schedule to Maturity  
Property Tax Supported Obligations**

<b>Budget Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2014-15	5,515,000	3,602,190	9,117,190
2015-16	5,690,000	3,370,354	9,060,354
2016-17	5,925,000	3,149,135	9,074,135
2017-18	6,155,000	2,913,912	9,068,912
2018-19	5,915,000	2,675,245	8,590,245
2019-20	6,175,000	2,426,344	8,601,344
2020-21	6,495,000	2,161,580	8,656,580
2021-22	6,325,000	1,885,504	8,210,504
2022-23	6,325,000	1,597,377	7,922,377
2023-24	6,410,000	1,302,897	7,712,897
2024-25	6,515,000	1,002,275	7,517,275
2025-26	6,580,000	695,789	7,275,789
2026-27	6,625,000	384,258	7,009,258
2027-28	1,495,000	198,411	1,693,411
2028-29	1,265,000	144,520	1,409,520
2029-30	1,315,000	94,376	1,409,376
2030-31	1,000,000	49,471	1,049,471
2031-32	475,000	21,700	496,700
2032-33	260,000	8,944	268,944
2033-34	110,000	2,200	112,200
	<b>86,570,000</b>	<b>27,686,482</b>	<b>114,256,482</b>

**Wastewater Revenue Supported Obligations**

<b>Budget Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2014-15	3,545,000	2,594,001	6,139,001
2015-16	3,730,000	2,383,260	6,113,260
2016-17	3,910,000	2,238,853	6,148,853
2017-18	4,030,000	2,087,516	6,117,516
2018-19	4,215,000	1,929,668	6,144,668
2019-20	4,370,000	1,754,551	6,124,551
2020-21	4,120,000	1,577,789	5,697,789
2021-22	3,730,000	1,417,502	5,147,502
2022-23	3,455,000	1,266,263	4,721,263
2023-24	3,610,000	1,114,612	4,724,612
2024-25	2,990,000	973,964	3,963,964
2025-26	2,785,000	851,918	3,636,918
2026-27	2,640,000	737,870	3,377,870
2027-28	2,885,000	621,588	3,506,588
2028-29	2,890,000	498,176	3,388,176
2029-30	3,015,000	372,863	3,387,863
2030-31	2,920,000	247,225	3,167,225
2031-32	3,055,000	113,625	3,168,625
2032-33	730,000	29,313	759,313
2033-34	405,000	8,100	413,100
	<b>63,030,000</b>	<b>22,818,657</b>	<b>85,848,657</b>



**Retirement Schedule to Maturity  
Water Revenue Supported Obligations**

<b>Budget Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2014-15	7,540,000	5,867,251	13,407,251
2015-16	7,780,000	5,558,752	13,338,752
2016-17	8,140,000	5,246,984	13,386,984
2017-18	7,810,000	4,933,571	12,743,571
2018-19	8,185,000	4,620,306	12,805,306
2019-20	8,515,000	4,266,693	12,781,693
2020-21	8,365,000	3,910,312	12,275,312
2021-22	8,005,000	3,576,500	11,581,500
2022-23	7,740,000	3,239,297	10,979,297
2023-24	8,095,000	2,895,808	10,990,808
2024-25	7,055,000	2,575,359	9,630,359
2025-26	5,295,000	2,325,609	7,620,609
2026-27	5,545,000	2,110,326	7,655,326
2027-28	5,920,000	1,881,440	7,801,440
2028-29	5,500,000	1,652,229	7,152,229
2029-30	5,720,000	1,432,410	7,152,410
2030-31	5,045,000	1,226,722	6,271,722
2031-32	5,245,000	1,025,957	6,270,957
2032-33	5,455,000	811,284	6,266,284
2033-34	5,050,000	596,448	5,646,448
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
	<b>146,925,000</b>	<b>60,361,742</b>	<b>207,286,742</b>

**Retirement Schedule to Maturity  
Solid Waste Revenue Supported Obligations**

<b>Budget Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
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	103,318	638,318
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
	<b>4,695,000</b>	<b>910,962</b>	<b>5,605,962</b>

**Tax Increment Financing Supported Obligations**

<b>Budget Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2014-15	70,000	21,032	91,032
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	8,981	88,981
2019-20	85,000	5,578	90,578
2020-21	90,000	1,913	91,913
	<b>550,000</b>	<b>83,297</b>	<b>633,297</b>



## **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 capital asset

Capital 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 and Audit Committee and presented to the full Council during the budget presentation. The City Manager and Council use this program 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 2014-15

### Summary of CIP Projects:

	2013-14	2014-15
<b>General Government</b>		
Airport Services	3,248,900	225,000
City Manager's Office	16,858	17,500
Emergency Management	926,234	-
Facilities	555,366	355,000
Fleet Services	1,485,000	350,000
Fire Services	-	1,000,000
<b>General Government</b>	<b>6,232,358</b>	<b>1,947,500</b>
<b>Street Improvements</b>	<b>2,200,000</b>	<b>2,627,500</b>
<b>Wastewater Improvements</b>	<b>5,586,225</b>	<b>6,231,000</b>
<b>Water Improvements</b>	<b>7,041,917</b>	<b>8,147,000</b>
<b>Total Capital Improvements Program</b>	<b>21,060,500</b>	<b>18,953,000</b>

### Summary of Funding Sources:

Debt Financing *	9,913,490	13,840,249
FAA Grant	2,947,500	225,000
Investment Earnings (Interest)	1,485,000	350,000
Subtotal - CIP Revenues	14,345,990	14,415,249
General Fund Operating Revenues	2,309,942	2,251,155
Wastewater Fund Operating Revenues	950,000	436,596
Water Fund Operating Revenues	3,454,568	1,850,000
<b>Total CIP Funding</b>	<b>21,060,500</b>	<b>18,953,000</b>

\* The City plans to issue Combination Tax and Revenue Certificates of Obligation that will be repaid from property tax, water and wastewater revenues.

**Capital Improvements Program  
Fiscal Year 2014-15  
General Government**

<b>Department</b>	<b>Project Description</b>	<b>Funding</b>	<b>2014-15</b>
Airport	Airport Improvements	FAA	225,000
City Manager's Office	Issuance Costs	GD	17,500
Facilities	Building Renovation Projects	GD	355,000
Fire	Fire Apparatus Replacement Program	GD	1,000,000
Fleet Services	Rolling Stock Replacement	Interest	350,000
<b>Total General Government</b>			<b>1,947,500</b>

<b>Debt Financing - General (GD)</b>	<b>1,372,500</b>
<b>Federal Aviation Administration (FAA)</b>	<b>225,000</b>
<b>Investment Earnings (Interest)</b>	<b>350,000</b>
	<b>1,947,500</b>

**Street Improvements**

<b>Project Description</b>	<b>Funding</b>	<b>2014-15</b>
Street Improvement Program	GD/Cash	1,500,000
Ritchie Road, Panther Way to Hwy 84	Cash	1,000,000
Sidewalk Program	GD	127,500
<b>Total Street Improvements</b>		<b>2,627,500</b>

<b>Debt Financing - General (GD)</b>	<b>376,345</b>
<b>General Fund Operating Budget (Cash)</b>	<b>2,251,155</b>
	<b>2,627,500</b>



**Capital Improvements Program  
Fiscal Year 2014-15  
Wastewater Improvements**

<b>Project Description</b>	<b>Funding</b>	<b>2014-15</b>
Sewer Construction & Rehab at Various Locations	WWD/Cash	1,600,000
FM 1637 Corridor Widening - Wastewater	WWD	3,000,000
WMARSS LaSalle Lift Station Relo/Force Main	WWD	1,000,000
WMARSS Digester Improvements	WWD	500,000
Issuance Costs	WWD	131,000
<b>Total Wastewater Improvements</b>		<b>6,231,000</b>
	<b>Debt Financing - Waste water (WWD)</b>	<b>5,794,404</b>
	<b>Wastewater Operating Budget (Cash)</b>	<b>436,596</b>
		<b>6,231,000</b>

**Water Improvements**

<b>Project Description</b>	<b>Funding</b>	<b>2014-15</b>
Water Improvements at Various Locations	WD/Cash	2,000,000
FM 1637 Corridor Widening - Water	WD	5,500,000
Downtown Water Line Rehab	WD	500,000
Issuance Costs	WD	147,000
<b>Total Water Improvements</b>		<b>8,147,000</b>
	<b>Debt Financing - Water (WD)</b>	<b>6,297,000</b>
	<b>Water Operating Budget (Cash)</b>	<b>1,850,000</b>
		<b>8,147,000</b>

## **Capital Improvements Program**

### **Project Descriptions**

#### **Airport Services**

**Project:** Airport Improvements  
**Description:** Waco Regional will develop a master plan and update the airport layout plan for future development. This Master Plan will also develop a drainage plan to maximize future growth and development. This master plan and airport layout plan will allow the airport to maximize the growth potential of the airport and develop potential areas in the best manner. The master plan will establish future development and develop a drainage plan to maximize future growth and development  
**Cost:** \$225,000  
**Funding:** Federal Aviation Administration (FAA)  
**Budget Impact:** Will have no impact on current maintenance.

#### **City Manager's Office**

**Project:** Issuance costs  
**Description:** Cost of issuing bonded indebtedness, which is generally 1.0% of project costs.  
**Cost:** \$17,500  
**Funding:** Debt Financing - General (GD)  
**Budget Impact:** None

#### **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:** \$355,000  
**Funding:** Debt Financing - General (GD)  
**Budget Impact:** Maintenance will increase due to increased square footage.

#### **Fire**

**Project:** Fire Apparatus Replacement Program  
**Description:** Replace 1987 Aerial E-One truck  
**Cost:** \$1,000,000  
**Funding:** Debt Financing - General (GD)  
**Budget Impact:** Maintenance will be reduced the first year due to manufacturer's warranty.



## 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:** \$350,000  
**Funding:** Investment Earnings (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:** \$1,500,000  
**Funding:** Debt Financing - General (GD) \$ 248,845  
 General Fund Operating Budget (Cash) 1,251,155  
**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:** General Fund Operating Budget (Cash)  
**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:** \$127,500  
**Funding:** Debt Financing - General (GD)  
**Budget Impact:** No significant change in current maintenance program.

#### Wastewater Improvements

**Project:** Sewer Construction & Rehab 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:** \$1,600,000  
**Funding:** Debt Financing - Wastewater (WWD) \$1,163,404  
 Wastewater Operating Budget (Cash) 436,596  
**Budget Impact:** None

## Capital Improvements Program Project Descriptions

Project: FM1637 Corridor Widening - Wastewater  
 Description: Relocate and expand wastewater utilities along FM1637 due to TXDOT project and area growth.  
 Cost: \$3,000,000  
 Funding: Debt Financing - Wastewater (WWD)  
 Budget Impact: None

Project: WMARSS LaSalle Lift Station Relocation/Force Main  
 Description: Construct new lift station to replace La Salle lift station and a new parallel Force Main to the Central Wastewater Treatment Plant.  
 Cost: \$1,000,000  
 Funding: Debt Financing - Wastewater (WWD)  
 Budget Impact: None

Project: WMARSS Digester Improvements  
 Description: Numerous rehabilitation and major rehabilitation projects at the Central Wastewater Treatment Plant including digesters, electrical, primaries and dryer upgrades.  
 Cost: \$500,000  
 Funding: Debt Financing - Wastewater (WWD)  
 Budget Impact: None

Project: Issuance Costs  
 Description: Cost of issuing bonded indebtedness, which is generally 1% of project costs.  
 Cost: \$131,000  
 Funding: Debt Financing - Wastewater (WWD)  
 Budget Impact: None

### 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: Debt Financing - Water (WD) \$ 150,000  
           Water Operating Budget (Cash) 1,850,000  
 Budget Impact: None

Project: FM1637 Corridor Widening - Water  
 Description: Relocate water utilities along FM 1637 due to TXDOT project and area growth. Upsize in conformance with Wallace report re: 1637 service area  
 Cost: \$5,500,000  
 Funding: Debt Financing - Water (WD)  
 Budget Impact: None



## Capital Improvements Program Project Descriptions

Project: Downtown Waterline Rehab  
Description: Water rehabilitation projects in the area known as "Bankers Alley", 4<sup>th</sup> Street to 8<sup>th</sup> Street in the alley between Washington and Austin Avenue.  
Cost: \$500,000  
Funding: Debt Financing - Water (WD)  
Budget Impact: None

Project: Issuance Costs  
Description: Cost of issuing bonded indebtedness, which is generally 1% of project costs.  
Cost: \$147,000  
Funding: Debt Financing - Water (WD)  
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. Current allocations will be used for improvements at Seley Park.

#### **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 (HMIS). 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 (FAA)**

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 2014, the 20% match for FY 2015 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 future fiscal years if not spent.

### **Department of Justice**

#### **Edward J. Byrne Competitive Justice Assistance Grant (JAG), Office of Justice Programs, Bureau of Justice Assistance**

The purpose of this grant is to reduce crime and improve the criminal justice system. Preferences are given to applicants who demonstrate cost effective programs focused on a comprehensive and effective approach to services that complement the criminal justice system. Funds from this grant will be used to upgrade the current video enhancement system. Video evidence is increasingly vital to criminal investigations and the quality of video from public locations such as convenience stores can widely vary in quality. With an upgrade to the video enhancement system, the Waco Police Department can enhance poor quality videos from or near crime scenes and enable detectives to work with witnesses and victims.

# Grant Funds

## **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 FY14-15, the proposed grant amount is \$75,837, which will be allocated between the City of Waco, McLennan County, and the City of Bellmead. The City of Waco's share of approximately \$34,676 will be used to expand law enforcement equipment and technology.

## **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.

### **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 the end of 2014. The allocation for Oscar DuConge of \$354,250, included conversion of the swimming pool into a splash pad/spray ground and the project was completed in the summer of 2013.

### **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.



## Grant Funds

### **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.

### **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 – OOO 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.

## Grant Funds

The Federal Tuberculosis Prevention and Control funds account for approximately 20% of the total Tuberculosis (TB) program. The primary purpose of this program is to provide education to persons suspected or known to have a positive skin test for Tuberculosis and the community. Staff presents 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.

### **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.



## Supplementary Grant Information

	2013-14 Allocation	Proposed 2014-15 Allocation
<b>FEDERAL GRANTS</b>		
<b><u>Department of Homeland Security</u></b>		
SAFER (Staffing for Adequate Fire and Emergency Response)	9,765	-
<b>Total Department of Homeland Security</b>	<b>9,765</b>	<b>-</b>
<b><u>Department of Housing &amp; Urban Development</u></b>		
Community Development Block Grant		
Administration	276,861	269,478
Housing Rehabilitation	383,356	214,589
Code Enforcement	359,783	339,036
Parks and Infrastructure Improvements	84,250	227,191
All Other	314,613	297,100
<b>Total Community Development Block Grant</b>	<b>1,418,863</b>	<b>1,347,394</b>
Shelter Plus Care	205,931	205,471
Supportive Housing Program	62,653	62,653
HOME		
Administration	73,319	56,417
Residential Rehabilitation	71,356	146,906
Homeownership Assistance	349,900	30,190
CHDO	232,025	330,658
<b>Total HOME</b>	<b>726,600</b>	<b>564,171</b>
<b>Total Department of Housing &amp; Urban Development</b>	<b>2,414,047</b>	<b>2,179,689</b>
<b><u>Department of Transportation</u></b>		
Federal Aviation Administration		
Discretionary Funds	2,994,000	4,400,000
<b>Total Federal Aviation Administration</b>	<b>2,994,000</b>	<b>4,400,000</b>
Federal Transit Administration		
Capital/Planning Grants	120,000	120,000
Operating Assistance	1,100,000	1,200,000
Preventive Maintenance	1,100,000	1,050,000
ADA Expense	265,000	270,000
Miscellaneous Capital	74,180	51,000
<b>Total Federal Transit Administration</b>	<b>2,659,180</b>	<b>2,691,000</b>
Metropolitan Planning Organization	405,600	427,502
<b>Total Department of Transportation</b>	<b>6,058,780</b>	<b>7,518,502</b>

## Supplementary Grant Information

	2013-14 Allocation	Proposed 2014-15 Allocation
<b><u>Department of Justice</u></b>		
Edward Byrnes Memorial Justice Assistance Grant	-	27,000
Justice Assistance Grant	34,640	34,676
<b>Total Department of Justice</b>	<b>34,640</b>	<b>61,676</b>
<b><u>Federal Emergency Management Agency</u></b>		
Emergency Management Performance Grant	63,500	65,000
<b>Total Federal Emergency Management Agency</b>	<b>63,500</b>	<b>65,000</b>
<b>Total Federal Grants</b>	<b>8,580,732</b>	<b>9,824,867</b>
<b>STATE GRANTS</b>		
<b><u>State Homeland Security</u></b>		
State Homeland Security Grant	66,141	66,630
<b>Total State Homeland Security</b>	<b>66,141</b>	<b>66,630</b>
<b><u>State Transit Grants</u></b>		
Operating Assistance	400,000	418,000
5310 Federal Through the State Preventative Maintenance	91,500	125,000
<b>Total State Transit Grants</b>	<b>491,500</b>	<b>543,000</b>
<b><u>State Police Grants</u></b>		
Family Violence Unit	200,688	204,595
Click It or Ticket	7,000	-
Step Grant	120,001	127,776
Victim Services Expansion	43,208	41,135
<b>Total State Police Grants</b>	<b>370,897</b>	<b>373,506</b>





## Supplementary Grant Information

	2013-14 Allocation	Proposed 2014-15 Allocation
<b>State Health Grants</b>		
Women, Infants and Children (WIC)	1,343,588	1,392,340
Public Health Preparedness	170,023	170,023
Tuberculosis Control - State	26,560	41,594
Tuberculosis Control - Federal	-	35,268
Immunizations	325,635	325,635
Triple "O"- Environmental	216,058	175,007
Diabetes	80,000	80,000
HIV/AIDS-Ryan White	328,264	372,522
HIV/AIDS-Prevention	170,300	170,300
HIV/AIDS-State Services	96,977	96,977
HIV/AIDS-HOPWA	103,428	95,752
National Assoc of County & City Health Officials	10,115	10,115
Transforming Texas	235,000	-
Public Health Preparedness Discretionary Projects (2)	-	10,000
<b>Total State Health Grants</b>	<b>3,105,948</b>	<b>2,975,533</b>
<b>Total State Grants</b>	<b>4,034,486</b>	<b>3,958,669</b>
<b>Total Federal and State Grants</b>	<b>12,615,218</b>	<b>13,783,536</b>





## **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.

**ADA** - Americans with Disabilities Act

**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 Collaborative

**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, capital 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.



## Glossary of Terms

**Cost Center** - A section of the total organization having a specialized function or activity and segregated cost and revenue data.

**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)

**DSHS** - Department of State Health Services

**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 the 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.

## Glossary of Terms

**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.

**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.

**HSCT** - Humane Society of Central Texas

**HTE** – HTE Sungard is the City of Waco's mainframe software provider.

**HUD** - Housing & Urban Development

**HIV** - Human Immunodeficiency Virus

**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



## Glossary of Terms

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.

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.

SCADA - Supervisory Control and Data Acquisition

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

## Glossary of Terms

**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

**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

## RESOLUTION NO. 2014-442

**WHEREAS**, the City Manager filed the proposed Operating Budget and Capital Improvement Program for the City of Waco Fiscal Year 2014-2015 with the City Secretary on July 11, 2014; and

**WHEREAS**, the City Manager submitted the proposed Operating Budget and Capital Improvement Program for the City of Waco Fiscal Year 2014-2015 to the City Council on July 15, 2014; 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. 2014-386 approved on July 15, 2014), and the notice for said public hearing was published as required by law on August 7, 2014; and

**WHEREAS**, said public hearing was held on August 19, 2014, and all citizens were given an opportunity to attend and participate in the hearing.

### **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 2014-2015, together with Appendix A (Glossary of Terms), Appendix B (Schedule of Fees), and the Financial Management Policy Statements.

That the City Manager is authorized to make the following expenditures of funds, which are provided for in this approved Operating Budget and Capital Improvement Program for FY2014-2015, and to execute all documents in connection therewith, 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, 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;
- (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:

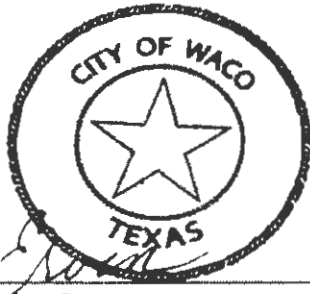
- (10) Expenditures under an existing 25-year lease with Allen Samuel Sports, Inc. for the operation and management of the Waco Regional Tennis and Fitness Center;
- (11) Amounts collected for remission to the State of Texas, including municipal court fees, sales tax, and mixed beverage fees;
- (12) 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 pursuant to Section 102.007 of the Texas Local Government Code, the City of Waco City Council by separate, record vote ratifies "the property tax increase" reflected in the Operating Budget and Capital Improvement Program for the City of Waco Fiscal Year 2014-2015.

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 and that public notice of the time, place, and purpose of said meeting was given as required by law.

**PASSED AND APPROVED** this 19th day of August, 2014.



  
\_\_\_\_\_  
Malcolm Duncan, Jr., Mayor  
City of Waco, Texas

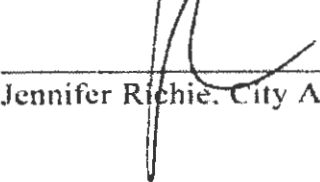
**ATTEST:**

  
\_\_\_\_\_  
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

FY2014-15

Effective October 1, 2014

<u>DESCRIPTION</u>	<u>ADOPTED</u>
<b>ANIMAL SHELTER</b>	
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
Spay, neuter reimbursement	Per cost basis
Surrender fee	50.00 per animal
Owner requested euthanasia	
0 - 25 lbs	45.00
26 lbs and over	65.00
Disposal fee	25.00
Rabies Testing Fee	100.00
Breeder Reclaim Fee	125.00
Pickup Fees	
1st Pickup fee for compliant pet (within 24 hours)	No Charge
1st Pickup fee for non-compliant pet	60.00
2nd Pickup fee for compliant pet	75.00
3rd Pickup fee and all subsequent pickup fees	150.00
<b>BUDGET/AUDIT</b>	
Ad Valorem Taxes (per Hundred)	0.776232
<b>CAMERON PARK ZOO</b>	
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.	
<b>EDUCATION</b>	
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	100.00 per week - member 120.00 per week - non-member
Full Day camp	170.00 per week - member 200.00 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



# Fee Schedule By Department

FY 2014-15

Effective October 1, 2014

<u>DESCRIPTION</u>	<u>ADOPTED</u>
<b>Special Events</b>	
Zoo Snoozes	45.00 per person
Nonrefundable deposit	150.00 per group
<b>Birthday Parties</b>	
1 to 15 party guests	150.00 member
	175.00 non-member
16 - 30 party guests	250.00 member
	275.00 non-member
Extra guest	12.00 each
<b>CITY MANAGER</b>	
Business Tax Abatement Application	
Project located within the State Enterprise Zone	500.00
Project located outside the State Enterprise Zone	1,000.00
Residential Tax Abatement Application	
Non Profit Organization	75.00
All Others	150.00
Business Grant Application	
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
<b>CITY SECRETARY</b>	
Solicitation Permits	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
Night Club Application and License Fee	250.00
(New and Renewal Permits are for a 5-year period)	
Night Club License Transfer Fee	100.00
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
<b>CONVENTIONS SERVICES</b>	
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
Texas Room North	300.00 +10.00 Maintenance Fee
1 3 TX Room North	100.00 +10.00 Maintenance Fee

## Fee Schedule By Department

FY2014-15

Effective October 1, 2014

DESCRIPTION	ADOPTED
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 &amp; 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
<b>EQUIPMENT SERVICES</b>	
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
Cocktail Tables	10.00
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
<b>AUDIO VISUAL SERVICES</b>	
Audio-Visual and meeting equipment	Inventory & prices listed at <a href="http://www.wacocc.com">www.wacocc.com</a> or call 254-750-5810
High-speed Internet access (hard wire connection)	75.00 per day
<b>ELECTRICAL SERVICES</b> All electrical charges are based on per day charge not per event.	
120 volt single - 20 amp	30.00 per day
Customers needing electrical service greater than 20 amp will need to contact Waco Convention Center for specifications, availability and cost.	
Extension cords and power strips	25.00 per day
<b>FREIGHT RECEIVING/STORAGE*</b>	
* WCC has limited onsite storage. All freight shipments should be sent to contracted decorator service or other freight receiving and storage contractor. Freight received at the WCC will be charged according to listed prices.	
Drayage Fee (receiving/storage of customers' freight)	10.00 per each container/per day
Bulk storage	75.00 per pallet/per day
<b>WATER CONNECTIONS</b>	
Initial connection	100.00
Water connections only available in limited locations - please contact Waco Convention Center for availability and specifications.	
<b>FOOD AND BEVERAGE SERVICES</b>	
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 <a href="http://www.wacocc.com">www.wacocc.com</a> or call 254-750-5810
* Waco Convention Center is the exclusive provider of beer, wine and liquor services.	
<b>LOCAL PACKAGE PRICING:</b>	
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.	



## Fee Schedule By Department

FY 2014-15

Effective October 1, 2014

<u>DESCRIPTION</u>	<u>ADOPTED</u>
<b>COTTONWOOD CREEK GOLF COURSE</b>	
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 ISD's and Colleges	
Range Fees: Per basket	
Small Basket	2.50
Regular Basket	4.00
Large Basket	4.50
Green Fees: Per golfer	7.50
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 ISD's and/ or Colleges monthly for range and green fees	
<b>ENGINEERING</b>	
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

## Fee Schedule By Department

FY2014-15  
Effective October 1, 2014

<u>DESCRIPTION</u>	<u>ADOPTED</u>	
Alley Permits (every 50')	75.00	
Handicap Ramp	35.00	
Street Opening Permits	50.00	
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
<b>FINANCE DEPARTMENT</b>		
Garage Sale Permits	10.00	
<b>FIRE SERVICES</b>		
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
Other Fire Suppression System	35.00	plus 2.50 per head
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
Controlled Burn	125.00	plus 250.00 for each hour of standby per Fire Company
<b>FACILITY INSPECTION PERMITS</b>		
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))		
<b>OTHER OPERATIONAL PERMITS</b>		
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 fee for any failed testing	165.00	
Emergency (after Hours or Weekends) inspection fees	200.00	
Environmental Impact Fee	500.00	
<b>HEALTH SERVICES</b>		
<b>VITAL STATISTICS</b>		
	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
<b>ENVIRONMENTAL HEALTH</b>		
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





# Fee Schedule By Department

FY 2014-15

Effective October 1, 2014

<u>DESCRIPTION</u>	<u>ADOPTED</u>	
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 per unit	20.00 per unit
Maintenance provider administrative penalty fee	10.00 per contract	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 per page	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 sq. ft.	150.00	200.00
2,501 - 10 sq. ft.	225.00	300.00
10,001 or sq. ft.	350.00	450.00
Non Profit food establishments (any type or size) (501(C) (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 included with facility inspection	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
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
Proctor test fee for Food Manager Course	50.00 per test	50.00 per test
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
Handwash 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

## Fee Schedule By Department

FY 2014-15

Effective October 1, 2014

<u>DESCRIPTION</u>	<u>ADOPTED</u>	
Complaint investigations non-disease/illness (call from nonfunding city official who requests physical response by District to location)		205.00
<b>LABORATORY</b>		
Pregnancy Test	10.00	15.00
Rapid HIV Testing	40.00 per test	40.00 per test
<b>PUBLIC HEALTH NURSING</b>		
Conference Registration	40.00	40.00
Flu Shot	22.00 per dose	27.00 per dose
Pneumococcal Vaccine	85.00 per dose	90.00 per dose
Immunizations	22.00 per visit	22.00 per visit
Typhoid vaccine	115.00 per dose	120.00 per dose
Yellow-fever vaccine	115.00 per dose	120.00 per dose
Duplicate immunization card	2.00 per copy	7.00 per copy
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
Menomune/Meningococcal Polysaccharide Vaccine	132.00 per dose	137.00 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 (MMR) Adult	73.00 per dose	78.00 per dose
Human Immune Globulin	72.00 per vial	77.00 per vial
Menactra Meningococcal Conjugate Vaccine	123.00 per dose	128.00 per dose
Tetanus-Diphtheria-Acellular Pertussis (Adacel)	52.00 per dose	57.00 per dose
Twinrix (Combination Hepatitis A & Hepatitis B)	73.00 per dose	78.00 per dose
Cardasil (HPV vaccine)	150.00 per dose	155.00 per dose
Menveo-Meningococcal Conjugate Vaccine	99.00 per dose	105.00 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
Pediarix (Dtap, IPV, Hep B)	85.00 per dose	90.00 per dose
Pentacel (Dtap, IPV, HiB)	98.00 per dose	103.00 per dose
Kinrix (Dtap, IPV)	65.00 per dose	70.00 per dose
DT	57.00 per dose	62.00 per dose
MMRV	175.00 per dose	180.00 per dose
Rotavirus	95.00 per dose	100.00 per dose
Zoster	195.00 per dose	200.00 per dose
<b>TB CONTROL</b>		
<b>Chest X-Rays</b>		
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
Chest X-Ray plus Report	65.00	70.00
<b>Initial Examination</b>		
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
<b>Physician Exam</b>		
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



## Fee Schedule By Department

FY 2014-15

Effective October 1, 2014

<u>DESCRIPTION</u>	<u>ADOPTED</u>	
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		
	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
INSPECTION SERVICES		
Sexually Oriented Businesses		
Non-refundable renewal fee	150.00	
Annual License fee	350.00	
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	
Lien Filing Fees		
1st page, 8.5 x 11	16.00	
2nd and each subsequent page	4.00	
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	

## Fee Schedule By Department

FY 2014-15

Effective October 1, 2014

<u>DESCRIPTION</u>	<u>ADOPTED</u>
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
	4.50 per add'l 1,000
50,001 to 100,000	265.00 first 50,000
	4.00 per add'l 1,000
100,001 to 500,000	467.50 first 100,000
	3.00 per add'l 1,000
500,001 and up	1,622.50 first 500,000
	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	
0 - 72 sq.ft.	25.00
73 - 300 sq.ft.	35.00
301 - 672 sq.ft.	40.00
Late Fee - Conventional Off-Premise signs	
0 - 72 sq.ft.	6.00
73 - 300 sq.ft.	9.00
301 - 672 sq.ft.	10.00
Annual Registration - Digital (LED) Off-Premise signs	
0 - 382 sq.ft.	35.00
383 - 672 sq.ft.	40.00
Late Fee - Digital (LED) Off-Premise signs	
0 - 382 sq.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



## Fee Schedule By Department

FY 2014-15

Effective October 1, 2014

<u>DESCRIPTION</u>	<u>ADOPTED</u>
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 & cleaning	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
1 2 H.P. to 50 H.P.	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
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
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.

## Fee Schedule By Department

FY 2014-15

Effective October 1, 2014

<u>DESCRIPTION</u>	<u>ADOPTED</u>
<b>LIBRARY SERVICES</b>	
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
Replacc Lost Library Cards	1.00 per card
Public Access Computer Printing	0.15 per page
Public Copy Charges	
Black and White	0.10 per page
Color	0.50 per page
Scan	0.05 per page
Fax	0.50 first page 0.10 each addl 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
<b>MUNICIPAL COURT - Fees as set by the Texas State Legislature and fines as set by the Municipal Court Judge</b>	
<b>PARKS AND RECREATION</b>	
<b>FACILITY RENTALS</b>	
Cameron Park Clubhouse (includes attendant for oversight)	600.00 6 hours 100.00 each additional hour 250.00 refundable
Clean up / Deposit	
Pavilion Rentals (3 hour minimum)	
Large Redwood, Pecan Bottoms, Bledsoe-Miller, Anniversary, South Waco, Oscar DuConge, Northern Gateway, Brazos Park East Horseshoe Pits/Pavilion	50.00 per hour & electricity included
Small Alta Vista, Crestview, East Waco, Kendrick, North Waco, S. J. Guthrie, Dewey, 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
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 refundable
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
Damage Deposit	Price Negotiated refundable
Cleaning Fee	Price Negotiated
<b>RECREATIONAL ACTIVITIES</b>	
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 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



## Fee Schedule By Department

FY 2014-15

Effective October 1, 2014

<u>DESCRIPTION</u>	<u>ADOPTED</u>	
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
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
Educator 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		
Educational Program Add-ons	5.00-20.00	Range per person
Facility Use Rate		
Birthday Parties	100.00-125.00	Range per party
Annual Pass Rate		
Individual Pass	25.00	per person
Family Pass	50.00	per family of 4
Annual Pass	75.00	6 guests
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 turned to a CD-ROM	25.00	
Processes		
Zoning/Board of Adjustment		
Zone Change Applications	300.00	
Special Permits	300.00	
Board of Adjustment Applications	225.00	
Administrative Appeal	225.00	

## Fee Schedule By Department

FY2014-15

Effective October 1, 2014

<u>DESCRIPTION</u>	<u>ADOPTED</u>			
<b>Subdivisions</b>				
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			
<b>Planned Unit Developments (PUD)</b>				
PUD Concept Plan (Zoning)	350.00			
PUD Final Plan	300.00			
<b>Historic Landmark Commission</b>				
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			
<b>Other Processes</b>				
Street Name Change	300.00			
Land Use Plan Change	150.00			
Affidavit Preparation and Filing	30.00			
<b>Copy Charges</b>				
Copying Black & White	0.10	per page		
Copying Color or Color Print	1.00	per page		
Copying CD for data or documents	1.00			
Property for Sale List	5.00	each		
<b>POLICE SERVICES</b>				
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			
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		
<b>Crime Free Apartment Complex Fees (charged after they complete third phase of becoming a Crime Free Member)</b>				
5 - 49 units	50.00	per year		
50 - 99 units	75.00	per year		
100 or more units	100.00	per year		
<b>Crime Free Landlords/Property Managers Fees (charged after they complete third phase of becoming a Crime Free Member)</b>				
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		





## Fee Schedule By Department

FY 2014-15

Effective October 1, 2014

### DESCRIPTION

### ADOPTED

#### 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	5x/yr	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)	Call-in only	1X per yr. per household	
Small Animal	45.00		
Medium Animal	75.00		
Large Animal	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/MO	
Refrigerant Removal From Refrigerant Containing Device (residential only)	15.00	per unit	
E-Waste Recycling (drop off only)			
Most electronics accepted	No Charge		
Not accepted - scrapped-out electronics, smoke detectors, large appliances, gas-powered equipment and any PCB, liquid fuel or radioactive containing equipment or devices			
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 <u>Fees do not include applicable sales tax</u>			
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 (compact)		Share2+	Share4+
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

## Fee Schedule By Department

FY 2014-15

Effective October 1, 2014

DESCRIPTION	ADOPTED					
<b>Commercial Container Collection - Front, Side and Rear Load Monthly Fee</b>						
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	67.20	108.13	153.14	198.97	244.87	290.16
	33.60	54.07	76.57	99.49	122.44	145.08
4 cubic yards	79.91	129.87	184.71	240.54	296.53	351.89
	39.96	64.94	92.36	120.27	148.27	175.95
6 cubic yards	103.75	171.58	245.60	320.93	396.53	471.54
	51.88	85.79	122.80	160.47	198.27	235.77
8 cubic yards	126.39	214.19	308.64	404.49	500.63	596.13
	63.20	107.10	154.32	202.25	250.32	298.07
10 cubic yards	157.98	267.74	385.80	509.65	630.79	751.12
	78.99	133.87	192.90	254.83	315.40	375.56
6 cy Compactor front load	171.58	245.60	320.93	396.53	471.54	518.70
	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		
<b>Commercial Recycling</b>	<u>Fees do not include applicable sales tax</u>					
			1X/WK	2X/WK		
Commercial Recycling Monthly Fee (no shared containers)			41.20	66.95		
Extra Service Fee is 25% of the Standard Per Container Fee at 1X/WK						
<b>Commercial &amp; Non-Profit Recycle Carts (Available to garbage carted customers only)</b>			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		
<b>Landfill</b>	<u>Fees do not include applicable sales tax</u>					
Residential, Current Water bill & Drivers License required (no copies)			No Charge	2X/MO Limit 1 ton per month		
Residential			28.65	per ton		
Self Hauling Entities			28.65	per ton		
Outside County			35.34	per ton		
Special Waste						
Asbestos			40.00	per yard/ 2 yard minimum		
Special Handling (meat 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		
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		
<b>Special Event Service</b>	<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		
<b>STREET SERVICES</b>						
Clean up fee for spills (construction materials)			500.00	per hour		
<b>TEXAS RANGER HALL OF FAME &amp; MUSEUM</b>						
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			



## Fee Schedule By Department

FY 2014-15

Effective October 1, 2014

DESCRIPTION	ADOPTED	
John Knox Texas Ranger Memorial Center		
Facility Rental Fee	550.00	Mon-Thurs
	750.00	Fri-Sun
Move In / Decorate / Set Up Day	275.00	Mon-Thurs
	550.00	Fri-Sun
Move Out Day (after 10:00 a.m.)	275.00	Mon-Thurs
	550.00	Fri-Sun
Hall of Fame Rotunda (after 5pm only)		
Facility Rental Fee	750.00	
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		Regular
Podium	No Charge	
Lectern with PA	50.00	per day
AV Cart	10.00	per day
Easel	5.00	per day
Microphone	10.00	per day
Wireless Microphone	50.00	per day
Video/Data Projector	150.00	per day
Elmo Digital Presenter	50.00	per day
Portable Screen	50.00	per day
9' x 12' Drop Screen	100.00	per day
Total Audio/Visual Package	500.00	per day
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
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		
Application Fee	50.00	per application
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
<b>TRAFFIC SERVICES</b>		
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

## Fee Schedule By Department

FY 2014-15

Effective October 1, 2014

<u>DESCRIPTION</u>	<u>ADOPTED</u>
Approved Special Events	
Approved Special Events - Traffic Control Plan Design and/or Review	25.00 per hour
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
<b>WACO REGIONAL AIRPORT</b>	
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 Tiedown/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 Tiedown/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
Airline Terminal Charges	
Ticket Counter (Each)	Included in Contract
Office, Baggage, Other Space	Included in Contract
Non Signatory Security Fee	0.50 per enplaned 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 Concession 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



# Fee Schedule By Department

FY 2014-15

Effective October 1, 2014

<u>DESCRIPTION</u>	<u>ADOPTED</u>
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
<b>WACO TRANSIT SYSTEM</b>	
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
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
	400.00 per month for all buses
Full Bus Advertising (any length of time)	800.00 per month per bus
Kong Wrap - 40.5" x 14.5 ft	
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

## Fee Schedule By Department

FY 2014-15

Effective October 1, 2014

<u>DESCRIPTION</u>	<u>ADOPTED</u>
Bus Bench Advertising	
1 -5 Benches	80.00 per month (1-5 months)
6+ Benches	75.00 per month (6-12+ months)
6+ Benches	70.00 per month (1-5 months)
6+ Benches	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
<b>WATER FUND</b>	
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
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
Nonresidential/Irrigation Demand Rates	
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
Pretreated Irrigation	
All Classes	
Volumetric Rate	1.33 per 1000



## Fee Schedule By Department

FY 2014-15

Effective October 1, 2014

DESCRIPTION	ADOPTED
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
Pretreated Irrigation	
All Classes	
Volumetric Rate	1.67 per 1000
Raw Water	125.00 per acre foot minimum subject to contract revisions
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
Fire Flows	120.00
Basic Service Call	
8am to 12pm	50.00
After 12pm	100.00
Water tap investigation (basic service fee)	50.00
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 meter and 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

## Fee Schedule By Department

FY 2014-15

Effective October 1, 2014

**DESCRIPTION**

**ADOPTED**

All meters above 1" - Meter, meter box or vault, meeting City of Waco specifications, will be furnished by the owner.		
4" Main with 4" Tap		Quoted on per cost basis
6" Main with 4" Tap		Quoted on per cost basis
6" Main with 6" Tap		Quoted on per cost basis
8" Main with 4" Tap		Quoted on per cost basis
8" Main with 6" Tap		Quoted on per cost basis
8" Main with 8" Tap		Quoted on per cost basis
10" Main with 4" Tap		Quoted on per cost basis
10" Main with 6" Tap		Quoted on per cost basis
10" Main with 8" Tap		Quoted on per cost basis
10" Main with 10" Tap		Quoted on per cost basis
12" Main with 4" Tap		Quoted on per cost basis
12" Main with 6" Tap		Quoted on per cost basis
12" Main with 8" Tap		Quoted on per cost basis
12" Main with 10" Tap		Quoted on per cost basis
12" Main with 12" Tap		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.		
No multiple connections will be made on a 3/4" service.		
Existing 1" Residential service tap (Bullhead)	425.00	includes meter & composite box
City will furnish and install additional 5/8" or 3/4" meter setting		
Existing 1 1/2" Residential service tap (Bullhead)	535.00	includes meter & composite box
City will furnish and install additional meter setting up to 1"		
Existing 2" Residential service tap (Bullhead)	550.00	includes meter & composite box
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.		
On other combinations, price will be calculated on individual basis.		
Retire 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	
Educational Training Services		
License Certification Training	100.00 - 250.00	per person
Late Registration Fee	25.00	
Class Withdrawal Fee	50.00	
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	5.00%	catering cost paid 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
Gener 0.0000		
Algae	110.00	
Alkalinity (ALK)	20.00	
Bromate	50.00	
Bromide (Br)	20.00	
BOD5	25.00	
CBOD5	25.00	
Chlorate	50.00	
Chloride (Cl)	20.00	
Residual Chlorine-Free (Cl2-F)	15.00	
Residual Chlorine-Total (Cl2-T)	15.00	





## Fee Schedule By Department

FY2014-15

Effective October 1, 2014

<u>DESCRIPTION</u>	<u>ADOPTED</u>
Chlorite	50.00
Conductivity (COND)	15.00
Dissolved organic carbon (DOC)	30.00
Dissolved Oxygen (DO)	15.00
Fluoride (Fl) (F)	20.00
Geosmin	150.00
Haloacetic Acids (HAA5)	110.00
Total Hardness	20.00
Ammonia Nitrogen (NH3-N)	30.00
Total Kjeldahl Nitrogen (TKN)	35.00
Nitrate Nitrogen (NO3-N)	20.00
Nitrite Nitrogen (NO2-N)	20.00
Perchlorate	65.00
pH	15.00
Orthophosphate (PO4-P)	20.00
Total Phosphorus (TP)	35.00
Sulfate (SO4)	20.00
Total Dissolved Solids-Probe (TDS-P)	15.00
Total Dissolved Solids-Gravimetric (TDS-G)	30.00
Total Organic Carbon (TOC)	30.00
Total Suspended Solids (TSS)	20.00
Total Trihalomethanes (TTHM)	80.00
Turbidity	15.00
UV 254 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)	15.00
Total coliform/E. coli (quantitative)	18.00
Chlorophyll	40.00
Heterotrophic Plate Count (HPC)	20.00
Group Analyses	
Anion scan (Fl, Cl, Br, NO2, NO3, PO4, SO4)	120.00
Cation Scan (Ca, Mg, Na, K, Li, NH4)	120.00
WetChems (ALK, Total Hardness, pH, COND, TDS-P, Temperature, DO)	75.00
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

## Fee Schedule By Department

FY 2014-15

Effective October 1, 2014

<u>DESCRIPTION</u>	<u>ADOPTED</u>
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
Winery Permit	37.50
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	Two (2) sections require two (2) permits at rate determined by number of rooms.
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
<b>WASTEWATER FUND</b>	
Residential Sewer Rate	
Inside City	
Base	13.00
Volumetric Rate	2.89 per 1000



# Fee Schedule By Department

FY2014-15

Effective October 1, 2014

<u>DESCRIPTION</u>	<u>ADOPTED</u>
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
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
Sewer Tap Investigation via CCTV	350.00
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	0.06 per pound
Excess of 400 ppm for TSS	0.07 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 III Metals	180.00
Table II	445.00
Oil and Grease	39.00

## Fee Schedule By Department

FY 2014-15

Effective October 1, 2014

<u>DESCRIPTION</u>	<u>ADOPTED</u>
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
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
TTO	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 from 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 usage 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.	
<b>WMARSS FUND</b>	
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



## Fee Schedule By Department

FY 2014-15

Effective October 1, 2014

<u>DESCRIPTION</u>	<u>ADOPTED</u>
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, 2014**

Animal Shelter	Police (cont)
Building Inspections/Code Enforcement	Personnel and Training
Cameron Park Zoo	Community Services Administration
City Manager's Office	CS Shift 1 Field Operations
City Secretary's Office	CS Shift 2 Field Operations
Convention Center & Visitors' Services	CS Shift 3 Field Operations
Administration/Operations/Catering	Traffic
Sales/Service/Tourist Information	K9
Facilities	Criminal Investigations Administration
Finance	Criminal Investigations Burglary/Theft
Fire	Criminal Investigations Assaults
Administration/Emergency Management/Training	Criminal Investigations General
Suppression A Shift	Community Outreach and Support
Suppression B Shift	Victim Services
Suppression C Shift	SAFE
Prevention	Drug Enforcement
Communications	Crimes against Children
Fleet Services	Special Crimes
Health Services	Family Violence
Administration/Vital Statistics	Computer Forensics
Environmental Health/OSSF	Street Crimes
WIC Program	Support Services Administration
Public Health Nursing/Preparedness	Records
STD/HIV/Lab	Communications
Housing & Community Development	Animal Control
Human Resources/ Risk Management/Employee	Crime Scene
Health Services	Criminal Intelligence
Information Technology	Public Works Group
Legal	Engineering
Library	Traffic
Central Library	Streets
East Waco Library	Purchasing
South Waco Library	Solid Waste
West Waco Library	Administration
Municipal Court	Recycling
Municipal Information	Commercial
Parks & Recreation	Residential
Administration	Landfill
Parks Development	Repair
Parks Maintenance	Texas Ranger Hall of Fame and Museum
Park Rangers	Utilities Group
Recreation	Water Treatment
Waco Mammoth Site	Wastewater Treatment (WMARSS)
Cottonwood Creek Golf Course	Customer Relations (Water Office)
Planning/Metropolitan Planning Organization	Water Quality
Police Department	Field Operations (Distribution/Collection)
Chief's Office	Waco Regional Airport
Planning and Budget	