



CITY OF WACO, TEXAS



2016-2017 FISCAL YEAR BUDGET



## On the Cover

The photos on the cover of this City of Waco 2016-17 Budget represent the completion of three total renovations of city facilities that each have served the needs of the community for many decades.

### *Dewey Community Center*

Built in 1972, the Dewey Community Center has long been an influential gathering space for the neighborhoods of North Waco and downtown. This past year, the center underwent a \$3.0 million transformation that gives the public more community space and recreational programming, and the building has become an architectural touchstone for the neighborhood. The renovation, which was the City's first design-build project, included 20,000 square feet featuring classrooms, a fitness room, computer lab, multipurpose space, game room, locker rooms and a refurbished gym. The project was completed in eight months and opened just in time to host the Parks and Recreation Department's Summer Camp.

*The Waco Animal Shelter* was constructed in the 1960's and had surpassed its effective life to house animals and to foster pet adoptions. State inspections had become increasingly difficult to pass. Through the participation of passionate animal rescue groups, area citizens, the City of Waco and private donations, the design and construction of an all new, larger capacity animal shelter with a brand new Adoption Center was accomplished. The deep commitment to the lives and future of the animals in our community has enabled this regional shelter, serving 15 cities and McLennan County, to reach and maintain no-kill status for one year, with its live-exit rate of greater than 90%.

*The East Waco Library* building was originally an HEB food store that provided a resource for food products to the East Waco community. When the store closed, it was purchased by the City of Waco and began serving the educational needs of the area as a branch of the Waco McLennan County Library as well as a Police substation. Using 2007 bond funds saved in the renovation of the Central and West Waco Libraries, the East branch library has been expanded and totally renovated to include a larger more attractive entrance, additional computers and training room, additional study rooms, a new Teen Space as well as an A/V equipped public meeting room.

This budget book was created, designed and printed totally in-house by City of Waco staff.  
Photos: Mark Randolph  
Cover Design: Jose Zuniga



**City of Waco, Texas**  
**Adopted Annual Operating Budget And Capital Improvements Program**  
**Fiscal Year October 1, 2016 – September 30, 2017**

**City Council**

Mayor Kyle Deaver  
 Council Member Wilbert Austin, District I  
 Council Member Alice Rodriguez, District II  
 Council Member John Kinnaird, District III  
 Mayor Pro Tem Dillon Meek, District IV  
 Council Member Jim Holmes, District V

City Manager  
 Dale A. Fisseler, P.E.

\*\*\*\*\*

**Budget Vote: FOR: Deaver, Austin, Rodriguez, Kinnaird, Meek, Holmes**  
**AGAINST: None**

\*\*\*\*\*

	<b>FY 2016-2017</b>		<b>FY 2015-2016</b>
<b>Property Tax Rate:</b>	\$0.776232/\$100	<b>Property Tax Rate:</b>	\$0.776232/\$100
<b>Effective Tax Rate:</b>	\$0.742454/\$100	<b>Effective Tax Rate:</b>	\$0.751336/\$100
<b>Effective M/O Tax Rate:</b>	\$0.630971/\$100	<b>Effective M/O Tax Rate:</b>	\$0.630681/\$100
<b>Rollback Tax Rate:</b>	\$0.807670/\$100	<b>Rollback Tax Rate:</b>	\$0.815871/\$100
<b>Debt Rate:</b>	\$0.114138/\$100	<b>Debt Rate:</b>	\$0.122374/\$100

\*\*\*\*\*

**Total debt obligation for City of Waco secured by property taxes: \$98,681,177**

\*\*\*\*\*

This budget will raise more revenue from property taxes than last year's budget by an amount of \$2,531,195, which is a 4.19 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 \$2,234,864.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Waco  
Texas**

For the Fiscal Year Beginning

**October 1, 2015**

A handwritten signature in black ink, appearing to read 'Jeffrey P. Stone'.

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, 2015**.

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, 2016

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, 2016, and ending September 30, 2017, 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.

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 healthy increase of \$287 million in new construction assessments for next year, which is a large part of the projected 8.33% growth in the property tax base. Our sales tax revenues are conservatively budgeted at a 5.0% 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) was developed with the City Council's priorities of maintaining and improving the City's infrastructure at the forefront. As such, the CIP includes \$5 million for street improvements, which is twice the \$2.5 million designated for street improvements in fiscal year 2014-15. With continued emphasis on infrastructure, the CIP also includes \$2.5 million for stormwater improvements, \$11.2 million for wastewater improvements and water improvements of \$23.4 million. With studies and analyses showing that the City's infrastructure needs are great, these significant funding amounts are attributable to the City Council's guidance. Other items included in the CIP to provide for the future needs of our citizens are fire apparatus replacements, building renovations, general park improvements, a sidewalk program and airport improvements.

This recommended budget includes a 2.75% pay adjustment for all employees as recommended by the City's job classification and compensation consultant. Fair employee compensation was another of the Council's priorities. Once again, another major challenge was funding health insurance. Claims for this year are coming in as projected; however, prior years' claims have negatively impacted the financial condition of the Health Insurance Fund. Also, analysis of future costs predicts a 5% increase in medical claims and a 12.1% increase in prescription claims. To fund the projected shortfall, the City is making changes to the plan design to both the Working on Wellness (WOW) and standard plans. These steps, along with new and continued wellness program initiatives, should stabilize the costs of this important employee benefit.

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 2016-17.

Sincerely,



Dale A. Fisseler, P.E.  
City Manager



## Budget Message

The fiscal year 2016-17 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 2016-17 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 improvements program section and a project-funding matrix show how projects are to be funded in FY 2016-17.

Budget glossary explains terms used in the document.

Fee schedule.

## How the Budget Was Developed

The FY 2016-17 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 the City Secretary's Office, Convention Services, Health, Housing and Economic Development, Inspection Services, Parks and Recreation, Police, Solid Waste, Streets, Traffic, Water, and Wastewater. Utility service rates will increase to address infrastructure needs. Solid Waste service rates will also increase from the current year. The budget reflects these revisions to user fees that are shown in Appendix B.



## Budget Message

### Utility Rates

This year, we budgeted base rate increases to residential, commercial and industrial water and wastewater customers. One of the significant factors contributing to changes in water and wastewater base service rates are the results of a master plan. The master plan identified the water system's infrastructure needs and a timeline to complete the essential improvements in order to provide for the future needs of our citizens, one of the Council's priorities.

The rate increases for residential, commercial, and industrial water and wastewater customers after almost a decade with few rate changes. Water base rate increases begin at \$1.15 per month along with volumetric rate increases for all tiers. The rates for residential water users will change as follows: up to 15,000 gallons, from \$2.57 per 1,000 gallons to \$2.84 per 1,000 gallons; 15,001 to 25,000 gallons, from \$3.01 per 1,000 gallons to \$3.33 per 1,000 gallons; and over 25,000 gallons, from \$3.86 per 1,000 gallons to \$4.27 per 1,000 gallons. The wastewater residential base rate will increase \$2.88 per month with the volumetric rate increasing \$0.64 per 1,000 gallons.

Solid Waste residential and roll-off rates will remain the same for FY 2016-17. However, fee changes are included for commercial collection and the landfill. The percentage change in commercial container fees range from 1% to 31% for the different service levels. Landfill gate fees will increase from \$28.65 per ton to \$30.08 per ton. Additionally, the fees for scrap tires are proposed to be increased \$0.50 to cover increases in scrap tire recycling costs.

### 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 transferred or reclassified during the year. This budget reflects a net increase of 3.22 full-time equivalents (FTEs); however, the intent is to not fill the additional positions until other FTEs become vacant and are eligible to be closed due to operational efficiency opportunities. We will continue to do the things that get citizens better customer service and quality city services in a proactive manner.

### Salary and Wage Increases

For FY 2016-17, we are recommending a salary package with a 2.75% 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 2017 increased slightly from the 2016 rate. Cost-of-living adjustments for retirees are considered on an ad hoc basis. Our funded ratio decreased slightly due to actuarial assumption changes and is currently 85.7%. The unfunded liability also increased due to these changes to \$64.4 million. Under the old assumptions, our funded ratio would have been 87.1% and the unfunded liability would have been \$57.2 million.

## Budget Message

### 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 for the current year, which gives us comfort in projecting a 5% increase for next year over the current budget. Although fuel prices have been steady this year and within budget, they are often unpredictable. Although oil prices are volatile, economic indicators suggest that they will remain steady through the period covered by this budget. Therefore, we reduced fuel costs from \$4.00 per gallon to \$3.75 per gallon for diesel and from \$3.75 per gallon to \$3.25 per gallon for unleaded. Consumption over the past twelve months was relatively steady resulting in an approximate \$330,000 decrease in our budget proposal for fuel.

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, staffing levels remain relatively unchanged as a result of the constant monitoring by all departments. Our self-funded health insurance for employees has had higher than normal claims experience this year. 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 5% to 12.1%. To address this shortfall and protect the financial integrity of this fund, the City is implementing plan design changes. Also, the fees associated with the Affordable Care Act (ACA), along with the administrative costs of the Employee Assistance program and flexible spending accounts, were moved beginning in FY 2014-15 from the Health Insurance Fund to the General Fund in order to match their nature of employer fees.

Five 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 2016-17 we allocated \$3,110,165 in cash funding for Streets, Facilities, Airport, and Parks projects in operations rather than issuing debt. In addition, we continued this same initiative in Water by funding \$1,500,000 of capital projects with cash and in Wastewater by funding \$1,000,000 of capital projects with cash. The Solid Waste Fund is also funding \$2,100,000 its landfill cell construction 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 infrastructure and 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 2016-17. These proposals include continuing a plan for replacement



## Budget Message

of certain capital assets on a regular schedule. This initiative is strengthened by the financial policies in Section IV C. Loss of grant funds for Police, Health 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 \$9.3 million in new programs and services requests and equipment replacement needs. We approved \$4.3 million of these service and equipment replacement requests to be funded in the FY 2016-17 budget. While the remaining departmental requests of \$5.0 million may be justified and desired, funding is unavailable. The proposed fund balances for FY 2016-17 are in compliance with the City's adopted policy for minimum levels and reserves.

### The General Fund

#### Summary

The General Fund revenue budget and utilization of fund balance of \$125,346,513 is based on an increase in resources of 1.6% over last year's adopted budget, due mainly to the increase in ad valorem taxes and sales taxes. No tax rate adjustment is included for FY 2016-17. Most of the additional revenues provide for salary and benefit adjustments, increased funding of operational activities and items previously funded with debt and increased funding of capital projects with cash.

#### Revenues

The General Fund is balanced principally through the following factors:

Growth in net property tax assessments –New construction and increased valuations contributed to the proposed 8.33% growth in the property tax base. New construction assessments are proposed at a healthy increase of \$287 million for FY 2016-17, but is somewhat offset by a \$326 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 five 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 consider using any excess receipts for one-time purchases in the following fiscal year. In keeping with that philosophy and expectations of the current trend continuing, we are proposing sales tax to increase 5% over last year's adopted budget.

Other factors came into play to get the budget balanced. The focus on infrastructure improvements led to the decision of bonding \$11.8 million for General Government projects. This determination shows the Council's commitment to providing for our City's future. 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.

## Budget Message

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.

### Expenditures

Some of the highlights of the General Fund expenditures for FY 2016-17 are:

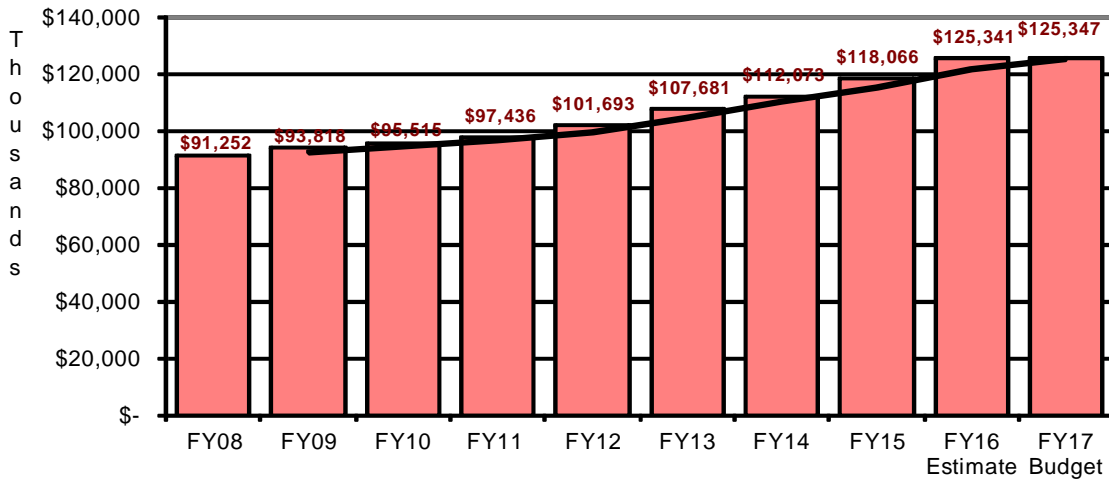
Salary and benefit adjustments – \$1.8 million

New programs and services – \$2.8 million

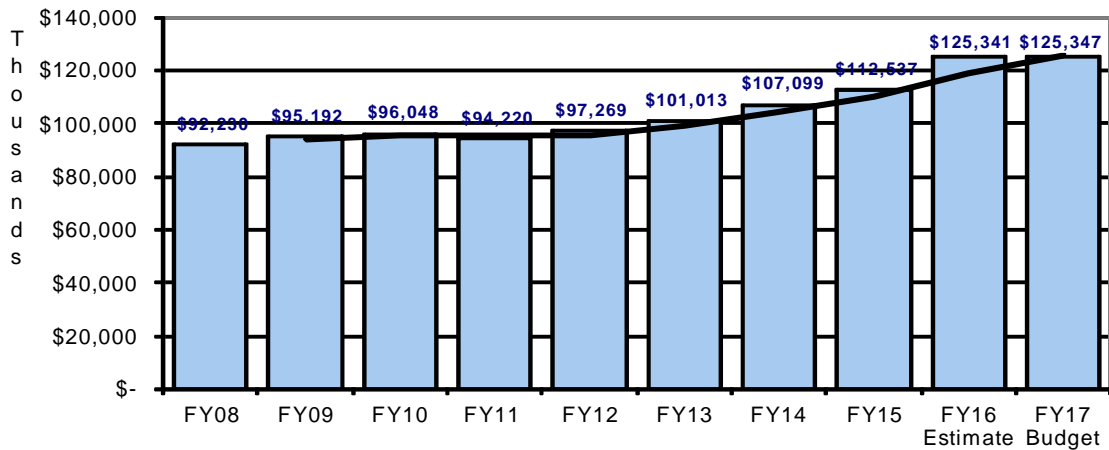
Equipment replacement – \$821,000

Added funds for Capital Equipment Replacement Fund – \$100,000

**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 2016-17 budget seeks to enhance this value while preparing to meet some important challenges in each utility. Those challenges are described here.

#### Water Operations

Extraordinary rainfall during the spring and early summer has provided a temporary reprieve to increasing water demand in many large Texas cities. This demand, however, coupled with the dwindling groundwater supply means that sound water management and efficient water use remain important. The City of Waco, designated a Superior Water System by the state, is fortunate to have an adequate water supply in Lake Waco. However, we must be responsible stewards of this important and limited resource.

Current major projects are in the engineering and development phase including replacement of the Hillcrest Ground Storage Pump Station, Water Line Improvements Project located with the Waco ETJ, Owens Lane Water Tower Replacement, Downtown Water Line Improvements, and the Airport Pump Station Enlargement. Other smaller projects classified as Asset Renewals are also being developed. For the FY2017 fiscal year, projects include Water System Improvements from Riverside, Highway 84 TXDOT Project, Mt. Carmel Treatment Plant Improvements and the Advanced Metering Infrastructure (AMI) Project. These projects are the result of a Comprehensive Water System Master Plan which was completed in 2015, along with a Comprehensive Cost of Service Study, which provides a foundation for rate and revenue models that share costs equally while providing the capital necessary for system improvements. Many improvements have recently been made to the water system, the most important of which was increasing daily treatment 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.

#### Wastewater Operations

Wastewater services include operation of the collection system, laboratory analysis, and the industrial pretreatment program.

A comprehensive Wastewater System Master Plan, outlining required infrastructure rehabilitation and replacement, was completed in 2015. From this plan, a detailed 10-year CIP program has been identified. Rerouting of flows and replacement of main interceptor lines and lift stations are the focus of the CIP program. These projects are large in scale and essential to maintaining the integrity of the system and regulatory compliance. Replacement of distressed sewer lines in older neighborhoods also continues to be a priority, as this reduces the number of sewer stop-ups and maintenance calls.

Significant progress has been made in reducing inflow and infiltration of the system. These improvements have, as a result, drastically reduced the number of rainfall related sanitary sewer overflows. Additionally, the successful in-house root-treat program, initiated several years ago, continues to hold outsourcing costs down.

## Budget Message

### **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 the necessity of adding 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. Additional treatment capacity (7.2 million gallons) was also added at the Central Wastewater Treatment Plant. These projects improved the capability of the system to accommodate and successfully treat high flows.

WMARSS is currently in the process of completing the \$42,000,000 Transfer Lift Station, which will replace the current Transfer Lift Station as well as the LaSalle Lift Station. This project also includes an additional force main to the Central Plant.

WMARSS recently hired the engineering firm of HDR to conduct a comprehensive System Master Plan to address critical infrastructure replacements and improvements. Investigations also continue regarding improving waste to energy processes with the ultimate goal of energy independence for the Central Wastewater Treatment Plant.

### **Solid Waste Operations**

The Solid Waste Services Department will operate during FY 2016-17 without residential rate increases. This budget also allows for continued update of the worn fleet through replacement with a fleet standard including fully-automated trucks that improve collection efficiencies. The department will continue outreach to increase recycling and resource conservation through its residential and commercial collections and operation of Citizen Collection Stations at Cobbs and the City landfill; continue outreach and awareness for existing and new Waco residents of solid waste services, ordinances and recycling and yard waste diversion programs that encourages the development of sustainable waste management practices in conjunction with the Sustainable Resource Practices Advisory Board; promoting diversion and recycling opportunities to reduce landfill consumption; employ effective methods to reduce illegal dumping and littering, and to monitor and enforce local rules and ordinances prohibiting such behavior and increase litter awareness; continue Stormwater compliance operations, perform regular water quality monitoring, and inspect Waco construction sites – Construction General Permit (CGP) and industrial facilities – Multi-Sector General Permit (MSGP) to ensure compliance; conducting special events such as household hazardous waste and scrap tire days; and assessing ways to improve offered services through implementation of 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 2016-17.



## Budget Message

### Other City Operations

#### **Housing & Economic Development**

The Housing & Economic Development department strives to improve the quality of life in Waco through efforts to increase affordable housing and good job opportunities. Efforts continue to increase homeownership, to provide quality affordable rental housing, upgrade an aging housing stock and provide community development programs that will revitalize our neighborhoods. In addition, the City Council approves economic development policies that allow the City to provide incentive programs for new and expanding businesses to make sure that good job opportunities increase in Waco.

The U.S. Department of Housing & Urban Development (HUD) primarily funds and regulates the housing programs; and the Economic Development programs are primarily funded by the City of Waco's General Fund and regulated by state statutes and/or tax codes. The guiding principles of the City of Waco's development efforts are the City's Comprehensive Plan, the Upjohn Research Institute data, and the Imagine Waco downtown master plan. In 2015-16, the National Resource Network also provided recommendations to the City Council regarding the creation of economic opportunities to help address Waco's poverty rate. Most efforts involve partnerships and contracts with local agencies, organizations, non-profits, and businesses.

#### **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 2016-17 budget that is approved by the Waco City Council, which includes financial support from eighteen out of twenty-one 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 2016 Community Health Needs Assessment was completed in collaboration with local partners. It was released in July 2016. Health District staff is reviewing the report for evaluation and comparison measures that will provide data for current and future community health issues. The Health District also continues to provide services that address reducing vaccine preventable diseases, TB, HIV, 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.

## Budget Message

Priority issues for the coming year include continuing to work with Prosper Waco and other community partners to address priority community health issues, including implementation of the Community Health Worker Initiative; implementation and monitoring activities and interventions identified in the strategic plan; implementation of an electronic health record; identifying new funding sources, as well as maintaining or increasing federal and state funding to sustain basic services; consideration of consolidation of vital records registrars' offices in McLennan County; and having adequate office space to house employees.

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

The Texas Ranger Hall of Fame and Museum is an enterprise department of the City of Waco and the historical center of the renowned law enforcement agency. Its twin mission is to collect, preserve and share Texas Ranger history and memorabilia and to serve as an educational tourism attraction. It was the first law enforcement historical center in the nation.

In 1964, the City of Waco requested the privilege of hosting the official State museum for the Texas Rangers. This was followed in 1971 by a State Monument, the Texas Ranger Hall of Fame, celebrating the 150<sup>th</sup> anniversary of the Texas Rangers. The complex is a landmark on I-35 and an anchor of the Brazos River Corridor for a half century.

Some 4.5 million visitors to the heritage center have spent more than \$100 million in the local economy. Publications such as *Texas Highways*, *USA Today* and *True West* consistently rank it among the most popular museums in Texas.

The complex and programs consist of (1) the Col. Homer Garrison Museum; (2) the Texas Ranger Hall of Fame, a State memorial; (3) the Tobin and Anne Armstrong Texas Ranger Research Center, a library and archives; (4) the working headquarters of Texas Rangers Company F; (5) the Knox Center banquet hall; (6) the Capt. Bob Mitchell Education Center serving regional nonprofits; and (7) the museum store.

Priorities for FY 2016-17 include completion of first phase exhibit improvements; installation of replacement roadside signage; planning for the Texas Ranger Bicentennial™; and redesign and updating of the museum web site.

### **Waco Regional Airport**

The Waco Regional Airport continues to try to rebound from the effects of the economic downturn; however, it has seen a decrease in passengers. A total of 131,442 passengers traveled through the facility in calendar year 2015, which is a 2.4% decrease from 2014. American Airlines operates five flights daily with regional jets that service Central Texas.



## Budget Message

### **Waco Convention Center & Visitors' Bureau (CVB)**

The Waco Convention Center (WCC) has long been the primary convention and meeting facility for Waco and the surrounding area. The 144,000 sq. ft. complex has long been a favorite for banquets, conferences and trade shows among other events with attendance exceeding 3,000 participants. With 14 meeting rooms, exhibit halls and ballrooms, free internet along with food and bar services, staff provides exceptional customer service from booking to completion of the event. The facility continues to increase bookings and revenues each year and is a vital economic generator for hotels, caterers, and the entire central Texas region.

The Waco Convention & Visitors Bureau includes a complete range of destination marketing and sales efforts to attract specifically targeted markets in convention, meetings, leisure, group tourism, media and travel writers. The Waco Convention & Visitors Bureau markets Waco as a destination. Aggressive marketing and sales strategies are implemented each year to convert convention and meeting leads into new business and secure repeat customers within the marketplace. As the lodging industry continues to add supply to the marketplace, the Waco CVB continues to increase and adapt sales efforts and activities.

Convention sales activities include making sales calls on meeting and convention planners in feeder markets of Dallas/Fort Worth and Austin, participation in meeting planner appointment-based marketplaces, and customer appreciation luncheons and receptions.

With the popularity of Magnolia Market, the group tour market (motor coach-based tours) has soared. Staff has had frequent inquiries and has taken the initiative to assist with custom itineraries and step-on guides to meet the demand. Staff continues to expand efforts to address marketing challenges and cooperate with various constituent markets throughout the community in order to aid in bringing events to Waco.

### **Cameron Park Zoo**

Cameron Park Zoo, for the eleventh year in a row, posted attendance over 230,000. More than 50% of those visitors traveled from outside of McLennan County, creating an economic impact of approximately \$10 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 36,000 school children annually through educational programming and outreach. Our education department is comprised of an Education Curator, employed by the City of Waco, an Education Coordinator, and Outreach educator employed by Cameron Park Zoological & Botanical Society as well as a very dedicated group of volunteers. The Outreach Educator has visited 18 schools and conducted 169 programs. Cameron Park Zoo volunteers conducted over 500 programs, donating over 8,500 hours. These donated hours equal out to a little more than four additional staff members. More than 125,000 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 eleventh 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 250,000 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 immersion display invites our guests 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 hosted a workshop to help train other great ape care staff the techniques to successfully conduct voluntary echo-cardiogram and blood pressure monitoring. Cameron Park Zoo primate staff members have conditioned our two male and two female orangutans to participate in these unique procedures. Cameron Park Zoo has also developed a blood pressure cuff specifically for female orangutans. Our staff were the first to capture that voluntary behavior with a female orangutan. This is ground-breaking work. Cameron Park Zoo has quickly become a leader in orangutan husbandry practices. 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 18 (160 Golfers) 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 helpful 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 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 2016-17, Waco Transit System, through an Interlocal Agreement with McLennan County Rural Transit District, will continue to provide all general public rural transportation services within McLennan County through a Demand Responsive transit model in addition to the current public transportation services provided within the current Waco Transit service area. Waco Transit System will be performing regional scheduling and dispatching within the six county 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. Waco Transit System is working on establishing a growing commuter service in the rural area. Waco Transit System is expected to receive an additional four rural vehicles added to the current fleet and levels of service will continue within the urban area with no increase in bus fares for FY 2016-17.

## **Budget Message**

### **Internal Service Funds**

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

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

Engineering provides design and construction administration and inspection for all public works improvements in the City including street, drainage, traffic, 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 expenses.

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. The Fleet Department also plays a critical role in the purchase of new vehicles and equipment, providing oversight to ensure equipment meets the needs of the City. 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 centers and health 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**

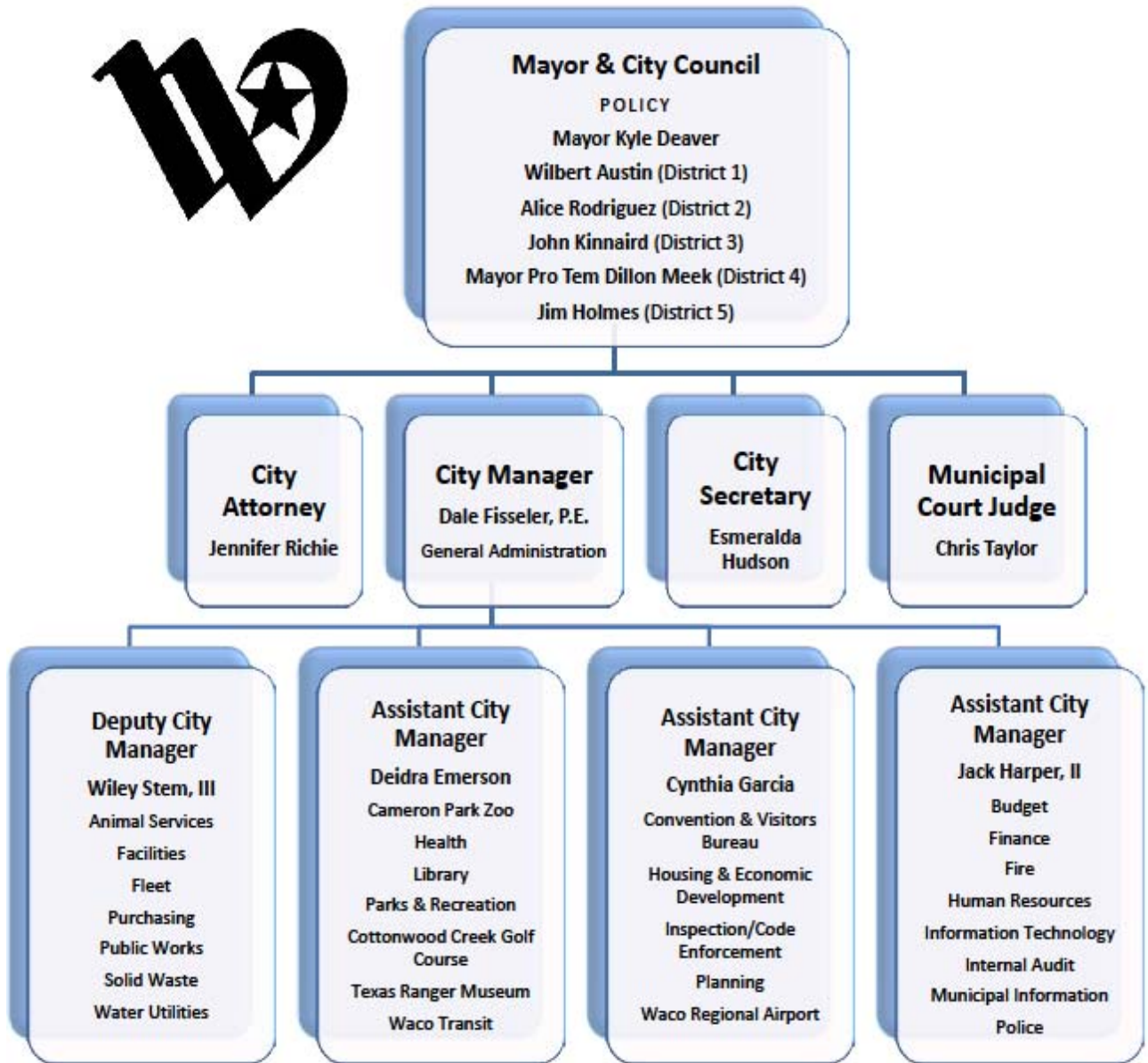
Enviably Culture and Quality of Life

### **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



## **Profile of Waco, Texas**

Welcome to our profile of the City of Waco! Although the budget for fiscal year 2015-16 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 25th 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 for the 25<sup>th</sup> consecutive year, 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 Area	(2014 Estimate) 130,194
Land	84.2 square miles
Water	11.3 square miles

## City Facilities

### Fire Protection

Number of Stations	14
Number of Fire Hydrants	5,509
Number of Sworn Personnel	201
Personnel per 1,000 population	1.56

### Police Protection

Number of Stations	1
Number of Staffed Police Facilities	3
Number of Sworn Personnel	247*
* Two officers are assigned to Municipal Court	
Personnel per 1,000 population	1.91

### Streets, Sidewalks and Storm Sewers

(All figures approximate)

Paved Streets	608.5 miles
Unpaved Streets	1.6 miles
Paved Alleys	16 miles
Sidewalks	318 miles
Storm Sewers	360 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	10,559,014,300
Number of Gallons of Water Sold	9,566,691,600
Average Daily Consumption	29,512,972
Maximum Daily Capacity of Plants	90,000,000
Water Connections	40,407
Water Mains (all lines)	1,058 miles
Meters in Service	45,917

## Profile of Waco, Texas

### Municipal Wastewater System

Sanitary Sewer Mains	865 miles
Sewer Connections	39,168

### Municipal Solid Waste Services

Number of active permitted Landfills	1
Number of Residential Customers	36,942
Number of Commercial Customers	4,575

### Park and Recreation

Parks and Greenbelt Areas	60
Developed Acreage	1,273 acres
Pavilions/Picnic Shelters	37
Picnic Tables	303
BBQ Grills	67
Park Benches	213
Restrooms	22
Drinking Fountains	27
Community Centers	5
Aquatic Facilities	1
Splash Pads	7
Playgrounds	24
Softball/Baseball Fields	23
Basketball Courts	11
Tennis Courts	28
Football Fields	3
Disc Golf Courses	2
Hike/Bike/Walk Trails	35.05 miles
Skate Park	1
Track and Field Complex	1

### Waco – McLennan County Library System

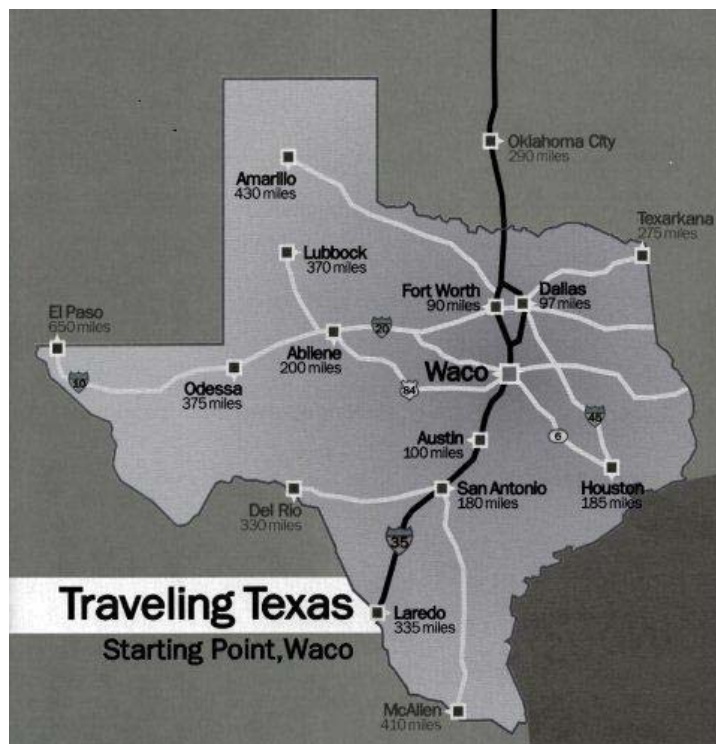
Number of Branches	4
Number of Materials	
Print Books	290,419
Audiobooks	6,929
Microfilm	10,589
Videos/DVDs	23,142
Magazine Titles	372
E-Books/e-audiobooks	31,858
Circulation	679,811
Public Computer Use	80,198
Library Cardholders	100,562
Reference Questions Answered	80,541
Library Visits	422,540

### 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 2014 was 130,194, which reflects a 14.5% growth. The Waco population of 130,194, is approximately 44.0% white, 19.4% black, 4.6% other racial groups and 32.0% are Hispanic. About 64.3% of Wacoans are below age 45 and the median household income for the Waco in 2013 was \$32,149.



## 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 Business and Economic Research, 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 increased from 119,588 in 2015 to 122,722 as of July 2016. The labor force reflected a 2.2% increase from 2015 through 2016. As of July 2016, total civilian employment was 117,071, which is a 2.2% increase from August 2015. The unemployment rate increased from 4.2% in 2015 to 4.6% in 2016.

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:

- Baylor University – Post Secondary Education
- Providence Healthcare Network - Medical-Hospital
- Waco Independent School District –Public Education
- Baylor Scott & White Hillcrest Health System - Medical-Hospital
- L-3 Communications - Aerospace/Aviation
- H-E-B - Retail Grocery Chain
- City of Waco – Municipal Government
- Midway Independent School District –Public Education
- Sanderson Farms, Inc. – Poultry Processing
- Wal-Mart - Retail

# Profile of Waco, Texas

**Over 700 Employees:**

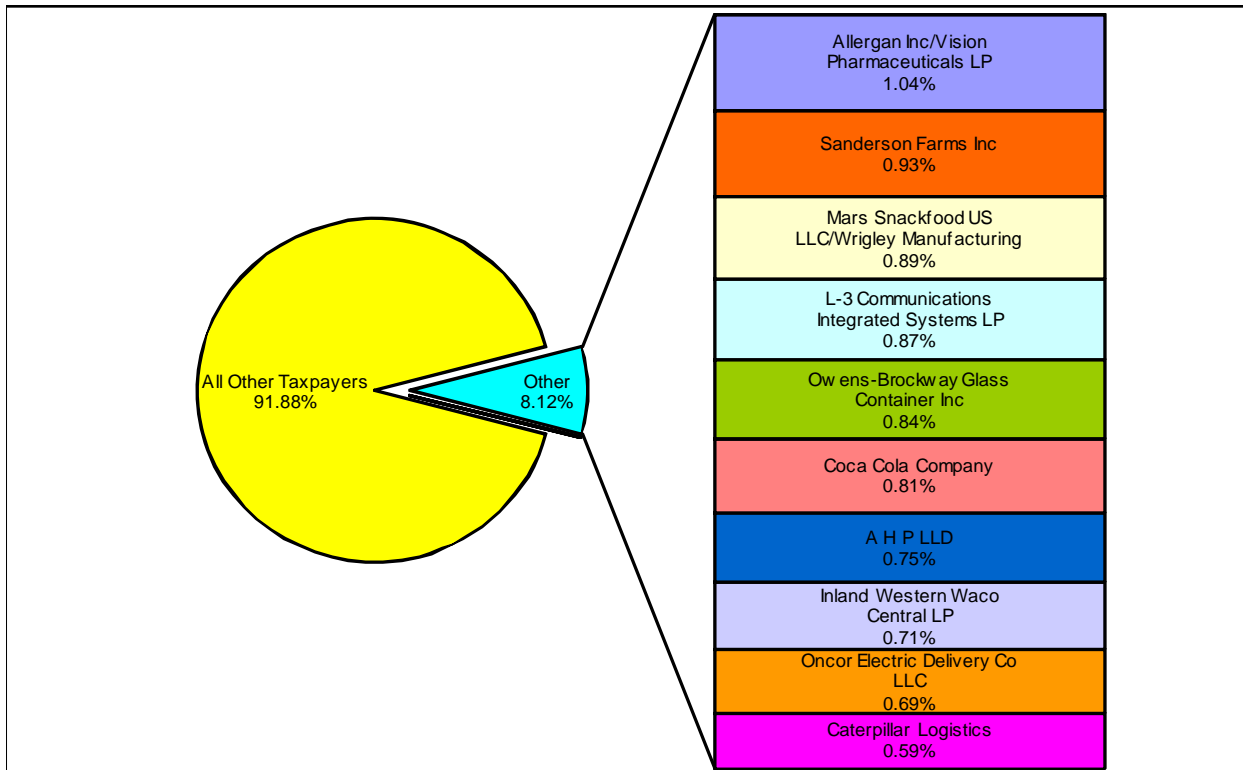
- McLennan County –County Government
- Examination Management Services, Inc. – Insurance Inspection Audit
- Veterans Affairs Regional Office – Federal Government
- Veterans Administration Medical Center - Medical-Hospital
- Aramark – Professional Services
- Allergan, Inc. – Eye Products Manufacturing
- Cargill Value Added Meats – Dressed/Packed Turkey Products

**Over 500 Employees:**

- American Income Life - Insurance
- Texas State Technical College – Post Secondary Education
- United States Postal Service – Federal Government
- Texas Youth Commission - McLennan County Juvenile Correction Facility – Youth Correctional Facility
- Mars Chocolate – North America - Candy Manufacturing
- LaVega Independent School District - Education
- McLennan Community College - Post Secondary Education

The top ten taxpayers are:

Allergan Inc/Vision Pharmaceuticals LP	Optical Products/Generic Drugs	\$	83,958,099	1.04%
Sanderson Farms Inc	Poultry processing		75,402,871	0.93%
Mars Snackfood US LLC/Wrigley Manufacturing	Confectionary Products		71,898,740	0.89%
L-3 Communications Integrated Systems LP	Aircraft Modification		70,646,150	0.87%
Owens-Brockway Glass Container Inc	Glass Containers		68,095,958	0.84%
Coca Cola Company	Production of Soft Drinks/Juices		65,486,615	0.81%
A H P LLD	Disposable Diapers		60,427,652	0.75%
Inland Western Waco Central LP	Retail Real Estate Investment		57,858,700	0.71%
Oncor Electric Delivery Co LLC	Electric and Gas Utilities		56,007,547	0.69%
Caterpillar Logistics	Logistics		47,742,657	0.59%
			657,524,989	8.12%
All Other Taxpayers			7,444,604,614	91.88%
<b>Total Taxable Value</b>		<b>\$</b>	<b>8,102,129,603</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, Baylor Scott & White Hillcrest 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

Located on I-35 between Dallas/Fort Worth and Austin, Waco marks the population center of the state of Texas. Not many other locations can boast to being within a 3-hour drive of 80 percent of the state. According to Texas Tourism, Office of the Governor, total 2015 travel spending was \$309 million in the Waco MSA. The travel and tourism industry employs 3,170 people. Local taxes generated from visitor spending total \$7.3 million.

On July 10, 2015, President Barack Obama signed an Executive Order designating Waco Mammoth National Monument! This prestigious honor was made possible through years of collaboration of the City of Waco, Baylor University, Waco Mammoth Foundation and the citizens of Waco. Waco Mammoth National Monument is the 408th unit of the National Park Service and 14th unit in Texas. Recognized as an international treasure, the Waco Mammoth National Monument 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. 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 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.

## Profile of Waco, Texas

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 Dubl-R Ball Field Complex, Waco 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 sailgating, canoeing, 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. The Waco Mammoth National Monument is operated by the Parks and Recreation Department, in partnership with the National Parks Service and Baylor University. The Parks and Recreation Department maintains 1,500 acres of park property and strives to keep these treasures in pristine condition. In addition to these opportunities, three community centers offer non-stop activities and programs throughout the year, and the department sponsors Brazos Nights/Fourth on the Brazos, Pints in the Park and Waco Wonderland. It also provides support for over 160 public events per year.

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 five public, semi-public and private golf courses in and around 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.

Other cultural and 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 Mayborn 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.

Located on the Brazos River and directly adjacent to the I-35 Corridor, McLane Stadium serves not only as the front door to Baylor University but also as the East anchor of downtown Waco. The \$266 million stadium is a once in a lifetime opportunity for Baylor University to bring football back to campus and also contribute to the growth of downtown Waco and development along the Brazos Riverfront. Managed by SMG, the worldwide leader in venue management, McLane Stadium is a state-of-the-art multifunctional facility that will host world class music, family and sporting events throughout the year in addition to Baylor University football.

The newly constructed IH-35 frontage road bridges serve to link the great State of Texas from north to south, and also Baylor University and the City of Waco from east to west. The newly constructed bridges include high performance LED lights that adorn the bridge at night as well as Lake Brazos underneath. The lights can be programmed with special shows for major national holidays as well as Baylor University events, especially football games held at McLane Stadium.

The Waco Convention Center is central Texas' premier event venue and is just blocks from I-35, minutes from Waco Regional Airport, and within walking distance of great restaurants, quality shopping, world-class attractions and many entertainment options. Affordable accommodations are never far away. There are 1,000 convention-quality hotel rooms within a one-mile radius of the Waco Convention Center, with 4,000 rooms available in greater Waco. The City of Waco's Waco Convention Center offers more than 125,000 square feet of exhibit and event space in multiple rooms. Its central location in Texas, affordable accommodations and interesting restaurants make Waco the most convenient and accessible meeting site in the entire state.



# **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 July 5, 2016.

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 secured in accordance with 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 with the calculation to include all portfolio securities, bank and savings account deposits and pool and money fund holdings. Bond proceeds will be invested in accordance with requirements of this policy, bond ordinances and the expected expenditure schedule of the proceeds.



# Investment Policy

## III. SELECTION OF BROKERS/DEALERS

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

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

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

## IV. SAFEKEEPING, CUSTODY AND BANKING SERVICES

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

Demand or time deposits of the City shall be secured in accordance with Texas Government Code Chapter 2257. Specifically, City deposits may be secured by the following:

- A letter of credit (LOC) issued by the Federal Home Loan Bank (FHLB);
- An obligation that in the opinion of the Attorney General of the United States is a general obligation of the United States and backed by its full faith and credit;
- A general or special obligation issued by a public agency that is payable from taxes, revenues, or a combination of taxes and revenues;
- Any security in which a public entity may invest under Chapter 2256 of the Texas Government Code.
- A fixed or floating rate collateralized mortgage obligation (CMO) that has an expected weighted average life of 10 years or less and does not constitute a high-risk mortgage security; or
- A surety bond

## **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 total market value of 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.

### **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 eight (8) hours of instruction relating to investment responsibilities from an independent source. Training must include education in investment controls, security risks, strategy risks, market risks, diversification 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

## **Investment Policy**

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





## **Investment Policy**

authority of this 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 LLC  
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  
TD Securities (USA) LLC  
UBS Securities LLC  
\* Wells Fargo Securities, LLC - *Because Wells Fargo is the City's current depository bank, they are not approved to sell investments to the City.*

List of Primary Dealers, effective April 18, 2016, obtained from <http://www.newyorkfed.org> .

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

Coastal Securities, L.P.  
Intl FC Stone  
Mesirow Financial  
FTN Financial  
Piper Jaffray & Co.  
Robert W. Baird & Co.  
BOSC, Inc.  
Raymond James  
Vining Sparks  
Key Bank

#### **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.



## 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 2016-17 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, Forfeiture 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, Rural Transit Fund, Risk Management Fund, Engineering Fund, Fleet Services Fund, Health Insurance Fund and Debt Service Fund.

### Budget Roles

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

#### ➤ Operating Department Managers

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

#### ➤ Staff Support

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

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

# Budget Process

## ► City Council

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

## Budget Process

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

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

The CIP defines the City’s investment and reinvestment plans for allocating resources, assigning priorities and implementing strategies to fund 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 needs and the means of meeting them. Departments are encouraged to establish an internal planning process to identify needs with a sufficient lead-time so that decisions may be made on the most advantageous financial means of addressing them.

A copy of the proposed budget is filed with the City Secretary at least fifteen days before the public hearing and is available for public inspection. The City Manager presents the budget to the Council in a series of work sessions. The tax rate is adopted by ordinance and the vote is separate from the vote on the budget. The proposed tax rate for the City of Waco is \$0.776232 for fiscal year 2016-17. 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 net assets. Project-length financial plans are adopted for capital project funds and grant funds.

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



## Budget Process

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

### Basis of Accounting

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

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

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

### Budget Amendments

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

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

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

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

# Operating and CIP Budget Calendar

Fiscal Year Ended September 30, 2017

Date	Responsibility	Action Required
January 20	Budget Office/City Manager	Budget Planning – 11:30 a.m.
January 25	Budget Office, City Manager’s Office Department Heads	Distribute CIP budget forms
February	Budget Office	Begin budget preparation
<b>February 9</b>	<b>City Council Budget/Audit Committee Budget Office, City Manager’s Office</b>	<b>Budget/Audit Meeting</b>
February 25	Department Heads	Submit CIP requests to Budget Office
Feb 29 - March 15	Budget Office	Update budget manual and forms Finish salary projections and prepare preliminary budgets
<b>March 8</b>	<b>City Council Budget/Audit Committee Budget Office, City Manager’s Office</b>	<b>Budget/Audit Meeting</b>
March 18	Budget Team, All Departments	Distribute departmental budgets Bosque Theater-10:00 a.m. & 3:00 p.m.
April 1	City Manager, Budget, Audit, City Secretary, Legal, Municipal Court, Planning, Inspections, Housing, Municipal Information, Animal Services	Final date to return completed budget to Budget Office
April 4	Finance, Information Technology, Hall of Fame, Airport, Cameron Park Zoo	Final date to return completed budget to Budget Office
April 8	Purchasing, Facilities, Fleet Services	Final date to return completed budget to Budget Office
April 11	Human Resources, Risk Management, Library, Health, Convention Services	Final date to return completed budget to Budget Office
<b>April 12</b>	<b>City Council Budget/Audit Committee Budget Office, City Manager’s Office</b>	<b>Budget/Audit Meeting</b>
April 18	Traffic, Parks & Recreation/Golf Course, Solid Waste, Engineering	Final date to return completed budget to Budget Office
April 19 – 28	Budget Team, All Departments	Prepare budgets for review
April 22	Outside Agencies	Final date to return completed budget packet to Budget Office



# Operating and CIP Budget Calendar

Fiscal Year Ended September 30, 2017

<b>Date</b>	<b>Responsibility</b>	<b>Action Required</b>
April 25	Streets, Emergency Management, Fire, Police, Utilities, Transit	Final date to return completed budget to Budget Office
April 29 – May 20	Budget Team, City Manager's Office	Budget Review Discuss proposed funding levels with Department Managers
<b>May 24</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 14</b>	<b>City Council Budget/Audit Committee Budget Office, City Manager's Office</b>	<b>Budget/Audit Meeting</b>
June 22	Plan Commission	Distribute CIP for review/public hearing
<b>July 12</b>	<b>City Council Budget/Audit Committee Budget Office, City Manager's Office</b>	<b>Budget/Audit Meeting</b>
July 15	City Manager	File proposed budget with City Secretary
July 19	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 16	City Council	Adopt 2016-17 Budget 1st Public hearing on tax rate
August 23	City Council	Special Meeting - 2nd Public hearing on tax rate
August 30	City Council	Special Meeting – Adopt 2016-17 tax rate
September - October	Budget Office	Complete adopted budget according to GFOA criteria and distribute





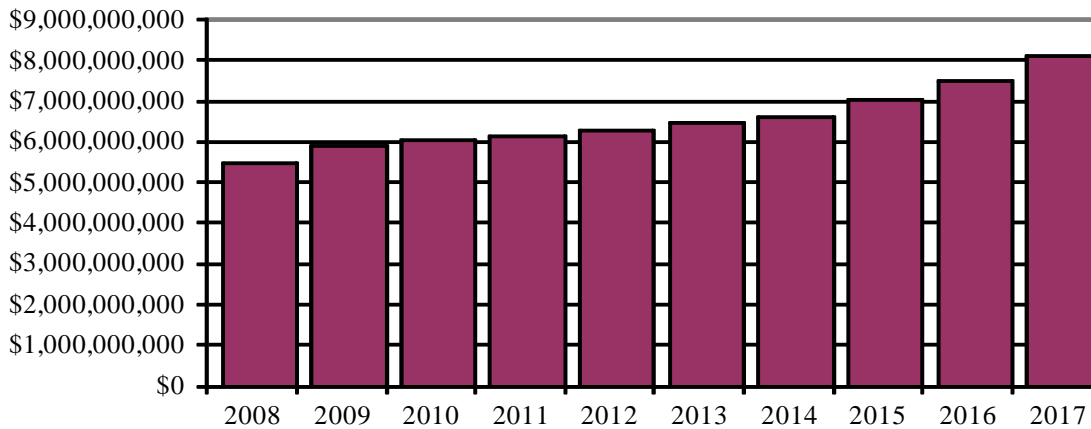


# Summaries

## Property Tax Structure for the Fiscal Year Ended September 30, 2017

<b>Total Assessed Value</b>	<b>\$ 11,634,245,519</b>	
Captured Value for TIF	(384,371,830)	
<b>Exemptions</b>		
Over 65	(35,727,100)	
Homestead	(262,489,428)	
Agricultural Use	(73,719,182)	
Veterans	(72,579,985)	
Tax Abatement	(43,639,449)	
Freeport	(386,074,052)	
Pollution Control Abatement	(31,218,563)	
Limited Value	(38,140,611)	
Totally Exempt	(2,204,155,716)	
<b>Less Exemptions</b>	<b>(3,147,744,086)</b>	
<b>Total Value after Exemptions</b>	<b>\$ 8,102,129,603</b>	
Adopted Tax Rate per \$100 Valuation	\$ 0.776232	
Estimated Gross Revenues	\$ 62,891,323	
Percent (%) of Collection	98.00	
<b>Estimated Collections for 2016-17</b>	<b>\$ 61,633,497</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 2015-16 to FY 2016-17 of \$623,031,490 or 8.33%.

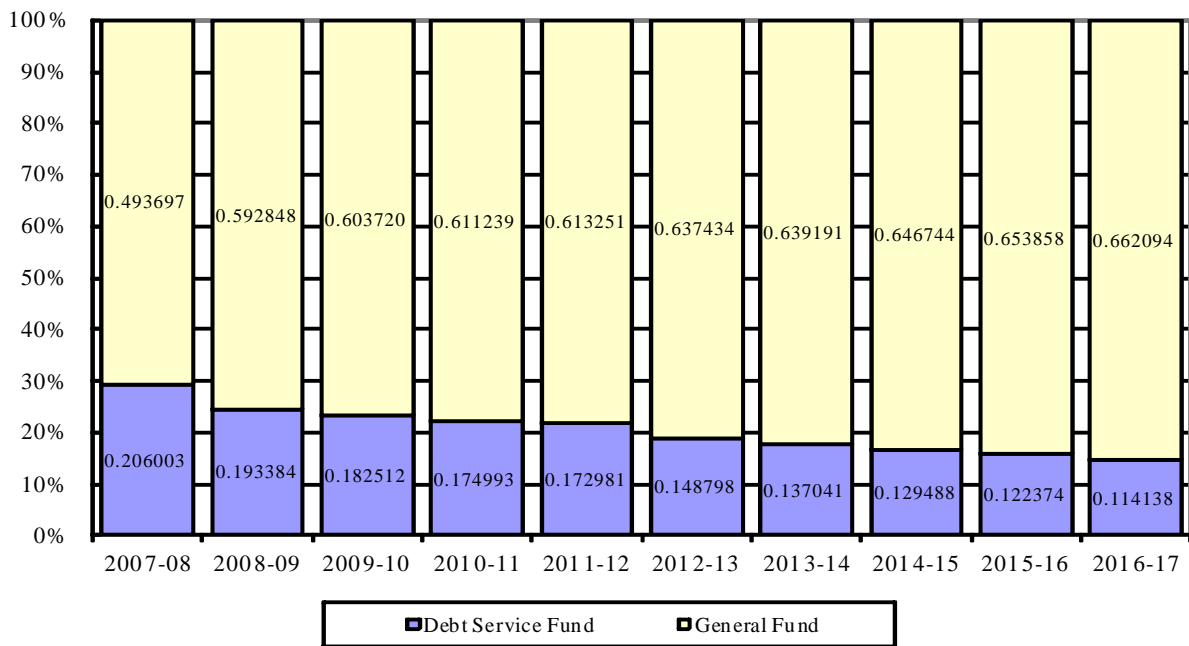


## Distribution of Current Tax Rate

	% of Total	Rate Per \$100	Budgeted Revenues
General Fund	85.30%	\$0.662094	\$52,570,764
Debt Service Fund	14.70%	\$0.114138	\$9,062,733
<b>Total</b>	<b>100.00%</b>	<b>\$0.776232</b>	<b>\$61,633,497</b>

Each \$1,000,000 of Valuation at 98% Collection Produces                   \$           7,607  
 Each \$0.01 of the Adopted Levy at 98% Collection Produces               \$           794,009

## 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 14.70% in FY 2016-17.

# 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 Police Forfeiture 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, Waco Transit and the Rural Transit Fund.

### **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

Police Forfeiture 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

Rural Transit Fund

Internal Service Funds

Risk Management Fund

Engineering Fund

Fleet Services Fund

Health Insurance Fund

### Departments by Funding Sources

Department	General Fund	Forfeiture Fund	Abandoned Motor Vehicles	PID #1	Health Fund	Street Reconstruction	Water Fund
Abandoned Motor Vehicles			268,771				
Animal Shelter	1,303,953						
Cameron Park Zoo							
City Council	179,136						
City Manager's Office	4,212,028						
City Secretary	637,783						
Contributions	16,662,726						
Convention & Visitors' Services							
Cottonwood Creek Golf Course							
Emergency Management	1,573,088						
Employee Benefits	586,804						
Engineering Services							
Facilities	3,539,076						
Finance	1,892,706						
Fire	22,992,905						
Fleet Services							
Forfeiture Funds		110,000					
Health Services					4,612,976		
Health Insurance							
Housing & Eco Development	737,914						
Human Resources	883,287						
Information Technology	3,776,779						
Inspections	1,942,073						
Legal	1,296,719						
Library	3,938,200						
Miscellaneous	901,212						
Municipal Court	1,347,884						
Municipal Information	791,514						
Parks and Recreation	11,102,252						
Planning	923,206						
Police	35,721,676						
Public Improvement District #1				1,107,636			
Purchasing	572,876						
Risk Management							
Rural Transit							
Solid Waste							
Street Reconstruction						3,888,972	
Streets & Drainage	4,359,058						
Texas Ranger Hall of Fame							
Traffic	3,471,658						
Waco Regional Airport							
Waco Transit							
Wastewater Utilities							
Water Utilities							43,036,352
WMARSS							
<b>TOTAL</b>	<b>125,346,513</b>	<b>110,000</b>	<b>268,771</b>	<b>1,107,636</b>	<b>4,612,976</b>	<b>3,888,972</b>	<b>43,036,352</b>



### Departments by Funding Sources

Department	Transit Fund	Rural Transit	Risk Management	Engineering Fund	Fleet Services	Health Insurance	TOTAL
Abandoned Motor Vehicles							268,771
Animal Shelter							1,303,953
Cameron Park Zoo							4,263,834
City Council							179,136
City Manager's Office							4,212,028
City Secretary							637,783
Contributions							16,662,726
Convention & Visitors' Services							4,924,980
Cottonwood Creek Golf Course							2,179,010
Emergency Management							1,573,088
Employee Benefits							586,804
Engineering Services				2,626,653			2,626,653
Facilities							3,539,076
Finance							1,892,706
Fire							22,992,905
Fleet Services					1,987,138		1,987,138
Forfeiture Funds							110,000
Health Services							4,612,976
Health Insurance						13,874,447	13,874,447
Housing & Eco Development							737,914
Human Resources							883,287
Information Technology							3,776,779
Inspections							1,942,073
Legal							1,296,719
Library							3,938,200
Miscellaneous							901,212
Municipal Court							1,347,884
Municipal Information							791,514
Parks and Recreation							11,102,252
Planning							923,206
Police							35,721,676
Public Improvement District #1							1,107,636
Purchasing							572,876
Risk Management			3,666,507				3,666,507
Rural Transit		767,473					767,473
Solid Waste							20,035,118
Street Reconstruction							3,888,972
Streets & Drainage							4,359,058
Texas Ranger Hall of Fame							1,402,417
Traffic							3,471,658
Waco Regional Airport							1,518,571
Waco Transit	8,441,536						8,441,536
Wastewater Utilities							29,143,438
Water Utilities							43,036,352
WMARSS							10,228,430
<b>TOTAL</b>	<b>8,441,536</b>	<b>767,473</b>	<b>3,666,507</b>	<b>2,626,653</b>	<b>1,987,138</b>	<b>13,874,447</b>	<b>283,430,772</b>





## Net Fund Balance Change Estimated FY 2015-16

Fund	Beginning Fund Balance	Revenues	Expenditures	Ending Fund Balance	Net Change	Comments
<b>General Fund</b>	54,313,084	122,709,645	125,341,232	51,681,497	(2,631,587)	Utilization of fund balance was budgeted at \$7.1 million; however, several major revenues more than budgeted. Ending balance exceeds City's policy of 18% required reserves.
<b>Health Fund</b>	820,811	4,207,896	4,132,350	896,357	75,546	Vacancies and turnover during the year created underruns in expenses that contributed to increase in fund balance.
<b>PID #1</b>	716,835	487,685	452,242	752,278	35,443	Funds for capital projects not used; will carry forward to next year.
<b>Street Reconstruction Fund</b>	9,333,853	4,739,952	7,263,443	6,810,362	(2,523,491)	Approved projects carried into the 2015-16 fiscal year from the prior year resulting in a significant amount of rolled encumbrances.
<b>Water Fund</b>	114,257,608	39,182,748	40,515,206	112,925,150	(1,332,458)	A significant amount of encumbrances rolled into FY 2015-16. Ending balance exceeds City's policy of 30% required reserves.
<b>Wastewater Fund</b>	70,811,985	21,898,577	23,796,458	68,914,104	(1,897,881)	Revenues under budget and encumbrances rolled into FY 2015-16. Ending balance exceeds City's policy of 30% required reserves.
<b>WMARSS Fund</b>	883,215	8,353,113	8,906,555	329,773	(553,442)	Overrun in expenses contributed to decrease in fund balance.
<b>Solid Waste Fund</b>	16,747,154	18,091,938	16,360,027	18,479,065	1,731,911	Excess revenues and an underrun in expenses contributed to increase in fund balance. Ending balance exceeds City's policy of 30% required reserves.
<b>Ranger Hall of Fame Fund</b>	6,072,272	1,474,036	1,571,064	5,975,244	(97,028)	An encumbrance rolled into FY 2015-16 resulting in a fund balance decrease.
<b>Waco Regional Airport Fund</b>	33,292,882	1,890,083	2,726,131	32,456,834	(836,048)	Approved project carried into the 2015-16 fiscal year from the prior year.
<b>Convention Center &amp; Visitors' Fund</b>	18,247,311	4,663,577	4,466,805	18,444,083	196,772	Hotel-motel tax revenues over budget.
<b>Cameron Park Zoo Fund</b>	12,133,785	3,965,555	3,875,942	12,223,398	89,613	Excess revenues contributed to increase in fund balance.
<b>Cottonwood Creek Golf Course Fund</b>	(292,176)	2,002,867	2,058,382	(347,691)	(55,515)	Operating revenues under budget due to downturn in golfing industry contributed to decrease in fund balance.
<b>Waco Transit Fund</b>	8,248,374	8,008,610	7,996,609	8,260,375	12,001	Excess revenues contributed to increase in fund balance.
<b>Risk Management Fund</b>	4,378,234	4,135,541	3,825,559	4,688,216	309,982	Increase to fund balance due mainly to workers' compensation claims under budget.
<b>Engineering Fund</b>	415,314	2,388,670	2,421,030	382,954	(32,360)	Overrun in expenses contributed to decrease in fund balance.
<b>Fleet Services Fund</b>	1,001,240	1,919,967	1,932,336	988,871	(12,369)	Underruns in revenues outpaced underruns in expenses that contributed to decrease in fund balance.
<b>Health Insurance Fund</b>	2,597,915	13,722,714	13,835,673	2,484,956	(112,959)	Decrease to fund balance due mainly to medical claims over budget.
<b>Total Funds</b>	<b>353,979,696</b>	<b>263,843,174</b>	<b>271,477,044</b>	<b>346,345,826</b>	<b>(7,633,870)</b>	

This discussion on the net change to the fund balance is based on the Estimated 2015-16 budget. While we know that there will be changes to the fund balance for Fiscal Year 2016-17, 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 2016-17. Summary excludes Abandoned Motor Vehicles, Police Forfeiture Fund and Rural Transit.

**2015-2017 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Balances  
Governmental Funds**

	General Fund			Police Forfeiture Fund		
	Actual 2014-15	Estimated 2015-16	Adopted 2016-17	Actual 2014-15	Estimated 2015-16	Adopted 2016-17
<b>Beginning Fund Balance</b>	<b>51,797,659</b>	<b>54,313,084</b>	<b>51,671,211</b>	<b>177,027</b>	<b>243,645</b>	<b>193,645</b>
<b>Revenues</b>						
Taxes	99,697,206	103,345,680	105,633,018	-	-	-
Permits, Licenses & Fees	1,539,711	1,484,466	1,470,392	-	-	-
Intergovernmental Revenues	1,694,924	1,680,089	1,832,886	-	-	-
Charges for Services	1,167,152	1,019,500	1,028,055	-	-	-
Fines	2,151,392	2,333,501	2,200,897	-	-	-
Interest	197,372	161,710	75,000	229	450	-
Other Revenue	10,823,165	11,749,262	10,056,103	92,827	88,550	110,000
Miscellaneous	130,236	216,371	140,232	-	-	-
General Fund Transfer	-	-	-	-	-	-
Charges for Services/Sale of Merch	664,628	719,066	769,731	-	-	-
	<b>118,065,786</b>	<b>122,709,645</b>	<b>123,206,314</b>	<b>93,056</b>	<b>89,000</b>	<b>110,000</b>
<b>Expenditures</b>						
Salaries and Wages	54,215,151	55,389,641	59,415,187	-	-	-
Employee Benefits	18,562,093	19,889,166	21,181,064	-	-	-
Purchased Prof/Tech Services	3,293,413	4,714,727	4,459,050	-	-	-
Purchased Property Services	5,592,286	7,251,950	7,601,547	3,912	-	-
Other Purchased Services	2,760,822	3,380,914	3,625,482	4,440	20,000	30,000
Supplies	5,512,823	5,593,998	6,247,672	-	61,796	80,000
Other Expenses	583,934	1,343,056	1,376,346	-	-	-
Contracts with Others	2,292,254	2,994,277	3,289,560	-	-	-
<b>Operating Expenditures</b>	<b>92,812,776</b>	<b>100,557,729</b>	<b>107,195,908</b>	<b>8,352</b>	<b>81,796</b>	<b>110,000</b>
Transfers to Other Funds	20,197,393	23,418,096	17,477,044	-	-	-
Billings	(928,002)	(1,232,351)	(1,263,464)	-	-	-
Capital Outlay	454,848	2,608,044	1,937,025	-	57,204	-
<b>Total Expenditures</b>	<b>112,537,015</b>	<b>125,351,518</b>	<b>125,346,513</b>	<b>8,352</b>	<b>139,000</b>	<b>110,000</b>
Net Increase (Decrease) in Fund Balance	5,528,771	(2,641,873)	(2,140,199)	84,704	(50,000)	-
Utilization of Fund Balance/Net Position	-	2,631,587	2,140,199	-	-	-
Adjustments to Balance to CAFR	(3,013,346)	-	-	(18,086)	-	-
<b>Ending Fund Balance</b>	<b>54,313,084</b>	<b>51,671,211</b>	<b>49,531,012</b>	<b>243,645</b>	<b>193,645</b>	<b>193,645</b>



**2015-2017 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Balances  
Governmental Funds**

<b>Health Fund</b>			<b>Abandoned Motor Vehicles Fund</b>			<b>Public Improvement District #1</b>		
<b>Actual 2014-15</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>	<b>Actual 2014-15</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>	<b>Actual 2014-15</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
561,880	820,811	896,357	165,260	354,450	312,205	645,008	716,835	752,278
-	-	-	-	-	-	326,760	350,181	320,000
194,365	183,284	180,537	-	-	-	-	-	-
45,160	67,168	79,236	-	-	-	-	-	-
755,364	713,964	717,565	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
2,013	-	-	-	-	-	2,992	1,140	800
356,110	369,215	400,368	253,595	164,605	164,605	104,240	136,364	70,000
-	-	-	-	-	-	-	-	-
2,724,229	2,874,265	3,235,270	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
<b>4,077,241</b>	<b>4,207,896</b>	<b>4,612,976</b>	<b>253,595</b>	<b>164,605</b>	<b>164,605</b>	<b>433,992</b>	<b>487,685</b>	<b>390,800</b>
1,433,567	1,516,964	1,718,014	-	-	-	-	-	-
519,140	557,068	624,731	-	-	-	-	-	-
56,149	101,815	271,685	-	-	-	284,361	343,767	329,681
20,076	17,298	18,036	-	31,250	31,500	1,030	1,800	1,800
87,741	79,975	106,006	7,134	8,000	8,080	37,371	40,150	19,150
311,227	377,384	411,270	7,271	9,100	9,191	4,928	3,025	1,500
394,093	442,241	392,441	-	-	-	-	25,000	-
989,151	1,039,605	1,070,793	-	-	-	34,477	38,500	40,000
<b>3,811,144</b>	<b>4,132,350</b>	<b>4,612,976</b>	<b>14,405</b>	<b>48,350</b>	<b>48,771</b>	<b>362,167</b>	<b>452,242</b>	<b>392,131</b>
-	-	-	50,000	65,589	50,000	-	-	-
-	-	-	-	-	-	-	-	-
7,159	-	-	-	92,911	170,000	-	-	715,505
<b>3,818,303</b>	<b>4,132,350</b>	<b>4,612,976</b>	<b>64,405</b>	<b>206,850</b>	<b>268,771</b>	<b>362,167</b>	<b>452,242</b>	<b>1,107,636</b>
258,938	75,546	-	189,190	(42,245)	(104,166)	71,825	35,443	(716,836)
-	-	-	-	-	104,166	-	-	716,836
(7)	-	-	-	-	-	2	-	-
<b>820,811</b>	<b>896,357</b>	<b>896,357</b>	<b>354,450</b>	<b>312,205</b>	<b>208,039</b>	<b>716,835</b>	<b>752,278</b>	<b>35,442</b>

**2015-2017 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Balances  
Governmental Funds**

	Street Reconstruction Fund			Total Governmental Funds		
	Actual 2014-15	Estimated 2015-16	Adopted 2016-17	Actual 2014-15	Estimated 2015-16	Adopted 2016-17
<b>Beginning Fund Balance</b>	<b>10,099,126</b>	<b>9,333,853</b>	<b>6,810,362</b>	<b>63,445,960</b>	<b>65,782,678</b>	<b>60,636,058</b>
<b>Revenues</b>						
Taxes	-	-	-	100,023,966	103,695,861	105,953,018
Permits, Licenses & Fees	-	-	-	1,734,076	1,667,750	1,650,929
Intergovernmental Revenues	1,119,726	836,038	-	2,859,810	2,583,295	1,912,122
Charges for Services	-	-	-	1,922,516	1,733,464	1,745,620
Fines	-	-	-	2,151,392	2,333,501	2,200,897
Interest	7,193	4,382	3,000	209,799	167,682	78,800
Other Revenue	1,300,000	13,560	-	12,929,937	12,521,556	10,801,076
Miscellaneous	2,585,907	-	-	2,716,143	216,371	140,232
General Fund Transfer	3,885,972	3,885,972	3,885,972	6,610,201	6,760,237	7,121,242
Charges for Services/Sale of Merch	-	-	-	664,628	719,066	769,731
	<b>8,898,798</b>	<b>4,739,952</b>	<b>3,888,972</b>	<b>131,822,468</b>	<b>132,398,783</b>	<b>132,373,667</b>
<b>Expenditures</b>						
Salaries and Wages	586,431	675,891	633,164	56,235,149	57,582,496	61,766,365
Employee Benefits	348,322	360,559	344,880	19,429,555	20,806,793	22,150,675
Purchased Prof/Tech Services	1,192,078	1,417,479	1,572,836	4,826,001	6,577,788	6,633,252
Purchased Property Services	273,429	567,059	701,560	5,890,733	7,869,357	8,354,443
Other Purchased Services	37,233	42,125	37,065	2,934,741	3,571,164	3,825,783
Supplies	63,677	93,437	124,801	5,899,926	6,138,740	6,874,434
Other Expenses	-	-	-	978,027	1,810,297	1,768,787
Contracts with Others	-	-	-	3,315,882	4,072,382	4,400,353
<b>Operating Expenditures</b>	<b>2,501,170</b>	<b>3,156,550</b>	<b>3,414,306</b>	<b>99,510,014</b>	<b>108,429,017</b>	<b>115,774,092</b>
Transfers to Other Funds	-	-	-	20,247,393	23,483,685	17,527,044
Billings	171,015	161,413	141,668	(756,987)	(1,070,938)	(1,121,796)
Capital Outlay	2,710,503	3,945,480	332,998	3,172,510	6,703,639	3,155,528
<b>Total Expenditures</b>	<b>5,382,688</b>	<b>7,263,443</b>	<b>3,888,972</b>	<b>122,172,930</b>	<b>137,545,403</b>	<b>135,334,868</b>
Net Increase (Decrease) in Fund Balance	3,516,110	(2,523,491)	-	9,649,538	(5,146,620)	(2,961,201)
Utilization of Fund Balance/Net Position	-	-	-	-	2,631,587	2,961,201
Adjustments to Balance to CAFR	(4,281,383)	-	-	(7,312,820)	-	-
<b>Ending Fund Balance</b>	<b>9,333,853</b>	<b>6,810,362</b>	<b>6,810,362</b>	<b>65,782,678</b>	<b>60,636,058</b>	<b>57,674,857</b>



**2015-2017 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Net Position**

**Enterprise Funds**

	Water Fund			WMARSS Fund		
	Actual 2014-15	Estimated 2015-16	Adopted 2016-17	Actual 2014-15	Estimated 2015-16	Adopted 2016-17
<b>Beginning Total Net Position</b>	<b>111,940,514</b>	<b>114,257,608</b>	<b>112,925,150</b>	-	<b>883,215</b>	<b>329,773</b>
<b>Revenues</b>						
Taxes	-	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-	-
Interest	125,367	79,020	75,000	36,306	21,311	18,000
Other Revenue	616,193	331,382	499,184	14,468	9,000	9,000
Miscellaneous	-	-	-	-	-	-
General Fund Transfer	-	-	-	-	-	-
Hotel-Motel Tax	-	-	-	-	-	-
Charges for Services-Enterprise Funds	36,521,704	38,772,346	42,462,168	7,119,524	8,322,802	10,201,430
Sale of Merchandise	-	-	-	-	-	-
	<b>37,263,264</b>	<b>39,182,748</b>	<b>43,036,352</b>	<b>7,170,298</b>	<b>8,353,113</b>	<b>10,228,430</b>
<b>Expenditures</b>						
Salaries and Wages	4,730,086	4,887,171	5,205,213	1,246,502	1,459,108	1,644,650
Employee Benefits	1,968,788	2,080,876	2,184,608	453,334	560,704	618,537
Purchased Prof/Tech Services	1,618,687	1,881,844	1,510,887	501,602	861,651	957,600
Purchased Property Services	1,717,024	2,272,554	2,954,162	1,076,668	1,555,119	1,229,914
Other Purchased Services	806,222	934,340	1,053,873	239,349	259,865	261,711
Supplies	4,544,493	4,990,159	5,030,452	1,895,517	2,217,624	2,295,698
Other Expenses	6,922,620	7,416,317	7,334,336	434,698	307,752	435,320
Contracts with Others	6,000	6,000	6,000	-	-	-
<b>Operating Expenditures</b>	<b>22,313,920</b>	<b>24,469,261</b>	<b>25,279,531</b>	<b>5,847,670</b>	<b>7,221,823</b>	<b>7,443,430</b>
Transfers to Other Funds	15,121,606	14,735,800	18,184,462	-	-	-
Billings	(791,194)	(772,198)	(998,141)	-	-	-
Capital Outlay	832,982	2,082,343	570,500	439,413	1,684,732	2,785,000
<b>Total Expenditures</b>	<b>37,477,314</b>	<b>40,515,206</b>	<b>43,036,352</b>	<b>6,287,083</b>	<b>8,906,555</b>	<b>10,228,430</b>
Net Increase (Decrease) in Net Position	(214,050)	(1,332,458)	-	883,215	(553,442)	-
Utilization of Fund Balance/Net Position	-	-	-	-	346,471	-
Adjustments to Balance to CAFR	2,531,144	-	-	-	-	-
<b>Ending Total Net Position</b>	<b>114,257,608</b>	<b>112,925,150</b>	<b>112,925,150</b>	<b>883,215</b>	<b>329,773</b>	<b>329,773</b>

**2015-2017 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Net Position**

**Enterprise Funds**

	Wastewater Fund			Solid Waste Fund		
	Actual 2014-15	Estimated 2015-16	Adopted 2016-17	Actual 2014-15	Estimated 2015-16	Adopted 2016-17
<b>Beginning Total Net Position</b>	<b>70,024,905</b>	<b>70,811,985</b>	<b>68,914,104</b>	<b>14,803,209</b>	<b>16,747,154</b>	<b>18,479,065</b>
<b>Revenues</b>						
Taxes		-	-	21,503	20,422	20,422
Intergovernmental Revenues	-	-	-	-	-	-
Interest	39,508	20,000	20,000	57,910	43,229	30,000
Other Revenue	42,564	16,546	15,478	113,081	221,924	119,975
Miscellaneous	-	-	-	-	18,095	-
General Fund Transfer	-	-	-	-	-	-
Hotel-Motel Tax	-	-	-	-	-	-
Charges for Services-Enterprise Funds	20,426,696	21,862,031	29,107,960	17,569,935	17,788,268	17,764,721
Sale of Merchandise	-	-	-	-	-	-
	<b>20,508,768</b>	<b>21,898,577</b>	<b>29,143,438</b>	<b>17,762,429</b>	<b>18,091,938</b>	<b>17,935,118</b>
<b>Expenditures</b>						
Salaries and Wages	1,878,422	1,746,089	1,849,222	3,012,098	2,772,810	3,260,247
Employee Benefits	738,668	719,819	759,128	1,471,451	1,407,410	1,562,763
Purchased Prof/Tech Services	871,127	996,589	1,102,723	1,790,675	1,918,412	1,977,080
Purchased Property Services	879,258	1,094,612	1,073,720	2,040,930	2,106,832	2,517,080
Other Purchased Services	119,307	159,077	207,146	153,938	161,989	167,882
Supplies	405,947	433,675	522,968	1,429,211	1,308,131	2,146,131
Other Expenses	8,461,589	9,702,158	11,186,019	2,400,027	2,498,502	2,748,425
Contracts with Others	-	-	-	39,000	39,000	39,000
<b>Operating Expenditures</b>	<b>13,354,318</b>	<b>14,852,019</b>	<b>16,700,926</b>	<b>12,337,330</b>	<b>12,213,086</b>	<b>14,418,608</b>
Transfers to Other Funds	6,526,554	7,378,669	11,627,841	869,805	688,661	2,725,375
Billings	589,785	694,444	659,671	322,689	428,452	652,670
Capital Outlay	4,782	871,326	155,000	2,007,221	3,029,828	2,238,465
<b>Total Expenditures</b>	<b>20,475,439</b>	<b>23,796,458</b>	<b>29,143,438</b>	<b>15,537,045</b>	<b>16,360,027</b>	<b>20,035,118</b>
Net Increase (Decrease) in Net Position	33,329	(1,897,881)	-	2,225,384	1,731,911	(2,100,000)
Utilization of Fund Balance/Net Position	-	-	-	-	-	2,100,000
Adjustments to Balance to CAFR	753,751	-	-	(281,439)	-	-
<b>Ending Total Net Position</b>	<b>70,811,985</b>	<b>68,914,104</b>	<b>68,914,104</b>	<b>16,747,154</b>	<b>18,479,065</b>	<b>16,379,065</b>



## 2015-2017 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 2014-15	Estimated 2015-16	Adopted 2016-17	Actual 2014-15	Estimated 2015-16	Adopted 2016-17	Actual 2014-15	Estimated 2015-16	Adopted 2016-17
5,765,173	6,072,272	5,975,244	32,702,437	33,292,882	32,456,834	18,445,187	18,247,311	18,444,083
-	-	-	-	-	-	-	-	-
-	-	-	87,600	87,600	87,600	-	-	-
2,232	1,865	1,000	5,619	2,000	2,000	2,117	2,298	1,000
131,295	48,200	9,200	301,397	222,979	227,085	182,973	154,449	186,827
150,000	150,000	150,000	-	-	-	-	-	-
819,631	711,837	669,619	179,235	736,059	354,363	-	-	-
-	-	-	-	-	-	2,706,780	3,136,525	3,361,354
348,592	309,491	314,902	846,533	769,133	773,765	1,070,547	1,098,453	1,097,730
249,306	252,643	257,696	79,142	72,312	73,758	271,806	271,852	278,069
<b>1,701,056</b>	<b>1,474,036</b>	<b>1,402,417</b>	<b>1,499,526</b>	<b>1,890,083</b>	<b>1,518,571</b>	<b>4,234,223</b>	<b>4,663,577</b>	<b>4,924,980</b>
579,360	612,822	638,263	443,022	451,920	478,702	1,229,480	1,206,415	1,363,457
199,856	228,000	235,621	175,165	201,107	210,292	488,313	531,517	577,186
24,986	41,996	42,151	92,882	45,000	14,500	300,225	693,145	471,341
11,276	16,577	24,506	107,575	106,767	112,494	120,299	247,470	906,219
48,393	52,132	54,716	70,095	71,343	72,667	691,714	797,402	787,867
88,059	119,704	110,507	143,074	138,470	146,295	395,152	543,292	376,348
206,711	179,012	125,454	39,596	57,399	57,973	233,394	256,564	258,962
-	-	-	-	-	-	-	-	-
<b>1,158,641</b>	<b>1,250,243</b>	<b>1,231,218</b>	<b>1,071,409</b>	<b>1,072,006</b>	<b>1,092,923</b>	<b>3,458,577</b>	<b>4,275,805</b>	<b>4,741,380</b>
-	-	-	-	600,000	111,000	150,000	150,000	150,000
155,707	158,821	163,189	343,800	311,533	314,648	-	-	-
39,184	162,000	8,010	410	742,592	-	32,645	41,000	33,600
<b>1,353,532</b>	<b>1,571,064</b>	<b>1,402,417</b>	<b>1,415,619</b>	<b>2,726,131</b>	<b>1,518,571</b>	<b>3,641,222</b>	<b>4,466,805</b>	<b>4,924,980</b>
347,524	(97,028)	-	83,907	(836,048)	-	593,001	196,772	-
-	-	-	-	762,794	-	-	-	-
(40,425)	-	-	506,538	-	-	(790,877)	-	-
<b>6,072,272</b>	<b>5,975,244</b>	<b>5,975,244</b>	<b>33,292,882</b>	<b>32,456,834</b>	<b>32,456,834</b>	<b>18,247,311</b>	<b>18,444,083</b>	<b>18,444,083</b>

**2015-2017 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Net Position**

**Enterprise Funds**

	Cameron Park Zoo Fund			Cottonwood Creek Golf Course Fund		
	Actual 2014-15	Estimated 2015-16	Adopted 2016-17	Actual 2014-15	Estimated 2015-16	Adopted 2016-17
<b>Beginning Total Net Position</b>	<b>13,085,480</b>	<b>12,133,785</b>	<b>12,223,398</b>	<b>(96,149)</b>	<b>(292,176)</b>	<b>(347,691)</b>
<b>Revenues</b>						
Taxes	-	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-	-
Interest	36	21	-	-	-	-
Other Revenue	9,711	300	300	83,447	87,485	88,508
Miscellaneous	-	-	-	-	-	-
General Fund Transfer	1,983,223	2,160,257	2,437,223	-	134,448	285,639
Hotel-Motel Tax	-	-	-	-	-	-
Charges for Services-Enterprise Funds	1,399,445	1,464,316	1,478,837	1,106,328	1,124,316	1,135,560
Sale of Merchandise	337,098	340,661	347,474	655,575	656,618	669,303
	<b>3,729,513</b>	<b>3,965,555</b>	<b>4,263,834</b>	<b>1,845,350</b>	<b>2,002,867</b>	<b>2,179,010</b>
<b>Expenditures</b>						
Salaries and Wages	1,428,952	1,430,043	1,494,153	409,212	506,869	549,983
Employee Benefits	622,584	726,220	752,146	155,440	205,230	228,639
Purchased Prof/Tech Services	27,678	17,424	44,424	463,236	288,236	306,941
Purchased Property Services	550,106	599,351	683,075	97,420	106,254	110,853
Other Purchased Services	81,306	98,039	99,689	138,244	154,457	136,452
Supplies	626,327	696,715	767,069	197,304	233,680	255,100
Other Expenses	164,796	145,197	146,649	417,597	438,656	443,042
Contracts with Others	131,301	125,844	214,629	-	-	-
<b>Operating Expenditures</b>	<b>3,633,050</b>	<b>3,838,833</b>	<b>4,201,834</b>	<b>1,878,453</b>	<b>1,933,382</b>	<b>2,031,010</b>
Transfers to Other Funds	-	-	-	-	-	-
Billings	-	-	-	-	-	-
Capital Outlay	-	37,109	62,000	33,450	125,000	148,000
<b>Total Expenditures</b>	<b>3,633,050</b>	<b>3,875,942</b>	<b>4,263,834</b>	<b>1,911,903</b>	<b>2,058,382</b>	<b>2,179,010</b>
Net Increase (Decrease) in Net Position	96,463	89,613	-	(66,553)	(55,515)	-
Utilization of Fund Balance/Net Position	-	-	-	-	-	-
Adjustments to Balance to CAFR	(1,048,158)	-	-	(129,474)	-	-
<b>Ending Total Net Position</b>	<b>12,133,785</b>	<b>12,223,398</b>	<b>12,223,398</b>	<b>(292,176)</b>	<b>(347,691)</b>	<b>(347,691)</b>





## 2015-2017 Summary of Estimated Revenues, Expenditures and Changes in Fund Net Position

### Enterprise Funds

Waco Transit Fund			Rural Transit Fund			Total Enterprise Funds		
Actual 2014-15	Estimated 2015-16	Adopted 2016-17	Actual 2014-15	Estimated 2015-16	Adopted 2016-17	Actual 2014-15	Estimated 2015-16	Adopted 2016-17
9,296,121	8,248,374	8,260,375	-	-	-	275,966,877	280,402,410	277,660,335
-	-	-	-	-	-	21,503	20,422	20,422
3,346,402	3,740,360	4,058,157	128,673	682,485	719,100	3,562,675	4,510,445	4,864,857
8	3	-	-	-	-	269,103	169,747	147,000
2,920,036	2,982,578	3,138,944	13,799	9,400	9,588	4,428,964	4,084,243	4,304,089
611	-	-	-	-	-	150,611	168,095	150,000
-	441,987	384,793	-	-	-	2,982,089	4,184,588	4,131,637
-	-	-	-	-	-	2,706,780	3,136,525	3,361,354
845,331	843,682	859,642	6,705	34,727	38,785	87,261,340	92,389,565	105,235,500
-	-	-	-	-	-	1,592,927	1,594,086	1,626,300
<b>7,112,388</b>	<b>8,008,610</b>	<b>8,441,536</b>	<b>149,177</b>	<b>726,612</b>	<b>767,473</b>	<b>102,975,992</b>	<b>110,257,716</b>	<b>123,841,159</b>
3,256,210	3,533,871	3,717,337	91,584	339,004	376,746	18,304,928	18,946,122	20,577,973
789,431	856,289	948,077	13,229	87,083	105,006	7,076,259	7,604,255	8,182,003
1,093,221	1,308,363	1,185,521	-	-	8,700	6,784,319	8,052,660	7,621,868
628,209	758,621	785,315	11,364	28,930	35,813	7,240,129	8,893,087	10,433,151
220,092	305,923	314,338	6,858	51,185	53,708	2,575,518	3,045,752	3,210,049
772,458	723,597	1,152,620	27,550	221,071	187,500	10,525,092	11,626,118	12,990,688
352,765	509,945	338,328	-	-	-	19,633,793	21,511,502	23,074,508
-	-	-	-	-	-	176,301	170,844	259,629
<b>7,112,386</b>	<b>7,996,609</b>	<b>8,441,536</b>	<b>150,585</b>	<b>727,273</b>	<b>767,473</b>	<b>72,316,339</b>	<b>79,850,340</b>	<b>86,349,869</b>
-	-	-	-	-	-	22,667,965	23,553,130	32,798,678
-	-	-	-	-	-	620,787	821,052	792,037
-	-	-	-	-	-	3,390,087	8,775,930	6,000,575
<b>7,112,386</b>	<b>7,996,609</b>	<b>8,441,536</b>	<b>150,585</b>	<b>727,273</b>	<b>767,473</b>	<b>98,995,178</b>	<b>113,000,452</b>	<b>125,941,159</b>
2	12,001	-	(1,408)	(661)	-	<b>3,980,814</b>	<b>(2,742,736)</b>	<b>(2,100,000)</b>
-	-	-	-	-	-	-	1,109,265	2,100,000
(1,047,749)	-	-	-	-	-	453,311	-	-
<b>8,248,374</b>	<b>8,260,375</b>	<b>8,260,375</b>	<b>(1,408)</b>	<b>(661)</b>	-	<b>280,401,002</b>	<b>277,659,674</b>	<b>275,560,335</b>

**2015-2017 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Net Position  
Internal Service Funds**

	Risk Management Fund			Engineering Fund		
	Actual 2014-15	Estimated 2015-16	Adopted 2016-17	Actual 2014-15	Estimated 2015-16	Adopted 2016-17
<b>Beginning Total Net Position</b>	3,124,596	4,378,234	4,688,216	270,784	415,314	382,954
<b>Revenues</b>						
Permits, Licenses & Fees	-	-	-	19,210	14,755	14,903
Intergovernmental Revenues	-	-	-	-	-	-
Interest	23,457	14,062	12,000	1,608	910	500
Other Revenue	-	167,914	-	4,726	4,700	4,700
Charges for Services-Internal Services	3,720,427	3,953,565	3,654,507	2,024,905	2,368,305	2,606,550
	<b>3,743,884</b>	<b>4,135,541</b>	<b>3,666,507</b>	<b>2,050,449</b>	<b>2,388,670</b>	<b>2,626,653</b>
<b>Expenditures</b>						
Salaries and Wages	334,408	298,659	333,832	1,064,487	1,233,585	1,379,822
Employee Benefits	116,012	106,808	118,646	387,418	441,478	491,899
Purchased Prof/Tech Services	223,003	243,131	268,131	27,510	153,744	156,028
Purchased Property Services	2,441	2,182	2,436	95,843	94,737	98,301
Other Purchased Services	893,420	955,658	996,717	54,456	59,572	47,562
Supplies	72,157	62,139	64,222	39,215	48,856	116,458
Other Expenses	845,084	1,567,867	1,882,523	217,270	196,745	317,083
Contracts with Others	-	-	-	-	-	-
<b>Operating Expenditures</b>	<b>2,486,525</b>	<b>3,236,444</b>	<b>3,666,507</b>	<b>1,886,199</b>	<b>2,228,717</b>	<b>2,607,153</b>
Transfers to Other Funds	-	589,115	-	-	-	-
Billings	-	-	-	-	-	-
Capital Outlay	-	-	-	12,148	192,313	19,500
<b>Total Expenditures</b>	<b>2,486,525</b>	<b>3,825,559</b>	<b>3,666,507</b>	<b>1,898,347</b>	<b>2,421,030</b>	<b>2,626,653</b>
Net Increase (Decrease) in Net Position	1,257,359	309,982	-	152,102	(32,360)	-
Utilization of Fund Balance/Net Position	-	-	-	-	-	-
Adjustments to Balance to CAFR	(3,721)	-	-	(7,572)	-	-
<b>Ending Total Net Position</b>	<b>4,378,234</b>	<b>4,688,216</b>	<b>4,688,216</b>	<b>415,314</b>	<b>382,954</b>	<b>382,954</b>



**2015-2017 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 2014-15	Estimated 2015-16	Adopted 2016-17	Actual 2014-15	Estimated 2015-16	Adopted 2016-17	Actual 2014-15	Estimated 2015-16	Adopted 2016-17
955,438	1,001,240	988,871	3,223,729	2,597,915	2,484,956	7,574,547	8,392,703	8,544,997
-	-	-	-	-	-	19,210	14,755	14,903
-	-	-	-	-	-	-	-	-
378	300	100	14,440	9,562	9,000	39,883	24,834	21,600
6,218	9,726	-	20	15	-	10,964	182,355	4,700
1,831,419	1,909,941	1,987,038	12,295,806	13,713,137	13,865,447	19,872,557	21,944,948	22,113,542
<b>1,838,015</b>	<b>1,919,967</b>	<b>1,987,138</b>	<b>12,310,266</b>	<b>13,722,714</b>	<b>13,874,447</b>	<b>19,942,614</b>	<b>22,166,892</b>	<b>22,154,745</b>
890,240	957,428	996,501	59,347	60,729	62,401	2,348,482	2,550,401	2,772,556
375,242	425,620	440,768	19,377	20,815	21,707	898,049	994,721	1,073,020
21,707	26,643	41,643	1,488,498	1,855,538	1,899,219	1,760,718	2,279,056	2,365,021
70,842	82,190	83,497	3,296	5,605	8,500	172,422	184,714	192,734
33,113	39,545	40,668	1,913	1,500	2,000	982,902	1,056,275	1,086,947
83,229	94,545	115,115	12,408	12,743	2,750	207,009	218,283	298,545
221,350	265,703	255,946	11,351,240	11,878,743	11,877,870	12,634,944	13,909,058	14,333,422
-	-	-	-	-	-	-	-	-
<b>1,695,723</b>	<b>1,891,674</b>	<b>1,974,138</b>	<b>12,936,079</b>	<b>13,835,673</b>	<b>13,874,447</b>	<b>19,004,526</b>	<b>21,192,508</b>	<b>22,122,245</b>
-	-	-	-	-	-	-	589,115	-
-	-	-	-	-	-	-	-	-
16,682	40,662	13,000	-	-	-	28,830	232,975	32,500
<b>1,712,405</b>	<b>1,932,336</b>	<b>1,987,138</b>	<b>12,936,079</b>	<b>13,835,673</b>	<b>13,874,447</b>	<b>19,033,356</b>	<b>22,014,598</b>	<b>22,154,745</b>
125,610	(12,369)	-	(625,813)	(112,959)	-	909,258	152,294	-
-	-	-	-	-	-	-	-	-
(79,808)	-	-	(1)	-	-	(91,102)	-	-
<b>1,001,240</b>	<b>988,871</b>	<b>988,871</b>	<b>2,597,915</b>	<b>2,484,956</b>	<b>2,484,956</b>	<b>8,392,703</b>	<b>8,544,997</b>	<b>8,544,997</b>

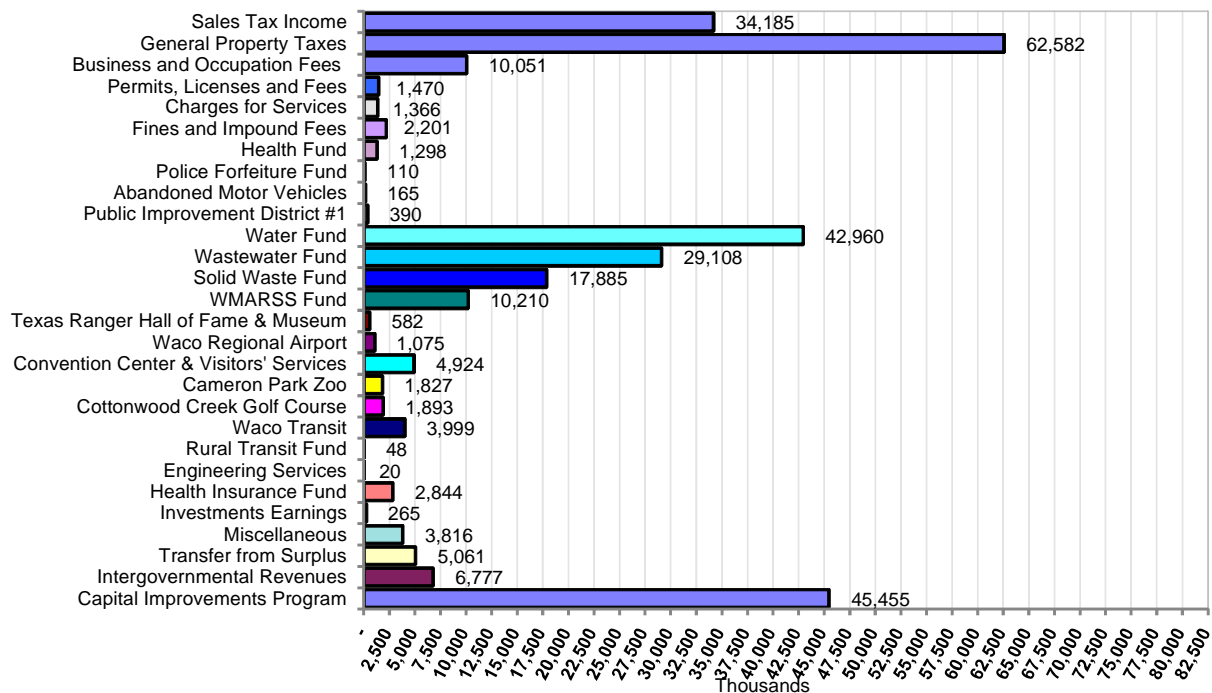
**2015-2017 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Balance / Net Position  
Total of All Funds**

	Actual 2014-15	Total Funds Estimated 2015-16	Adopted 2016-17
<b>Beginning Total Net Position</b>	<b>346,987,384</b>	<b>354,576,383</b>	<b>346,839,321</b>
<b>Revenues</b>			
Taxes	100,045,469	103,716,283	105,973,440
Permits, Licenses & Fees	1,753,286	1,682,505	1,665,832
Intergovernmental Revenues	6,422,485	7,093,740	6,776,979
Charges for Services	1,922,516	1,733,464	1,745,620
Fines	2,151,392	2,333,501	2,200,897
Interest	518,785	362,263	247,400
Other Revenue	17,369,865	16,788,154	15,109,865
Miscellaneous	2,866,754	384,466	290,232
General Fund Transfer	9,592,290	10,944,825	11,252,879
Hotel-Motel Tax	2,706,780	3,136,525	3,361,354
Charges for Services	107,798,525	115,053,579	128,118,773
Sale of Merchandise	1,592,927	1,594,086	1,626,300
<b>Total Revenues</b>	<b>254,741,074</b>	<b>264,823,391</b>	<b>278,369,571</b>
<b>Expenditures</b>			
Salaries and Wages	76,888,559	79,079,019	85,116,894
Employee Benefits	27,403,863	29,405,769	31,405,698
Purchased Professional/Technical Services	13,371,038	16,909,504	16,620,141
Purchased Property Services	13,303,284	16,947,158	18,980,328
Other Purchased Services	6,493,161	7,673,191	8,122,779
Supplies	16,632,027	17,983,141	20,163,667
Other Expenses	33,246,764	37,230,857	39,176,717
Contracts with Others	3,492,183	4,243,226	4,659,982
Operating Expenditures	<b>190,830,879</b>	<b>209,471,865</b>	<b>224,246,206</b>
Transfers to Other Funds	42,915,358	47,625,930	50,325,722
Billings	(136,200)	(249,886)	(329,759)
Capital Outlay	6,591,427	15,712,544	9,188,603
<b>Total Expenditures</b>	<b>240,201,464</b>	<b>272,560,453</b>	<b>283,430,772</b>
Net Increase (Decrease) in Net Position	14,539,610	(7,737,062)	(5,061,201)
Adjustments to Balance to CAFR	(6,950,611)	-	-
Utilization of Fund Balance/Net Position	-	3,740,852	5,061,201
<b>Ending Total Net Position</b>	<b>354,576,383</b>	<b>346,839,321</b>	<b>341,778,120</b>



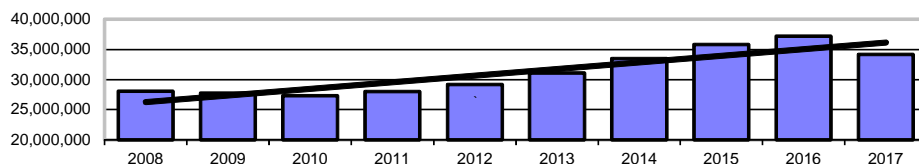
## Explanation of Revenues

The City of Waco's revenue stream for FY 2016-17 is illustrated in this graph and explained on the following pages.



### Sales Tax

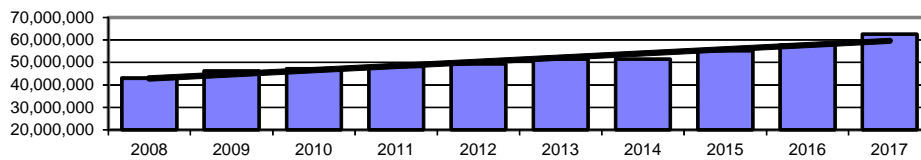
The City receives one and one-half percent sales tax on all retail sales, leases and rentals of most goods, as well as taxable services within the corporate city limits. Major exemptions from sales tax include: food, drugs (both prescription and non-prescription), non-taxable services, clothing and school 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 thirty-six 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 an increase for sales tax revenue. We are expecting to end the current year significantly over budget, so we have budgeted this revenue at a 5.0% increase over the current adopted budget for FY 2015-16.



# Explanation of Revenues

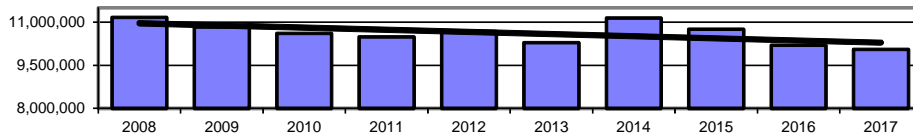
## General Property Taxes

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 \$0.776232 per hundred dollars of valuation includes \$0.114138 of debt service. Property tax receipts are budgeted to increase 8.3% 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 remained relatively steady during the last ten years. In FY 2007-08, the bond elected rate was \$0.786232. In FY 2013-14 the tax rate decreased to \$0.776232, which is the same rate that is proposed for FY 2016-17.



## 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 decrease by 4.2% 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 from which we receive gross receipts in addition to its 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, in FY 2010-11 and in FY 2015-16 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.

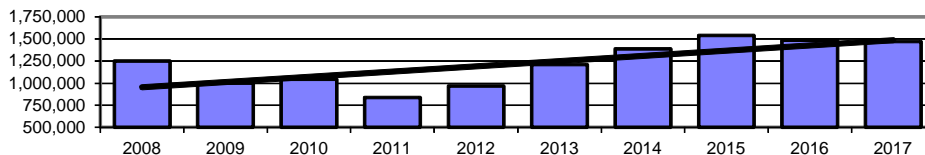




## Explanation of Revenues

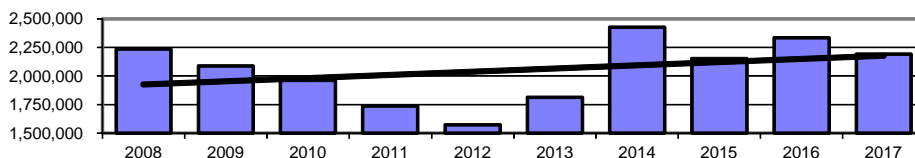
### Permits, Licenses and Fees

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.



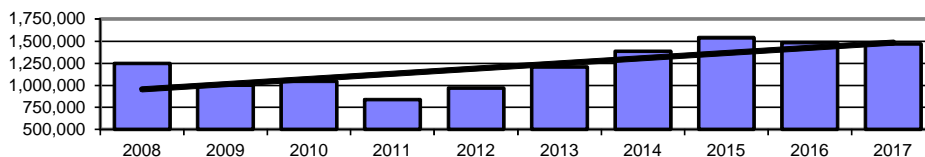
### Fines and Impound Fees

Fines and Impound Fees include court, auto impound and false alarm fines. Many factors contribute to the realization of court fines revenue. Beginning in FY 2003-04, the City participated in a multi-jurisdictional Warrant Round-up with great success. The State of Texas Office of Court Administration reviewed our collection processes and made recommendations for improvement. Our staff Collections Task Force evaluated collection efforts in other jurisdictions and implemented the processes they judged to be the most effective for Waco. Because of the enormous success of the Warrant Round-up, a collection division was added to Municipal Court's budget in FY 2004-05. The Municipal Court judge periodically reviews the amounts of all fines and determines if any need changing. This review takes place after the legislature determines if any of the state fines will change. An increase in tickets and changes in collection efforts has contributed to this revenue. The number of tickets written this year has remained steady, and we are expecting that trend 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 budgeted for the current year.



### Charges for Services

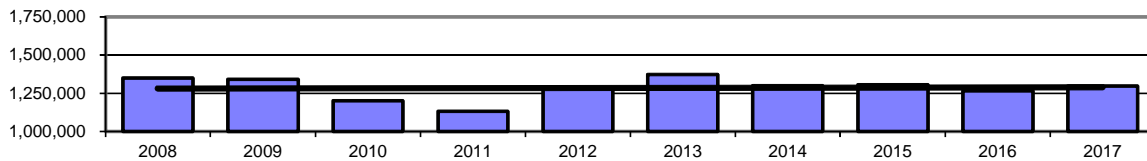
Charges for Services are funds earned by the City in exchange for specific types of services provided including weed mowing, library fees and fines, recreation fees, concessions for special events, reimbursement for police security, animal pick-up charges and animal shelter fees. These charges increased 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 National Monument 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 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.

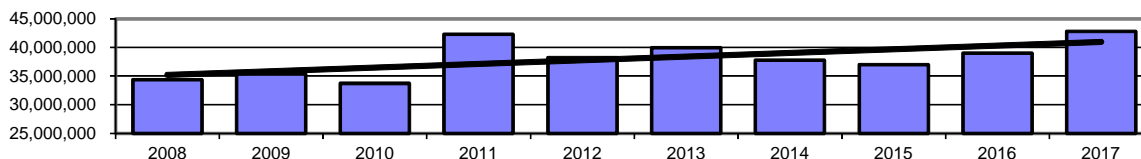


### Enterprise Fund Revenues:

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

Water revenues are budgeted to increase due to rate increases. The graph below reflects the volatility of water revenues due to 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.



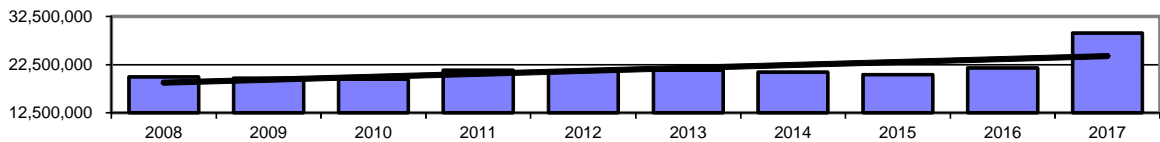




## Explanation of Revenues

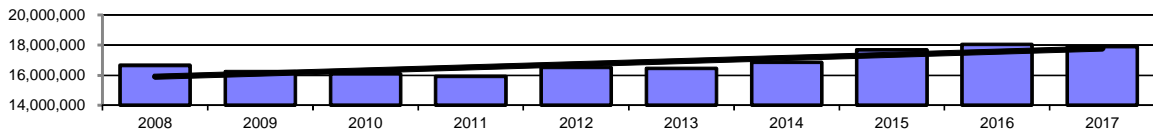
### Wastewater Services

Residential, commercial and industrial wastewater customers will see rate increases beginning January 1, 2017. User fees were increased significantly in FY 2006-07 through FY 2007-08 because of the large bond issues for improved infrastructure and treatment facilities. 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.



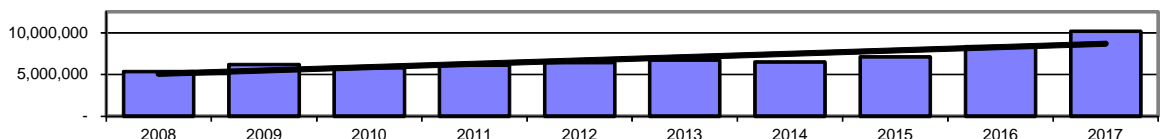
### Solid Waste Services

Solid Waste residential service fees are not budgeted to increase in FY 2016-17. The residential service fee increased \$0.50 in March 2008, but previously had not changed since FY 2005-06. In FY 2014-15, the landfill fee increased from \$27.28 to \$28.65 and budgeted to increase to \$30.08 in FY 2016-17. Commercial service rates also increased in FY 2016-17. 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.



### WMARSS

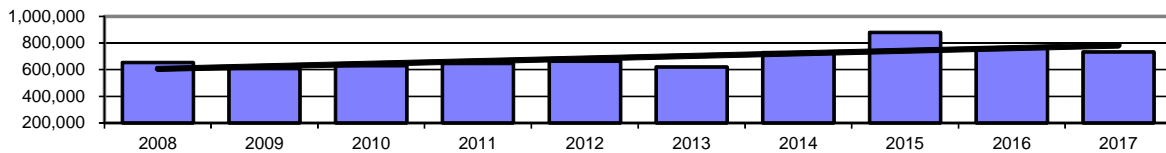
Revenues include charges to the owner cities based on their contributing flow into the regional wastewater system expressed as a percentage of the total flow of the system and multiplied by the annual requirement in maintaining and operating the Waco Metropolitan Area Regional Sewage System (WMARSS). 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

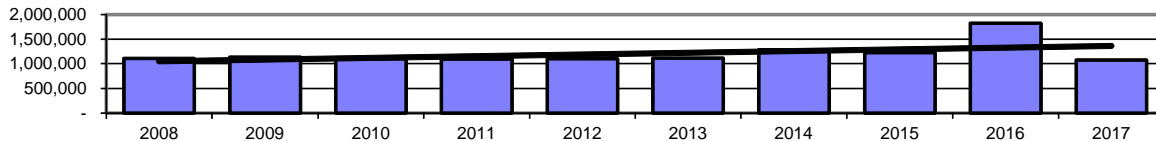
### Ranger Hall of Fame

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. However, revenues have begun slowly increasing since FY 2014-15 as the project neared completion.



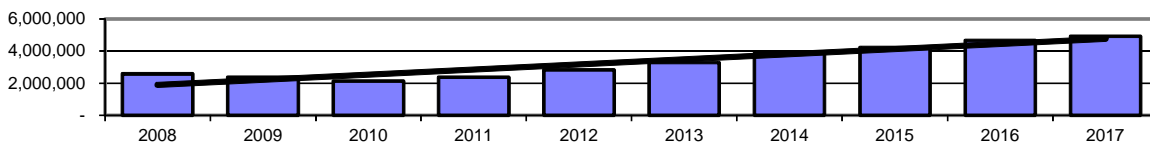
### Waco Regional Airport

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. A significant capital project was approved at the end of FY 2014-15, which resulted in the utilization of net position in FY 2015-16. 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 2007-08. 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 2016-17 reflect the increased bookings generated from the renovated facility. This is the fifth year that no funding from the General Fund is required.

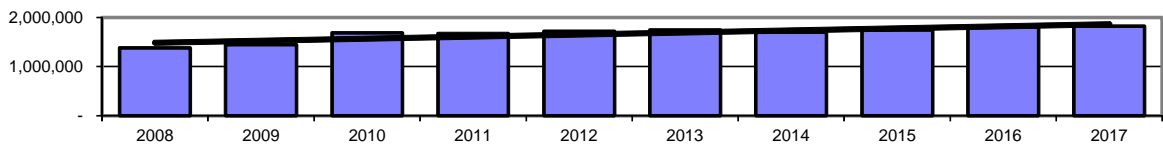




## Explanation of Revenues

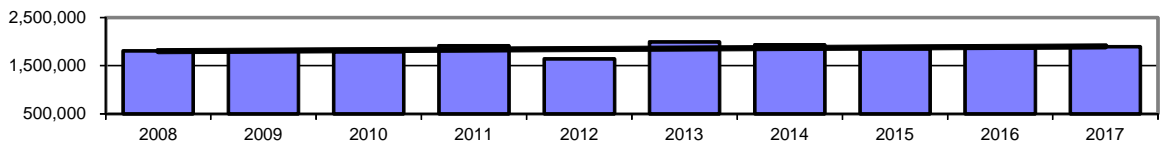
### Cameron Park Zoo

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, and increased again in FY 2015-16. Admission and Concession revenues are greatly affected by how good or bad the weather is during the year.



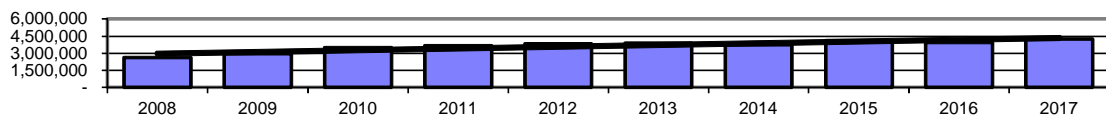
### Cottonwood Creek Golf Course

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.



### Waco Transit

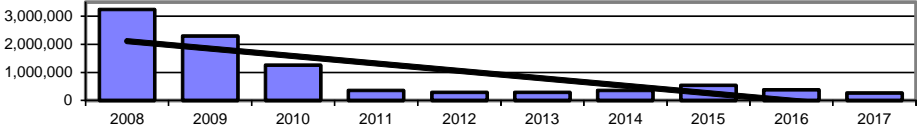
Waco Transit system provides public professional transportation services within the City limits. Revenues consist of regular and charter bus fares, van and trolley fares, and miscellaneous revenues. Transit receives funds from the Federal Transit Administration, the U.S. Department of Transportation, 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 was anticipated to terminate just before the end of FY 2013-14; however, Waco Transit was awarded the contract. 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 has continued to remain steady.



# Explanation of Revenues

## Investment Earnings

Investment earnings is dependent on prevailing short term interest rates and available fund balances. The decrease in revenues since FY 2010-11 and budgeted for FY 2016-17 are due to the drastic decrease in interest rates.



## Other Revenues

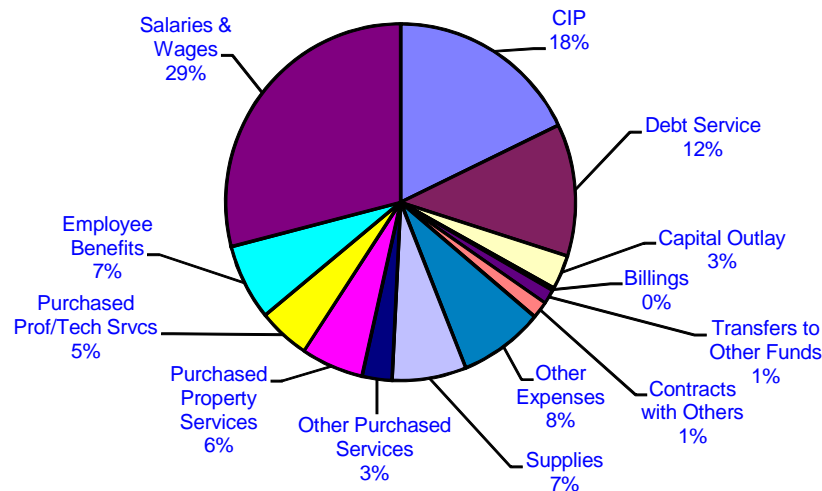
Revenues not otherwise classified or collected under various City policies, practices and contracts are included in this category. The largest items include commission from mixed drinks and concessions, rent from General Fund property, proceeds from the sale of real estate, and contributions. These revenues 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 1,543 full time employees and 51.27 part time employees (FTEs) for FY 2016-17. Salaries and benefits, which are the largest category of expenditures, are 36% of the total budget. In order to keep these costs from growing exponentially, the City has initiated the practice of striving to not increase total FTEs. As a result, the City continually analyzes areas for increased efficiencies. While the budget reflects an addition of 3.22 FTEs, it is our intent to not fill the additional FTEs until vacancies occur in areas with efficiency opportunities.

### FY 2016-17 Staffing Changes

#### General Fund

Added net of 12.43 FTEs

#### Special Revenue Funds

Added 2.90 FTEs

#### Street Reconstruction

Reduced 7.00 FTEs

#### Utility Funds

Reduced 1.00 FTEs

#### Solid Waste

Reduced 2.58 FTEs

#### Convention Center & Visitors' Services

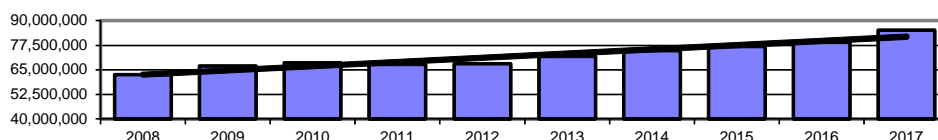
Reduced 0.75 FTEs

#### Internal Service Funds

Added 1.88 FTEs

#### Grants

Decreased net of 2.66 FTEs



## Explanation of Expenditures

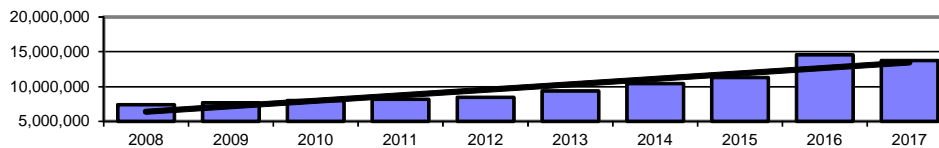
### Employee Benefits

This category covers health insurance, life insurance, Medicare and Social Security taxes, retirement benefits, unemployment taxes, workers compensation, and dues and memberships. In FY 2005-06, the City became self-funded. Health insurance costs have continued to increase year after year. The City's contribution rate for health insurance per employee increased by 13.6% in FY 2015-16. 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 85.7%.



### 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. As an effort is made to maintain total FTEs and perform services more efficiently, temporary labor and contracted services have increased to allow the City to continue to meet the needs of our citizens. These expenses can vary from year to year depending on departments' needs.

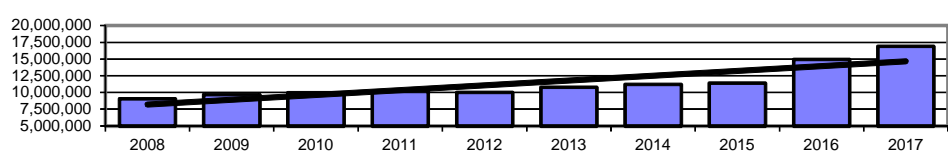


### Purchased Property Services

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. 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 program budget. This additional funding has been included due to the initiative to fund these projects from operations rather than issuing debt.

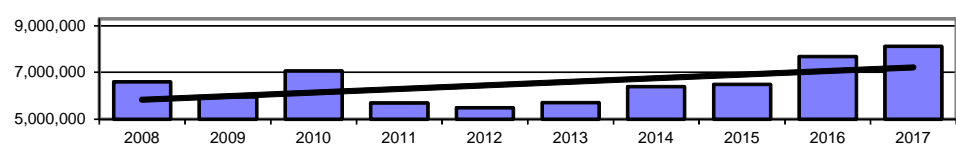


# Explanation of Expenditures



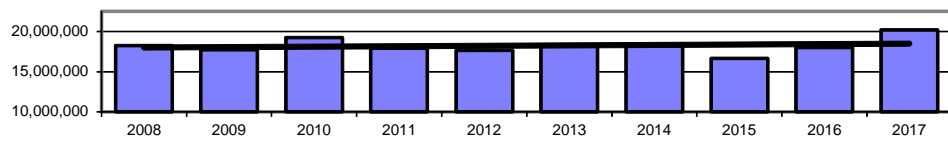
## Other Purchased Services

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

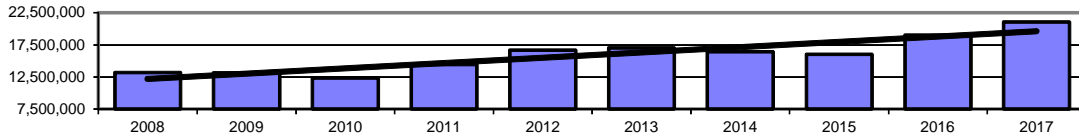
Supply accounts provide for articles of a nature which after use, are consumed or show a material change in or an appreciable impairment of their physical condition and articles liable to loss, theft and rapid depreciation. Major supply accounts in this category include office, chemical and medical, natural gas, electricity, and fuel. The volatility of fuel prices from year to year and has the potential to strain all budgets. A total of \$4.6 million is budgeted for fuel and lubricants in FY 2016-17, which is approximately \$330,000 less than the current year since consumption is trending relatively steady and fuel prices are expected to remain relatively stable through at least the end of FY 2016-17. 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

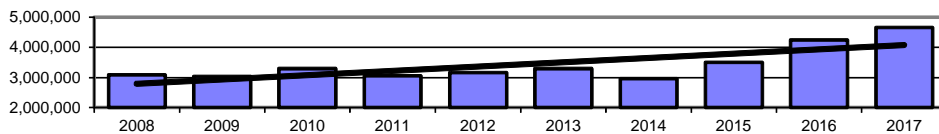
### Other Expenses

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. FY 2006-07 was the first year \$750,000 was included for the initial year of sales tax rebate for the NAFTA agreement with the Central Texas 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.



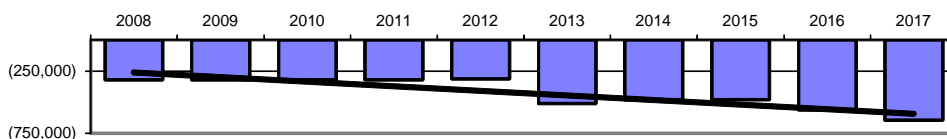
### Transfers to Other Funds

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 and as we strive to fund capital asset equipment and rolling stock replacements with cash. The Economic Incentive transfer increased by \$250,000 in FY 2005-06, \$250,000 in FY 2006-07, \$250,000 in FY 2015-16 and by another \$250,000 in FY 2016-17. 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.



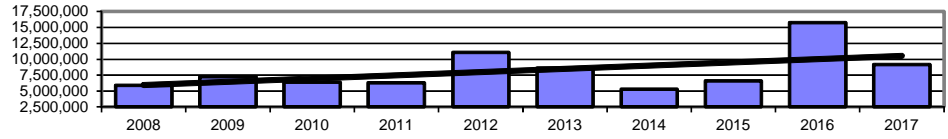




# Explanation of Expenditures

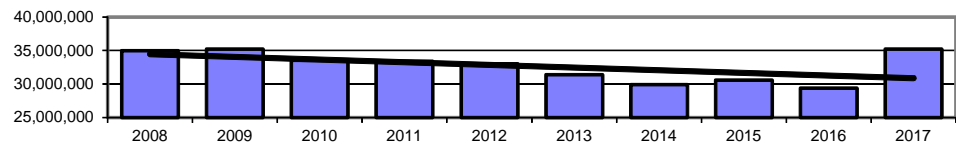
## Capital Outlay

This category includes capital expenditures in excess of \$5,000 for items which increase the capital assets of the City. These items 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.



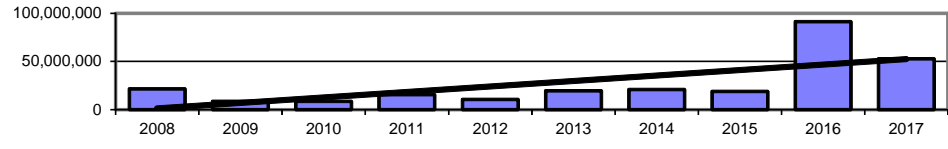
## Debt Service

This category provides for the payment of principal and interest on the City’s debt. A total of \$35,217,251 or 12% of the total budget has been budgeted in debt service for FY 2016-17. A detailed debt service section can be found beginning on page 225.



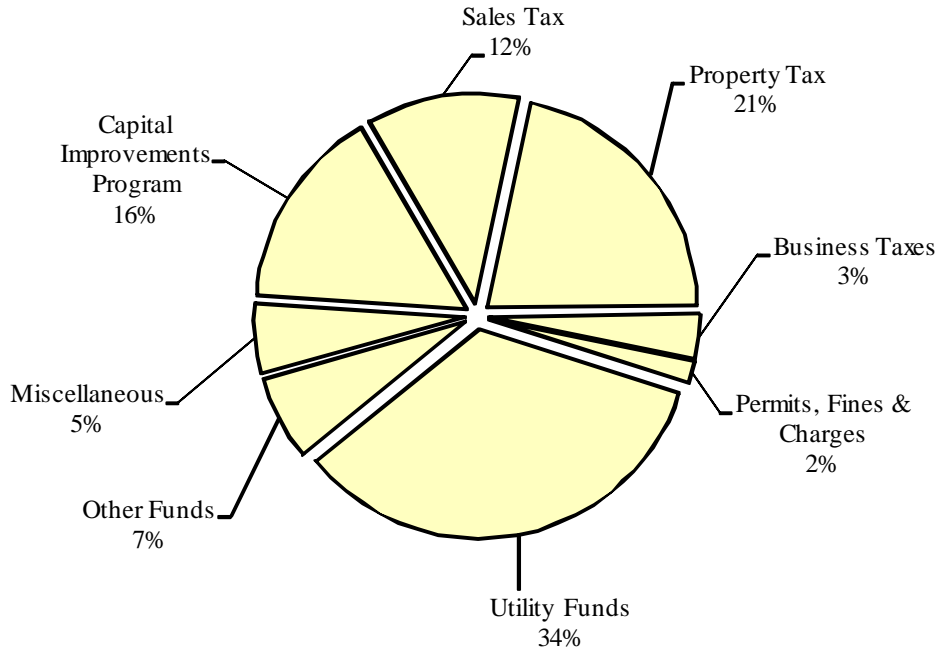
## Capital Improvements Program (CIP)

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 \$52,515,453 or 18% of the total budget. Details of the Capital Improvement Program can be found beginning on page 251.

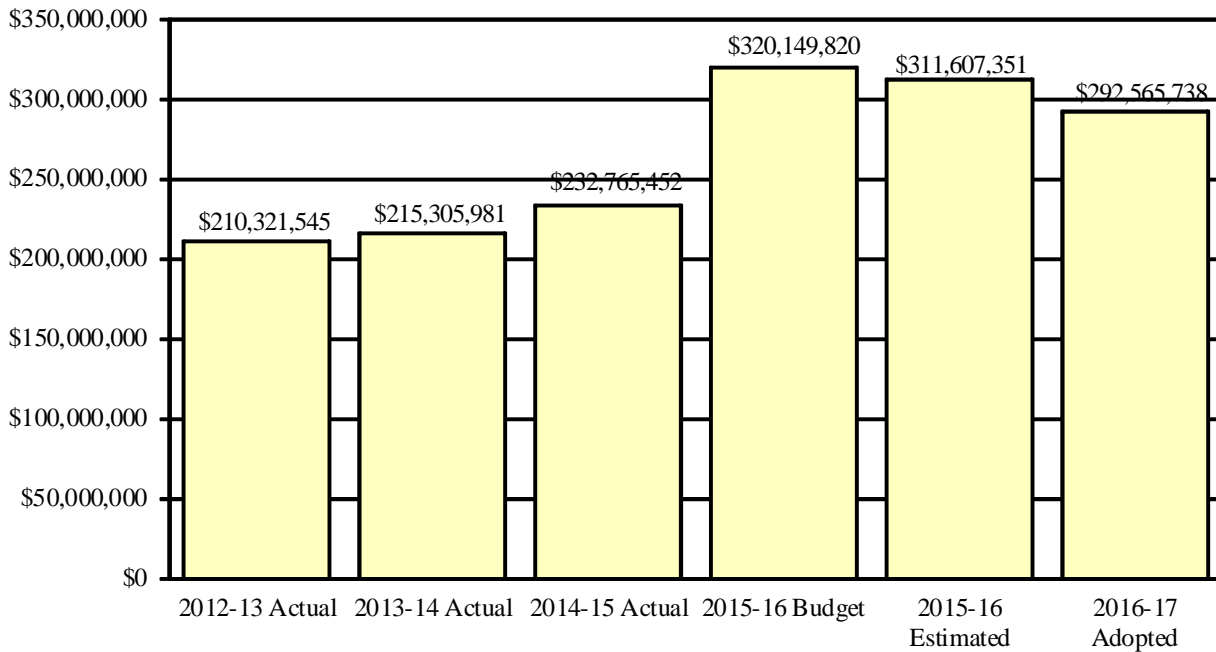


# Revenue Summary

\$292,565,738



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



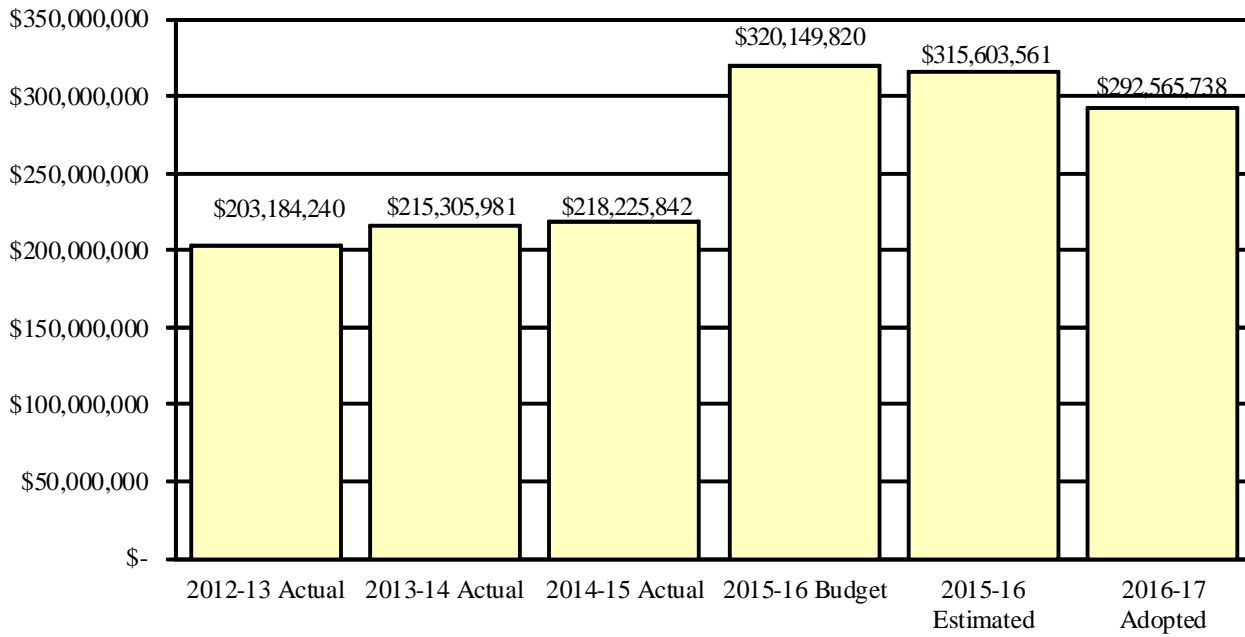
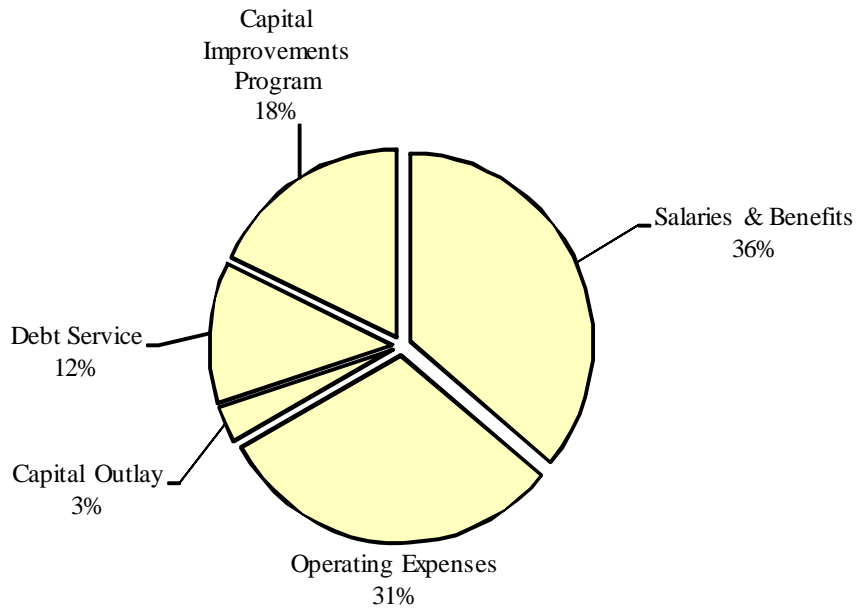


## Revenue Summary

	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimate 2015-16</b>	<b>Adopted 2016-17</b>
Sales Tax Income	35,813,531	32,557,060	37,156,538	34,184,913
General Property Taxes	55,116,343	57,839,702	57,726,675	62,581,749
Business and Occupation Fees	10,755,499	10,493,511	10,195,418	10,050,920
Permits, Licenses and Fees	1,539,711	1,137,362	1,484,466	1,470,392
Charges for Services	1,365,542	1,336,804	1,311,229	1,365,859
Fines and Impound Fees	2,151,392	2,161,559	2,333,501	2,200,897
Health Fund	1,305,839	1,249,163	1,266,463	1,298,470
Forfeiture Fund	92,827	79,000	88,550	110,000
Abandoned Motor Vehicles	253,595	220,000	164,605	164,605
Public Improvement District #1	431,000	370,000	486,545	390,000
Water Fund	37,135,940	39,557,303	39,101,578	42,959,681
Wastewater Fund	20,450,244	22,582,427	21,862,031	29,107,960
Solid Waste Fund	17,683,016	16,294,240	18,028,287	17,884,696
WMARSS Fund	7,133,992	8,321,082	8,331,802	10,210,430
Texas Ranger Hall of Fame & Museum	729,193	534,850	610,334	581,798
Waco Regional Airport	1,227,072	1,144,069	1,064,424	1,074,608
Convention Center & Visitors' Services	4,232,106	4,439,817	4,661,279	4,923,980
Cameron Park Zoo	1,746,254	1,744,863	1,805,277	1,826,611
Cottonwood Creek Golf Course	1,845,339	1,965,234	1,868,419	1,893,371
Waco Transit	3,765,978	3,666,572	3,826,260	3,998,586
Rural Transit Fund	20,504	120,500	44,127	48,373
Engineering Fund	23,936	22,438	19,455	19,603
Health Insurance Fund	2,759,259	2,874,432	2,623,153	2,843,864
Investment Earnings	541,903	276,060	384,457	264,718
Miscellaneous	9,767,667	3,669,960	5,302,068	3,816,186
Intergovernmental Revenues				
Federal	2,789,122	3,689,681	3,595,890	3,870,894
State	2,191,107	1,878,893	1,991,714	1,232,894
County	1,442,256	1,499,672	1,506,136	1,673,191
<b>Total Revenues</b>	<b>224,310,167</b>	<b>221,726,254</b>	<b>228,840,681</b>	<b>242,049,249</b>
Utilization of Fund Balance/Net Position	-	18,904,106	3,740,852	5,061,201
<b>Capital Improvements Program</b>	<b>8,455,285</b>	<b>79,519,460</b>	<b>79,025,818</b>	<b>45,455,288</b>
<b>Summary Total</b>	<b>232,765,452</b>	<b>320,149,820</b>	<b>311,607,351</b>	<b>292,565,738</b>

# Expenditure Summary

**\$292,565,738**





## Expenditure Summary

	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Salaries & Wages	76,888,559	80,499,574	79,079,019	85,116,894
Employee Benefits	17,867,296	19,144,214	18,315,770	20,384,115
Purchased Professional/Technical Services	11,346,133	13,766,599	14,541,199	14,013,591
Purchased Property Services	11,419,294	14,130,652	14,983,595	16,938,193
Other Purchased Services	6,493,161	7,670,188	7,673,191	8,122,779
Supplies	16,632,027	20,768,123	17,983,141	20,163,667
Other Expenses	16,025,048	19,833,191	19,030,462	23,014,617
Contracts with Others	3,492,183	4,130,441	4,243,226	4,659,982
<b>Operating Expenditures</b>	<b>160,163,701</b>	<b>179,942,982</b>	<b>175,849,603</b>	<b>192,413,838</b>
Transfers to Other Funds	2,393,984	3,728,970	3,804,401	3,875,000
Billings	(480,000)	(600,000)	(561,419)	(644,407)
Capital Outlay	6,591,427	16,053,818	15,712,544	9,188,603
<b>Total</b>	<b>168,669,112</b>	<b>199,125,770</b>	<b>194,805,129</b>	<b>204,833,034</b>
<b>Debt Service</b>				
Principal Retired	17,950,000	17,895,000	17,895,000	20,230,000
Interest Retired	12,185,512	11,736,729	11,479,298	14,976,430
Exchange & Commission	468,218	8,518	40,331	10,821
<b>Total Debt Service</b>	<b>30,603,730</b>	<b>29,640,247</b>	<b>29,414,629</b>	<b>35,217,251</b>
<b>Total Expenditures</b>	<b>199,272,842</b>	<b>228,766,017</b>	<b>224,219,758</b>	<b>240,050,285</b>
<b>Capital Improvements Program</b>	<b>18,953,000</b>	<b>91,383,803</b>	<b>91,383,803</b>	<b>52,515,453</b>
<b>Summary Total</b>	<b>218,225,842</b>	<b>320,149,820</b>	<b>315,603,561</b>	<b>292,565,738</b>

## Expenditures by Department

	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
<b>General Fund</b>				
City Manager's Office	3,555,989	4,222,145	4,416,759	4,212,028
City Council	144,739	155,179	150,598	179,136
Animal Shelter	909,317	2,431,714	2,536,385	1,303,953
City Secretary	503,783	572,583	520,032	637,783
Finance	1,397,518	1,532,086	1,597,026	1,892,706
Purchasing	434,702	533,558	563,993	572,876
Information Technology	2,024,166	3,554,413	3,469,031	3,776,779
Legal	1,095,306	1,189,527	1,149,031	1,296,719
Municipal Court	1,140,354	1,324,169	1,229,150	1,347,884
Planning	721,266	793,017	757,940	923,206
Human Resources	916,272	889,576	861,992	883,287
Inspections	1,721,795	1,866,677	1,834,272	1,942,073
Streets & Drainage	4,119,007	8,730,606	8,071,184	4,359,058
Traffic	1,891,638	3,025,028	2,900,557	3,471,658
Emergency Management	1,187,160	1,357,015	1,333,729	1,573,088
Fire	21,335,929	22,760,195	22,972,419	22,992,905
Police	32,674,101	34,486,002	34,059,991	35,721,676
Library	3,358,117	4,019,943	3,855,194	3,938,200
Municipal Information	946,983	754,726	876,524	791,514
Housing	295,055	748,927	1,143,144	737,914
Facilities	3,700,752	4,976,378	4,938,207	3,539,076
Parks and Recreation	9,172,026	11,056,307	10,806,047	11,102,252
Contributions	18,148,446	14,018,563	14,137,744	16,662,726
Miscellaneous	547,342	742,197	776,698	901,212
Employee Benefits	595,252	643,415	393,871	586,804
	<b>112,537,015</b>	<b>126,383,946</b>	<b>125,351,518</b>	<b>125,346,513</b>
<b>Special Revenue Funds</b>				
Health Administration	2,007,889	2,147,340	2,138,969	2,184,189
Environmental Health	210,068	265,319	256,380	288,688
Environmental Health - OSSF	255,581	269,137	267,918	280,008
Public Health Nursing	818,950	953,958	929,742	1,301,028
Sexually Transmitted Diseases	347,743	368,711	354,924	368,846
HIV/AIDS	178,072	185,800	184,417	190,217
Police Forfeiture Fund	8,352	79,000	139,000	110,000
Abandoned Motor Vehicles	64,405	220,000	206,850	268,771
Public Improvement District #1	362,167	1,065,571	452,242	1,107,636
	<b>4,253,227</b>	<b>5,554,836</b>	<b>4,930,442</b>	<b>6,099,383</b>
<b>Street Reconstruction</b>	<b>5,382,688</b>	<b>7,497,479</b>	<b>7,263,443</b>	<b>3,888,972</b>



## Expenditures by Department

	Actual 2014-15	Budget 2015-16	Estimated 2015-16	Adopted 2016-17
<b>Utility Funds</b>				
Water Office	1,591,593	1,828,100	1,555,594	1,346,513
Water Distribution	4,569,250	5,971,401	5,673,033	4,920,352
Water Treatment	7,604,909	9,164,227	8,904,841	8,608,703
Utilities Laboratory	(178,397)	-	(59,696)	-
Source of Supply	737,304	617,798	604,286	1,285,251
Water - Meter Shop	1,147,932	1,128,090	1,095,039	1,235,041
Water General & Admin	22,004,723	22,420,129	22,742,109	25,640,492
Wastewater Collection	4,400,214	5,246,256	5,481,246	5,336,472
Environmental Services	639,774	878,195	765,516	525,301
Wastewater Treatment	5,477,472	6,444,851	6,444,851	7,882,199
Wastewater General & Admin	9,957,979	11,186,439	11,104,845	15,399,466
WMARSS	6,287,083	8,685,553	8,906,555	10,228,430
	<b>64,239,836</b>	<b>73,571,039</b>	<b>73,218,219</b>	<b>82,408,220</b>
<b>Other Enterprise Funds</b>				
Solid Waste	15,537,045	17,409,890	16,360,027	20,035,118
Texas Ranger Hall of Fame	1,353,532	1,547,187	1,571,064	1,402,417
Waco Regional Airport	1,415,619	2,732,522	2,726,131	1,518,571
Convention Center & Visitors' Services	3,641,222	4,440,317	4,466,805	4,924,980
Cameron Park Zoo	3,633,050	3,905,132	3,875,942	4,263,834
Cottonwood Creek Golf Course	1,911,903	2,099,682	2,058,382	2,179,010
Rural Transit	150,585	637,581	727,273	767,473
Waco Transit	7,112,386	7,998,629	7,996,609	8,441,536
	<b>34,755,342</b>	<b>40,770,940</b>	<b>39,782,233</b>	<b>43,532,939</b>
<b>Internal Service Funds</b>				
Risk Management	2,486,525	4,300,664	3,825,559	3,666,507
Engineering	1,898,347	2,391,443	2,421,030	2,626,653
Fleet Services	1,712,405	1,996,945	1,932,336	1,987,138
Health Insurance Fund	12,936,079	13,944,161	13,835,673	13,874,447
	<b>19,033,356</b>	<b>22,633,213</b>	<b>22,014,598</b>	<b>22,154,745</b>
	<b>240,201,464</b>	<b>276,411,453</b>	<b>272,560,453</b>	<b>283,430,772</b>
<b>Less: Interfund Transfers</b>	<b>(40,928,622)</b>	<b>(47,645,436)</b>	<b>(48,340,695)</b>	<b>(43,380,487)</b>
	<b>199,272,842</b>	<b>228,766,017</b>	<b>224,219,758</b>	<b>240,050,285</b>
<b>Capital Improvements Program</b>	<b>18,953,000</b>	<b>91,383,803</b>	<b>91,383,803</b>	<b>52,515,453</b>
<b>Summary Total</b>	<b>218,225,842</b>	<b>320,149,820</b>	<b>315,603,561</b>	<b>292,565,738</b>

## General Fund

### Revenues

	Actual 2014-15	Budget 2015-16	Estimated 2015-16	Adopted 2016-17
<b>Taxes</b>				
<b>Sales Tax Income</b>	<b>35,813,531</b>	<b>32,557,060</b>	<b>37,156,538</b>	<b>34,184,913</b>
Ad Valorem Taxes - Current	44,916,511	47,924,613	47,924,613	52,570,764
Ad Valorem Taxes - Delinquent	537,800	350,000	350,000	350,000
Interest and Penalty	440,161	450,000	250,000	450,000
Revenue in Lieu of Taxes	4,273,952	4,369,206	4,369,206	4,473,449
Occupation Taxes	45,745	100,000	100,000	35,000
Gross Tax Receipts Tax	13,669,506	13,493,416	13,195,323	13,568,892
	<b>63,883,675</b>	<b>66,687,235</b>	<b>66,189,142</b>	<b>71,448,105</b>
<b>Licenses and Permits</b>				
Building Permits	632,029	500,000	632,029	632,029
Open Air Vending	6,100	5,000	5,400	5,400
Farmer's Market	300	-	-	-
Plumbing Permits	232,899	150,000	225,000	225,000
Electrical Permits	383,446	265,742	318,495	321,680
Heating and A/C Permits	119,406	90,000	153,752	135,000
Sign Permits	39,531	26,080	32,345	32,668
House Moving Permits	560	-	392	392
Garage Sale Permits	21,980	18,725	21,705	21,922
Subdivision Fees	33,472	30,336	34,105	34,446
Zoning Applications	12,965	11,456	13,304	13,437
Fire Inspection Fees	57,023	40,023	47,939	48,418
	<b>1,539,711</b>	<b>1,137,362</b>	<b>1,484,466</b>	<b>1,470,392</b>
<b>Intergovernmental</b>				
Federal	3,107	-	190	-
State	294,721	237,785	240,931	238,931
County	1,397,096	1,432,835	1,438,968	1,593,955
	<b>1,694,924</b>	<b>1,670,620</b>	<b>1,680,089</b>	<b>1,832,886</b>
<b>Charges for Services</b>				
Recreation Fees	471,775	514,279	364,572	367,846
Weed Mowing Collections	76,433	63,592	80,611	80,000
Library Fees & Fines	114,781	103,756	113,885	115,187
Animal Pick Up Charge	15,155	12,524	10,325	10,325
Convention Center	52,571	53,622	53,622	55,097
Graphics	69,867	74,661	62,182	62,182
Airport Services	343,800	317,200	311,533	314,648
Police Security	22,770	30,226	22,770	22,770
	<b>1,167,152</b>	<b>1,169,860</b>	<b>1,019,500</b>	<b>1,028,055</b>





## General Fund

### Revenues

	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
<b>Fines</b>				
Court Fines	1,984,823	2,007,112	2,176,137	2,041,960
Auto Impound Fees	150,519	146,447	146,447	147,911
False Alarm Fines	14,550	8,000	10,917	11,026
BSC - Civil Penalties	1,500	-	-	-
	<b>2,151,392</b>	<b>2,161,559</b>	<b>2,333,501</b>	<b>2,200,897</b>
<b>Investment Earnings</b>	<b>197,372</b>	<b>75,000</b>	<b>161,710</b>	<b>75,000</b>
<b>Other Revenues</b>				
Contributions	680,072	662,000	728,096	617,001
Indirect Exp. Reimbursement	6,930,145	7,439,513	7,439,513	7,115,251
Rent From Real Estate	154,420	133,046	163,205	139,130
Sale of Real Estate	171,016	-	138,147	100,000
Sale of Other Scrap	15,988	10,100	12,771	12,899
Sale of Other	31,922	29,280	28,448	28,732
Comm from Sale of Mixed Drinks	548,989	475,000	545,504	528,576
Commission on Municipal Court	84,656	84,621	86,653	86,653
Commission on Concessions	61,052	54,979	38,549	38,970
Cash - Over or Short	58	-	35	-
Collection of Receivables	3,188	-	-	-
Miscellaneous Revenues	2,141,659	1,157,302	2,568,341	1,388,891
	<b>10,823,165</b>	<b>10,045,841</b>	<b>11,749,262</b>	<b>10,056,103</b>
<b>Other Financing Sources</b>				
Court Security Fund	80,236	82,992	88,144	90,232
Abandoned Motor Vehicles	50,000	65,589	65,589	50,000
Solid Waste Fund	-	62,638	62,638	-
	<b>130,236</b>	<b>211,219</b>	<b>216,371</b>	<b>140,232</b>
<b>Other Revenues</b>				
Admissions	291,362	272,550	281,899	286,638
Animal Shelter Fees	291,177	281,073	330,652	370,527
Concessions	82,089	58,804	106,515	112,566
	<b>664,628</b>	<b>612,427</b>	<b>719,066</b>	<b>769,731</b>
<b>Transfer from Surplus</b>	<b>-</b>	<b>10,055,763</b>	<b>2,631,587</b>	<b>2,140,199</b>
<b>Total Revenues</b>	<b>118,065,786</b>	<b>126,383,946</b>	<b>125,341,232</b>	<b>125,346,513</b>

## General Fund

### Expenditures

	Actual 2014-15	Budget 2015-16	Estimated 2015-16	Adopted 2016-17
Salaries and Wages	54,215,151	56,130,623	55,389,347	59,414,911
Employee Benefits	18,562,093	20,229,454	19,889,089	21,180,992
Purchased Professional/Technical Services	3,293,413	4,504,018	4,714,727	4,459,050
Purchased Property Services	5,592,286	7,041,625	7,251,950	7,601,547
Other Purchased Services	2,760,822	3,352,782	3,380,914	3,625,482
Supplies	5,512,823	6,475,190	5,594,369	6,248,020
Other Expenses	583,934	1,617,076	1,343,056	1,376,346
Contracts with Others	2,292,254	2,872,096	2,994,277	3,289,560
<b>Operating Expenditures</b>	<b>92,812,776</b>	<b>102,222,864</b>	<b>100,557,729</b>	<b>107,195,908</b>
Transfers to Other Funds	10,605,103	11,904,198	12,473,271	6,351,893
Billings	(928,002)	(1,232,351)	(1,232,351)	(1,263,464)
Capital Outlay	454,848	2,544,410	2,608,044	1,937,025
<b>Total</b>	<b>102,944,725</b>	<b>115,439,121</b>	<b>114,406,693</b>	<b>114,221,362</b>
Health Services	2,724,229	2,874,265	2,874,265	3,235,270
Street Reconstruction Fund	3,885,972	3,885,972	3,885,972	3,885,972
Ranger Hall of Fame	819,631	711,837	711,837	669,619
Airport Services	179,235	736,059	736,059	354,363
Cameron Park Zoo	1,983,223	2,160,257	2,160,257	2,359,495
Cottonwood Creek Golf Course	-	134,448	134,448	285,639
Waco Transit	-	441,987	441,987	334,793
<b>Total Interfund Transfers</b>	<b>9,592,290</b>	<b>10,944,825</b>	<b>10,944,825</b>	<b>11,125,151</b>
<b>Total Expenditures</b>	<b>112,537,015</b>	<b>126,383,946</b>	<b>125,351,518</b>	<b>125,346,513</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 \$3,270,544 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 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Food Permits	194,365	179,448	183,284	180,537
County	45,160	66,837	67,168	79,236
Birth Certificates	249,196	230,950	237,588	237,588
Death Certificates	20,696	17,750	17,750	17,750
Clinical Lab Fees	580	288	380	384
Health & Welfare Fees	274,470	264,229	257,496	261,071
Septic Systems	210,422	202,300	200,750	200,772
Investment Earnings	2,013	-	-	-
Health District Assessments	341,499	341,247	346,463	347,634
Miscellaneous	14,611	12,951	22,752	52,734
General Fund	2,724,229	2,874,265	2,874,265	3,235,270
<b>Total Revenues</b>	<b>4,077,241</b>	<b>4,190,265</b>	<b>4,207,896</b>	<b>4,612,976</b>
<b>Expenditures</b>	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Salaries and Wages	1,433,567	1,538,449	1,516,964	1,718,014
Employee Benefits	519,140	570,497	557,068	624,731
Purchased Professional/Technical Services	56,149	102,076	101,815	271,685
Purchased Property Services	20,076	18,179	17,298	18,036
Other Purchased Services	87,741	84,049	79,975	106,006
Supplies	311,227	394,825	377,384	411,270
Other Expenses	394,093	442,585	442,241	392,441
Contracts with Others	989,151	1,039,605	1,039,605	1,070,793
<b>Operating Expenditures</b>	<b>3,811,144</b>	<b>4,190,265</b>	<b>4,132,350</b>	<b>4,612,976</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	7,159	-	-	-
<b>Total Expenditures</b>	<b>3,818,303</b>	<b>4,190,265</b>	<b>4,132,350</b>	<b>4,612,976</b>
<b>Difference</b>	<b>258,938</b>	<b>-</b>	<b>75,546</b>	<b>-</b>

## Police Forfeiture Fund

The ability of the Police Department to seize property used in connection with criminal activity can be an effective law enforcement tool by reducing the incentive for illegal conduct. Forfeiture can “take the profit out of crime” by helping to eliminate the ability of the offender to command resources necessary to continue illegal activities.

<b>Revenues</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Investment Earnings	229	-	360	-
Miscellaneous	92,827	79,000	79,000	80,000
<b>Total Revenues</b>	<b>93,056</b>	<b>79,000</b>	<b>79,360</b>	<b>80,000</b>
<b>Expenditures</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purchased Professional/Technical Services	-	-	-	-
Purchased Property Services	3,912	-	-	-
Other Purchased Services	4,440	20,000	20,000	30,000
Supplies	-	1,796	61,796	80,000
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>8,352</b>	<b>21,796</b>	<b>81,796</b>	<b>110,000</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	57,204	57,204	-
<b>Total Expenditures</b>	<b>8,352</b>	<b>79,000</b>	<b>139,000</b>	<b>110,000</b>
<b>Difference</b>	<b>84,704</b>	<b>-</b>	<b>(59,640)</b>	<b>(30,000)</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 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Abandoned Motor Vehicles	253,595	220,000	164,605	164,605
Transfer from Surplus	-	-	-	104,166
<b>Total Revenues</b>	<b>253,595</b>	<b>220,000</b>	<b>164,605</b>	<b>268,771</b>
<b>Expenditures</b>	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purchased Professional/Technical Services	-	-	-	-
Purchased Property Services	-	47,000	31,250	31,500
Other Purchased Services	7,134	6,500	8,000	8,080
Supplies	7,271	8,000	9,100	9,191
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>14,405</b>	<b>61,500</b>	<b>48,350</b>	<b>48,771</b>
Transfers to Other Funds	50,000	65,589	65,589	50,000
Billings	-	-	-	-
Capital Outlay	-	92,911	92,911	170,000
<b>Total Expenditures</b>	<b>64,405</b>	<b>220,000</b>	<b>206,850</b>	<b>268,771</b>
<b>Difference</b>	<b>189,190</b>	<b>-</b>	<b>(42,245)</b>	<b>-</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 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
PID Assessments	326,760	320,000	350,181	320,000
Investment Earnings	2,992	1,450	1,140	800
Contributions	-	-	57,045	35,000
Waco Wonderland	104,240	50,000	79,319	35,000
Transfer from Surplus	-	694,121	-	716,836
<b>Total Revenues</b>	<b>433,992</b>	<b>1,065,571</b>	<b>487,685</b>	<b>1,107,636</b>
<b>Expenditures</b>	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purchased Professional/Technical Services	284,361	307,767	343,767	329,681
Purchased Property Services	1,030	1,800	1,800	1,800
Other Purchased Services	37,371	76,150	40,150	19,150
Supplies	4,928	3,025	3,025	1,500
Other Expenses	-	25,000	25,000	-
Contracts with Others	34,477	38,500	38,500	40,000
<b>Operating Expenditures</b>	<b>362,167</b>	<b>452,242</b>	<b>452,242</b>	<b>392,131</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	613,329	-	715,505
<b>Total Expenditures</b>	<b>362,167</b>	<b>1,065,571</b>	<b>452,242</b>	<b>1,107,636</b>
<b>Difference</b>	<b>71,825</b>	<b>-</b>	<b>35,443</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 2016-17 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 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
State	1,119,726	836,038	836,038	-
Investment Earnings	7,193	3,000	4,382	3,000
Contributions	1,300,000	-	13,560	-
Miscellaneous	2,002,183	-	-	-
General Fund	3,885,972	3,885,972	3,885,972	3,885,972
Streets 08	583,724	-	-	-
Transfer from Surplus	-	2,772,469	-	-
<b>Total Revenues</b>	<b>8,898,798</b>	<b>7,497,479</b>	<b>4,739,952</b>	<b>3,888,972</b>
<b>Expenditures</b>	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Salaries and Wages	586,431	793,610	675,891	633,164
Employee Benefits	348,322	421,587	360,559	344,880
Purchased Professional/Technical Services	1,192,078	1,406,556	1,417,479	1,572,836
Purchased Property Services	273,429	572,580	567,059	701,560
Other Purchased Services	37,233	42,065	42,125	37,065
Supplies	63,677	154,188	93,437	124,801
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>2,501,170</b>	<b>3,390,586</b>	<b>3,156,550</b>	<b>3,414,306</b>
Transfers to Other Funds	-	-	-	-
Billings	171,015	161,413	161,413	141,668
Capital Outlay	2,710,503	3,945,480	3,945,480	332,998
<b>Total Expenditures</b>	<b>5,382,688</b>	<b>7,497,479</b>	<b>7,263,443</b>	<b>3,888,972</b>
<b>Difference</b>	<b>3,516,110</b>	<b>-</b>	<b>(2,523,491)</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 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Investment Earnings	125,367	90,000	79,020	75,000
Contributions	215,202	177,978	35,765	155,765
Indirect Expense Reimbursement	1,957	2,150	2,150	1,671
Rent from Real Estate	227,331	227,308	199,344	198,587
Sale of Other Scrap	31,755	30,418	27,471	27,746
Commission on Concessions	1,228	1,346	1,228	1,191
Miscellaneous	143,570	80,000	69,024	119,024
Transfer from Surplus	-	1,480,292	-	-
Metered Water Sales	31,082,947	33,200,000	33,400,000	37,578,146
Other Water Sales	4,073,792	4,486,122	4,047,742	3,544,192
New Services	49,301	63,518	49,301	49,301
Turn_Ons	1,174,830	1,151,761	1,163,585	1,163,585
Miscellaneous Charges for Services	360	547	360	360
Parking Garage	360	500	360	360
Utilities Training	5,775	4,820	4,820	4,820
Water Lab Fees	129,489	132,985	102,578	116,604
<b>Total Revenues</b>	<b>37,263,264</b>	<b>41,129,745</b>	<b>39,182,748</b>	<b>43,036,352</b>
<b>Expenditures</b>	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Salaries and Wages	4,730,086	5,188,051	4,887,171	5,205,213
Employee Benefits	1,968,788	2,209,884	2,080,876	2,184,608
Purchased Professional/Technical Services	1,618,687	1,547,654	1,881,844	1,510,887
Purchased Property Services	1,717,024	2,309,280	2,272,554	2,954,162
Other Purchased Services	806,222	990,984	934,340	1,053,873
Supplies	4,544,493	5,334,580	4,990,159	5,030,452
Other Expenses	6,922,620	7,389,161	7,416,317	7,334,336
Contracts with Others	6,000	6,000	6,000	6,000
<b>Operating Expenditures</b>	<b>22,313,920</b>	<b>24,975,594</b>	<b>24,469,261</b>	<b>25,279,531</b>
Transfers to Other Funds	15,121,606	14,892,587	14,735,800	18,184,462
Billings	(791,194)	(810,779)	(772,198)	(998,141)
Capital Outlay	832,982	2,072,343	2,082,343	570,500
<b>Total Expenditures</b>	<b>37,477,314</b>	<b>41,129,745</b>	<b>40,515,206</b>	<b>43,036,352</b>
<b>Difference</b>	<b>(214,050)</b>	<b>-</b>	<b>(1,332,458)</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 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Investment Earnings	39,508	20,000	20,000	20,000
WMARSS Loan	19,016	16,546	16,546	15,478
Miscellaneous	23,548	-	-	-
Transfer from Surplus	-	1,136,768	-	-
Pretreatment Fees	527,019	586,377	554,269	604,269
Wastewater Service Charges	19,846,559	21,930,708	21,251,712	28,447,641
Wastewater Connections	52,852	64,809	55,300	55,300
Miscellaneous Charges for Services	266	533	750	750
<b>Total Revenues</b>	<b>20,508,768</b>	<b>23,755,741</b>	<b>21,898,577</b>	<b>29,143,438</b>
<b>Expenditures</b>	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Salaries and Wages	1,878,422	1,904,140	1,746,089	1,849,222
Employee Benefits	738,668	787,533	719,819	759,128
Purchased Professional/Technical Services	871,127	900,745	996,589	1,102,723
Purchased Property Services	879,258	1,049,702	1,094,612	1,073,720
Other Purchased Services	119,307	143,829	159,077	207,146
Supplies	405,947	467,130	433,675	522,968
Other Expenses	8,461,589	9,702,158	9,702,158	11,186,019
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>13,354,318</b>	<b>14,955,237</b>	<b>14,852,019</b>	<b>16,700,926</b>
Transfers to Other Funds	6,526,554	7,465,263	7,378,669	11,627,841
Billings	589,785	694,444	694,444	659,671
Capital Outlay	4,782	640,797	871,326	155,000
<b>Total Expenditures</b>	<b>20,475,439</b>	<b>23,755,741</b>	<b>23,796,458</b>	<b>29,143,438</b>
<b>Difference</b>	<b>33,329</b>	<b>-</b>	<b>(1,897,881)</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 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Investment Earnings	36,306	18,000	21,311	18,000
Rent from Real Estate	14,075	9,000	9,000	9,000
Miscellaneous	393	-	-	-
Transfer from Surplus	-	346,471	346,471	-
Wastewater Treatment Services	6,674,148	7,887,082	7,887,084	9,765,712
WMARSS Outside Customer	445,376	425,000	435,718	435,718
<b>Total Revenues</b>	<b>7,170,298</b>	<b>8,685,553</b>	<b>8,699,584</b>	<b>10,228,430</b>
<b>Expenditures</b>	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Salaries and Wages	1,246,502	1,388,548	1,459,108	1,644,650
Employee Benefits	453,334	535,083	560,704	618,537
Purchased Professional/Technical Services	501,602	920,080	861,651	957,600
Purchased Property Services	1,076,668	1,163,415	1,555,119	1,229,914
Other Purchased Services	239,349	263,866	259,865	261,711
Supplies	1,895,517	2,422,077	2,217,624	2,295,698
Other Expenses	434,698	307,752	307,752	435,320
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>5,847,670</b>	<b>7,000,821</b>	<b>7,221,823</b>	<b>7,443,430</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	439,413	1,684,732	1,684,732	2,785,000
<b>Total Expenditures</b>	<b>6,287,083</b>	<b>8,685,553</b>	<b>8,906,555</b>	<b>10,228,430</b>
<b>Difference</b>	<b>883,215</b>	<b>-</b>	<b>(206,971)</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 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Franchise Fees	21,503	20,422	20,422	20,422
Investment Earnings	57,910	25,000	43,229	30,000
Rent from Real Estate	2,050	1,000	500	500
Sale of Other Scrap	27,566	36,502	21,031	21,031
Commission on Concessions	1,085	731	893	911
Miscellaneous	84,430	101,095	218,095	98,033
Transfer from Surplus	-	1,070,228	-	2,100,000
Miscellaneous Charges for Services	(161,268)	1,680	-	-
Solid Waste Fees_Commercial	4,818,927	4,800,000	4,740,023	5,018,750
Solid Waste Fees_Residential	7,284,906	6,871,932	7,181,318	7,178,418
Solid Waste Fees_Roll Off	700,875	680,000	645,503	645,503
Solid Waste Fees_Landfill	4,821,740	3,715,947	5,149,374	4,850,000
Solid Waste Fees_Misc	5,000	-	-	-
Solid Waste_Recycling	97,705	85,353	71,550	71,550
<b>Total Revenues</b>	<b>17,762,429</b>	<b>17,409,890</b>	<b>18,091,938</b>	<b>20,035,118</b>
<b>Expenditures</b>	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Salaries and Wages	3,012,098	3,044,140	2,772,810	3,260,247
Employee Benefits	1,471,451	1,591,655	1,407,410	1,562,763
Purchased Professional/Technical Services	1,790,675	1,875,670	1,918,412	1,977,080
Purchased Property Services	2,040,930	1,987,174	2,106,832	2,517,080
Other Purchased Services	153,938	165,915	161,989	167,882
Supplies	1,429,211	2,059,888	1,308,131	2,146,131
Other Expenses	2,400,027	2,495,880	2,498,502	2,748,425
Contracts with Others	39,000	39,000	39,000	39,000
<b>Operating Expenditures</b>	<b>12,337,330</b>	<b>13,259,322</b>	<b>12,213,086</b>	<b>14,418,608</b>
Transfers to Other Funds	869,805	692,288	688,661	2,725,375
Billings	322,689	428,452	428,452	652,670
Capital Outlay	2,007,221	3,029,828	3,029,828	2,238,465
<b>Total Expenditures</b>	<b>15,537,045</b>	<b>17,409,890</b>	<b>16,360,027</b>	<b>20,035,118</b>
<b>Difference</b>	<b>2,225,384</b>	<b>-</b>	<b>1,731,911</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 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Investment Earnings	2,232	500	1,865	1,000
Contributions	122,976	1,000	40,000	1,000
Rent from Real Estate	87,567	62,461	77,907	78,686
Miscellaneous	8,319	16,020	8,200	8,200
General Fund	819,631	711,837	711,837	669,619
Convention Center	150,000	150,000	150,000	150,000
Transfer from Surplus	-	150,000	-	-
Admissions	261,025	223,222	231,584	236,216
Sale of Merchandise	249,306	232,147	252,643	257,696
<b>Total Revenues</b>	<b>1,701,056</b>	<b>1,547,187</b>	<b>1,474,036</b>	<b>1,402,417</b>
<b>Expenditures</b>	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Salaries and Wages	579,360	617,734	612,822	638,263
Employee Benefits	199,856	229,014	228,000	235,621
Purchased Professional/Technical Services	24,986	41,921	41,996	42,151
Purchased Property Services	11,276	25,592	16,577	24,506
Other Purchased Services	48,393	52,928	52,132	54,716
Supplies	88,059	135,665	119,704	110,507
Other Expenses	206,711	123,512	179,012	125,454
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,158,641</b>	<b>1,226,366</b>	<b>1,250,243</b>	<b>1,231,218</b>
Transfers to Other Funds	-	-	-	-
Billings	155,707	158,821	158,821	163,189
Capital Outlay	39,184	162,000	162,000	8,010
<b>Total Expenditures</b>	<b>1,353,532</b>	<b>1,547,187</b>	<b>1,571,064</b>	<b>1,402,417</b>
<b>Difference</b>	<b>347,524</b>	<b>-</b>	<b>(97,028)</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 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Federal	87,600	87,600	87,600	87,600
Investment Earnings	5,619	2,000	2,000	2,000
Sale of Other Scrap	612	-	49	-
Commission/Customer Facility Charge	84,836	-	-	-
Commission on Concessions	198,408	218,843	207,730	211,885
Miscellaneous	6,341	8,908	5,000	5,000
Boarding Bridges	11,200	14,362	10,200	10,200
General Fund	179,235	736,059	736,059	354,363
Transfer from Surplus	-	762,794	762,794	-
Gas & Oil Flowage Fees	51,534	54,361	63,590	64,226
Cargo & Hanger Rentals	381,837	367,552	381,837	381,837
Arrival Area Charges	88,207	93,378	88,431	88,431
Landing Fees	34,947	35,960	35,465	35,465
Passenger Facility Charges	290,008	273,991	199,810	203,806
Concessions	79,142	76,714	72,312	73,758
<b>Total Revenues</b>	<b>1,499,526</b>	<b>2,732,522</b>	<b>2,652,877</b>	<b>1,518,571</b>
<b>Expenditures</b>	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Salaries and Wages	443,022	448,548	451,920	478,702
Employee Benefits	175,165	198,943	201,107	210,292
Purchased Professional/Technical Services	92,882	38,289	45,000	14,500
Purchased Property Services	107,575	107,588	106,767	112,494
Other Purchased Services	70,095	71,156	71,343	72,667
Supplies	143,074	178,854	138,470	146,295
Other Expenses	39,596	38,244	57,399	57,973
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,071,409</b>	<b>1,081,622</b>	<b>1,072,006</b>	<b>1,092,923</b>
Transfers to Other Funds	-	600,000	600,000	111,000
Billings	343,800	317,200	311,533	314,648
Capital Outlay	410	733,700	742,592	-
<b>Total Expenditures</b>	<b>1,415,619</b>	<b>2,732,522</b>	<b>2,726,131</b>	<b>1,518,571</b>
<b>Difference</b>	<b>83,907</b>	<b>-</b>	<b>(73,254)</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 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Investment Earnings	2,117	500	2,298	1,000
Contributions	19,036	6,981	2,000	-
Partner City Program	136,771	133,996	144,149	181,727
Rent from Real Estate	736,891	795,559	791,273	795,186
Miscellaneous	3,475	2,472	2,000	2,000
Regional Marketing	23,691	26,390	6,300	3,100
Catering Fees	333,656	288,043	307,180	302,544
Concessions	54,450	71,431	54,450	55,539
Sale of Merchandise	37,284	34,000	42,989	45,849
Bar Revenue	180,072	151,632	174,413	176,681
Hotel-Motel Tax	2,706,780	2,929,313	3,136,525	3,361,354
<b>Total Revenues</b>	<b>4,234,223</b>	<b>4,440,317</b>	<b>4,663,577</b>	<b>4,924,980</b>
<b>Expenditures</b>	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Salaries and Wages	1,229,480	1,249,488	1,206,415	1,363,457
Employee Benefits	488,313	570,238	531,517	577,186
Purchased Professional/Technical Services	300,225	536,810	693,145	471,341
Purchased Property Services	120,299	250,069	247,470	906,219
Other Purchased Services	691,714	805,280	797,402	787,867
Supplies	395,152	603,598	543,292	376,348
Other Expenses	233,394	233,834	256,564	258,962
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>3,458,577</b>	<b>4,249,317</b>	<b>4,275,805</b>	<b>4,741,380</b>
Transfers to Other Funds	150,000	150,000	150,000	150,000
Billings	-	-	-	-
Capital Outlay	32,645	41,000	41,000	33,600
<b>Total Expenditures</b>	<b>3,641,222</b>	<b>4,440,317</b>	<b>4,466,805</b>	<b>4,924,980</b>
<b>Difference</b>	<b>593,001</b>	<b>-</b>	<b>196,772</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 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Investment Earnings	36	12	21	-
Commission on Concessions	9,134	20,197	-	-
Miscellaneous	577	495	300	300
General Fund	1,983,223	2,160,257	2,160,257	2,437,223
Admissions	1,383,539	1,339,069	1,452,066	1,466,587
Zoo Adventure Camp	15,906	35,973	12,250	12,250
Concessions	337,098	349,129	340,661	347,474
<b>Total Revenues</b>	<b>3,729,513</b>	<b>3,905,132</b>	<b>3,965,555</b>	<b>4,263,834</b>
<b>Expenditures</b>	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Salaries and Wages	1,428,952	1,440,032	1,430,043	1,494,153
Employee Benefits	622,584	720,527	726,220	752,146
Purchased Professional/Technical Services	27,678	14,000	17,424	44,424
Purchased Property Services	550,106	567,153	599,351	683,075
Other Purchased Services	81,306	92,166	98,039	99,689
Supplies	626,327	714,531	696,715	767,069
Other Expenses	164,796	143,374	145,197	146,649
Contracts with Others	131,301	135,240	125,844	214,629
<b>Operating Expenditures</b>	<b>3,633,050</b>	<b>3,827,023</b>	<b>3,838,833</b>	<b>4,201,834</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	78,109	37,109	62,000
<b>Total Expenditures</b>	<b>3,633,050</b>	<b>3,905,132</b>	<b>3,875,942</b>	<b>4,263,834</b>
<b>Difference</b>	<b>96,463</b>	<b>-</b>	<b>89,613</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 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Membership Fees	70,800	74,000	70,800	71,508
Investment Earnings	11	-	-	-
Sale of Other Scrap	127	-	-	-
Miscellaneous	8,564	250	15,000	15,000
Rentals_Golf Clubs	3,945	3,610	1,685	2,000
General Fund	-	134,448	134,448	285,639
Other Water Sales	14,116	-	-	-
Golf Course_Range Fees	132,468	135,595	132,468	133,793
Golf Course_Cart Fees	296,573	312,787	312,787	315,915
Golf Course_Green Fees	655,516	700,010	671,406	678,120
Golf Course_Lessons	7,655	9,696	7,655	7,732
Concessions	125,600	127,094	125,727	128,242
Sale of Merchandise	529,975	602,192	530,891	541,061
<b>Total Revenues</b>	<b>1,845,350</b>	<b>2,099,682</b>	<b>2,002,867</b>	<b>2,179,010</b>
<b>Expenditures</b>	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Salaries and Wages	409,212	528,104	506,869	549,983
Employee Benefits	155,440	220,353	205,230	228,639
Purchased Professional/Technical Services	463,236	288,145	288,236	306,941
Purchased Property Services	97,420	96,620	106,254	110,853
Other Purchased Services	138,244	154,498	154,457	136,452
Supplies	197,304	248,306	233,680	255,100
Other Expenses	417,597	438,656	438,656	443,042
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,878,453</b>	<b>1,974,682</b>	<b>1,933,382</b>	<b>2,031,010</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	33,450	125,000	125,000	148,000
<b>Total Expenditures</b>	<b>1,911,903</b>	<b>2,099,682</b>	<b>2,058,382</b>	<b>2,179,010</b>
<b>Difference</b>	<b>(66,553)</b>	<b>-</b>	<b>(55,515)</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 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Federal	2,627,179	3,325,000	3,128,203	3,406,000
State	719,223	565,070	612,157	652,157
Investment Earnings	8	-	3	-
Contributions	29,639	35,646	33,445	33,445
Rent from Real Estate	21,572	20,209	20,565	20,771
Commission	9,221	9,330	9,389	9,483
Miscellaneous	1,796	188,136	63,148	63,148
Transit_Misc Revenues	289,063	367,281	333,562	340,234
Transit_TSTC Route	10,000	11,213	10,404	10,404
Transit_Baylor Route	594,356	547,831	558,171	532,766
Transit_Non Emergency Transportation	1,965,000	1,662,282	1,953,894	2,128,693
General Fund	-	441,987	441,987	384,793
Bus Fares	330,668	356,478	348,666	355,572
Monthly Pass Revenue	153,825	144,256	149,394	152,382
ADA Van Revenue	104,047	97,624	100,453	102,462
ID Card Revenue	2,698	2,184	2,260	2,305
Bus Fares_Marlin Route	47,043	47,255	49,208	50,192
Bus Fares_Charter	52,233	20,774	42,317	42,317
Regional Maintenance	106,167	130,513	119,195	121,579
Regional Scheduling	48,650	25,560	32,189	32,833
<b>Total Revenues</b>	<b>7,112,388</b>	<b>7,998,629</b>	<b>8,008,610</b>	<b>8,441,536</b>
<b>Expenditures</b>	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Salaries and Wages	3,256,210	3,275,802	3,533,871	3,717,337
Employee Benefits	789,431	811,545	856,289	948,077
Purchased Professional/Technical Services	1,093,221	1,261,360	1,308,363	1,185,521
Purchased Property Services	628,209	715,664	758,621	785,315
Other Purchased Services	220,092	241,359	305,923	314,338
Supplies	772,458	1,184,636	723,597	1,152,620
Other Expenses	352,765	508,263	509,945	338,328
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>7,112,386</b>	<b>7,998,629</b>	<b>7,996,609</b>	<b>8,441,536</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>7,112,386</b>	<b>7,998,629</b>	<b>7,996,609</b>	<b>8,441,536</b>
<b>Difference</b>	<b>2</b>	<b>-</b>	<b>12,001</b>	<b>-</b>

## Rural Transit Fund

The Rural Transit Fund accounts for the operation of McLennan County Rural Transit District and funding is provided from the Federal Transit Administration (FTA) flowing through TxDOT. Services provided by these grant funds include general public transportation within the rural areas of McLennan County through a demand responsive transportation model. In addition to operation expenses, FTA Rural 5311 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 administered by TxDOT, which includes census information for the McLennan County Rural area.

<b>Revenues</b>	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Federal	71,236	277,081	379,897	377,294
State	57,437	240,000	302,588	341,806
Transit_Misc Revenues	13,799	34,000	9,400	9,588
Bus Fares	6,705	86,500	34,727	38,785
<b>Total Revenues</b>	<b>149,177</b>	<b>637,581</b>	<b>726,612</b>	<b>767,473</b>
<b>Expenditures</b>	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Salaries and Wages	91,584	365,500	339,004	376,746
Employee Benefits	13,229	90,914	87,083	105,006
Purchased Professional/Technical Services	-	-	-	8,700
Purchased Property Services	11,364	28,900	28,930	35,813
Other Purchased Services	6,858	8,500	51,185	53,708
Supplies	27,550	143,767	221,071	187,500
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>150,585</b>	<b>637,581</b>	<b>727,273</b>	<b>767,473</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>150,585</b>	<b>637,581</b>	<b>727,273</b>	<b>767,473</b>
<b>Difference</b>	<b>(1,408)</b>	<b>-</b>	<b>(661)</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 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Investment Earnings	23,457	12,000	14,062	12,000
Miscellaneous	-	168,915	167,914	-
Transfer from Surplus	-	435,200	-	-
Appropriations from Other Funds	3,720,427	3,684,549	3,953,565	3,654,507
<b>Total Revenues</b>	<b>3,743,884</b>	<b>4,300,664</b>	<b>4,135,541</b>	<b>3,666,507</b>
<b>Expenditures</b>	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Salaries and Wages	334,408	334,501	298,659	333,832
Employee Benefits	116,012	118,298	106,808	118,646
Purchased Professional/Technical Services	223,003	228,131	243,131	268,131
Purchased Property Services	2,441	2,400	2,182	2,436
Other Purchased Services	893,420	1,016,391	955,658	996,717
Supplies	72,157	64,588	62,139	64,222
Other Expenses	845,084	1,947,240	1,567,867	1,882,523
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>2,486,525</b>	<b>3,711,549</b>	<b>3,236,444</b>	<b>3,666,507</b>
Transfers to Other Funds	-	589,115	589,115	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>2,486,525</b>	<b>4,300,664</b>	<b>3,825,559</b>	<b>3,666,507</b>
<b>Difference</b>	<b>1,257,359</b>	<b>-</b>	<b>309,982</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 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Permits	19,210	18,438	14,755	14,903
Investment Earnings	1,608	700	910	500
Miscellaneous	4,726	4,000	4,700	4,700
Engineering	2,024,905	2,368,305	2,368,305	2,606,550
<b>Total Revenues</b>	<b>2,050,449</b>	<b>2,391,443</b>	<b>2,388,670</b>	<b>2,626,653</b>
<b>Expenditures</b>	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Salaries and Wages	1,064,487	1,206,528	1,233,585	1,379,822
Employee Benefits	387,418	446,501	441,478	491,899
Purchased Professional/Technical Services	27,510	153,744	153,744	156,028
Purchased Property Services	95,843	98,317	94,737	98,301
Other Purchased Services	54,456	41,082	59,572	47,562
Supplies	39,215	56,213	48,856	116,458
Other Expenses	217,270	196,745	196,745	317,083
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,886,199</b>	<b>2,199,130</b>	<b>2,228,717</b>	<b>2,607,153</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	12,148	192,313	192,313	19,500
<b>Total Expenditures</b>	<b>1,898,347</b>	<b>2,391,443</b>	<b>2,421,030</b>	<b>2,626,653</b>
<b>Difference</b>	<b>152,102</b>	<b>-</b>	<b>(32,360)</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 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Investment Earnings	378	102	300	100
Sale of Other Scrap	4,066	4,040	1,241	-
Miscellaneous	2,152	1,606	8,485	-
Fleet Services	1,831,419	1,991,197	1,909,941	1,987,038
<b>Total Revenues</b>	<b>1,838,015</b>	<b>1,996,945</b>	<b>1,919,967</b>	<b>1,987,138</b>
<b>Expenditures</b>	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Salaries and Wages	890,240	985,047	957,428	996,501
Employee Benefits	375,242	431,116	425,620	440,768
Purchased Professional/Technical Services	21,707	46,500	26,643	41,643
Purchased Property Services	70,842	84,213	82,190	83,497
Other Purchased Services	33,113	39,188	39,545	40,668
Supplies	83,229	104,516	94,545	115,115
Other Expenses	221,350	265,703	265,703	255,946
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,695,723</b>	<b>1,956,283</b>	<b>1,891,674</b>	<b>1,974,138</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	16,682	40,662	40,662	13,000
<b>Total Expenditures</b>	<b>1,712,405</b>	<b>1,996,945</b>	<b>1,932,336</b>	<b>1,987,138</b>
<b>Difference</b>	<b>125,610</b>	<b>-</b>	<b>(12,369)</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 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Investment Earnings	14,440	10,000	9,562	9,000
Miscellaneous	20	-	15	-
Employee Health Deductions	2,484,857	2,598,432	2,347,280	2,567,345
City Health Insurance Contribution	9,536,567	11,059,729	11,089,999	11,021,583
City Retiree Contribution	201,636	216,000	215,858	215,000
City Cobra Contributions	72,746	60,000	60,000	61,519
<b>Total Revenues</b>	<b>12,310,266</b>	<b>13,944,161</b>	<b>13,722,714</b>	<b>13,874,447</b>
<b>Expenditures</b>	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Salaries and Wages	59,347	60,729	60,729	62,401
Employee Benefits	19,377	20,801	20,815	21,707
Purchased Professional/Technical Services	1,488,498	1,961,438	1,855,538	1,899,219
Purchased Property Services	3,296	8,200	5,605	8,500
Other Purchased Services	1,913	1,500	1,500	2,000
Supplies	12,408	12,750	12,743	2,750
Other Expenses	11,351,240	11,878,743	11,878,743	11,877,870
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>12,936,079</b>	<b>13,944,161</b>	<b>13,835,673</b>	<b>13,874,447</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>12,936,079</b>	<b>13,944,161</b>	<b>13,835,673</b>	<b>13,874,447</b>
<b>Difference</b>	<b>(625,813)</b>	<b>-</b>	<b>(112,959)</b>	<b>-</b>



## Personnel Summary

	Actual 2014-15	Budget 2015-16	Estimated 2015-16	Adopted 2016-17	Percent Change
<b>Full Time Employees</b>					
General Fund	937.31	947.07	959.13	960.03	1.37%
Special Revenue Funds	30.64	30.64	31.64	33.54	9.46%
Street Reconstruction Fund	28.00	28.00	25.00	21.00	-25.00%
Utility Funds	196.00	196.00	197.00	195.00	-0.51%
Other Enterprise Funds	208.00	208.00	207.00	208.92	0.44%
Internal Service Funds	58.00	58.00	57.00	59.88	3.24%
Grants	71.05	67.29	65.23	64.63	-3.95%
<b>Total Full Time Employees</b>	<b>1,529.00</b>	<b>1,535.00</b>	<b>1,542.00</b>	<b>1,543.00</b>	<b>0.52%</b>
<b>Part Time Employees (FTEs)</b>					
General Fund	40.37	38.97	38.44	38.44	-1.36%
Special Revenue Funds	1.00	1.00	1.00	1.00	0.00%
Street Reconstruction Fund	-	-	-	-	0.00%
Utility Funds	-	-	-	-	0.00%
Other Enterprise Funds	15.58	15.58	11.33	11.33	-27.28%
Internal Service Funds	-	-	-	-	0.00%
Grants	0.50	0.50	0.50	0.50	0.00%
<b>Total Part Time Employees (FTEs)</b>	<b>57.45</b>	<b>56.05</b>	<b>51.27</b>	<b>51.27</b>	<b>-8.53%</b>
<b>Total Full Time Equivalents</b>	<b>1,586.45</b>	<b>1,591.05</b>	<b>1,593.27</b>	<b>1,594.27</b>	<b>0.20%</b>

## Personnel Summary by Fund

Full Time Employees	Actual 2014-15	Budget 2015-16	Estimated 2015-16	Adopted 2016-17
<b>General Fund</b>				
City Manager's Office	12.00	12.00	12.00	12.00
Animal Shelter	13.00	13.00	13.00	13.00
City Secretary	6.00	7.00	7.00	7.00
Finance	16.00	16.00	19.00	19.00
Purchasing	7.00	7.00	7.00	7.00
Information Technology	15.00	17.00	25.00	25.00
Legal	10.00	10.00	10.00	10.00
Municipal Court	15.00	15.00	15.00	15.00
Planning	8.20	8.20	8.40	8.40
Human Resources	10.00	10.00	10.00	10.00
Inspections	19.81	20.52	21.38	21.38
Streets & Drainage	29.00	29.00	28.00	26.10
Traffic	20.00	21.00	21.00	21.10
Emergency Management	6.00	6.00	6.00	6.00
Fire	209.00	209.00	209.00	209.00
Police	340.70	341.70	339.70	341.80
Library Services	34.00	35.00	37.00	38.00
Municipal Information	9.00	9.00	9.00	9.00
Housing	4.60	5.65	5.65	5.25
Facilities	34.00	34.00	34.00	34.00
Parks and Recreation	119.00	121.00	122.00	122.00
	<b>937.31</b>	<b>947.07</b>	<b>959.13</b>	<b>960.03</b>
<b>Special Revenue Funds</b>				
Health Administration	8.00	8.00	8.00	8.00
Environmental Health	1.75	1.75	1.75	1.75
Environmental Health_OSSF	4.25	4.25	4.25	4.25
Public Health Nursing	9.50	9.50	10.50	12.40
Sexually Transmitted Diseases	4.89	4.89	4.89	4.89
HIV/AIDS	2.25	2.25	2.25	2.25
	<b>30.64</b>	<b>30.64</b>	<b>31.64</b>	<b>33.54</b>
<b>Street Reconstruction</b>	<b>28.00</b>	<b>28.00</b>	<b>25.00</b>	<b>21.00</b>
<b>Utility Funds</b>				
Water Office	24.25	24.25	22.00	22.00
Water Distribution	33.25	33.25	35.43	35.43
Water Treatment	38.50	38.50	40.25	40.25





## Personnel Summary by Fund

<b>Full Time Employees</b>	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
<b>Utility Funds (cont)</b>				
Utilities Laboratory	14.00	14.00	10.00	10.00
Meter Shop	16.00	16.00	16.00	16.00
Wastewater Collection	38.00	37.00	38.41	38.41
Environmental Services	5.00	5.00	5.00	3.00
WMARSS	27.00	28.00	29.91	29.91
	<b>196.00</b>	<b>196.00</b>	<b>197.00</b>	<b>195.00</b>
<b>Other Enterprise Funds</b>				
Solid Waste	94.00	94.00	90.00	91.92
Texas Ranger Hall of Fame	13.00	13.00	13.00	13.00
Waco Regional Airport	12.00	12.00	12.00	12.00
Convention Center & Visitors' Services	31.00	31.00	34.00	34.00
Cameron Park Zoo	45.00	45.00	45.00	45.00
Cottonwood Creek Golf Course	13.00	13.00	13.00	13.00
	<b>208.00</b>	<b>208.00</b>	<b>207.00</b>	<b>208.92</b>
<b>Internal Service Funds</b>				
Risk Management	6.00	6.00	6.00	6.00
Engineering	24.00	24.00	23.00	25.88
Fleet Services	27.00	27.00	27.00	27.00
Health Insurance Fund	1.00	1.00	1.00	1.00
	<b>58.00</b>	<b>58.00</b>	<b>57.00</b>	<b>59.88</b>
<b>Grants</b>				
Community Development	6.00	6.07	6.07	6.85
Community Development Code Enforcement	8.19	6.48	5.62	5.62
Community Development Housing Rehab	1.37	1.28	1.28	1.10
Housing & Urban Development (HOME)	2.03	1.00	1.00	0.80
Metropolitan Planning Org. (MPO)	2.80	2.80	2.60	2.60
State Police Grants	2.30	1.30	1.30	1.20
WIC Program	23.00	23.00	23.00	23.00
Environmental Health	7.00	7.00	7.00	7.00
Public Health Nursing	11.50	11.50	10.50	9.60
HIV/ AIDS Services	6.86	6.86	6.86	6.86
	<b>71.05</b>	<b>67.29</b>	<b>65.23</b>	<b>64.63</b>
<b>Total Full Time Employees</b>	<b>1,529.00</b>	<b>1,535.00</b>	<b>1,542.00</b>	<b>1,543.00</b>

## Personnel Summary by Fund

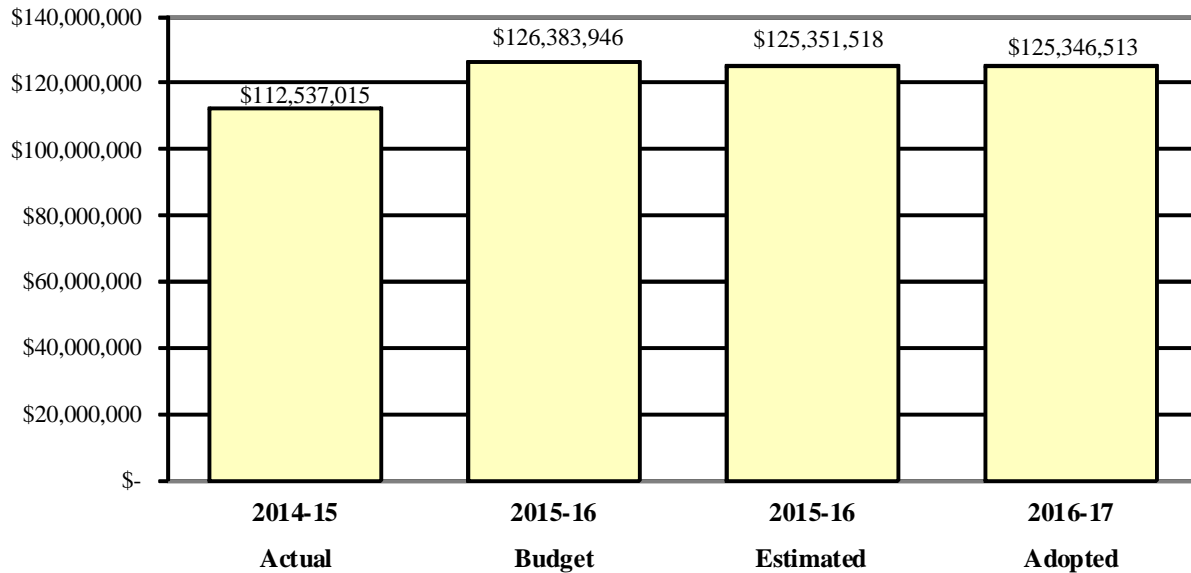
Part Time Employees (FTEs)	Actual 2014-15	Budget 2015-16	Estimated 2015-16	Adopted 2016-17
<b>General Fund</b>				
Animal Shelter	0.50	0.50	0.50	0.50
Finance	0.50	0.50	1.18	1.18
Traffic	1.40	-	0.96	0.96
Police	4.74	4.74	5.78	5.78
Library	10.45	10.45	8.25	8.25
Facilities	0.80	0.80	0.80	0.80
Parks and Recreation	21.98	21.98	20.97	20.97
	<b>40.37</b>	<b>38.97</b>	<b>38.44</b>	<b>38.44</b>
<b>Special Revenue Funds</b>				
Health Administration	0.50	0.50	0.50	0.50
Sexually Transmitted Diseases	0.50	0.50	0.50	0.50
	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Other Enterprise Funds</b>				
Solid Waste	0.50	0.50	-	-
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	4.70	4.70	0.95	0.95
Cameron Park Zoo	6.36	6.36	6.36	6.36
	<b>15.58</b>	<b>15.58</b>	<b>11.33</b>	<b>11.33</b>
<b>Grants</b>				
WIC Program	-	-	-	-
Environmental Health	0.50	0.50	0.50	0.50
	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>
<b>Total Part Time Employees (FTEs)</b>	<b>57.45</b>	<b>56.05</b>	<b>51.27</b>	<b>51.27</b>



## **General Fund**

## General Fund

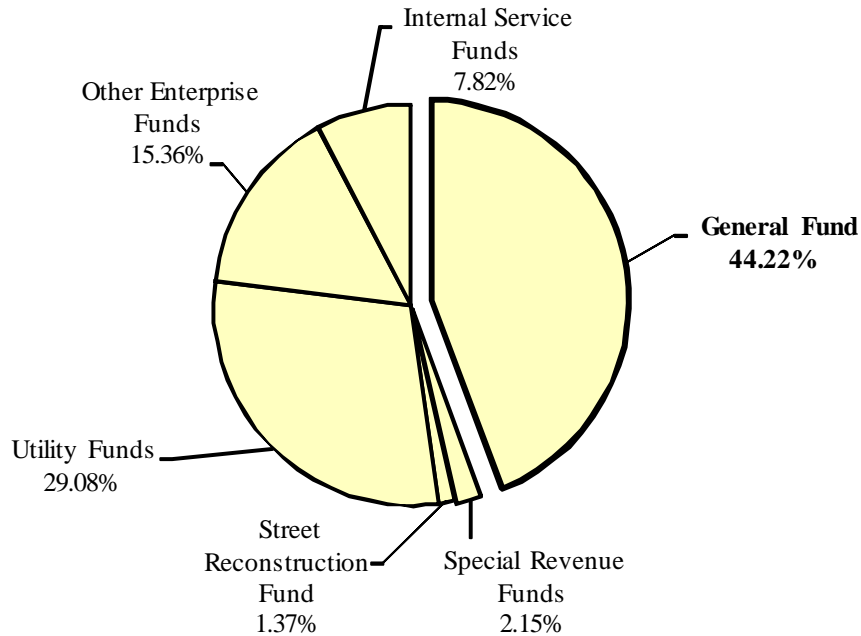
	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
City Manager's Office	3,555,989	4,222,145	4,416,759	4,212,028
City Council	144,739	155,179	150,598	179,136
Animal Shelter	909,317	2,431,714	2,536,385	1,303,953
City Secretary	503,783	572,583	520,032	637,783
Finance	1,397,518	1,532,086	1,597,026	1,892,706
Purchasing	434,702	533,558	563,993	572,876
Information Technology	2,024,166	3,554,413	3,469,031	3,776,779
Legal	1,095,306	1,189,527	1,149,031	1,296,719
Municipal Court	1,140,354	1,324,169	1,229,150	1,347,884
Planning	721,266	793,017	757,940	923,206
Human Resources	916,272	889,576	861,992	883,287
Inspections	1,721,795	1,866,677	1,834,272	1,942,073
Streets & Drainage	4,119,007	8,730,606	8,071,184	4,359,058
Traffic	1,891,638	3,025,028	2,900,557	3,471,658
Emergency Management	1,187,160	1,357,015	1,333,729	1,573,088
Fire	21,335,929	22,760,195	22,972,419	22,992,905
Police	32,674,101	34,486,002	34,059,991	35,721,676
Library	3,358,117	4,019,943	3,855,194	3,938,200
Municipal Information	946,983	754,726	876,524	791,514
Housing	295,055	748,927	1,143,144	737,914
Facilities	3,700,752	4,976,378	4,938,207	3,539,076
Parks and Recreation	9,172,026	11,056,307	10,806,047	11,102,252
Contributions	18,148,446	14,018,563	14,137,744	16,662,726
Miscellaneous	547,342	742,197	776,698	901,212
Employee Benefits	595,252	643,415	393,871	586,804
	<b>\$ 112,537,015</b>	<b>\$ 126,383,946</b>	<b>\$ 125,351,518</b>	<b>\$ 125,346,513</b>



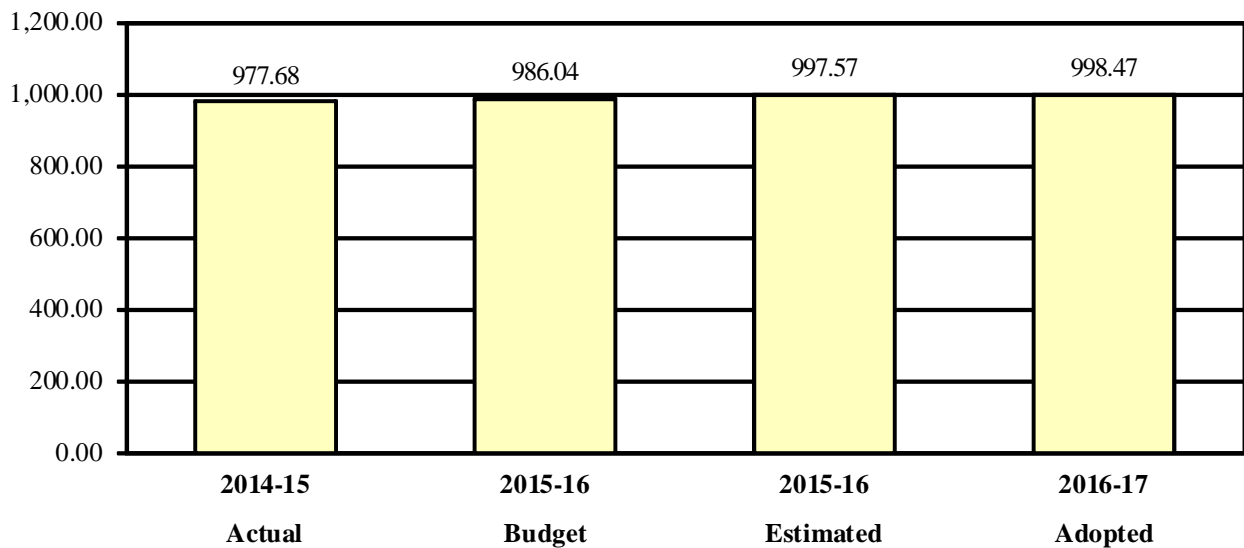


## General Fund as a Percent of Total Budget

<b>General Fund</b>	<b>\$</b>	<b>125,346,513</b>
Special Revenue Funds		6,099,383
Street Reconstruction Fund		3,888,972
Utility Funds		82,408,220
Other Enterprise Funds		43,532,939
Internal Service Funds		22,154,745
		22,154,745
	<b>\$</b>	<b>283,430,772</b>



## 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 Budget/Audit Office coordinates monitors and assists in the development of the City's budget and ensures that public assets are safeguarded.

## Narrative

The 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.

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

The Internal Audit Office performs 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 2015-16

- \* Maintained a balanced budget
- \* Met financial policy goal of 18% for General Fund assigned fund balance
- \* Completed and began implementation of employee compensation study
- \* Began implementation for upgrading the city's enterprise management software
- \* Conducted Collective Bargaining and Meet/Confer sessions with Fire Fighters and Police Officers
- \* Participated in High School Internship Program in support of Prosper Waco goals
- \* Completed renovation and reopened Dewey Community Center
- \* Released Request for Proposal for Feasibility Study of Bus Rapid Transit
- \* Maintained accreditation designation from Association of Zoos and Aquariums
- \* Initiated the process to implement a Community Health Worker Program
- \* Continued support of the City's Economic Development efforts and partnerships
- \* Completed master plans for Water, Wastewater and infrastructure
- \* Completed a cost of service study for water and wastewater
- \* Continued partnerships with animal welfare groups to promote a No Kill Animal Shelter
- \* Represented Brazos River Basin Municipalities on the State Water Planning Group
- \* Continued joint planning effort with Southern Trinity Groundwater Districts
- \* Established a county wide water resource group to develop a sustainable water plan for the region
- \* Created Animal Welfare Director position to provide management of the Animal Shelter and animal care divisions
- \* Initiated review of major public works and water utility functions using the new compensation study to establish more efficient operations and better training programs
- \* Completion of Memorandum of Agreement for Riverfront Development
- \* Completion of Development Guide for Developers and Contractors
- \* Completion of Open Data Inventory for the Open Data Portal



### **Priorities for FY 2016-17**

- \* Monitor and maintain a balanced budget
- \* Continue implementation process to upgrade the city's enterprise management software
- \* Continue implementation of employee compensation study
- \* Continue support of Prosper Waco initiatives
- \* Complete review of Cameron Park Zoo governance structure
- \* Continue monitoring water quality issues in the Lake Waco Watershed
- \* Execute a development agreement and land lease for the riverfront project
- \* Implement the City of Waco's Comprehensive Plan utilizing information from the Master Plans
- \* Complete Master Plan for the Airport
- \* Complete Study on the Convention Center/CVB and Implement Recommendations
- \* Launch an Open Data Portal

### **Budget Highlights**

Funding for the Economic Incentive Fund is \$1,750,000 for FY 2016-17.

## Expenditures

	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Salaries and Wages	1,470,600	1,464,354	1,531,411	1,402,867
Employee Benefits	395,896	404,941	410,257	412,078
Purchased Prof/Tech Services	161,777	48,330	150,635	11,635
Purchased Property Services	8,868	5,671	5,671	5,671
Other Purchased Services	94,056	259,866	263,195	266,600
Supplies	98,091	84,655	101,262	83,177
Other Expenses	76,701	436,328	436,328	280,000
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>2,305,989</b>	<b>2,704,145</b>	<b>2,898,759</b>	<b>2,462,028</b>
Transfers to Other Funds	1,250,000	1,500,000	1,500,000	1,750,000
Billings	-	-	-	-
Capital Outlay	-	18,000	18,000	-
<b>Total Expenditures</b>	<b>3,555,989</b>	<b>4,222,145</b>	<b>4,416,759</b>	<b>4,212,028</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
		<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
<b>Supervision</b>					
City Manager	555	1.00	1.00	1.00	1.00
Deputy City Manager	144	1.00	1.00	1.00	1.00
Asst City Manager	143	3.00	3.00	3.00	3.00
City Auditor	133	1.00	1.00	1.00	1.00
Budget Manager	133	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>Clerical and Professional</b>					
Exec Asst to CMO	219	2.00	2.00	2.00	2.00
Budget Analyst	127	1.00	1.00	1.00	1.00
Internal Auditor	126	1.00	1.00	1.00	1.00
Exec Asst to CM	124	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>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</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

	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Salaries and Wages	6,370	28,000	13,325	39,600
Employee Benefits	17,435	12,255	13,358	14,959
Purchased Prof/Tech Services	29,780	29,264	34,759	34,759
Purchased Property Services	21,392	30,098	27,460	27,735
Other Purchased Services	43,289	37,647	39,731	39,766
Supplies	26,473	17,915	21,965	22,317
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>144,739</b>	<b>155,179</b>	<b>150,598</b>	<b>179,136</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>144,739</b>	<b>155,179</b>	<b>150,598</b>	<b>179,136</b>

# Animal Shelter

## Mission Statement

The City of Waco Animal Services preserves community public health by providing housing and compassionate medical care to stray, injured, dangerous, or surrendered animals within McLennan County.

## Narrative

Animals are an integral part of our lives. They provide comfort, relaxation, and entertainment, assist in relieving our stress and improving our medical conditions, and provide food and fiber to sustain us. They can also carry disease or present a threat to us.

The Waco Animal Shelter provides animal intake, rabies quarantine and boarding for McLennan County and the cities within the county. During FY 2015 we received 5,993 animals, 600 less than the previous year. Through June of this year we have had an intake of 4,128 animals. The facility currently has a capacity of 244 animals. All animals are handled in a compassionate manner and the shelter staff strives to ensure animal health by providing 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 2015-16

- \* Finished FY 2014-15 with a euthanasia rate of 11.28% and a live exit rate of 88.72%. Through June of this year we currently have a live exit rate of 90.44% (6 out of 9 months over 90% live exit)
- \* Erected an 80' X 120' tent in the parking lot next to Building D for 88 temporary runs to house animal during construction
- \* Added veterinary technician to assist in medical and surgical care of the animals in the shelter
- \* Combined Animal Shelter and Animal Care, with the ACO programs supervisor as the interim Shelter Director of Operations.
- \* Prompt medical and surgical care for animals has helped increase the number of these animals placed for adoption
- \* Shelter additions and remodeling expected to be completed in September
- \* Complete Veterinary Clinic and surgery by August

## Priorities for FY 2016-17

- \* Spay or neuter all animals before adoption
- \* Maintain over 90% live exit for an entire 12 months
- \* Successfully merge the Animal Shelter and Animal Care Officers into one facility
- \* Incorporate Animal Care Officers into the daily operations of the shelter
- \* Continue to improve medical care for all animals in the facility
- \* Review and re-write the current Shelter Standard Operations Procedures

## Budget Highlights

The budget for 2016-17 includes \$51,900 for spay and neuter consumable supplies and additional surgery packs.



## Expenditures

	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Salaries and Wages	352,827	392,913	411,396	469,562
Employee Benefits	163,158	199,492	197,298	205,124
Purchased Prof/Tech Services	178,949	121,750	195,091	245,691
Purchased Property Services	32,868	29,295	27,184	31,347
Other Purchased Services	38,809	39,593	46,429	57,646
Supplies	135,776	223,224	234,070	271,553
Other Expenses	965	1,030	500	1,030
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>903,352</b>	<b>1,007,297</b>	<b>1,111,968</b>	<b>1,281,953</b>
Transfers to Other Funds	-	1,424,417	1,424,417	-
Billings	-	-	-	-
Capital Outlay	5,965	-	-	22,000
<b>Total Expenditures</b>	<b>909,317</b>	<b>2,431,714</b>	<b>2,536,385</b>	<b>1,303,953</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
<b>Supervision</b>					
Animal Welfare Mngr	130	-	-	1.00	1.00
Animal Service Mngr	121	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>Clerical and Professional</b>					
Animal Service Spvr	216	1.00	1.00	1.00	1.00
Animal Srvc Vet	127	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>					
Animal Srvc Vet Tech	215	1.00	1.00	1.00	1.00
Sr Animal Srvc Tech	213	4.00	4.00	4.00	4.00
Animal Srvc Tech	210	5.00	5.00	4.00	4.00
		<b>10.00</b>	<b>10.00</b>	<b>9.00</b>	<b>9.00</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>					
Animal Srvc Tech-PT	210	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>13.50</b>	<b>13.50</b>	<b>13.50</b>	<b>13.50</b>

# City Secretary

## Mission Statement

The Office of the City Secretary is entrusted to act as stewards of open, accountable, “Responsible City Government.” In support of that trust we commit to the highest levels of integrity in upholding statutory principles, serving as guardians of municipal legislative procedure, local elections, and official information, while providing excellent customer service that respects the uniqueness and diversity of the City organization and the Waco community. Our Office is committed to upholding federal, state and local legislation, promoting effective methods of recordkeeping, preserving the essential, operational, and historical documents of the City, and providing leadership in a city-wide records management program.

## Narrative

The Office of the City Secretary is a service-oriented City department entrusted to serve as stewards of open and transparent city government through the Local Government Code, Open Meetings Act, Public Information Act, Ordinances and adherence to other governing laws. The Office builds public trust and confidence in local government through the establishment of open and transparent processes and procedures and accurate information management. The City Secretary’s Office is responsible for providing administrative support for Waco City Council meetings, Council Subcommittees and Intergovernmental Meetings. We coordinate public notice of all City Council, Council Subcommittees, and various City Boards, and Commissions meetings. We coordinate Public Information Requests and are the primary custodian of all official, permanent, and essential records created, received, and maintained by the City to fulfill statutory and regulatory requirements, to support contractual obligations, and to preserve the history of the City and the community it serves. The Office provides dependable and courteous service to residents and visitors seeking information, guidance, and direction by facilitating telephone and meeting communications, serving as a resource for citizens and a link between citizens and the City organization, maintaining an understanding of needs, making government accessible and transparent, promptly and accurately delivering information of government actions, and quickly identifying and connecting the public to the right department or resource.

## Accomplishments for FY 2015-16

- \* Provided Records Management training to 45 Records Liaisons
- \* Hired and trained assistant city secretary and record center administrative assistant
- \* Completed office reorganization and updated job descriptions
- \* Provided Public Information/Open Records Training to 55 Open Records Liaisons
- \* Coordinated 2,106 Public Information Requests with 47% of requests being completed within 4 days
- \* Coordinated the 2016 Waco City Elections
- \* Provided administrative support for 72 City Council, Council Sub-Committee, and Intergovernmental Committee meetings
- \* Coordinated the appointment/reappointment of over 80 members to various Boards, Commissions and Committees
- \* Coordinated the public notice posting of 383 City of Waco Public Meetings and Notices
- \* Prepared 72 Proclamations
- \* Issued 210 City of Waco Cemetery Deeds
- \* Managed the processing, retrieval, and disposition of 4,497 file boxes of Official City Records

## Priorities for FY 2016-17

- \* Create a Records Management Taskforce to update the current Records Management System including e-mail record retention, social media, convenience copies, records management training, processing, storage and retrieval of records, department internal records management and archival and historical preservation and access. The Taskforce will also be tasked with updating and submitting for approval an updated City of Waco Retention Schedule with the Texas State Library.
- \* Finalize City Wide Public Information/Open Records Policy
- \* Finalize deployment of Boards and Commissions Management System
- \* Conduct City Boards and Commissions Policy Training
- \* Update City Secretary Office file code and file archiving and disposition
- \* Develop performance measures and matrix for processing of public notices, permit processing, and other administrative functions.

## Budget Highlights

The City Secretary’s Office Budget for FY 2016-2017 includes a one-time fund increase for professional and technical services to digitally image large format records and the disposition of file boxes to meet records management policy compliance.



## Expenditures

	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Salaries and Wages	352,827	392,913	411,396	469,562
Employee Benefits	163,158	199,492	197,298	205,124
Purchased Prof/Tech Services	178,949	121,750	195,091	245,691
Purchased Property Services	32,868	29,295	27,184	31,347
Other Purchased Services	38,809	39,593	46,429	57,646
Supplies	135,776	223,224	234,070	271,553
Other Expenses	965	1,030	500	1,030
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>903,352</b>	<b>1,007,297</b>	<b>1,111,968</b>	<b>1,281,953</b>
Transfers to Other Funds	-	1,424,417	1,424,417	-
Billings	-	-	-	-
Capital Outlay	5,965	-	-	22,000
<b>Total Expenditures</b>	<b>909,317</b>	<b>2,431,714</b>	<b>2,536,385</b>	<b>1,303,953</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
		<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
<b>Supervision</b>					
City Secretary	555	1.00	1.00	1.00	1.00
Asst City Secretary	123	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>					
Open Records Coord	217	1.00	1.00	1.00	1.00
Records Coordinator	217	1.00	1.00	1.00	1.00
CS Admin Asst	215	2.00	3.00	3.00	3.00
		<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Total Employees</b>		<b>6.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</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 2015-16**

- \* Completed the year-end closing process and annual audit for FY2014-15
- \* Coordinated the bond issue for Capital Improvements Program

## **Priorities for FY 2016-17**

- \* Complete the year-end closing process and annual audit for FY2015-16
- \* Coordinate the planned bond issue for Capital Improvements Program
- \* Implement the new ERP

## **Budget Highlights**

The budget for Finance added three additional Senior Financial Analysts to help with the increased work load. No new services are planned for the coming year.



## Expenditures

	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Salaries and Wages	946,908	1,032,037	1,077,322	1,263,207
Employee Benefits	299,422	336,576	347,807	406,273
Purchased Prof/Tech Services	84,544	102,020	102,020	102,490
Purchased Property Services	416	424	1,000	500
Other Purchased Services	19,111	25,684	25,243	26,882
Supplies	38,903	26,824	26,744	30,240
Other Expenses	8,214	8,521	16,890	63,114
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,397,518</b>	<b>1,532,086</b>	<b>1,597,026</b>	<b>1,892,706</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>1,397,518</b>	<b>1,532,086</b>	<b>1,597,026</b>	<b>1,892,706</b>

## Personnel Summary

	<b>Range</b>	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
<b>Supervision</b>					
Director Finance	138	1.00	1.00	1.00	1.00
Asst Dir Finance	133	1.00	1.00	1.00	1.00
Finance Supervisor	130	2.00	2.00	2.00	2.00
Payroll Supervisor	130	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>Clerical and Professional</b>					
Payroll Specialist	218	3.00	3.00	3.00	3.00
Accounting Spec	215	4.00	4.00	4.00	4.00
Admin Asst	215	1.00	1.00	1.00	1.00
Grants Coordinator	130	1.00	1.00	1.00	1.00
Sr Financial Analyst	124	2.00	2.00	5.00	5.00
		<b>11.00</b>	<b>11.00</b>	<b>14.00</b>	<b>14.00</b>
<b>Total Full Time</b>		<b>16.00</b>	<b>16.00</b>	<b>19.00</b>	<b>19.00</b>
<b>Part Time Employees (shown as FTEs)</b>					
Sr Fin Prof-PT	220	-	-	0.48	0.48
Accounting Spec-PT	215	0.50	0.50	0.50	0.50
Financial Prof-PT	215	-	-	0.20	0.20
<b>Total Part Time (FTEs)</b>		<b>0.50</b>	<b>0.50</b>	<b>1.18</b>	<b>1.18</b>
<b>Total Employees</b>		<b>16.50</b>	<b>16.50</b>	<b>20.18</b>	<b>20.18</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 2015-16

- \* Active management of, and participation in, the P-Card program resulted in a rebate of \$112,769.
- \* Replaced 35 vehicles and/or pieces of equipment listed on the City's approved equipment replacement list.
- \* Participation in various purchasing cooperatives resulted in \$37,049 in rebates.
- \* Purchasing is participating on the steering committee for the "Integrated Municipal System Replacement" project to replace the City-wide computer system.
- \* An estimated 57 formal Requests for Bids or Proposals were administered through the Purchasing Department.
- \* Participated in Oncor's Demand Response summer program, where the City is paid to switch to a portion of generator power during peak demand times. Our first test curtailment in FY 14/15 resulted in a revenue of \$33,120 to the City. Our second test has been completed and we are waiting for the results of the associated revenue.

## Priorities for FY 2016-17

- \* Implement the new Tyler Technologies software (Munis), switching over from H.T.E., and utilizing the self service applications for businesses doing business with, or attempting to do business with, the City.
- \* Continue to standardize various boiler plate solicitation packages, specific to the type of procurement process being utilized.
- \* Capital Improvement Projects, and their timely solicitation, will be a priority and focus during the upcoming fiscal year.
- \* Continue to review purchases and identify items that are required to follow a formal bidding process and resulting Council approval.

## Budget Highlights

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





## Expenditures

	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Salaries and Wages	308,590	374,914	385,223	399,876
Employee Benefits	103,274	132,044	133,670	140,709
Purchased Prof/Tech Services	87	400	19,000	400
Purchased Property Services	340	300	364	371
Other Purchased Services	12,652	14,582	16,427	21,708
Supplies	9,759	11,318	9,309	9,812
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>434,702</b>	<b>533,558</b>	<b>563,993</b>	<b>572,876</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>434,702</b>	<b>533,558</b>	<b>563,993</b>	<b>572,876</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
		<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
<b>Supervision</b>					
Dir General Svcs	130	1.00	1.00	1.00	1.00
Purchasing Manager	127	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>					
Sr Admin Asst	217	1.00	1.00	1.00	1.00
Purchasing Agent	124	3.00	3.00	3.00	3.00
		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Labor Operations</b>					
Material & Inv Tech	212	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>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</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 2015-16

- \* Continued development of a customer service culture within the department while decreasing overall response times
- \* Initiated implementation of the Tyler ERP suite of products for Human Resources, Payroll, Purchasing Finance and Municipal Court
- \* Continued implementation of the IT Strategic plan
- \* Completed infrastructure upgrades to facilitate new buildings for East Library, Dewey Community Center, Waco Mammoth National Monument and Animal Shelter
- \* Began implementation of the GIS strategic action plan.
- \* Completed of the Tiburon CAD and Records update for Public Safety
- \* Completed fiber optic network upgrades for all Fire Stations

## Priorities for 2016-17

- \* Continued development of a customer service culture within the department while decreasing overall response times.
- \* Provide support to bring the Human Resources, Payroll, Purchasing Finance and Municipal Court departments live on the Tyler ERP products
- \* Facilitate the move to a new facility for the Emergency Management and Information Technology departments
- \* Upgrade 50% of the City's virtual server infrastructure
- \* Complete the implementation of the Tyler ERP suite of products for Human Resources, Payroll, Purchasing and Finance
- \* Begin implementation of Tyler ERP products for Community Development (Inspections), Utility Billing and city wide work orders
- \* Upgrade of the core switch gear for the City's voice and data networks
- \* Upgrade of the wireless data systems for the Convention Center

## Budget Highlights

The budget for Information Technology includes the addition of four positions, a Systems Analyst and a Computer Analyst and two Information Technology Technicians, to increase capacity to handle demands of the Tyler system implementation and increase ability to respond to customer request for service. The budget also includes additional maintenance costs for the new ERP system that is being installed. Capital Outlay includes needed equipment for the department.



## Expenditures

	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Salaries and Wages	838,112	1,268,708	1,192,107	1,530,816
Employee Benefits	276,771	430,663	399,774	512,748
Purchased Prof/Tech Services	89,721	178,037	178,037	234,637
Purchased Property Services	413,341	880,064	879,814	934,361
Other Purchased Services	312,368	365,390	389,893	411,371
Supplies	77,325	75,371	73,226	93,906
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>2,007,638</b>	<b>3,198,233</b>	<b>3,112,851</b>	<b>3,717,839</b>
Transfers to Other Funds	-	150,000	150,000	-
Billings	-	(117,820)	(117,820)	(121,060)
Capital Outlay	16,528	324,000	324,000	180,000
<b>Total Expenditures</b>	<b>2,024,166</b>	<b>3,554,413</b>	<b>3,469,031</b>	<b>3,776,779</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
<b>Supervision</b>					
Director IT	138	1.00	1.00	1.00	1.00
IT Manager	132	3.00	4.00	4.00	4.00
		<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Clerical and Professional</b>					
IT Technician	220	4.00	4.00	7.00	7.00
Sr Admin Asst	217	1.00	1.00	1.00	1.00
Sr IT Analyst	126	2.00	2.00	5.00	5.00
IT Analyst	123	4.00	5.00	7.00	7.00
		<b>11.00</b>	<b>12.00</b>	<b>20.00</b>	<b>20.00</b>
<b>Total Employees</b>		<b>15.00</b>	<b>17.00</b>	<b>25.00</b>	<b>25.00</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 2015-16

Prepared/reviewed hundreds of ordinances, resolutions, and contracts/deeds/grants and provided legal advice on matters including:

- \* Dewey Center and East Waco Library renovation projects
- \* Implementation of Compensation Study and update of job descriptions
- \* Animal Shelter renovation project and revision of animal ordinance
- \* Credit Access Businesses ordinance
- \* Commercial Watercraft on Lake Brazos ordinance

## Priorities for FY 2016-17

Continue to:

- \* 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

One long tenured Assistant City Attorney is scheduled to retire during FY 2016-17. 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>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Salaries and Wages	808,668	865,704	832,829	949,714
Employee Benefits	233,222	255,650	250,154	279,836
Purchased Prof/Tech Services	3,611	6,850	5,850	5,850
Purchased Property Services	-	300	300	300
Other Purchased Services	17,492	29,449	28,899	28,920
Supplies	32,313	31,574	30,999	32,099
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,095,306</b>	<b>1,189,527</b>	<b>1,149,031</b>	<b>1,296,719</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>1,095,306</b>	<b>1,189,527</b>	<b>1,149,031</b>	<b>1,296,719</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
<b>Supervision</b>					
City Attorney	555	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	217	3.00	3.00	3.00	3.00
Deputy City Attorney	140	-	-	-	1.00
Asst City Attorney	133	6.00	6.00	6.00	5.00
		<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
<b>Total Employees</b>		<b>10.00</b>	<b>10.00</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 2015-16

- \* Implementation of the Incode Court software application on September 1, 2016.
- \* Implementation of the Inter-local Cooperation Agreement with McLennan County, Texas for incarceration of certain persons convicted of Class C Misdemeanors in accordance with the Texas Code of Criminal Procedure.
- \* Sent approximately \$4,014,893.00 additional accounts receivables to McCreary, Veselka, Bragg & Allen, P.C. (MVBA), the court collection agency; this is all eligible delinquent accounts sixty-one (61) days past due.
- \* Sent approximately 3,375 defendants' denial of driver's license renewal, in the approximate amount of \$1,778,899.00 to the Texas Department of Public Safety Failure to Appear Program due to Warrant status.
- \* Coordinated and 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 budgeted operational expenditures.
- \* Training of the court's Emergency Action Plan with installation of additional security measures and additional court security training of the court's Bailiff/Security Officer.

## Priorities for FY 2016-17

- \* Adhere to requirements of Senate Bill 1863 for compliance of the Office of Court Administration audits and performance reviews of analysis of collection court processes.
- \* Continue training of Municipal Court staff of the Incode Court software application.
- \* Meet the projected revenues and budgeted operational expenditures.
- \* Send all delinquent accounts to McCreary, Veselka, Bragg & Allen, P.C. (MVBA) for collections as accounts become 61 days delinquent.
- \* Attend Legislative Update and implementation of legislative changes affecting Municipal Courts.
- \* 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. The Incode Court software application brings up-to-date technology for Municipal Court processes.



## Expenditures

	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Salaries and Wages	743,747	789,987	730,164	808,170
Employee Benefits	250,340	278,020	261,668	286,550
Purchased Prof/Tech Services	25,894	117,100	117,400	116,650
Purchased Property Services	576	1,075	703	1,120
Other Purchased Services	25,134	33,162	28,840	37,895
Supplies	81,423	90,691	76,585	83,571
Other Expenses	13,240	14,134	13,790	13,928
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,140,354</b>	<b>1,324,169</b>	<b>1,229,150</b>	<b>1,347,884</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>1,140,354</b>	<b>1,324,169</b>	<b>1,229,150</b>	<b>1,347,884</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
<b>Supervision</b>					
Mun Court Judge	555	1.00	1.00	1.00	1.00
Municipal Court Mgr	130	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>					
Deputy Court Clerk	217	10.00	10.00	10.00	10.00
Sr Financial Analyst	124	1.00	1.00	1.00	1.00
Cf Dpty Court Clerk	121	1.00	1.00	1.00	1.00
		<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</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 2015-16

- \* Continued work on the Waco Comprehensive Plan update with the City's Plan Commission.
- \* Completed a fiscal impact analysis of current development trends and proposed development prototypes recommended in the Plan in June.
- \* Anticipated to adopt the Comprehensive Plan in September of 2016.
- \* The Comprehensive Plan includes Goals and Objectives, Economic Development, Growth Management, Transportation, Utility Infrastructure, Livability and Implementation Strategies for growth of Waco for the next 25 years.
- \* Sold more than 150 tax foreclosure properties during the year.
- \* Held a historic preservation workshop in February. The purpose of the workshop was to promote the importance of historic preservation in Waco. The workshop was held at the Hippodrome Theater.

## Priorities for FY 2016-17

- \* Implement the Plan's recommendations through planning initiatives, ordinance revisions and CIP prioritization.
- \* Work on a Downtown Design Standards Study, Bus Rapid Transit Feasibility Study, City/ County Facility Study, Historic Preservation Award Banquet, Small Area Neighborhood Plans and other planning related projects.

## Budget Highlights

The budget for Planning maintains current operations with no additions in personnel. The budget for 2016-17 includes funding for Downtown Design Standards Study and additional funding for property management activities.

The MPO is provided funds from the US Department of Transportation, which are passed through from the Texas Department of Transportation. There are 2.60 FTEs budgeted through the MPO.





## Expenditures

	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Salaries and Wages	443,664	460,559	440,024	493,125
Employee Benefits	142,230	163,119	153,713	174,718
Purchased Prof/Tech Services	23,339	52,029	52,029	140,000
Purchased Property Services	65,178	69,418	66,790	66,864
Other Purchased Services	13,492	20,570	17,229	20,512
Supplies	33,363	27,322	28,155	27,987
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>721,266</b>	<b>793,017</b>	<b>757,940</b>	<b>923,206</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>721,266</b>	<b>793,017</b>	<b>757,940</b>	<b>923,206</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
<b>Supervision</b>					
Director Planning	138	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>					
Planner	222	2.80	2.80	3.00	3.00
Admin Asst	215	1.50	1.50	1.50	1.50
Property Asset Mgr	125	1.00	1.00	1.00	1.00
Sr Planner	125	0.90	0.90	0.90	0.90
		<b>6.20</b>	<b>6.20</b>	<b>6.40</b>	<b>6.40</b>
<b>Labor Operations</b>					
Zoning Inspector	220	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>8.20</b>	<b>8.20</b>	<b>8.40</b>	<b>8.40</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 laws and guidelines. Human Resources also supervises the functions of Risk Management, which includes workers' compensation, safety and the Employee Health Clinic.

## Accomplishments for FY 2015-16

- \* Implemented a new market-oriented compensation/classification system and revised all job descriptions
- \* Implemented new wellness platform that will assist in managing the City's wellness initiatives and tracking employee activities
- \* Complied with the Affordable Care Act reporting requirements
- \* Completed a joint clinic feasibility study involving the City of Waco and WISD
- \* Coordinated with Strategic Government Resources (SGR) to conduct national searches for Fire Chief and Deputy Director of Utilities
- \* Implemented employee loan program
- \* Implemented pilot internship program through WISD
- \* Implemented new flexible spending account provider and service award/retirement gift program provider
- \* Established City recruitment team, conducted team training and initiated recruitment branding
- \* Developed and implemented customer service training

## Priorities for FY 2016-17

- \* Implement HR module as a part of the enterprise-wide information system
- \* Develop recruiting strategies to increase minority applicants
- \* Implement standards associated with the use of external temporary labor services
- \* Coordinate with search firm to conduct national search for Police Chief
- \* Revise background process and policy
- \* Review process for conducting physicals
- \* Review new hire process and implement improvements for efficiencies
- \* Evaluate deferred compensation providers
- \* Conduct City Policy Training
- \* Develop City Training Plan
- \* Revise new hire orientation process

## Budget Highlights

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



## Expenditures

	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Salaries and Wages	547,186	608,310	585,178	558,360
Employee Benefits	179,210	202,165	196,459	195,815
Purchased Prof/Tech Services	143,023	26,400	26,400	46,970
Purchased Property Services	2,973	2,122	2,049	2,200
Other Purchased Services	31,195	41,722	39,519	63,501
Supplies	12,685	8,857	12,387	16,441
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>916,272</b>	<b>889,576</b>	<b>861,992</b>	<b>883,287</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>916,272</b>	<b>889,576</b>	<b>861,992</b>	<b>883,287</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
		<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
<b>Supervision</b>					
Director HR	138	1.00	1.00	1.00	1.00
Asst Director HR	132	1.00	1.00	1.00	1.00
HR Supervisor	125	2.00	2.00	2.00	2.00
Training Supervisor	125	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>Clerical and Professional</b>					
HR Specialist	217	4.00	4.00	4.00	4.00
HR Assistant	215	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>10.00</b>	<b>10.00</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 and sexually oriented business licenses. 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 2015-16

- \* Hired a front permit counter person to handle additional workload
- \* Implemented the use of a door hanger by Code Enforcement Officers to improve customer service and communication
- \* Undertook processing of all alcohol permits/licenses city wide
- \* Oversee the enforcement of the Credit Access Business ordinance
- \* Adopted and are enforcing the 2015 International Codes and the 2014 National Electrical Code (NEC)

## Priorities for FY 2016-17

- \* Assume supervision of Animal Care Services
- \* Begin discussion with Tyler Technologies on converting our plan review, permit, inspection and code enforcement operations to EnerGov
- \* Explore a possible department reorganization
- \* Remodel of the lobby area of the Dr. Mae Jackson Development Center
- \* Hire an electrical plans examiner

## Budget Highlights

Building and related permits are budgeted at \$1,319,109 for FY 2016-17.

Code Enforcement is partially funded through Community Development Block Grant funds in the amount of \$361,605 for FY 2016-17. In addition to the 21.38 full-time equivalents (FTEs) shown here, there are 5.62 FTEs budgeted in Community Development Code Enforcement.



## Expenditures

	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Salaries and Wages	942,294	981,561	973,669	1,081,246
Employee Benefits	351,106	380,134	371,712	398,664
Purchased Prof/Tech Services	157,995	195,000	195,000	195,000
Purchased Property Services	116,287	117,521	113,416	116,771
Other Purchased Services	62,354	58,013	58,285	59,826
Supplies	66,692	70,086	60,896	64,277
Other Expenses	25,067	26,762	23,694	26,289
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,721,795</b>	<b>1,829,077</b>	<b>1,796,672</b>	<b>1,942,073</b>
Transfers to Other Funds	-	37,600	37,600	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>1,721,795</b>	<b>1,866,677</b>	<b>1,834,272</b>	<b>1,942,073</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
<b>Supervision</b>					
Chief Bldg Official	135	0.73	0.73	0.79	0.79
Bldg Insp Spvr	123	1.00	1.00	1.00	1.00
Code Enf Spvr	123	0.48	0.48	0.48	0.48
Dev Cntr Spvr	122	0.71	0.71	0.71	0.71
		<b>2.92</b>	<b>2.92</b>	<b>2.98</b>	<b>2.98</b>
<b>Clerical and Professional</b>					
Sr Permit Tech	218	1.00	1.00	1.00	1.00
Sr Admin Asst	217	-	-	-	0.47
Admin Asst	215	0.40	0.40	0.47	-
Permit Tech	215	1.00	2.00	2.00	2.00
Sr Dev Cntr Rep	215	1.74	1.74	0.82	0.82
Plans Examiner Spvr	125	1.00	1.00	1.00	1.00
		<b>5.14</b>	<b>6.14</b>	<b>5.29</b>	<b>5.29</b>
<b>Labor Operations</b>					
Plans Examiner	222	2.00	2.00	3.00	3.00
Building Inspector	220	2.00	2.00	2.00	2.00
Electrical Inspector	220	2.00	2.00	2.00	2.00
Plumbing/Mech Insp	220	2.00	2.00	2.00	2.00
Code Enf Insp	220	3.75	3.46	4.11	4.11
		<b>11.75</b>	<b>11.46</b>	<b>13.11</b>	<b>13.11</b>
<b>Total Employees</b>		<b>19.81</b>	<b>20.52</b>	<b>21.38</b>	<b>21.38</b>

# Streets and Drainage

## Mission Statement

The Public Works Department's mission is to provide and maintain reliable and cost-effective infrastructure that ensures customer satisfaction and the long-term best interest of the community.

## Narrative

Public Works Operations maintains streets and drainage infrastructure and ensures they are operational. Core services include administration of street operations, concrete repair and construction, gravel street maintenance, emergency response, alley maintenance where essential city services are provided, street sweeping and storm drain maintenance which includes gutter and inlet cleaning along with ditch grading and cleaning.

## Accomplishments for FY 2015-16

- \* Sprayed 114 curb miles of herbicide to prevent vegetation along edge of roadways
- \* Inspected and cleaned 82,148 feet of curb & gutter
- \* Cleaned and inspected 652 storm drain inlets
- \* Performed in-house sweeping of 1,839 curb miles
- \* Cleaned and removed 752 tons of debris from creeks and 2,990 feet of drainages
- \* Repaired and inspected 40 feet of guardrail and end of road barricades
- \* All new employees completed training for the Safety Certification Program
- \* Responded to storm events in October, 2015, April 2016, May 2016 and June 2016
- \* Emergency response to support police activities

## Priorities for FY 2016-17

- \* Ensure clean streets and alleys through sweeping programs
- \* Prevent premature deterioration of asphalt streets
- \* Maintain storm drain inlets
- \* Continue to develop on-call contracts for street and drainage related construction

## Budget Highlights

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



## Expenditures

	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Salaries and Wages	783,934	1,003,219	833,681	914,634
Employee Benefits	386,480	482,103	388,580	453,978
Purchased Prof/Tech Services	205,022	879,680	527,500	264,179
Purchased Property Services	538,404	729,782	671,066	716,879
Other Purchased Services	65,979	114,164	79,793	103,894
Supplies	140,803	293,527	187,390	250,124
Other Expenses	(101,755)	500,021	161,422	161,422
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>2,018,867</b>	<b>4,002,496</b>	<b>2,849,432</b>	<b>2,865,110</b>
Transfers to Other Funds	2,751,155	5,489,523	5,983,165	2,049,165
Billings	(651,015)	(761,413)	(761,413)	(779,575)
Capital Outlay	-	-	-	224,358
<b>Total Expenditures</b>	<b>4,119,007</b>	<b>8,730,606</b>	<b>8,071,184</b>	<b>4,359,058</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
<b>Supervision</b>					
Deputy Dir PW	135	-	-	-	0.10
Capital Program Mgr	133	1.00	1.00	1.00	-
PW Oper Mgr	128	1.00	1.00	1.00	1.00
Project Manager	127	2.00	2.00	1.00	-
Public Works Spvr	121	1.00	1.00	1.00	1.00
		<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>2.10</b>
<b>Clerical and Professional</b>					
Admin Asst	215	1.00	1.00	1.00	1.00
Office Specialist	213	2.00	2.00	2.00	2.00
PW Saf & Trng Coord	121	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>					
PW Oper Crew Ld	218	2.00	2.00	2.00	2.00
Sr Heavy Equip Oper	215	3.00	3.00	3.00	3.00
Heavy Equip Oper	213	12.00	12.00	12.00	12.00
Street Maint Wrkr	210	3.00	3.00	3.00	3.00
		<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>
<b>Total Employees</b>		<b>29.00</b>	<b>29.00</b>	<b>28.00</b>	<b>26.10</b>

# Traffic

## Mission Statement

The Public Works Department's mission is to provide and maintain reliable and cost-effective infrastructure that ensures customer satisfaction and the long-term best interest of the community.

## Narrative

Public Works Department traffic services include maintenance of traffic signals, street lights, street signs, pavement makings, and school zone signage in the City. This includes review of new developments for traffic impacts, engineering studies to improve the safety of the transportation system, installing new traffic signals and signs, and responding to citizen concerns related to the transportation system.

In addition, traffic personnel assist with the completion of citywide special events including implementation of traffic control plans.

## Accomplishments for FY 2015-16

- \* Striped 54.7 miles of streets
- \* Installed TxDOT signals at Lake Shore & Parkland and Bagby and 3<sup>rd</sup>
- \* Installed new Traffic Control Boxes at Lake Air & Franklin and MLK and Franklin
- \* Installed new Traffic Control Box and camera detection system at Hillcrest & McArthur
- \* Provided traffic control for special events
- \* Provided traffic control for Baylor Football games
- \* Emergency response to storm events in October, 2015, April 2016, May 2016 and June 2016
- \* Emergency response to support police activities
- \* Responded to traffic signal trouble calls
- \* Responded to traffic signals being knocked down by vehicle crashes
- \* Installed street signs and pavement markings citywide

## Priorities for FY 2016-17

- \* Upgrade to video detection at various intersections
- \* Respond to citizen concerns about the transportation system
- \* Procure professional services contracts for various traffic projects
- \* Prepare on-call contracts for traffic signals, pavement markings, signage work, and assistance with special events
- \* Complete traffic signal upgrades at various locations

## Budget Highlights

The budget for traffic services will maintain current operations with no new additions in personnel. The signal/controller replacement program is \$270,000 and the VIDS camera upgrades for traffic signals is \$344,315 for FY 2016-17.





## Expenditures

	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Salaries and Wages	529,495	781,417	641,910	872,422
Employee Benefits	264,503	343,816	281,622	379,149
Purchased Prof/Tech Services	33,308	100,000	105,000	177,817
Purchased Property Services	318,877	566,068	670,876	683,518
Other Purchased Services	44,501	49,081	74,406	49,932
Supplies	684,876	765,896	707,993	694,505
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,875,560</b>	<b>2,606,278</b>	<b>2,481,807</b>	<b>2,857,343</b>
Transfers to Other Funds	-	136,100	136,100	-
Billings	-	-	-	-
Capital Outlay	16,078	282,650	282,650	614,315
<b>Total Expenditures</b>	<b>1,891,638</b>	<b>3,025,028</b>	<b>2,900,557</b>	<b>3,471,658</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
<b>Supervision</b>					
Deputy Dir PW	135	-	-	-	0.05
City Engineer	134	-	-	-	0.05
Traffic Eng Mgr	130	1.00	1.00	1.00	1.00
Traffic Signal Spvr	121	1.00	1.00	1.00	1.00
		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.10</b>
<b>Clerical and Professional</b>					
Traffic Analyst	219	1.00	2.00	2.00	2.00
Traffic Engineer	128	1.00	1.00	1.00	1.00
Trfc Eng in Training	127	1.00	1.00	1.00	1.00
		<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Labor Operations</b>					
Trfc Sign/Mrk Lead	220	1.00	1.00	1.00	1.00
Trfc Sgnl Tech Lead	220	1.00	1.00	1.00	1.00
Sign Shop Fabricator	219	1.00	1.00	1.00	1.00
Trfc Signal Tech	216	5.00	5.00	5.00	5.00
Sr Heavy Equip Oper	215	2.00	2.00	2.00	2.00
Trfc Sign/Mrk Tech	213	5.00	5.00	5.00	5.00
		<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>
<b>Total Full Time</b>		<b>20.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.10</b>
<b>Part Time Employees (shown as FTEs)</b>					
Traffic Analyst (300)-PT	59	1.40	-	-	-
Intern-PT	22	-	-	0.96	0.96
<b>Total Part Time (FTEs)</b>		<b>1.40</b>	<b>-</b>	<b>0.96</b>	<b>0.96</b>
<b>Total Employees</b>		<b>21.40</b>	<b>21.00</b>	<b>21.96</b>	<b>22.06</b>

# Emergency Management

## Mission Statement

The Office of Emergency Management protects lives, property, and the environment from disasters and emergencies through a proactive all-hazards approach of emergency preparedness, planning, mitigation efforts, public education, and emergency incident response.

## Narrative

The Waco-McLennan County Office of Emergency Management (OEM) is a division of the Waco Fire Department, and oversees the City of Waco Radio Operations which provides and maintains the two-way radio communication system for various city departments through the 800 MHz trunked radio system. 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 OEM serves all of McLennan County and is the liaison between local, state, and federal agencies. The office interacts with the Texas Division of Emergency Management. Severe weather and hazardous materials incidents are the most significant disaster potentials in the county. The OEM coordinates disaster preparedness activities between public and private industries as well as non-profit organizations 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 2015-16

- \* Coordinated response and reimbursement for ongoing flooding (Federal Disaster 4223)
- \* Updated the Basic Emergency Management Plan for the City of Waco and jurisdictions of McLennan County
- \* Provided training for city/county employees that are involved in the emergency management process
- \* Provided two Community Emergency Response Team trainings (CERT) along with a monthly training schedule
- \* Applied for and received grants for equipment and training
- \* Completed a Department of Justice audit of the emergency management plan and emergency shelters
- \* Provided WebEOC training to community partners and neighboring jurisdictions
- \* Updated annexes to the Waco-McLennan County Emergency Management Plan
- \* Strengthened relationships with Baylor and took part in Multi-Jurisdictional Improvised Explosive Device training
- \* Updated the threat and hazard identification and risk assessment for the city and county
- \* Perform exercises that comply with state and federal guidelines including one full-scale exercise
- \* Held an active shooter training for local businesses and the Local Emergency Planning Committee
- \* Developed a functional hazardous materials exercise in coordination with Koch Pipeline/Flint Hills Resources
- \* Conducted nine emergency preparedness exercises

## Priorities for FY 2016-17

- \* Design a new Emergency Operations Center for the City of Waco and McLennan County
- \* Provide a functional Emergency Operations Center Exercise for City of Waco and McLennan County employees
- \* Engage local industries in preparedness and continue to grow partnerships with various community stakeholders and working groups
- \* Update annexes to the Waco-McLennan County Emergency Management Plan
- \* Continue coordinating and hosting various committees, LEPC, Animal Issues Committee, Volunteer Organizations Active in Disaster.
- \* Provide ongoing Community Emergency Response Team trainings (CERT) and increase public education efforts in the community
- \* Apply for grants for equipment and training that would assist the city and county
- \* Continue to strengthen relationships with Baylor and MCC and TSTC in development of their EM plans and assist them with various planned events
- \* Review the threat and hazard identification and risk assessment for the city and county
- \* Perform exercises that comply with state and federal guidelines
- \* Will host 3 exercise throughout the year
- \* Continue to work with county agencies on expansion of the 800 MHz radio system
- \* Upgrade the Radio system to the most current version

## 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 additions in personnel planned for the coming year.



## Expenditures

	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Salaries and Wages	265,647	276,911	275,665	286,775
Employee Benefits	98,693	107,933	104,038	106,106
Purchased Prof/Tech Services	14,974	31,974	31,974	43,024
Purchased Property Services	170,659	307,894	290,058	282,956
Other Purchased Services	22,085	29,990	31,924	36,548
Supplies	482,335	35,627	33,384	16,532
Other Expenses	132,767	156,986	156,986	142,747
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,187,160</b>	<b>947,315</b>	<b>924,029</b>	<b>914,688</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	409,700	409,700	658,400
<b>Total Expenditures</b>	<b>1,187,160</b>	<b>1,357,015</b>	<b>1,333,729</b>	<b>1,573,088</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
<b>Supervision</b>					
Emer Mgt Coord	130	1.00	1.00	1.00	1.00
Radio Comm Spvr	121	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>					
Admin Asst	215	1.00	1.00	1.00	1.00
Asst Emer Mgt Coord	121	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>					
Radio Comm Tech	214	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>6.00</b>	<b>6.00</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 8,893 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 12th 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 2015-16

- \* Purchased upgraded SCBA (Self Contained Breathing Apparatus) for the entire department to maintain compliance with TCFP (Texas Commission on Fire Protection) and NFPA (National Fire Protection Association) Standards
- \* Purchased new 85 foot Ladder Truck to replace Truck 11
- \* Purchased new demo engine to replace Engine 5 that was damaged in a wreck on the interstate
- \* Continued providing Driver/Operator training for firefighters and engineers to receive their Driver/Operator certification through TCFP
- \* Began training Chief Officers to receive their Fire Officer I certification through TCFP
- \* Upgraded one firefighter position to Assistant Chief to improve management and span of control of fourteen stations
- \* Hired new Fire Chief, Chief Bobby Tatum

## Priorities for FY 2016-17

- \* Implement Apparatus replacement program to address aging frontline fleet
- \* Implement Fire/Life Safety Inspection Program for all Commercial Buildings
- \* Identify locations to build future fire stations coinciding with the growth of the City
- \* Continue recruitment efforts to increase diversity in the hiring process
- \* Increase training and equipment for specialty teams (i.e. Hazmat, Swift Water, Confined Space)
- \* Enhance Education and Professional Development of fire personnel

## 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

	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Salaries and Wages	14,877,884	14,878,603	14,931,404	15,713,753
Employee Benefits	4,777,425	5,053,854	5,070,978	5,296,707
Purchased Prof/Tech Services	88,705	72,271	98,469	54,494
Purchased Property Services	584,132	542,911	714,684	747,087
Other Purchased Services	427,586	427,615	471,581	508,751
Supplies	566,021	661,184	555,053	643,113
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>21,321,753</b>	<b>21,636,438</b>	<b>21,842,169</b>	<b>22,963,905</b>
Transfers to Other Funds	7,526	100,000	100,000	-
Billings	-	-	-	-
Capital Outlay	6,650	1,023,757	1,030,250	29,000
<b>Total Expenditures</b>	<b>21,335,929</b>	<b>22,760,195</b>	<b>22,972,419</b>	<b>22,992,905</b>

## Personnel Summary

	<b>Range</b>	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
<b>Supervision</b>					
Fire Chief	138	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>					
Sr Admin Asst	217	1.00	1.00	1.00	1.00
Fire Alarm CSR	215	2.00	2.00	2.00	2.00
Office Specialist	213	2.00	2.00	2.00	2.00
		<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	4.00	4.00
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	14.00	14.00	14.00	14.00
Fire Lieutenant_Alarm Office	804	5.00	5.00	5.00	5.00
Fire Lieutenant	804	37.00	37.00	37.00	37.00
Fire Prevention Specialist	803	1.00	1.00	1.00	1.00
Fire Equipment Engineer	802	54.00	54.00	54.00	54.00
Firefighter	801	81.00	81.00	80.00	80.00
		<b>203.00</b>	<b>203.00</b>	<b>203.00</b>	<b>203.00</b>
<b>Total Employees</b>		<b>209.00</b>	<b>209.00</b>	<b>209.00</b>	<b>209.00</b>

# Police

## Mission Statement

Our Mission is to provide police services to the Waco Community with integrity, professionalism, accountability and respect, to preserve life and property, to enforce the law within the framework of the Constitution, to work in partnership with the community, and to be good stewards of the public's trust and resources.

## 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 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 result 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 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 Community Outreach and Support Section, 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 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 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 2015-16

- \* The Family Violence Unit investigated 1,974 new cases, issued 210 arrest warrants, transferred 552 cases to the District Attorney for prosecution and obtained 89 Emergency Protective Orders in 2015.
- \* The Crimes Against Children Unit investigated 1,103 criminal offense reports and 1,175 Child Protection Services referrals in 2015.
- \* The S.A.F.E. Unit reported 31% of the rental units in Waco participate in crime-free housing resulting in a 51% reduction in reported crime and a 73% reduction in arrests.
- \* Neighborhood Detectives continue to have success recovering stolen property using "Leads Online". In 2015, Detectives worked over 8,294 cases resulting in the recovery of \$115,345 in stolen property and sent 3,029 of those cases to the DA's office for prosecution.
- \* The Accident reconstruction team investigated 19 crashes, 9 fatalities. Burglary and auto theft unit obtained 111 felony and 79 misdemeanor warrants resulting in 64 arrests.
- \* The Community Outreach Section conducted crime prevention programs in the community covering different safety, education and crime prevention topics during 2015, educating approximately 20,145 citizens.

### Priorities for FY 2016-17

- \* 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. The budget will maintain current operations.

## Expenditures

	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Salaries and Wages	21,781,936	21,546,645	21,611,753	22,871,112
Employee Benefits	7,312,833	7,659,043	7,622,236	7,960,269
Purchased Prof/Tech Services	428,085	549,477	554,705	719,190
Purchased Property Services	812,791	963,725	950,182	1,078,558
Other Purchased Services	897,661	1,005,760	957,660	1,039,116
Supplies	1,311,896	2,089,354	1,642,944	1,951,373
Other Expenses	842	909	850	909
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>32,546,044</b>	<b>33,814,913</b>	<b>33,340,330</b>	<b>35,620,527</b>
Transfers to Other Funds	85,307	598,000	641,431	50,000
Billings	-	-	-	-
Capital Outlay	42,750	73,089	78,230	51,149
<b>Total Expenditures</b>	<b>32,674,101</b>	<b>34,486,002</b>	<b>34,059,991</b>	<b>35,721,676</b>





## Personnel Summary

	Range	Actual 2014-15	Budget 2015-16	Estimated 2015-16	Adopted 2016-17
<b>Supervision</b>					
Police Records Spvr	220	8.00	8.00	8.00	8.00
Animal Control Ld	216	1.00	1.00	1.00	1.00
Police Chief	138	1.00	1.00	1.00	1.00
Emer Comm Mgr/911	130	1.00	1.00	1.00	1.00
PD Records Manager	130	1.00	1.00	1.00	1.00
PD Plng /Budget Mgr	127	1.00	1.00	1.00	1.00
Animal Control Mngr	121	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>					
Police Planner	222	3.00	3.00	3.00	3.00
Crime Prev Spec	221	1.00	1.00	1.00	1.00
IT Technician	220	1.00	1.00	-	-
911 Telecom Spvr	220	7.00	7.00	7.00	7.00
Sex Offdr Reg Coord	219	1.00	1.00	1.00	1.00
Latent Prt/CS Tech	218	7.00	7.00	7.00	7.00
Victim Services Mgr	218	1.00	1.00	1.00	1.00
Sr Admin Asst	217	1.00	1.00	1.00	1.00
911 Telecommunicator	217	28.00	28.00	28.00	28.00
Warrants Coordinator	217	1.00	1.00	1.00	1.00
Police Records Rep	215	18.00	18.00	18.00	18.00
Office Specialist	213	7.00	7.00	7.00	7.00
Property Room Tech	213	2.00	2.00	2.00	2.00
Data Analyst	127	-	-	-	2.00
Sr IT Analyst	126	1.00	1.00	-	-
Victim Services Mgr	123	1.00	1.00	1.00	1.00
		<b>80.00</b>	<b>80.00</b>	<b>78.00</b>	<b>80.00</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	36.00	36.00
Police Officer	901	194.70	195.70	195.70	195.80
		<b>243.70</b>	<b>244.70</b>	<b>244.70</b>	<b>244.80</b>
<b>Labor Maintenance</b>					
Animal Control Ofcr	213	3.00	3.00	3.00	3.00
		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Total Full Time</b>		<b>340.70</b>	<b>341.70</b>	<b>339.70</b>	<b>341.80</b>
<b>Part Time Employees (shown as FTEs)</b>					
CSR-TEMP	333	-	-	0.95	0.95
Prof Temp Pool	333	-	-	1.43	1.43
911 Telecom-PT	217	3.24	3.24	1.90	1.90
Police Record Rep-PT	215	1.50	1.50	1.50	1.50
<b>Total Part Time (FTEs)</b>		<b>4.74</b>	<b>4.74</b>	<b>5.78</b>	<b>5.78</b>
<b>Total Employees</b>		<b>345.44</b>	<b>346.44</b>	<b>345.48</b>	<b>347.57</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 main library, three branches, physical collections, and online resources the Waco-McLennan County Library system seeks to 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 341,151 adult, teen and children's items in a variety of formats including books, magazines, audiobooks, music CDs, and DVDs. An additional 32,807 eBooks and 6,637 eAudiobooks are available through the library's website, [www.wacolibrary.org](http://www.wacolibrary.org). The Library's website also provides access to a growing collection of online resources including reference materials, research databases and homework assistance.

A variety of programs for all ages are offered as a compliment to the library's materials collection and reference services. Weekly storytimes for children and monthly programs for teens are provided at all branches. Special programs of interest are offered to adults throughout the year.

The Central Library is the main library in the system and offers the largest variety of library services and materials including reference, magazines and special interest collections. Specialized collections at the Central Library include the Business Reference and the Grants Resource Center. The Local History Room is also located at the Central Library.

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

- \* The West Waco Library & Genealogy Center is the busiest branch library. The 32,000 SF building includes a large children's area, the genealogy collection, a meeting room, a storytime room and multiple study rooms.
- \* The South Waco Library has a large Spanish language collection, a meeting room, conference room and two study rooms.
- \* The East Waco Library has a large meeting room, conference room, two study rooms and a large computer lab available for public use.

The Waco-McLennan County Library provides material to residents outside the City of Waco limits by offering weekly delivery services to the Hewitt Library, McGinley Memorial Library, Nancy Nail Memorial Library, Moody Community Library and West Public Library.

## Accomplishments for FY 2015-16

- \* Completed the expansion and renovation of the East Waco Library
- \* Expanded and renovated the Central Library parking lot
- \* Installed security cameras in all four branches
- \* Completed a book mold remediation project in the Genealogy Center
- \* Installed audiovisual equipment in the West Waco Library meeting room
- \* Began offering more programs for teens and adults

## Priorities for FY 2016-17

- \* Update and expand the collection
- \* Provide outreach opportunities
- \* Build partnerships with community organizations

## Budget Highlights

The 2016-17 budget includes a librarian for the children's division as well as some reallocation of positions to better service the citizens of Waco. There are no anticipated increases in operational services. McLennan County funds 1/6 of the library budget.



## Expenditures

	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Salaries and Wages	1,651,751	1,820,384	1,707,176	1,947,438
Employee Benefits	565,472	632,587	613,706	705,927
Purchased Prof/Tech Services	135,277	251,162	256,952	173,662
Purchased Property Services	105,464	156,267	145,245	150,023
Other Purchased Services	156,640	188,972	185,032	183,224
Supplies	569,281	555,847	532,409	613,371
Other Expenses	1,050	1,156	1,106	1,117
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>3,184,935</b>	<b>3,606,375</b>	<b>3,441,626</b>	<b>3,774,762</b>
Transfers to Other Funds	-	-	-	-
Billings	155,945	159,064	159,064	163,438
Capital Outlay	17,237	254,504	254,504	-
<b>Total Expenditures</b>	<b>3,358,117</b>	<b>4,019,943</b>	<b>3,855,194</b>	<b>3,938,200</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
<b>Supervision</b>					
Dir WPL Svcs	133	1.00	1.00	1.00	1.00
WPL Branch Mgr	127	3.00	3.00	3.00	3.00
WPL Adult Svcs Spvr	123	1.00	1.00	1.00	1.00
WPL Tech Svcs Spvr	123	1.00	1.00	1.00	1.00
WPL Child Svcs Spvr	123	1.00	1.00	-	-
WPL Circulation Spvr	123	1.00	1.00	1.00	1.00
WPL G & P Spvr	123	1.00	1.00	1.00	1.00
		<b>9.00</b>	<b>9.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Clerical and Professional</b>					
Sr Admin Asst	217	1.00	1.00	1.00	1.00
WPL Associate	214	13.00	13.00	17.00	17.00
Sr Financial Analyst	124	1.00	1.00	1.00	1.00
IT Analyst	123	1.00	1.00	-	-
WPL Comty Srvc Lib	123	1.00	1.00	1.00	1.00
WPL Librarian	121	8.00	9.00	9.00	10.00
		<b>25.00</b>	<b>26.00</b>	<b>29.00</b>	<b>30.00</b>
<b>Total Full Time</b>		<b>34.00</b>	<b>35.00</b>	<b>37.00</b>	<b>38.00</b>
<b>Part Time Employees (shown as FTEs)</b>					
WPL Librarian-PT	221	0.55	0.55	0.55	0.55
WPL Assistant-PT	211	9.90	9.90	7.70	7.70
<b>Total Part Time (FTEs)</b>		<b>10.45</b>	<b>10.45</b>	<b>8.25</b>	<b>8.25</b>
<b>Total Employees</b>		<b>44.45</b>	<b>45.45</b>	<b>45.25</b>	<b>46.25</b>

# Municipal Information

## Mission Statement

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 two 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 websites 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 the majority of website design and/or maintenance. Everything is done in-house with the exception of specialized feature coding. 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 the City's *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 2015-16

- \* Continued to consult with departments on website changes they want. The new design also prepares us for the upcoming replacement of HTE software with Tyler Technologies.
- \* Launched a new design for the City Employee Intranet with a new calendar feature and cleaner look to help with employee communication.
- \* Improved social media policies and training in cooperation with Legal and Convention and Visitors Bureau Marketing Team. Conducted training for all administrators in the city on new policies and procedures.
- \* Continue to support the new Humane Society of Central Texas website while supporting their staff on updates and photos which increases their adoption rate.
- \* Developed and successfully completed a fundraising campaign for the Animal Shelter renovation. Consulted on design of the new buildings and continue to plan for the grand opening.
- \* Support and marketing continues for SpayStreet Waco and Animal Care Officers.
- \* Continue to lead the design and development of new Economic Development website while consulting with the Chamber and Housing and Economic Development.
- \* Improved and expanded the archive system for social media while adding reporting functions to keep us compliant with open records laws. Consult with the City Secretary's Office on this project.
- \* Won three Addy awards (American Advertising Federation) for outstanding marketing materials.
- \* Began a marketing collaboration group with the Waco Chamber and Waco Convention and Visitors Bureau.
- \* Developed, launched and maintain a Capital Improvements Program website (buildingwaco.com) with Public Works and Utilities to better inform citizens of the programs involved. Also consult on all signage at job sites.
- \* Upgraded the WCCC.TV website to a more mobile-friendly and responsive design and continue to promote videos on social media.
- \* Won two Telly awards for outstanding production.
- \* Added another new monthly 30 minute talk show "Destination: Waco and the Heart of Texas" that promotes the Convention Center and Tourism to our eleven talk show lineup.
- \* Continued to help in the expansion of MinuteTraq to include various Boards and Commission meetings agendas.
- \* Continued to support City Manager's office on City Council presentations and Budget and Audit committee presentations on various subjects.
- \* Added an Instagram account to our social media accounts list of over 8,000 Facebook and 10,900 Twitter followers.

## Priorities for FY 2016-17

- \* 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>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Salaries and Wages	449,950	460,411	472,776	484,556
Employee Benefits	154,875	165,314	167,237	171,278
Purchased Prof/Tech Services	82,794	37,233	51,507	9,123
Purchased Property Services	15,026	30,081	32,153	35,827
Other Purchased Services	21,717	22,444	21,828	21,759
Supplies	78,723	19,995	49,131	20,911
Other Expenses	20,561	19,248	29,892	48,060
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>823,646</b>	<b>754,726</b>	<b>824,524</b>	<b>791,514</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	123,337	-	52,000	-
<b>Total Expenditures</b>	<b>946,983</b>	<b>754,726</b>	<b>876,524</b>	<b>791,514</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
<b>Supervision</b>					
Dir Mun Info	133	1.00	1.00	1.00	1.00
Pub Info/Comm Coord	128	1.00	1.00	1.00	1.00
Municipal TV Spvr	123	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>					
Graphics/Print Tech	215	1.00	1.00	1.00	1.00
Courier	208	1.00	1.00	1.00	1.00
Pub Info/Comm Spec	122	1.00	1.00	1.00	1.00
Graphics/Print Spvr	121	1.00	1.00	1.00	1.00
Video Prod Spec	120	1.00	1.00	1.00	1.00
Video Prod Tech	117	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 Economic Development

## Mission Statement

To make Waco a “Place of Choice” by developing and administering programs that promote a strong economy and enhance the quality of life by providing sustainable housing and economic development programs throughout Waco.

## Narrative

The City of Waco will act aggressively to help stabilize and revitalize our neighborhoods’ aging housing stock through high quality rehabilitation along with serving as liaisons to Waco’s neighborhood associations. These housing programs will create housing opportunities to address the entire spectrum of citywide needs from homelessness, to special needs, 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. The success of the homeless plan depends upon a coordinated team approach.

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 partnership 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 increase that level of contribution for FY 2016-17 to \$1,750,000.

All the programs of the department will work closely with those leading in the Prosper Waco Initiative, a city-wide collective impact initiative focused on Education, Health, and Financial Security in an effort to resolve generational poverty issues.

## Accomplishments for FY 2015-16

- \* Reconstructed 2 owner-occupied homes
- \* Conducted 19,625 inspections for code-compliance
- \* Provided job training for 20 unemployed persons
- \* Held childcare or summer enrichment classes for 59 youth
- \* Provided transitional or emergency housing for 613 homeless persons
- \* Provide down payment assistance for 8 new homeowners
- \* Developed 9 new single family homes
- \* Provided rental assistance for 22 families and individuals
- \* 1 Residential Tax Abatement was approved
- \* 1 new industrial company moved to Waco (Polyglass USA)
- \* 7 existing companies announced expansion projects in Waco (Sherwin-Williams, Balcones Distilling, Time Manufacturing, Coca-Cola, Let’s Gel, Magnolia Market, Clearview Communications)
- \* 480 new jobs are projected and 1078 jobs will be retained in Waco (from all ED projects from 2015-2016)
- \* Approximately \$294,760,000 in new capital investment was made by businesses in Waco

## Priorities for FY 2016-17

- \* Provide housing rehabilitation to 20 housing units through a roof repair program
- \* Provide down payment / closing cost assistance to 8 homebuyers
- \* Provide assistance to 4 households for Multi Family Rental units
- \* Provide Individual Development Account assistance to 10 homebuyers
- \* Provide 1 rehab rental unit
- \* Provide assistance to public service agencies as well as improve the quality of neighborhoods through in-house programs
- \* Improve East Waco Park benefitting 2,925 persons
- \* Serve CDBG target areas through code enforcement activities.
- \* Provide public services job training and employment opportunities to 40 low to moderate income persons (20 youth and 20 adults)
- \* Attract and retain businesses that provide good job opportunities for Waco citizens
- \* Assist more Waco residents with the opportunity to get the education and/or job skills needed to get good jobs
- \* Focus on efforts to move the needle on poverty in our community through joining the efforts of the Prosper Waco, collective impact initiative. These efforts will be focused at ending generational poverty in Waco and constitute a new approach that will be added to the more traditional economic development efforts that have proved successful in the past.

## Budget Highlights

The Housing and Economic Development department uses Federal funds and City General Funds for operations. There are 14 total Full Time Employees (FTEs) in the Department. Four positions are funded 100% by the City’s General Fund: the Director, Deputy Director, Financial Supervisor and a Program Coordinator for Economic Development. Of the remaining ten employees, five are partially funded with the City’s General Fund and partially with grant funds. The remaining five employees are entirely funded by CDBG, HOME, and Supportive Housing Program grant funds.



## Expenditures

	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Salaries and Wages	197,445	423,437	474,630	490,565
Employee Benefits	59,387	133,636	144,374	156,770
Purchased Prof/Tech Services	175	142,738	442,738	5,000
Purchased Property Services	150	2,500	2,500	6,500
Other Purchased Services	14,258	33,552	33,775	30,936
Supplies	4,020	13,064	10,127	13,143
Other Expenses	-	-	-	-
Contracts with Others	19,620	-	35,000	35,000
<b>Operating Expenditures</b>	<b>295,055</b>	<b>748,927</b>	<b>1,143,144</b>	<b>737,914</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>295,055</b>	<b>748,927</b>	<b>1,143,144</b>	<b>737,914</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
		<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
<b>Supervision</b>					
Dir Housing/ED	135	1.00	1.00	1.00	1.00
Asst Dir Housing/ED	132	1.00	1.00	1.00	1.00
Housing/ED Fin Spvr	127	0.70	1.00	1.00	1.00
		<b>2.70</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Clerical and Professional</b>					
Housing Finance Spec	214	-	-	-	0.15
Sr Hous Prog Analyst	123	-	0.04	0.04	-
EDev Coord	122	1.00	1.00	1.00	1.00
Homeless Prog Coord	121	0.80	0.80	0.80	0.80
Housing Loan Coord	121	0.10	0.81	0.81	0.30
		<b>1.90</b>	<b>2.65</b>	<b>2.65</b>	<b>2.25</b>
<b>Total Employees</b>		<b>4.60</b>	<b>5.65</b>	<b>5.65</b>	<b>5.25</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 168 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 2015-16

- Completion of Renovations Project at East Waco Library
- Construction Oversight Support for Completion of Dewey Community Center
- Award of contract for Renovations at Waco Animal Shelter and construction oversight for completion of the project.
- Design for the proposed relocation of Information Technology and Emergency Management Departments
- Renovation of City Secretary Office at City Hall
- Repair of Golf Course Clubhouse Pavilion exterior
- Repair of Cameron Park Zoo Ranch House
- Remodeling of interior finishes at Streets Department offices and work areas and of Traffic Sign Shop offices
- Completion of the Remodeling of the Cameron Park Zoo Deer Barn
- Upgraded lighting at East Waco Library
- Completion of Central Library Parking Expansion
- Remodeling of break room and restrooms at Fleet Services Building
- Mold remediation and asbestos abatement and renovation at FS #5
- Repaired various water intrusion/roof issues at Zoo, Mount Carmel Water Plant, West Waco Library, Water Office Garage, Texas Ranger Museum and City Hall
- Modification of main exhibit doorway at Texas Ranger Museum
- Design of renovation of Old Police Building for Relocation of Information Technology and Emergency Management
- Design of replacement of upper lobby roof of Convention Center
- Design of replacement of two HVAC coils at Police Department Headquarters Building
- Design of replacement of lighting system at Police Department Headquarters Parking Garage.
- Design of new restroom at Cameron Park Zoo
- Design of renovation of 3<sup>rd</sup> floor of Police Department Headquarters for conference and training room
- Design of renovation of 2<sup>nd</sup> floor TB Clinic and Break Room area at Health District Building
- Design of repair of the Riverside Water Plant Smoke Stack
- Developed work scopes for modernization of controls for Passenger Elevator at Water Office
- Developed work scope for modernization of controls for Freight Elevator at Convention Center

## Priorities for FY 2016-17

- Renovation of Old Police Building for Relocation of Information Technology and Emergency Management
- Replacement of Upper Lobby Roof at Waco Convention Center
- Replacement of Lighting System at Waco Police Department Parking Garage
- Replacement of Chilled Water Coils at Waco Police Department penthouse mechanical room
- Completion of Modernization of Controls for Freight Elevator at Convention Center and Passenger Elevator at Water Office
- Construction of New Restroom at Cameron Park Zoo
- Renovation of 3<sup>rd</sup> Floor Area for Large Meeting and Training Room at Police Department Headquarters
- Coordination for design and renovation for 2<sup>nd</sup> Floor Clinic at Health District Building
- Repair of Riverside Water Plant Smoke Stack
- Renovation of Fire Station #5
- Remodeling interior finishes at Sul Ross Senior Center
- Design for Brazos Room roof replacement at Convention Center
- Renovation of old dental clinic at Health District Building
- Exterior restoration of City Hall
- HVAC replacement at Convention Center and main cooling system at City Hall
- Demolition of 6<sup>th</sup> and 7<sup>th</sup> floor interiors and Renovation on 6<sup>th</sup> floor of Police Department Headquarters

## Budget Highlights

Facilities continues to take a pro-active approach to meet the requirements of City functions and operations in a timely and professional manner. The long term facility improvements plan continues to be updated as facility planning continues.





## Expenditures

	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Salaries and Wages	1,167,395	1,161,711	1,122,547	1,145,284
Employee Benefits	508,056	538,306	526,946	533,666
Purchased Prof/Tech Services	387,327	320,550	335,000	357,699
Purchased Property Services	1,231,179	1,310,051	1,320,724	1,334,199
Other Purchased Services	60,805	61,571	58,685	71,375
Supplies	281,797	253,150	243,266	260,291
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>3,636,559</b>	<b>3,645,339</b>	<b>3,607,168</b>	<b>3,702,514</b>
Transfers to Other Funds	-	1,490,103	1,490,103	-
Billings	(155,945)	(159,064)	(159,064)	(163,438)
Capital Outlay	220,138	-	-	-
<b>Total Expenditures</b>	<b>3,700,752</b>	<b>4,976,378</b>	<b>4,938,207</b>	<b>3,539,076</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
<b>Supervision</b>					
Facilities Engineer	130	1.00	1.00	1.00	1.00
Facilities Manager	130	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>					
Admin Asst	215	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>					
Master Electrician-CDL	220	2.00	2.00	2.00	2.00
Master HVAC Mechanic	220	2.00	2.00	2.00	2.00
Facilities Mnt Coord	218	1.00	1.00	1.00	1.00
Facilities Mnt Tech	216	4.00	4.00	4.00	4.00
Custodial Spvr	213	2.00	2.00	2.00	2.00
Building Attendant	208	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>34.00</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>
<b>Part Time Employees (shown as FTEs)</b>					
Building Att-PT	208	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>34.80</b>	<b>34.80</b>	<b>34.80</b>	<b>34.80</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, Cottonwood Creek Golf Course and Waco Mammoth National Monument.

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 Seley Park, Kendrick Park, East Waco Park, the E Riverwalk Extension project, and the Waco Suspension Bridge.

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 presents to visitors and local residents.

The Recreation Division provides 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 provides adult athletics including flag football, softball and basketball while youth sports leagues in flag football, track & field and basketball continue to grow. Dubl-R Fields at Riverbend Park has a significant economic impact by hosting baseball & girls' fast pitch softball tournaments including ASE State and World Series tournaments. The Waco Mammoth National Monument was designated by President Obama in July of 2015. The National Monument saw the number of visitors triple in the 1<sup>st</sup> year since designation. Special Events/Marketing produces the very popular Brazos Nights concert series, 4<sup>th</sup> on the Brazos Celebration at McLane Stadium, Pints in the Park and Winter Wonderland Festival in addition to supporting over 250 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 2015-16

- \* Continued design for East Riverwalk Extension project along Brazos River directly upstream from McLane Stadium
- \* Completed design for Seley Park Phase 2 improvements project to include lighting and irrigation
- \* Completed construction of Anniversary Park Improvements project, including pavilion replacement
- \* Began survey, archaeology review, and planning for Greenwood Cemetery perimeter fencing
- \* Began condition assessment and planning for Suspension Bridge maintenance
- \* Installed Animal Shelter landscape and irrigation improvements
- \* Installed NPS funded shade canopy at Waco Mammoth National Monument
- \* Continued reforestation program with relocation of 104 trees from Parks nursery to various City parks
- \* Continued emphasis on Brazos River litter abatement program
- \* Assumed maintenance and operation responsibilities at Hart-Patterson Track and the Multi-Purpose Center on the Paul Quinn Campus
- \* Assumed maintenance responsibilities at Greenwood Cemetery, MLK from IH-35 to LaSalle, and new Waco sign at the corner of MLK and Lake Shore Drive
- \* Athletics and community fitness programming began at Hart-Patterson Track
- \* Completed the 1<sup>st</sup> Design Build project and hosted the Dewey Community Center ribbon cutting on June 4<sup>th</sup>
- \* Assisted Gameday Waco with river patrol, Riverwalk lighting and downtown event support during Baylor home games
- \* Completed the 29<sup>th</sup> Brazos Nights concert series and the 2<sup>nd</sup> Fourth on the Brazos event at Touchdown Alley at Baylor University's McLane Stadium
- \* Increased social media activity and marketing through multiple Facebook and Instagram accounts and redesigned websites for all Parks and Recreation areas
- \* Reorganizing of the Waco Wonderland Festival
- \* Supported East Waco Library Renovations by hosting Story time programs at Bledsoe Miller
- \* Continued free meal program during after school hours and summer hours for children 18 and under
- \* Hosted the Texas Amateur Athletic Federation Girl's Youth State Basketball Tournament
- \* Hosted more than 30 tournaments at the Dubl-R Fields at Riverbend Park including the ASE World Series
- \* Continued Ranger Patrol of Brazos River Corridor and water patrols on Lake Brazos



- \* Hosted the designation ceremony of the Waco Mammoth National Monument with Department of the Interior Secretary Sally Jewell, National Park Service Director John Jarvis, Former 1<sup>st</sup> Lady Laura Bush, Congressman Bill Flores along with other distinguished guests
- \* Began operating in collaboration with the National Park Service as Waco Mammoth National Monument
- \* Continued the Fall Fossil Festival and Mammoths on the March events
- \* Continued Neighborhood Fishing Program at Buena Vista Park continued with Texas Parks & Wildlife fish stocking
- \* Park Rangers provided educational, career day, health, and safety programs for Waco ISD, surrounding school districts, local businesses and clubs, and city recreation centers
- \* Noon time hikes resumed and attendance by City employees increased
- \* Ongoing trail maintenance projects with the community, park user groups, Eagle Scouts, and service group cleanup projects
- \* Maintained Cameron Park Trail Facebook Page with current trail condition updates and photos
- \* Department worked with multiple Baylor Interns and the Health Department for park system surveys, health studies with Recreation Center kids, and Cameron Park Trail Projects
- \* Implemented a new Teen Nutrition/Healthy Cooking program at the Multi-Purpose Center
- \* Provided CPR/First Aid/AED Classes and certification for multiple City departments
- \* Provided Departmental Driver's Safety programs and other safety related training

### Priorities for FY 2016-17

- \* Continue emphasis on Lake Brazos litter abatement program
- \* Begin construction of East Riverwalk Extension project
- \* Complete construction of Kendrick Park improvements
- \* Install perimeter fence at Greenwood Cemetery
- \* Begin design and construction sequence for East Waco Park
- \* Complete Parks, Recreation and Open Space Master Plan in conjunction with the City of Waco Comprehensive Plan
- \* Expand revenue streams for special events including Pints in the Park, Waco Wonderland and Brazos Nights
- \* Build on social media presence and online advertising
- \* Establish the WebTrac registration and booking software and incorporate in the current marketing strategies
- \* Increase teen programs with a focus on volunteerism and fitness
- \* Develop a summer camp program for teens ages 13-15
- \* Continue Ranger patrol of Brazos River Corridor, Cameron Park and City recreation facilities
- \* Increase community volunteer trail projects using new downtown businesses to promote interest
- \* Develop programs designed to encourage better fitness and health including City of Waco employees
- \* Develop litter reduction program in conjunction with Keep Waco Beautiful and the Solid Waste Department

### Budget Highlights

The Parks & Recreation budget reflects the addition of maintenance and programming at Hart-Patterson Track, operation of the Multi-Purpose Center, maintenance of additional MLK Blvd. locations, enhanced Lake Brazos litter abatement and maintenance of existing parks and facilities. The budget also includes 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, the Waco Mammoth National Monument and Park Ranger patrols. The budget for 2016-17 incorporates expenses related to the resumption of operations and programs at the Dewey Community Center.

### Expenditures

	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Salaries and Wages	4,342,779	4,685,753	4,551,668	4,895,862
Employee Benefits	1,772,248	1,999,954	1,962,757	2,076,473
Purchased Prof/Tech Services	774,952	925,695	937,981	1,166,780
Purchased Property Services	1,136,719	1,280,764	1,311,573	1,350,002
Other Purchased Services	353,403	374,664	392,727	420,619
Supplies	758,649	1,084,129	919,436	1,028,812
Other Expenses	54,098	42,656	67,213	68,730
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>9,192,848</b>	<b>10,393,615</b>	<b>10,143,355</b>	<b>11,007,278</b>
Transfers to Other Funds	250,000	857,100	857,100	300,000
Billings	(276,987)	(353,118)	(353,118)	(362,829)
Capital Outlay	6,165	158,710	158,710	157,803
<b>Total Expenditures</b>	<b>9,172,026</b>	<b>11,056,307</b>	<b>10,806,047</b>	<b>11,102,252</b>

## Personnel Summary

	Range	Actual 2014-15	Budget 2015-16	Estimated 2015-16	Adopted 2016-17
<b>Supervision</b>					
Dir P&R	138	1.00	1.00	1.00	1.00
Rec Superintendent	128	1.00	1.00	1.00	1.00
Parks Superintendent	128	1.00	1.00	1.00	1.00
P&R Finance Spvr	127	1.00	1.00	1.00	1.00
Park Ranger Spvr	125	1.00	1.00	1.00	1.00
Parks Maint Spvr	123	3.00	3.00	3.00	3.00
Parks Field Spvr	119	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>					
Park Planner	222	1.00	1.00	1.00	1.00
Rec Programmer	217	4.00	4.00	5.00	5.00
Admin Asst	215	2.00	2.00	2.00	2.00
Rec Lead	215	5.00	5.00	5.00	5.00
Office Specialist	213	1.00	1.00	1.00	1.00
Hist Site Asst	208	2.00	2.00	2.00	2.00
Sr Park Planner	125	1.00	1.00	1.00	1.00
P&R Sr Finance Analyst	124	1.00	1.00	1.00	1.00
Comm Center Mgr	124	1.00	1.00	1.00	1.00
Event/Promo Coord	122	1.00	1.00	1.00	1.00
Event/Promo Spec	122	1.00	1.00	1.00	1.00
Athletic Prog Coord	121	1.00	1.00	1.00	1.00
Hist Site Mngr	121	1.00	1.00	1.00	1.00
Park Ranger Lead	120	1.00	1.00	1.00	1.00
Comm Center Spvr	119	3.00	3.00	3.00	3.00
		<b>26.00</b>	<b>26.00</b>	<b>27.00</b>	<b>27.00</b>
<b>Labor Operations</b>					
Master Electrician-CDL	220	1.00	1.00	1.00	1.00
Master Plumber	220	2.00	2.00	2.00	2.00
Parks Crew Leader	216	5.00	5.00	5.00	5.00
Landscaping Tech	216	4.00	4.00	4.00	4.00
Equipment Mechanic	215	1.00	1.00	1.00	1.00
Park Ranger	215	7.00	7.00	7.00	7.00
Sr Parks Maint Wrkr	212	28.00	29.00	29.00	29.00
Parks Maint Wrkr	210	5.00	5.00	5.00	5.00
Parks Laborer	208	28.00	29.00	29.00	29.00
		<b>81.00</b>	<b>83.00</b>	<b>83.00</b>	<b>83.00</b>
<b>Total Full Time</b>		<b>119.00</b>	<b>121.00</b>	<b>122.00</b>	<b>122.00</b>
<b>Part Time Employees (shown as FTEs)</b>					
Rec Prog-SEASONAL	217	0.40	0.40	0.40	0.40
Park Ranger-PT	215	3.85	3.85	3.85	3.85
Hist Site Asst-PT	208	1.32	1.32	2.70	2.70
Rec Aide-PT	207	11.77	11.77	9.38	9.38
Rec Aide-SEASONAL	207	4.64	4.64	4.64	4.64
<b>Total Part Time (FTEs)</b>		<b>21.98</b>	<b>21.98</b>	<b>20.97</b>	<b>20.97</b>
<b>Total Employees</b>		<b>140.98</b>	<b>142.98</b>	<b>142.97</b>	<b>142.97</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.

Funding for rolling stock replacement, equipment replacement and other capital projects funded by cash were moved into the respective departments in 2015-16.

### Expenditures

	Actual 2014-15	Budget 2015-16	Estimated 2015-16	Adopted 2016-17
Unemployment Compensation	22,120	80,000	80,000	80,000
Property Insurance	287	287	287	287
Greenwood Cemetery	500	-	-	-
The Arts & Historic Agencies	142,000	143,740	143,740	29,250
Creative Waco	-	-	-	385,000
H.O.T. Council of Governments	9,842	10,094	10,094	10,000
CHDO	-	-	-	150,000
MHMR	-	-	-	40,000
The Advocacy Center	91,645	91,645	91,645	91,645
Greater Waco Chamber of Commerce	142,946	136,500	136,500	165,000
MCCAD	731,150	641,033	641,033	673,085
Mission Waco	-	-	-	20,000
Greater Waco Sports Commission	-	50,000	50,000	75,000
McLennan County	129,890	139,557	139,557	146,535
Cen-Tex African/American Chamber	68,000	68,000	68,000	68,000
Multi-Purpose Facility	26,473	83,527	30,000	-
Senior Ministry	28,000	28,000	28,000	28,000
City Center Waco	300,000	280,000	280,000	340,500
Cen-Tex Hispanic Chamber	68,000	68,000	68,000	118,000
Economic Development Grants	368,988	632,000	632,000	635,000
The Cove	-	-	-	54,545
Rosemound Cemetery	30,000	-	140,708	125,000
Greater Waco Collective Impact Init	135,200	500,000	500,000	100,000
<b>Total Contracts</b>	<b>2,272,634</b>	<b>2,872,096</b>	<b>2,959,277</b>	<b>3,254,560</b>
Health Services	2,724,229	2,874,265	2,874,265	3,235,270
Brazos Riverwalk Grant	-	34,855	66,855	-
Housing Demo_Lot Clearance	155,000	75,000	75,000	175,000
Brownfield Grant	36,000	-	-	-
Equipment Replacement	200,000	-	-	400,000
Rolling Stock	660,151	11,500	11,500	1,500,000
Street Reconstruction Fund	3,885,972	3,885,972	3,885,972	3,885,972
Ranger Hall of Fame	819,631	711,837	711,837	669,619
Waco Regional Airport	179,235	736,059	736,059	354,363
Cameron Park Zoo	1,983,223	2,160,257	2,160,257	2,437,223
Cottonwood Creek Golf Course	-	134,448	134,448	285,639
Transit Services	-	441,987	441,987	384,793
Parks CIP Cash	3,999,440	-	-	-
Streets Cash	710,524	-	-	-
Animal Shelter Cash	500,000	-	-	-
<b>Total Transfers to Other Funds</b>	<b>15,853,405</b>	<b>11,066,180</b>	<b>11,098,180</b>	<b>13,327,879</b>
<b>Total Expenditures</b>	<b>18,148,446</b>	<b>14,018,563</b>	<b>14,137,744</b>	<b>16,662,726</b>

## Miscellaneous

### Narrative

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

### Expenditures

	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purchased Prof/Tech Services	186,888	226,000	233,128	221,500
Purchased Property Services	5,471	3,000	5,750	6,765
Other Purchased Services	-	100,000	100,250	100,250
Supplies	2,799	3,872	3,185	3,697
Other Expenses	352,184	409,325	434,385	569,000
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>547,342</b>	<b>742,197</b>	<b>776,698</b>	<b>901,212</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>547,342</b>	<b>742,197</b>	<b>776,698</b>	<b>901,212</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

	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Salaries and Wages	464,752	525,000	310,000	475,000
Employee Benefits	130,500	118,415	83,871	111,804
Purchased Prof/Tech Services	-	-	-	-
Purchased Property Services	-	-	-	-
Other Purchased Services	-	-	-	-
Supplies	-	-	-	-
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>595,252</b>	<b>643,415</b>	<b>393,871</b>	<b>586,804</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>595,252</b>	<b>643,415</b>	<b>393,871</b>	<b>586,804</b>



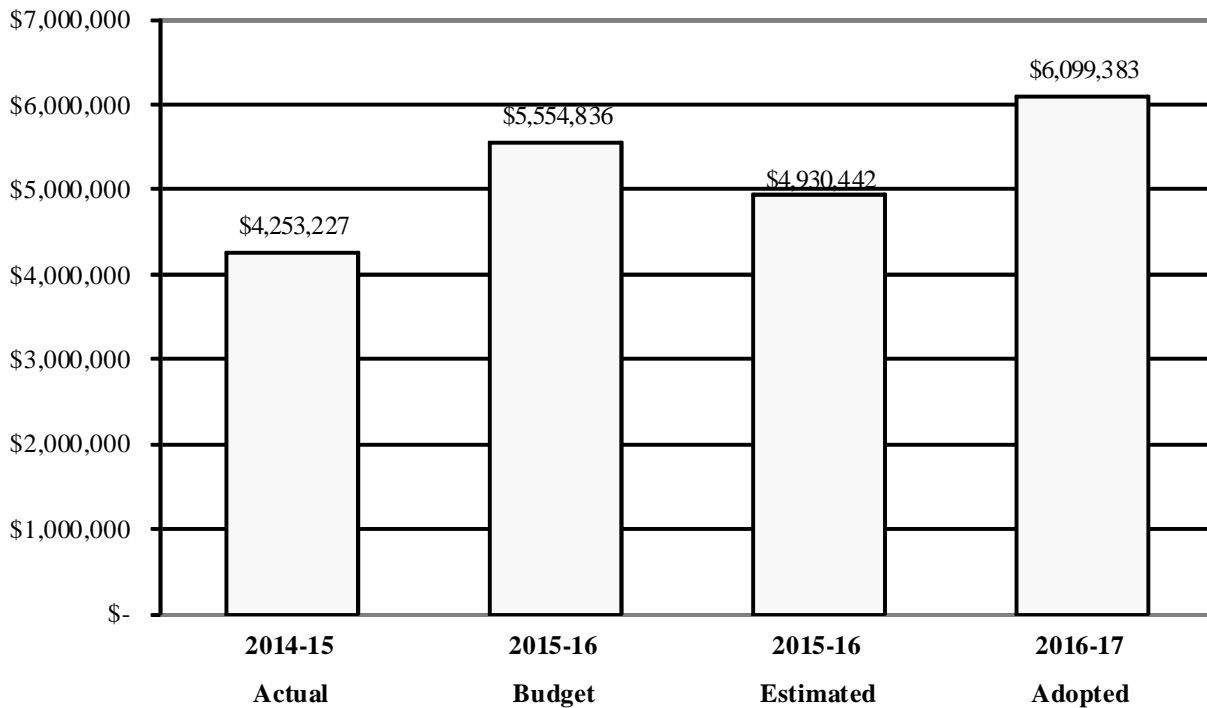




## **Special Revenue Funds**

## Special Revenue Funds

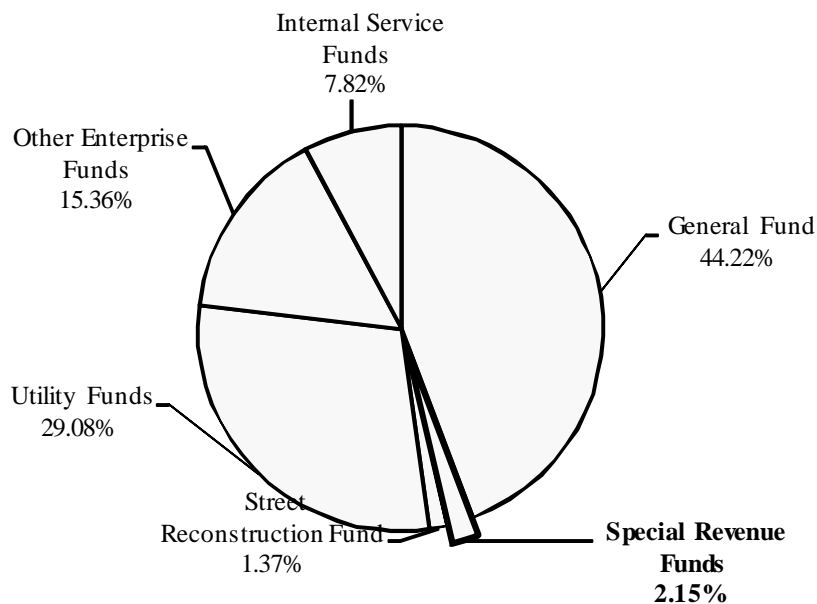
	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Health Administration	2,007,889	2,147,340	2,138,969	2,184,189
Environmental Health	210,068	265,319	256,380	288,688
Environmental Health - OSSF	255,581	269,137	267,918	280,008
Public Health Nursing	818,950	953,958	929,742	1,301,028
Sexually Transmitted Diseases	347,743	368,711	354,924	368,846
HIV/AIDS	178,072	185,800	184,417	190,217
Police Forfeiture Fund	8,352	79,000	139,000	110,000
Abandoned Motor Vehicles	64,405	220,000	206,850	268,771
Public Improvement District #1	362,167	1,065,571	452,242	1,107,636
	<b>\$ 4,253,227</b>	<b>\$ 5,554,836</b>	<b>\$ 4,930,442</b>	<b>\$ 6,099,383</b>



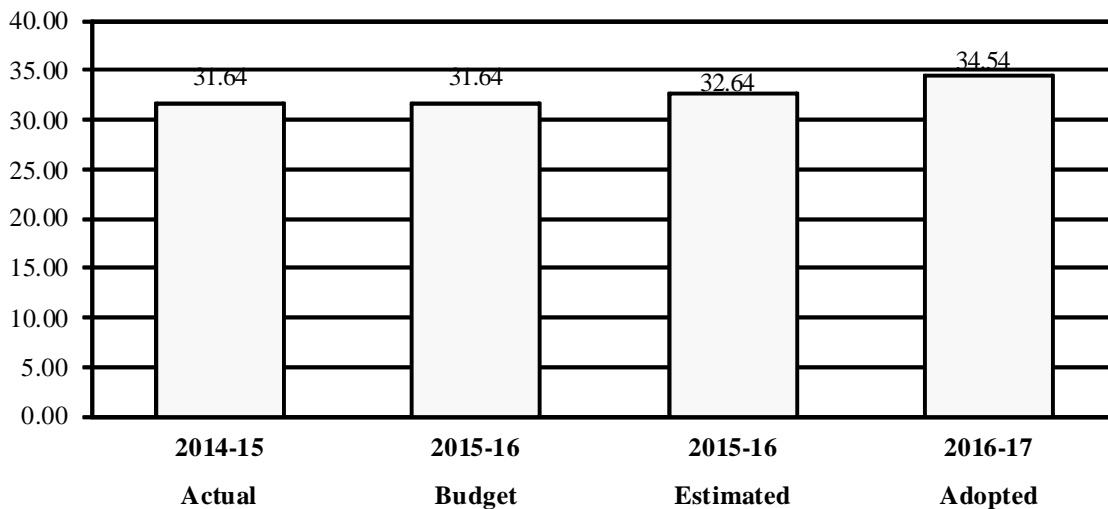


## Special Revenue Funds as a Percent of Total Budget

General Fund	\$ 125,346,513
<b>Special Revenue Funds</b>	<b>6,099,383</b>
Street Reconstruction Fund	3,888,972
Utility Funds	82,408,220
Other Enterprise Funds	43,532,939
Internal Service Funds	22,154,745
	<hr/>
	\$ 283,430,772



## Special Revenue Funds Personnel Summary



# Health Administration/Vital Statistics

## Vision Statement

Create the Healthiest County in Texas where all people can live, play, work and thrive.

## Mission Statement

In partnership with the community, we will continuously improve through creative innovation and collaboration the health and well-being of the citizens and environment of our county.

## Narrative

Health Administration provides direction for the overall operation of comprehensive population-based health services to include Environmental Health, Public Health Nursing, WIC, HIV/STD and Vital Statistics and Billing.

The Vital Statistics program 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. The Cashier and Billing divisions provide 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 2015-16

- \* Continued working in collaboration with local partners and Prosper Waco to address priority community health issues.
- \* Implemented the strategic plan for the Health District.
- \* Worked with the Waco City Council to repeal and replace the city Smoking Regulations designating the City of Waco as a "Smoke Free" City.
- \* Awarded the Silver Level Award from the Texas Department of State Health Services Texas Healthy Communities Program for effectively promoting best practices for preventing and controlling cardiovascular disease, stroke and other chronic diseases.
- \* Implemented Medicaid Administrative Claiming as a new revenue generating source.
- \* Received 2015 Exemplary Five Star Award from the Department of State Health Services for excellence in recording and processing of birth and death records.
- \* Worked with preparedness coordinator to help facilitate and involve funeral directors to respond to mass casualties.
- \* Worked with the Department of State Health Services on implementing a new vital registration system by participating in the review and selection of software and design of final product.
- \* Contracted with The FIRM to provide credentialing and billing services for the Health District.

## Priorities for FY 2016-17

- \* Implement and monitor activities and interventions identified in the strategic plan for the Health District.
- \* Utilize funding from Medicaid Administrative Claiming to purchase an Electronic Health Record.
- \* Consider consolidation of vital records registrars' offices in McLennan County.
- \* Identify new sources of revenue and ensure all revenues are collected and deposited in accordance with City of Waco cash handling policies.
- \* Continue to collaborate with local partners to address priority community health issues, including implementation of the Community Health Worker Initiative.
- \* Continue to work with billing specialist to ensure credentialing processes and correct billing in an efficient manner.
- \* Continue working with the Mass Fatality Planning Committee to develop a mass fatality plan for McLennan County.
- \* Assist appropriate partners with the electronic filing of birth and death certificates.
- \* Participate in the Heart of Texas Child Fatality Review Committee.

## 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

	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Salaries and Wages	396,733	408,545	403,003	421,374
Employee Benefits	142,821	149,605	147,538	152,403
Purchased Prof/Tech Services	32,797	55,401	56,140	93,910
Purchased Property Services	2,570	3,070	2,830	3,080
Other Purchased Services	17,267	16,573	16,062	19,138
Supplies	32,457	31,956	31,550	31,050
Other Expenses	394,093	442,585	442,241	392,441
Contracts with Others	989,151	1,039,605	1,039,605	1,070,793
<b>Operating Expenditures</b>	<b>2,007,889</b>	<b>2,147,340</b>	<b>2,138,969</b>	<b>2,184,189</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>2,007,889</b>	<b>2,147,340</b>	<b>2,138,969</b>	<b>2,184,189</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
		<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
<b>Supervision</b>					
Dir Public Health	138	1.00	1.00	1.00	1.00
Hlth Vital Stat Spvr	123	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>					
Sr Admin Asst	217	1.00	1.00	1.00	1.00
Hlth Office Specialist	213	4.00	4.00	4.00	4.00
Sr Financial Analyst	124	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 Full Time</b>		<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Part Time Employees (shown as FTEs)</b>					
Office Spec-PT	213	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>8.50</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</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 2015-16

- \* Maintained inspection frequencies to prevent increases of disease, nuisances, and violations
- \* Provided food safety education to approximately 1,880 food handlers and food managers
- \* Prevented and minimized disease outbreaks associated with food, swimming pools, sanitation, and vectors
- \* Implemented all components of the West Nile Virus and Mosquito Control plan to include surveillance and other mosquito borne illnesses

## Priorities for FY 2016-17

- \* Provide food safety education to approximately 2,000 food handlers and food managers
- \* Identify and correct health nuisances that will prevent illnesses from environmental conditions
- \* Provide speakers and information to educate the public about environmental and consumer health topics
- \* Continue to implement all components of the West Nile Virus and Mosquito Control plan

## 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>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Salaries and Wages	105,264	111,382	111,381	114,056
Employee Benefits	36,277	39,269	39,328	40,186
Purchased Prof/Tech Services	1,870	22,575	22,575	22,175
Purchased Property Services	7,370	8,684	8,305	8,471
Other Purchased Services	4,012	4,042	4,042	6,682
Supplies	55,275	79,367	70,749	97,118
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>210,068</b>	<b>265,319</b>	<b>256,380</b>	<b>288,688</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>210,068</b>	<b>265,319</b>	<b>256,380</b>	<b>288,688</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
		<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
<b>Supervision</b>					
Envir Hlth Mngr	130	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>					
Sr Sanitarian	121	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 promptly 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 2015-16**

- \* Monitored all aerobic unit maintenance contracts and maintenance providers to reduce nuisance conditions and ensure compliance
- \* Continued enforcement activity on violators to reduce nuisance conditions and increase compliance including filing complaints with the Justice of the Peace courts
- \* Responded to all consumer complaints within 24 hours

## **Priorities for FY 2016-17**

- \* 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
- \* Reduce 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>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Salaries and Wages	173,748	177,824	180,061	188,049
Employee Benefits	65,213	72,707	72,162	73,475
Purchased Prof/Tech Services	-	600	100	200
Purchased Property Services	3,968	2,720	2,493	2,720
Other Purchased Services	8,153	9,189	8,681	9,363
Supplies	4,499	6,097	4,421	6,201
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>255,581</b>	<b>269,137</b>	<b>267,918</b>	<b>280,008</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>255,581</b>	<b>269,137</b>	<b>267,918</b>	<b>280,008</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
		<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
<b>Supervision</b>					
Envir Hlth Mngr	130	0.25	0.25	0.25	0.25
Hlth Inspection Spvr	123	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>					
Hlth Office Specialist	213	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>					
Hlth Inspector	220	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

In partnership with the community, we will continuously improve through creative innovation and collaboration the health and well-being of the citizens and environment of our county

## Narrative

The Public Health Nursing division vision is to create the Healthiest County in Texas where all people can live, play, work and thrive.

We promote 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 fund a small percentage of the budget.

## Accomplishments for FY 2015-16

- \* Conducted full-scale exercise for Preparedness trainings to increase education and awareness regarding emergency response
- \* Completed two CASPER surveys in East & South Waco
- \* Assisted in the comprehensive model smoke free ordinance for the City of Waco and its member cities
- \* Worked with Employee health services and human resources to exercise the ability to vaccinate first responders in the event of a disaster
- \* Applied for and received several grants: HPV, FMPP, HTB, Infectious Disease, etc.
- \* Achieved Silver-level recognition on the 2016 TXHC Assessment

## Priorities for FY 2016-17

- \* Become a gold standard epidemiology and disease control program for reportable diseases in the NBS system
- \* Increase our efforts towards HPV reminder/recall, resulting in an increase in HPV coverage rates
- \* Implement policies which positively impact the health of area residents and increase knowledge in, and skill for, proposing environmental and systems changes at the local level
- \* Open PODS within the community to be able to successfully set up and run one in the event of a disaster
- \* Expand MRC recruitment and training
- \* Build stronger relationships with the citizens and stakeholders in McLennan County
- \* Become the first Mother Friendly worksite for the City of Waco

## Budget Highlights

The budget for Public Health Nursing includes the addition of one Community Health Worker (Hlth Education Spec) and the addition of ftes due to grant reductions.



## Expenditures

	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Salaries and Wages	412,600	483,437	473,831	630,263
Employee Benefits	154,189	178,883	171,611	226,846
Purchased Prof/Tech Services	8,006	7,000	7,000	141,400
Purchased Property Services	6,003	3,505	3,505	3,565
Other Purchased Services	37,191	30,733	28,184	44,357
Supplies	193,802	250,400	245,611	254,597
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>811,791</b>	<b>953,958</b>	<b>929,742</b>	<b>1,301,028</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	7,159	-	-	-
<b>Total Expenditures</b>	<b>818,950</b>	<b>953,958</b>	<b>929,742</b>	<b>1,301,028</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
<b>Supervision</b>					
Hlth RN Mgr	130	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>					
Hlth Info/Comm Spec	223	1.00	1.00	1.00	1.00
Hlth I&O Spec	218	1.00	1.00	1.00	1.00
Admin Asst	215	1.00	1.00	1.00	1.00
Hlth Office Specialist	213	1.00	1.00	1.00	1.00
Hlth RN Spvr	127	1.50	1.50	2.50	2.50
Epidemiologist	126	1.69	1.69	1.69	2.00
Hlth Ed Spec Lead	125	0.82	0.82	0.82	1.00
Hlth Education Spec	123	0.50	0.50	0.50	1.90
		<b>8.50</b>	<b>8.50</b>	<b>9.50</b>	<b>11.40</b>
<b>Total Employees</b>		<b>9.50</b>	<b>9.50</b>	<b>10.50</b>	<b>12.40</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 2015-16**

- \* Implemented new (less invasive) testing procedures for female clients; to include self-testing, extra genital testing and urine collection.
- \* Began working with a new laboratory in order to receive patient test results in a more timely manner (Chlamydia/ Gonorrhea CT/GC Lab results; return in 48-72 hours versus 7 days.)

### **Priorities for FY 2016-17**

- \* Adjust fee schedule to capture individual services provided
- \* Implement a sliding scale fee schedule for individuals not on Medicaid;
- \* Increase clinic revenue through better billing and Medicaid Administration Claiming (MAC)
- \* Implement-new process for Billing and Collection services for non-Medicaid individuals

### **Budget Highlights**

There are no significant changes to the STD budget.



## Expenditures

	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Salaries and Wages	222,285	231,681	223,109	235,339
Employee Benefits	79,521	86,478	83,066	87,421
Purchased Prof/Tech Services	12,096	14,000	14,000	14,000
Purchased Property Services	165	200	165	200
Other Purchased Services	13,175	14,965	14,396	14,467
Supplies	20,501	21,387	20,188	17,419
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>347,743</b>	<b>368,711</b>	<b>354,924</b>	<b>368,846</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>347,743</b>	<b>368,711</b>	<b>354,924</b>	<b>368,846</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
<b>Clerical and Professional</b>					
Hlth I&O Spec	218	2.00	2.00	2.00	2.00
Hlth Office Specialist	213	0.25	0.25	0.25	0.25
Hlth Lab Tech	213	1.00	1.00	1.00	1.00
Hlth RN Spvr	127	0.64	0.64	0.64	0.64
Hlth RN	125	1.00	1.00	1.00	1.00
		<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>					
Office Spec-PT	213	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 2015-16**

- \* Collaborations with larger numbers of community partners helped to greatly impact the success of the community wide condom distribution program plan designed to lessen the spread of HIV
- \* More testing and outreach/education events were done for high-risk populations
- \* Access advertising services via social media (Grindr, Adam for Adam, Gay.com, JACK'D, A4A Radar)
- \* Met the State percentage target for Viral Suppression for clients living with HIV in our service area

### **Priorities for FY 2016-17**

- \* Continued HIV Awareness and Educational activities throughout the community via advertising and community presentations
- \* Provide and distribute information to the community (public and medical) about HIV Preventative Treatment for high-risk population.

### **Budget Highlights**

There are no significant changes in the HIV budget.



## Expenditures

	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Salaries and Wages	122,937	125,580	125,579	128,933
Employee Benefits	41,119	43,555	43,363	44,400
Purchased Prof/Tech Services	1,380	2,500	2,000	-
Purchased Property Services	-	-	-	-
Other Purchased Services	7,943	8,547	8,610	11,999
Supplies	4,693	5,618	4,865	4,885
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>178,072</b>	<b>185,800</b>	<b>184,417</b>	<b>190,217</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>178,072</b>	<b>185,800</b>	<b>184,417</b>	<b>190,217</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
		<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
<b>Supervision</b>					
Hlth Prog Mgr	130	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>					
Admin Asst	215	1.00	1.00	1.00	1.00
Hlth Case Wrkr Spvr	123	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>

## Police Forfeiture Fund

### Narrative

The ability of the Police Department to seize property used in connection with criminal activity can be an effective law enforcement tool by reducing the incentive for illegal conduct. Forfeiture can “take the profit out of crime” by helping to eliminate the ability of the offender to command resources necessary to continue illegal activities.

### Expenditures

	Actual 2014-15	Budget 2015-16	Estimated 2015-16	Adopted 2016-17
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purchased Prof/Tech Services	-	-	-	-
Purchased Property Services	3,912	-	-	-
Other Purchased Services	4,440	20,000	20,000	30,000
Supplies	-	1,796	61,796	80,000
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>8,352</b>	<b>21,796</b>	<b>81,796</b>	<b>110,000</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	57,204	57,204	-
<b>Total Expenditures</b>	<b>8,352</b>	<b>79,000</b>	<b>139,000</b>	<b>110,000</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

	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purchased Prof/Tech Services	-	-	-	-
Purchased Property Services	-	47,000	31,250	31,500
Other Purchased Services	7,134	6,500	8,000	8,080
Supplies	7,271	8,000	9,100	9,191
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>14,405</b>	<b>61,500</b>	<b>48,350</b>	<b>48,771</b>
Transfers to Other Funds	50,000	65,589	65,589	50,000
Billings	-	-	-	-
Capital Outlay	-	92,911	92,911	170,000
<b>Total Expenditures</b>	<b>64,405</b>	<b>220,000</b>	<b>206,850</b>	<b>268,771</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

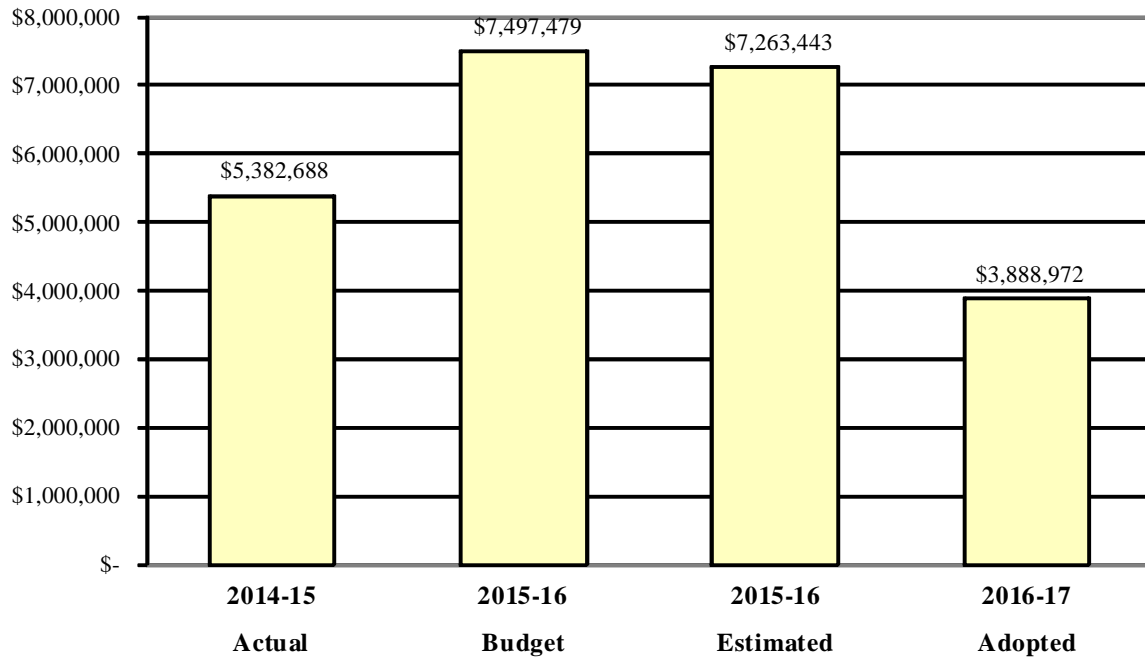
	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purchased Prof/Tech Services	284,361	307,767	343,767	329,681
Purchased Property Services	1,030	1,800	1,800	1,800
Other Purchased Services	37,371	76,150	40,150	19,150
Supplies	4,928	3,025	3,025	1,500
Other Expenses	-	25,000	25,000	-
Contracts with Others	34,477	38,500	38,500	40,000
<b>Operating Expenditures</b>	<b>362,167</b>	<b>452,242</b>	<b>452,242</b>	<b>392,131</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	613,329	-	715,505
<b>Total Expenditures</b>	<b>362,167</b>	<b>1,065,571</b>	<b>452,242</b>	<b>1,107,636</b>



## **Street Reconstruction Fund**

## Street Reconstruction Fund

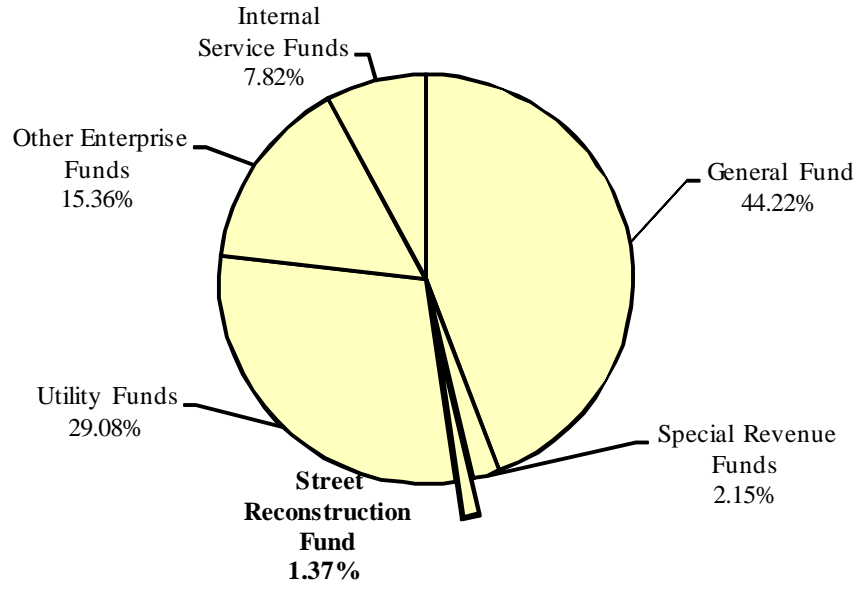
	Actual 2014-15	Budget 2015-16	Estimated 2015-16	Adopted 2016-17
Street Reconstruction	\$ 5,382,688	\$ 7,497,479	\$ 7,263,443	\$ 3,888,972



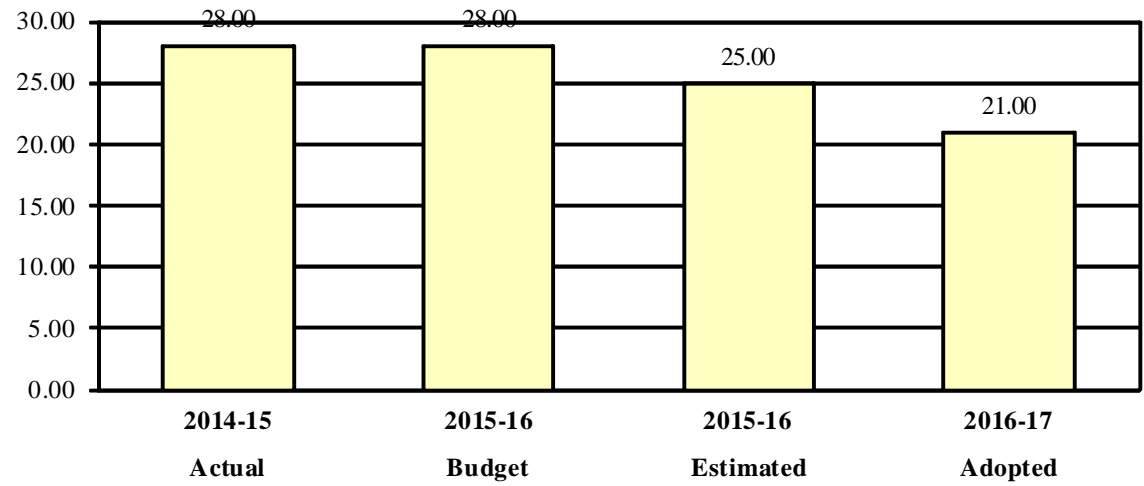


## Street Reconstruction Fund as a Percent of Total Budget

General Fund	\$	125,346,513
Special Revenue Funds		6,099,383
<b>Street Reconstruction Fund</b>		<b>3,888,972</b>
Utility Funds		82,408,220
Other Enterprise Funds		43,532,939
Internal Service Funds		22,154,745
	\$	283,430,772



## Street Reconstruction Fund Personnel Summary



# Street Reconstruction

## Mission Statement

The Public Works Department's mission is to provide and maintain reliable and cost-effective infrastructure that ensures customer satisfaction and the long-term best interest of the community.

## Narrative

The Operations Division of the Public Works Department maintains roadways and ensures they are operational. 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. 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 2015-16

- \* Completed 103,320 square feet of utility cut repairs through June 2016
- \* Completed 24,844 square feet of base/surface repairs through June 2016
- \* Repaired 55,199 square feet of potholes through June 2016
- \* Crack sealed 40,103 feet through June 2016
- \* Repaired 6,827 square feet of allies used for City provided services through June 2016
- \* All new employees completed the Safety Certification Program training
- \* Completed rating of street conditions using a Pavement Management System
- \* Purchased Public Works analytical software for analysis of road and other data

## Priorities for FY 2016-17

- \* Continue analysis of data through the Public Works analytical software to evaluate maintenance and related actions needed
- \* Perform needed maintenance on portions of the City street and network based on results of analytical software
- \* Continue green practice of recycling asphalt materials using the Bagela™ asphalt recycler
- \* Continue to develop on-call contracts for street construction

## Budget Highlights

The budget for Street Reconstruction includes the reduction of seven positions. Billings are for materials used by the Operations division.



## Expenditures

	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Salaries and Wages	586,431	793,610	675,891	633,164
Employee Benefits	348,322	421,587	360,559	344,880
Purchased Prof/Tech Services	1,192,078	1,406,556	1,417,479	1,572,836
Purchased Property Services	273,429	572,580	567,059	701,560
Other Purchased Services	37,233	42,065	42,125	37,065
Supplies	63,677	154,188	93,437	124,801
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>2,501,170</b>	<b>3,390,586</b>	<b>3,156,550</b>	<b>3,414,306</b>
Transfers to Other Funds	-	-	-	-
Billings	171,015	161,413	161,413	141,668
Capital Outlay	2,710,503	3,945,480	3,945,480	332,998
<b>Total Expenditures</b>	<b>5,382,688</b>	<b>7,497,479</b>	<b>7,263,443</b>	<b>3,888,972</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
		<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
<b>Supervision</b>					
Public Works Spvr	121	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>					
PW Oper Crew Ld	218	2.00	2.00	2.00	2.00
Sr Heavy Equip Oper	215	8.00	8.00	8.00	8.00
Heavy Equip Oper	213	8.00	8.00	8.00	4.00
Street Maint Wrkr	210	9.00	9.00	6.00	6.00
		<b>27.00</b>	<b>27.00</b>	<b>24.00</b>	<b>20.00</b>
<b>Total Employees</b>		<b>28.00</b>	<b>28.00</b>	<b>25.00</b>	<b>21.00</b>



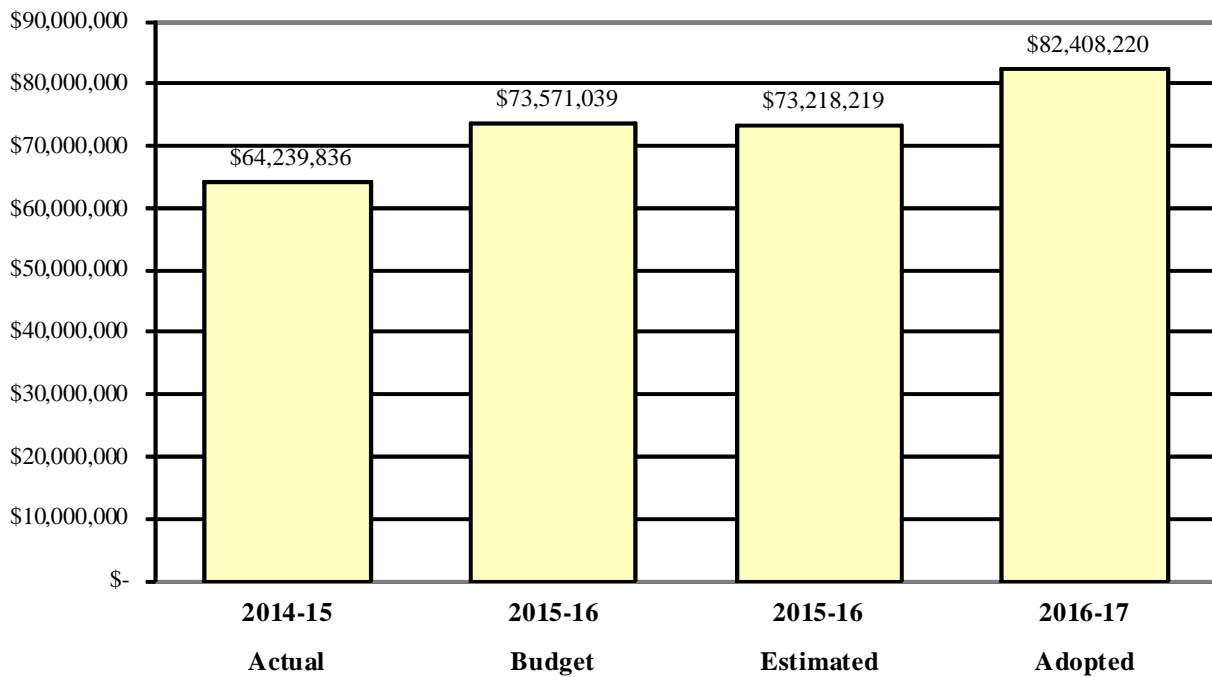




## **Utility Funds**

## Utility Funds

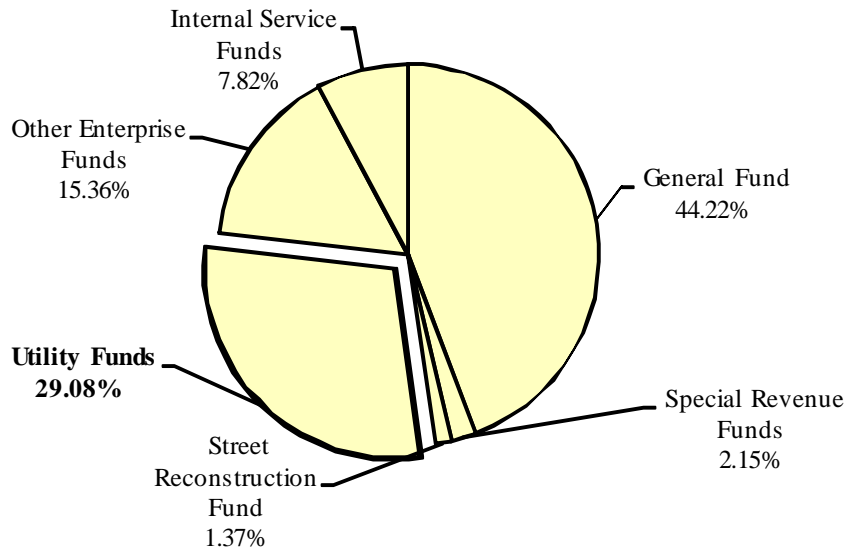
	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Water Office	1,591,593	1,828,100	1,555,594	1,346,513
Water Distribution	4,569,250	5,971,401	5,673,033	4,920,352
Water Treatment	7,604,909	9,164,227	8,904,841	8,608,703
Utilities Laboratory	(178,397)	-	(59,696)	-
Source of Supply	737,304	617,798	604,286	1,285,251
Water - Meter Shop	1,147,932	1,128,090	1,095,039	1,235,041
Water General & Admin	22,004,723	22,420,129	22,742,109	25,640,492
Wastewater Collection	4,400,214	5,246,256	5,481,246	5,336,472
Environmental Services	639,774	878,195	765,516	525,301
Wastewater Treatment	5,477,472	6,444,851	6,444,851	7,882,199
Wastewater General & Admin	9,957,979	11,186,439	11,104,845	15,399,466
WMARSS	6,287,083	8,685,553	8,906,555	10,228,430
	<b>\$ 64,239,836</b>	<b>\$ 73,571,039</b>	<b>\$ 73,218,219</b>	<b>\$ 82,408,220</b>



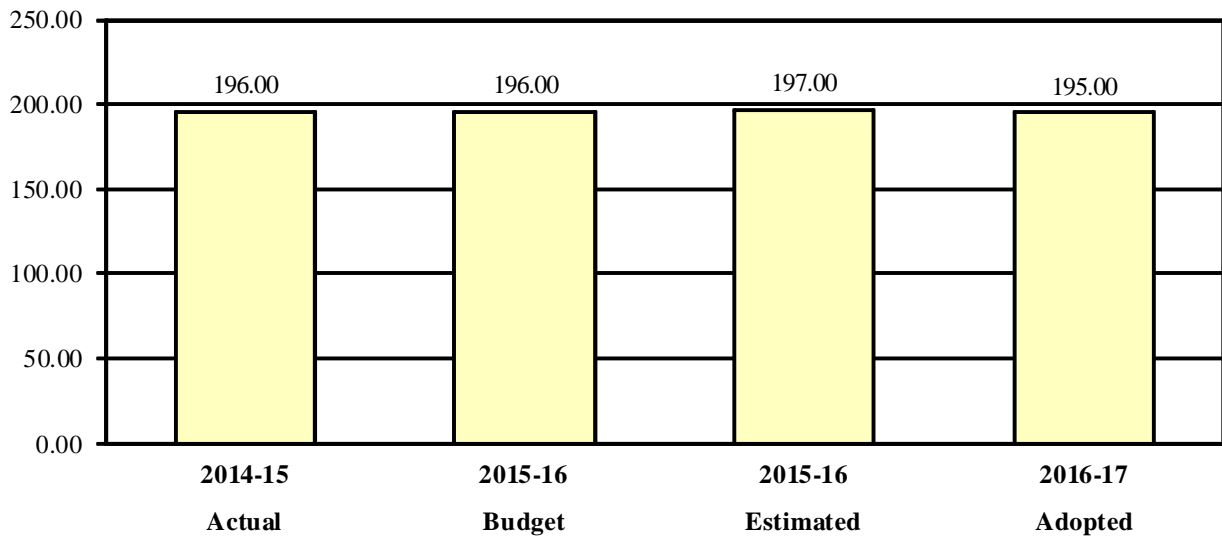


## Utility Funds as a Percent of Total Budget

General Fund	\$	125,346,513
Special Revenue Funds		6,099,383
Street Reconstruction Fund		3,888,972
<b>Utility Funds</b>		<b>82,408,220</b>
Other Enterprise Funds		43,532,939
Internal Service Funds		22,154,745
	\$	283,430,772



## 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

1,042	Miles of Water Main	28,405,000	Daily Avg. Water Production (gallons)
852	Miles of Sewer Main	49,700,000	Daily Max. Water Production (gallons)
45,773	Water Meters	13	Ground Storage Tanks
16,862	Water Valves	6	Elevated Storage Tanks
5,457	Fire Hydrants	11	Pump Stations
39,168	Sewer Connections	66	Sewer Lift Stations
13,033	Sewer Manholes	6	Pressure Planes
99.7	Service Area Covered (miles)	102,124	Calls Handled by the Call Center
3	Water Treatment Plants	94,959	Customers Served at Water Office
1	Water Quality Laboratory	157,715	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 2015-16

- \* Initiated 10-year Capital Improvements Program
- \* Received Treatment Optimization Program Recognition Award from TCEQ for adhering to stringent criteria set by the EPA for optimizing treatment processes
- \* Developed and implemented Nitrification Action Plan to help improve water quality in the distribution system
- \* Completed implementation of updates to revised total coliform rule (TCR)
- \* Implemented new water rates based on comprehensive cost of service study
- \* Participated in electrical brown out exercise – temporarily shifting some load to generators to conduct electrical savings exercise
- \* Continued collaborative efforts with upstream watershed partners and Bosque River Coalition
- \* Water Lab NELAP accreditation maintained
- \* Replaced Lorena well pump

## Water Utilities

### Priorities for FY 2016-17

- \* Continue progress on 10-year CIP projects
- \* Improve SCADA system and capabilities
- \* Continue monitoring zebra mussel infestation in Lake Waco and implementing of proactive measures to combat colonization
- \* Continue to reinforce water conservation education and promotion

### 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 10-year CIP improvement program addresses critical infrastructure that is passed original life expectancy and improves the capability and reliability of the system.

### Expenditures

	Actual 2014-15	Budget 2015-16	Estimated 2015-16	Adopted 2016-17
Salaries and Wages	4,730,086	5,188,051	4,887,171	5,205,213
Employee Benefits	1,968,788	2,209,884	2,080,876	2,184,608
Purchased Prof/Tech Services	1,618,687	1,547,654	1,881,844	1,510,887
Purchased Property Services	1,717,024	2,309,280	2,272,554	2,954,162
Other Purchased Services	806,222	990,984	934,340	1,053,873
Supplies	4,544,493	5,334,580	4,990,159	5,030,452
Other Expenses	6,922,620	7,389,161	7,416,317	7,334,336
Contracts with Others	6,000	6,000	6,000	6,000
<b>Operating Expenditures</b>	<b>22,313,920</b>	<b>24,975,594</b>	<b>24,469,261</b>	<b>25,279,531</b>
Transfers to Other Funds	15,121,606	14,892,587	14,735,800	18,184,462
Billings	(791,194)	(810,779)	(772,198)	(998,141)
Capital Outlay	832,982	2,072,343	2,082,343	570,500
<b>Total Expenditures</b>	<b>37,477,314</b>	<b>41,129,745</b>	<b>40,515,206</b>	<b>43,036,352</b>



## Personnel Summary

	Range	Actual 2014-15	Budget 2015-16	Estimated 2015-16	Adopted 2016-17
<b>Supervision</b>					
Dir Utilities	138	0.50	0.50	0.50	0.50
Deputy Dir Utilities	135	1.00	1.00	0.50	0.50
Utilities Op Mgr	133	-	-	0.34	0.34
Util Proj Mgr	133	1.00	1.00	0.50	0.50
Utilities Proj Admin	130	0.75	0.75	0.84	0.84
Wtr Treat Plant Supt	130	1.00	1.00	1.00	1.00
Dist/Coll Supt	130	0.50	0.50	0.50	0.50
SCADA Analyst	128	0.50	0.50	0.50	0.50
Util Finance Ofcr	127	0.50	0.50	0.50	0.50
Wtrshed/Env Cmpl Crd	126	1.00	1.00	0.50	0.50
W/WW Plt Maint Spvr	123	2.00	2.00	2.00	2.00
Dist/Coll Spvr	123	1.00	1.00	1.00	1.00
Meter Srvcs Spvr	123	1.00	1.00	1.00	1.00
Lab Supervisor	123	1.00	1.00	1.00	1.00
Utilities CS Spvr	121	3.50	3.50	2.50	2.50
Call Center Spvr	121	1.00	1.00	1.00	1.00
Util Safety/RMG Spvr	121	0.75	0.75	0.50	0.50
		<b>17.00</b>	<b>17.00</b>	<b>14.68</b>	<b>14.68</b>
<b>Clerical and Professional</b>					
Admin Asst	215	-	-	1.00	1.00
Utilities CSR	215	19.50	19.50	19.50	19.50
Backflow/CCP Coord	215	0.50	0.50	0.50	0.50
Utilities Lab Admin Asst	215	1.00	1.00	1.00	1.00
Utilities CS Mngr	128	1.00	1.00	1.00	1.00
Util PI/Comm Coord	121	1.00	1.00	1.00	1.00
Wetlands Prog Coord	121	1.00	1.00	1.00	1.00
		<b>24.00</b>	<b>24.00</b>	<b>25.00</b>	<b>25.00</b>
<b>Labor Operations</b>					
Plant Maint Crew Ld	221	2.00	2.00	2.00	2.00
Dist/Coll Crew Ld	221	8.00	8.00	8.00	8.00
Master Electrician	220	1.00	1.00	1.00	1.00
Envir Lab Analyst	220	10.00	10.00	8.00	8.00
Plant Maint Oper	217	9.00	9.00	10.00	10.00
Wtr Treat Plant Oper	217	17.00	17.00	17.00	17.00
Dist/Coll Operator	217	20.00	20.00	20.00	20.00
Utilities Maint Wrkr	215	7.00	7.00	7.00	7.00
Meter Services Tech	212	6.00	6.00	6.00	6.00
Building Attendant	208	2.00	2.00	2.00	2.00
		<b>82.00</b>	<b>82.00</b>	<b>81.00</b>	<b>81.00</b>
<b>Labor Maintenance</b>					
Wtr Treat Plant Oper Ld	221	1.00	1.00	1.00	1.00
SCADA Tech	218	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>Total Employees</b>		<b>126.00</b>	<b>126.00</b>	<b>123.68</b>	<b>123.68</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 2015-16

- \* Initiated 10-year Capital Improvements Program
- \* Completed numerous sanitary sewer infrastructure repair / improvement projects, improving service, reducing stop-ups, infiltration and inflow
- \* Continued work on SSO Initiative to reduced overflows

## Priorities for FY 2016-17

- \* Continue progress on 10-year CIP projects
- \* Continue small and medium scope projects throughout the collection system to improve overall service, reduce stop-ups, and reduce infiltration and inflow

## Budget Highlights

Significant progress has been made in addressing infiltration and inflow, and sanitary sewer / rainfall overflow events. Progress thus far has resulted in significantly reducing the number of rainfall related overflows. The 10-year CIP improvement program will address critical infrastructure that is beyond life expectancy. Repair and replacement of manholes, service lines and mains remain necessary to effect further reduction of sanitary sewer overflow events.





## Expenditures

	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Salaries and Wages	1,878,422	1,904,140	1,746,089	1,849,222
Employee Benefits	738,668	787,533	719,819	759,128
Purchased Prof/Tech Services	871,127	900,745	996,589	1,102,723
Purchased Property Services	879,258	1,049,702	1,094,612	1,073,720
Other Purchased Services	119,307	143,829	159,077	207,146
Supplies	405,947	467,130	433,675	522,968
Other Expenses	8,461,589	9,702,158	9,702,158	11,186,019
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>13,354,318</b>	<b>14,955,237</b>	<b>14,852,019</b>	<b>16,700,926</b>
Transfers to Other Funds	6,526,554	7,465,263	7,378,669	11,627,841
Billings	589,785	694,444	694,444	659,671
Capital Outlay	4,782	640,797	871,326	155,000
<b>Total Expenditures</b>	<b>20,475,439</b>	<b>23,755,741</b>	<b>23,796,458</b>	<b>29,143,438</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
<b>Supervision</b>					
Dir Utilities	138	0.50	0.50	0.50	0.50
Deputy Dir Utilities	135	-	-	0.25	0.25
Utilities Op Mgr	133	-	-	0.33	0.33
Util Proj Mgr	133	-	-	0.25	0.25
Utilities Proj Admin	130	1.25	1.25	0.58	0.58
Dist/Coll Supt	130	0.50	0.50	0.50	0.50
SCADA Analyst	128	0.50	0.50	0.50	0.50
Util Finance Ofcr	127	0.50	0.50	0.50	0.50
Wtrshed/Env Cmpl Crd	126	-	-	0.25	0.25
Pretrmt Cmpl Coord	123	1.00	1.00	1.00	1.00
Dist/Coll Spvr	123	2.00	2.00	2.00	2.00
Utilities CS Spvr	121	0.50	0.50	0.50	0.50
Util Safety/RMG Spvr	121	0.25	0.25	0.25	0.25
		<b>7.00</b>	<b>7.00</b>	<b>7.41</b>	<b>7.41</b>
<b>Clerical and Professional</b>					
Admin Asst	215	1.00	1.00	-	-
Utilities CSR	215	1.50	1.50	1.50	1.50
Backflow/CCP Coord	215	0.50	0.50	0.50	0.50
		<b>3.00</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Labor Operations</b>					
Dist/Coll Crew Ld	221	7.00	7.00	7.00	7.00
Envir Lab Analyst	220	2.00	2.00	4.00	2.00
Plant Maint Oper	217	5.00	5.00	5.00	5.00
Dist/Coll Operator	217	10.00	10.00	10.00	10.00
Utilities Maint Wrkr	215	8.00	7.00	7.00	7.00
		<b>32.00</b>	<b>31.00</b>	<b>33.00</b>	<b>31.00</b>
<b>Labor Maintenance</b>					
SCADA Tech	218	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>43.00</b>	<b>42.00</b>	<b>43.41</b>	<b>41.41</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 2015-16**

- \* Initiated 10-year Capital Improvements Program
- \* Achieved Platinum (highest) Level Certification for Biosolids Management Program as part of the National Biosolids Partnership
- \* Lagoon #3 cleaned and available for storage of excess sludge
- \* Continued progress in working with local industries regarding upcoming Technical-Based Local Limits (TBLL) changes and surcharges

## **Priorities for FY 2016-17**

- \* Begin 10-year CIP improvement program
- \* Implement new TBLLs upon receipt of approval from the Texas Commission on Environmental Quality
- \* Continue interceptor rehabilitation projects
- \* Erosion Control on Brazos River banks at Central Plant Facility

## **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 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
Salaries and Wages	1,246,502	1,388,548	1,459,108	1,644,650
Employee Benefits	453,334	535,083	560,704	618,537
Purchased Prof/Tech Services	501,602	920,080	861,651	957,600
Purchased Property Services	1,076,668	1,163,415	1,555,119	1,229,914
Other Purchased Services	239,349	263,866	259,865	261,711
Supplies	1,895,517	2,422,077	2,217,624	2,295,698
Other Expenses	434,698	307,752	307,752	435,320
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>5,847,670</b>	<b>7,000,821</b>	<b>7,221,823</b>	<b>7,443,430</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	439,413	1,684,732	1,684,732	2,785,000
<b>Total Expenditures</b>	<b>6,287,083</b>	<b>8,685,553</b>	<b>8,906,555</b>	<b>10,228,430</b>

## Personnel Summary

	<b>Range</b>	<b>Actual 2014-15</b>	<b>Budget 2015-16</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>
<b>Supervision</b>					
Deputy Dir Utilities	135	-	-	0.25	0.25
Utilities Op Mgr	133	-	-	0.33	0.33
Util Proj Mgr	133	-	-	0.25	0.25
Utilities Proj Admin	130	-	-	0.58	0.58
WW Treat Plant Adm	130	1.00	1.00	1.00	1.00
WW Treat Plant Supt	130	1.00	1.00	1.00	1.00
Wtrshed/Env Cmpl Crd	126	-	-	0.25	0.25
WW Treat Plt Mnt Spv	123	1.00	1.00	1.00	1.00
Util Safety/RMG Spvr	121	-	-	0.25	0.25
		<b>3.00</b>	<b>3.00</b>	<b>4.91</b>	<b>4.91</b>
<b>Clerical and Professional</b>					
Environmental Insp	220	2.00	2.00	2.00	2.00
Utilities CSR	215	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>					
WW Treat Plt Oper Ld	221	2.00	2.00	2.00	2.00
Sr WW Treat Plt Oper	219	5.00	5.00	5.00	5.00
WW Treat Plant Oper	217	13.00	14.00	14.00	14.00
Building Attendant	208	1.00	1.00	1.00	1.00
		<b>21.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>
<b>Total Employees</b>		<b>27.00</b>	<b>28.00</b>	<b>29.91</b>	<b>29.91</b>

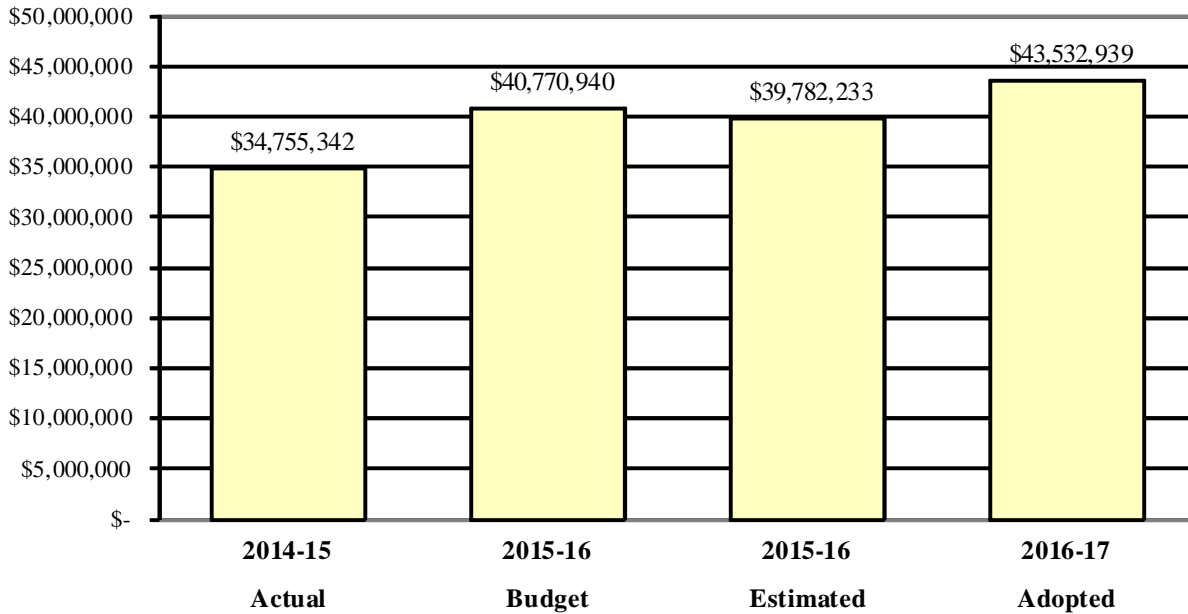




## **Other Enterprise Funds**

## Other Enterprise Funds

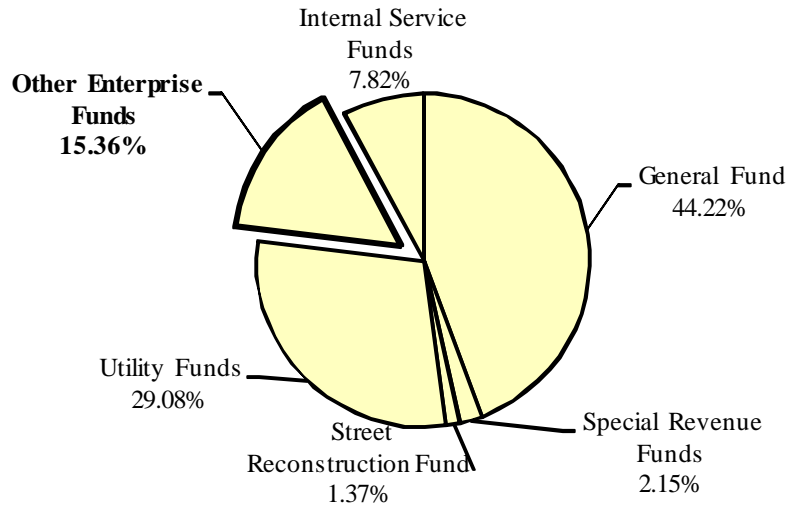
	Actual 2014-15	Budget 2015-16	Estimated 2015-16	Adopted 2016-17
Solid Waste	15,537,045	17,409,890	16,360,027	20,035,118
Texas Ranger Hall of Fame	1,353,532	1,547,187	1,571,064	1,402,417
Waco Regional Airport	1,415,619	2,732,522	2,726,131	1,518,571
Convention Center & Visitors' Services	3,641,222	4,440,317	4,466,805	4,924,980
Cameron Park Zoo	3,633,050	3,905,132	3,875,942	4,263,834
Cottonwood Creek Golf Course	1,911,903	2,099,682	2,058,382	2,179,010
Rural Transit	150,585	637,581	727,273	767,473
Waco Transit	7,112,386	7,998,629	7,996,609	8,441,536
	<b>\$ 34,755,342</b>	<b>\$ 40,770,940</b>	<b>\$ 39,782,233</b>	<b>\$ 43,532,939</b>



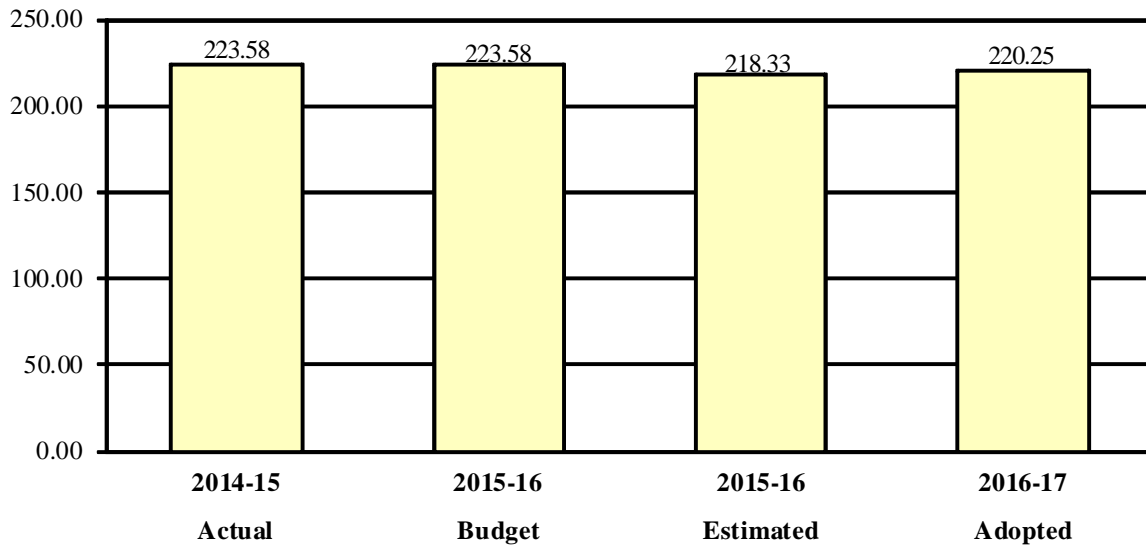


## Other Enterprise Funds as a Percent of Total Budget

General Fund	\$	125,346,513
Special Revenue Funds		6,099,383
Street Reconstruction Fund		3,888,972
Utility Funds		82,408,220
<b>Other Enterprise Funds</b>		<b>43,532,939</b>
Internal Service Funds		22,154,745
	\$	<u>283,430,772</u>



## 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 sustainable practices that ensure 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 37,000 residential and 4,800 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 Citizen's Collection Station, 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 2015-16

- \* At the City Landfill, diverted and recycled: 71.4 tons of scrap tires, 100 tons of metal; 13.7 tons of paper and cardboard; and 14,440 tons of brush and yard waste.
- \* Solid Waste Services collected approximately 7,561 tons of brush from City residents.
- \* Responded to storm events in October, 2015, April 2016 and in May 2016 by providing brush and debris collection assistance to citizens and businesses.
- \* Continued e-waste collection at the Cobb's Citizen's Collection Station by recycling 62.4 tons of electronic waste.
- \* Held a Household Hazardous Waste Day event in May 2016 with other participating cities that collected 62,304 pounds of materials from 677 households. The event also included a drug take-back in cooperation with the DEA.
- \* Through the end of 2015, the Cobb's Citizen's Collection Station collected and recycled 461 tons of mixed paper, plastic, steel cans, aluminum, scrap metal, glass and e-waste.
- \* Through the end of 2015, McLennan County Sheriff's Litter Enforcement Officers investigated 477 illegal dumping complaints that diverted 307, 976 pounds of illegal waste from the City of Waco streets and creeks; and through the Prisoner Utilization program, trustees collected 95,040 pounds of litter.
- \* Through 2015, the Stormwater Compliance Group conducted over 45 stormwater compliant investigations, conducted stormwater sampling at the permitted stormwater sampling locations, inspected locations for construction sites for stormwater permit compliance, and responded to emergency illegal disposal complaints and creek and drainage areas.
- \* Through the end of 2015, Solid Waste Service collected and recycled 2,293 tons of curbside recycled materials.
- \* Continued standardization of the residential collections fleet through replacement with multi-purpose fully-automated trucks.
- \* Continued public outreach and education in English and Spanish through printed distribution, website content, media outreach and face-to-face meetings at over 25 events for the community.
- \* Initiated cardboard recycling and a Freon recovery program at the landfill that offers a convenient collection point to process Freon appliances for our customers.
- \* Initiated and coordinated meetings of the new Sustainability Resource Practices Advisory Board (SRPAB)

## Priorities for FY 2016-17

- \* Conduct outreach and awareness for existing and new Waco residents of solid waste services, ordinances, recycling programs and yard waste diversion programs.
- \* Employ effective methods to reduce, and to monitor and enforce local rules and ordinances prohibiting illegal dumping and littering increase litter awareness outreach in conjunction with the city's stormwater program.
- \* Implement the 20-Year Master Plan recommendations to offer convenient methods for residents to recycle a wide variety of materials and measures that are supportive of the "Prosper Waco" objectives.

## Budget Highlights

The budget for Solid Waste includes \$2,638,465 for equipment replacement. Solid Waste continues to fund the reserve, closure cost and future landfill cell construction through the operating budget.





## Expenditures

	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Salaries and Wages	3,012,098	3,044,140	2,772,810	3,260,247
Employee Benefits	1,471,451	1,591,655	1,407,410	1,562,763
Purchased Prof/Tech Services	1,790,675	1,875,670	1,918,412	1,977,080
Purchased Property Services	2,040,930	1,987,174	2,106,832	2,517,080
Other Purchased Services	153,938	165,915	161,989	167,882
Supplies	1,429,211	2,059,888	1,308,131	2,146,131
Other Expenses	2,400,027	2,495,880	2,498,502	2,748,425
Contracts with Others	39,000	39,000	39,000	39,000
<b>Operating Expenditures</b>	<b>12,337,330</b>	<b>13,259,322</b>	<b>12,213,086</b>	<b>14,418,608</b>
Transfers to Other Funds	869,805	692,288	688,661	2,725,375
Billings	322,689	428,452	428,452	652,670
Capital Outlay	2,007,221	3,029,828	3,029,828	2,238,465
<b>Total Expenditures</b>	<b>15,537,045</b>	<b>17,409,890</b>	<b>16,360,027</b>	<b>20,035,118</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
<b>Supervision</b>					
SW Cust Srvc Spvr	220	1.00	1.00	1.00	1.00
Dir Public Works	138	-	-	-	0.05
Deputy Dir PW	135	1.00	1.00	1.00	0.85
Capital Program Mgr	133	-	-	-	0.02
SW Oper Mgr	128	1.00	1.00	1.00	1.00
Landfill Manager	128	1.00	1.00	1.00	1.00
SW EC Administrator	125	1.00	1.00	1.00	1.00
SW Oper Spvr	123	2.00	2.00	2.00	2.00
Landfill Spvr	123	1.00	1.00	1.00	1.00
Landfill Env Analyst	121	1.00	1.00	1.00	1.00
<b>Clerical and Professional</b>					
SW EC Admin Asst	215	1.00	1.00	1.00	1.00
SW CSR	215	6.00	6.00	6.00	6.00
Office Specialist	213	-	-	1.00	1.00
IT Analyst	123	1.00	1.00	-	-
PW Saf & Trng Coord	121	-	-	1.00	1.00
<b>Labor Operations</b>					
Envir Lab Analyst	220	-	-	-	2.00
SW Fleet Srvc Coord	218	1.00	1.00	1.00	1.00
SW Welder/Mechanic	218	3.00	3.00	3.00	3.00
SW Oper Crew Ld-CDL	218	3.00	3.00	2.00	2.00
SW Oper Crew Ld	218	2.00	2.00	2.00	2.00
Sr SW Operator	215	37.00	37.00	37.00	37.00
SW Weighmaster	215	1.00	1.00	1.00	1.00
Sr Landfill Oper	215	3.00	3.00	3.00	3.00
SW Operator	213	13.00	13.00	10.00	10.00
Landfill Oper	213	7.00	7.00	7.00	7.00
Material & Inv Tech	212	1.00	1.00	1.00	1.00
SW Maint Wrkr	209	6.00	6.00	5.00	5.00
<b>Part Time Employees (shown as FTEs)</b>					
Office Asst-PT	211	0.50	0.50	-	-
<b>Total Employees</b>		<b>94.50</b>	<b>94.50</b>	<b>90.00</b>	<b>91.92</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 budget. It has welcomed 4.5 million visitors on site and its Internet site has more than 600,000 visits each year.

## Accomplishments for FY 2015-16

- \* Received second \$100,000 grant from FCA Foundation for exhibit and ADA improvements
- \* Opening of renovated Texas Ranger Surveyors exhibit
- \* Completion of ADA mobility improvements in gallery
- \* Licensing of commemorative antique revolver and commemorative Bicentennial print
- \* Agreement with TxDot for new overhead I-35 highway signage
- \* Completion of fundraising development study with Texas Ranger Association Foundation
- \* 3rd Lone Star History Conference attracting national audience
- \* Certificate of Excellence TripAdvisor national ranking as #2 attraction in Waco

## Priorities for FY 2016-17

- \* Completion of improvements to Popular Culture Gallery and Badge display
- \* Completion of new site and entrance signs for Texas Ranger Hall of Fame and Museum complex
- \* Redesign of website (active since 1998)
- \* Formulation of joint development strategy with Texas Ranger Association Foundation
- \* Detailed plan for management of 2023 Texas Ranger Bicentennial

## Budget Highlights

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



## Expenditures

	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Salaries and Wages	579,360	617,734	612,822	638,263
Employee Benefits	199,856	229,014	228,000	235,621
Purchased Prof/Tech Services	24,986	41,921	41,996	42,151
Purchased Property Services	11,276	25,592	16,577	24,506
Other Purchased Services	48,393	52,928	52,132	54,716
Supplies	88,059	135,665	119,704	110,507
Other Expenses	206,711	123,512	179,012	125,454
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,158,641</b>	<b>1,226,366</b>	<b>1,250,243</b>	<b>1,231,218</b>
Transfers to Other Funds	-	-	-	-
Billings	155,707	158,821	158,821	163,189
Capital Outlay	39,184	162,000	162,000	8,010
<b>Total Expenditures</b>	<b>1,353,532</b>	<b>1,547,187</b>	<b>1,571,064</b>	<b>1,402,417</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
<b>Supervision</b>					
Dir TRHFM	133	1.00	1.00	1.00	1.00
Asst Dir TRHFM	128	1.00	1.00	1.00	1.00
TRHF Mnt Coord	119	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>					
TRHF Mktg & Dev Spec	221	1.00	1.00	1.00	1.00
Sr Admin Asst	217	1.00	1.00	1.00	1.00
TRHFCSR	213	2.00	2.00	2.00	2.00
TRHF Collection Asst	211	1.00	1.00	1.00	1.00
TRHF Edu Prog Mgr	121	1.00	1.00	1.00	1.00
TRHF Collection Mgr	121	1.00	1.00	1.00	1.00
TRHF Visitors Mgr	121	1.00	1.00	1.00	1.00
TRHF Librarian	121	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	208	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>					
TRHFCSR-PT	213	1.88	1.88	1.88	1.88
Building Att-PT	208	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 2015-16

- \* Completed construction of the Rental Car Wash Rack
- \* Began the Airport Master Plan
- \* Increased enplanements by 1.0% through continued collaboration with the business community

## Priorities for FY 2016-17

- \* Complete construction of the Taxiway Bravo Realignment
- \* Complete Airport Master Plan
- \* Continue to increase enplanements through collaboration with the business community

## 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

	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Salaries and Wages	443,022	448,548	451,920	478,702
Employee Benefits	175,165	198,943	201,107	210,292
Purchased Prof/Tech Services	92,882	38,289	45,000	14,500
Purchased Property Services	107,575	107,588	106,767	112,494
Other Purchased Services	70,095	71,156	71,343	72,667
Supplies	143,074	178,854	138,470	146,295
Other Expenses	39,596	38,244	57,399	57,973
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,071,409</b>	<b>1,081,622</b>	<b>1,072,006</b>	<b>1,092,923</b>
Transfers to Other Funds	-	600,000	600,000	111,000
Billings	343,800	317,200	311,533	314,648
Capital Outlay	410	733,700	742,592	-
<b>Total Expenditures</b>	<b>1,415,619</b>	<b>2,732,522</b>	<b>2,726,131</b>	<b>1,518,571</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
<b>Supervision</b>					
Director Aviation	133	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>					
Sr Admin Asst	217	1.00	1.00	1.00	1.00
Cash/Food Srvc Asst	208	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>Labor Operations</b>					
Airfield Maint Spvr	218	1.00	1.00	1.00	1.00
Facilities Mnt Tech	216	2.00	2.00	2.00	2.00
Security Guard	215	1.00	1.00	1.00	1.00
Airfield Maint Tech	213	2.00	2.00	2.00	2.00
Building Attendant	208	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>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
<b>Part Time Employees (shown as FTEs)</b>					
Security Guard-PT	215	0.40	0.40	0.40	0.40
Office Spec-PT	213	0.50	0.50	0.50	0.50
Building Att-PT	208	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>13.52</b>	<b>13.52</b>	<b>13.52</b>	<b>13.52</b>

# Convention Center and Visitors' Services

## Mission Statement

This department's mission is to promote travel and tourism in the community by marketing, selling and servicing various conferences and events in Waco.

## Narrative

The department oversees the Convention and Visitors Bureau, Convention Center and the Tourist Information Center. The department strives to stimulate tourism-related job creation, increase occupancy and revenues at area hotels, increase visitation and revenues at area attractions, stimulate increased business for area meeting facilities, restaurants and other locations and promote positive images of Waco. Tourism generates over \$510.7 million in travel spending with more than \$7.5 million in local tax receipts and more than \$29.4 million in state tax receipts. Tourism supports more than 5,163 jobs in Waco and McLennan County.

## Accomplishments for FY 2015-16

- \* Developed a Standard Operating Procedure manual to bring operations in line with industry best practices
- \* Improved customer service by acquiring new furnishing, maintenance equipment, catering supplies and technology enhancements
- \* Added Google 360 view of the Waco Convention Center that enables visitors to the web site to view the amenities in the Center
- \* Completed an inventory of physical facilities and listed repairs and improvements for future planning purposes
- \* Revamped and launched wacoheartoftexas.com website

## Priorities for FY 2016-17

- \* Complete marketing and operational analysis of the Convention Center and Convention and Visitors Bureau
- \* Develop a comprehensive Sales and Marketing strategy
- \* Develop a new Waco Convention Center website
- \* Pursue establishment of Waco Film Commission and develop a comprehensive location database inventory
- \* Repair roof and HVAC systems as funding allows

## Budget Highlights

The budget for this department will maintain current operations emphasizing ways to recover cost and balance the economic impact through contracting services, recruiting and developing additional business partnerships. Focus will be directed to efficient and effective program implementation and improving results in all facets of operations – conventions, convention center rentals, marketing and tourism sales and service.



## Expenditures

	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Salaries and Wages	1,229,480	1,249,488	1,206,415	1,363,457
Employee Benefits	488,313	570,238	531,517	577,186
Purchased Prof/Tech Services	300,225	536,810	693,145	471,341
Purchased Property Services	120,299	250,069	247,470	906,219
Other Purchased Services	691,714	805,280	797,402	787,867
Supplies	395,152	603,598	543,292	376,348
Other Expenses	233,394	233,834	256,564	258,962
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>3,458,577</b>	<b>4,249,317</b>	<b>4,275,805</b>	<b>4,741,380</b>
Transfers to Other Funds	150,000	150,000	150,000	150,000
Billings	-	-	-	-
Capital Outlay	32,645	41,000	41,000	33,600
<b>Total Expenditures</b>	<b>3,641,222</b>	<b>4,440,317</b>	<b>4,466,805</b>	<b>4,924,980</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
<b>Supervision</b>					
Director CCVB	133	1.00	1.00	1.00	1.00
CC Mtg Sales Mgr	128	1.00	1.00	1.00	1.00
CC Oper Mgr	123	1.00	1.00	1.00	1.00
Food & Beverage Coord	122	1.00	1.00	-	-
		<b>4.00</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Clerical and Professional</b>					
CC Visitor Sales Rep	222	4.00	4.00	4.00	4.00
VB CSRLd	215	1.00	1.00	1.00	1.00
CCVB CSR	213	2.00	2.00	2.00	2.00
CCVB Rep	213	1.00	1.00	1.00	1.00
Catering Asst	208	2.00	2.00	2.00	2.00
CC Mktg & Comm Mgr	128	1.00	1.00	1.00	1.00
CC Services Spvr	125	1.00	1.00	1.00	1.00
CCVB Bus Mgr	123	1.00	1.00	1.00	1.00
Tourism Sales Spvr	122	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>					
CC Oper Spvr	218	4.00	4.00	4.00	4.00
Facilities Mnt Tech	216	1.00	1.00	1.00	1.00
Sr Cater Asst/Cook	212	1.00	1.00	1.00	1.00
CC Event Asst	210	6.00	6.00	10.00	10.00
Building Attendant	208	1.00	1.00	1.00	1.00
		<b>13.00</b>	<b>13.00</b>	<b>17.00</b>	<b>17.00</b>
<b>Part Time Employees (shown as FTEs)</b>					
Office Spec-PT	213	0.95	0.95	0.95	0.95
CC Event Asst-PT	210	3.00	3.00	-	-
Building Att-PT	208	0.75	0.75	-	-
<b>Total Part Time (FTEs)</b>		<b>4.70</b>	<b>4.70</b>	<b>0.95</b>	<b>0.95</b>
<b>Total Employees</b>		<b>35.70</b>	<b>35.70</b>	<b>34.95</b>	<b>34.95</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 activities.

## Accomplishments for FY 2015-16

- \* Cameron Park Zoo continues to be a leader in operant conditioning with orangutans. The zoo will host the 2<sup>nd</sup> echo-cardiogram training workshop.
- \* CPZ successfully transported a young female lioness from the Maryland zoo to Waco for breeding purposes.
- \* CPZ successfully transport and introduce a new female orangutan with Mukah, one of our male orangutans. Mukah had never shared the same space with another orangutan. This was a big step in his care and welfare. The two animals have adjusted to each other nicely.
- \* Cameron Park Zoo has continued to grow and expand its attraction market. Over this past fiscal year more than 50% of zoo guests traveled from outside McLennan County to visit our facility.
- \* Construction has started on the Deer barn renovation. This renovation will improve the care and welfare of the animals housed in this display.
- \* Zoo staff continues to work with Baylor University, McLennan County Community College, TSTC, Texas A & M University veterinary school to expand and improve our partnerships.
- \* Additional special events continue to be added to reach different demographics.
- \* Attendance for the 11<sup>th</sup> year in a row was over 230,000.

## Priorities for FY 2016-17

- \* Complete construction on new restroom in the Asian forest section of the zoo.
- \* Successfully reproduce orangutans.
- \* Successfully introduce all lions and work on a breeding recommendation.
- \* Successfully reproduce Masai giraffe.
- \* Successfully reproduce critically endangered species of reptiles and freshwater fish.
- \* Continue with staff training to improve quality of service to our guests.
- \* Continue to expand and improve education programming.
- \* Expand the zoo's marketing impact further into the Austin market.
- \* Continue to expand and support the conservation programs identified by zoo staff.
- \* Strive to reduce General Fund support by 1%.
- \* Continue to expand the health and welfare of our animal collection.

## Budget Highlights

The budget for the Cameron Park Zoo will maintain current operations and includes \$150,000 in equipment replacement. No new personnel or services are planned for the coming year but there will be an increase in equipment.





## Expenditures

	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Salaries and Wages	1,428,952	1,440,032	1,430,043	1,494,153
Employee Benefits	622,584	720,527	726,220	752,146
Purchased Prof/Tech Services	27,678	14,000	17,424	44,424
Purchased Property Services	550,106	567,153	599,351	683,075
Other Purchased Services	81,306	92,166	98,039	99,689
Supplies	626,327	714,531	696,715	767,069
Other Expenses	164,796	143,374	145,197	146,649
Contracts with Others	131,301	135,240	125,844	214,629
<b>Operating Expenditures</b>	<b>3,633,050</b>	<b>3,827,023</b>	<b>3,838,833</b>	<b>4,201,834</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	78,109	37,109	62,000
<b>Total Expenditures</b>	<b>3,633,050</b>	<b>3,905,132</b>	<b>3,875,942</b>	<b>4,263,834</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
<b>Supervision</b>					
Asst Zoo Director	127	1.00	1.00	1.00	1.00
Zoo Security Spvr	116	1.00	1.00	1.00	1.00
Zoo Grounds Mnt Spvr	116	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>					
Prog/Exhibit Curator	219	1.00	1.00	1.00	1.00
Admin Asst	215	1.00	1.00	1.00	1.00
Cash/Zoo Asst	208	1.00	1.00	1.00	1.00
Zoo Veterinarian	127	1.00	1.00	1.00	1.00
Education Curator	121	1.00	1.00	1.00	1.00
Food Service Coord	116	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>Labor Operations</b>					
Animal Care Spvr	216	4.00	4.00	4.00	4.00
Park Ranger	215	3.00	3.00	3.00	3.00
Zookeeper	211	19.00	19.00	19.00	19.00
Building Attendant	208	1.00	1.00	1.00	1.00
Zoo Mnt Worker	208	9.00	9.00	9.00	9.00
		<b>36.00</b>	<b>36.00</b>	<b>36.00</b>	<b>36.00</b>
<b>Part Time Employees (shown as FTEs)</b>					
Cash/Zoo Asst-PT	208	4.51	4.51	4.51	4.51
Zoo Mnt Wrkr-SEASONAL	208	0.48	0.48	0.48	0.48
Cash/Zoo Asst-SEASONAL	208	0.91	0.91	0.91	0.91
Summer Wrkr-SEASONAL	207	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>51.36</b>	<b>51.36</b>	<b>51.36</b>	<b>51.36</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 2015-16

- \* Established Forward Tees
- \* Increased number of rounds 1% when the average rounds had 6% decrease in golf courses in Texas
- \* Expanding native areas for water and resource conservation
- \* Home course for 18 high school & junior high golf teams (190 junior golfers)
- \* Have the largest Senior Golf League in Texas
- \* Host site for Regional and State Golf Tournaments

## Priorities for FY 2016-17

- \* Water & Resource Conservation Projects
- \* Irrigation System
- \* Drainage Work

## Budget Highlights

The budget for Cottonwood Creek Golf Course maintains current operations with an increase for equipment replacement.



## Expenditures

	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Salaries and Wages	409,212	528,104	506,869	549,983
Employee Benefits	155,440	220,353	205,230	228,639
Purchased Prof/Tech Services	463,236	288,145	288,236	306,941
Purchased Property Services	97,420	96,620	106,254	110,853
Other Purchased Services	138,244	154,498	154,457	136,452
Supplies	197,304	248,306	233,680	255,100
Other Expenses	417,597	438,656	438,656	443,042
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,878,453</b>	<b>1,974,682</b>	<b>1,933,382</b>	<b>2,031,010</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	33,450	125,000	125,000	148,000
<b>Total Expenditures</b>	<b>1,911,903</b>	<b>2,099,682</b>	<b>2,058,382</b>	<b>2,179,010</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
<b>Supervision</b>					
CCGC General Mgr	128	1.00	1.00	1.00	1.00
CCGC Superintendent	125	1.00	1.00	1.00	1.00
CCGC Asst Supt	120	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>					
Asst Golf Prof	217	3.00	3.00	3.00	3.00
Admin Asst	215	1.00	1.00	1.00	1.00
CCGC Restaurant Spvr	213	1.00	1.00	1.00	1.00
Cash/Food Srv Asst	208	1.00	1.00	1.00	1.00
CCGC Head Golf Prof	122	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>Labor Operations</b>					
CCGC Equip Mech	215	1.00	1.00	1.00	1.00
CCGC Mnt/Irr Tech	211	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>Total Employees</b>		<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>

# Waco Transit

## Mission Statement

To serve Waco and surrounding communities within McLennan County 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, and general public transit services within the rural area of McLennan County through a demand responsive transportation model. 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 origin to destination ADA 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 five 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 2015-16

- \* Increased Ridership System wide
- \* Issued BRT Feasibility Study
- \* Successful Statewide Transit Conference and Roadeo
- \* Renegotiated 3-year Labor Contract with Transport Workers Union (TWU)
- \* Successful start-up of McLennan County Rural Transit District
- \* Created Parole Shuttle within McLennan County Rural Transit District

## Priorities for FY 2016-17

- \* Purchase five (5) new buses
- \* Purchase four (4) new vans
- \* Complete BRT Feasibility Study
- \* Create Commuter Service in McLennan County
- \* Install ten (10) new shelters throughout Waco Transit System service area
- \* Increase ridership through enhanced customer service and passenger experiences

## Budget Highlights

Waco Transit System continues to expect consistent funding at both the state and federal levels for FY 2016-17, but will require a transfer from the General Fund this year. Waco Transit System will continue to develop and grow contract and advertising revenues to help support transportation services provided to the community.

## Expenditures

	Actual 2014-15	Budget 2015-16	Estimated 2015-16	Adopted 2016-17
Salaries and Wages	3,256,210	3,275,802	3,533,871	3,717,337
Employee Benefits	789,431	811,545	856,289	948,077
Purchased Prof/Tech Services	1,093,221	1,261,360	1,308,363	1,185,521
Purchased Property Services	628,209	715,664	758,621	785,315
Other Purchased Services	220,092	241,359	305,923	314,338
Supplies	772,458	1,184,636	723,597	1,152,620
Other Expenses	352,765	508,263	509,945	338,328
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>7,112,386</b>	<b>7,998,629</b>	<b>7,996,609</b>	<b>8,441,536</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>7,112,386</b>	<b>7,998,629</b>	<b>7,996,609</b>	<b>8,441,536</b>



# Rural Transit

## Narrative

Funding for the operation of McLennan County Rural Transit District is provided from the Federal Transit Administration (FTA) flowing through TxDOT. Services provided by these grant funds include general public transportation within the rural areas of McLennan County through a demand responsive transportation model. In addition to operation expenses, FTA Rural 5311 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 administered by TxDOT, which includes census information for the McLennan County Rural area.

Rural Section 5311 State funding are provided by the State to assist with the operation of Rural Public Transportation within McLennan County as part of the Interlocal Agreement between the City of Waco and McLennan County Rural Transit District. State funds are considered a local funding source and may be used to match federal 5311 rural grants. Both Federal and State funding levels are derived through a formula process completed by TxDOT. Funding is allocated for the two-year biennium.

## Expenditures

	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Salaries and Wages	91,584	365,500	339,004	376,746
Employee Benefits	13,229	90,914	87,083	105,006
Purchased Prof/Tech Services	-	-	-	8,700
Purchased Property Services	11,364	28,900	28,930	35,813
Other Purchased Services	6,858	8,500	51,185	53,708
Supplies	27,550	143,767	221,071	187,500
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>150,585</b>	<b>637,581</b>	<b>727,273</b>	<b>767,473</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>150,585</b>	<b>637,581</b>	<b>727,273</b>	<b>767,473</b>

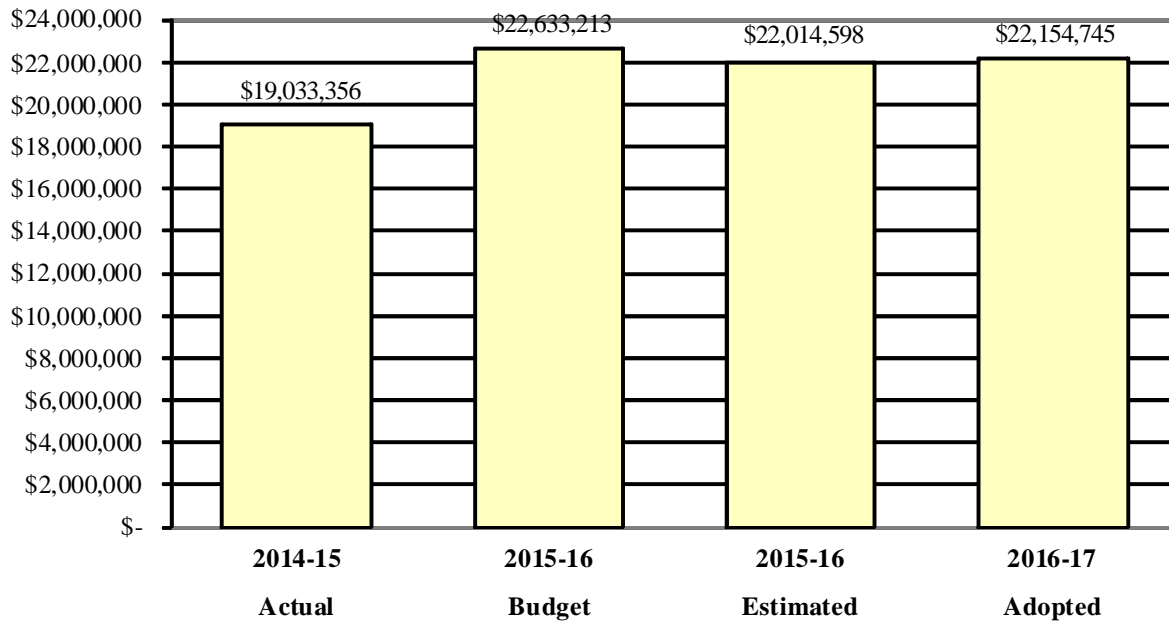




## **Internal Service Funds**

## Internal Service Funds

	Actual 2014-15	Budget 2015-16	Estimated 2015-16	Adopted 2016-17
Risk Management	2,486,525	4,300,664	3,825,559	3,666,507
Engineering	1,898,347	2,391,443	2,421,030	2,626,653
Fleet Services	1,712,405	1,996,945	1,932,336	1,987,138
Health Insurance Fund	12,936,079	13,944,161	13,835,673	13,874,447
	<b>\$ 19,033,356</b>	<b>\$ 22,633,213</b>	<b>\$ 22,014,598</b>	<b>\$ 22,154,745</b>

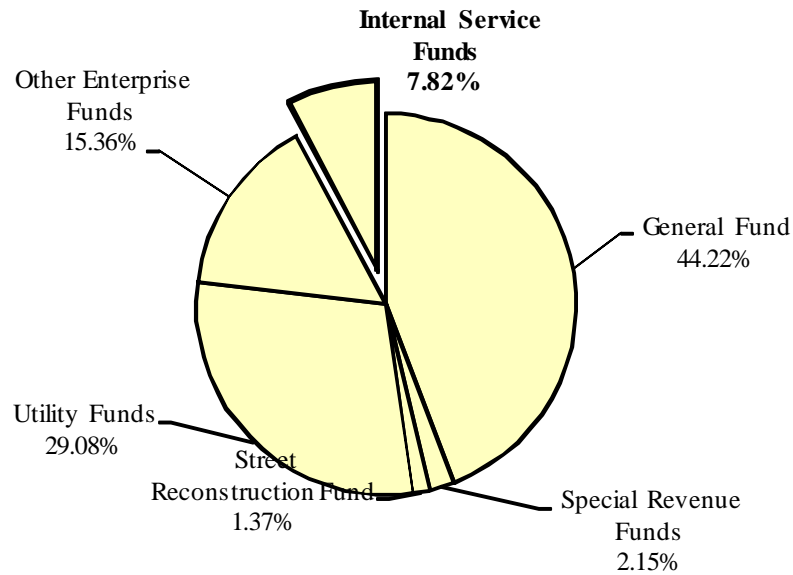




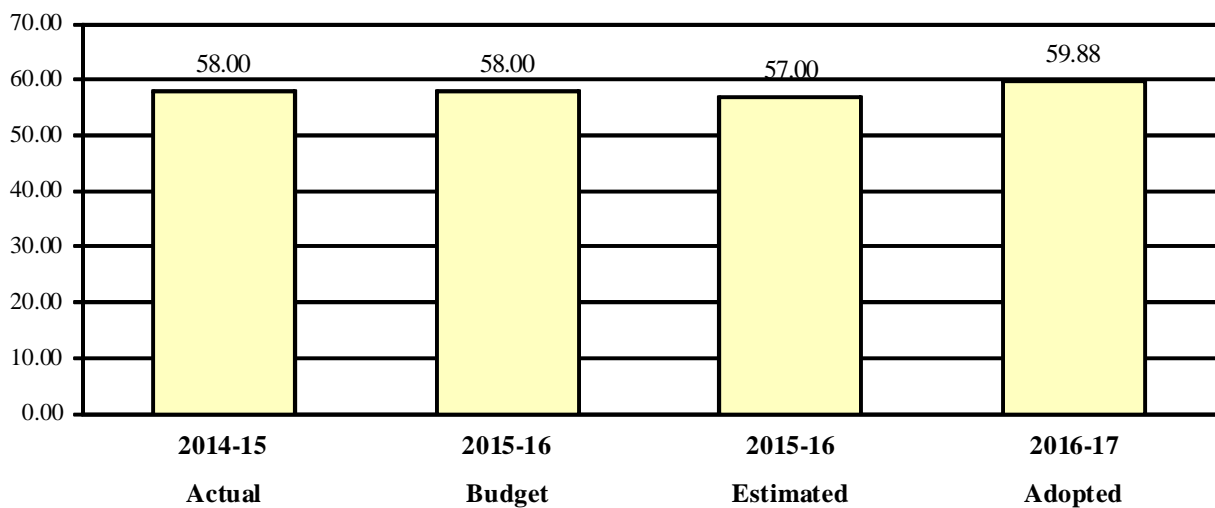


## Internal Service Funds as a Percent of Total Budget

General Fund	\$ 125,346,513
Special Revenue Funds	6,099,383
Street Reconstruction Fund	3,888,972
Utility Funds	82,408,220
Other Enterprise Funds	43,532,939
<b>Internal Service Funds</b>	<b>22,154,745</b>
	<hr/>
	\$ 283,430,772



## 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.

## Accomplishments for FY 2015-16

- \* Saved \$250,000 in the workers compensation budget by reducing claims and claim dollars spent through claims management
- \* Implemented a new Workers' Compensation Third Party Administrator
- \* Completed Evacuation/Emergency Plan and training for the Mae Jackson Development Center, Water Office, City Hall, Convention Center, TRHFM, Visitor Bureau, Health Department and Parks Administration buildings as well as active shooter training
- \* Provided access to a defensive driving program for all employees and volunteers driving City vehicles for the City
- \* Reviewed HIPAA compliance
- \* Revised the workers compensation payroll codes
- \* Established onsite Physical Therapy two days a week for workers compensation claims

## Priorities for FY 2016-17

- \* Monitor and control the liability claims and costs through loss prevention, mitigation, subrogation and contractual means
- \* Perform a market study on the markets liability trends and rates to determine if current rates are appropriate
- \* Work with Police and Solid Waste to increase situational awareness while driving, due to these drivers being on the road all day long
- \* Evaluate random drug screening for Safety Sensitive position
- \* Revise the Vehicle usage, Substance Abuse and Workers Compensation Policies
- \* Provide HIPAA training for all City Supervisors
- \* Continue to use case management to reduce the costs associated with Workers' Compensation claims
- \* Continue to work with the employee Clinic to revise protocols and processes to ensure that work related injuries have the best treatment available
- \* Launch a new department of the month safety program
- \* Complete the Evacuation/Emergency Plans for other City facilities
- \* Implement new Accident Investigation Policy
- \* Implement a Mobile Electronic Device usage policy that includes safe driving procedures

## 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.



## Expenditures

	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Salaries and Wages	334,408	334,501	298,659	333,832
Employee Benefits	116,012	118,298	106,808	118,646
Purchased Prof/Tech Services	223,003	228,131	243,131	268,131
Purchased Property Services	2,441	2,400	2,182	2,436
Other Purchased Services	893,420	1,016,391	955,658	996,717
Supplies	72,157	64,588	62,139	64,222
Other Expenses	845,084	1,947,240	1,567,867	1,882,523
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>2,486,525</b>	<b>3,711,549</b>	<b>3,236,444</b>	<b>3,666,507</b>
Transfers to Other Funds	-	589,115	589,115	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>2,486,525</b>	<b>4,300,664</b>	<b>3,825,559</b>	<b>3,666,507</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
		<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
<b>Supervision</b>					
Risk Manager	130	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>					
Claims Specialist	217	1.00	1.00	1.00	1.00
HR Assistant	215	1.00	1.00	1.00	1.00
Safety Coordinator	124	1.00	1.00	1.00	1.00
EHS Nurse Supervisor	124	1.00	1.00	1.00	1.00
EHS Nurse	121	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>

# Engineering

## Mission Statement

The Public Works Department's mission is to provide and maintain reliable and cost-effective infrastructure that ensures customer satisfaction and the long-term best interest of the community.

## Narrative

The Engineering Division provides design, project management, construction administration, floodplain management, site development plan review, construction inspection, and material testing for publicly funded improvement projects. Types of projects include street maintenance, sidewalk construction, roadway reconstruction, storm drain improvements, and water/wastewater utility system upgrades. The Division also maintains and updates the Standard Specifications for Construction, the Manual of Standard Details, record drawings and ensures all work within the City's right-of-way is constructed in accordance with Standards and City ordinances.

The Engineering Division also provides Geographic Information System (GIS) analyses and mapping services for the City of Waco. Engineering maintains feature classes (layers) such as streets, public utility infrastructure, street sweeping routes, hydrology, addresses, economic development boundaries, City Council districts, aerial photography, and more. GIS also provides an interactive on-line map for the public showing infrastructure, political boundaries, parcel information, overlay districts, etcetra for viewing and querying city information.

## Accomplishments for FY 2015-16

- \* Completed in-house and outsourced design for high priority Utility Department projects.
- \* Survey crew provided on-call support to Utilities Department as well as for in-house design projects.
- \* Acquired 2015 Aerial Imagery provided by Texas Natural Resources Information System "free".
- \* Implemented the use of Fugro Pavement Management street data in GIS mapping and analysis.
- \* Began street/drainage work order tracking program.
- \* Began Capital Improvement Program (CIP)/Utilities project mapping initiative.
- \* Completed informative/interactive maps for public use.
- \* Completed Barron's Branch Culvert Repair Construction Project.
- \* Completed Preventive Maintenance Program of Milling, Overlay, and Reclamation projects.
- \* Completed 96 percent of the creek inventory.
- \* Completed design of drainage and sidewalk projects and 4<sup>th</sup> Street and Herring Ave. water projects.
- \* Completed Warren Road Water Line Tie-in and Westview Village Water Line Construction projects.
- \* Completed Cedar Ridge Sidewalk Construction project and the Richie Rd. Reconstruction project.
- \* Completed FM 1637 Utility Relocation Construction (Phase I) project and the design of FM 1637 (Phase 2) and US 84.
- \* Completed study of Lake Shore Drive Safety Improvements.
- \* Completed Phase 1 of the Citywide Stormwater Master Plan which includes data collection and assessment of the City's facilities and modeling of the Brazos River.
- \* Completed a pavement condition assessment of more than 1,052 miles of City streets, a summary report and a recommendation for implementation of GIS mapping and analysis.

## Priorities for FY 2016-17

- \* Complete design of Lake Shore Dr. Safety Improvements and 12<sup>th</sup> Street, Brown Street Sidewalk and Speegleville Rd. Expansion project.
- \* Complete design and construction of Chimney Hill Drainage project.
- \* Complete study and design of the Mars Drive and Old Hewitt Road Expansion project.
- \* Develop City's procedures for evaluating contractor's performance over the life of a given project.
- \* Develop City's procedures for reviewing interim design submittals provided by both in-house design and outside design consultants, and pursue grants as available.
- \* Execute utility and transportation infrastructure services contract for on-call daily and emergency maintenance support.
- \* Develop comprehensive preventive maintenance plan for street system.
- \* Validate the current citywide sidewalk rankings and work with the Metropolitan Planning Organization to ensure any pedestrian investments are maximized.
- \* Complete the Stormwater Master Plan and initiate initial stormwater project list from the Stormwater Master Plan.
- \* Develop Stormwater Utility to provide a source of revenue to fund the projects outlined in the Stormwater Master Plan
- \* Complete street/drainage work order tracking program.
- \* Initiate more mapping/querying capabilities for the public.

## 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.



## Expenditures

	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Salaries and Wages	1,064,487	1,206,528	1,233,585	1,379,822
Employee Benefits	387,418	446,501	441,478	491,899
Purchased Prof/Tech Services	27,510	153,744	153,744	156,028
Purchased Property Services	95,843	98,317	94,737	98,301
Other Purchased Services	54,456	41,082	59,572	47,562
Supplies	39,215	56,213	48,856	116,458
Other Expenses	217,270	196,745	196,745	317,083
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,886,199</b>	<b>2,199,130</b>	<b>2,228,717</b>	<b>2,607,153</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	12,148	192,313	192,313	19,500
<b>Total Expenditures</b>	<b>1,898,347</b>	<b>2,391,443</b>	<b>2,421,030</b>	<b>2,626,653</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
<b>Supervision</b>					
Dir Public Works	138	1.00	1.00	1.00	0.95
City Engineer	134	1.00	1.00	1.00	0.95
Capital Program Mgr	133	-	-	-	0.98
Project Manager	127	1.00	1.00	1.00	3.00
Eng Insp Spvr	125	1.00	1.00	1.00	1.00
		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>6.88</b>
<b>Clerical and Professional</b>					
Sr Admin Asst	217	1.00	1.00	1.00	1.00
Office Specialist	213	1.00	1.00	1.00	1.00
Asst City Engineer	133	1.00	1.00	1.00	1.00
Development Engineer	133	1.00	1.00	1.00	1.00
GIS Analyst	123	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 Insp	220	7.00	7.00	7.00	7.00
GIS Technician	220	1.00	1.00	1.00	1.00
Eng Design Tech	218	4.00	4.00	3.00	3.00
Sr Survey Tech	217	2.00	2.00	2.00	2.00
Survey Tech	214	1.00	1.00	1.00	1.00
		<b>15.00</b>	<b>15.00</b>	<b>14.00</b>	<b>14.00</b>
<b>Total Employees</b>		<b>24.00</b>	<b>24.00</b>	<b>23.00</b>	<b>25.88</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, a division of the General Services Department, performs repairs and preventive maintenance services on cars, trucks and heavy equipment. Tire repair service is provided, as well as 24 hour fueling services. We have completed 5,136 work orders from 10/1/2015 to 6/30/2016. 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 \$172,097 is maintained. Management and user departments are provided with management information reports.

## Accomplishments for FY 2015-16

- \* Completed an emergency generator system to enhance fuel operations for the City's equipment
- \* Relocated lube dispensing points to better service equipment in our heavy truck shop
- \* Rebid the City-wide fuel contract
- \* Generated over \$500,000 in revenue through the City auction

## Priorities for FY 2016-17

- \* Add a waste recovery system for Fire Maintenance
- \* Perform upgrade to the camera security system
- \* Solicit bids for Solid Waste equipment preventative maintenance

## 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.



## Expenditures

	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Salaries and Wages	890,240	985,047	957,428	996,501
Employee Benefits	375,242	431,116	425,620	440,768
Purchased Prof/Tech Services	21,707	46,500	26,643	41,643
Purchased Property Services	70,842	84,213	82,190	83,497
Other Purchased Services	33,113	39,188	39,545	40,668
Supplies	83,229	104,516	94,545	115,115
Other Expenses	221,350	265,703	265,703	255,946
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,695,723</b>	<b>1,956,283</b>	<b>1,891,674</b>	<b>1,974,138</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	16,682	40,662	40,662	13,000
<b>Total Expenditures</b>	<b>1,712,405</b>	<b>1,996,945</b>	<b>1,932,336</b>	<b>1,987,138</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
		<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
<b>Supervision</b>					
Fleet Manager	127	1.00	1.00	1.00	1.00
Fleet Spvr-CDL	121	2.00	2.00	2.00	2.00
Fleet Spvr	121	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>					
Fleet Service Writer	215	2.00	2.00	2.00	2.00
Fleet/Asset Rec Spvr	122	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>					
Sr Equip Mechanic-CDL	218	3.00	3.00	3.00	3.00
Sr Equip Mechanic	218	2.00	2.00	2.00	2.00
Equipment Mechanic-CDL	215	7.00	7.00	7.00	7.00
Equipment Mechanic	215	4.00	4.00	4.00	4.00
Material & Inv Tech	212	2.00	2.00	2.00	2.00
Bldg Att/Flt Courier	208	2.00	2.00	2.00	2.00
		<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>
<b>Total Employees</b>		<b>27.00</b>	<b>27.00</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. Included in the 2015-16 budget is a web-based, Health Insurance Portability and Accountability Act (HIPAA) compliant, health engagement tool which will allow the City of Waco to track employee engagement and involvement in health and wellness initiatives and activities

### Expenditures

	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
Salaries and Wages	59,347	60,729	60,729	62,401
Employee Benefits	19,377	20,801	20,815	21,707
Purchased Prof/Tech Services	1,488,498	1,961,438	1,855,538	1,899,219
Purchased Property Services	3,296	8,200	5,605	8,500
Other Purchased Services	1,913	1,500	1,500	2,000
Supplies	12,408	12,750	12,743	2,750
Other Expenses	11,351,240	11,878,743	11,878,743	11,877,870
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>12,936,079</b>	<b>13,944,161</b>	<b>13,835,673</b>	<b>13,874,447</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>12,936,079</b>	<b>13,944,161</b>	<b>13,835,673</b>	<b>13,874,447</b>

### Personnel Summary

	<b>Range</b>	<b>Actual</b> <b>2014-15</b>	<b>Budget</b> <b>2015-16</b>	<b>Estimated</b> <b>2015-16</b>	<b>Adopted</b> <b>2016-17</b>
<b>Supervision</b>					
Wellness Coord	124	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 23.

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 1.00%. The 2015 median net debt-per-assessed valuation for Texas cities with comparable Moody's bond ratings is 2.3%. Waco's emphasis on economic development through new plants and plant additions plus increased housing activity due to new jobs has created value in this area.

Overlapping debt is general obligation debt payable from the tax levies of all debt issuing entities representing Waco citizens. Waco's overlapping debt-to-assessed valuation ratio is 5.02%. The median overlapping debt-to-assessed valuation ratio for Texas cities with comparable Moody's bond ratings is 7.3%. On November 1, 2011, the Council adopted Financial Management Policy language to gradually reduce outstanding general obligation debt. For Fiscal Year 2016-17 a total of \$2,049,165 in Streets projects, \$2,100,000 in Solid Waste for landfill cell construction and a total of \$2,500,000 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:

General Obligation Debt	Moody's Aa2-Stable	Standard & Poor's AA+Stable
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In its rating report dated January 15, 2016, Standard & Poor's (S&P) assigned its AA+/Stable long-term rating to the City's 2016 combination tax and revenue certificates of obligation and 2016 general obligation refunding bonds and raised its long-term and underlying ratings to from AA/Stable to AA+/Stable on the city's outstanding general obligation debt. In S&P's view the ratings reflect the Waco's improved economic indicators and sustained financial stability as demonstrated by the city's very strong budgetary flexibility and consistently balanced operations. In its January 13, 2016, rating report Moody's assigned a Aa2/Stable rating to the City's 2016 combination tax and revenue certificates of obligation and 2016 general obligation refunding bonds and maintained its Aa2/Stable rating on the City's outstanding parity debt, citing the City's strong credit fundamentals, diversified economy anchored by institutional presence, sizable tax base, solid fiscal practices, and low cost of doing business. 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 other 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. 2016-536**

**AN ORDINANCE SETTING A TAX RATE OF \$0.776232 (WHICH INCLUDES \$0.662094 TO FUND MAINTENANCE AND OPERATIONS EXPENDITURES AND \$0.114138 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 SIXTEEN/TWO THOUSAND SEVENTEEN (2016/2017) 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 2016-17; and

**WHEREAS**, two public hearings on the proposed tax rate were necessary because the proposed tax rate is less than the rollback tax rate (\$0.807670 per \$100), but it exceeds the effective tax rate (\$0.742454 per \$100) for the City of Waco Fiscal Year 2016-17; 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 16, 2016, 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 23, 2016; and

**WHEREAS**, at the end of the public hearings on August 16, 2016 and August 23, 2016, the Mayor announced the date for the vote on the proposed tax rate as August 30, 2016; and

**WHEREAS**, on August 16, 2016, the Council passed Resolution No. 2016-505 to adopt and approve the City of Waco Operating Budget and Capital Improvements Program (CIP) for Fiscal Year 2016-17,

**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, 2016 through September 30, 2017, 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 **\$0.662094**
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>
682	2007	General Obligation Refunding Bonds	\$0.009554
683	2007	Certificates of Obligation	\$0.002255
684	2007	General Obligation Bonds	\$0.039853
685	2008	Certificates of Obligation	\$0.002599
653	2010	Certificates of Obligation	\$0.004335
654	2010	General Obligation Refunding Bonds	\$0.003401
655	2011	Certificates of Obligation	\$0.006516
656	2012	Certificates of Obligation	\$0.002860
657	2012	General Obligation Refunding Bonds	\$0.009184
658	2013	Certificates of Obligation	\$0.001892
659	2013	General Obligation Refunding Bonds	\$0.002624
660	2014	General Obligation Refunding Bonds	\$0.001445
661	2015	Certificates of Obligation	\$0.001404
662	2015	General Obligation Refunding Bonds	\$0.021895
663	2016	Certificates of Obligation	\$0.003378
664	2016	General Obligation Refunding Bonds	\$0.000943
<hr/>			
TOTAL DEBT LEVY			\$0.114138

<b>Tax Rate FY 2016-17:</b>	<b>M&amp;O</b>	<b>\$0.662094</b>
	<b><u>Debt</u></b>	<b><u>\$0.114138</u></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 2016-17.



**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 4.93 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$ 8.23.**

**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 2016-17 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 30th day of August, 2016 with 60% and  $\frac{3}{4}$  of the council members, qualified and serving, voting in favor of this ordinance.

Kyle Deaver, Mayor  
City of Waco, Texas

**ATTEST:**

Esmeralda Hudson, City Secretary

**APPROVED AS TO FORM & LEGALITY:**

Jennifer Richie, City Attorney



**APPROVED:**

Janice J. Andrews, Director of Finance

**APPROVED:**

Laura E. Chiota, Budget Manager

**Statement of Bonds Principal and Interest Payable  
September 30, 2016**

Issue No.		Interest Rate	Date of Issue	Date of Maturity
<b>Certificates of Obligation / GO Bonds</b>				
682	Obligation Refunding, 2007	4.00-4.50	2007	2021
683	Certificate of Obligation, 2007	4.00-5.00	2007	2027
684	GO Bond, 2007	4.00-5.00	2007	2024
685	Certificate of Obligation, 2008	3.50-4.50	2008	2028
653	Certificate of Obligation, 2010	2.75-4.00	2010	2030
654	Obligation Refunding, 2010	3.00-4.125	2010	2030
655	Certificate of Obligation, 2011	2.50-4.35	2011	2031
656	Certificate of Obligation, 2012	2.00-3.50	2012	2032
657	Obligation Refunding, 2012	2.00-5.00	2012	2025
658	Certificate of Obligation, 2013	2.00-4.00	2013	2033
659	Obligation Refunding, 2013	2.00-5.00	2013	2024
660	Certificate of Obligation, 2014	2.00-4.00	2014	2034
661	Certificate of Obligation, 2015	2.00-4.00	2015	2035
662	Obligation Refunding, 2015	2.00-5.00	2015	2036
663	Certificate of Obligation, 2016	2.00-5.00	2016	2036
664	Obligation Refunding, 2016	2.00-4.00	2016	2037

**Total Certificates of Obligation / GO Bonds**

**Water Revenue Bonds**

510	Water Revenue Refunding, 2007	4.00-4.50	2007	2026
511	Certificate of Obligation, 2007	4.00-5.00	2007	2037
502	Certificate of Obligation, 2008	3.50-4.50	2008	2028
509	Water Revenue Refunding, 2010	3.00-4.00	2010	2030
521	Certificate of Obligation, 2010	2.75-3.50	2010	2030
522	Water Revenue Refunding, 2012	2.00-5.00	2012	2030
523	Water Revenue Refunding, 2013	2.00-5.00	2013	2036
524	Certificate of Obligation, 2013	2.00-4.00	2013	2033
504	Certificate of Obligation, 2014	2.00-4.00	2014	2034
518	Certificate of Obligation, 2015	2.00-4.00	2015	2035
519	Water Revenue Refunding, 2015	2.00-5.00	2015	2036
505	Certificate of Obligation, 2016	2.00-5.00	2016	2036
506	Water Revenue Refunding, 2016	2.00-4.00	2016	2037

**Total Water Revenue Bonds**



<b>Bonds Authorized</b>	<b>Bonds Issued</b>	<b>Bonds Outstanding</b>	<b>Interest Outstanding</b>	<b>Total Outstanding</b>
5,220,000	5,220,000	2,710,000	254,263	2,964,263
3,380,000	3,380,000	520,000	32,250	552,250
63,000,000	63,000,000	9,260,000	600,481	9,860,481
3,775,000	3,775,000	1,020,000	188,744	1,208,744
4,925,000	4,925,000	3,830,000	1,148,738	4,978,738
2,900,000	2,900,000	1,085,000	131,835	1,216,835
7,285,000	7,285,000	6,025,000	2,011,596	8,036,596
3,480,000	3,480,000	2,935,000	736,990	3,671,990
6,465,000	6,465,000	4,235,000	636,100	4,871,100
2,175,000	2,175,000	1,965,000	648,094	2,613,094
1,700,000	1,700,000	1,405,000	290,175	1,695,175
1,645,000	1,645,000	1,535,000	522,363	2,057,363
1,695,000	1,695,000	1,650,000	556,940	2,206,940
33,755,000	33,755,000	33,440,000	11,489,000	44,929,000
3,805,000	3,805,000	3,805,000	1,620,333	5,425,333
1,945,000	1,945,000	1,945,000	448,275	2,393,275
<b>147,150,000</b>	<b>147,150,000</b>	<b>77,365,000</b>	<b>21,316,177</b>	<b>98,681,177</b>
8,400,000	8,400,000	5,490,000	776,771	6,266,771
27,705,000	27,705,000	2,125,000	131,750	2,256,750
6,870,000	6,870,000	1,865,000	344,448	2,209,448
6,805,000	6,805,000	3,285,000	792,356	4,077,356
8,250,000	8,250,000	6,420,000	1,926,713	8,346,713
40,945,000	40,945,000	33,625,000	8,754,058	42,379,058
32,055,000	32,055,000	28,825,000	9,572,725	38,397,725
4,830,000	4,830,000	4,360,000	1,433,786	5,793,786
2,075,000	2,075,000	1,945,000	661,800	2,606,800
6,005,000	6,005,000	5,850,000	1,971,272	7,821,272
25,115,000	25,115,000	24,765,000	11,341,675	36,106,675
27,670,000	27,670,000	27,670,000	11,795,556	39,465,556
17,200,000	17,200,000	17,200,000	7,520,956	24,720,956
<b>213,925,000</b>	<b>213,925,000</b>	<b>163,425,000</b>	<b>57,023,866</b>	<b>220,448,866</b>

**Statement of Bonds Principal and Interest Payable  
September 30, 2016**

Issue No.		Interest Rate	Date of Issue	Date of Maturity
<b>Wastewater Revenue Bonds</b>				
531	Wastewater Revenue Refunding, 2007	4.00-4.50	2007	2021
545	Certificate of Obligation, 2007	4.00-5.00	2007	2032
534	Wastewater Revenue Refunding, 2010	3.00-4.00	2010	2030
535	Certificate of Obligation, 2010	2.75-3.50	2010	2030
536	Wastewater Revenue Refunding, 2012	2.00-5.00	2012	2025
526	Certificate of Obligation, 2013	2.00-4.00	2013	2033
527	Wastewater Revenue Refunding, 2013	2.00-5.00	2013	2024
532	Certificate of Obligation, 2014	2.00-4.00	2014	2034
547	Certificate of Obligation, 2015	2.00-4.00	2015	2035
548	Wastewater Revenue Refunding, 2015	2.00-5.00	2015	2036
537	Certificate of Obligation, 2016	2.00-5.00	2016	2036
538	Wastewater Revenue Refunding, 2016	2.00-4.00	2016	2037
<b>Total Wastewater Revenue Bonds</b>				
<b>Solid Waste Revenue Bonds</b>				
556	Certificate of Obligation, 2008	3.50-4.50	2008	2021
551	Solid Waste Revenue Refunding, 2013	2.00-5.00	2013	2024
557	Solid Waste Revenue Refunding, 2016	2.00-4.00	2016	2037
<b>Total Solid Waste Revenue Bonds</b>				
<b>Tax Increment Financing Zone</b>				
692	Obligation Refunding, 2015	2.00-5.00	2015	2036
<b>Total Tax Increment Financing Zone</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>
3,245,000	3,245,000	1,490,000	160,087	1,650,087
35,670,000	35,670,000	3,805,000	235,387	4,040,387
3,190,000	3,190,000	1,575,000	191,463	1,766,463
3,020,000	3,020,000	2,355,000	706,100	3,061,100
6,690,000	6,690,000	4,780,000	688,600	5,468,600
4,875,000	4,875,000	4,400,000	1,449,363	5,849,363
7,410,000	7,410,000	6,025,000	1,166,375	7,191,375
5,930,000	5,930,000	5,535,000	1,889,101	7,424,101
5,535,000	5,535,000	5,390,000	1,816,472	7,206,472
14,070,000	14,070,000	13,920,000	5,148,075	19,068,075
51,215,000	51,215,000	51,215,000	21,833,062	73,048,062
10,005,000	10,005,000	10,005,000	4,297,725	14,302,725
<b>150,855,000</b>	<b>150,855,000</b>	<b>110,495,000</b>	<b>39,581,810</b>	<b>150,076,810</b>
3,230,000	3,230,000	1,150,000	87,113	1,237,113
2,495,000	2,495,000	2,065,000	427,075	2,492,075
320,000	320,000	320,000	28,800	348,800
<b>5,725,000</b>	<b>5,725,000</b>	<b>3,535,000</b>	<b>542,988</b>	<b>4,077,988</b>
370,000	370,000	345,000	42,725	387,725
<b>370,000</b>	<b>370,000</b>	<b>345,000</b>	<b>42,725</b>	<b>387,725</b>
<b>518,025,000</b>	<b>518,025,000</b>	<b>355,165,000</b>	<b>118,507,566</b>	<b>473,672,566</b>

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

	Actual 2014-15	Budget 2015-16	Estimated 2015-16	Adopted 2016-17
<b>Beginning Reserve Balance</b>	160,640	465,359	468,181	538,653
<b>Additions</b>				
Property Tax	9,221,871	9,115,089	9,202,062	9,210,985
Interest on Investments	4,091	1,250	5,648	1,840
Other Financing Sources	258,401	-	31,245	-
<b>Total Balance and Additions</b>	<b>9,645,003</b>	<b>9,581,698</b>	<b>9,707,136</b>	<b>9,751,478</b>
<b>Payments</b>				
Principal Retired	5,515,000	5,870,000	5,870,000	6,025,000
Interest Expense	3,416,559	3,279,260	3,263,804	3,219,014
Exchange and Commission	245,263	3,227	34,679	3,673
<b>Total Payments</b>	<b>9,176,822</b>	<b>9,152,487</b>	<b>9,168,483</b>	<b>9,247,687</b>
<b>Ending Reserve Balance</b>	<b>468,181</b>	<b>429,211</b>	<b>538,653</b>	<b>503,791</b>



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

	Actual 2014-15	Budget 2015-16	Estimated 2015-16	Adopted 2016-17
<b>Beginning Reserve Balance</b>	-	-	-	-
<b>Additions</b>				
Transfer From Water	13,271,606	13,392,587	13,239,289	15,327,156
Interest on Investments	-	-	-	-
Other Financing Sources	<u>127,546</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Balance and Additions</b>	<b>13,399,152</b>	<b>13,392,587</b>	<b>13,239,289</b>	<b>15,327,156</b>
<b>Payments</b>				
Principal Retired	7,540,000	7,695,000	7,695,000	8,745,000
Interest Expense	5,733,408	5,694,327	5,540,801	6,578,142
Exchange and Commission	<u>125,744</u>	<u>3,260</u>	<u>3,488</u>	<u>4,014</u>
<b>Total Payments</b>	<b>13,399,152</b>	<b>13,392,587</b>	<b>13,239,289</b>	<b>15,327,156</b>
<b>Ending Reserve Balance</b>	-	-	-	-

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

	Actual 2014-15	Budget 2015-16	Estimated 2015-16	Adopted 2016-17
<b>Beginning Reserve Balance</b>	-	-	4,043	-
<b>Additions</b>				
Transfer From Wastewater	7,062,821	6,465,263	6,376,537	10,016,728
Interest on Investments	-	-	-	-
Other Financing Sources	99,173	-	-	-
<b>Total Balance and Additions</b>	<b>7,161,994</b>	<b>6,465,263</b>	<b>6,380,580</b>	<b>10,016,728</b>
<b>Payments</b>				
Principal Retired	4,205,000	3,860,000	3,860,000	4,970,000
Interest Expense	2,856,020	2,603,492	2,518,670	5,043,899
Exchange and Commission	96,931	1,771	1,910	2,829
<b>Total Payments</b>	<b>7,157,951</b>	<b>6,465,263</b>	<b>6,380,580</b>	<b>10,016,728</b>
<b>Ending Reserve Balance</b>	<b>4,043</b>	-	-	-



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

	Actual 2014-15	Budget 2015-16	Estimated 2015-16	Adopted 2016-17
<b>Beginning Reserve Balance</b>	-	-	-	-
<b>Additions</b>				
Transfer From Sanitation	869,805	629,910	626,277	625,680
Interest on Investments	-	-	-	-
Other Financing Sources	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total Balance and Additions</b>	<b>869,805</b>	<b>629,910</b>	<b>626,277</b>	<b>625,680</b>
<b>Payments</b>				
Principal Retired	690,000	470,000	470,000	490,000
Interest Expense	179,525	159,650	156,023	135,375
Exchange and Commission	280	260	254	305
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total Payments</b>	<b>869,805</b>	<b>629,910</b>	<b>626,277</b>	<b>625,680</b>
<b>Ending Reserve Balance</b>	-	-	-	-

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

	Actual 2014-15	Budget 2015-16	Estimated 2015-16	Adopted 2016-17
<b>Beginning Reserve Balance</b>	-	-	-	-
<b>Additions</b>				
Transfer	81,248	40,605	40,613	74,165
Interest on Investments	-	-	-	-
Other Financing Sources	-	-	-	-
<b>Total Balance and Additions</b>	<b>81,248</b>	<b>40,605</b>	<b>40,613</b>	<b>74,165</b>
<b>Payments</b>				
Principal Retired	70,000	25,000	25,000	60,000
Interest Expense	11,216	15,600	15,600	14,150
Exchange and Commission	32	5	13	15
<b>Total Payments</b>	<b>81,248</b>	<b>40,605</b>	<b>40,613</b>	<b>74,165</b>



**Statement of Cash Receipts and Disbursements**  
**Adopted 2016-2017**  
**Property Tax Supported Obligations**

Issue No.		Beginning Balance 10/1/16	Current Taxes	Delinquent Taxes
651	Contingency	152,348	-	-
682	GO Refunding, 2007	14,717	758,578	7,500
683	Certificate of Obligation, 2007	13,199	179,085	1,700
684	G O Bond, 2007	218,510	3,164,418	31,600
685	Certificate of Obligation, 2008	17,392	206,329	2,000
653	Certificate of Obligation, 2010	5,068	344,179	3,400
654	GO Refunding, 2010	10,810	270,014	2,700
655	Certificate of Obligation, 2011	7,771	517,376	5,100
656	Certificate of Obligation, 2012	3,484	227,072	2,200
657	GO Refunding, 2012	4,454	729,198	7,200
658	Certificate of Obligation, 2013	1,807	150,239	1,500
659	GO Refunding, 2013	5,058	208,324	2,000
660	Certificate of Obligation , 2014	1,800	114,719	1,100
661	Certificate of Obligation , 2015	9,446	111,500	1,100
662	GO Refunding, 2015	72,631	1,738,532	17,300
663	Certificate of Obligation , 2016	-	268,255	2,600
664	GO Refunding, 2016	158	74,915	700
<b>Total</b>		<b>538,653</b>	<b>9,062,733</b>	<b>89,700</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 9/30/17</b>
-	-	-	-	-	152,348
4,766	80	675,000	98,838	221	11,582
1,626	30	165,000	17,680	60	12,900
30,534	680	2,925,000	327,738	750	192,254
1,740	60	175,000	35,350	190	16,981
2,221	90	210,000	140,975	228	3,755
3,806	50	240,000	35,319	205	11,856
3,283	140	305,000	222,185	750	5,735
1,479	50	155,000	76,206	500	2,579
3,557	150	585,000	159,000	80	479
944	40	85,000	68,212	93	1,225
1,352	40	150,000	62,550	25	4,199
744	30	70,000	46,975	85	1,333
-	10	65,000	48,681	94	8,281
500	350	155,000	1,618,700	312	55,301
1,000	30	65,000	206,655	35	195
1,000	10	-	53,950	45	22,788
<b>58,552</b>	<b>1,840</b>	<b>6,025,000</b>	<b>3,219,014</b>	<b>3,673</b>	<b>503,791</b>

**Statement of Reserve for Bond Interest and Redemption  
Adopted 2016-2017  
Water Revenue Supported Obligations**

Issue No.		Beginning Balance 10/1/16	Revenue Transfer	Total Receipts & Balances
	<b>Bond Interest and Redemption</b>			
510	GO Refunding, 2007	-	1,509,807	1,509,807
511	Certificate of Obligation, 2007	-	752,387	752,387
502	Certificate of Obligation, 2008	-	384,945	384,945
521	Certificate of Obligation, 2010	-	591,683	591,683
509	GO Refunding, 2010	-	605,656	605,656
522	GO Refunding, 2012	-	3,669,445	3,669,445
523	GO Refunding, 2013	-	2,816,764	2,816,764
524	Certificate of Obligation, 2013	-	341,424	341,424
504	Certificate of Obligation, 2014	-	139,704	139,704
519	GO Refunding, 2015	-	1,597,432	1,597,432
518	Certificate of Obligation, 2015	-	412,688	412,688
506	GO Refunding, 2016	-	532,118	532,118
505	Certificate of Obligation, 2016	-	1,973,103	1,973,103
<b>Total</b>		-	<b>15,327,156</b>	<b>15,327,156</b>



<b>Bonds Retired</b>	<b>Interest Payments</b>	<b>Exchange Fees</b>	<b>Total Disbursements</b>	<b>Ending Balance 9/30/17</b>
1,305,000	204,374	433	1,509,807	-
680,000	72,140	247	752,387	-
320,000	64,625	320	384,945	-
355,000	236,300	383	591,683	-
490,000	115,300	356	605,656	-
2,435,000	1,234,112	333	3,669,445	-
1,670,000	1,146,438	326	2,816,764	-
190,000	151,219	205	341,424	-
80,000	59,600	104	139,704	-
510,000	1,087,150	282	1,597,432	-
240,000	172,343	345	412,688	-
-	531,688	430	532,118	-
470,000	1,502,853	250	1,973,103	-
<b>8,745,000</b>	<b>6,578,142</b>	<b>4,014</b>	<b>15,327,156</b>	-

**Statement of Reserve for Bond Interest and Redemption  
Adopted 2016-2017  
Wastewater Revenue Supported Obligations**

Issue No.		Beginning Balance 10/1/16	Revenue Transfer	Total Receipts & Balances
<b>Bond Interest and Redemption</b>				
531	GO Refunding, 2007	-	331,443	331,443
545	Certificate of Obligation, 2007	-	1,349,558	1,349,558
534	GO Refunding, 2010	-	396,558	396,558
535	Certificate of Obligation, 2010	-	216,790	216,790
536	GO Refunding, 2012	-	805,190	805,190
526	Certificate of Obligation, 2013	-	342,780	342,780
527	GO Refunding, 2002	-	979,765	979,765
532	Certificate of Obligation, 2014	-	415,010	415,010
547	Certificate of Obligation, 2015	-	379,084	379,084
548	GO Refunding, 2015	-	807,493	807,493
538	GO Refunding, 2016	-	340,825	340,825
537	Certificate of Obligation, 2016	-	3,652,232	3,652,232
<b>Total</b>		-	<b>10,016,728</b>	<b>10,016,728</b>



<b>Bonds Retired</b>	<b>Interest Payments</b>	<b>Exchange Fees</b>	<b>Total Disbursements</b>	<b>Ending Balance 9/30/17</b>
275,000	56,348	95	331,443	-
1,220,000	129,115	443	1,349,558	-
345,000	51,325	233	396,558	-
130,000	86,650	140	216,790	-
620,000	185,100	90	805,190	-
190,000	152,575	205	342,780	-
715,000	264,650	115	979,765	-
245,000	169,700	310	415,010	-
220,000	158,769	315	379,084	-
140,000	667,350	143	807,493	-
-	340,550	275	340,825	-
870,000	2,781,767	465	3,652,232	-
<b>4,970,000</b>	<b>5,043,899</b>	<b>2,829</b>	<b>10,016,728</b>	-

**Statement of Reserve for Bond Interest and Redemption  
 Adopted 2016-2017  
 Solid Waste Revenue Supported Obligations**

Issue No.		Beginning Balance 10/1/16	Revenue Transfer	Total Receipts & Balances
	<b>Bond Interest and Redemption</b>			
556	Certificate of Obligation, 2008	-	307,280	307,280
551	GO Refunding, 2013	-	311,990	311,990
557	GO Refunding, 2016	-	6,410	6,410
<b>Total</b>		-	<b>625,680</b>	<b>625,680</b>



<b>Bonds Retired</b>	<b>Interest Payments</b>	<b>Exchange Fees</b>	<b>Total Disbursements</b>	<b>Ending Balance 9/30/17</b>
270,000	37,025	255	307,280	-
220,000	91,950	40	311,990	-
-	6,400	10	6,410	-
<b>490,000</b>	<b>135,375</b>	<b>305</b>	<b>625,680</b>	<b>-</b>

**Statement of Reserve for Bond Interest and Redemption  
Adopted 2016-2017  
Tax Increment Financing Supported Obligations**

Issue No.		Beginning Balance 10/1/16	Revenue Transfer	Total Receipts & Balances
	<b>Bond Interest and Redemption</b>			
692	Obligation Refunding, 2015	-	74,165	74,165
<b>Total</b>			<b>74,165</b>	<b>74,165</b>





<b>Bonds Retired</b>	<b>Interest Payments</b>	<b>Exchange Fees</b>	<b>Total Disbursements</b>	<b>Ending Balance 9/30/17</b>
60,000	14,150	15	74,165	-
<b>60,000</b>	<b>14,150</b>	<b>15</b>	<b>74,165</b>	<b>-</b>

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

<b>Budget Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2016-17	6,025,000	3,219,014	9,244,014
2017-18	6,320,000	2,919,119	9,239,119
2018-19	6,085,000	2,675,901	8,760,901
2019-20	5,970,000	2,419,704	8,389,704
2020-21	6,325,000	2,147,988	8,472,988
2021-22	6,150,000	1,875,251	8,025,251
2022-23	6,150,000	1,599,675	7,749,675
2023-24	6,235,000	1,316,695	7,551,695
2024-25	6,340,000	1,024,563	7,364,563
2025-26	6,410,000	726,062	7,136,062
2026-27	6,490,000	450,844	6,940,844
2027-28	1,790,000	290,724	2,080,724
2028-29	1,575,000	224,732	1,799,732
2029-30	1,635,000	161,988	1,796,988
2030-31	1,330,000	105,734	1,435,734
2031-32	815,000	67,913	882,913
2032-33	610,000	44,807	654,807
2033-34	470,000	27,344	497,344
2034-35	375,000	13,978	388,978
2035-36	265,000	4,141	269,141
	<b>77,365,000</b>	<b>21,316,177</b>	<b>98,681,177</b>

**Wastewater Revenue Supported Obligations**

<b>Budget Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2016-17	4,970,000	5,043,898	10,013,898
2017-18	5,965,000	4,019,582	9,984,582
2018-19	6,210,000	3,796,199	10,006,199
2019-20	6,330,000	3,522,770	9,852,770
2020-21	6,180,000	3,239,790	9,419,790
2021-22	5,900,000	2,968,143	8,868,143
2022-23	5,735,000	2,700,456	8,435,456
2023-24	6,010,000	2,427,031	8,437,031
2024-25	5,510,000	2,157,280	7,667,280
2025-26	5,440,000	1,898,156	7,338,156
2026-27	5,540,000	1,681,932	7,221,932
2027-28	5,875,000	1,489,281	7,364,281
2028-29	6,005,000	1,264,219	7,269,219
2029-30	6,245,000	1,022,469	7,267,469
2030-31	6,235,000	804,657	7,039,657
2031-32	6,375,000	601,107	6,976,107
2032-33	4,365,000	425,243	4,790,243
2033-34	4,150,000	293,106	4,443,106
2034-35	3,865,000	170,397	4,035,397
2035-36	3,590,000	56,094	3,646,094
	<b>110,495,000</b>	<b>39,581,810</b>	<b>150,076,810</b>



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

<b>Budget Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2016-17	8,745,000	6,578,144	15,323,144
2017-18	8,885,000	5,794,308	14,679,308
2018-19	9,295,000	5,447,235	14,742,235
2019-20	9,635,000	5,039,149	14,674,149
2020-21	9,710,000	4,622,993	14,332,993
2021-22	9,435,000	4,228,663	13,663,663
2022-23	9,225,000	3,828,318	13,053,318
2023-24	9,640,000	3,416,325	13,056,325
2024-25	8,680,000	3,015,738	11,695,738
2025-26	6,990,000	2,680,507	9,670,507
2026-27	7,170,000	2,409,901	9,579,901
2027-28	7,675,000	2,138,383	9,813,383
2028-29	7,320,000	1,853,870	9,173,870
2029-30	7,595,000	1,581,486	9,176,486
2030-31	6,965,000	1,327,684	8,292,684
2031-32	7,235,000	1,086,084	8,321,084
2032-33	7,505,000	839,134	8,344,134
2033-34	7,130,000	598,079	7,728,079
2034-35	7,050,000	364,700	7,414,700
2035-36	5,980,000	148,790	6,128,790
2036-37	1,560,000	24,375	1,584,375
	<b>163,425,000</b>	<b>57,023,866</b>	<b>220,448,866</b>

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

<b>Budget Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2016-17	490,000	135,375	625,375
2017-18	510,000	116,750	626,750
2018-19	535,000	96,919	631,919
2019-20	555,000	74,619	629,619
2020-21	580,000	52,950	632,950
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>3,535,000</b>	<b>542,988</b>	<b>4,077,988</b>

**Tax Increment Financing Supported Obligations**

<b>Budget Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2016-17	60,000	14,150	74,150
2017-18	65,000	11,650	76,650
2018-19	65,000	9,050	74,050
2019-20	75,000	5,875	80,875
2020-21	80,000	2,000	82,000
	<b>345,000</b>	<b>42,725</b>	<b>387,725</b>



# **Capital Improvements Program**

# Capital Improvements Program

(Including Reporting for Capital Asset Equipment Replacement and Rolling Stock Replacement)

## Capital Improvement Program

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 \$25,000),
- 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
- Planning/engineering costs related to specific improvements of the type listed above
- Infrastructure assets such as streets, water, and wastewater systems

Capital equipment asset replacement items and rolling stock replacement items are not considered as part of the capital improvement program capital assets for reporting or funding. These are reported in separate sections of the Capital Improvements Program budget.

The CIP is a five-year plan and the first year is adopted annually as part of the 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 five-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.



## **Capital Improvements Program**

(Including Reporting for Capital Asset Equipment Replacement and Rolling Stock Replacement)

### **Capital Equipment Asset Replacement – General Government**

The City Council recently adopted Financial Management Policy Statements to include funding for capital asset equipment 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 asset. The planned replacement of Fire self-contained breathing apparatus (SCBA) equipment of \$1,001,757 is included in this sub-section for fiscal year 2015-16.

The General Fund operating budget will provide necessary future replacement items (with debt financing utilized for Fire apparatus equipment, if needed) until adequate replacement reserves are available.

### **Rolling Stock Replacement – General Government**

The Rolling Stock replacement budget is presented in this sub-section. Funding is provided by bond interest and the General Fund operating budget. Funding is budgeted in the General Fund based on proposed replacements for FY2016-17. Fleet Services administers this program.

## Capital Improvements Program Fiscal Year 2016-17

(Including Reporting for Capital Asset Equipment Replacement and Rolling Stock Replacement)

### Summary of CIP Projects:

	2015-16	2016-17
<b>General Government</b>		
Airport Services	6,000,000	1,110,000
City Manager's Office	200,000	-
Facilities	3,298,803	2,424,453
Fire Services	-	1,351,000
Parks and Recreation	685,000	350,000
<b>General Government</b>	<b>10,183,803</b>	<b>5,235,453</b>
<b>Street Improvements</b>	<b>5,000,000</b>	<b>7,930,000</b>
<b>Stormwater Improvements</b>	<b>2,000,000</b>	<b>2,450,000</b>
<b>Sidewalk Program</b>	<b>200,000</b>	<b>250,000</b>
<b>Solid Waste Improvements</b>	<b>-</b>	<b>2,100,000</b>
<b>Wastewater Improvements</b>	<b>51,000,000</b>	<b>11,150,000</b>
<b>Water Improvements</b>	<b>23,000,000</b>	<b>23,400,000</b>
<b>Total Capital Improvements Program</b>	<b>91,383,803</b>	<b>52,515,453</b>

### Summary of Funding Sources:

Debt Financing *	75,567,497	43,806,288
Bond proceeds available for reprogramming	270,022	-
FAA Grant	5,400,000	999,000
<b>Subtotal - CIP Revenues</b>	<b>81,237,519</b>	<b>44,805,288</b>
General Fund Operating Revenues	2,594,956	2,460,165
General Fund Transfer from Surplus	5,051,328	-
Convention Services & Visitors' Bureau Operating Revenues	-	650,000
Solid Waste Transfer from Surplus	-	2,100,000
Wastewater Fund Operating Revenues	1,000,000	1,000,000
Water Fund Operating Revenues	1,500,000	1,500,000
<b>Total CIP Funding</b>	<b>91,383,803</b>	<b>52,515,453</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 Asset Equipment Replacement - General Government

Fire Services	1,001,757	-
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### Rolling Stock Replacement - General Government

Fleet Services	1,300,000	1,500,000
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## Capital Improvements Program Fiscal Year 2016-17

(Including Reporting for Capital Asset Equipment Replacement and Rolling Stock Replacement)

### General Government

<b>Department</b>	<b>Project Description</b>	<b>Funding</b>	<b>2016-17</b>
Airport	Airport Improvements	FAA/Cash	1,110,000
Facilities	Building Renovation Projects	GD	245,000
Facilities	Convention Center Building Renovations	Cash	650,000
Facilities	City Hall Basement Renovations	GD	476,000
Facilities	Demo Floors 6 & 7 - Finish 7th for Crimes Ag Children	Cash	601,425
Facilities	Health District Renovations	GD	452,028
Fire	Fire Apparatus Replacement Program	GD	1,351,000
Parks and Recreation	General Park Improvements	Cash	300,000
Parks and Recreation	Waco Mammoth National Monument Entry Signage	Cash	50,000
<b>Total General Government</b>			<b>5,235,453</b>
<b>Federal Aviation Administration (FAA)</b>		<b>999,000</b>	
<b>Airport Fund Operating Budget (Cash)</b>		<b>111,000</b>	
<b>General Fund Operating Budget (Cash)</b>		<b>951,425</b>	
<b>Convention Services &amp; Visitors' Bureau Operating Budget (Cash)</b>		<b>650,000</b>	
<b>Debt Financing - General (GD)</b>		<b>2,524,028</b>	
		<b>5,235,453</b>	

### Street Improvements

<b>Project Description</b>	<b>Funding</b>	<b>2016-17</b>
Street Improvement Program	GD/Cash	5,000,000
Mt Carmel Intersection	GD	260,000
Lake Shore Dr, Bishop to Mt. Carmel (Slope Stabilization)	GD	70,000
Speegleville Rd from Hwy 84 to City Limits	GD	1,200,000
Ritchie Road Extension (25% developer funded)	GD	350,000
Chapel Road, Meadow Mountain Drive to Ritchie Road	GD	600,000
17th and 18th Street Corridor Study	Cash	250,000
Mars Drive and Old Hewitt Intersection Improvements	GD	200,000
<b>Total Street Improvements</b>		<b>7,930,000</b>
<b>Debt Financing - General (GD)</b>		<b>6,782,260</b>
<b>General Fund Operating Budget (Cash)</b>		<b>1,147,740</b>
		<b>7,930,000</b>

### Stormwater Improvements

<b>Project Description</b>	<b>Funding</b>	<b>2016-17</b>
Stormwater Improvement Program	GD	2,450,000
<b>Total Stormwater Improvements</b>		<b>2,450,000</b>

## Capital Improvements Program

### Fiscal Year 2016-17

(Including Reporting for Capital Asset Equipment Replacement and Rolling Stock Replacement)

#### Sidewalk Program

<b>Project Description</b>	<b>Funding</b>	<b>2016-17</b>
Sidewalk Program	Cash	250,000
<b>Total Sidewalk Program</b>		<b>250,000</b>

**General Fund Operating Budget (Cash) 250,000**

#### Solid Waste Improvements

<b>Project Description</b>	<b>Funding</b>	<b>2016-17</b>
Landfill Cell Construction	SWT	2,100,000
<b>Total Solid Waste Improvements</b>		<b>2,100,000</b>

**Solid Waste Transfer from Surplus (SWT) 2,100,000**

#### Wastewater Improvements

<b>Project Description</b>	<b>Funding</b>	<b>2016-17</b>
Sewer System Improvements	WWD/Cash	2,900,000
Lift Station Improvements	WWD	4,100,000
Brazos Basin Design & Construction Phase 1 & 2	WWD	4,000,000
Highway 84 TXDOT Project	WWD	150,000
<b>Total Wastewater Improvements</b>		<b>11,150,000</b>

**Debt Financing - Wastewater (WWD) 10,150,000**

**Wastewater Operating Budget (Cash) 1,000,000**

**11,150,000**

#### Water Improvements

<b>Project Description</b>	<b>Funding</b>	<b>2016-17</b>
Water System Improvements	WD/Cash	3,000,000
Water System Improvements from Riverside	WD	4,700,000
Highway 84 TXDOT Project	WD	1,200,000
Mt. Carmel Treatment Plant Improvements	WD	2,500,000
Advanced Metering Infrastructure (AMI)	WD	12,000,000
<b>Total Water Improvements</b>		<b>23,400,000</b>

**Debt Financing - Water (WD) 21,900,000**

**Water Operating Budget (Cash) 1,500,000**

**23,400,000**

#### Rolling Stock Replacement - General Government

<b>Project Description</b>	<b>Funding</b>	<b>2016-17</b>
Rolling Stock Replacement	Cash	1,500,000
<b>Total Rolling Stock Replacement - General Government</b>		<b>1,500,000</b>



# Capital Improvements Program

## Project Descriptions

(Including Reporting for Capital Asset Equipment Replacement and Rolling Stock Replacement)

### Airport Services

**Project:** Airport Improvements

**Description:** Various improvements at Waco Regional Airport include the following projects: 1)construction of Taxiway Bravo Realignment Phase II, 2)design Localizer & Runway Safety Area Improvements, 3)design Runway 19 Run-up Apron, 5)Environmental Assessment for Drainage Improvements. The Federal Aviation Administration funds 90% and requires a 10% match from the City

**Cost:** \$1,110,000

<b>Funding:</b>	Federal Aviation Administration (FAA)	\$999,000
	Airport Fund Operating Budget (Cash)	111,000

**Budget Impact:** Will have no impact on current maintenance.

### 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:  
1)replacement of HVAC chiller and cooling tower at City Hall,  
2)upgrade HVAC at Police Tower basement office areas,

**Cost:** \$245,000

**Funding:** Debt Financing - General (GD)

**Budget Impact:** Maintenance will increase due to increased square footage.

**Project:** Convention Center Building Renovations

**Description:** Roof restoration over Chisholm Hall and Replace HVAC units at Convention Center

**Cost:** \$650,000

**Funding:** Convention Services & Visitors' Bureau Operating Budget (Cash)

**Budget Impact:** Will reduce current maintenance costs

**Project:** City Hall Basement Renovations

**Description:** Reconfigure basement for possible new entrance and Housing department.

**Cost:** \$476,000

**Funding:** Debt Financing - General (GD)

**Budget Impact:** Will have no impact on current maintenance costs

**Project:** Demolish Floors 6 & 2 of Police Tower and reconfigure 7th floor

**Description:** Create new working space for Crimes Against Children Unit; minimal finish out of floor 7. Original Police tower plans did not include demolition of floors 6 & 7 or finish out to make either floor usable. Demolition of floors 6 & 7 will remove construction debris, existing walls, plumbing, and electrical wiring. This is currently a safety hazard for anyone accessing these floors.

**Cost:** \$601,425

**Funding:** General Fund Operating Budget (Cash)

**Budget Impact:** Will increase maintenance costs depending on amenities and square footage.

# Capital Improvements Program

## Project Descriptions

(Including Reporting for Capital Asset Equipment Replacement and Rolling Stock Replacement)

### Facilities (cont)

**Project:** Health District Renovations  
**Description:** The Health District still has some remaining urgent needs that need to be addressed regarding confidentiality for clients in Vital Statistics and offices for staff. The former Dental Clinic area would be modified to create 9 offices for the Preparedness, Epidemiology and Vital Statistics staff, a meeting area, an expanded Vital Statistics waiting area, a storage area, and area for future growth. The modification would allow the Preparedness and Epidemiology staff to work more closely as a unified team to address everyday issues as well as public health threats such as Ebola and Zika. The current offices of the Preparedness and Epidemiology staff would become the offices of the Immunization Outreach staff (3), who are currently housed upstairs in the already too crowded Immunization Clinic area. Sections of this area would also be used for storage of educational and office supplies, literature, educational models, and other equipment necessary to provide education and services to the community.  
**Cost:** \$452,028  
**Funding:** Debt Financing - General (GD)  
**Budget Impact:** Will increase maintenance costs

### Fire

**Project:** Fire Apparatus Replacement Program  
**Description:** Replace 1993 P-19 Oshkosh fire engine and a 1996 E-One Hurricane Engine.  
**Cost:** \$1,351,000  
**Funding:** Debt Financing - General (GD)  
**Budget Impact:** Do not anticipate an increase or decrease in maintenance costs

### Parks and Recreation

**Project:** General Park Improvements  
**Description:** Continue the park redevelopment & enhancement program using the basic amenity standards established in the Parks, Recreation and Open Space Master Plan as a guideline. Typical projects include playgrounds, benches, picnic tables and grills, fencing, shelter renovation and construction, walkways, irrigation system modification & construction, and related park amenity enhancement. Also, included for 2015-16 is the structural investigation of the Suspension Bridge and some improvements the Mammoth Site.  
**Cost:** \$300,000  
**Funding:** General Fund Operating Budget (Cash)  
**Budget Impact:** Do not anticipate an increase or decrease in maintenance costs

**Project:** Waco Mammoth National Monument Entry Signage  
**Description:** Provide permanent, steel signage at the park entrance to replace temporary panels. Coinciding with the Mammoth Site's designation as a National Monument in July of 2015, temporary plywood sign panels were screen printed and installed on the existing frame of the monument sign at the entrance along Steinbeck Bend to reflect the park's new branding as Waco Mammoth National Monument. Permanent steel panels will provide proper durability and aesthetics in keeping with the site's Nation Monument status. Funding will allow for design, specification, and installation.  
**Cost:** \$50,000  
**Funding:** General Fund Operating Budget (Cash)  
**Budget Impact:** Do not anticipate an increase or decrease in maintenance costs



# Capital Improvements Program

## Project Descriptions

(Including Reporting for Capital Asset Equipment Replacement and Rolling Stock Replacement)

### Street Improvements

Project: Street Improvement Program  
 Description: This program involves reconstruction, reclamation, overlay, and sealing of various sections of the City street network.  
 Cost: \$5,000,000  
 Funding: Debt Financing - General (GD) \$4,102,260  
 General Fund Operating Budget (Cash) 897,740  
 Budget Impact: Will have little impact on current maintenance.

Project: Mt. Carmel Intersection  
 Description: Improvements include a shift stop bar, new turn lane, raised median and restriping.  
 Cost: \$260,000  
 Funding: Debt Financing - General (GD)  
 Budget Impact: Will have little impact on current maintenance.

Project: Lake Shore Drive, Bishop to Mt. Carmel  
 Description: Slope stabilization  
 Cost: \$70,000  
 Funding: Debt Financing - General (GD)  
 Budget Impact: Will have little impact on current maintenance.

Project: Speegleville Road from Highway 84 to City Limits  
 Description: Construct 5-lane urban arterial section with bike lanes, sidewalks and drainage improvements. Design of roadway and bridge scheduled for 2016-17.  
 Cost: \$1,200,000  
 Funding: Debt Financing - General (GD)  
 Budget Impact: Will have little impact on current maintenance.

Project: Ritchie Road Extension  
 Description: From Panther Way to City Limits (25% developer funded). Design is scheduled for 2016-17.  
 Cost: \$350,000  
 Funding: Debt Financing - General (GD)  
 Budget Impact: Will have little impact on current maintenance.

Project: Chapel Road, Meadow Mountain Drive to Ritchie Road  
 Description: Construct 3-lane urban/rural sections with sidewalks and drainage improvements. Design is scheduled for 2016-17  
 Cost: \$600,000  
 Funding: Debt Financing - General (GD)  
 Budget Impact: Will have little impact on current maintenance.

Project: 17th and 18th Street Corridor Study  
 Description: Conduct corridor study that includes public outreach to identify traffic calming options with preliminary cost estimates. (Potential MPO funding)  
 Cost: \$250,000  
 Funding: General Fund Operating Budget (Cash)  
 Budget Impact: Will have little impact on current maintenance.

# Capital Improvements Program

## Project Descriptions

(Including Reporting for Capital Asset Equipment Replacement and Rolling Stock Replacement)

Project: Mars Drive and Old Hewitt Intersection Improvements  
Description: Projects calls for reconstruction/reclamation of Mars Drive and Old Hewitt Road, installation of right turn lanes at Mars Drive and Old Hewitt Road, improvements to railroad crossing and adding sidewalks for high school connectivity. Full design is scheduled for 2016-17.  
Cost: \$200,000  
Funding: Debt Financing - General (GD)  
Budget Impact: Will have little impact on current maintenance.

### Stormwater Improvements

Project: Stormwater Improvement Program  
Description: This program involves reconstruction, repair, replacement or installation of new stormwater infrastructure at various locations throughout the City.  
Cost: \$2,450,000  
Funding: Debt Financing – General (GD)  
Budget Impact: No significant change in current maintenance program.

### Sidewalk Program

Project: Sidewalk Program  
Description: This program involves reconstruction of existing sidewalks or installation of new sidewalks at various locations throughout the City.  
Cost: \$250,000  
Funding: General Fund Operating Budget (Cash)  
Budget Impact: No significant change in current maintenance program.

### Solid Waste Improvements

Project: Landfill Cell Construction  
Description: Construction of a new cell it Landfill  
Cost: \$2,100,000  
Funding: Solid Waste Transfer from Surplus (SWT)  
Budget Impact: No significant change in current maintenance program.

### Wastewater Improvements

Project: Sewer System Improvements  
Description: Replacement of gravity sewer lines that are in very poor structural condition as identified as part of Master Plan process. Fifty-one projects have been identified as requiring replacement or rehabilitation.  
Cost: \$2,900,000  
Funding: Debt Financing - Wastewater (WWD) \$1,900,000  
Wastewater Operating Budget (Cash) 1,000,000  
Budget Impact: None

Project: Lift Station Improvements  
Description: Phase I - The first project will be to add pumping capacity at Village Lake Lift Station. Phase II - Reroute flows from Church Rd. Lift Station.  
Cost: \$4,100,000  
Funding: Debt Financing - Wastewater (WWD)  
Budget Impact: None



# Capital Improvements Program

## Project Descriptions

(Including Reporting for Capital Asset Equipment Replacement and Rolling Stock Replacement)

### Wastewater Improvements (cont)

Project: Brazos Basin Design & Construction Phase 1 & 2  
 Description: Re-route existing sewer flows away from the West Bank Interceptor restoring available capacity to provide for re-development of downtown Waco. The project will consist of two phases. The first phase will extend from Transfer Lift Station to Webster Avenue. The second phase will extend to Webster Avenue to the Landon Branch Lift Station.  
 Cost: \$4,000,000  
 Funding: Debt Financing - Wastewater (WWD)  
 Budget Impact: None

Project: Highway 84 TXDOT Project  
 Description: Re-route of sewer line to facilitate TXDOT Highway Project at Hwy 84 and Speegleville Rd.  
 Cost: \$150,000  
 Funding: Debt Financing - Wastewater (WWD)  
 Budget Impact: None

### Water Improvements

Project: Water System Improvements  
 Description: Improvements and enhancements to water infrastructure at various locations within the system.  
 Cost: \$3,000,000  
 Funding: Debt Financing - Water (WD) \$1,500,000  
           Water Operating Budget (Cash) 1,500,000  
 Budget Impact: None

Project: Water System Improvements from Riverside  
 Description: Phase I - Transmission main from Riverside Water Treatment Plant to the Gholson Pump Station. Large diameter line direct from the Riverside plant to provide improved service to the TSTC area, the BRIC area, and wholesale customers to the north. Phase II - Transmission main from Riverside Water Treatment Plant to the Hillcrest Pump Station.  
 Cost: \$4,700,000  
 Funding: Debt Financing - Water (WD)  
 Budget Impact: None

Project: Highway 84 TXDOT Project  
 Description: Re-route of water line to facilitate TXDOT Highway Project at Hwy 84 and Speegleville RD.  
 Cost: \$1,200,000  
 Funding: Debt Financing - Water (WD)  
 Budget Impact: None

# Capital Improvements Program

## Project Descriptions

(Including Reporting for Capital Asset Equipment Replacement and Rolling Stock Replacement)

### Water Improvements (cont)

Project: Mt. Carmel Treatment Plant Improvements  
Description: Generators, valve replacements, electrical upgrades for Mt. Carmel Facility.  
Cost: \$2,500,000  
Funding: Debt Financing - Water (WD)  
Budget Impact: None

Project: Advanced Metering Infrastructure (AMI)  
Description: Implementation of new metering reading system for residential and wholesale customer which is automated  
Cost: \$12,000,000  
Funding: Debt Financing - Water (WD)  
Budget Impact: None

### Rolling Stock Replacement - General Government

#### Fleet Services

Project: Rolling Stock Replacement  
Description: To maintain a quality fleet of equipment/vehicles that is cost effective and efficient, enabling the individual departments to perform the responsibilities and services for the citizens of Waco in a timely manner.  
Cost: \$1,500,000  
Funding: General Fund Operating Budget (Cash)  
Budget Impact: Maintenance costs are minimized an estimated \$100,000 per year for first 3 years due to warranties.





## **Supplementary Grant Information**

# Grant Funds

## Federal Grants

### 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. 2015-16 allocations are anticipated for improvements at Kendrick 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. The City will serve as the grantee and area's homeless management information system project manager. The area includes Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties. HMIS is a computerized data collection tool specifically designed to capture client-level, system-wide information over time on the characteristics and service needs of homeless men, women and children.



## Grant Funds

### **HOME Investment Partnership Program**

Under 24 CFR Part 92, the Department of Housing and Urban Development allocates funds by formula among eligible state and local governments to expand the supply of decent, safe, sanitary and affordable housing. HOME funding makes new construction, rehabilitation, reconstruction, substantial rehabilitation, and acquisition of such housing feasible and promotes the development of partnerships between the Federal government, states, and units of general local government. The City of Waco directs its HOME funding toward low-income owner occupied rehabilitation and low-income first time homebuyer assistance through down payment/closing cost assistance loans, along with grants to Community Housing Development Organizations (CHDO) for the new single family housing development.

### **Department of Transportation Federal Aviation Administration**

Waco Regional Airport is eligible to receive assistance under the Airport Improvement Program (AIP) as authorized by Title 49, U.S. Code. Allocations are limited and may only be used for development or improvement of Airport facilities that are considered vital to the Airport's operation. The amount of this annual entitlement is determined by the number of yearly aircraft enplanements and is only awarded to the Airport for projects deemed vital to the airport in meeting FAA guidelines. The Secretary of Transportation allocates discretionary funding for priority projects. The City has to request funding separately for each priority project.

### **Federal Transit Administration (Urban)**

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.

### **Federal Transit Administration (Rural 5311)**

Funding for the operation of McLennan County Rural Transit District is provided from the Federal Transit Administration (FTA) flowing through TxDOT. Services provided by these grant funds include general public transportation within the rural areas of McLennan County through a demand responsive transportation model. In addition to operating expenses, FTA Rural 5311 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 administered by TxDOT, which includes census information for the McLennan County Rural 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 2016, the 20% match for FY 2017 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 FY 2017, the Texas Department of Transportation has also awarded a grant of \$100,000 to the MPO to develop a transit need study for McLennan County. The 20% match for this grant is also provided through Transportation Development Credits. It is anticipated that approximately 20% of the work for the study will extend into FY 2018.

# Grant Funds

## **Department of Justice**

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

Since 1996, the City of Waco has been awarded a Local Law Enforcement Block Grant each year for the purpose of reducing crime and improving public safety. The U.S. Department of Justice, Bureau of Justice Assistance has now combined the Byrne Formula Grant and the Local Law Enforcement Block Grant into the Edward J. Byrne Justice Assistance Grant to be used for the purpose of law enforcement programs; prosecution and court programs; prevention and education programs; corrections and community corrections programs; drug treatment programs; or planning, evaluation, and technology improvement programs. For FY16, the proposed grant amount is \$59,715, which will be allocated between the City of Waco, McLennan County, and the City of Bellmead. The City of Waco's share of approximately \$26,085 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 September 2013 for \$2,704,800, provides funding for transportation enhancements including hike/bike/walk trails and funds the construction of up to .6 miles of trail along the Brazos River immediately upstream from McLane Stadium. Funding is provided with 80% from the Transportation Enhancement Grant in combination with a 20% local match. Construction is expected to begin in April 2016 and be completed in 2017.

### **State Transit Grants (Urban)**

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 Transit Grants (Rural)**

Rural Section 5311 State funding are provided by the State to assist with the operation of Rural Public Transportation within McLennan County as part of the Interlocal Agreement between the City of Waco and McLennan County Rural Transit District. State funds are considered a local funding source and may be used to match federal 5311 rural grants. Both Federal and State funding levels are derived through a formula process completed by TxDOT. Funding is allocated for the two-year biennium.



## Grant Funds

### **State Police Grants**

#### **Violence Against Women Act (VAWA)**

The State Department Criminal Justice office administers grant programs authorized by the Violence against Women Act (VAWA). Its mission is to develop the nation's capacity to reduce domestic violence, dating violence, sexual assault, and stalking by strengthening services to victims and holding offenders accountable. The Family Violence Grant currently funds a percentage of two commissioned officers that work specifically as detectives on family violence cases.

#### **Comprehensive Selective Traffic Enforcement Program (STEP)**

The Selective Traffic Enforcement Program (STEP) grant pays for overtime activities for law enforcement personnel to reduce the incidence of speeding, driving while intoxicated, failure to use occupant restraint systems, intersection traffic control violations, and enforcement of state and local ordinances on cellular and texting devices. The goal of the STEP program is to reduce the number of motor vehicle related crashes, injuries, and fatalities in Texas.

### **Victim Services**

The purpose of the Other Victim Assistance Grant (OVAG) Program is to provide funds to meet the needs of victims by maintaining or increasing their access to quality services. The Victim Services Unit responds to the immediate needs of victims, witnesses, officers, and bystanders who are affected by crimes, which are usually serious or violent in nature. Victim Services provides a two-tier program that includes on-scene crisis intervention and on-going services 24-hours a day.

### **State Health Grants**

#### **Women, Infants and Children (WIC)**

The WIC program is 100% federally funded through the Texas Department of State Health Services. WIC provides to its eligible participants nutrition education and counseling, special supplemental nutritious foods, breastfeeding support and linkage to other health and human resource services. There are six (6) WIC clinic sites located throughout McLennan County that provide services and benefits to approximately 7,600 eligible participants monthly.

### **Environmental Health**

#### **Bureau of Regional/Local Health Operations (BRLHO – 000 Funds)**

Triple O funds through the Texas Department of State Health Services are used to deliver one or more of the essential public health services. The Environmental Health Division uses these funds to protect the community from food borne illnesses associated with restaurants and other food establishments, educate the public concerning the prevention of food borne illnesses and other environmental health topics, and investigate health nuisance conditions in the community.

### **Public Health Nursing**

#### **Public Health Preparedness**

The Public Health Nursing Division has received a grant from the Texas Department of State Health Services that is designed to upgrade and integrate state and local public health jurisdiction's preparedness for and response to terrorism and other public health threats and emergencies to include Pandemic Influenza.

### **Ebola**

The Center for Disease Control and Prevention is funding Ebola preparedness; seeking to support accelerated local public health preparedness planning and operational readiness for responding to Ebola virus disease. Ebola funds will expire September 1, 2017 (total amount extended and an additional \$2,200 added).

# Grant Funds

## **Nursing Grants (cont)**

### **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. NACCHO funds are awarded at varying intervals and do not expire (total amount \$13,615).

## **Infectious Disease**

The Emerging and Acute Infectious Disease Branch of the Department of State Health Services (DSHS) made available funding to enhance epidemiological capacity in infectious disease preparedness and response. Funds were awarded for two years and will expire August 31, 2017 (total amount awarded \$165,000 for two years).

## **IDCU Right Way**

This is a new grant from the Infectious Diseases Branch of the Texas Department of State Health Services (DSHS). Family Health Center will collect and submit specimens weekly to DSHS. The Health District will submit weekly reports to DSHS on patient visits in regards to diagnosis and treatment of influenza. DSHS will use this information to develop situational awareness on influenza activity and to detect any novel virus outbreaks. The Health District will inform health care providers, other partners and the community of local flu activity. Funds awarded vary; 2017 award \$5,000.

## **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.

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.

## **Farmers Market Promotional Program**

The United States Department of Agriculture (USDA) offers a grant supporting Farmer's Market Promotional Programs. Members of the Live Well Waco Coalition will partner on the Farmer's Market Promotion Program grant to increase awareness on the availability of healthy eating options to risk populations in Waco. Members of the Coalition include the Waco-McLennan County Public Health District, the Waco Downtown Farmer's Market (WDFM), the Heart of Texas Urban Garden Coalition (UGC), the World Hungry Relief Veggie Van and Baylor University.

## **Texas Healthy Babies**

The Texas Department of State Health Services affords funding that will provide support to the local Healthy Babies Coalition. The focus of activities will be to provide education on pre and inter-conception care to both women of childbearing age and healthcare providers with the goal of increasing favorable birth outcomes through healthy lifestyle changes, appropriate family planning, and identification of risk factors for potential adverse birth outcomes.



## Grant Funds

### **Texas Healthy Communities**

This Texas Department of State Health Services grant focuses on developing and implementing targeted, evidence-based community systems and environmental change strategies that address one or more of the following Texas Healthy Communities (TXHC) priority indicators: physical activity, nutrition, breastfeeding, schools, work sites, comprehensive tobacco control, cardiac and stroke response, and health care quality.

### **HIV/AIDS Services**

The Texas Department of Health provides funds for the following programs:

#### **Ryan White Title II**

The Health District receives federal funds through the Texas Department of State Health Services to provide health and social services to individuals with HIV disease. These services include on-going case management, nutritional assistance, emergency medication assistance, insurance assistance, transportation assistance, dental assistance, health education, and assistance with vision services. These funds are to be used to provide services for Bosque, Falls, Limestone, Freestone, Hill and McLennan Counties.

#### **HIV Prevention**

This program provides individual prevention and risk reduction counseling to clients at risk for HIV infection in an attempt to reinforce behavior changes and create appropriate risk reduction plans and linkage to services following the determination of their HIV status. All individuals testing positive for HIV receive partner elicitation. These funds are to be used to provide services for Bosque, Falls, Limestone, Freestone, Hill and McLennan Counties.

#### **State Services**

This program provides health and social services to individuals with HIV infection. Services include case management and early intervention services such as lab work, immunizations, complete physicals, TB testing, vaccine administration and other related health services. These funds are to be used to provide services for Bosque, Falls, Limestone, Freestone, Hill and McLennan Counties.

#### **Housing Opportunities for People With Aids (HOPWA)**

The Texas Department of State Health Services funds 100% of the HOPWA program. This program provides eligible clients in a six county area with resources to have their rent and utilities paid to encourage independent living. These funds are to be used to provide services for Bosque, Falls, Limestone, Freestone, Hill and McLennan Counties.

## Supplementary Grant Information

	2015-16 Allocation	Proposed 2016-17 Allocation
<b>FEDERAL GRANTS</b>		
<b><u>Department of Housing &amp; Urban Development</u></b>		
Community Development Block Grant		
Administration	258,397	258,531
Housing Rehabilitation	87,733	-
Code Enforcement	408,441	361,605
Parks and Infrastructure Improvements	196,648	230,452
All Other	340,768	442,067
<b>Total Community Development Block Grant</b>	<b>1,291,987</b>	<b>1,292,655</b>
Shelter Plus Care	231,277	226,620
Supportive Housing Program	62,653	62,653
HOME		
Administration	48,143	51,425
Homeownership Assistance	225,000	385,685
CHDO	208,291	77,137
<b>Total HOME</b>	<b>481,434</b>	<b>514,247</b>
<b>Total Department of Housing &amp; Urban Development</b>	<b>2,067,351</b>	<b>2,096,175</b>
<b><u>Department of Transportation</u></b>		
Federal Aviation Administration		
Discretionary Funds	6,000,000	1,110,000
<b>Total Federal Aviation Administration</b>	<b>6,000,000</b>	<b>1,110,000</b>
Federal Transit Administration		
Capital/Planning Grants	370,000	140,000
Operating Assistance	1,240,000	1,270,000
Preventive Maintenance	1,050,000	1,100,000
ADA Expense	270,000	285,000
Rural 5311	285,953	315,000
Miscellaneous Capital	51,000	168,000
<b>Total Federal Transit Administration</b>	<b>3,266,953</b>	<b>3,278,000</b>
Metropolitan Planning Organization	532,860	534,700
<b>Total Department of Transportation</b>	<b>9,799,813</b>	<b>4,922,700</b>
<b><u>Department of Justice</u></b>		
Edward Byrnes Memorial Justice Assistance Grant	26,893	26,085
<b>Total Department of Justice</b>	<b>26,893</b>	<b>26,085</b>
<b><u>Federal Emergency Management Agency</u></b>		
Emergency Management Performance Grant	64,000	62,369
<b>Total Federal Emergency Management Agency</b>	<b>64,000</b>	<b>62,369</b>
<b>Total Federal Grants</b>	<b>11,958,057</b>	<b>7,107,329</b>





## Supplementary Grant Information

	2015-16 Allocation	Proposed 2016-17 Allocation
<b>STATE GRANTS</b>		
<b><u>State Homeland Security</u></b>		
State Homeland Security Grant	64,570	64,569
<b>Total State Homeland Security</b>	<b>64,570</b>	<b>64,569</b>
<b><u>State Transit Grants</u></b>		
Operating Assistance	418,000	426,298
Rural 5311 State	502,588	316,618
5310 Federal Urban	-	275,431
5310 Federal Rural	225,000	102,558
<b>Total State Transit Grants</b>	<b>1,145,588</b>	<b>1,120,905</b>
<b><u>State Police Grants</u></b>		
VAWA/Family Violence Unit	34,464	25,785
Step Grant	133,107	135,000
OVAG/Victim Services	42,000	42,000
<b>Total State Police Grants</b>	<b>209,571</b>	<b>202,785</b>
<b><u>State Health Grants</u></b>		
Women, Infants and Children (WIC)	1,656,524	1,537,036
Triple "O"- Environmental	175,007	175,007
Public Health Preparedness	170,023	170,023
Public Health Preparedness Discretionary Projects/ Ebola	25,515	27,515
Public Health Preparedness Discretionary Projects (2)	39,073	-
Healthy Texas Babies	90,000	90,000
Immunizations	325,635	325,635
IDCU/Flu	10,000	5,000
Tuberculosis Control - State	38,490	38,490
Tuberculosis Control - Federal	23,512	23,512
National Assoc of County & City Health Officials	-	13,615
Texas Healthy Communities	50,000	50,000
Infectious Disease Investigation	87,535	77,465
Farmers Market Promotional Program	49,992	49,992
HIV/AIDS-Ryan White	311,851	327,630
HIV/AIDS-Prevention	170,300	170,300
HIV/AIDS-State Services	94,927	94,210
HIV/AIDS-HOPWA	95,752	95,114
<b>Total State Health Grants</b>	<b>3,414,136</b>	<b>3,270,544</b>
<b>Total State Grants</b>	<b>4,833,865</b>	<b>4,658,803</b>
<b>Total Federal and State Grants</b>	<b>16,791,922</b>	<b>11,766,132</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. 2016-505

**WHEREAS**, the City Manager filed the proposed Operating Budget and Capital Improvement Program for the City of Waco Fiscal Year 2016-2017 with the City Secretary on July 15, 2016; and

**WHEREAS**, the City Manager submitted the proposed Operating Budget and Capital Improvement Program for the City of Waco Fiscal Year 2016-2017 to the City Council on July 19, 2016; and

**WHEREAS**, the City Council set the date and time for a public hearing on said proposed Operating Budget and Capital Improvement Program (by Resolution No. 2016-460 approved on July 19, 2016), and the notice for said public hearing was published as required by law on August 4, 2016; and

**WHEREAS**, said public hearing was held on August 16, 2016, 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 2016-2017, together with Appendix A (Glossary of Terms) and Appendix B (Schedule of Fees).

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 FY2016-2017, 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 Cameron Park Zoological Society and McDonald Transit Associates, Inc.;
- (15) Expenditures under an Interlocal Cooperation Agreement with McLennan County, Texas, to house certain persons convicted of Class C misdemeanors; and
- (16) 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 2016-2017.

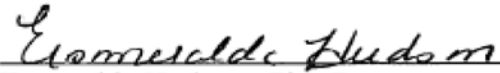
That a true copy of the approved and adopted Operating Budget and the Capital Improvements Program shall be filed with the City Secretary and County Clerk for McLennan County, and an electronic copy will be posted on the City of Waco website.

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 16th day of August, 2016.

  
 \_\_\_\_\_  
 Kyle Deaver, Mayor  
 City of Waco, Texas

**ATTEST:**

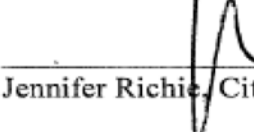
  
 \_\_\_\_\_  
 Esmeralda Hudson, City Secretary



**APPROVED:**

  
 \_\_\_\_\_  
 Laura Chiota, Budget Manager

**APPROVED AS TO FORM & LEGALITY:**

  
 \_\_\_\_\_  
 Jennifer Richie, City Attorney

## Fee Schedule By Department

FY 2016-17

Effective October 1, 2016

<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	20.00 per cat
	30.00 per dog
Heartworm Test	15.00
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	30.00
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</b>	
Ad Valorem Taxes (per Hundred)	0.776232
<b>CAMERON PARK ZOO</b>	
Base Admission Price	
Adult	10.00
Children (4-12 yrs)	7.00
Senior (over 60)	9.00
Military (with ID)	9.00
Military Child (4-12 yrs)	6.00
Late Afternoon Discount (after 3:00 p.m.)	(2.00) per person
Group Rates	
Group Size 21 - 100	
Adult	9.00 each
Children (4-12 yrs)	6.00 each
Group Size 101 - 500	
Adults	8.00 each
Children (4-12 yrs)	5.00 each
Group Size Over 500	
Adults	7.00 each
Children (4-12 yrs)	4.00 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
Special Events	
Zoo Snoozes	45.00 per person
Nonrefundable deposit	150.00 per group

## Fee Schedule By Department

FY 2016-17

Effective October 1, 2016

<u>DESCRIPTION</u>	<u>ADOPTED</u>
Birthday Parties	
1 to 15 party guests	150.00 member
16 - 30 party guests	175.00 non-member
16 - 30 party guests	250.00 member
Extra guest	275.00 non-member
	12.00 each
<b>CITY MANAGER</b>	
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
CD of Council Meetings	1.00
Duplicate permit fee	10.00
Duplicate Cemetery Deeds	10.00
Copy of a Recorded DVD	3.00
CD of Maps/Plans	3.00
Computer Generated Maps	30.00
<b>CONVENTION 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	4,000.00
Rental of Single Floor -- Meeting/Event Rooms only, does not include lobbies or entrances	
Upper Level	2,500.00
Lower Level	2,000.00
Individual Rooms:	
Chisholm Hall	1,600.00
McLennan Hall	800.00
1/3 McLennan Hall	350.00
2/3 McLennan Hall	550.00
Brazos Ballroom w/ Terrace	1,000.00
1/2 Brazos Ballroom	700.00
Bosque Theater	500.00
DeCordova Room/Cameron Room	200.00
Event Office	50.00 per section
Texas Room North	450.00
1/3 TX Room North	150.00
Texas Room South	450.00
1/3 TX Room South	150.00
Ranger Room	300.00
Waco Room	150.00
Lone Star Room #105	100.00
Lone Star Room #104	200.00
Lone Star Room #103	250.00
Upper Main Foyer	300.00
Lower Main Foyer	300.00
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 7:00 am	200.00 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

## Fee Schedule By Department

FY 2016-17

Effective October 1, 2016

<u>DESCRIPTION</u>	<u>ADOPTED</u>
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
Removal Chisholm Hall master stage	1,000.00
<b>AUDIO VISUAL SERVICES</b>	
Audio-Visual and meeting equipment	Prices Negotiated
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 each cord
<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
Bulk storage	75.00 per pallet
<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 percent
* Fee is charged to the Outside Caterer; all Outside Caterers must sign an agreement explaining rules and requirements.	
Food, Beverages and Bars	Prices Negotiated
* Waco Convention Center is the exclusive provider of beer, wine and liquor services.	
<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

## Fee Schedule By Department

FY 2016-17

Effective October 1, 2016

<u>DESCRIPTION</u>	<u>ADOPTED</u>
<b>MEMBERSHIP FEES</b>	
Membership Fees	
Individual Membership	600.00
Couple/Family Membership	900.00
Senior Membership (55 & up)	500.00
<b>CHARGES FOR ISD'S AND COLLEGES</b>	
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	8.00
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 and/or sidewalk	100.00
Two (2) Drive Approaches on the same lot	75.00
Curb and Gutter Only (Up to 50')	75.00
Each Additional 50' Increment of Curb & Gutter	35.00
Sidewalks - up to 50'	75.00
Each additional 50' increment	35.00
Alley Permits (every 50')	75.00
Handicap Ramp	35.00
Street Opening Permits	50.00
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 0.0000
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

## Fee Schedule By Department

FY 2016-17

Effective October 1, 2016

<u>DESCRIPTION</u>	<u>ADOPTED</u>	
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
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 2,500 sq. ft.	150.00	200.00
2,501 - 10,000 sq. ft.	225.00	300.00
10,001 or more 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)		
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
On site food safety class trip fee		70.00
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



## Fee Schedule By Department

FY 2016-17

Effective October 1, 2016

<u>DESCRIPTION</u>	<u>ADOPTED</u>	
Public or semi-public swimming pool/spa permit	125.00	each 150.00
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
Late Payment Fee (per month past due) - Activates 1st day of the month	20.00	per month 20.00
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
Complaint investigations non-disease/illness		205.00
(call from nonfunding city official who requests physical response by District to location)		
<b>LABORATORY</b>		
Pregnancy Test	15.00	15.00
Rapid HIV Testing	40.00	per test 40.00
Wet Mount	10.00	per test 10.00
Gram Stain	10.00	per test 10.00
Venipuncture	15.00	15.00
Syphilis Screening, RPR	10.00	per test 10.00
Specimen Handling Fee	10.00	10.00
<b>PUBLIC HEALTH NURSING</b>		
Flu Shot	22.00	per dose 27.00
Flu Mist	25.00	per dose 30.00
Pneumococcal Vaccine 23'	93.00	per dose 98.00
Pneumococcal Vaccine 13'	220.00	per dose 225.00
Immunizations Administration Fee (except TVFC)	22.00	per dose 22.00
Typhoid vaccine	89.00	per dose 94.00
Yellow-fever vaccine	165.00	per dose 170.00
Duplicate immunization card	2.00	per copy 7.00
Health card (TB Test)	20.00	25.00
Hepatitis A (Adult)	63.00	per dose 68.00
Hepatitis A (Pedi)	40.00	per dose 45.00
Hepatitis B (Adult)	54.00	per dose 59.00
Hepatitis B (Pedi)	30.00	per dose 35.00
Varicella Vaccine	123.00	per dose 128.00
Menomune/Meningococcal Polysaccharide Vaccine	147.00	per dose 152.00
Inactivated Polio Vaccine (IPV) Adult	47.00	per dose 52.00
Tetanus - Diphtheria (Td) Adult	42.00	per dose 47.00
Measles, Mumps, Rubella (MMR) Adult	73.00	per dose 78.00
Human Immune Globulin	117.00	per vial 122.00
Menactra Meningococcal Conjugate Vaccine	123.00	per dose 128.00
Tetanus-Diphtheria-Acellular Pertussis (Adacel)	60.00	per dose 65.00
Twinrix (Combination Hepatitis A & Hepatitis B)	75.00	per dose 80.00
HPV vaccine (3 doses required over a 6 month period)	205.00	per dose 210.00
DTaP	44.00	per dose 49.00
DTaP/IPV-HIB	97.00	per dose 102.00
HIB	40.00	per dose 45.00
Pediarix(Dtap, IPV,Hep B)	85.00	per dose 90.00
Pentacel (Dtap,IPV,Hib)	104.00	per dose 109.00
Kinrix (Dtap, IPV)	65.00	per dose 70.00
DT	57.00	per dose 62.00
MMRV	200.00	per dose 205.00
Rotavirus	95.00	per dose 100.00
Zoster	225.00	per dose 230.00
Influenza (6 mos to 35 mos)	26.00	per dose 31.00
Yellow fever (group of 5)	135.00	per dose 140.00
Meningococcal B	184.00	per dose 189.00
<b>TB CONTROL</b>		
Chest X-Rays		
Radiological exam, chest; single view, frontal	45.00	50.00
Radiological exam, chest; two views, frontal & lateral	45.00	50.00
With apical lordotic procedure	32.52	32.52
With oblique projections	34.13	34.13
Radiological exam, chest, special view (e.g., lateral decubitus, Bucky studies)	22.57	22.57
Chest X-Ray plus Report	65.00	70.00
Initial Examination		
Level 01, non-physician services only, client class 1 or 2	26.53	26.53
Level 06, non-physician and physician services, client class 1 or 2	52.90	52.90
Level 08, non-physician and physician services and prescribed medications (preventive treatment), class 1 or 2	54.10	54.10
Level 01, non-physician services only, client class 3 or 5	43.27	43.27
Level 06, non-physician and physician services, client class 3 or 5	73.51	73.51

## Fee Schedule By Department

FY 2016-17

Effective October 1, 2016

<u>DESCRIPTION</u>	<u>ADOPTED</u>	
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
<b>Follow-Up Exams</b>		
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
<b>Monthly Examination</b>		
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
<b>HEALTH EDUCATION</b>		
On Site Health Education		25.00 per hour
<b>SEXUALLY TRANSMITTED DISEASE</b>		
Office Visit	20.00 per visit	20.00 per visit
Suprax 400 mg	5.00 per dose	5.00 per dose
Azithromycin 250 mc	5.00 per dose	5.00 per dose
Metronidazole 500 mg #4	4.00 per dose	4.00 per dose
Metronidazole 500 mg #14	9.00 per dose	9.00 per dose
Ceftriaxone 250 mg	5.00 per dose	5.00 per dose
Doxycycline 100 mg	5.00 per dose	5.00 per dose
Bicillin LA 2.4 mu	5.00 per dose	5.00 per dose
<b>HOUSING AND ECONOMIC DEVELOPMENT</b>		
Homeless Management Information System (HMIS)	Activation Fee	Annual
Multiple licensed Agencies	250.00	150.00 per license
ART Licenses		96.00 per license
Eligibility Point		125.00 per user
<b>Business Tax Abatement Application</b>		
Project located within the State Enterprise Zone	500.00	
Project located outside the State Enterprise Zone	1,000.00	
<b>Residential Tax Abatement Application</b>		
All Others	150.00	
<b>Business Grant Application</b>		
Project located within the State Enterprise Zone	500.00	
Project located outside the State Enterprise Zone	1,000.00	
<b>INSPECTION SERVICES</b>		
<b>Sexually Oriented Businesses</b>		
Non-refundable renewal fee	150.00	
Annual License fee	350.00	
<b>Indoor Amusement Facilities</b>		
Initial Application Fee	100.00	
License Fee	100.00	
Renewal Application Fee	50.00	
<b>Lien Filing Fees</b>		
1st page, 8.5 x 11	16.00	
2nd and each subsequent page	4.00	

## Fee Schedule By Department

FY 2016-17

Effective October 1, 2016

<u>DESCRIPTION</u>	<u>ADOPTED</u>
Credit Access Business	
Non-refundable registration fee	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
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
Building Permit Fee Schedule	
General Construction permit fees:	
Minimum fee	50.00
Residential structures	
Living area and non-living area per square foot and accessory structures	0.13
Residential structures - Green tagged	125.00
Commercial Buildings	
Occupancy groups: A) Assembly, B) Business,	
E) Educational, F) Factory-Industrial, H) Hazardous, M) Mercantile, R) Residential - Multifamily	
First 100,000 sq.ft	0.13 per sq.ft.
Each additional sq.ft.	0.09 per sq.ft.
Occupancy group S) Storage and all shell buildings	
First 100,000 sq.ft	0.11 per sq.ft.
Each additional sq.ft.	0.08 per sq.ft.
Parking Lot Only - No Structure	159.50
First 10,000 sq. ft.	212.00
10,000 to 20,000 sq. ft.	283.00
Over 20,000 sq. ft.	
Repairs & alterations to existing structures & completion	
of shell buildings: First \$2,000 (Minimum)	50.00
2,001 to 50,000	5.50 per add'l 1,000
50,001 to 100,000	265.00 first 50,000
100,001 to 500,000	4.50 per add'l 1,000
500,001 and up	490.00 first 100,000
	3.50 per add'l 1,000
	1,890.00 first 500,000
	2.50 per add'l 1,000
Non-refundable Plan Review Fee - 25% of total Building Permit Fee (Deducted from final building permit fee)	

## Fee Schedule By Department

FY 2016-17

Effective October 1, 2016

<u>DESCRIPTION</u>	<u>ADOPTED</u>
Demolition:	
Residential structure	50.00
Commercial structure	
1-story	150.00
Multi-story	500.00
Accessory structure	36.00
Structure relocation:	
Out of City	55.00
Within City	112.00
Temporary Certificate of Occupancy - 30 days	100.00
1st 15 day extension	150.00
2nd 15 day extension	200.00
Reinspection Fee	55.00
Appeals to Building Board of Adjustment & Appeals	100.00
Code Compliance Letters	9.00
Swimming Pools	
Residential	75.00
Commercial	150.00
Tents	37.50
Temporary Stands	37.50
Microwave Towers, Wind Turbine Generators, Communication Towers	495.00
Site Grading	50.00
Foundation Only	1/3 cost of Permit
Roof Drain System Permit Fees	
To issue the permit	40.00
Discharge Line and Roof Drain Fee	10.00
Issuing fee if roof drain permit is separate from plumbing permit.	40.00
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:	40.00
Up to 400 amps	12.00
401 - 1,000 amps	26.50
Over 1,000 amps	40.00
110 branch circuits	6.50
220 branch circuits	7.50
3 phase circuits	8.50
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
Meter bank base fee (commercial-multifamily only)	25.00
per meter charge (structures with 3 or more meters per bank)	3.00
Signs	26.50
Temporary service inspection	34.00
Construction service pole	40.00
Commercial Check	75.00
Reinspection Fee	55.00
Appeals to Building Inspections Advisory & Appeals Board	100.00
Plumbing Permit and Lawn Sprinkler Fees	
For issuing each permit	40.00
For each house sewer, water service and gas service (yard lines installation or repair)	10.00
For each plumbing fixture, trap, grease and sand trap, hot water heater, and gas fired appliance	8.00
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	10.00
Each additional back flow protective device	10.00
Trip fee for lawn sprinkler inspections in the ETJ	60.00
Reinspection Fee	55.00
Appeals to Building Inspections Advisory & Appeals Board	100.00
Mechanical Permit Fees	
For issuing each permit	40.00 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

## Fee Schedule By Department

FY 2016-17

Effective October 1, 2016

<u>DESCRIPTION</u>	<u>ADOPTED</u>
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
Duct Type (Commercial only)	
For issuing each permit (only charged if permit is strictly for ductwork)	40.00
Flex Duct	25.00
Metal Duct	50.00
Reinspection Fee	55.00
Appeals to Building Inspections Advisory & Appeals Board	100.00
<p>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.</p>	
<b>LIBRARY SERVICES</b>	
Replace Lost Materials	5.00 Plus cost of item
Fine for Overdue Materials	0.20 per day up to cost of the item
Fine for Overdue Video recordings	1.00 per day up to cost of the item
Replace Lost Library Cards	1.00 per card
Public Access Computer Printing	0.20 per page
Public Copy Charges	
Black and White	0.20 per page
Color	0.50 per page
Scan	0.20 per page
Fax	1.00 per page
11 x 17 Copies	0.50 per page - black & white
	1.00 per page - color
Inter-Library Loan Postage Fee (Includes postage for microfilm)	1.00 per item
<b>MUNICIPAL COURT - Court costs and 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)	100.00 per hour
	1,000.00 all day
Clean up / Deposit	250.00 refundable
Pavilion Rentals (3 hour minimum)	
Large	200.00 all day
Redwood, Pecan Bottoms, Bledsoe-Miller, Anniversary, South Waco, Oscar DuConge, Northern Gateway, Brazos Park East Horseshoe Pits/Pavilion	
Small	100.00 all day
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	
Festival Areas	
Includes:	1,000.00
Brazos Park East, Indian Spring Park/Suspension Bridge, Heritage Square and Northern Gateway	500.00
Meeting Rooms	50.00 per hour
Clean up / Deposit	100.00 refundable
Gymnasium/Auditorium	250.00 for 4 hours      Non-Athletic
	50.00 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
Downtown Banner Installation	45.00 Per pole.
	Minimum 10 poles, Maximum 70 poles
<b>RECREATIONAL ACTIVITIES</b>	
Daily Drop-In Activity Fee	2.00 - 10.00 per visit
Recreation Classes	5.00 - 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 - 100.00 range

## Fee Schedule By Department

FY 2016-17

Effective October 1, 2016

<u>DESCRIPTION</u>	<u>ADOPTED</u>
<b>Athletics</b>	
Adult Athletic League (Team)	175.00 - 525.00 range
	35.00 - 100.00 range
Youth Athletic League (Team)	200.00 - 650.00 range
	35.00 - 100.00 range
Tournament Fee	150.00 - 2,500.00 range
Field Rental:	
4-Field Hub	600.00 non-commercial per day
	250.00 non-commercial clean-up deposit
	1,250.00 commercial per day
	500.00 commercial clean-up deposit
Team Practice	25.00 per hour
Team Practice with lights	50.00 per hour
Game Fee	150.00-500.00 range
Track/Swimming Per Event	5.00-15.00 range
Hart Patterson Track Complex	
Practice	25.00 per hour
Team Practice with lights	50.00 per hour
Track Meets	1,250.00 +25% of gate
<b>Special Events</b>	
Special Event Application	35.00
Event Electricity Panel	100.00
Event Grounds Fee	250.00
Events held in non-festival areas or parks that will require city services	100.00 deposit
<b>WACO MAMMOTH NATIONAL MONUMENT</b>	
Tour Price	
Adult	5.00 each
Children (4-12 yrs)	3.00 each
Senior (over 60)	4.00 each
Student (with student ID)	4.00 each
Military Rate (with ID)	4.00 each
Educator Rate (with ID)	4.00 each
Group Rates (Over 20 people)	
Adult	4.00 each
Children (4-12 yrs)	2.00 each
Senior (over 60)	3.00 each
Student (with student ID)	3.00 each
Educational/Interpretive Programs	
Educational Program Add-ons	0.50 - 20.00 Range per person
	5.00 - 150.00 Special Event Admission
Facility Use Rate	100.00 - 150.00 Filming Permit (Fed Reg)
<b>PLANNING SERVICES</b>	
<b>Documents/ Maps</b>	
Zoning Ordinance with Maps (Color Maps)	100.00
Subdivision Ordinance	25.00
Zoning Ordinance Only	50.00
Zoning Maps Only (Color)	75.00
Zoning Compliance Letter	25.00
Land Use Plan Map (Color)	75.00
Metropolitan Transportation Plan	100.00
Transportation Improvement Program (MPO)	50.00
City Map with ETJ (36" x 48")	30.00
Other Large Maps (36" x 48")	30.00
Small Maps (11" x 17" or 8.5" x 11")	1st map free, Additional map 1.00
Comprehensive Plan 2000	100.00
Developer's Guide	25.00
All other reports	Varies
Any document or map may be burned to a CD-ROM	25.00
<b>Processes</b>	
<b>Zoning/Board of Adjustment</b>	
Zone Change Applications	300.00
Special Permits	300.00
Board of Adjustment Applications	225.00
Administrative Appeal	225.00

## Fee Schedule By Department

FY 2016-17

Effective October 1, 2016

<u>DESCRIPTION</u>	<u>ADOPTED</u>
Subdivisions	
Preliminary Subdivision Plat	150.00
Final, Replat, or Amended Subdivision Plat	300.00
Subdivision Plat Vacation	100.00
Minor Plat (4 lots or less w/o improvements)	250.00
Abandonment Fee	300.00
Encroachment	300.00
Planned Unit Developments (PUD)	
PUD Concept Plan (Zoning)	350.00
PUD Final Plan	300.00
Historic Landmark Commission	
Historic Landmark Medallion	50.00 includes tax
Historic Landmark Designation	50.00
Historic District Designation	200.00
Historic Landmark Certificate of Appropriateness	25.00
Historic Landmark Tax Abatement	200.00
Other Processes	
Street Name Change	300.00
Land Use Plan Change	150.00
Affidavit Preparation and Filing	30.00
Copy Charges	
Copying Black & White	0.10 per page
Copying Color or Color Print	1.00 per page
Copying CD for data or documents	1.00
Property for Sale List	5.00 each
Open Air Vending	150.00
Temporary for Non-Profits	10.00
Seasonal for 3 consecutive days	45.00
Farmer's Market Permit Fee	150.00
Street Furnishings Fee	25.00
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
<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	2.50
Immigration Letter	15.00
Fingerprinting	20.00
Individual Background Checks	15.00
Animal Control	Altered/Unaltered
All animals	60.00 1st pickup
	75.00 2nd pickup
	150.00 3 & over
Livestock	75.00 minimum
Breeders	125.00 1st pickup
	75.00 2nd pickup (Animal gets altered)
Texas Peace Officers Accident Report (ST-3)	6.00 per report

## Fee Schedule By Department

FY 2016-17

Effective October 1, 2016

### DESCRIPTION

### ADOPTED

Certified copy of accident report	8.00	per report
Crime Free Apartment Complex Fees (charged after they complete third phase of becoming a Crime Free Member)		
5 - 49 units	75.00	per year
50 - 99 units	100.00	per year
100 or more units	150.00	per year
Crime Free Landlords/Property Managers Fees (charged after they complete third phase of becoming a Crime Free Member)		
1 - 4 units	50.00	per year
5 - 49 units	75.00	per year
50 - 99 units	100.00	per year
100 or more units	150.00	per year
Crime Free Hotel/Motel Fees (charged after they complete third phase of becoming a Crime Free Member)		
1 - 24 units	50.00	per year
25 - 74 units	75.00	per year
75 or more units	100.00	per year
Crime Free Books	10.00	each

### **SOLID WASTE SERVICES**

#### Residential Solid Waste Collection:

Residential Collection means the collection of solid waste from premises used as residential or living units and includes but is not limited to: single family dwellings, duplexes (2 living units), tri-plexes (3 living units), four-plexes (4 living units), apartment units (number of living units depends on density of complex), and mobile homes. Each occupied living unit will be billed as a separate unit. The City will assume all living units are occupied. It is up to property owner/manager to provide the City with information on the number of occupied living units.

Solid Waste Administration fee	12.50		
Residential Collection	14.20	per month	
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	5'x4'x4'
Large Bulky Waste Service - Scheduled after payment arrangements have been made.	35.00	Up to 7 cu. yds.	
	75.00	8 to 15 cu. yds.	
	150.00	16 to 30 cu. yds.	
Fee for Carts Left at Curb	10.00	per event (after 1 warning)	
Fee for Unbagged Solid Waste (per Section 21-23 (d))	10.00	per event (after 1 warning)	
Fee for Use of Non City Provided Cart (per Section 21-23 (a))	10.00	per event (after 1 warning)	
Fee for Overfilled or Waste Out of Cart (per Section 21-23 (b))	10.00	per event (after 1 warning)	
Animal Collection			
Small Animal (at curb) 35lbs or less		Call-in only	1X per yr. per household
Small Animal 35lbs or less	45.00		
Medium Animal 36lbs - 75lbs	75.00		
Large Animal 75lbs & over	150.00	minimum	
Shelters/Veterinarians/Taxidermists	18.33	per cart	
All Animals Must Be Frozen, Double Bagged & Placed In Cart.	45.00	handling fee per trip	
Multiple Residential Dwelling Office/Laundry (limit one charge per complex)	34.89	per month	
Collection/Drop-Off Fees do not include applicable sales tax			
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			
Curbside Bulky Waste	150.00	Minimum, per load	
Roll-off, Per Service Fee (open-top)			
10 cubic yard	102.33		
13 cubic yard	144.02		
20 cubic yard	203.38		
30 cubic yard	259.29		
40 cubic yard	343.21		
50 cubic yard	401.07		
Roll-off, Per Service Fee (compactor)		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



## Fee Schedule By Department

FY 2016-17

Effective October 1, 2016

<u>DESCRIPTION</u>	<u>ADOPTED</u>					
Small Generator Containerized Service Fee					<u>1X/WK</u>	<u>2X/WK</u>
95 gallon Cart Service Fee	# of containers	1			18.88	34.90
		2			31.93	56.11
Commercial Container Collection - Front, Side and Rear Load Monthly Fee						
Shared Fee Applicable To Two (2) Or More Active Customers Accounts Only						
		<u>1X/WK</u>	<u>2X/WK</u>	<u>3X/WK</u>	<u>4X/WK</u>	<u>5X/WK</u>
3 cubic yards	Standard Per Container Fee	72.82	116.21	164.57	213.65	262.74
	Shared Fee (per customer)	36.09	59.11	82.29	106.83	131.37
4 cubic yards	Standard Per Container Fee	84.09	135.39	191.73	248.91	306.09
	Shared Fee (per customer)	42.05	67.69	95.87	124.46	153.05
6 cubic yards	Standard Per Container Fee	113.11	182.10	257.89	334.81	411.72
	Shared Fee (per customer)	56.56	91.05	128.95	167.41	205.86
8 cubic yards	Standard Per Container Fee	138.26	222.60	315.23	409.25	503.27
	Shared Fee (per customer)	69.13	111.30	157.62	204.63	251.64
10 cubic yards	Standard Per Container Fee	173.18	278.82	394.85	512.61	661.90
	Shared Fee (per customer)	86.59	139.41	197.43	256.31	330.95
6 cy Compactor front load	Standard Per Container Fee	180.16	257.88	336.98	416.35	494.91
	Shared Fee (per customer)	90.08	128.94	168.49	208.18	247.46
Extra Service Fee is a standard fee of \$72.82 per service at 1X/WK						
Extra Service Fee Must Be Paid Prior To Service When Container Is Shared						
Container Lock (prevents unwanted usage) Monthly Fee				2.58		
Shared Container Lock Monthly Fee				1.29	per customer	
Commercial Recycling	<u>Fees do not include applicable sales tax</u>				<u>1X/WK</u>	<u>2X/WK</u>
Commercial Recycling Monthly Fee (no shared containers) per container				41.20	66.95	
Extra Service Fee is a standard fee of \$72.82 per service at 1X/WK						
A contaminated recycle container shall be charged as an extra service fee of \$72.82 per container						
Commercial & Non-Profit Recycle Carts (Available to garbage carted customers only)				1 Cart/1X/WK	2 Carts/1X/WK	
Commercial Recycling Cart Monthly Fee (no shared carts)				5.00	7.00	
Non-Profit Recycling Cart Monthly Fee (no shared carts)				2.50	3.50	
Landfill	<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				30.08	per ton	
Self Hauling Entities				30.08	per ton	
Outside County				37.11	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				3.00	per tire	
20" or smaller				5.50	per tire	
Mobile Home Disposal						
Less that 60 feet in length				350.00	per unit	
60 feet or greater in length				450.00	per unit	
Weight Ticket				10.00	per vehicle or item	
Unsecured Load				15.00	per visit	
Special Event Service	<u>Fees do not include applicable sales tax</u>					
Cart Service Fee				17.51	per cart per service	
Recycle Cart Service Fee				8.75	per cart per service	
Recycle Container Service Fee				41.20	per cart per service	
<b>STREET SERVICES</b>						
Clean up fee for spills (construction materials)				550.00	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		
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	

## Fee Schedule By Department

FY 2016-17

Effective October 1, 2016

<u>DESCRIPTION</u>	<u>ADOPTED</u>	
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		
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		
Education Center Facility 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	85.00	per hour
Each Additional Signal Technician	30.00	per hour
Each Additional Truck	55.00	per hour
Review house mover route plan	30.00	per hour
Approved Special Events		
Approved Special Events - Traffic Control Plan Design and/or Review	30.00	per hour
Standard delivery/pickup (during normal working hours)	115.00	one time charge
On-call assistance for closure on day of event:		
Non-business hours	30.00	per hour per employee
Business hours	25.00	per hour per employee (no minimum)
Pickup of barricades and cones by customer (Mon-Fri) (8am - 11am and 1pm - 2pm)	55.00	flat fee
Events will be charged for missing or damaged materials		
Traffic control plan inspection fee	30.00	
New Street (Public or Private) name sign (per intersection)	275.00	

## Fee Schedule By Department

FY 2016-17

Effective October 1, 2016

**DESCRIPTION**

**ADOPTED**

**WACO REGIONAL AIRPORT**

Aircraft Hangars:		One month's rental
Damage/Security Deposit		
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
Air Stairs Usage Fee		
Signatory Carriers	100.00	per use
Non Signatory Carriers	100.00	per use
Office Charges		
Fax	2.00	first page/ 1.00 extra pages
Copies	0.10	per copy
Passenger Loading Bridge Fee		
Signatory Carriers	Included in contract	
0-200 uses	350.00	per month
201-400 uses	450.00	per month
over 400 uses	550.00	per month
Non Signatory Carriers	500.00	per use

**WACO TRANSIT SYSTEM**

Base Adult Cash Fare	1.50
Day Pass	3.00
Student/Child	1.00
Elderly/Handicapped	0.50
Day Pass (Elderly/Handicapped)	1.25

## Fee Schedule By Department

FY 2016-17

Effective October 1, 2016

<u>DESCRIPTION</u>	<u>ADOPTED</u>	
Monthly Pass	40.00	
Monthly Pass (Student)	20.00	
Summer Student Pass (June, July, August)	30.00	
ADA Van Fare	3.00	
Rural Demand Response Fare	3.00	
Rural Demand Response Fare (adjacent Counties)	5.00	
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
Bus Bench Advertising		
1 -5 Benches	80.00	per month (1-5 months)
	75.00	per month (6-12+ months)
6+ Benches	70.00	per month (1-5 months)
	60.00	per month (6-12+ months)
Bus Shelters		
1 Shelter 1 - 5 months	250.00	per month
1 Shelter 6 -12 months	225.00	per month
2 or more Shelters 1 -5 months	225.00	per month
2 or more Shelters 6 -12 months	200.00	per month
Digital Media (All Buses)	300.00	per 30 second spot
Digital Media (Baylor Routes)	350.00	per 30 second spot
Minivans		
Side Window		
1 Window	125.00	per month
2 Windows	200.00	per month
Back Window		
1 Window	150.00	per month per minivan
Full Minivan Advertising (Any length of time)	500.00	per month

## Fee Schedule By Department

FY 2016-17

Effective October 1, 2016

<u>DESCRIPTION</u>	<u>ADOPTED</u>
<b>WATER FUND</b>	
Residential Water Rate	Rate Changes highlighted in yellow will become effective 1/1/2017
Inside City	
Base	16.08
0 - 15,000 gallons	2.57 per 1000
15,001 - 25,000 gallons	3.01 per 1000
Over 25,000 gallons	3.86 per 1000
Outside City	
Base	18.65
0 - 15,000 gallons	2.95 per 1000
15,001 - 25,000 gallons	3.47 per 1000
Over 25,000 gallons	4.45 per 1000
Residential Domestic Demand Rates	
Inside City	
3/4 inch meter (also referred to as 5/8 inch)	16.08
1 inch meter	25.98
1.5 inch meter	37.40
2 inch meter	51.55
3 inch meter	81.39
Outside City	
3/4 inch meter (also referred to as 5/8 inch)	18.65
1 inch meter	30.04
1.5 inch meter	43.17
2 inch meter	59.45
3 inch meter	93.76
Nonresidential/Irrigation Demand Rates	
Inside City	
3/4 inch meter (also referred to as 5/8 inch)	16.08
1 inch meter	44.56
1.5 inch meter	79.98
2 inch meter	122.44
3 inch meter	212.04
4 inch meter	309.90
6 inch meter	466.20
8 inch meter	657.98
10 inch meter	1,006.89
Irrigation	
0 - 25,000 gallons	3.01 per 1000
Over 25,000 gallons	3.86 per 1000
All other Classes (Commercial/Industrial)	
Volumetric Rate	2.71 per 1000
Reclaimed Water Rate (Purple Pipe)	To be determined
Pretreated Irrigation	
Inside City	
Volumetric Rate	1.34 per 1000
Outside City	
3/4 inch meter (also referred to as 5/8 inch)	18.65
1 inch meter	51.41
1.5 inch meter	92.13
2 inch meter	140.96
3 inch meter	244.01
4 inch meter	356.55
6 inch meter	536.28
8 inch meter	756.83
10 inch meter	1,158.08
Irrigation	
0 - 25,000 gallons	3.57 per 1000
Over 25,000 gallons	4.55 per 1000
All other Classes (Commercial/Industrial)	
Volumetric Rate	3.11 per 1000
Pretreated Irrigation	
Outside City	
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	

## Fee Schedule By Department

FY 2016-17

Effective October 1, 2016

<u>DESCRIPTION</u>	<u>ADOPTED</u>	
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	
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	

## Fee Schedule By Department

FY 2016-17

Effective October 1, 2016

<u>DESCRIPTION</u>	<u>ADOPTED</u>	
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	Caterer	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
General Chemistry		
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	
Chlorite	50.00	
Conductivity (COND)	15.00	
Dissolved organic carbon (DOC)	30.00	
Dissolved Oxygen (DO)	15.00	
Fluoride (F)	20.00	
Geosmin	150.00	
Haloacetic Acids (HAA5)	110.00	
Total Hardness	20.00	
Ammonia Nitrogen (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	

## Fee Schedule By Department

FY 2016-17

Effective October 1, 2016

<u>DESCRIPTION</u>	<u>ADOPTED</u>
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 (F, 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
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
Special Licenses	
Sound Cars or Trucks	
Per Annum	25.00
After 6/30, prorated fee	12.50
Thirty Days	10.00
Carnivals	250.00

### WASTEWATER FUND

Residential Sewer Rate                      Rate Changes highlighted in yellow will become effective 1/1/2017

Inside City			
Base	14.59		<b>17.47</b>
Volumetric Rate	3.24	per 1000	<b>3.88 per 1000</b>
Outside City			
Base	18.85		<b>20.09</b>
Volumetric Rate	5.28	per 1000	<b>5.28 per 1000</b>
Non-Residential Sewer Rate			
Inside City			
3/4 inch meter	14.59		<b>17.47</b>
1 inch meter	21.16		<b>25.33</b>
1.5 inch meter	32.14		<b>38.47</b>
2 inch meter	45.30		<b>54.23</b>
3 inch meter	62.85		<b>75.24</b>
4 inch meter	80.42		<b>96.27</b>
6 inch meter	119.89		<b>143.52</b>
8 inch meter	185.72		<b>222.33</b>
10 inch meter	232.55		<b>278.39</b>
Volumetric Rate	3.24	per 1000	<b>3.88 per 1000</b>
Outside City			
3/4 inch meter	18.85		<b>20.09</b>
1 inch meter	27.15		<b>29.13</b>
1.5 inch meter	40.99		<b>44.24</b>
2 inch meter	57.60		<b>62.36</b>
3 inch meter	83.11		<b>86.53</b>
4 inch meter	101.89		<b>110.71</b>
6 inch meter	151.73		<b>165.05</b>
8 inch meter	234.77		<b>255.68</b>
10 inch meter	267.71		<b>320.15</b>
Volumetric Rate	5.28	per 1000	<b>5.28 per 1000</b>
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	



## Fee Schedule By Department

FY 2016-17

Effective October 1, 2016

### DESCRIPTION

### ADOPTED

**Commercial Sewer Taps:**

All commercial sewer services shall be tapped into a manhole

Quoted on per cost basis

**Surcharge Rate for BOD (\$/lb)**

Conc. Range (mg/L) Maximum Conc. Allowed - BOD (5,000 mg/L)

Tier 0	0-240	-	per pound
Tier 1	240-1,000	0.065	per pound
Tier 2	1,000-1,550	0.082	per pound
Tier 3	1,550-5,000	0.117	per pound

**Surcharge Rate for TSS (\$/lb)**

TSS (4,000 mg/L)

Conc. Range (mg/L) Maximum Conc. Allowed - TSS (4,000 mg/L)

Tier 0	0 - 307	-	per pound
Tier 1	307 - 1,850	0.044	per pound
Tier 2	1,850 - 3,000	0.071	per pound
Tier 3	3,000 - 4,000	0.093	per pound

**Surcharge Rate for TKN (\$/lb)**

Conc. Range (mg/L) Maximum Conc. Allowed - TKN (1,250 mg/L)

Tier 0	0 - 35	-	per pound
Tier 1	35 - 80	0.097	per pound
Tier 2	80 - 130	0.188	per pound
Tier 3	130 - 1,250	0.376	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)

Administration Fee 35.00 minimum

Lab Fees Cost plus Administration Fee

Sampling Fees Actual Cost Recovery

Shipping Cost (avg.) Actual Cost Recovery

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:

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 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. 100% of metered water volumes times use rate.

**WMARSS FUND**

Septic Hauler Permit/1st Truck	25.00
Additional Truck	15.00
Septic Truck Tank Cleaning Charge	100.00
Septage Charge	0.06 per gallon
Septage with Trash & Debris Charge	0.50
Septage with Trash & Debris Charge (Min. \$500. up to 1,000 gallons)	500.00
Pellet Sales	30.00 per ton or Seasonal Market Value depending on storage capacity
<b>Laboratory Analyses Fees</b>	
BOD	20.00
CBOD	20.00
VSS	20.00
Ammonia	22.00
TSS	15.00
Solids (Group-TSS/VSS)	28.00

# Fee Schedule By Department

FY 2016-17

Effective October 1, 2016

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## DESCRIPTION

Tipping Fees

Fats/Oils/Grease (FOG)

Industrial Organic Waste

Significant industrial users

## ADOPTED

0.15 per gallon or seasonal markets & treatability

0.10 per gallon or seasonal markets & treatability

0.01 per gallon or seasonal markets & treatability



**CITY GROUPS/DEPARTMENTS/DIVISIONS  
AS OF OCTOBER 1, 2016**

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

