

2012 City of Waco

Annual Report & Financial Review



Planning for the future of Waco... TODAY

A Message From Your City Manager

Having lived in Waco almost all of my life, I can't remember a time when so many great things have been happening in our community as they are now. Baylor University has begun construction on their new stadium; TXDOT is constructing a signature bridge, expanding the capacity of traffic on I-35 across the river; the beautiful new Waco Convention Center is open and thriving; and interest in business development downtown and throughout the Waco area continues to grow. In times when many cities across the nation are cutting services, raising taxes and even going bankrupt, the City of Waco continues to be strong financially and to provide its citizens the level of service they expect – without raising the tax rate.

Our city staff helped develop and manage a conservative budget which resulted in a surplus that helped strengthen the 18% reserve fund, and which contributed to the innovative long-term goal adopted by the Council two years ago to eliminate borrowing for capital improvement needs. These are the fruits of adhering to a strong financial policy developed by previous Councils who recognized the need for long range planning.

This annual report is a way for many of our departments to highlight just some of the ways we help make Waco a great place to live. In addition to the accomplishments contained in this report, we welcomed new department directors for Planning, Health and our City Attorney's office. We expanded the capacity of our waste water treatment plant with the addition of the satellite Bull Hide creek plant. By clearing the old Parkside Villas and burned Sanger Avenue school properties, we prepared those grounds for new housing to be developed, giving new life to older neighborhoods. The latest public-private partnership with Hawaiian Falls is a tremendous success, as it provides great summer fun for our citizens and thousands of out of town visitors.

As I compare our city to others across the nation, I applaud ALL of our business and community leaders for helping reduce our unemployment rate to one of the lowest in the nation, and for helping create a positive business climate that continues to spark interest with major developers. I encourage our citizens to become involved in our city by volunteering for one of the many city boards or other community and church groups that continue to strengthen the fiber of this great city.



Larry D. Groth, P.E.
Waco City Manager

Planning for the future of Waco... TODAY

Waco City Council



Mayor Malcom Duncan , Jr.



John Kinnaird - District Three



Wilbert Austin, Sr. - District One



Toni Herbert - District Four



Alice Rodriguez - District Two



Kyle Deaver - District Five

About the City Council

The City of Waco operates under a council-manager form of government. Our community benefits from the service of many dedicated volunteers including our elected Mayor and City Council members. In addition to holding personal full-time jobs, they each volunteer countless hours of their time each year.

Volunteer efforts include preparing for and attending regular council meetings twice every month, making special appearances at community events and attending public hearings, town hall meetings and special council meetings. Council members also regularly attend neighborhood association meetings, present proclamations and attend ground-breaking and ribbon-cutting ceremonies. For a detailed map of council districts, please visit: waco-texas.com.

City Staff

Over 1,500 full and part-time employees comprise our team within the City of Waco organization. These employees come together every day with the important role and task of assisting with the delivery of city services. This team of professionals is dedicated to the operation and development of the city as a whole.

As our community leaders plan for Waco's tomorrow, your city staff embraces the opportunity to help build and maintain it.



follow us on:



Facebook

City of Waco Public Information
 WCCC.TV - The Waco City Cable Channel
 Waco Mammoth Site
 Cottonwood Creek Golf Course
 Parks & Recreation
 Brazos Nights Waco
 Waco-McLennan County Public Library
 Waco Convention Center
 Waco-McLennan County Public Health District
 Waco Fire Department
 Waco-McLennan County OEM
 Waco Police Department
 Waco Police Department Community Outreach
 Waco Police Department Neighborhood Services
 Waco Crime Stoppers
 Waco Transit
 Cameron Park Zoo
 Texas Ranger Hall of Fame & Museum



Twitter

City of Waco (@cityofwaco)
 Waco Convention Center (@wacocvb)
 Waco-McLennan County Library (@WacoLibrary)
 Waco Transit (@wacotransit)
 Texas Ranger Hall of Fame & Museum (@txrangermuseum)
 Waco-McLennan County OEM (@WacoMcLennanOEM)
 Waco Police (@WacoPolice)
 Cameron Park Zoo (@CamParkZoo)

Recreation & Community

Parks & Recreation

- ★ Completed \$3.4 million in renovations of Brazos Park East funded through the 2007 bond election and Texas Parks and Wildlife funds.
- ★ Completed design phase of the Riverwalk extension through Brazos Park East funded by a Transportation Enhancement grant matched by TIF funds.
- ★ Completed plans for the Children's Discovery Area at the Waco Mammoth Site.
- ★ Completed design of grant funded renovations at Sul Ross Park and began construction of grant funded renovations at Oscar DuConge Park.

- ★ Constructed pavilion, sidewalk, landscaping, and signage at South Waco Park.
- ★ Rangers provided educational, health, and safety programs for Waco ISD, surrounding school districts, local businesses and clubs, and City Community Centers.
- ★ Opening of the Bosque Bluffs and Brazos Bridges Paddling Trails.
- ★ Partnered with Hawaiian Falls for the launch and grand opening of the water park, which had a successful inaugural season with 145,871 guests and 7,334 season passes sold.
- ★ Conducted Brazos Nights concert series and Fourth on the Brazos, which brought more than 30,000 people to downtown Waco.
- ★ Provided support for over 125 community special events.
- ★ Received both the Marketing and Promotions Excellence Award and the Best Website Award from the Texas Recreation and Parks Society.
- ★ Received multiple awards from the Texas Festivals and Events Association.
- ★ Received the Member City of The Year Award from the Texas Amateur Athletics Federation.
- ★ Increased marketing through Facebook and YouTube.
- ★ Waco Mammoth Site had more than 18,000 visitors.
- ★ Expanded Waco Mammoth Site educational programs.
- ★ Athletics section hosted 31 baseball and softball tournaments during 2012 at Dubl-R Fields @ Riverbend Park.
- ★ Our three Community Centers had a combined after school and summer camp program participation of more than 3,500 children.



Recreation & Community



Cottonwood Creek Golf Course

- ★ Renovated and resurfaced greens.
- ★ Hosted over 80 tournaments including the Starburst Tournament Junior Golf Classic.
- ★ Hosted NCAA Regional Cross Country Meet in conjunction with Baylor University.
- ★ Utilized as the home course for 15 boys and girls high school and junior high golf teams.
- ★ Improved website information and added e-mails, Facebook and Twitter as marketing tools



Tourism & Attractions

Convention & Visitor's Bureau

- ★ Generated 47,985 hotel room nights with 21% of those from new clients and 79% from repeat clients.
- ★ Over 650 sales calls were made on the meeting and sports event planner market, along with 319 site tours. Over \$2.6 million in estimated future years revenues were generated for the Waco Convention Center.
- ★ Booked and serviced 281 events at the Waco Convention Center, with 88,891 total attendees; 78% of attendees were from the local area and 22% of attendees were primarily from out of town.
- ★ Serviced 23,750 walk-in visitors at the Waco Tourist Information Center and generated over \$32,000 in gift shop revenues.
- ★ Generated nearly one million page views to the website (wacocvb.com), and more than 426,000 unique visitors.
- ★ Provided location scouting and liaison support to 19 inquiries for film, television, music video or internet broadcast projects.
- ★ Placed advertising in 33 local, regional and national publications promoting Waco's museums, attractions, meeting and sports facilities, events, and the overall Waco destination. These advertisements generated over 4,600 requests for additional information.
- ★ Ongoing public relations efforts generated \$122,562 in free regional, national and international publicity and 38 positive articles and news coverage from the local media.

Cameron Park Zoo

- ★ Renovated the old Galapagos tortoise and Macaw holding building creating a newer large space with private funding.
- ★ Zoo staff worked with CREW, (Center for Reproduction of Endangered Wildlife); from the Cincinnati Zoo to conduct a procedure to artificially inseminate our female ocelot. Staff also welcomed a second litter of the critically endangered Sumatran tigers. During late fall, the zoo acquired a new white rhino female to begin a breeding program with this species.
- ★ Partnered with Landry's downtown aquarium in Houston to bring in additional species of fish out Flower Gardens Banks reef display.
- ★ Installed several TV monitors in the BRC ship as digital graphics with private funding.
- ★ Conducted separate surveys of visitors and society members. In each category surveyed the zoo received very high scores.
- ★ Attendance this past year topped the 245,000 mark. This is the 7th year in a row that the zoo's attendance has been over 240,000 or higher. 56% of our total attendance came from outside of McLennan County.
- ★ Involved in the management of endangered species in almost every class of animals, through Taxon Advisory Groups (TAGs) or Species Survival Programs (SSPs). Management staff are involved in Board service with the International Species Inventory System board of Trustees, Zoo Conservation Outreach Group, TTIA's Nature Tourism Council steering committee, and the Association of Zoos and Aquariums marketing committee.



Tourism & Attractions

Texas Ranger Hall of Fame & Museum

- ★ The renovated Knox Center banquet hall welcomed more than 11,000 guests attending 90 events with bookings into 2015.
- ★ 61,093 guests visited the Hall of Fame and Museum galleries and approximately 95% came from outside Waco, a direct economic impact of more than \$2 million to our local economy. (This was a less-than-expected decrease of 9% due to I-35 construction obstacles and the closure of the Research Center to on-site visitors for six months due to construction.)
- ★ Sponsored “Barbs, Bullets and Blood: The Wire War That Revolutionized Texas”. Researchers and authors shared their knowledge of the struggle over the introduction of barbed wire to the open range in Texas, as well as its lasting impact on our everyday lives.
- ★ Armstrong Texas Ranger Research Center was dedicated on June 9th. It is designated as State repository for Ranger archives and research materials and serves a diverse audience of family history researchers, historical writers, students and faculty, and documentary, television and movie producers. The \$1.2M project was funded by private donations and City of Waco TIF Funds.
- ★ Gifts of artifacts to the People of Texas included antique firearms, 40 years of Texas Ranger case files and records from Headquarters, and Texas DPS aviation artifacts.

- ★ Education Center served 127 nonprofit and public service agencies, a 300% increase over 2011. These groups presented 150 programs, training sessions and forums to 3,280 persons, including Heart of Texas Autism Network, HCAA—Head Start, National Alliance on Mental Illness, Waco Foundation, Advocacy Center for Crime Victims and Children, Texas Area Health Education Coop, and the Reserve Officer’s Assoc. of the United States.
- ★ In partnership with the Texas Top Guns re-enactors held a children’s history camp on July 20th. Campers stepped into the boots of a 19th century Ranger and learned about survival skills on the Texas frontier.



Public Safety

Fire Department

- ★ Inspected and flowed 5,171 hydrants twice in 2012.
- ★ Received a new Pierce 100 foot aerial platform fire truck.
- ★ Teamed up with Hillsboro Fire Department as a regional Swift Water Rescue Team.
- ★ Trained 15 individuals as swift water technicians and also received about \$15,000 worth of swift water equipment from the Heart of Texas Council of Governments (HOTCOG).

Emergency Management

- ★ Offered three Basic Community Emergency Response Team (CERT) 24 hour training sessions. This resulted in the training of over 45 local citizens in disaster preparedness and response.
- ★ Sponsored a SKYWARN training program offered by NOAA. SKYWARN is a volunteer program used to train severe weather spotters.
- ★ Sponsored and/or participated in numerous local emergency preparedness activities.
- ★ Hosted a WebEOC Workshop for over 90 regional participants.
- ★ Participated in a monthly city cable show "For Your Safety" providing citizens with numerous topics on safety and emergency preparedness.
- ★ Provided monthly training for CERT members.

Police Department

- ★ Joined Twitter in 2012 to provide valuable information to citizens, and quickly gained over 800 followers. Citizens can follow Waco Police at @wacopolice.
- ★ Launched two Facebook Pages in 2012. Tips from the page have aided the section in positive identification of 15 suspects, resulting in 11 arrests on 13 criminal charges.
- ★ Certified 57 apartment communities and 71 single family rental properties (5,026 rental units) in the Crime Free Multi-Housing and Rental Property Program. These partnerships resulted in a 42% reduction in calls for police service, 50% reduction in reported crime, and 70% reduction in arrests at these rental properties.
- ★ Crime Stoppers received 2,731 tips from phone calls, emails and texts leading to 114 suspects arrested and 210 cases cleared.
- ★ Police Explorers received 1st Place in the "robbery in progress" scenario, 3rd Place in the "active shooter" scenario and 3rd Place in the "crisis negotiator" scenario.
- ★ Police Explorers Post 415 placed 4th out of 125 teams for overall team average in competitions at the 2012 Texas Law Enforcement Explorers Conference.
- ★ Victim Services Unit was awarded the "2012 Excellence in Victim Services Award" by the International Association of Chiefs of Police.
- ★ Patrol increased their efforts to reduce fatality vehicle crashes in 2012. Focusing on enforcement of traffic laws for pedestrians, school zone violations, DWI law enforcement and patrol coverage of high volume crash locations to reduce fatalities.



Public Works

Water Utility Services

- ★ Awarded three American Water Works Association Watermark awards for community awareness efforts and communications.
- ★ Successful transfer of approximately 600 customers, in Hewitt area, to City of Waco Water.
- ★ Completed upgrade of filters at Riverside Treatment Plant.
- ★ Partnered with Baylor University to progress toward Biologically Active Filters at the water treatment plants.
- ★ Completion and grand opening of the Bull Hide Wastewater Treatment Plant servicing our Community of Cities: Hewitt, Lorena and Robinson.
- ★ Completed expansion of the Waco Metropolitan Area Regional Sewerage System (WMARSS) Central Plant.
- ★ WMARSS received National Biosolids Partnership Certification.
- ★ Approximately 5,000 visitors received at the Lake Waco Wetlands.

Solid Waste

- ★ Landfill disposed of approximately 258,082 tons of waste and recycled 20,000 tons of materials.
- ★ Landfill Gas Project (Mars Snackfoods, US and Cromeco, Inc.) recovered approximately 490 million cubic feet of landfill methane gas which was utilized as boiler fuel.
- ★ Cobbs facility recycled 2,110 tons of dry materials, 5.3 tons of e-waste units, and 874 gallons of liquids while serving a total of 33,320 customers.
- ★ Solid Waste's "Keeping Waco Clean & Green" initiative: hosted 11 open houses at neighborhood community centers; Was invited to speak at 9 Neighborhood Association meetings, along with Kiwanis Club, J.H. Hines Elementary and several other community organizations; distributed 548 new blue recycling and green yard waste carts; and hosted Waco Scrap Tire Day, collecting over 2,000 scrap tires.
- ★ Participated in a number of important recycling organizations in Texas including the State of Texas Alliance for Recycling (STAR) in order to promote and enhance recycling and diversion activities.
- ★ Implemented off-road diesel use at the City landfill to reduce fuel costs.
- ★ Began a program to fully automate the City's Residential Services trash collection fleet.
- ★ Large brush has been routed through a GIS system resulting in savings in fuel and creating a more efficient program.
- ★ Through innovative route optimization software the cities fleet of trucks have been able to reduce fuel consumption and labor effort for residential waste collection.



Community Services

Housing & Community Development

★ Utilized \$27,911 in CDBG funds to complete roof improvements at the Talitha Koum Institute, \$65,805 in CDBG funds to assist Caritas with improvements to their parking lot, and \$25,356 in CDBG funds to assist the Family Abuse Center of Waco with energy efficiency improvements to their shelter in Waco.

- ★ Provided HOME funds to three Community Housing Development Organizations (CHDOs), Waco CDC, NeighborWorks Waco, Inc., and Waco Habitat for Humanity, through which eight (8) houses were completed.
- ★ Completed six (6) reconstruction projects totaling over \$580,000 in new homes for local families.
- ★ Provided 20 loans for down payment and closing cost assistance totaling just under \$360,000.
- ★ Coordinated the 14th annual Raise the Roof project by completing a Habitat Home with City employee volunteers.
- ★ Provided CDBG funds to various Public Service programs such as the Mpowerment Program that gives people the skills to find employment; partially funded the salaries of a Homeless Shelter, a Transitional Shelter, a childcare facility and Homeless Management Information System (HMIS); provided funds for a summer enrichment program for gifted and talented at-risk students.
- ★ Provided permanent housing and supportive services to 45 homeless persons using the Shelter Plus Care grant.
- ★ Provided assistance to 40 households (approximately 125 people) to prevent homelessness and re-house homeless households using ARRA HPRP (Homelessness Prevention and Rapid Re-Housing) funds prior to the end of that grant in May 2012.
- ★ Community partners continued the implementation of the affordable housing search website (www.WacoHousingSearch.org) which is still available to the public through the support of their donations.



Community Services

Waco-McLennan County Public Library

- ★ Central Library Renovation Project – building completed; finishing up shelving, furnishing and equipment installation.
- ★ Added “Chat” reference service through the Library’s website: wacolibrary.org allowing patrons to interact online with staff.
- ★ Added 2,141 new e-book titles with check-outs increasing 96%.
- ★ Migrated Interlibrary Loan Requests to the WorldCat Navigator service.
- ★ 2,519 children and teenagers participated in the 2012 Summer Reading Clubs which included STEM (science, technology, engineering and math) programs to coordinate with school district and Greater Waco Education Coalition goals.
- ★ Friends of the Library celebrated their 50th Annual Book Sale in November.

Waco-McLennan County Public Health District

- ★ Launched the Live Well Waco project, a collaborative effort to address chronic health issues, such as heart disease and obesity in Waco and surrounding cities within McLennan County. The project includes five categories: Eat Well Waco (Healthy Dining Options Program), Play Well (Increasing Access to Physical Activity), Be Well (Chronic Disease Management), Think Well (Mental Health Support), and Work Well (Worksite Wellness Initiative).
- ★ Approximately 600 people took part in health activities for Live Well Waco. Free activities included biking, kayaking, food and fitness demonstrations. The Eat Well Waco healthy dining program has seen a fifty percent participation increase during this year.
- ★ Sanitarians and inspectors continued to provide information, consultation, and inspection activities to new businesses such as the Waco Downtown Farmers Market and the Hawaiian Falls Water Park.
- ★ Vital Statistics office received the 2012 Exemplary Five Star Award from the Texas Department of State Health Services at the 58th Annual Vital Statistics Conference.
- ★ STD program continued to rank as one of the top programs in the State of Texas according to the Texas Department of State Health Services STD Program.
- ★ Preparedness Team partnered with Walgreens to hold a free flu shot clinic for the general public as well as assisted the Epidemiology program with two disease outbreaks relating to Pertussis and West Nile Virus.



Financials - Revenues

About Revenues

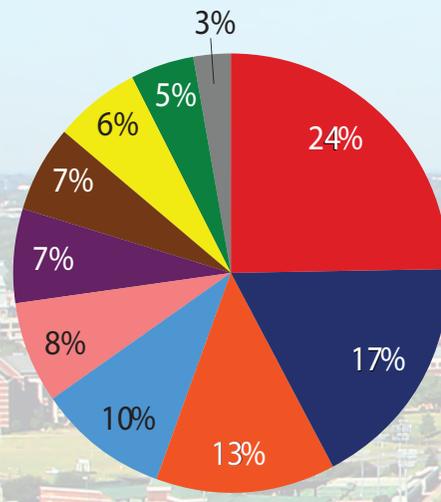
As a municipal entity, we are tasked with the responsibility of providing the best and most efficient services within available resources. We strive to provide our citizens with the very best value for their dollars. The City of Waco Finance and Budget Departments are committed to the long-term financial stability and sustainability of the city government. Departmental services are prioritized to ensure that they are addressed through the budget process and streamlined for efficiency and cost-effectiveness. The City of Waco's fiscal year is October 1st through September 30th.

The largest revenue source for the City of Waco was property taxes, with \$54.4 million reported in the fiscal year 2012. Other important tax revenues were sales taxes of \$29.2 million and franchise taxes of \$13.7 million.

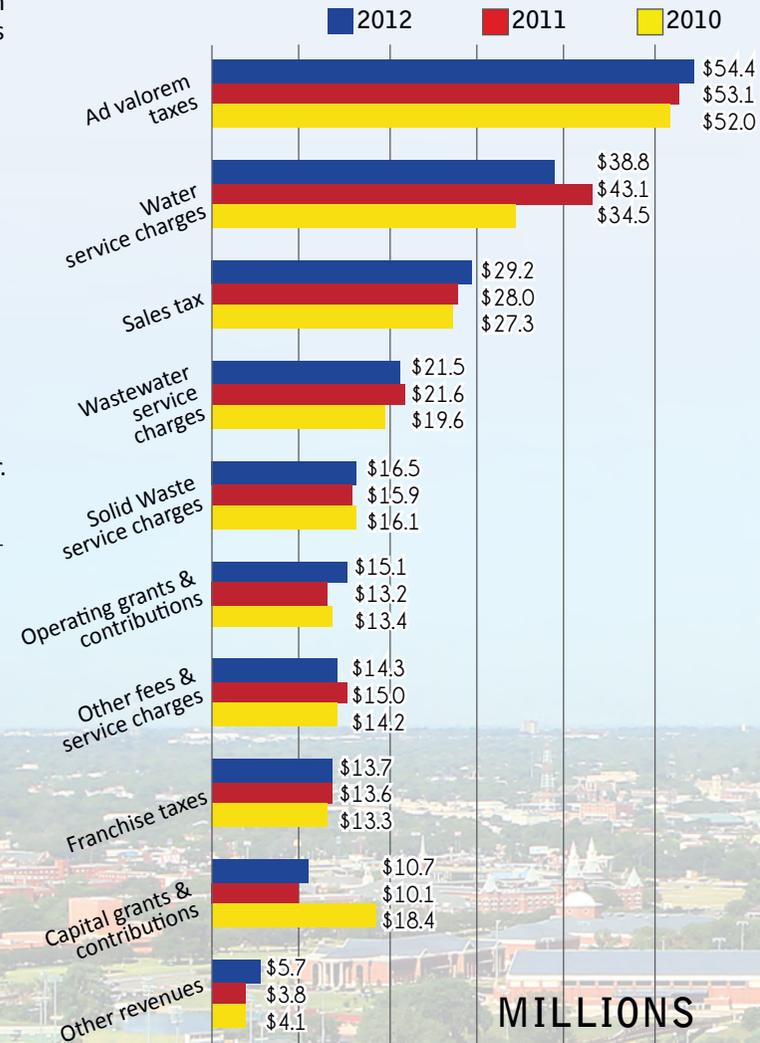
The City's utility funds, Water, Wastewater and Solid Waste, reported service charge revenues of \$38.8 million, \$21.5 million and \$16.5 million respectively. These funds operate as business-type enterprises with rates designed to cover operational costs and debt payments.

Capital grants and contributions (funding for capital assets) totaled \$10.7 million with operating grants and contributions (funding that may be used for operating expenses) at \$15.1 million. Other fees and revenues of \$20 million were received during the fiscal year. Overall total revenues reported a slight increase of 1.1% as compared to the prior year.

- Ad valorem taxes
- Water service charges
- Sales tax
- Wastewater service charges
- Solid Waste service charges
- Operating grants & contributions
- Other fees and service charges
- Franchise taxes
- Capital grants & contributions
- Other revenues



Revenues by Function 3-Year Trends (2010-2012)



Financials - Expenses

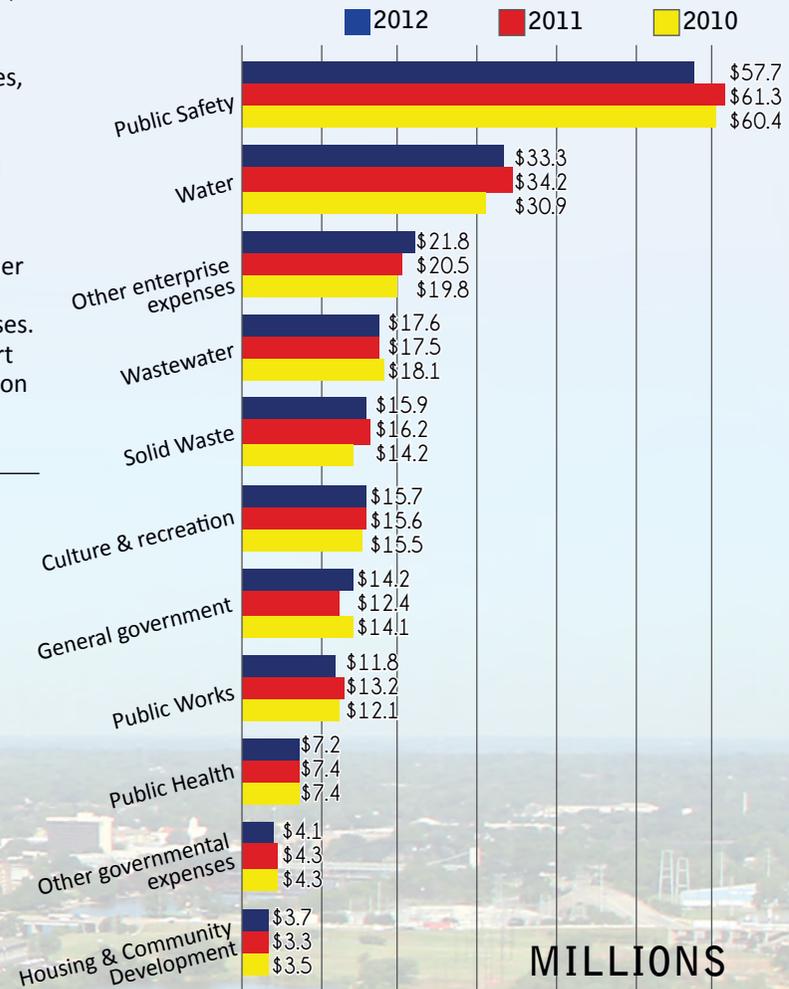
About Expenses

A total of 28 percent of the City's expenses (\$57.7 million) went to public safety. Police, Fire, Traffic, Emergency Management, Inspection and Municipal Court services are reported within the public safety function. Expenses for other city services included \$15.7 million for culture and recreation, \$14.2 million for general government expenses, \$11.8 million for public works, \$7.2 million for Public Health, \$4.1 million for other governmental expenses and \$3.7 million for housing and community development. Governmental expenses decreased 2.8% from prior year primarily due to savings from employee benefits changes, fuel and electricity.

Expenses related to the City's utility funds accounted for \$66.8 million with \$33.3 million for Water, \$17.6 million for Wastewater and \$15.9 million for Solid Waste. Other enterprise expenses (Convention Center, Transit, Zoo, Airport, Golf Course and Texas Ranger Hall of Fame and Museum) accounted for an additional \$21.8 million in expenses. Total enterprise expenses (used to account for activities that receive significant support from fees and charges) only reported a net increase of .19%. The increased depreciation expense of \$2.5 million related to capital improvements projects was offset by savings from employee benefits changes, fuel, electricity, and interest expense.



Expenses by Function 3-Year Trends (2010-2012)



The financial data presented in this report was obtained from the audited financial statements included in the Comprehensive Annual Financial Report (CAFR). The City's CAFR was prepared in accordance with generally accepted accounting principles (GAAP) and reported information for the primary government and its component units. The summary of revenues and expenses presented in this report is for the primary government data only and does not conform to GAAP. The full copy of the Comprehensive Annual Financial Report is available at www.waco-texas.com.

City Services & Growth

Municipal Information/ Waco City Cable Channel (WCCC.TV)

- ★ Premiered a new website with more video viewing options for archived videos, live streaming and more compatibility with mobile devices.
- ★ Launched a mobile app for WCCC.TV, making it easier for the user to view their choices on their mobile device.
- ★ Increased our social media presence on Twitter with over 3,400 followers and on Facebook with over 1,500 followers.
- ★ Led the deployment of iPads to Council members and upper management to minimize the use of printed materials saving money.
- ★ Converted Mammoth and Brazos Nights websites to a new system.
- ★ Produced 52 weekly City Talk Radio Shows and over 150 new television programs.
- ★ Added two new monthly talk shows (for a total of 11) that features the Community Visioning Project and the Waco Foundation.
- ★ Won Telly Awards for the 9th year in a row for outstanding TV production.
- ★ Issued over 175 press releases and continued to update the website and social media outlets with information.
- ★ Reached over 890,000 visits in 2012 to the City of Waco website.

Waco Transit

- ★ Provided the Tailgater parking shuttle for Baylor football fans (circles from downtown to Vitek's BBQ to Floyd Casey Stadium).
- ★ Introduced Santa at the Station- free pictures with Santa - around 300 families showed up for this event!
- ★ Offered free 10 minute trolley rides in our lighted trolley to downtown patrons.
- ★ Safe Ride Home Essay Contest worked with area schools to have students write essays about what a "Safe Ride Home" for their parents, teachers, and friends means to them. Partnered with the Waco Tribune-Herald, who printed winning essays in the newspaper and donated several large ads to promote the Safe Ride Home service.
- ★ Free Fare Day was sponsored by Workforce Solutions and Walmart which provided free bus service to the community on the Saturday of Tax-Free Weekend.

Economic Development

270 new jobs were created and \$434 million was made in new capital investments.

Industrial Growth in 2012:

- ★ 3 new companies
- ★ 5 expansions projects (existing companies)
- ★ 270 new jobs (837 retained jobs)
- ★ \$171 million in new capital investment

Downtown Growth in 2012:

- ★ 4 new construction projects
- ★ 4 renovation projects
- ★ \$263 million in new capital investment*

*This includes the \$250 million investment by Baylor University in the new stadium that will be located in the downtown area on the Brazos River.

Waco's Unemployment Rate decreased from 7.9% to 6.1% between October of 2011 and November 2012, an improvement of 23%.

Municipal Court

- ★ Processed 16,433 filed traffic violations and 8,958 non-traffic violations.
- ★ Disposed 28,594 total cases.
- ★ 22,077 total cases pending as of December 31, 2012.
- ★ Mailed 24,000 notices and coordinated on-going warrant round-ups.
- ★ Made 89 defendant arrests during the Warrant Round-Up.
- ★ Sent 15,000 additional violations totaling \$4.6 million to court's collection agency as a result of the warrant round-up.
- ★ 9,233 non-compliant defendant notifications totaling \$2.5 million sent to Texas DPS for denial of drivers' licenses.
- ★ Made 20,000 attempted calls through the automated dialer system to defendants in delinquent status.

Waco Statistics 2012

Our city continues to grow in size, population and demand for services as well as use of facilities. Items with an asterisk (*) indicate an increase from the previous year.

Demographics

Land Area (square miles).....	101.96
Est Population as of 2010 Census.....	124,805
<i>(21% African American, 29.6% Hispanic, 45.8% Caucasian, 3.6% Other)</i>	
Waco/Surrounding Areas Population....	234,906*
Lake Waco Shoreline (in miles).....	70
Average Value Single-family Home.....	\$87,742

Development

Single-family Home Permits Issued.....	319*
Value of Single-family Permits.....	\$61,912,920*
Commercial Construction Permits Issued.....	322*
Value of Commercial Permits.....	\$106,918,634*

Municipal Employees

Full Time (including Fire and Police).....	1,509*
Certified Police Officers.....	245
Certified Firefighters.....	195
Full-Time Equivalent.....	61.41

Public Health

Vaccinations Administered.....	19,462*
People Educated on Food Handling.....	2,607

Airport

Number of passengers.....	123,356
---------------------------	---------

Tourism

Visitors to Texas Ranger Museum.....	61,093
Visitors to Waco Tourist Info Center.....	23,750
Waco Convention Center Events.....	281*
Visitors to the Cameron Park Zoo.....	245,036
Visitors to the Waco Mammoth Site.....	18,500

Parks and Recreation

Land Maintained (in acres).....	1,235
Parks.....	60
Community Centers.....	5
Creeks (in miles).....	40
Public Right-of-Ways (in miles).....	56
Park Rangers.....	13

Library

Library Locations.....	4
Number of Visits.....	512,962*
New Items Added.....	19,900
Registered Cardholders.....	82,719
Total Items Borrowed.....	636,275

Transit

Passengers.....	966,799*
Days of Service.....	309

Utilities

Daily Average	
Water Production (in gallons).....	28,133,000
Daily Maximum	
Water Production (in gallons).....	46,063,000
Fire Hydrants.....	5,199*
Water Main (in miles).....	1,021*
Sewer Main (in miles).....	846*
Customer Accounts.....	39,784*
Water Treatment Plants.....	3
Water Meters.....	43,087*

City Vehicles

Unleaded Gasoline	
Used (in gallons).....	433,363
Diesel Fuel Used (in gallons).....	781,076

Streets

Miles of Streets.....	601.49*
Storm Inlets.....	7,805*

Public Safety

Calls for Service - Police.....	109,216*
Calls for Emergency Service (Fire, EMS, Rescue).....	9,950*
Fire Stations.....	14



Visions

2012

City of Waco Annual Report and Financial Review
This document was designed and created entirely by your city staff
assembled in Waco, Texas.



YESTERDAY. TODAY. TOMORROW.